NOTICE OF ORDINARY COUNCIL MEETING
Tuesday 20 August 2024
in the Council Chambers, 43-51 Tanunda Road, Nuriootpa,
commencing at 5.30pm.

A recording of the meeting will be available to view on the Council's website.

Martin McCarthy
CHIEF EXECUTIVE OFFICER
THE BAROSSA COUNCIL

A G E N D A

Welcome by Mayor

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 Council meeting held on Tuesday 16 July 2024 at 5.30pm

2.2 Matters arising from previous minutes

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Nil

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Nil

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Tuesday 17 September 2024 at 5.30pm

11. CLOSURE

MATTERS ARISING FROM PREVIOUS MINUTES

2.2.1 FINAL REPORT AND GOVERNMENT RESPONSE TO THE REVIEW OF THE EMERGENCY MANAGEMENT ACT 2004

Author: Chief Executive Officer
24/58129

The final report on the review of the Emergency Management Act 2004 and the Governments Response are hereby tabled for information.

As the reforms are progressed they will be assessed and supported as required.

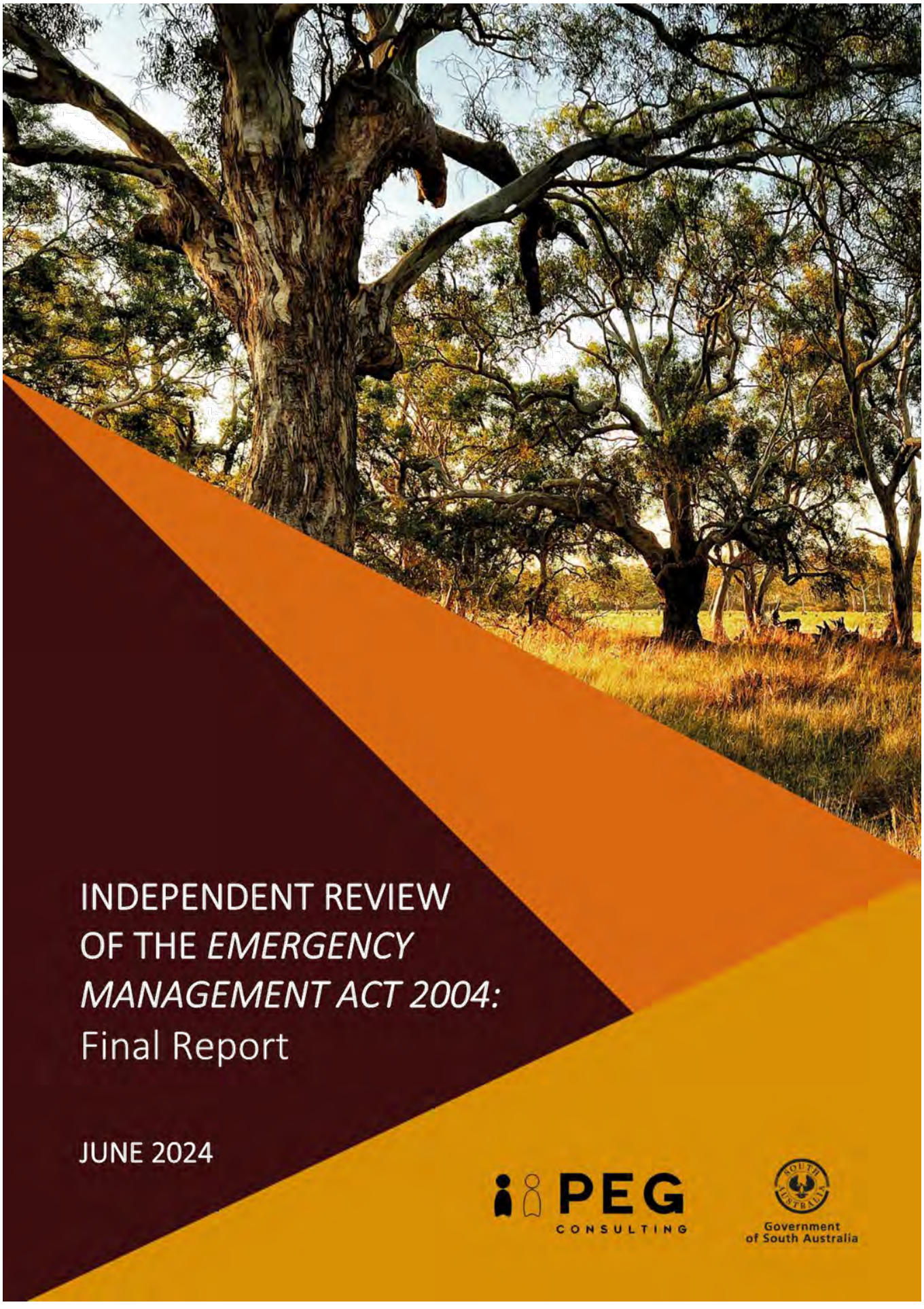
ATTACHMENTS

Attachment 1 Final Report
Attachment 2 Government Response to Final Report

SUPPORTING REFERENCES

Nil

Attachment 1



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Executive Summary

The *Emergency Management Act 2004* (the EM Act) is mainly considered fit for purpose and works particularly effectively in the response phase of emergencies. Its breadth and lack of prescription provide flexibility to apply the Act to different types of emergencies, and this is core to its utility. The Review was mindful that for legislation that is infrequently used, it is key that users of an Act nevertheless have a high familiarity with it for it to work well. Therefore, the Review's starting point was that a suitably high threshold should apply in deciding to make any significant change to the EM Act. Notwithstanding this, the Review has endeavoured to make recommendations to strengthen the EM Act by improving clarity, strengthening roles and responsibilities and introducing new elements to support responding to future known and unknown events and emergencies. There are 28 recommendations and nine observations. These are provided below. The recommendations concern the EM Act. The report contains observations intended to highlight important issues that are not necessarily best addressed by the EM Act. There are two significant amendments sought:

- Introducing the role and powers of a Recovery Co-ordinator
- Introducing a new declaration category that would support the scale up and down of emergencies.

Also of note, the Review recommends integrating elements of the *COVID-19 Emergency Response Act 2020* (the COVID-19 Response Act) into the EM Act permanently; providing Ministers with powers to make temporary arrangements during a declaration; and modernising some of the language of the EM Act.

Several matters were tested as part of the consultation for which change is not recommended due to insufficient evidence or the view that reform would be better achieved outside of the EM Act. The Review has also provided observations that may inform future reviews or decisions for some of these matters.

The Review accepts that the increasing duration, severity and impact of climate events is concerning. The role of mitigation, environmental science and research, and resilience are themes stakeholders want elevated in South Australia's emergency management space. This is an example of where the Review identified an issue worthy of being addressed, but the preferred treatment is through other legislation, governance, subordinate or alternate documents and practice, and improved processes. Minimal changes to the EM Act have been suggested that directly speak to these matters, except for mitigation, which it has been proposed be included in the Objects of the EM Act.

Recommendations and Observations

Recommendations

1. **Recommendation:** The EM Act's objectives and guiding principles be amended to reference:
   - Mitigation, including recognising that this is a shared responsibility.
   - That volunteers are key contributors to South Australia's emergency management efforts
   - That specific planning for vulnerable people is required.
2. **Recommendation:** The definition of "recovery operations" be expanded to include activities on private property.
3. **Recommendation:** References to the "scene" of an emergency should be recast to take account of all hazards.
4. **Recommendation:** The prescription of membership of the State Emergency Management Committee (SEMC) and procedural matters should be removed from the EM Act and be dealt with via the Minister's guidelines and Chair's duties.
5. **Recommendation:** The EM Act should assign responsibility for an assurance function to enhance the current arrangements for oversight and accountability.
6. **Recommendation:** To support the evolving types of emergency responses required, the EM Act should add a fourth declaration category so that the State Co-ordinator may use section 25 powers in anticipation of, or in the scaling down of, a declared major emergency or disaster. The ACT and Tasmanian State of Alert models should inform this declaration category.
7. **Recommendation:** Amend the EM Act to allow for an alternative extension process for a disaster if, due to the impact of the disaster, both Houses of Parliament are unable to approve an extension.
8. **Recommendation:** Reinstate the temporary powers from the *COVID-19 Emergency Response Act 2020* to the EM Act for a comprehensive and flexible framework for managing declared emergencies.
9. **Recommendation:** Amend section 25(3) of the EM Act so that the State Co-ordinator is not required to take advice from a particular source but may take advice from any source the State Co-ordinator considers appropriate.
10. **Recommendation:** Provide the State Co-ordinator with an information gathering power to determine whether there is (or is likely to be) an emergency that warrants the making of a declaration. Regulations should be able to be made relating to the use of the power.
11. **Recommendation:** The EM Act includes a section that provides Ministers with the ability to dispense with procedural requirements of another Act during a declaration period.

12. **Recommendation:** Incorporate an explicit mechanism in the EM Act to facilitate the mobilisation of the public sector workforce when necessary to respond to a declared emergency.

13. **Recommendation:** The EM Act should establish a (separate) position of Recovery Co-ordinator. The role should not be limited to a declaration period.

14. **Recommendation:** The Recovery Co-ordinator should be an authorised officer who reports to the State Co-ordinator during a declaration period.

15. **Recommendation:** Powers should be available to the Recovery Co-ordinator on the making of a regulation, which should specify the purpose, duration and any conditions on the use of powers. This could include the nomination of a Minister that the Recovery Co-ordinator will report to (outside of a declaration period). Recovery powers should include (but not necessarily be limited to) land access and powers for constructing or removing temporary structures.

16. **Recommendation:** The use of recovery powers should be time-limited, but an extension process subject to parliamentary scrutiny should be available.

17. **Recommendation:** Information sharing powers should be available to the Recovery Co-ordinator and be underpinned by the trusted access principles outlined in the *Public Sector (Data Sharing) Act 2016*.

18. **Recommendation:** The EM Act should be amended to clarify that section 25 powers retain primacy over other powers in the Act.

19. **Recommendation:** The Minister responsible for the administration of the *Electricity Act 1996* should be able to give a direction that is reasonably necessary to respond to an electricity supply emergency to any person or class of persons.

20. **Recommendation:** The electricity supply emergency declaration period and its extension arrangements should be amended to align with the process and timeframes for a major emergency declaration.

21. **Recommendation:** Amend section 27D to ensure that the type of information that may be requested is not inadvertently limited.

22. **Recommendation:** The EM Act should permit the Minister responsible for the administration of the *Electricity Act 1996* to share information with the State Co-ordinator.

23. **Recommendation:** The EM Act should provide equivalent protections to protected information as the *Security of Critical Infrastructure Act 2018* (SOCI Act).

24. **Recommendation:** The protections afforded by the EM Act should be expanded to address information that may be commercially sensitive and information that may be held by a person (not engaged in the administration or enforcement of the EM Act) as a result of a direction issued under the EM Act.

25. **Recommendation:** The penalty for confidentiality matters in section 31A of the EM Act should be increased to be commensurate with other legislation.

26. **Recommendation:** The EM Act make it clear that liability protections do not extend to worker's compensation claims which result in adverse outcomes for individuals following emergency management directions relating to their workplace.
27. **Recommendation:** The volunteer and employment protections should be strengthened to include a remedy.
28. **Recommendation:** The EM Act should have a review clause that requires it to be reviewed every seven years to ensure it remains fit for purpose and reflects contemporary emergency management practice.

Observations

1. **Observation:** The process for seeking an extension of a declaration should be included in the State Emergency Management Plan (SEMP).
2. **Observation:** The intent to coordinate with the Australian Energy Market Operator (AEMO) and other relevant entities during an electricity supply emergency should be reflected in operating procedures shared with all relevant parties or, alternatively, in the SEMP.
3. **Observation:** The State Government should ask the Commonwealth Government to prescribe the EM Act for the purposes of section 46 of the SOCI Act.
4. **Observation:** The next review of the State Emergency Management Plan (SEMP) should include reference to the Minister who has a designated emergency management role and powers under Part 4 Division 6 of the EM Act.
5. **Observation:** Future SEMP Reviews and SEMC funding discussions should consider the submissions received as part of this Review regarding the role, contribution and governance arrangements for Local Government in the South Australian emergency management arrangements.
6. **Observation:** The State Government should prioritise introducing cyber security legislation.
7. **Observation:** It would be good practice following any amendments to the EM Act to assess interfacing legislation for gaps or inconsistencies.
8. **Observation:** SEMC note the interest in consequence management being further integrated into the South Australian emergency management framework.
9. **Observation**: SEMC note the range of issues raised in the submissions that would contribute to improvements in the SEMP and broader emergency management arrangements in South Australia.

Introduction

The EM Act establishes the legislative framework and principles for coordinating activities before, during and after identified major incidents, emergencies and disasters; assigns key accountabilities; and provides authority to effect response and recovery operations.

The EM Act has been in place for nearly twenty years, superseding the *State Disaster Act 1980*. During this time, the EM Act has provided a sound basis for the State's ability to manage and respond to emergencies and incidents.

The EM Act has been amended on 13 occasions but has yet to be the subject of a full-scale review. Material amendments have included:

- The *Emergency Management (Miscellaneous) Amendment Act 2016* was initiated by the State Emergency Management Committee (SEMC). Updates included sections on the Objects and Guiding Principles, the State Emergency Management Plan (SEMP), the SEMC, and definitions.
- The *Emergency Management (Electricity Supply Emergencies) Amendment Act 2017*, following the state-wide blackout and via the *Emergency Management (Electricity Supply Emergencies) Amendment Act 2021*.
- The *COVID-19 Emergency Response Act 2020* and *Statutes Amendment (COVID-19 Permanent Measures) Act 2021*, as a result of the COVID-19 pandemic.

The operation of the EM Act - and its interaction with other legislation - was tested by the COVID-19 pandemic more than any previously declared emergency. The Major Emergency declaration was extended 25 times between March 2020 and May 2022 for 793 days. During this time, 289 legal directions were issued. South Australia was also subject to a second emergency declaration during part of this period (January/ February 2022) due to extreme weather. This was the first time the state operated under multiple emergency declarations for separate incidents.

The second-longest declaration period has also occurred recently, with an emergency declaration to address the 2022-23 River Murray flood event between October 2022 and February 2023. There have also been periods of threat of highly contagious animal diseases, which have seen amendments to the *Livestock Act 1997* and are to be incorporated into the proposed Biosecurity Act. Before the pandemic, the most common instance in which an emergency declaration was made was for bushfire events.

Therefore, it is timely to review the operation of the EM Act to ensure that the legislation empowers South Australia to prepare for, respond to, and recover from emerging hazards and extended events. Accordingly, the Department of the Premier and Cabinet appointed PEG Consulting to independently review the EM Act.

This independent review aims to make recommendations to ensure the legislative framework provides a basis for effectively managing all stages of emergencies into the future while considering the unique challenges presented by recent protracted emergency events and emerging hazards. The Reviewers have also reviewed the *Emergency Management (Electricity Supply Emergencies) Amendment Act 2017*, as required by section 11 of that Act.

Context

Terms of Reference

The Review was undertaken in accordance with the following Terms of Reference:

Purpose

The Review of *the Emergency Management Act 2004* (EM Act) (the Review) will identify opportunities to improve the EM Act, ensuring it remains fit for purpose and able to meet evolving challenges (e.g. COVID-19, mass bushfires, cyber-terrorism).

Context

The EM Act establishes, at a high level, the framework and principles for coordinating activities before, during and after emergencies; assigns key accountabilities; and enables necessary authorities to effect response and recovery operations.

The scale, impacts and consequences of the COVID-19 pandemic and the 2022 flood event have far exceeded all other events since the commencement of the EM Act. Prior to the COVID-19 outbreak, few Declarations (Division 3 of the EM Act) had been made in South Australia.

The prolonged nature of the COVID-19 pandemic, and to a lesser extent, the 2022 flood, caused South Australia to operate under a Major Emergency Declaration for an extended period and highlighted the need to address protracted events under the EM Act.

Background

The last wide-ranging changes to the EM Act were made in 2016 following a review led by South Australia Police. Several changes have been made to the EM Act since, on a more piecemeal basis.

Review Scope

The review addresses:

- the extent to which the objects of the EM Act are being achieved and continue to meet the needs of the South Australian community considering the changing hazard and threat context
- the extent to which additional legislative measures, if any, are considered necessary to achieve objects of the EM Act into the future, and
- such other matters that the Minister may consider relevant to the review of the EM Act.

Specific elements for consideration will include:

- Whether the principles of the EM Act reflect modern best practice and community expectations.
- How the EM Act interacts with, supplements and supports other emergency management legislation.
- Particular interdependencies with some legislation, for example, the proposed biosecurity legislation under development and the *Public Health Act 2011* (Parts 11 and 12)
- Potential relevance of the temporary COVID-19 legislative measures (*COVID-19 Emergency Response Act 2020 (SA)*) to future emergency events.
- Implications of the *National Emergency Declaration Act 2020* (Cth) and the *Security of Critical Infrastructure Act 2018* (Cth).
- How the EM Act could better cater for:
  - long-term events (such as a pandemic or a biosecurity event)
  - the emergence of new 'invisible' threats such as cyber-attacks and foreign interference
  - catastrophic or compounding events which require more significant powers and structures to effect response and recovery.
- The types of authority required to deliver significant recovery programs, and where necessary, direct effort.
- How well the EM Act meets the expectations and requirements of key stakeholders, including Executive Government and the community.
- How the EM Act enables and meets increasing requirements associated with climate change, disaster risk reduction, mitigation and resilience building.
- Whether current compliance and enforcement measures, including expiations, are fit for purpose.
- The Review will also consider findings contained within relevant inquiries, debriefs and documented lessons learned processes.

Acknowledgements

The Review was conducted independently. However, the Reviewers appreciate the willing cooperation of members of SEMC, and the Senior Executive Reference Group established to support the work of the Review.

SA Police, under the leadership of Assistant Commissioner Stuart McLean, met with the Reviewers on several occasions and provided helpful information and context.

The input provided by the Department for Energy and Mining was critical to the component of the report which addresses Electricity Supply Emergencies.

More broadly, the Review deeply appreciated and valued the in-person engagement and considerable number of considered submissions by stakeholders, including the public.

The Reviewers are grateful for the quality of engagement and the ideas shared.

Ellie Stenner's excellent support as the Review secretariat, under the leadership of Kirsten-Leigh Barr in the Department of the Premier and Cabinet, was instrumental in delivering a comprehensive report.

Methodology

A review of the legislation and other related pieces of legislation and documentation relating to emergency management was initially undertaken. The Review also considered findings from previous independent reviews such as the Independent Review of the *Extreme Weather Event South Australia 28 September – 5 October 2016* (Burns Review) and the *Independent Review into South Australia's 2019-20 Bushfire Season* (Keelty Review), as well as the *Royal Commission into National Natural Disaster Arrangements* (the Royal Commission). A jurisdictional comparison was developed to understand how other states' and territories' emergency management legislation is framed.

The Review conducted initial stakeholder engagement sessions from June to July 2023 with members of SEMC, their delegates, and other key emergency management stakeholders as indicated in the Terms of Reference. Initial conversations elicited positive aspects and pain points within the current legislative environment. This helped to inform further conversations with a broader range of stakeholders, who were invited to meet with the Reviewers, as well as the content of the Discussion Paper. A total of 37 meetings were held, as listed in Appendix 1, noting that invitations were extended to others who did not take up the offer of a meeting. A Senior Executive Reference Group was also established to discuss issues arising from early consultation prior to the release of the Discussion Paper.

A Discussion Paper containing commentary and 35 consultation questions, and a supporting Community Information Sheet, containing a selection of questions most relevant to the public, were released via YourSAy on 15 November 2023. Submissions were accepted in written form via email or post or by accessing the short survey that replicated the questions in the Community Information Sheet. Formal consultation concluded on 30 January 2024, and the Review received 40 written submissions and 35 survey responses; a summary of responses to the consultation phase can be found in Appendix 2.

The Report and its recommendations have been prepared considering the feedback in submissions. Where required, further clarification has been sought from stakeholders to ensure that the recommendations will strengthen South Australia's emergency management arrangements.

Glossary of Terms and Acronyms

Term/Acronym	Definition
AEMO	Australian Energy Market Operator
AMTA	Australian Mobile Telecommunications Association
Burns Review	Independent Review of the Extreme Weather Event South Australia 28 September – 5 October 2016
Co-ordinating agency	South Australia Police (SA Police) is the co-ordinating agency for all emergencies under section 19 (1) (2) of the EM Act. Co-ordination is undertaken by SA Police as the co-ordinating agency irrespective of any declaration that may be made by the State Co-ordinator or Governor. Opportunity exists under the EM Act for the appointment of other co-ordinating agencies.
COVID-19 Response Act	*COVID-19 Emergency Response Act 2020 (SA)*
declaration / declaration period	A declaration of an identified major incident, a major emergency or a disaster made under Division 3 of the EM Act.
DPC	Department of the Premier and Cabinet
EM Act	*Emergency Management Act 2004 (SA)*
emergency	An event whether occurring in the state, outside the state, or in and outside the state that causes or threatens to cause the death of, or injury or other damage to the health of, any person; or the destruction of, or damage to, any property; or a disruption to essential services or to services usually enjoyed by the community; or harm to the environment, or to flora or fauna (section 3 of the EM Act). *Note— This is not limited to naturally occurring events (such as earthquakes, floods or storms) but would, for example, include fires, explosions, accidents, epidemics, pandemics, emissions of poisons, radiation or other hazardous agents, hijacks, sieges, riots, acts of terrorism and hostilities directed by an enemy against Australia.*

Emergency management	A range of measures to manage risks to communities and the environment. The organisation and management of resources for dealing with all aspects of emergencies. Emergency management involves the plans, structures and arrangements which are established to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and co-ordinated way to deal with the whole spectrum of emergency needs including prevention, risk reduction, preparedness, response and recovery.
FES Act	*Fire and Emergency Services Act 2005 (SA)*
Functional Support Group	Functional Support Groups (FSGs) are established by SEMC and are comprised of both government and non-government participating organisations to perform functional roles and capability that support the control agency and support agencies. Some FSGs also provide support for recovery operations.
hazard	A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation. Hazards may be natural, anthropogenic (generated by human activity) or socionatural (natural events generated by human activity) in origin.
Identified Major Incident	An emergency that has occurred, is occurring or is about to occur and is declared to be an identified major incident by the State Co-ordinator (section 22 of the EM Act).
Major Emergency	An emergency that has occurred, is occurring or is about to occur and is declared to be a major emergency by the State Co-ordinator (section 23 of the EM Act).
NEL	National Electricity Law
NEM	National Electricity Market
NER	National Electricity Rules
NGO	Non-governmental Organisations
OCPSE	Office of the Commissioner for Public Sector Employment
Public Sector Act	*Public Sector Act 2009 (SA)*

(the) Review	The Independent Review of the *Emergency Management Act 2004*, undertaken by PEG Consulting on behalf of the Department of the Premier and Cabinet
Royal Commission into National Natural Disaster Arrangements / the Royal Commission	The Royal Commission into National Natural Disaster Arrangements was established on 20 February 2020 in response to the extreme bushfire season of 2019-20 which resulted in loss of life, property and wildlife and environmental destruction.
SAPH Act	*South Australian Public Health Act 2011*
SA Police/SAPOL	South Australia Police
SEMC	State Emergency Management Committee, South Australia's governance body tasked with leadership and oversight of activities associated with emergency management.
SEMP	The State Emergency Management Plan ensures the state has effective arrangements in place to enhance the safety and security of the South Australian community.
SERF	State Emergency Relief Fund
SOCI Act	*Security of Critical Infrastructure 2018 (Cth)*
SoNS	Systems of National Significance
State Co-ordinator	The person for the time being holding or acting in the position of Commissioner of Police and who has the strategic State level accountability for the management and co-ordination of declared emergencies.
Zone Emergency Management Committees	South Australia is divided into eleven emergency management zones, each overseen by a Zone Emergency Management Committee (ZEMC). A ZEMC is responsible for planning and implementation of Zone-level actions to build resilience and support state emergency management arrangements in line with the Principles of the EM Act and the SEMP.
2019-20 Bushfire Review/the Keelty review	The Independent Review into South Australia's 2019-20 Bushfire Season, undertaken by former Australian Federal Police Commissioner, Mr Mick Keelty.

Current Arrangements

The EM Act establishes the framework and principles for coordinating activities before, during, and after emergencies in South Australia. It also outlines the key responsibilities and legislative powers assigned to the people and organisations involved in emergency management.

Other legislation complements this framework either on a sector basis, such as the *Fire and Emergency Services Act 2005* (the FES Act) and the *Police Act 1998*; or on a hazard basis (such as the *Livestock Act 1997* and the *South Australian Public Health Act 2011* (the SAPH Act)). The EM Act is in addition to and does not limit the provisions of any other Act, but the EM Act prevails to the extent of any inconsistency.[1]

The EM Act references the Prevention, Preparedness, Response and Recovery (PPRR) framework[2], has an all-hazards approach and outlines the key governance arrangements. These aspects of emergency management are more fully explored in the SEMP, and for specific hazards interfacing legislation expands on prevention, preparedness, response and recovery activities, responsibilities and powers.

The most significant components of the EM Act relate to response: the calling of a declaration and the powers which a declaration enlivens. The powers available to the State Co-ordinator, and for electricity supply emergencies the Minister responsible for the administration of the *Electricity Act 1996*, are extraordinary and extensive.

There have been only 10 Declarations made in the 20 years since the EM Act commenced.[3] This is an indication of the high threshold applied for response powers under the EM Act to be used. **Preservation of this high threshold is central to the justification for the extensive powers available to the State Co-ordinator and others under a declaration**. These powers can have far-reaching consequences (including deprivation of liberty of movement). The use of the powers is generally not appealable nor easily reviewed.

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[1] s5 of the *Emergency Management Act 2004*. The Parliament of Australia has recently entered the field and passed legislation that may also impact on the management of, or apply to, emergencies. This creates some issues which are canvassed later in the report.

[2] *Australian Emergency Management Arrangements Handbook,* Australian Institute for Disaster Resilience: https://knowledge.aidr.org.au/resources/handbook-australian-emergency-management-arrangements/

[3] made under Division 3 of the *Emergency Management Act 2004*

Table 1: Summary of declared emergencies in South Australia under the EM Act

Duration	Type	Event	Extension/s[4]
18 October 2022 – 19 February 2023 *(118 days)*	**Major Emergency**	River Murray High Flow – Flood	Extended three times, once for 14 days and twice after for 45-day periods. The final extension was revoked early.
28 January – 8 February 2022 *(12 days)*	**Major Emergency**	Extreme Weather – Ex Tropical Cyclone Tiffany	Revoked before 14-day (initial maximum) timeframe.
22 March 2020 – 24 May 2022 *(793 days)*	**Major Emergency**	COVID-19	Extended 25 times for 28-day periods. The final extension was revoked early.
24 January 2019 – 25 January 2019 *(1 day)*	**Electricity Supply Emergency**	Weather	Revoked before 14-day (initial maximum) timeframe
28 – 29 September 2016 *(12 hours)*	Identified Major Incident	Statewide System Blackout	
3 – 7 January 2015 *(4 days)*	**Major Emergency**	Sampson Flat Fires	Revoked before 14-day (initial maximum) timeframe.
7 – 8 November 2005 *(12 hours)*	Identified Major Incident	Virginia Floods	
12 – 14 January 2005 *(48 hours)*	**Major Emergency**	Wangarry Fires	Revoked before 14-day (initial maximum) timeframe.
11 – 12 January 2005 *(12 hours)*	Identified Major Incident	Mt Osmond Fires	
11 – 12 January 2005 *(12 hours)*	Identified Major Incident	Wangarry Fires	

[4] See discussion on Part 4 Division 3 in relation to timeframes and extensions

Even though the significant powers under this Act are not regularly used, there is a degree of familiarity with the process for declarations and the powers under them. This familiarity peaked for the community during the COVID-19 pandemic, but it has been consistently understood within the emergency management sector for many years.

Future Context

In relation to the future operating context, the Review heard overwhelmingly that the EM Act would likely need to be used more rather than less.

> *"Emergency planning needs to be agile to change and adapt to new circumstances including more frequent, severe, and complex hazards and emergencies."*
> - ***Department for Environment and Water***[5]

The following subsections address submissions received in relation to future emergencies.

Climate Related Emergencies

Climate change was commonly referenced in submissions as being causal in the increased number, complexity and severity of many emergency events. In South Australia, this means it is likely more severe and more frequent climate-related events will occur, including bushfires, floods, heatwaves, droughts and pandemics.[6]

> *"Climate projections for the State of South Australia show that the State will experience an increase in temperatures and time spent in drought, an increase in the severity of fire weather, the frequency and intensity of extreme rainfall events, and an ongoing rise in sea levels (SA Department for Environment and Water 2022, IPCC 2023). In combination with expected increases in the State's population and the increasing development focus within areas of high fire risk, the cost of disasters related to natural hazards is expected to reach in excess of $30 billion dollars in South Australia (Deloitte Access Economics 2021) ... In addition to increasing intensity and severity of these hazards that can be measured by a single variable, compound events are expected to increase in frequency and severity (Kirono 2017, Wu, Su & Singh 2023, Seneviratne et al. 2021) and have cascading impacts across South Australian communities (Lawrence, Blackett & Cradock Henry, 2020)". -* ***Environment Institute, University of Adelaide***

[5] A list of all submissions is in Appendix 2. Rather than footnote each quote in this Report the source appears in bold italics at the end of the relevant quote.

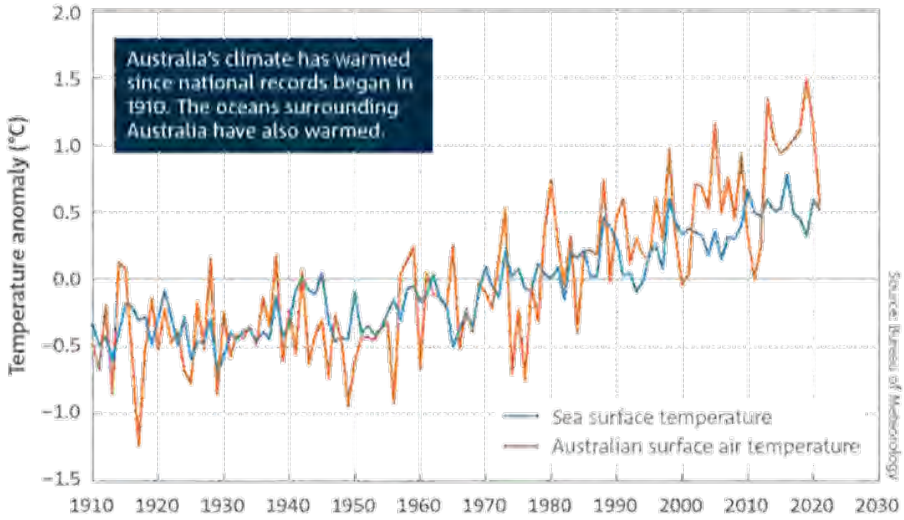
[6] *Guide to climate projections for risk assessment and planning in South Australia 2022,* Department for Environment and Water: https://data.environment.sa.gov.au/Content/Publications/Guide%20to%20climate%20projections%20for%20risk%20assessment%20and%20planning%20in%20South%20Australia%202022.pdf

> *"In a changing climate, there is likely to be an increased frequency and severity of disaster-inducing natural hazards. The physical impacts of climate change in South Australia will manifest primarily through more frequent and severe heat waves, coastal erosion, floods, bushfires and storms, and changes to the distribution and abundance of pest plants and animals and transmission of human diseases. It also means more compounding, consecutive, cascading and protracted events are likely."* - ***Department for Environment and Water***

Similarly, the data and research within the State of the Climate 2022 BOM Report found:

> *Observations, reconstructions of past climate and climate modelling continue to provide a consistent picture of ongoing, long-term climate change interacting with underlying natural variability. Associated changes in weather and climate extremes—such as extreme heat, heavy rainfall and coastal inundation, fire weather and drought—have a large impact on the health and wellbeing of our communities and ecosystems. These changes are happening at an increased pace—the past decade has seen record-breaking extremes leading to natural disasters that are exacerbated by anthropogenic (human-caused) climate change. These changes have a growing impact on the lives and livelihoods of all Australians. Australia needs to plan for, and adapt to, the changing nature of climate risk now and in the decades ahead.*[7]

Figure 1: Anomalies in annual mean sea surface temperature, and temperature over land, in the Australian region



Declarations under the EM Act, and their duration, have increased in recent years. The EM Act adopts an all-hazards approach and PPRR framework, it does not go to causal issues.

The Review has prioritised the need for the EM Act to continue to be agile and flexible in responding to an increased number, breadth and complexity of emergency events.

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[7] *State of the Climate Report 2022,* Bureau of Meteorology: http://www.bom.gov.au/state-of-the-climate/2022/documents/2022-state-of-the-climate-web.pdf

Pandemics

Several submissions asserted that the current EM Act was not designed with emergencies, such as pandemics, in mind. However, while the EM Act has traditionally been used in the fire, flood, and heatwave context, the second reading speech shows that it was intended to be used during a range of events.

> ***Emergency Management Bill 2004 Second Reading, Legislative Council 30 June 2004 Page 1895***
>
> ***The Hon. P. HOLLOWAY (Minister for Industry, Trade and Regional Development):*** *The terrorist attacks in New York on September 11, the devastating attacks in Bali, the bombings in Jakarta and on the transport system in Madrid, and the murder of one of our most senior public officials, have highlighted the fact that these types of events have no geographic or state loyalty, and do not recognise state or international boundaries. In addition, major floods and bushfires interstate have also demonstrated the significant human and financial costs of such events...This Government is committed to ensuring that South Australia has in place the best possible emergency management and protective security measures to prevent, respond and recover to a full range of potential emergencies, from natural events to human initiated or terrorist activities and to ensure the safety of our community and the infrastructure...*
>
> *The Emergency Management Bill will facilitate the required shift in culture from "disaster management" towards an "all hazards" framework and ensure appropriate strategies and systems are in place to enable a seamless emergency management transition from minor emergencies through to a disaster... Specific hazards include such issues as bushfires, flood, failure of an essential service, animal or plant disease, transportation and storage of hazardous or dangerous goods, human disease including pandemic or epidemic, transport infrastructure failure, information technology failure or natural disasters such as earthquake.*[8]

The Review heard (particularly from government agency representatives) that the EM Act served South Australia well during COVID-19.

COVID-19 highlighted that the EM Act needs to be able to respond to unprecedented emergencies. It also highlighted that the EM Act needs to be able to respond to increased complexity or compounding events that may impact supply chain disruption, scarcity of goods and services, and matters related to South Australia's sovereign capability to achieve safety, health and well-being, food, and infrastructure security.

While COVID-19 was unprecedented, it is assumed that future pandemics pose a threat that the EM Act may need to respond to. The SAPH Act framework, due to the inclusion of principles that constrain action and appeal rights, did not afford the government a framework that was considered appropriate to deal with the challenges posed by the COVID-19 pandemic.[9]

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[8] *Emergency Management Bill 2004 Second Reading,* Parliament of South Australia: https://www.pir.sa.gov.au/__data/assets/word_doc/0009/360378/Emergency_Management_Act_2004.docx

[9] See discussion in the Discussion Paper at p 24-25

Other types of Emergencies

The approach of future proofing the EM Act for a changing emergency management landscape remains as relevant today as it did twenty years ago when the EM Act was passed. With rapid technological advances in areas such as artificial intelligence, cybercrime, and space exploration, new types of emergencies may need to be managed under this Act. The Australian Government's Crisis Management Framework lists a range of hazards that includes space junk, malicious critical infrastructure sabotage, kinetic terrorism, bioterrorism, non-naturally occurring radiological contamination events, space weather, asteroid or extra-terrestrial body impacting on the earth, pandemics and other biosecurity incidents as potential hazards for Australia.[10] The types and scope of potential emergencies is therefore growing.

> *"We are concerned about the way that the EM Act and SEMP currently lack any consideration of low-likelihood, high-impact events, which are often associated with cascading impacts. For example, Natural Hazards Triggering Technological Accidents or 'natech' disasters occur when natural hazards such as earthquakes and floods initiate safety hazards at installations such as at power plants or along distribution networks. These safety hazards can cascade into technological emergencies such as major pollution incidents, dam failures and electrical fires that cause broader bushfires. Natech disasters are associated with some of the most extreme disasters in history (Krausmann & Necci 2021)."- **Environment Institute, University of Adelaide***

These hazards and the likelihood of more rather than fewer emergency events justify emergency management legislation providing a breadth of powers that can be used in case of extreme or unprecedented events.

The primary driver for amendment should be to improve clarity, flexibility and agility, which has been a foundational element of the EM Act and its use to date. There is a risk that too much specificity will limit the agility of the EM Act. Ensuring the powers available are appropriate in scope and assignment, and there is the right balance between the deployment of these powers and the high threshold to declare an emergency, have been the key considerations that have informed the Review's recommendations. Finally, consideration was given to where powers to respond to the increased likelihood of severe and complex emergencies may be needed.

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[10] *Australian Government Crisis Management Framework,* Department of the Prime Minister and Cabinet: https://www.pmc.gov.au/sites/default/files/resource/download/australian-government-crisis-management-framework.pdf

Consideration of the EM Act

Overwhelmingly the Review heard that the EM Act has largely served South Australia well in recent events such as the COVID-19 pandemic and the 2022-23 River Murray flood event - emergencies which unfolded on a scale that exceeds other emergencies since the EM Act's introduction 20 years ago.

It is also clear that the EM Act is well understood within the emergency services sector and those agencies that participate during times of declared emergencies.

> *"There are opportunities for improvement...but the underlying arrangements are still substantially sound... SAPOL is strongly of the view that the current response frameworks contained within the [EM] Act and SEMP are fit for purpose. Those arrangements have been practiced and tested and have worked well for many events."* – ***SA Police***

> *"It is acknowledged the EM Act in its current form needs improvement to deal with situations such as the COVID pandemic and emerging threats, like cyber events. The current EM Act is, however, fit-for-purpose for responding to bushfires, which will remain a significant hazard for South Australia. The elements that enable an efficient response to bushfire need to be retained in any future EM Act."*
> ***– SA Country Fire Service***

> *"Emergency arrangements in South Australia have served the community exceptionally well in challenging circumstances. The [EM] Act and the SEMP are straightforward, easy to read and understand, and work well in practice. This review of the [EM] Act is timely given the expected challenges of climate change, and other non-natural hazards such as cybercrime, social emergencies, terrorism and war."*– ***SA Veterinary Emergency Management Inc***

The structure of this report follows the structure of the EM Act, as the Review's position is that the EM Act should be amended but not replaced.

Part 1 – Preliminary

Objects and guiding principles

The Review was tasked with considering whether the principles of the EM Act reflect modern best practices and community expectations. An Act's objects and principles section traditionally communicates the Parliament's intent about what the EM Act is seeking to achieve.

Section 2 sets out the objects of the EM Act, how they are to be achieved and what the guiding principles are for emergency management arrangements.

2—Objects and guiding principles

(1) The objects of this Act are—

(a) to establish an emergency management framework for the State that—

(i) promotes prompt and effective decision-making associated with emergencies; and

(ii) makes provision for comprehensive and integrated planning in relation to emergencies; and

(b) to promote community resilience and reduce community vulnerability in the event of an emergency.

(2) The objects of this Act are to be achieved through—

(a) establishing the State Emergency Management Committee; and

(b) providing for the appointment of a State Co-ordinator; and

(c) the preparation, review and maintenance of the State Emergency Management Plan; and

(d) making provision for declarations relating to emergencies and disasters; and

(da) making provision for declarations relating to electricity supply emergencies; and

(e) establishing structures for risk prevention and preparedness; and

(f) establishing structures to support a seamless transition from response to recovery in relation to an emergency.

(3) The guiding principles under this Act are that emergency management arrangements must —

(a) be based on an all hazards approach in addressing emergency prevention, preparedness, response and recovery (PPRR); and

(b) reflect the collective responsibility of all sectors of the community, including both State and local government, the business and non-government sectors, and individuals; and

(c) recognise that effective arrangements require a co-ordinated approach from all sectors of the community, including both State and local government, the business and non-government sectors, and individuals.

Additional principles endorsed by the SEMC can be found in the SEMP[11]:

SEMP PRINCIPLES

All agencies and stakeholders have a shared responsibility to carry out emergency management activities across prevention, risk reduction, preparedness, response, and recovery in accordance with the following principles:

1. Emergency management educates and empowers communities to build resilience through effective stakeholder engagement and collaborative efforts to reduce hazard risks
2. Emergency management safeguards people at risk during and following an emergency with specific consideration given to the needs of Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, older people, people living with disability and people who are experiencing family or domestic violence
3. Emergency management protects property, businesses and the environment through effective stakeholder engagement and detailed planning
4. Emergency management applies a systems approach to climate change to understand and plan for issues and pressures including increasing frequency, intensity, and duration of weather- related events
5. Emergency management is led collaboratively by state government in partnership with local government, non-government organisations, businesses and the community, and is supported by the Australian government
6. Emergency management employs strong governance and leadership to drive effective and sustainable outcomes
7. Emergency management uses comprehensive and integrated planning to enhance systems co-ordination, information sharing and outcomes
8. Emergency management is underpinned by contemporary knowledge, policy and strategy that supports continuous improvement drawn from assessment of risks and consequence thinking
9. Emergency management operations are conducted with scalable arrangements to address complexity and consequences
10. Emergency management knowledge-sharing and communication is integrated as no single agency on its own can address all aspects of hazard risk reduction or impacts from an emergency.

The Review invited feedback on whether the EM Act contains the right objects and guiding principles. Around 80% of respondents indicated the objects and guiding principles were largely fit for purpose and appropriate for the South Australian context.

The clarity and focus of the objects and guiding principles enable those with governance responsibilities or powers under the EM Act to clearly understand the legislation's intention.

Submissions noted that the objects and guiding principles were appropriate for the South Australian context. They capture the importance of the PPRR framework- prevention, preparedness, response, and recovery - address community resilience, endorse an all-hazards approach, and by not being too prescriptive, they importantly support the flexibility and agility of the EM Act.

> *"The objects and guiding principles of the Emergency Management Act 2004 (EM Act) align with recognised best practices in emergency management legislation"- **City of Adelaide***

> *"Emergency arrangements in South Australia have served the community exceptionally well in challenging circumstances. The [EM] Act and the SEMP are straightforward, easy to read and understand, and work well in practice. This review of the [EM] Act is timely given the expected challenges of climate change, and other non-natural hazards such as cybercrime, social emergencies, terrorism and war." - **SA Veterinary Emergency Management Inc***

> *"The objects and guiding principles of the [EM] Act (Section 2) were inserted in one of the more recent reviews of the Emergency Management Act. The objects were developed to be consistent with the Public Sector Act 2009. This is the first opportunity for review of those principles. SAPOL submits that the objects and guiding principles are still best practice and do meet overall community expectations." – **SA Police***

There were also suggestions for some improvements which the Review agrees with. These are discussed below.

Amendments

Mitigation and Sustainability

It was submitted that mitigation and consequence management are important and overlooked in the objects of the EM Act.

> *"Mitigation, just like prevention, is a proactive step to doing something to reduce the impacts of an event and plays just as a big a part prior to and during the event occurrence. It is part of a long-term view of emergency management with the purpose of improving community capabilities to adapt and build resilience to emergencies. Just like prevention, mitigation should be BAU, with a shared responsibility at the different levels of community and government. Mitigation is part of the EM Framework, and it should have a place within the [EM] Act to highlight its importance moving forward where there is increasing uncertainty in the prediction and anticipation of where and how events will occur." - **SA Country Fire Service***

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[11] *State Emergency Management Plan Part 2*, Government of South Australia: https://www.dpc.sa.gov.au/responsibilities/security-emergency-and-recovery-management/state-emergency-management-plan/SEMP-Part-2-Strategies,-Guidelines-and-Frameworks.pdf

> *"Domestically and internationally, some EM agencies are acknowledging the differentiation between prevention and mitigation. It is recognised that the impacts of climate change upon the frequency and intensity of hazards are inevitable. As emergency management and climate change adaptation are now inextricably linked, South Australia's emergency management plans should recognise the difference between mitigating against those threats which are long term (climate change) and preparedness for short-term, direct threats from specific hazards. Mitigation measures accept that the event will occur and seek to reduce the inevitable impact, unlike prevention which seeks to eliminate the impact. As government agencies are required to consider the impact of climate change in their plans and actions, as per SEMP principle 4 and the EM assurance process, it is appropriate that mitigation is included in the EM Act as part of the emergency and disaster risk continuum, to address the need to consider longer-term mitigation strategies, plans and actions." -* ***SA Fire and Emergency Services Commission***

> *"The [EM] Act should consider enhancing the State's capacity to anticipate, prepare for and adapt to future climate conditions by including references to mitigation as a relevant consideration, for example in planning for risk management, prevention and recovery.... The issue could potentially be addressed through the objects of the [EM] Act..." -* ***Department for Environment and Water***

> *"In the current environment with climate change risk increasing, mitigation should become a mandatory component of emergency management planning for land and asset owners, and government agencies, particularly Hazard Risk Reduction Leaders. Experience has shown that relying on a 'business as usual' approach does not provide sufficient incentive for responsible agencies to prepare for emergencies. If there is no minimum standard to adhere to, responsible agencies will be understandably drawn away by competing priorities and disaster risk will inevitably increase. At a minimum the Hazard Risk Reduction Leaders should be mandated to produce hazard reduction plans on a defined schedule that incorporate the latest climate risk research and projections, including how these will affect the future management of their hazards. Explicit reference should be made in the [EM] Act to actions that recognise and attempt to mitigate climate risk for those agencies bound by the [EM] Act." -* ***City of Onkaparinga***

> *With the cost of natural hazards forecast to rise dramatically over the next 30 years, mitigation of these hazards has never been more important, especially once the fact that every dollar spent on mitigation can save four dollars in recovery costs is factored in. In an effort to counter this, Bushfire and Natural Hazards CRC research is providing quantifiable evidence that will support mitigation options for a range of natural hazards, reducing the amount of money that government spends on emergency response and recovery. -* ***Nathan Maddock, Senior Communications Officer, Bushfire and Natural Hazards CRC.*** [12]

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[12] *Reducing future risk starts now: integrated planning could hold the key to Australia's mitigation of disasters,* Nathan Maddock, Bushfire and Natural Hazards CRC: https://knowledge.aidr.org.au/resources/ajem-oct-2016-reducing-future-risk-starts-now-integrated-planning-could-hold-the-key-to-australia-s-mitigation-of-disasters/

The Review considers that as emergencies will likely become more frequent, complex and severe, mitigation is an important element that should be included in South Australia's emergency management arrangements.

The Review recommends that mitigation be referenced in the EM Act as this is important in ensuring that South Australia can best meet the challenge posed by future emergencies. Mitigation could be included within the objects and principles, such as an addition to statements relating to prevention; or in section 5A and the requirement for strategies under the SEMP. However, mitigation – like all the elements in the PPRR framework – is not solely the government's responsibility. The EM Act should recognise personal responsibility and that all members of the South Australian community can contribute to mitigating the impact of many different types of emergencies.

Volunteers

Several submissions noted that volunteers are an important group in the emergency management sector and should be specifically referenced. The points made included that volunteers were critical contributors to each stage of the PPRR model, and through their acknowledgement in the EM Act in this section, they were likely to have their roles and contributions elevated in the documents, plans, funding and efforts which cascade from the EM Act.

> *"Emergency response volunteering is a crucial component of our emergency management practices that supports communities before, during, and after emergency events…In its current form, the [EM] Act renders South Australia the only Australian state not to include volunteers in its Objects and Guiding Principles."*- ***Tammy Franks MLC, Member of Parliament***

> *"Given the importance of volunteers in the state's emergency management arrangements and need to provide protections in the [EM] Act, the State Government should consider the decline in volunteering and how this will impact on the current emergency management arrangements... The University of Sydney 2022 report into the decline highlighted the traditional importance of volunteers in supporting Australia's crisis resilience, building community networks and mobilising community resources. With significant downturns in volunteering the current South Australian emergency management arrangements will continue to decline in sustainability. The State should consider its primary responsibility for emergency management for South Australia and invest in new concepts of community emergency management approaches to ensure undue burden is not placed on all tiers of government…Solutions should not be purely government-centric, they need to be adaptable to changes in society resulting in less time to contribute to traditional volunteer models and identify how spontaneous volunteers can be effectively utilised. Leveraging existing strengths and passions of local communities can better leverage local resources, build greater community engagement with emergency management, and actively participate in matters that are important to them. Positive examples already include the CFS Farm Fire Unit Project and how the CFS can better collaborate with members of the community to deliver advantageous outcomes."*
> – ***Local Government Association of SA***

Considering the significant role volunteers play in emergency management, the Review has concluded that there should be recognition of this within the EM Act. The inclusion of a reference to volunteers in section 2(3)(c) alongside "business and non-government sectors and individuals" would be appropriate. Alternatively, or in addition, the role and importance of volunteers could be referenced prior to employment protections in section 33.

Vulnerable People

The 2009 Victorian Bushfires Royal Commission considered the specific impacts of emergencies on vulnerable people. The Commission noted that nearly half of the people who died were classed as 'vulnerable' because they were aged less than 12 years or more than 70 years, or because they were suffering from an acute or chronic illness or disability.[13]

> *'Shared responsibility' does not mean 'equal responsibility'. The Commission considers that in some areas the State should assume greater responsibilities than others; for example, the State and its fire authorities are likely to be more able than individuals to identify the known risks about bushfire. It is also necessary for the State, municipal councils and families to recognise the specific needs of vulnerable people, who might need early warning, assistance or separate consideration particularly on code red days.*[14]

The USA's National Centre for Disaster Preparedness notes:

> *One measure of the strength of a community's response and recovery system is its attentiveness to its most vulnerable citizens–children, the frail elderly, the disabled, and the impoverished and disenfranchised. It is a cruel fact: disasters discriminate...* [15]

The Centre points out, however, that defining vulnerability can be challenging as it is not necessarily a fixed characteristic of an individual or a group. Instead, it is a fluid state defined by timing, the hazard at hand, circumstances, and access to different types of capital.[16]

Despite this challenge, some submissions highlighted the importance of considering vulnerable people in the emergency management space.

> *"SAPOL notes there is discussion in the broader emergency management community, including within academia, for the need to specifically consider vulnerable communities, including culturally and linguistically diverse communities and specific indigenous needs in emergency management arrangements. While the objects, guiding principles and the other provisions of the Emergency Management Act are inclusive of all people, it may be appropriate to consider including these*

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[13] *Final Report*, 2009 Victorian Bushfires Royal Commission: http://royalcommission.vic.gov.au/finaldocuments/summary/PF/VBRC_Summary_PF.pdf

[14] Ibid.

[15] *Vulnerable Populations*, Columbia Climate School National Center for Disaster Preparedness: https://ncdp.columbia.edu/research/vulnerable-populations/

[16] Ibid.

> *groups into the guiding principles to reinforce their importance across the spectrum of prevention, preparedness, response, and recovery activities." - **SA Police***

The Review agrees that a specific reference to vulnerable groups in the EM Act's guiding principles would elevate the unique issues for those who are vulnerable.[17]

RECOMMENDATION

The EM Act's objectives and guiding principles be amended to reference:

- Mitigation, including recognising that this is a shared responsibility.
- That volunteers are key contributors to South Australia's emergency management efforts
- That specific planning for vulnerable people is required.

Greater prescription and specificity on the use of powers

The Review acknowledges the position put forward by some individuals who raised concerns about the breadth and duration of powers used during the COVID-19 emergency, along with general concerns raised by the Law Society of SA:

> *"The Society considers the current objectives of the [EM] Act are too narrow. There would be further benefit in the objects and guiding principles clarifying what an effective response to an emergency is; being targeted, evidence based, proportionate, of appropriate duration and subject to review and oversight. In this regard, the Committee considered many of the additional principles set out in the State Emergency Management Plan were of sufficient importance to be included in the Act itself." - **The Law Society of SA***

The Review is concerned that requiring greater specification in the objects and guiding principles would limit and/or place a burden on the State Co-ordinator that could prove difficult to discharge in an emergency. In some scenarios, information or evidence may be lacking, and an emergency response is based on best practice and best endeavours. Review mechanisms have the potential to divert critical (and often scarce) resources from the task at hand.[18]

The EM Act is used as a last resort when other legislation is not fit for purpose for the scale of the emergency. However, the SEMP is applied across all emergencies and is an appropriate place to articulate these principles.

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[17] The Review is advised by SAPOL that the terminology used in the emergency management sector is developing and that "persons at risk in an emergency" is terminology gaining traction. For clarity, it is the Review's intent that the reference in the EM Act is to consideration being given to those who are vulnerable outside of an emergency, or at a risk different to an ordinary member of the community during an emergency.

[18] The review mechanisms in the SAPH Act are one of the reasons it was not considered suitable for use in COVID-19.

Interpretation

Recovery Definition

Discussions on recovery roles and powers outlined in Division 5 of the EM Act are more fully explored later in this report. However, Green Industries SA made a compelling argument for the definition of recovery in section 3 to be expanded:

> *"While it* [the recovery definition] *is fairly inclusive, there is no explicit reference to the support provided to property owners, in particular disaster debris clean-up support for a major disaster event. As part of the government-supported disaster waste clean-up program in both the Black Summer Bushfires 2019-20 and the River Murray Flood 2022-23, apart from assisting the recovery of the natural environment and business, support was also provided to property owners, including structural assessment, housing demolition, hazard reduction such as removal of mould and asbestos to enable safe repair to the existing dwelling, and disposal of fire/flood affected materials via a coordinated clean-up program. It is recommended that the 'recovery operations' definition be reviewed to include these elements of support."* – ***Green Industries SA***

The Review also heard that many agencies were involved in supporting community members in their recovery, and assistance on private property is a common aspect of recovery efforts. The definition of recovery currently includes reference to assistance to the re-establishment of the normal pattern of life of individuals and families (amongst others). In recognition of this, and the proposal that a new Recovery Co-ordinator will have expanded powers, including potentially the ability to approve the establishment or removal of temporary structures, it is considered appropriate the EM Act is clear that recovery activities may encompass private property.

RECOMMENDATION

The definition of "recovery operations" be expanded to include activities on private property.

Scene

Whilst the EM Act does not define "scene", there are references in the EM Act to the "scene" of an emergency. This suggests a physical location, which may be difficult to identify in relation to an emergency such as a cyber emergency event. The Review considered that using the term "scene" was inconsistent with an all hazards approach.

Section 19 (3) states the co-ordinating agency has the following functions in relation to an emergency (emphasis added):

> (a) to consult with the relevant control agency and take action to facilitate the exercise by the control agency of functions or powers in relation to the emergency; and
>
> (b) to determine whether other agencies should be notified of the emergency or called to the scene of the emergency or otherwise asked to take action in relation to the emergency

Section 36 states that (emphasis added):

> All policies of insurance against damage or loss of property caused by, or occurring during the course of, an emergency will be taken to extend to damage or loss arising from measures taken by any person acting in pursuance of an authority conferred by or under this Act at the scene of the emergency.

Of the submissions which addressed this matter 92% agreed that the reference to a "scene" did not reflect an all-hazards approach and may be limiting.

RECOMMENDATION

References to the "scene" of an emergency should be recast to take account of all hazards.

Part 2 – State Emergency Management Committee

Section 6 – Establishment of State Emergency Management Committee

The EM Act establishes SEMC as the governance body overseeing emergency management planning.

The EM Act provides a high level of detail for a committee comprised of statutory office holders and public servants. It has restrictive elements (e.g., section 6 (4)(b)) and provides a level of detail about procedure that is unusual for non-corporate or government committees (e.g., section 10).

> *"Both the membership and proceedings of SEMC are very prescriptive in the [EM] Act. While DPC supports the legislative establishment of SEMC, it is suggested that much of the detail would be more adequately placed in the Membership Guidelines or Terms or Reference which is reviewed regularly."* - ***Department of the Premier and Cabinet***

> *"SAPOL submits that the key aspects that should be retained are those that underpinned the initial development of the Emergency Management Act. Those key aspects were a requirement, reported annually in the SEMC Annual Report, for the nominated Chief Executive Officers to attend SEMC meetings. Attendance by these Chief Executives was also at the time included in the performance management contracts of the Chief Executives. This level of specification was applied to members of SEMC as it was recognised in the previous State Disaster Arrangements that an extended period of delegation and recurring sub-delegation had occurred leading to the then equivalent of the now SEMC being attended by members who did not have the required authority or decision-making authorities attending that is required for the work of SEMC. SAPOL would also seek to ensure that electronic meeting types remain authorised in recognition of the learnings from COVID-19 where face to face meetings could not always occur. The remaining provisions should be considered for inclusion in guidelines as used for other Government boards and committees."* – ***SA Police***

Eleven submissions addressed this issue and just over half agreed that there was too much detail regarding SEMC in the EM Act. The Review has also concluded that the level of prescription is inconsistent with other aspects of the EM Act which provide flexibility and agility within the emergency management framework. The Review considers that membership, terms and conditions of appointment should be dealt with in Ministerial guidelines.

RECOMMENDATION

The prescription of membership of the State Emergency Management Committee (SEMC) and procedural matters should be removed from the EM Act and be dealt with via the Minister's guidelines and Chair's duties.

Section 9 – Functions and powers of SEMC

Assurance

SEMC are responsible for the SEMP and for monitoring the capacity of agencies to carry out their SEMP functions (section 9 (1) (f)). SEMC does not have the explicit responsibility to review and assess (i.e., assure) that plans are adequate, although this may be implied. The SEMP allocates responsibility to each Hazard Risk Reduction Leader who are, amongst other things, responsible for:

> *"Participating in the SEMC assurance program and examining other plans prepared under the SEMP to ensure that all aspects of the assigned hazard have been addressed".*[19]

The Burns Review also explored the issue of assurance roles and responsibilities:

> *SEMC is responsible for providing assurance to the government and community of SA that the State has adequate emergency management arrangements and sufficient capability and capacity to manage hazards and associated risks, and effectively respond to and recover from emergencies and disasters...Currently there is no process to assess the effectiveness of SEMC, its Advisory Groups, Sub-committees and working groups/task forces. Committee Terms of Reference are regularly reviewed but these are reviewed independent of each other rather than holistically. A more holistic approach would ensure that there is no overlap or duplication of effort, and more importantly, no significant gaps. ... A number of States in Australia which experience significant emergency events have implemented a position of Inspector General for Emergency Management (IGEM) or similar. This framework would provide the minimum position South Australia should adopt regarding governance and assurance.*[20]

Recommendation 41 of that Review was:

> *An Emergency Management Assurance Framework should be established as soon as possible to support the emergency management arrangements and the State Emergency Management Plan. Consider establishing an Inspector General Emergency Management department or position.*[21]

The government's response to this recommendation was to establish an emergency management assurance framework with an independently chaired advisory group.[22] This advisory group is now known as the Emergency Management Assurance Subcommittee of SEMC.

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[19] *State Emergency Management Plan: Part 1*, South Australian Government (paragraph 6.2): https://www.dpc.sa.gov.au/responsibilities/security-emergency-and-recovery-management/state-emergency-management-plan/State-Emergency-Management-Plan-2022.pdf

[20] *Independent Review of the Extreme Weather Event South Australia 28 September – 5 October 2016*, Gary Burns: https://www.dpc.sa.gov.au/__data/assets/pdf_file/0003/15195/Independent-Review-of-Extreme-Weather-complete.pdf

[21] Ibid.

[22] 2017 Review of Emergency Management Arrangements undertaken by SEMC

The Review heard that assurance remains relevant and requires further attention. The Review asked - *Should the EM Act provide that SEMC (or some other body/position) has an assurance function, or are the current arrangements appropriate*? Of those who responded to this matter, over 90% believed a stronger assurance function was needed. Responses included:

> *"SAPOL would support consideration of a potential change to make the assurance function of SEMC more clearly stated within the already described functions, which may be achieved by amending Section 9(1)(a) to read "to provide leadership, maintain oversight and assure emergency management planning in the State" or similar."* - ***SA Police***

> *"Oversight and accountability is key and should be a black and white process with no grey areas. There needs to be a level of confidence that all responsible agencies are meeting their responsibilities to the state."* - ***SA Country Fire Service***

> *"To lift the level of assurance across the sector, DPC has recently undertaken an update of the Emergency Management Assurance Framework. However, and critically, there is no explicit legislative foundation for how agencies and organisations are held to account in complying with these assurance requirements. By legislating assurance, the [EM] Act can contribute to the fortification of agency and organisational capability and enable them to fulfill their responsibilities effectively in ways that are proactive, coordinated, consistent and strategic. Progress in this area is particularly important as the landscape of hazards and risks continues to evolve."*
> - ***Department of the Premier and Cabinet***

> *"There should be an assurance function at the level of SEMC. Current assurance arrangements without this oversight are ineffective if left to individual agencies when competing with other priorities."* - ***City of Onkaparinga***

> *"There should be a clear body accountable for assurance as identified within the Burns Review - recommendation 41 - however it is not recommended that this assurance framework is to be part of SEMC as per current arrangement. The preferred option is for this body to be an external, impartial body or party that doesn't have functional alignment with EM however can play a broad governance and assurance role over the end-to-end EM framework in a way that is relevant and inclusive for all agencies. To ensure consistency and 'fit for purpose' for all agencies involved, assurance should be 'right-sized' and recognise the degree of an agency's contribution to, and influence on, Emergency Management outcomes across the PPRR life cycle. Assurance should extend to areas such as (not limited to): risk management; training and exercising; toolkits."*
> - ***SA Housing Authority***

The Review is persuaded that the current emergency management arrangements would be strengthened by the EM Act's inclusion of a requirement for an assurance function. Whether this sits in the EM Act with SEMC, or it is described as a function which must be undertaken by another body such as the Auditor-General, the Review is agnostic. A discussion and recommendation from SEMC, with consideration of resourcing, would be beneficial.

RECOMMENDATION

The EM Act should assign responsibility for an assurance function to enhance the current arrangements for oversight and accountability.

Part 4: Division 3 – Declaration of Emergencies

The making of a declaration by the State Co-ordinator or the Governor enlivens exceptional powers for the State Co-ordinator and authorised officers. An emergency may be declared to be an identified major incident, a major emergency, or a disaster. There is no difference in the powers that are enlivened by the form of declaration, apart from section 25(2)(n), which is only available during a Major Emergency or Disaster declaration. The key differences between the declaration types relate to who makes the declaration, the duration of the declaration, and the form or category, of the declaration.

Electricity supply emergencies are also provided for in the EM Act. This type of declaration does differ from a Division 3 declaration and is discussed in Part 4: Division 6 Electricity Supply Emergencies.

Table 2: Summary of declaration types

Declaration type	Must not initially exceed	Form	Made by	Extended by
Identified Major Incidents *(section 22)*	12 hours	Can be made orally but must be reduced to writing and a copy provided to the Minister as soon as reasonably practical	State Co-ordinator	N/A
Major Emergencies *(section 23)*	14 days	Must be in writing and published in a manner and form determined by the Minister (typically via *Government Gazette)*	State Co-ordinator	Governor
Disasters *(section 24)*	30 days	Must be in writing and published in a manner and form determined by the Minister (typically via *Government Gazette)*	Governor	Both houses of Parliament
Electricity supply emergencies *(section 27A)*	14 days	Must be in writing and published in a manner and form determined by the Minister	Minister	Minister with advance approval of the Governor

During the extended COVID-19 emergency declaration period, commentators and others questioned the role of the Parliament and the Executive Government in an emergency. South Australia operated under a Major Emergency declaration for a total period of 793 days. The Government determined that this was an appropriate way to manage the pandemic. The original declaration, made on 22 March 2020, was extended by the Governor 25 times, and allowed for 289 legal directions to be issued that supported the management of the pandemic in South Australia.

The Review notes that within the period of the emergency declaration, the Parliament remained active and introduced alternative legislative measures but, more generally, did not see fit to change the existing arrangements for declarations. Parliament passed additional legislation to manage issues, including temporary amendments to the EM Act.

The Review asked whether there should be any changes to the permitted duration of declarations, the extension arrangements or processes relating to this. The responses to this question during consultation did not reveal a strong consensus for any fundamental change to the arrangements that most South Australians seem to consider served South Australia well during COVID-19.

The SAPOL submission outlined the process for how the extensions were requested:

> *"COVID-19 established a process for extension of a declaration consisting of:*
>
> - *A request from the Control Agency to the State Co-ordinator for an extension with reasons for the request*
> - *Assessment by the State Co-ordinator against the SEMC approved Declaration Guidelines. A decision was then made taking into account the totality of the holistic information known to the State Co-ordinator, which included the information provided by all State Emergency Centre (SEC) agencies delivered during one of the many SEC briefings*
> - *Preparation of a Cabinet Submission for consideration of the Premier and the Emergency Management Cabinet Committee*
> - *Final consideration of the Governor based on information provided by the Premier and Cabinet before a formal decision was made to extend the declaration."* – ***SA Police***

In their submission, SAPOL recommended that this process be included in the SEMP to "*provide transparency in the extension process to government, non-government, and more importantly, community stakeholders."* The Review agrees that the details of this process would be beneficial in the SEMP.

> *"Limited in duration, noting the desirability of avoiding rolling renewals without Parliamentary oversight and review. Instead, the 14-day declaration processes should be retained, but renewals should be limited to, for example, 12 months to ensure the review is not just of declaration criteria being met, but also for ongoing consideration to the proportionality of powers being exercised and adequacy of governance and oversight mechanisms."* – ***The Law Society of SA***

OBSERVATION

The process for seeking an extension of a declaration should be included in the State Emergency Management Plan (SEMP).

New category of declaration

Response powers are significant and are designed to be used as a last resort - when all other emergency management arrangements are insufficient to manage the emergency. The current declaration categories have also only recently been used for extended periods, which, as discussed above, is likely to be a continuing overall trend as the State faces emergencies of increasing complexity, impact, and duration into the future.

A proposal to introduce a new declaration category to support future emergencies that might benefit from a scaling up and scaling down of powers was tested with stakeholders. This issue received high engagement being addressed in 51 submissions. Of these, 75% of respondents supported a new declaration category.

COVID-19 Experience

Emergencies such as fire and flood generally have a linear build-up. When they reach a point of severity, a threshold is met to warrant a declaration. The powers are required to respond to the situation at the height of the emergency. Once the emergency's severity reduces, so does the need for the powers required to manage it. Subsequently, the declaration expires or is revoked, with recovery becoming the focus. COVID-19, however, required powers to be in place that did not reflect a single peak scenario but one in which the threat created by the emergency was variable at times. COVID-19 provides an example of the potential future complexity of emergencies.

> *In 2020 case numbers reached an initial peak at the end of March. This was followed by a period of low case numbers. In mid-June 2020 case numbers started to increase before reaching a secondary peak in early August 2020. Case numbers gradually declined and remained low with spikes occurring in mid-late December 2020 and mid-late April 2021. From late June 2021, case numbers increased and peaked from late September to mid-October 2021. From mid-December 2021, case numbers increased sharply and peaked in January 2022.*
> ***- Coronavirus at a glance - 2 August 2022***[23]

This description aligns with the South Australian experience. There were periods during COVID-19 where general community activities and permitted movement did not reflect the restrictive major emergency state in place during other parts of the emergency declaration period.

For some of the emergency declaration period for COVID-19, South Australians were subject to relatively few restrictions even though they were living in a declared "major emergency". For example, a general election was held, sporting matches were held with crowds, and hospitality businesses were able to operate. However, some powers were still required, such as border closures, quarantining, and mask-wearing, which were judged as not able to be achieved with other legislation. All that was available was the current binary arrangement of being in a declared major emergency or not. The emergency was then only

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[23] *Coronavirus at a glance – 2 August 2022,* Department of Health and Aged Care: https://www.health.gov.au/resources/publications/coronavirus-covid-19-at-a-glance-2-august-2022?language=en

able to be ended once the interfacing legislation – the SAPH Act- had been amended to be able to sustain the powers required to manage the public health emergency. Notably, these amendments specifically related only to COVID-19 and modified the way the SAPH Act normally operates.

> *The Major Emergency Declaration in South Australia for COVID-19 has ended, effective immediately, after 793 days in an historic and significant step forward in the state's management of the pandemic... The lifting of the declaration is only possible following the successful passage of the government's legislation to amend the Public Health Act in Parliament last week.*[24]

State of Alert

Part of the impact of an emergency declaration is the message it sends to communities about the seriousness of an emergency.[25] Implicit in this philosophy of "sending a message" to the community is that there is a high threshold for a declaration of an emergency. [26] The current declaration framework signals this with the terms used, being an identified major incident versus a major emergency versus a disaster. Each category brings with it an understanding of the severity of the situation, while the powers across all three categories remain the same, except for section 25(2)(n), which can only be used during a Major Emergency or Disaster declaration. The challenge with the COVID-19 situation is that there were "troughs" during the emergency where the traditional understanding of a major emergency declaration was at odds with the COVID-19 reality that South Australians were living.

Currently, best practice sees interfacing legislation being used to manage emergencies until a threshold is met that results in a declaration being called, and the EM Act's declaration process remains a rarely used legislative tool. The suggested introduction of a new declaration category is not intended to usurp this - a new declaration should not be seen as a substitute to robust portfolio-based emergency management arrangements and legislation. Rather, it is intended to provide the powers under the EM Act be available in circumstances which may involve extended or multiple peak/trough emergencies; or where interfacing legislation is not yet in place or requires amendment to be able to manage the emergency better.

As discussed above, the COVID-19 pandemic experienced a level of threat and risk that came in waves over an extended period. The EM Act is not tailored for this scenario. The instrument available to the State for an extended emergency is blunt and binary - the state is either in a major emergency or disaster period or it is not. There is no step-down available

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[24] *COVID Major Emergency Declaration ends,* Government of South Australia (24 May 2022): https://www.premier.sa.gov.au/media-releases/news-items/covid-major-emergency-declaration-ends

[25] (n 10); *Evidence of policy learning in emergency declarations as communications tools in Australia,* Ben Beccari: https://onlinelibrary.wiley.com/doi/pdf/10.1111/disa.12594

[26] This threshold is also important given the powers that come with a declaration and that the EM Act overrides other laws.

under the EM Act, which preserves the use of the powers that may be needed while alternative legislation can be drafted or a threat is being managed.[27]

The 2022–23 River Murray flood event also presented the state with advance notice of a likely declaration. It was known for some time before the emergency declaration was made that there was likely to be destructive flooding. Preparation, initial response, and recovery planning were undertaken. Several agencies felt that this preparation could have been enhanced if some form of declaration had been called.

Given these recent examples, the Review asked stakeholders to consider the potential benefit of a new type of declaration. The example of a State of Alert, which is a declaration type available in Tasmania and the ACT, was provided.

RELEVANT ASPECTS OF THE AUSTRALIAN CAPITAL TERRITORY STATE OF ALERT[28]

Section 151 outlines that for the Minister to declare a State of Alert they need to be satisfied that an emergency is likely to happen; and the nature of the emergency calls for an urgent, significant and coordinated response to minimise or manage a substantial risk.

The Minister may be satisfied that an emergency is likely to happen if the Minister is satisfied that an event that has happened or is happening, or a circumstance that exists, gives rise to the likelihood of an emergency.

A declaration may be made for all or part of the ACT.

During a state of alert, the Minister must give the community regular situation reports, and other reports, in accordance with the community communication and information plan.

RELEVANT ASPECTS OF THE TASMANIA STATE OF ALERT[29]

Section 29 outlines Tasmania's State of Alert arrangements. It includes details such as if the Director of Emergency Services is of the opinion an occurrence or an impending occurrence is likely to cause loss of life or injury to persons; and the evacuation and exclusion of persons from a place is necessary in order to avoid that loss of life or injury, but the declaration of a state of disaster or emergency is not in force, the Director may declare a state of alert in relation to that place.

Upon declaration of a state of alert in relation to a place, the Director may exercise in that place those powers that are exercisable during a state of disaster or emergency.

Upon a declaration of a state of alert in relation to a place, the Director may instruct any statutory service to prepare for a possible declaration of a state of emergency or disaster.

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[27] This is also relevant in relation to recovery, discussed elsewhere in the report.

[28] S151 of the *Emergencies Act 2004 (ACT)*: https://www.legislation.act.gov.au/a/2004-28/default.asp

[29] s29 of the *Emergency Services Act 1976 (TAS)*: https://www.legislation.tas.gov.au/view/whole/html/inforce/2000-08-14/act-1976-029

The ACT and Tasmanian State of Alert powers have been used to "flex up" to take action to mitigate or counter the likely effects of an impending emergency.

The consultation tested:

- whether that category of declaration may have been useful for South Australia in the 2022–23 River Murray flood event, for which there was a long preparation time, and a Major Emergency Declaration was in place for 80 days
- whether, with the emergence of increased occurrence and intensity of climate-based events, risks of future pandemics and the emergence of new risks and threats, there may be a case that the EM Act should also have a declaration category that enables a flex-down period where aspects of the emergency remain a live risk that requires management powers- such as a pandemic where new or emerging variants remain a credible threat
- whether the step-up and step-down approach may allow for greater nuance in the messaging of the threat of the emergency to the public.[30]

A range of responses supported a new declaration category.

> *"...a new class of declaration could be helpful where it allows for certain powers and restrictions to be imposed without still calling the incident a major incident or major emergency. For example, a State of Alert provision would be useful as a step up/down mechanism during times of forecast high flow to SA that may result in flood warnings being issued. Any such declaration would need to be made specific to a relevant affected area. Processes should be linked to the nature of the emergency or incident and need for special powers."* - ***Department for Environment and Water***

> *"Messaging, the type of messaging, and how that message is understood is of great importance. To issue a state of emergency but not impose the restrictions that come with it waters down its effectiveness. A state alert model is a firm alternative and addition to the [EM] Act. It accounts for the changing and evolving risk scape that society is now facing due to many drivers of change where additional steps in readiness and standing down will be required. Whichever model is used, it needs to be clear and concise that is easily interpreted and understood by the public."*
> - ***SA Country Fire Service***

[30] A State of Alert can be declared under Division 3A of the *Emergency Management Act 2006 (TAS)* and s151 of the *Emergencies Act 2004 (ACT)*

> *"A State of Alert system that can be used for scaling up or down would be appropriate. In the example of the River Murray Flood, this system would have enabled activation of NGOs and emergency service personnel into the region to work with and prepare CALD (Culturally and Lingually Diverse) community members with whom mainstream services may be unable to communicate, and to ensure that all people in the affected area are able to respond to alerts or warnings. Deploying NGO and emergency management resources into the region early would also have enabled more targeted community education to occur through community meetings or door-knocking high-risk properties. This could have resulted in more residents knowing how to secure and safe-guard their properties. It would also have provided a platform for educating community members about how electricity supply and disconnection would be managed during the flood which would have enabled better preparation and reduced losses. Some community members have a limited ability to prepare themselves or their properties without support, and NGOs may have been able to provide the support they needed." -* ***SA Council of Social Service***

> *"It has been the recent experience of the MFS, that as a support agency to the Hazard Leaders and Control Agencies responsible for emergency incidents that are increasing as a result of climate based events and emerging new risks and threats, that a new class of declaration that supports both agencies to enact increased levels of preparedness and the State Co-ordinator to enact more scalable community direction and messaging before a declaration of Major Incident, Major Emergency or Disaster, may be beneficial."-* ***SA Metropolitan Fire Service***

> *"A transition period may have been beneficial when the risk of COVID-19 was reducing. In the absence of a state notification process at that time, the LGA found it challenging to identify appropriate exit strategy measures as the lead of the LGFSG. If there had been a transition period process, the LGA could have complemented the state's process and guidance methods. The LGA agrees that a State of Alert would have been useful in the lead up to the 2022-2023 River Murray flood, to enable greater resourcing to be deployed during the preparation phase. This was arguably the most resource intensive phase of the flood and impacted councils undertook significant preparation activities with limited physical resources from the State. Introducing a new type of declaration to facilitate scaling up of resources in these types of situations should be considered."*
> ***- Local Government Association of SA***

If a new declaration type is introduced, it must be clear and have defined limits. It should include requirements that the use of a State of Alert or similar declaration is required to be clearly communicated and accessible for people so it can be understood by everyone in the community. It would need to strike the balance of increasing the agility of the EM Act and its powers, while maintaining appropriate safeguards and appropriately interfacing with other legislation.

> *"We consider that there would be significant value in having a set of declarations which reflect and support the scaling up and scaling down of an emergency response and more nuanced messaging to the community. 'State of Alert' would seem a good option. Care would need to be taken to ensure that a scaling up declaration could not be used for purposes not related to a disaster.... Having the Governor in Executive Council issue any scaling up declaration would provide increased assurance of appropriate use." -* ***Hon Steven Marshall and Hon Stephen Wade (former Premier and former Minister for Health and Wellbeing)***

> *"...preference is for a 'State of Alert,' as per Tasmania and the ACT. In developing such an option, consideration must be given as to how this type of arrangement would operate with arrangements implemented under hazard topic specific legislation to minimise administrative effort and community confusion."* – ***Primary Industries and Regions SA***

> *"We support the introduction of new forms of declaration, including in relation to a transition period, from emergency to recovery, and pre-emergency, as described in the Discussion Paper, with reference to the equivalent New Zealand and Tasmanian legislation. However, any new declarations that provide new or extended access to emergency powers must also be subject to accountability measures."* - ***Environment Institute, The University of Adelaide***

The Review agrees that a State of Alert may have allowed for the powers required to manage the pandemic to be in place (e.g., border closures, quarantining etc), while community messaging around the threat could be more proportionate. For example, prior to the Omicron variant, there was a view that the COVID-19 threat was diminishing. A step down to a State of Alert may have allowed for the restrictions required to maintain certain protections, while simultaneously messaging that while at that time the risk to the community was not on par with a major emergency, the state was on alert for what could be a rapidly changing risk.

RECOMMENDATION

To support the evolving types of emergency responses required, the EM Act should add a fourth declaration category so that the State Co-ordinator may use section 25 powers in anticipation of, or in the scaling down of, a declared major emergency or disaster. The ACT and Tasmanian State of Alert models should inform this declaration category.

Disaster extensions

The Review also received a submission that posited that if a disaster declaration requires an extension, there may be a circumstance in which both Houses of Parliament may not be able to approve by resolution an extension.

> *"The disaster declaration should be able to be extended by the Executive Council if parliament is not scheduled to meet before the expected expiration of the deadline."* - ***David Basham MP, Former Minister of Primary Industries and Regional Development***

The Review accepts that as the most extreme form of declaration, there may be a circumstance in which achieving this extension is challenging. The Review invited a submission from the Speaker, the President of the Legislative Council and the respective Clerks to understand what arrangements might be needed or might be in place but none was received.

RECOMMENDATION

Amend the EM Act to allow for an alternative extension process for a disaster if, due to the impact of the disaster, both Houses of Parliament are unable to approve an extension.

Part 4: Division 4 – Powers that may be exercised in relation to declared emergencies

Temporary COVID-19 Powers

While the EM Act was intended to be used for pandemics, the nature, duration and impact of COVID-19 was unprecedented. As a result, the COVID-19 Response Act was put in place to temporarily modify laws, including the EM Act.

A number of these modifications were expressed to clarify the powers of the State Co-ordinator. These amendments modified section 25 to:

- confirm that the State Co-ordinator could give a direction or make a requirement that applies to persons in the State generally and provide for the publication of such a direction and exemption from it.
- confirm that the State Co-ordinator could exercise a power or function under section 25 even if it would contravene another law and that the State Co-ordinator could require something of a person or class of persons that would see them acting in contravention of another law of the State.
- enable the State Co-ordinator or an authorised officer to use reasonably necessary force in the discharge of a power or to ensure compliance with it.

These amendments have since lapsed. It is notable that Parliament determined that these powers were required to manage COVID-19. If the EM Act is to be future proofed, given the experience of the recent pandemic, it is reasonable to expect that these powers may be required again in the future.

> *"We consider that the temporary Section 25 powers from the COVID-19 Emergency Response Act 2020 should be reinstated to the Emergency Management Act."* - ***Hon Steven Marshall and Hon Stephen Wade (former Premier and former Minister for Health and Wellbeing)***

> *"With the arrival of COVID-19, the urgent development and passage of the COVID Response Act was necessary to make temporary modifications to the EM Act…It is considered that these modifications should be made permanent and are of significant future value, not only to the management of pandemics, but to any large-scale emergencies that the State might need to manage."* - ***Attorney-General's Department***

> *"The additional Section 25 powers contained in the COVID-19 Emergency Response Act (Schedule 2, Part 1, Section 1) were implemented due to identified issues in the application of the current powers contained within the Emergency Management Act. SAPOL submits that these identified gaps are in fact lessons identified from applying the powers and the provisions and should be permanently added to the suite of powers available to both the State Co-ordinator and Authorised Officers (per Section 25 of the Emergency Management Act)."*- ***SA Police***

> *"It is reasonable to future proof the EM Act by expecting these powers from the COVID-19 Emergency Response Act 2020 may be required again in the future and therefore should be reinstated to the EM Act."* – ***Department for Education***

RECOMMENDATION

Reinstate the temporary powers from the *COVID-19 Emergency Response Act 2020* to the EM Act for a comprehensive and flexible framework for managing declared emergencies.

Section 25 (3)

In 2009, amendments were made to the EM Act and the SAPH Act to prepare the state better to handle a pandemic.[31] At this time section 25 (3) of the EM Act was included:

> In addition, if, after considering the advice of the Chief Public Health Officer, the State Co-ordinator is of the opinion that the scope of an emergency is of such a magnitude that demand for medical goods or services cannot be met without contravening the laws of the State, the State Co-ordinator may, despite those laws, authorise authorised officers, or authorised officers of a particular class, to provide, or direct the provision of, such goods or services or a particular class of such goods or services on such conditions as the State Co-ordinator thinks appropriate.

Section 25 (3) is in some respects an anomaly, requiring the State Co-ordinator to take advice from a specific officer, namely the Chief Public Health Officer, if the State Co-ordinator proposes to exercise a power in a particular way in particular specific circumstances. However, there is no such requirement for the State Co-ordinator to take advice from other government officers in exercising powers – for example, in relation to economic matters, vulnerable groups, child protection or remote communities. Rather, the State Co-ordinator is reliant on the emergency management framework and the provision of advice and intelligence through this model to inform their decision making.

> *"SAPOL submits that Section 25(3) of the [EM] Act is no longer required and can be removed."*
> - ***SA Police***

> *"If the [EM] Act expressly provides that the State Co-ordinator is able to take advice from any source, there should be no need to expressly require advice from the Chief Public Health Officer on this specific topic."* – ***The Law Society of SA***

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[31] via the *Statutes Amendment (Public Health Incidents and Emergencies) Act 2009*

> *"We consider that it is unhelpful to include in the Emergency Management Act designated sources of advice. Taking appropriate advice is implicit in the role and function of the State Co-ordinator and requiring advice from a specified source may discourage the State Co-ordinator from seeking advice from elsewhere or inappropriately give priority to the advice of one source. Further, advice should not be able to be read as being mandated – mandating advice would increase the risk of legal challenge."* - ***Hon Steven Marshall and Hon Stephen Wade (former Premier and former Minister for Health and Wellbeing)***

The Review is not persuaded that requiring specific inputs to inform decision making during a declaration should be legislated. The State Co-ordinator should not be obliged to consult with any particular person or group in an emergency, as this could limit the speed at which the State Co-ordinator may act.

Stakeholders generally supported the proposal that the State Co-ordinator should be able to seek advice from any source that the State Co-ordinator considers appropriate. There was not unanimous agreement that this required legislating, as it may be implicit. On balance, the Review considers there would be a benefit in including this in the EM Act, not least because a primary avenue for challenging any decision is judicial review, which might examine what are relevant considerations of the State Co-ordinator.

RECOMMENDATION

Amend section 25(3) of the EM Act so that the State Co-ordinator is not required to take advice from a particular source but may take advice from any source the State Co-ordinator considers appropriate.

Section 25 - Additional Powers: Information sharing and gathering prior to a declaration

The State Co-ordinator currently has no information gathering powers that can be used prior to a declaration of an identified major incident, major emergency, or disaster. Some of these powers are covered under alternative legislation, such as the *Terrorism (Police Powers) Act 2005*. However, such powers could be beneficial or necessary in the case of cyber incidents, non-kinetic terrorism acts, or other emergency scenarios. Future technologies may also require data and information inputs to support critical pre-declaration mitigation activities.

The State Co-ordinator's information gathering powers sit in contrast to the powers the Minister holds in relation to an electricity supply emergency under section 27D of the EM Act:

> (1) The Minister may require a person—
>
> (a) to give the Minister within a specified time, or at specified times, specified information; or
>
> (b) to produce to the Minister within a specified time, or at specified times, specified documents,
>
> that the Minister reasonably requires—
>
> (c) to determine whether there is, or is likely to be, an electricity supply emergency; or
>
> (d) to plan for the future exercise of powers under this Division; or
>
> (e) to otherwise administer or enforce this Division.

Emerging threats from climate change and cyber security will present new challenges. These threats can impact supply chains, resulting in social and economic disruption. As such, the ability to proactively seek and gather information may better assist the State Co-ordinator to make a timely decision as to whether an emergency declaration is required.

Of those who responded to this matter, over 95% supported making this power available to the State Co-ordinator.

> *"Providing information-gathering powers to the State Co-ordinator or authorised personnel should be considered as it can enable early detection of potential emergencies. This early warning allows for more effective preparedness, response planning, and resource allocation. Timely and accurate information is crucial for a rapid and effective emergency response. Information-gathering powers can facilitate a quicker assessment of the situation, enabling authorities to take prompt and appropriate actions to address emerging threats. Transparent legal and ethical frameworks should accompany any information- gathering powers. Safeguards must be in place to protect individual rights privacy and ensure that the powers are used responsibly and transparently. Clearly defined criteria that would trigger the use of information-gathering powers should be developed. This could include specific indicators, thresholds, or circumstances that warrant such measures, preventing misuse or overreach... The decision to grant information-gathering powers should balance the need for proactive emergency management with protecting individual rights and privacy."* - ***City of Adelaide***

> *"SAPOL submits that a power to direct the provision of information in the same manner as Section 27 would benefit the role of the State Co-ordinator before an event has been subject to a declaration. SAPOL submits that a power to provide information should form part of Section 15 of the [EM] Act which would limit that power to the State Co-ordinator. The application of the existing Section 18 of the [EM] Act would then allow the State Co-ordinator to delegate that power to an individual Authorised Officer (or other person) on a case by case basis. SAPOL submits that the protection applied per Section 27D should also apply to any new power applied in Section 15 of the [EM] Act."* - ***SA Police***

> *"Information sharing powers are essential as is the ability to revisit works undertaken during recovery activities once the defined recovery period has expired where it helps to reduce the level of ongoing risks to the public across multiple risk domains."- **SA Country Fire Service***

> *"It is widely accepted that the emergency management and risk landscape is rapidly evolving, particularly in relation to cyber and technology-based emergencies. The emergence of new technologies, such as artificial intelligence, autonomous vehicles, and advanced manufacturing, combined with the increased reliance by the community on technology is introducing new and novel risks. It is critical for the [EM] Act to remain fit for purpose and where possible forward thinking. To achieve this there needs to be adequate provisions in the [EM] Act including those for information sharing, cooperation with private-sector entities, the cross-jurisdictional nature of information technology and associated mechanisms."- **Department of the Premier and Cabinet***

The Review considers it appropriate that there is a power, but the ability to exercise powers of this nature should be limited, particularly in a pre-declaration period. It would be appropriate that Regulations be made to set out when the power might be exercised, by whom and any conditions that might attach to it (for example, to whom the power might be delegated).

The information should not be admissible in evidence against the person in proceedings for an offence, as in section 27D (2). This will serve as a natural fetter on the use of the power. Given its potential or likely sensitivity, consideration should be given to protecting/preventing access to such information under the *Freedom of Information Act 1991*.

RECOMMENDATION

Provide the State Co-ordinator with an information gathering power to determine whether there is (or is likely to be) an emergency that warrants the making of a declaration. Regulations should be able to be made relating to the use of the power.

In addition to the State Co-ordinator requiring information sharing powers, it was noted that recovery operations are often hampered by the lack of information sharing between agencies, jurisdictions, and response organisations, including not-for profit and insurance companies. This is explored further below in relation to recovery powers.

New Power for Ministers

The Review also heard that agencies would appreciate the opportunity to provide advice when decisions are made or directions are drafted. Through the restriction of movement, certain activities established by other legislation can be compromised. Requirements around witnessing documents, in-person observation in the child protection context, and inspections or requirements to present in person in the community corrections context are all examples.

The State Co-ordinator may take the advice of whomever they deem necessary, but it is recognised that sometimes there are consequences on other government operations when a direction is being issued. The Australian Government deals with one aspect of this challenge by allowing a Minister to determine that some provisions of Commonwealth laws can be modified in specified ways when a National Emergency Declaration is in force if certain conditions are satisfied. Part 3 of the *National Emergency Declaration Act 2020* provides as follows: [32]

> **Part 3—Modification of administrative requirements during a national emergency**
>
> **15 Ministers may modify administrative requirements during a national emergency**
>
> *Power to modify affected provisions in relation to relevant matters*
>
> (1) This section applies in relation to a provision (an ***affected provision***) of a law of the Commonwealth that requires or permits any of the following matters (a ***relevant matter***):
>
> (a) the giving of information in writing;
>
> (b) the signature of a person;
>
> (c) the production of a document by a person;
>
> (d) the recording of information;
>
> (e) the retention of documents or information;
>
> (f) the witnessing of signatures;
>
> (g) the certification of matters by witnesses;
>
> (h) the verification of the identity of a person;
>
> (i) the attestation of documents;
>
> (j) the reporting or notification of a matter to a Department, agency or authority of the Commonwealth.
>
> (2) If a national emergency declaration is in force, a responsible Minister for an affected provision may, by legislative instrument, determine that, to the extent that the affected provision relates to a relevant matter:

[32] *National Emergency Declaration Act 2020 (Cth):* https://www.legislation.gov.au/C2020A00128/latest/text

(a) the affected provision is varied as specified in the determination in relation to a period specified in the determination; or

(b) the affected provision does not apply in relation to a period specified in the determination; or

(c) the affected provision does not apply, and that another provision specified in the determination applies instead, in relation to a period specified in the determination.

(3) A determination under subsection (2) has effect accordingly.

Requirements relating to making determinations

(4) A responsible Minister for an affected provision must not make a determination under subsection (2) in relation to the affected provision unless the responsible Minister is satisfied that:
(a) the determination is in response to circumstances relating to the emergency to which the national emergency declaration relates; and

(b) making the determination will be of benefit to the public, or a section of the public.

(5) The determination must specify the national emergency declaration to which it relates.

Other than what may lawfully come within the scope of the State Co-ordinator's directions, South Australian legislation does not contain a similar provision. Legislation can be (and has been) temporarily amended to address the challenge of unintended consequences of emergency management decisions. For example, during COVID-19, temporary legislation was required to provide flexibility to community visitor schemes so they could fulfil their roles in an adjusted manner to be consistent with the emergency declaration directions (example below). Similarly, there were provisions that related to amending the requirements relating to official documents during this period:

Section 10A — Provisions relating to certain community visitors[33]

(1) A community visitor may perform a function or exercise a power under a prescribed law to visit and inspect premises, or visit a patient, resident or other person contemplated by the prescribed law, by means of audiovisual or other electronic means that do not involve the community visitor physically entering the premises and, in relation to such visits and inspections—

(a) a requirement under the prescribed law that the community visitor physically attend and inspect premises (however described)—

[33] *COVID-19 Emergency Response Act 2020*

(i) if it is reasonably practicable to comply with the requirement by audiovisual or other electronic means—will be taken to be modified to the extent necessary to give effect to this subsection; or

(ii) if it is not reasonably practicable to comply with the requirement by audiovisual or other electronic means—will be taken to be suspended until the expiry of this section; and

(b) a requirement under the prescribed law that such visits or inspections be conducted by more than 1 community visitor will be taken to be modified so that the visit or inspection may be conducted by a single community visitor; and

(c) a reference in the prescribed law that contemplates a community visitor visiting or otherwise being on premises is to be construed accordingly.

To facilitate better emergency management in future, the Review considers it important that there is appropriate flexibility to ensure that a temporary inability to comply with a legislative requirement during an emergency does not lead to an invalidity or breach of a law. Even when weight is given to the importance of the role of Parliament and the laws it passes, on balance it is appropriate for a Minister to have available to them the flexibility to adjust requirements in a timely way during an emergency declaration period.

RECOMMENDATION

The EM Act includes a section that provides Ministers with the ability to dispense with procedural requirements of another Act during a declaration period.

Role of Executive Government and Parliament during a declaration

The consultation asked whether any requirements should be attached to the making of a direction, such as publication or briefing Parliament. Of those who responded, there was overall support for transparency but a concern about not distracting from the task at hand by making any requirement burdensome. Some felt that this could be dealt with in the SEMP.

The role of the Executive Government was addressed in the joint submission of former Premier the Hon Steven Marshall and former Health Minister the Hon Stephen Wade:

> *"We consider that the emergency management arrangements should minimise the disruption to established democratic principles and accountability mechanisms. During the COVID-19 pandemic, the Parliament of South Australia continued to meet and Ministers accepted accountability, not only for the ongoing operations of Government and management of the emergency, but also for the written directions of the State Co-ordinator. The Police Commissioner regularly made himself available to give a public account for his decisions and his directions. We consider that it would be appropriate for the State Co-ordinator to be required to arrange for all written directions to be tabled in both Houses of Parliament. Further, we consider that the oversight of the elected government should be reflected in explicit powers of direction of the State Co-ordinator by the Government. There was little conflict between the State Co-ordinator and the Government during the COVID-19 pandemic. However, in the interests of transparency and clear accountability, if the*

> *State Co-ordinator would not be taking a certain action without the insistence of the government, it would be good practice for the matter to be the subject of a written direction. To this end, we consider that the Emergency Management Act should be amended to include a provision similar to ss. 6 and 8 of the Police Act 1998 to make the State Co-ordinator subject to written direction by the Minister or the Governor in Executive Council, with any written direction required to be gazetted and tabled in Parliament."* - ***Hon Steven Marshall and Hon Stephen Wade (former Premier and former Minister for Health and Wellbeing)***

> *"The framework for the declaration of a major emergency under section 23 of the [EM] Act currently requires the declaration to be in writing and published in a form determined by the Minister and will remain in force for 14 days or further period approved by the Governor. The Society's Human Rights and Administrative and Public Law Committees suggested a cap should be imposed on the maximum number of times the declaration of another emergency can be made without being subject to Parliamentary review, suggesting a maximum of 12 months total duration would be appropriate.*
>
> *The review or oversight should include ensuring the declaration criteria are still being met but in addition should consider issues relating to the proportionality of powers being exercised and the adequacy of governance and oversight mechanisms."* – ***The Law Society of SA***

It is notable that prior to the COVID-19 emergency, written directions had not been issued. That situation may be an exception rather than the rule, in particular that directions were applied to such wide classes of people. It was the practice at the time that directions of wide application were published on a website. Publishing directions that are of general application is highly appropriate. At the other extreme, it is also imaginable that in a different type of emergency, a direction might be issued to an individual person and that publication of that direction would be inappropriate. It is also foreseeable that authorised officers may issue directions that are not in writing, or that there are so many authorised officers issuing directions "on the ground" that it is not practicable for them to be subject to a tabling requirement.

For this reason, the Review does not consider that the EM Act should require tabling of written directions in Parliament. We also do not consider it necessary for the EM Act to prescribe a manner and form for publishing directions that are of general application (such as those made during COVID-19), as the practical reality is that for them to be known and enforceable, publication (or an ability for them to be referred to by authorised officers) is necessary. The appropriate publication method might vary depending on the type of emergency. A method of publication could be dealt with via Regulation if considered desirable.

As to the suggestion that the State Co-ordinator be subject to direction by the Minister or the Governor in Executive Council, the Review has given this suggestion considerable thought. This proposal would fundamentally shift the overarching responsibility that the EM Act provides to the State Co-ordinator. The Review recognises the transparency arguments in favour of an explicit direction power that would require any direction to be made public. The Review also recognises that such a power would provide a safeguard for Executive Government if it has concerns about how the State Co-ordinator is exercising powers.

The consultation conducted by the Review revealed that the current framework of the EM Act with the Police Commissioner being at arm's length from politics and holding the role of State Co-ordinator is generally supported (including strongly supported by the former Premier and former Minister for Health and Wellbeing who suggested about a power of direction).

A direction at the behest of a Minister (or the Governor on the advice of Cabinet) has the potential to undermine or interfere with the ongoing management of the emergency by the State Co-ordinator. There is also potential in certain (e.g., terrorism-related) emergency situations for the Police Commissioner to be in possession of information that a Minister is not. This is significant as most of the powers of the State Co-ordinator (e.g., those in section 25 or the declaration of a Major Emergency) can only be exercised if the State Co-ordinator has formed a requisite state of mind about a factual situation. This would be hard to meet (or establish on any review) if the State Co-ordinator has been directed to exercise the power.

As to the suggestion that the length of an emergency should be subject to Parliamentary review, particularly if it exceeds 12 months, the Review is conscious that such a review by Parliament would inevitably consume resources that should be directed to the management of an emergency. There has not been a situation where Parliament has not been able to take review action, including legislative action, to address an emergency if required.[34]

Mobilisation of the Public Sector

The EM Act does not deal with the issue of mobilisation of the public sector to apply effort to a declared emergency. Like other jurisdictions, this is addressed in the *Public Sector Act 2009* (Public Sector Act). The Premier's powers to direct come from section 10 of the Public Sector Act. The *South Australian Public Sector Mobilisation Policy* (Public Sector Mobilisation Policy) is an annex of the SEMP.

The Premier can activate the Public Sector Mobilisation Policy when a major emergency or disaster is declared under the EM Act or a public health incident or a public health emergency is declared under the SAPH Act. It enables the South Australian Government to temporarily deploy significant numbers of SA public sector employees for a:

- major emergency and disaster preparation, response, relief, and recovery
- the maintenance of critical functions.

[34] The Review invited a submission from the Speaker, the President of the Legislative Council and the respective Clerks to understand what arrangements might be needed or might be in place but none was received.

On 26 March 2020, the Premier issued a direction that gave effect to the Public Sector Mobilisation Policy[35]. The Commissioner for Public Sector Employment was appointed as Mobilisation Co-ordinator by the Chief Executive of the Department of the Premier and Cabinet, consistent with the Public Sector Mobilisation Policy.

Regarding the success of public sector mobilisation, the *Office of the Commissioner for Public Sector Employment (OCPSE) Annual Report 2021-22* noted:

> *The team has successfully mobilised more than 700 public sector employees in the last two years to support the government's COVID-19 response. Following the State Controller withdrawing the Major Emergency Declaration in May 2022, the OCPSE Mobilisation Team was deactivated on 30 June 2022.*[36]

There was strong support for public sector mobilisation to be an embedded element of the emergency management framework rather than as an annex of the SEMP. Over 90% of those who responded to this issue supported this.

> *"...there is a clear need for direction and ultimately powers, for the mobilisation of the public sector to begin at the EM Act rather than from an annex of the SEMP as is currently. Provision of suited capability and seamless timely response for both state-based and inter-jurisdictional efforts is key during emergency events, within response, relief, and recovery and to maintain critical functions... In contrast to emergency services, SA Housing Authority, whilst a Functional Support Group Lead for Emergency Relief within the SEMP, does not have emergency management as its core function as an Authority and therefore has significant operational pressure when establishing relief and recovery centres. As an example of the operational impact of Emergency Relief, in 2022/2023 over 3,200 hours were logged in SAHA's timekeeping system by around 50 staff that were attributed to Emergency Relief support outside of their core roles. Powers within the EM Act would serve to reduce current work arounds within the broader Public Sector Act for deployment."*
> - ***SA Housing Authority***

> *"The scale, duration, severity, and compounding of emergency events in recent years has necessitated a far greater response effort than required previously. As a result, agencies with emergency management responsibilities are finding it increasingly difficult to meet staffing capacity needs and sustain emergency campaigns whilst adequately managing staff fatigue and burnout. This challenge has been identified in both the Burns Review and the Independent Review into the 2019-20 Bushfire Season (Keelty Review), as well as the Royal Commission into National Natural Disaster Arrangements. At the start of the COVID-19 pandemic in South Australia, it was quickly determined that the level of response required to support emergency management activities far exceeded the capacity of the control agency. In accordance with the Public Sector Mobilisation Policy (the Policy), public servants from across government undertook temporary*

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[35] *Direction of the Premier under section 10 of the Public Sector Act 2009* (26 March 2020): https://www.publicsector.sa.gov.au/__data/assets/pdf_file/0007/213847/Direction-Public-Sector-Mobilisation-for-a-Major-Emergency.pdf

[36] *2020-21 Annual Report,* Office of the Commissioner for Public Sector Employment: https://www.publicsector.sa.gov.au/about/Resources-and-Publications/annual-reports/documents-2020-21/2020-2021-Annual-Report-OCPSE.pdf

> *working arrangements to support the pandemic response, which was determined to be a whole of government priority. This was the first time that the Policy had been utilised and, whilst generally successful, was not without its challenges. Internal reviews undertaken since the pandemic have also identified a lack of support capacity across agencies. Further, the Policy can only be activated during the declaration of either a Major Emergency or Disaster under the [EM] Act which significantly narrows the scope of instances in which the Policy can be utilised. DPC supports the inclusion of a more explicit legislative mechanism that reinforces that emergency management is a shared responsibility across all public sector agencies." -* ***Department of the Premier and Cabinet***

> *"SAVEM believes such a provision could expedite mobilisation of the public sector even though the mechanism to do so exists in the Public Sector Act. Bringing such a provision under one umbrella – the EM Act – coupled with a deliberate move towards professionalisation of the EM sector is recommended given the expected increase in emergency incidents."*
> *-* ***SA Veterinary Emergency Management Inc***

> *"An explicit, well mapped out and agreed mechanism to facilitate the mobilisation of public servants with relevant expertise when additional support is required to assist in responding to and recovering from emergencies will greatly assist government agencies and local government to fulfil their responsibilities in an emergency event." -* ***Green Industries SA***

> *"…if past recruitment calls for public sector volunteers for EM programs (such as the Logistics Functional Support Group) are anything to go by, active engagement will occur in the short-term but rapidly dwindle thereafter. In the case of the Logistics Functional Support Group example, a call recruited around 120 volunteers which within several years had reduced by around 40%. For this reason, the EM Act would benefit from a section that provides contingencies outside of, and under, a declaration to address public sector mobilisation."-* ***Primary Industries and Regions SA***

It is noted that if the government adopts the State of Alert or equivalent emergency declaration recommendation, there would be greater opportunity for earlier preparations for public sector mobilisation.

RECOMMENDATION

Incorporate an explicit mechanism in the EM Act to facilitate the mobilisation of the public sector workforce when necessary to respond to a declared emergency.

Part 4: Division 5 – Recovery operations

Recovery Co-ordinator role

Recovery efforts have become an increasingly important element of emergency management. Governments, organisations, communities and individuals all contribute significantly to recovery efforts.

The EM Act states that its objects are to be achieved through establishing structures to support a seamless transition from response to recovery in relation to an emergency. However, previous reviews, such as the Burns Review, have found that recovery operations are somewhat ad-hoc and inconsistent. While steps have been taken to improve and respond to these concerns, material challenges remain in the recovery space.

Recovery operations are defined under section 3 of the EM Act as follows:

> ***recovery operations*** means the conduct of any measures (such as human, economic and environmental measures) taken during or after an emergency, being measures necessary to assist the re-establishment of the normal pattern of life of individuals, families and communities affected by the emergency and includes—
>
> (a) the restoration of essential facilities and services; and
>
> (b) the restoration of other facilities, services and social networks necessary for the normal functioning of a community; and
>
> (c) the provision of information, material and personal needs; and
>
> (d) the provision of means of emotional support; and
>
> (e) the recovery of the natural environment; and
>
> (f) support to assist the recovery of business;

The definition has no reference to remediation of measures taken as part of the response phase (for example, construction of temporary structures).

Section 15 of the EM Act provides that the State Co-ordinator holds the function of managing and co-ordinating response and recovery operations in accordance with the EM Act and the SEMP. The State Co-ordinator does not need to make a declaration for response and recovery operations to occur.[37] However, if a declaration is made, the State Co-ordinator must, as soon as practicable, appoint an Assistant State Co-ordinator, Recovery to exercise powers and functions in relation to recovery operations, and this role may have powers and functions delegated to it.

[37] Absent a declaration, however, the powers in section 27 are not available.

SEMC has created the role of the State Recovery Co-ordinator within the SEMP. The State Recovery Co-ordinator is responsible for, among other tasks, leading state coordinated recovery planning and recovery operations when it is determined a state recovery response is required for an emergency outside of a declaration period.

The SEMP does not describe the relationship between the State Co-ordinator's responsibilities for recovery under the EM Act outside of a declaration period and this SEMP role.

The Review heard that the State's recovery efforts have been variable and often challenging. Of the 20 submissions received on this matter, all were in favour of a single recovery role (referred to for the purposes of this report as a Recovery Co-ordinator).

> *"Currently upon a declaration an Assistant State Co-ordinator – Recovery is appointed. Outside of a declaration a State Recovery Co-ordinator operates. Both roles are described in the SEMP. SAPOL notes that the roles are often confused. SAPOL submits that a single position is required. The position (title to be determined) would be similar to that of the State Co-ordinator in that it would exist at all times. The title selected would need to ensure that there is no confusion with the title or role of the State Co-ordinator. The incumbent would be required to ensure that recovery plans, policies and operations are prepared, published and able to be delivered to the community for events that are not subject to a declaration as well as events that have been declared…Powers and supporting resources (human and financial) are required for the new recovery lead position to implement recovery operations. Those powers are different to the response focused powers in Section 25 of the Emergency Management Act and would include provisions addressing damage and impact assessment, land clearing and cleanup post emergency, rebuilding, short and long term accommodation, information sharing, economic recovery, and social support type activities. It may be that different agencies support the new recovery lead as compared to the structures in place for response."* ***– SA Police***

> *"The legislated establishment of the role of State Recovery Co-ordinator, supported by appropriate functions and delegations (in a similar fashion to that of the State Co-ordinator) of the State Recovery Co-ordinator would bring South Australia in line with multiple other Australian jurisdictions including Queensland, New South Wales, Victoria, Tasmania and Western Australia; whose emergency management legislation identifies a position of coordination, leadership and advice for disaster recovery."* - ***Department of the Premier and Cabinet***

> *"Identifying a separate position of a State Recovery Co-ordinator could provide benefits by creating greater responsibility for the state to ensure that their responsibility for ensuring recovery is coordinated is achieved. The functions of the position should include the management and co-ordination of recovery operations in accordance with the [EM] Act and SEMP, work collaboratively with the State Co-ordinator to implement early recovery strategies, provide SEMC with information regarding recovery operations, and support recovery planning within zone and state levels... Outside emergency events, the State Recovery Co-ordinator should be ensuring recovery planning is being undertaken, relationships are established and recovery leaders identified and trained."*
> ***– Local Government Association of SA***

> *"Recovery is a long process that would benefit from greater oversight from the State government. Historically, councils and not-for-profit agencies have assumed significant responsibility for recovery efforts, who may not have sufficient resources to fully implement recovery processes. There is substantial research available on how to support Recovery better and it requires an uplift in capability and focus. -* ***City of Onkaparinga***

> *"The EPA would welcome the introduction of a State Recovery Co-ordinator role, the potential future importance of this should not be underestimated as we anticipate more complex and overlapping events. Consideration should also be given to the duration of powers of any Recovery Co-ordinator in relation to the length of time an incident or emergency is declared, noting that recovery operations can take years." -* ***Environment Protection Authority***

> *"The provision of a separate position of a State Recovery Co-ordinator is important and would be very beneficial. It will enable the Government to be better prepared and able to commence recovery planning and operations, even when an emergency event is still active. This position could also advise the State Co-ordinator when deciding about the declaration of a major emergency and when emergency relief and recovery responses should be triggered. The Council suggests that the State Recovery Co-ordinator play a key role in co-ordinating recovery efforts for natural disasters of any scale (not just large and complex events) as our experience has shown that the needs of impacted individuals are the same, regardless of the size and complexity of the overall event."*
> ***- Adelaide Hills Council***

> *"Provisions to support effective longer-term recovery are a significant weakness in the EM Act. There needs to be a broader consideration of how best to address this through the EM Act and other legislation. The [EM] Act talks about the appointment of an Assistant State Co-ordinator – Recovery (for declared emergency recovery) whilst the SEMP outlines the role of the State Recovery Co-ordinator (non-declared emergency recovery). There is often confusion about these roles and their powers -clarification of these roles is required. This should include outlining the State Recovery Co-ordinator role and their powers in the [EM] Act. The State Recovery Co-ordinator should be given the powers to direct State government agencies in a similar way the State Co-ordinator does in the response phase". –* ***Primary Industries and Regions SA***

The Review considers that the provision for a Recovery Co-ordinator within the Act would strengthen emergency management arrangements.

RECOMMENDATION

The EM Act should establish a (separate) position of Recovery Co-ordinator.
The role should not be limited to a declaration period.

Reporting

The current command and control arrangements that make the State Co-ordinator ultimately responsible during a declaration should be preserved. The Recovery Co-ordinator should report to the State Co-ordinator during a declared emergency and be an authorised officer for the purpose of delegations of section 25 of the EM Act. This would maintain the State Co-ordinator's overall responsibility for response and recovery during a declared emergency.

> *"A permanent State Recovery Co-ordinator should be appointed, reporting to the State Co-ordinator. The State Co-ordinator should be given the powers to set a Recovery declaration period. This role would be part of the professionalisation of the EM sector, which will be increasingly necessary due to climate change and the impact of frequent severe weather events and the commensurate increase in numbers and diversity of responders required to effectively manage an upscale of emergencies." -* ***SA Veterinary Emergency Management Inc***

> *"SAPOL would seek that for the duration of a declaration the new recovery lead has a reporting relationship to the State Co-ordinator. This 'during declaration' relationship would ensure that appropriate coordination and collaboration occurs without putting persons at risk during the event. Outside of a declaration the new recovery lead position would report to the Minister responsible for the [EM] Act in a similar way to the State Co-ordinator." -* ***SA Police***

RECOMMENDATION

The Recovery Co-ordinator should be an authorised officer who reports to the State Co-ordinator during a declaration period.

Recovery Powers

The scope of recovery powers under section 27 is untested but notably vests power primarily in the State Co-ordinator, who may direct authorised officers to take specified action to carry out recovery operations per the SEMP **at any time** after a declaration. The powers exercisable concerning recovery activities under section 27 are notably different from those available under section 25 for response.[38]

If an emergency does not result in a declaration, the State Co-ordinator or any other person has no specific powers, except as may be provided for under general law.

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[38] S25 of the EM Act provides a range of powers that may be required during the response phase including but not limited to the ability to enter and take possession of property, construct or destroy structures, direct or prohibit the movement of persons and animals, disconnect and reconnect essential services. During the recovery phase, activities are only able to be undertaken in accordance with what is outlined in the SEMP.

If a Recovery Co-ordinator role is established under the EM Act as recommended, this role should have its own powers. Even if a designated role is not specified in the EM Act, the recovery powers currently described in section 27 should be strengthened.

The Royal Commission raised the need for recovery powers to enable the construction of temporary structures. In a joint submission by the Communications Alliance and Australian Mobile Telecommunications Association (AMTA), it was submitted:

> *Following a disaster event there may be a need to install temporary facilities, such as Cells on Wheels (COWS), Mobile Exchange on Wheels (MEOWs), satellite base stations and other temporary infrastructure. Such resources may need to be in place from a few days to many months, depending upon the event, the suitability of temporary infrastructure to the terrain and the damage caused to the existing infrastructure. Recent changes to regulatory arrangements for such temporary facilities have improved flexibility, however in light of the severity of the 2020 bushfires, further refinements should be considered after service providers have had a chance to better assess current arrangements and any shortcomings. For example, current regulations impose time limits on the deployment of temporary infrastructure which can unnecessarily restrict service delivery post emergency. It may be that a mix of both swiftly deployable and semi-permanent equipment needs to be provided for with more flexible deployment timeframes.*[39]

There was strong support for the EM Act strengthening recovery roles and powers in consultation:

> *"The Discussion Paper Case Study 2022/23 River Murray Flooding Event highlights an important aspect of utility access to land once an emergency declaration has ended. ElectraNet supports the extension of section 25 powers throughout the recovery phase to enable essential service providers / electricity entities to access land and waters to enable necessary works to be undertaken including removal of temporary structures, supply restoration, reconstruction or alteration of infrastructure and rehabilitation of land."- **ElectraNet***

> *"SASES also notes the provisions in Division 5 (Recovery Operations). It is unclear as to why this specific division exists. It is assumed that the intent of the EM Act is to provide for these powers to support recovery operations for when a declaration has been revoked or is no longer in force. SASES notes the limitation with respect to carrying out recovery operations on private land per s27(3) does not apply to powers exercised pursuant to s25(2). Recent experiences with River Murray Flooding highlight the need for coordinated approaches to recovery that are agnostic as to land tenure (e.g. rubbish removal, levee restorations)." - **SA State Emergency Service***

[39] *Submission to the Royal Commission into National Natural Disaster Arrangements,* Communications Alliance & Australian Mobile Telecommunications Alliance: https://www.commsalliance.com.au/__data/assets/pdf_file/0009/69687/200417_CA-AMTA-submission_Royal-Comm.-National-Natural-Disaster-Arrangements_SUBMITTED.pdf

> *"The review could explore provisions relevant to post-event recovery activities for streamlining approvals granted under other legislation such as development approvals, water affecting activity permits or native vegetation management clearance approvals etc. under the Landscape South Australia Act 2019, Native Vegetation Act 1991, River Murray Act 2003, Coast Protection Act 1972 and Planning, Development and Infrastructure Act 2016."*
> - ***Department for Environment and Water***

> *"In the face of increasing frequency and severity of natural and human-induced disasters, the need to strengthen recovery powers and enact supportive legislation is significant. The aftermath of emergency events often leaves communities grappling with immense challenges, including infrastructure damage, economic losses, and social upheaval. To enable the most robust environment for government to be able to effectively support communities through these challenges, DPC supports stronger recovery powers in the [EM] Act - in particular outside of a declared event... where an emergency does not result in a declaration, no specific powers are available to the State Co-ordinator, State Recovery Co-ordinator or any other person, except as may be provided for under the general law. This represents a significant reduction in powers available to deliver recovery operations from the time the declaration is in force... Review of the [EM] Act should consider an expansion of recovery powers, addressing:*
>
> - *Powers for recovery outside of a declaration;*
> - *Powers for recovery following the conclusion of a declaration; and*
> - *Powers for recovery in relation to the role of the State Recovery Co-ordinator (should this role become legislated)." -* ***Department of the Premier and Cabinet***

> *"The Cherry Gardens fire in 2021 was small in area, about 2700 hectares, crossing three adjacent Local Government boundaries: Adelaide Hills, Onkaparinga and Mount Barker. PIRSA was not activated, State Recovery was not activated, and a recovery centre was not created. Instead, recovery was seconded to Local Government, in particular, Adelaide Hills Council. Consequently, there was confusion in the community about who was "doing" recovery, and who affected residents and landowners should talk to, causing considerable stress and angst in the community."*
> - ***SA Veterinary Emergency Management Inc***

Several submissions provide considerable detail supporting the need for the Recovery Co-ordinator role. For example, the City of Adelaide and other councils provided details of how such a role should operate, its scope, and reporting requirements.

In Queensland, under the *Queensland Reconstruction Authority Act 2011* a regulation may declare a part of the state to be a reconstruction area if the Minister is satisfied that this part of the State has been directly or indirectly affected by a disaster and the declaration is required to facilitate:

- the protection, rebuilding and recovery of an affected community; or
- mitigating against potential disasters for an affected community; or
- improving the resilience of an affected community for potential disasters through, for example, the betterment of the community.

The Review proposes that during a declaration period, as an authorised officer, the role will have powers available to it as delegated by the State Co-ordinator – similar to the current arrangements for the Assistant State Co-ordinator- Recovery. The State Co-ordinator would continue to be able to delegate other appropriate powers if a declaration is made.

Outside of a declared emergency, there will be questions about when a recovery power should be exercised that might take a matter outside of a usual approval process (for example, development approval). The scope and detail of powers required may vary depending on the type of emergency. For example, it might be appropriate that Regulations provide notice to a private landowner if recovery powers are to be used to erect a structure on private land. For this reason, the Review considers it appropriate that recovery powers are activated by Regulation. The Regulation could specify the powers that are available, the region(s) that are captured, the purpose for which the powers may be deployed, and the period for which the recovery declaration applies.

RECOMMENDATION

Powers should be available to the Recovery Co-ordinator on the making of a regulation, which should specify the purpose, duration and any conditions on the use of powers. This could include the nomination of a Minister that the Recovery Co-ordinator will report to (outside of a declaration period). Recovery powers should include (but not necessarily be limited to) land access and powers for constructing or removing temporary structures.

The use of recovery powers should be subject to appropriate checks and balances, noting that recovery operations can extend for a lengthy period, and the EM Act states in section 5(2) that *"where the provisions of this Act are inconsistent with any other act or law this Act prevails to the extent of the inconsistency".*

The Review proposes that any initial recovery regulation provide that powers are available for a period not exceeding six months, with the option for extension. Parliament will have the opportunity to scrutinize and disallow the regulation or any extension.

> *"Recovery powers should be subject to an extension process, like existing powers under section 25; a range of factors need to be considered, including the nature of the emergencies, the potential duration of recovery efforts, and the need for flexibility in managing the aftermath of crises. An extension process allows for flexibility in cases where the recovery phase of an emergency is prolonged or encounters unforeseen challenges. It enables authorities to continue necessary recovery measures beyond the initial period. A structured extension process facilitates ongoing assessment of recovery needs. This ensures that recovery powers are extended based on a thorough evaluation of the evolving situation rather than automatically."* - ***City of Adelaide***

RECOMMENDATION

The use of recovery powers should be time-limited, but an extension process subject to parliamentary scrutiny should be available.

Recovery: Information Sharing Powers

The consultation demonstrated a consensus that information sharing powers should also be included in the scope of recovery powers to support more coordinated, effective, and efficient response activities.

> *"Consistent feedback post state level emergency debriefs is the lack/level of data sharing between state agencies and from state agencies to non-government organisations (NGOs) when transitioning from response to recovery. The current Public Sector (Data Sharing) Act 2016 scope is arguably too narrow for emergencies and NGOs are excluded. It would be beneficial if there was a way under the EM Act this could be addressed."* – ***Primary Industries and Regions SA***

> *"Data sharing, data sharing, data sharing.... In previous roles, this was the biggest issue we faced. People having to recount the trauma they had faced. It was traumatic for them and for the staff involved who had to hear stories time and time again. As I've said before, response to recovery is not well managed. There are clear boundaries during the response phase, but come recovery, things fall apart. An overarching body/person who has authority to make decisions is very important. The timeframe for this can't really be set and needs to be flexible. Some emergencies are quite short in their recovery time, however things like bushfires and floods have longer lasting effects."* - ***Nikki Becker, Chief Executive Officer, District Council of Elliston***

> *"As noted in the discussion paper, information sharing prior to a declaration is currently restricted. In line with the proposed underlying theme of proactive activity, I recommend that the State Co-ordinator be vested with information gathering powers, and for these powers to be supplemented with appropriate information sharing across all levels of government, insurance providers and support organisations involved in disaster relief. This sharing of information must, however, be subject to a set of sufficient safeguards. Implementing the ability for enhanced data sharing would go some way in ensuring that future threats can be adequately managed by the EM Act."*
> – ***SA Small Business Commissioner***

> *"SAPOL further notes that the recent Royal Commission into National Natural Disaster Arrangements has identified that powers relative to information sharing are required during the recovery from an emergency event. Those information sharing powers are equally required for declared and non-declared emergency events. Any separate recovery powers proposed should explicitly address information sharing between Government and non-government agencies due to the increasingly recognised role of non-government entities in recovery activities."* - ***SA Police***

Relevant excerpts of the Royal Commission Final Report include:

> *We heard from affected community members of their frustration and the trauma of repeatedly recounting their experience to access assistance. Individuals seeking assistance were often retraumatised and fatigued by providing the same information to multiple relief and recovery organisations to obtain help. This frustration appears to stem from the inability, or perceived inability, of different levels of government, organisations, and non-government organisations to share information with each other. We heard that the lack of information sharing significantly impacted the ability to plan recovery activities for communities, has hindered 'certainty of assistance' in recovery, and delayed support to some community members… Charities, government and the private sector told us that the legal requirements regarding privacy acted as a barrier in the sharing of personal information… Greater information sharing would improve the provision of recovery assistance and services. This would assist individuals in applying for government financial assistance, enable proactive contact of affected individuals, improve local government recovery support delivery, and support the verification of claims for support.* [40]

The Insurance Council of Australia made the following submission to the Royal Commission which supported this observation:

> *An important operational learning from the Black Summer Fires is that there needs to be greater sharing and co-ordination of data by and from State Governments. In our experience each State Government collects impact assessment data following disasters. However, due to real, or misplaced, concerns regarding the Privacy Act 1988 (Commonwealth) State Governments frequently demur in making that data available to insurers. This hesitation is detrimental to impacted residents. There is a tremendous community benefit in providing impact assessment data to insurers as it allows for funds and other benefits (such as emergency accommodation) to be made available to residents without the insurer having to wait until the property is accessible (which can take many weeks if a disaster is prolonged).*[41]

This is a sample of the submissions received that made the case for information sharing to support recovery efforts. Feasibly, section 10 of the Public Sector Act or the *Public Sector (Data Sharing) Act 2016* (Public Sector Data Sharing Act) could be used to facilitate information sharing in recovery operations, particularly if data sharing agreements were entered into as part of preparedness planning. However, the suitability of these Acts may be limited and not facilitate the sharing of information with non-government organisations, such as insurance companies or community organisations. However, the Review considers that any powers around information sharing in recovery should be underpinned by the trusted access principles outlined in the Public Sector Data Sharing Act.

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[40] *Final Report*, Royal Commission into National Natural Disaster Arrangements (pages 466-8): https://www.royalcommission.gov.au/system/files/2020-12/Royal%20Commission%20into%20National%20Natural%20Disaster%20Arrangements%20-%20Report%20%20%5Baccessible%5D.pdf

[41] *Submission to the Royal Commission into National Natural Disaster Arrangements,* Insurance Council of Australia: https://insurancecouncil.com.au/wp-content/uploads/resources/Submissions/2020/2020_04/2020_04_SUB_RC_NNDA%20Consolidated.pdf

The Australian Government and Northern Territory have legislation facilitating information sharing for emergency recovery purposes. The Australian Government has the ability to make an emergency privacy declaration that allows Commonwealth agencies and private sector organisations to disclose information about affected individuals without their consent, provided that the agency or organisation reasonably believes that the individual may be involved in the emergency or disaster; the disclosure is for a permitted purpose; and the disclosure is to a relevant entity or agency.

RECOMMENDATION

Information sharing powers should be available to the Recovery Co-ordinator and be underpinned by the trusted access principles outlined in the *Public Sector (Data Sharing) Act 2016*.

Part 4: Division 6 – Electricity Supply Emergencies

This Division of the EM Act is committed to the Minister responsible for the administration of the *Electricity Act 1996* rather than the Premier, who is currently the Minister responsible for the administration of the EM Act. Division 6 of the EM Act was amended by the *Emergency Management (Electricity Supply Emergencies) Amendment Act 2017*, which was introduced following the state-wide electricity blackout on 8 February 2017. The Second Reading Speech explained the amendments were intended to:

> *... ensure that, in times of an electricity supply emergency, the minister responsible for energy will be able to make directions to protect the needs of the South Australian community. The minister responsible for energy will be provided with the power to declare an electricity supply emergency if it appears, on reasonable grounds, that the supply of electricity to all or part of the South Australian community is disrupted to a significant degree or there is a real risk that it may be disrupted to a significant degree.*[42]

Since the Electricity Supply Emergency (ESE) provisions were introduced in 2017, the Minister has only once declared an ESE and made a direction (see below). To date, the Minister has not utilised powers in the EM Act to seek information in the context of an electricity supply emergency.

Table 3: Summary of declared electricity supply emergencies in South Australia under the EM Act

Duration	Type	Event	Extension
24 January 2019 *(Declared for 14 days, revoked on 25 January 2019 after weather conditions became favourable and further action was not required)*	AEMO directed to take action to reduce total demand	Declared electricity supply emergency in the context of a heatwave event	Nil

As part of these amendments, a requirement to review them was included. Based on feedback via submissions and targeted stakeholder engagement, concerning how the powers under Division 6 have been used, the Review has found that, as intended, the powers and directions have been utilised as a last resort and the scope remains appropriate.

[42] https://hansardsearch.parliament.sa.gov.au/daily/uh/2017-04-11/36?sid=39ea2202115146a4a0

The role of the Minister

The Review has heard that there is the potential for confusion between the powers of the Minister under the EM Act and the powers of the State Co-ordinator. For example:

> *"SAPOL notes that the provisions for Electricity Supply Emergencies may appear inconsistent with the remainder of the broad-based Emergency Management Act, however notes that placement in the [EM] Act does demonstrate the importance of the actions required. Upon review of the powers available to the Minister, or a designated person per Section 27C(2b)(a) there is the opportunity for inconsistency and conflict to arise with other provisions within the [EM] Act. Section 27C(2b)(a) allows for a designated person to give directions to or exercise authority over another person. Unlike the other provisions within Division 6 where the exercise of powers is restricted to a designated person (defined in Section 27A(1)(a)), Section 27C(2b)(a) allows the power to be more broadly applied. This could lead to confusion over the ability of the narrow electricity based powers to conflict with the application of the broader Section 25 powers. Other hazard based legislation such as the Fire and Emergency Services Act, 2005 ensures that the broader Section 25 powers retain primacy in any conflict. SAPOL submits that Section 27C(2b)(a) should be amended to recognise that a direction issued from powers within Division 6 of the [EM] Act does not override a direction issued from powers within Division 4."*- ***SA Police***

The Review explored in what scenarios this might occur, and concluded that whilst the risk is low, it is possible that a conflict may arise. SAPOL offered this scenario:

> *"SAPOL submits that this [broad definition of designated persons] contributes to the opportunity for conflicting and confusing application of powers ... In particular, this may lead to the actions of a narrow electricity-based response to an emergency event having a compounding impact upon another key service within the State. For example requiring a designated person to disconnect their power may lead to key sites such as Telecommunications or other Cyber related sites, or Health Sites to be impacted."* – ***SA Police***

Whilst this matter is likely to be addressed by appropriate collaboration in such a scenario, the Review is persuaded that the primacy of section 25 powers should be without doubt or confusion. If the powers associated with managing electricity supply emergencies were in their own Act or another piece of legislation, section 5 would apply for the purposes of any inconsistency between directions. If a conflict or inconsistency should occur, section 25 powers should be clearly understood as taking precedence over any other powers. The recommended change to the Minister's power of direction discussed below may make the scenario more likely and, therefore, make the case for this change even more compelling.

RECOMMENDATION

The EM Act should be amended to clarify that section 25 powers retain primacy over other powers in the Act.

Section 27A – Interpretation (Scope of designated persons)

The scope of who can be directed as a designated person was expanded in 2021 from the Australian Energy Market Operator (AEMO), generators and retailers to include end users, transmission or distribution network businesses, metering co-ordinators and third-party electricity service providers.

> **Section 27A – Interpretation**
>
> ***designated person*** means—
>
> (a) AEMO;
>
> (b) any person who engages in generation of electricity;
>
> (c) any person who engages in retailing of electricity;
>
> (d) any person who engages in transmission or distribution of electricity;
>
> (e) a third party energy service provider;
>
> (f) a metering co-ordinator;
>
> (g) an end user;

The introduction of the term *third party electricity service provider* was intended to capture new parties involved in electricity demand and supply through the control of devices that use or generate electricity. Examples include virtual power plant operators and aggregators. These providers will often have visibility of the demand or supply of the devices they manage and may be able to make incremental changes to demand or supply. They can usually control the devices in a timely manner.

The list of designated persons in the EM Act is more detailed than that of other jurisdictions. In New South Wales and Queensland, legislation provides that '*any person*' can be directed; in Victoria, there is slightly more detail, whereby the direction '*may be addressed and directed to people and bodies generally*'.

The approach in the EM Act provides clarity on the designated persons the Minister would expect to direct in an electricity supply emergency; however, given the evolving nature of the energy market, this could also result in a *person* or *body* being excluded.

Submissions on this aspect of the EM Act pointed to the evolving energy market and the need for the legislation to remain contemporary, including appropriate breadth as to who can receive a direction.

> *"Section 27A of the EM Act defines a 'designated person' to include certain specified entities including 'any person who engages in generation of electricity'. This definition doesn't appear to include energy storage systems (e.g. batteries) and hybrid facilities (e.g. a battery and solar farm behind a single connection point). A battery energy storage system (BESS) doesn't generate electricity as such, it operates as a load by drawing electricity from the network (i.e. charging) when there is low demand and dispatches electricity to the network when there is high demand. Under the National Electricity Rules (NER), a new registration category has been created for such facilities, namely 'Integrated Resource Providers' (IRP). Given the increasing uptake in BESS and hybrid facilities in the transition to net zero, they should be captured in the definition of 'designated persons' under s 27A of the EM Act to ensure that the Minister can issue directions to these entities in connection with an electricity supply emergency. Given the evolving nature of the energy market, consideration could also be given to including a catch-all provision for 'any other person' at the end of the definition of 'designated persons', consistent with legislative provisions for electricity supply emergencies in other jurisdictions. Consideration should also be given to amending s 27C(2)(d) of the EM Act which enables the Minister to make directions requiring 'any specified persons who engage in generation of electricity, or any class of such persons' to generate electricity, to also enable the Minister to direct energy storage systems and hybrid facilities to generate, dispatch and/or draw electricity as required."* – ***ElectraNet***

The strength of the EM Act, more generally, is the agility that comes from broad application and the lack of prescription in many cases. The Review recommends this principle be adopted in relation to this section. The Minister should be able to give a direction to any person or class of persons that the Minister thinks is reasonably necessary to respond to the electricity supply emergency. This will ensure that new technologies and emerging practices in the energy market are adequately covered and assist in future-proofing the provisions.

This approach would also address a recommendation made by the AEMO to:

> *"Expand the scope of designated persons to include fuel providers, especially those operating gas powered generators. This inclusion would significantly bolster our emergency response capabilities by increasing capacity to ensure a secure and reliable energy supply during critical situations. Gas-powered generators play a pivotal role in maintaining essential services and critical infrastructure during emergencies. By empowering the Minister to direct fuel providers in their response efforts, we enhance the coordination and rapid deployment of resources necessary to mitigate the impact of emergencies. Recognising fuel providers as designated persons aligns with the interconnected nature of emergency management, where a resilient energy infrastructure is paramount. This step not only strengthens the collaboration between government authorities and fuel providers but also contributes to the overall preparedness and resilience of our energy systems."*
> – ***Australian Energy Market Operator***

If the section is re-cast as suggested, the Minister could issue a direction provided it is reasonably necessary to respond to an electricity supply emergency.

RECOMMENDATION

The Minister responsible for the administration of the *Electricity Act 1996* should be able to give a direction that is reasonably necessary to respond to an electricity supply emergency to any person or class of persons.

Section 27B – Minister may declare an electricity supply emergency

Section 27B of the EM Act provides that when it appears to the Minister, on reasonable grounds, that the supply of electricity to all or part of the South Australian community is disrupted to a significant degree, or there is a real risk that it may be disrupted to a significant degree, the Minister may declare an electricity supply emergency. Section 27B(2)(a) states a declaration period that cannot exceed 14 days. Under section 27B(2)(b), before the declaration expires, with the Governor's approval, an extension can be granted, which must not exceed 14 days. However, this extension can only occur once. No further extensions may be granted.

Conversely, under section 23(2), in the case of a major emergency, the State Co-ordinator can declare an emergency remains in force for the period specified in the declaration (which must not exceed 14 days) and for such further periods (which may be of any length) as may be approved by the Governor. There can be multiple extensions sought.

In comparison to other jurisdictions, the equivalent electricity supply declaration period in South Australia is quite restricted. In New South Wales and Queensland, for example, the declaration period is not limited. Considering the state and individuals' critical reliance on electricity and increased potential threats from climate and cyber risks, a future proofing amendment to allow multiple extensions would increase the flexibility available to the Minister and align an electricity supply emergency extension arrangement to be on par with the major emergency arrangements.

Submissions commenting on this issue supported a change. It was noted that owing to the increasing complexity of emergency events and their potential impact on core capabilities, such as electricity, declaration extensions that enable the robust delivery of electricity are important.

> *"SAPOL submits that with the increasing complexity of emergency events, and the compounding and cascading impacts that core common capabilities (such as electricity) should be made as robust as possible. To that end, SAPOL supports the proposal to allow extensions of an Electricity Supply Emergency Declaration. SAPOL submits that a similar procedure for extension as used for the recent COVID-19 emergency .... would be appropriate and provides a level of transparency of action."* – ***SA Police***

In addition, reference was made to the need for flexibility, as longer periods of electricity shortfall can occur, particularly in remote locations or where multiple parts of the electricity network are affected.

> *"Consideration should be given to amending this so that it is consistent with the timeframe for a major emergency pursuant to section 23 of the EM Act – being an initial period not exceeding 14 days, and for such further periods of any length as may be approved by the Governor. This is particularly important given that both types of emergency may also be occurring at the same time... This would also provide greater flexibility in the event that a longer period is required to respond to an electricity supply emergency, particularly in remote locations or if multiple parts of the network are affected. There are historic events that have resulted in electricity shortfall and associated restrictions for several weeks or even months (for instance, the Longford gas plant explosion in Victoria in 1998)"* – ***ElectraNet***

The Review acknowledges that some felt the declaration period should be open for as long as required. However, the Review is not persuaded of the benefits of this and believes that the process required under a major emergency provides the right balance of flexibility, checks, and balances. Further, aligning the declaration of an electricity supply emergency to that of the EM Act more broadly is of value in that it results in a consistent process that takes uncertainty out of the operating framework and facilitates understanding of declaration categories and processes.

RECOMMENDATION

The electricity supply emergency declaration period and its extension arrangements should be amended to align with the process and timeframes for a major emergency declaration.

Section 27C – Minister's power to give directions

Section 27C provides the Minister with powers to give directions to designated persons as part of responding to a declared electricity supply emergency:

> (1) On the declaration of an electricity supply emergency, and while that declaration remains in force, the Minister may give directions to any designated persons, or class of designated persons (or both), that the Minister thinks are reasonably necessary to respond to the electricity supply emergency.

Further, section 27C (2) stipulates the nature of a direction:

> (2) Without limiting subsection (1), directions may, for example—
>
> (a) require AEMO to restrict electricity flow on an interconnector in accordance with requirements specified in the direction;
>
> (b) require a designated person to give any directions of a kind that the designated person may lawfully give (which may include, for example, requiring a designated person to give directions to, or to exercise authority over, another person or body, whether or not that other person or body is also a designated person);
>
> (c) require AEMO to suspend the spot market in South Australia;
>
> (d) require any specified persons who engage in generation of electricity, or any class of such persons, to generate electricity in accordance with requirements specified in the direction.
>
> (2a) A direction to a designated person may—
>
> (a) require the performance of specific acts or omissions; or
>
> (b) require the exercise of specific powers or functions; or
>
> (c) require specific outcomes or performance standards.

In giving a direction, the Minister must, to the extent that is reasonably practical to do so, consult with the designated person and avoid unduly interfering with the operation of the national electricity market, its Rules and Law.

In 2021, following consultation, amendments made were to broaden the scope of powers to:

- Enable the Minister to direct others best placed to coordinate the response more efficiently (e.g., direct AEMO to coordinate a response including electricity users and grid connected generators). For example, emergency response activities by electricity users and grid connected generators may need to be coordinated by AEMO to effectively address an electricity supply emergency, rather than the Minister managing that coordination through the issuance of directions.
- Articulate what kind of direction the Minister may give and provide that the Minister can direct a designated person to coordinate action toward an outcome, rather than the Minister determining which actions need to be taken to achieve that same outcome.
- Make it clear that a designated person, directed by the Minister, can exercise their authority over another person to act, whether the Minister's direction clearly states this or not.

Whilst the nature of directions the Minister may give in South Australia is broadly similar to that of other jurisdictions, the explicit inclusion of power for the Minister to direct toward an outcome and direct others best placed to act is unique.

The Review was not presented with any evidence to suggest that being able to direct toward an outcome should be amended. Further, stakeholder engagement and submissions indicated support for the broad definition of designated persons and the allowance for a designated person to give further directions, noting that this would for example, allow a transmission network service provider to give directions to employees or contractors to carry out actions required on the ground.

The practical interaction between any such direction and the operation of the National Electricity Market (NEM), National Electricity Rules (NER) and the National Electricity Law (NEL) was raised with the Review. Issues raised included:

a) In addition to consulting with the designated person before giving a direction (Section 27C(4)), the Minister should also consult (or at minimum notify) the transmission network service provider where the direction may have a material impact on operations.

b) Whether consideration should be given to a more definite position in relation to the interaction (and hierarchy) between the EM Act (ESE Provisions) and the NEM/NER/NEL and within this, whether the EM Act should oblige the Minister to coordinate any response to an electricity supply emergency with AEMO and other relevant entities.

The Review is concerned with ensuring that the EM Act provides the powers and ability to act that might be necessary in an emergency. The perfect process should not get in the way of the necessary actions to be taken, and the Review is concerned that a further requirement to consult has the potential to delay action being taken. The framing of section 27C(5) recognises to an appropriate extent the interplay with the NEM and the NER and NEL. The powers provided in the EM Act recognise South Australia's sovereignty and its Government's responsibility to its citizens.

These issues should be addressed in the SEMP and/or operating procedures, such as the Electricity Emergency Procedures, in place between the Department of Energy and Mining (DEM) and key electricity providers; and in advice provided to the Minister on the management of electricity supply emergencies in South Australia and in consideration of NEM operating procedures.

OBSERVATION

The intent to coordinate with the Australian Energy Market Operator (AEMO) and other relevant entities during an electricity supply emergency should be reflected in operating procedures shared with all relevant parties or, alternatively, in the SEMP.

Section 27D – Minister's power to require information or documents

The Minister has the power to require a person to provide information or documents in section 27D. The Minister does not have to declare an ESE to exercise this power, meaning that the Minister can also require a person to provide information or documents when the Minister considers it likely there will be an ESE.

> **The Minister may require a person—**
>
> a. to give the Minister within a specified time, or at specified times, specified information; or
> b. to produce to the Minister within a specified time, or at specified times, specified documents,
>
> that the Minister reasonably requires—
>
> c. to determine whether there is, or is likely to be, an electricity supply emergency; or
> d. to plan for the future exercise of powers under this Division; or
> e. to otherwise administer or enforce this Division.

There was general support for this power. An important point raised related to the need to broaden the concept of information:

> *"SAPOL submits that the power to require documents may be too narrow in the current environment. Information required may take the form of data, geospatial information or other means of storage or retrieval. SAPOL submits that the term 'documents' should be broadened to allow the seeking of any information source in any form that is held by the recipient of the direction. Consideration may be required to the provision of an ongoing data feed of key*

> *information, for example a spatial dashboard of information relative to supply or outages that would best support the States ability to ensure ongoing service provision."* – ***SA Police***

The Review notes that this power includes information or documents and that the formats referenced by SAPOL could potentially be captured by the requirement for information. However, technology is rapidly advancing, and information sources are evolving. For clarity, it may, therefore, be beneficial to have the broadest definition available relating to the provision of information and documents for the purposes of this power.

RECOMMENDATION

Amend section 27D to ensure that the type of information that may be requested is not inadvertently limited.

Interface with Commonwealth legislation

The interface with the *Security of Critical Infrastructure Act 2018 (Cth)* (SOCI Act) and section 27D of the EM Act was also raised with the Review.

The SOCI Act restricts the use and disclosure of 'protected information' relating to critical infrastructure assets and systems of national significance (SONS).[43] Protected information is broadly defined and includes any document or information that records the fact that an asset is declared to be a critical infrastructure asset or a SONS and certain information about risk management and business continuity with respect to the operation of those assets.[44]

The SOCI Act permits the sharing of protected information to a Commonwealth or State Minister or Government agency head responsible for regulation or oversight of a critical infrastructure sector (such as electricity).[45] The Minister's power to require information under the EM Act includes the ability to require information to plan for future exercise of powers under the Act.

The Minister can access protected SOCI information because the SOCI Act permits the sharing of information with a (State) Minister. However, it is unclear if information accessed in this way could be shared with the State Co-ordinator or others.

Section 44 of the SOCI Act permits certain secondary disclosure of the information by the receiving entity to another entity, provided that the protected information was initially obtained under section 41–44 of the SOCI Act and is for the same purpose as the initial disclosure. Section 27E puts an obligation on the Minister to preserve commercially sensitive information but does not apply to the disclosure of information between persons engaged in the administration of this Division.

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[43] Part 4 Division 3 of the SOCI Act

[44] section 5 of the SOCI Act

[45] section 43E of the SOCI Act

In this context, a prescribed entity noted that if protected information cannot be disclosed under the SOCI Act, this may influence its ability to comply with section 27D of the EM Act.

Section 46(1)(b) of the SOCI Act provides that it will not be an offence to disclose protected information where that information is required or authorised under a law of the Commonwealth or a State or Territory law prescribed by the rules—however, no such laws have yet been prescribed. The Review recommends that the State Government advocate to the Commonwealth that the EM Act become a prescribed law for these purposes.

> *"Where information is disclosed to the Minister under the EM Act, section 27E contains insufficient protections for sensitive operational information about electricity assets as it only requires the Minister to preserve the confidentiality of information that could affect the competitive position of a person or which is commercially sensitive. There also isn't any express restriction on the Minister from disclosing the information received to other third parties. Consideration should also be given to the liability that an entity is exposed to as a result of complying with legislated disclosure obligations where the information is confidential / not in the public domain... Consideration should be given to clarifying the interaction of the EM Act and the SOCI Act within Part 4 Div 6 of the EM Act. If protected information is permitted to be disclosed to the Minister (and potentially the State Co-ordinator) under the EM Act, this sensitive information should enjoy equivalent protections as provided for in the SOCI Act."* - ***ElectraNet***

If protected information is provided, the protections that apply under the Commonwealth legislation should, as far as possible, be mirrored in the EM Act.

RECOMMENDATION

The EM Act should permit the Minister responsible for the administration of the *Electricity Act 1996* to share information with the State Co-ordinator.

OBSERVATION

The State Government should ask the Commonwealth Government to prescribe the EM Act for the purposes of section 46 of the SOCI Act.

RECOMMENDATION

The EM Act should provide equivalent protections to protected information as the *Security of Critical Infrastructure Act 2018* (SOCI Act).

State Emergency Management Plan (SEMP)

The Review notes that the SEMP does not currently recognise the role of the Minister responsible for administering the *Electricity Act 1996*. This Minister holds several powers and responsibilities under Part 4 Division 6 of the EM Act. When referring to "the Minister," the SEMP exclusively refers to or infers that the Minister is the Premier, to whom that Act is assigned.

The Review recognises that many Ministers play a role in the emergency management framework, including the Minister for Emergency Services, duty Ministers, and Ministers whose Acts allow for powers relating to managing emergency arrangements outside of an EM Act declaration.

However, the placement of the Minister's powers and responsibilities within the EM Act means that the SEMP should reference the role of this Minister in Part 4 Division 6 and address how the powers in this Division relate to broader EM governance and powers.

OBSERVATION

The next review of the State Emergency Management Plan (SEMP) should include reference to the Minister who has a designated emergency management role and powers under Part 4 Division 6 of the EM Act.

Part 6 – Miscellaneous

Section 31A - Confidentiality

A few submissions noted the importance of proper processes to manage data and information obtained under the EM Act or in supporting the implementation of directions under the EM Act. In the case of the public sector, the Public Sector Act, Information Privacy Principles, specific confidentiality provisions in Acts and other protections exist. Where information comes into the possession of other parties during an emergency, the Australian Government *Privacy Act 1988* may apply in some cases. Issues surrounding protected information under the SOCI Act have been addressed earlier in this Report.

One example of a circumstance in which information was obtained that lacked a protective framework was during the COVID-19 emergency, where businesses were required to obtain and retain contact details for those on their premises.[46] In some cases, this information was stored electronically, and in other cases, paper sign-in records were used. There appear to be gaps in the protection of citizens from misuse of their information, which is becoming an increasingly important issue that society is grappling with.

> *"The Society expressed concerns as to adequacy of the approach to ensuring the use or disclosure of information gained through the use of the COVID-SAfe check-in app is appropriately restricted. This was first raised in a letter to the Premier in December 2020, in which the Society outlined its concerns that the State Government's publicly made assurances as to the storage and deletion of data lacked a legislative basis. In response, the State Government noted section 31A of the Emergency Management Act, which creates an offence for the intentional disclosure of personal information in the course of administration or enforcement of that Act. Further, the State Government advised that QR related contact tracing data continued to be deleted on a rolling schedule and this, together with the section 31A offence, adequately regulated the collection and use of the data gained through the use of the COVID-SAfe Check-in app.*
>
> *Despite this, the Society remains concerned that the privacy and restriction of use of data collected was not adequately protected. These concerns were confirmed by the Auditor-General in his COVID-SAfe Check-In Review report last year, which noted there were circumstances where subsets of QR code check-in data were being stored indefinitely in SA Health's systems.*
>
> *We are unaware as to the usefulness of the COVID-SAfe Check-in app as South Australia presently moves into the "living with COVID" phase, however the Society is of the view that its consistently held privacy concerns have not been adequately addressed. If South Australians are expected to use the COVID-SAfe Check-in app on an ongoing basis or in the early stages of a future pandemic, the Society strongly recommends that the collection, storage, and use of data be enshrined in legislation."- **Law Society of SA submission to the COVID-19 Response Committee dated 27 January 2022***

[46] See s 7 of the Emergency Management (Activities – General) (COVID-19) Direction 2021

> *"Transparent legal and ethical frameworks should accompany any information- gathering powers. Safeguards must be in place to protect individual rights privacy and ensure that the powers are used responsibly and transparently. Clearly defined criteria that would trigger the use of information-gathering powers should be developed. This could include specific indicators, thresholds, or circumstances that warrant such measures, preventing misuse or overreach."*
> - ***City of Adelaide***

It is difficult to predict the circumstances in which information might be held by non-government parties. One approach to addressing this issue may be for section 31A to impose an obligation on a person (private parties) who may obtain information because of a direction issued under the EM Act. Another possibility might be to allow for Regulations to be made that provide a framework to manage and protect this information.

The Review considers that, at a minimum, the trusted access principles (five safes model) described in the Public Sector Data Sharing Act should inform how these issues are managed. There is a compelling argument for the expansion of section 31A of the EM Act to explicitly protect information that may be commercially sensitive and equally to increase the applicable penalty.[47]

RECOMMENDATION

The protections afforded by the EM Act should be expanded to address information that may be commercially sensitive and information that may be held by a person (not engaged in the administration or enforcement of the EM Act) as a result of a direction issued under the EM Act.

RECOMMENDATION

The penalty for confidentiality matters in section 31A of the EM Act should be increased to be commensurate with other legislation.

Section 32A – Protection from Liability (COVID-19)

Section 32 of the EM Act provides some extraordinary protections regarding liability. Specifically, individuals are protected from civil or criminal liability when carrying out functions or powers related to the EM Act. Liability that would lie against an individual instead lies against the Crown. However, electricity supply emergencies (Part 4 Division 6) are excluded from this, as are directions carried out under that Part.

During the COVID-19 emergency, section 32A was added to the EM Act, which provided protections to the Crown from liability relating to functions and discharge of powers relating

[47] See the ElectraNet submission quoted above

to the management of COVID-19. It also clarified that individuals are protected from civil or criminal liability when carrying out functions or powers related to the EM Act relating to COVID-19. Whilst this section is limited to COVID-19, it was far-reaching.

> *"Section 32A of the EMA purports to provide an extremely broad exemption from any liability for the Crown or any person…*
>
> *The AEA's primary concern regarding section 32A is that its purported breadth resulted in it being inappropriately relied upon to escape liability in circumstances which could not conceivably have been within the scope envisaged by the South Australian Parliament. The AEA's experience in this regard relates specifically to a reliance on the exemption by an employer to reject an individual member's claim for workers compensation.*
>
> *The relevant member works in a "healthcare setting" and was accordingly directed to be vaccinated against COVID-19 by their employer, consistently with an Emergency Management Direction. In compliance with the direction, our member received a COVID-19 vaccination. Unfortunately, they promptly developed a recognised complication from the vaccination and became indefinitely incapacitated for work.*
>
> *Our member made a claim for compensation under the Return to Work Act 2014 (SA) ("RTW Act"). The employer rejected our member's claim and maintained its rejection throughout proceedings in the South Australian Employment Tribunal ("SAET") on the basis that even if our member had an injury which would otherwise be compensable under the RTW Act, the exemption from liability under section 32A of the EMA applied and it was therefore not required to accept their claim or compensate them.*
>
> *After multiple failed attempts at conciliation resulting from the employer's adamant reliance on section 32A, our member ultimately accepted an offer of settlement which represented a small proportion of what they would have been entitled to had their claim been accepted, in order to avoid the very real risk of litigation, while they were still unwell from their work injury.*
>
> *It was and remains the AEA's view that the employer's reliance on section 32A was inappropriate and incorrect.*
>
> *On 15 January 2024, the SAET handed down a judgment in a matter involving this same issue. That matter involved a public sector employee who suffered pericarditis secondary to a mandated COVID-19 vaccination and their public sector employer maintained rejection of their workers compensation claim, relying on section 32A. The SAET's decision with regard to the section 32A issue was, effectively, that rejecting a worker's compensation claim does not achieve the objects of the EMA, and well-established and foreseeable liabilities of the nature of workers compensation are not what Parliament sought to avoid in drafting section 32A. On that basis, the SAET found that the worker's claim ought be accepted.*
>
> *Noting the above and given the possibility that the SAET's recent decision may be appealed, creating further uncertainty, it is the AEA's view that the scope and application of section 32A must be clarified and narrowed as part of this review." -* ***SA Ambulance Employees Association***

The Attorney-General's Department submitted to the Review:

> *"A recent decision of the SA Employment Tribunal has identified an issue in relation to the immunity in s 32A of the EM Act. Section 32A(1) provides that no liability attaches to the Crown in respect of acts or omissions in connection with* inter alia *the carrying out of any direction given in accordance with a prescribed Act. Despite this provision, the Tribunal has allowed a claim for workers compensation against the State in relation to an injury sustained by an employee after*

> *receiving a dose of a COVID-19 vaccine in accordance with a direction under the EM Act. The Government may wish to consider clarification of the immunity provisions in the EM Act given the potential for significant losses to occur arising out of the exercise of powers especially in response to major incidents, major emergencies and disasters."- **Attorney-General's Department***

There are understandable reasons why Parliament has acted to limit the liability of the State in electricity emergency scenarios and during the COVID-19 emergency. There is a public interest in protecting the State's financial position, and these events have the capacity to cause significant damage to that position.

This scenario requires weighing the consequence/disadvantage to the individual versus the potential impact to the State. Effectively, Parliament has determined that the default position is that in these limited scenarios, the burden falls on the individual rather than the State. In the case of an electricity supply emergency, the impacts might fall on individuals and businesses.

In the case cited by the Ambulance Employees Association, the consequence of compliance with a direction rendered the individual unfit for work.

It does not seem consistent with the tenor of the EM Act (which protects employees from prejudice in employment in section 33) that in circumstances where a worker is complying with a direction, they should be denied access to worker's compensation. The South Australian Employment Tribunal reasoned:

> *It is not clear to me that Parliament intended for s 32A to defeat a valid claim for compensation by a State employee, injured through complying with a direction designed to protect citizens of the State. For the following reasons, I am not satisfied that Parliament intended s 32A to take precedence over a valid RTW Act claim… It would be astonishing if Parliament intended that an employee of the State, injured adhering to an EM Act direction, was to be precluded from receiving worker's compensation. I am not satisfied that Parliament intended to deny compensation to employees of the State injured by heeding a vaccination mandate designed to protect the health and welfare of citizens. The language used in a provision like s 32A must be 'unmistakable and unambiguous'[36] and is not sufficient to justify the result the State seeks in my view.*[48]

RECOMMENDATION

The EM Act make it clear that liability protections do not extend to worker's compensation claims which result in adverse outcomes for individuals following emergency management directions relating to their workplace.

[48] *Shepherd v The State of South Australia (in right of the Department for Child Protection) [2-24] SAET 2 (15 January 2024)*: https://www.austlii.edu.au/cgi-bin/viewdoc/au/cases/sa/SAET/2024/2.html

Section 33 – Volunteers and Employment Protections

Section 33 of the EM Act currently provides for the following:

> A person who is absent from employment on official duties in connection with response or recovery operations undertaken in accordance with this Act is not liable to be dismissed or prejudiced in employment by reason of that absence.

This mirrors the protection provided under the FES Act. It does not have any remedy attached to it.

Most other jurisdictions have more extensive protections. For example, in Western Australia, Part 9 of the *Emergency Management Act 2005* (WA) provides:

> **93. Victimisation because of emergency management response**
>
> An employer must not victimise an employee of the employer for the reason that, or reasons that include the reason that, the employee was temporarily absent from employment because the employee was carrying out an emergency management response.
>
> It is a defence for the employer to show that —
>
> a. the absence was not reasonable having regard to all the circumstances; or
> b. that the victimisation did not occur for the reason, or for reasons that include the reason, referred to in subsection (1).
>
> An employer victimises an employee if the employer —
>
> a. dismisses the employee from employment with the employer; or
> b. alters the employee's position in his or her employment with the employer, to the employee's disadvantage; or
> c. refuses to promote or transfer the employee; or
> d. does not provide the entitlements referred to in section 92; or
>
> otherwise injures the employee in his or her employment with the employer.

Section 94 of the WA Act outlines the civil penalties, which include a court being able to order the employer to reinstate the person if he or she was dismissed from employment; or pay to the person compensation for any loss or injury suffered as a result of the contravention; or to pay to the Treasurer an amount not exceeding $50,000 or do any one or more of those things. There is a fine of $50,000 if a person does not comply with an order made under this section.

The Discussion Paper asked: *Do the employment protections for volunteers need to be strengthened? Should there be a remedy attached to these provisions?* The review received 45 submissions on this matter, with 75% in favour of strengthening the provisions.

> *"Although the current provisions preventing dismissal or other prejudice in employment are wide and arguably already include the matters expressly identified as victimisation within the Western Australian Act, the inclusion of a similar provision to that in Western Australia would make this clear to employers. Further, a remedy should also be specified."* - ***The Law Society of SA***

> *"We support the strengthening of employment protections for volunteers contained within the [EM] Act and propose that remedies, such as those contained within Emergency Management Act 2005 (WA)– and highlighted in the discussion paper - are adopted. Other state and Territory emergency management Acts contain similar protections…Providing these protections in legislation will assist in protecting current spontaneous volunteers as well as encouraging others to volunteer within their communities, particularly during times of crisis."* - ***Volunteering SA&NT***

> *"…we support the introduction of greater clarity and detail about the protection of employees who volunteer for emergency response activities. South Australian emergency managers will need volunteers who are available and protected in their volunteering roles, because there are simply not enough professional staff across the emergency services to respond to the kinds of events that we are likely to see in coming decades".* - ***Environment Institute, University of Adelaide***

RECOMMENDATION

The volunteer and employment protections should be strengthened to include a remedy.

Further Matters

Local Government

There are few explicit references to local government in the EM Act, and those that do exist tend to be alongside other stakeholders. The objects and guiding principles reference local government as part of the collective responsibility for emergency management arrangements in section 2(3).

Local Government is referenced in relation to the SEMP, in section 5A (2) which states:

> The SEMP may be comprised of 1 plan or a series of plans and may relate to all sectors of the community, including both State and local government, the business and non-government sectors, and individuals.

Section 5A (3) (d), which discusses the responsibilities of Zone Emergency Management Committees in relation to the SEMP, does contain the following note:

> See also section 7 (d) of the *Local Government Act 1999* which provides that one of the functions of a council is to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards.

Within the SEMP, however, there is a dedicated section to the responsibilities of Local Government. This includes highlighting the role of local government in 4.3:

> In line with the provisions of section 8 of the *Local Government Act 1999* (SA), which requires local governments to give due weight in their plans, policies and activities to regional, state and national objectives, councils are required to align their plans and activities to the objectives and strategies of the SEMP. According to the *Local Government Act 1999* (SA), the functions of a council include:
>
> - Providing for the welfare, wellbeing and interests of individuals and groups within its community (section 7 (c))
>
> Taking measures to protect its area from natural and other hazards and to mitigate the effects of such hazards (section 7 (d))

Local councils also have the role under the *Local Government Act 1999*:

> to provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area)[49]

[49] S 7(f) of the *Local Government Act 1999*

There was significant engagement with the Review on the topic of local government, but little consensus on what this should mean for the EM Act. It was agreed local government can and does play a significant role and is an important contributor to South Australia's emergency management framework. Issues of variable resourcing, skill sets, and experience were points made about the differences between local councils. It was also recognised that South Australia's Local Government sector is not comparable with other jurisdictions, so other models are not transferable to the South Australian context. These extracts provide an insight to the breadth of issues and perspectives the Review received:

> *"SAPOL submits that the role of local government does require some further specification, without necessarily moving to the same level of requirements that exist in other States and Territories.... Where Local Government has a greater role is in prevention, preparedness of community members, infrastructure and systems, paired with a greater role in the recovery to smaller and medium sized emergency events. SAPOL submits that the role of Local Government to lead the Zone Emergency Management Committee (which is focused on prevention and preparedness and achieves a level of mitigation) should be strengthened."* - ***SA Police***

> *"While it would be desirable to clarify roles and responsibilities between state and local government for mitigation infrastructure such as levees, further work is required to determine the best policy or legislative framework and it is unlikely that this would be defined in the [EM] Act. Similarly, strengthening the role of local government in working with their community on disaster preparedness and resilience also in the context of climate change adaptation is worthy of further consideration but the best pathway for this is unlikely to be provisions in the [EM] Act."*
> - ***Department for Environment and Water***

> *"Legislating the roles and responsibilities of local government in emergencies would bring South Australia in line with a number of other international and interstate jurisdictions. It is noted that as the role of local government in emergency management varies between countries, so does the way in which roles and responsibilities are legislated. However, the common thread is that there are responsibilities detailed clearly including overarching functions of local government in emergency management, the establishment of emergency management committees and the requirement for emergency plans. In South Australia, the [EM] Act does not include roles and responsibilities outside that of the State Co-Ordinator, Co-ordinating agencies, Control agencies and Recovery. Stakeholder roles and responsibilities are instead included in detail within the SEMP. DPC notes that if roles and responsibilities of local government were to be included in the [EM] Act across the PPRR spectrum, a more explicit reference to the roles and responsibilities of state government (either broadly or at agency level) may also be required."*
> - ***Department of the Premier and Cabinet***

> *"Local Government entities are not homogenous or standardised in terms of size, capability, and exposure to hazards. This makes it difficult and inequitable if imposing a certain legislated level of involvement for Local Government. Some Councils will be willing and able to participate in the emergency management sector, some will not."* - ***City of Onkaparinga***

> *"Local governments have an intense interest in emergency management but, in many cases, lack the specialist resources to play an active role in emergency responses. This is a similar situation to that which exists for climate change broadly, which resulted in the formation of regional Climate Partnerships (such as Resilient East), which allow councils to share resources to fill a shared need. A similar approach could be useful for emergency management, with councils participating in a regional partnership, together with state government agencies, to plan and coordinate emergency responses and recovery."* - ***Resilient East***

> *"Most regional local government Councils are not resourced to deal with Emergency Management."* - ***Council Member/Employee, Port Lincoln***

> *"Local council will have its part to play, but in my view this is more of a support role. For example in assisting in servicing and maintaining local areas in bushfire prevention and such like. But it is not a trained Emergency Service body, its principal reasons for existence are broad base local services to local communities."* - ***Stuart R., Emergency Services Worker***

> *"Local Government responsibilities and foundations were Roads, rates and Rubbish! Regionally, they lack resources to deal with EM act!"* - ***Nick McBride MP, Member of Parliament***

While there were varying views and a range of suggestions regarding local government, ultimately, the Review assesses that the suggestions and evidence for change are more matters of governance, resourcing, and the SEMP than requiring changes to the EM Act, particularly given the functions of local councils set out in the Local Government Act.

OBSERVATION

Future SEMP Reviews and SEMC funding discussions should consider the submissions received as part of this Review regarding the role, contribution and governance arrangements for Local Government in the South Australian emergency management arrangements.

Interfacing State Legislation

As discussed above, powers within the EM Act are significant and should be used as a last resort. This has been the approach to date, and there is no indication there would be any deviation from this approach. However, the sparing use of the extraordinary powers partly depends on the appropriate subject area/portfolio legislation being in place.

Some of the issues raised with this Review are more relevant to subject area/portfolio legislation (or the lack of it), rather than the EM Act.

A specific concern is the lack of legislation to deal with cyber incidents - either that may not meet the threshold for a declaration or may require powers in the lead up to or following a

declaration that are currently not within the scope of the EM Act. Notwithstanding the responsibilities of the Commonwealth in this space, the Review agrees this is a notable gap in South Australia's emergency management legislative framework.

CYBER SECURITY AND AUKUS

The AUKUS partnership between Australia, the US and the UK includes an Information Exchange Agreement related to new advanced technologies. These include cyber capabilities, electronic warfare, quantum technology, hypersonics, artificial intelligence and autonomous military capabilities, and have been referred to as the "tech-transfer" component of AUKUS.

Since the AUKUS agreement, the Australian Government has committed to being a world-leader in cyber security by 2030. This includes proposed amendments to the *Security of Critical Infrastructure Act 2018 (SOCI Act)*.

With South Australia playing a central role in AUKUS, the government should consider what state based cyber legislation could contribute to the local cyber security environment; and how such legislation may support prevention and capability uplift to cyber threats.

While there is likely to be a range of Commonwealth and State legislation specific to AUKUS developed as the program continues, cyber-specific legislation in the immediate future would provide a strong foundation for future legislation in this area.

> *"Looking ahead and considering the warnings from the 'Chief Public Health Officer's Report,' we suggest that the State Government adopts a proactive approach to future emergency events. While recognising that each emergency requires a tailored response, developing protocols for certain scenarios, such as a cyber-attack leading to a state-wide telecommunication outage, could be beneficial. The recent 12-hour nationwide Optus outage highlighted the impact on businesses, emergency services, hospitals, and transport. The consequences could have been even more severe if all major telecommunications were offline. It raises the question: Does the State Government, including all government departments, have a strategy in place for such an event?"* - ***Business SA***

> *"Cyber threats have evolved to become one of the most serious and rapidly evolving risks facing governments, organisations, and society at large. Therefore, having the necessary tools and authority to both prepare for, prevent and respond effectively to these threats is essential for safeguarding the public, critical infrastructure, and vital services...."*
> ***– Department of the Premier and Cabinet***

AEMO suggested that cyber incidents be addressed in the EM Act, but the Review considers portfolio-specific legislation as more appropriate. However, AEMO's suggestion highlights the growing awareness of the importance and need for cyber security legislation generally:

> *"Incorporating provisions related to cyber emergencies within the South Australian Emergency Management Act, particularly in the context of electricity supply emergencies would be prudent. As the reliance on digital infrastructure grows, the potential impact of cyber threats on the stability of the electricity supply becomes increasingly significant. Including cyber emergencies in the [EM] Act*

> *will provide a structured and comprehensive framework to address potential disruptions to the electricity sector caused by cyber incidents. This proactive approach not only acknowledges the evolving nature of threats but also ensures a more resilient and adaptive response to safeguard our critical infrastructure. By explicitly addressing cyber emergencies, we strengthen the preparedness and coordination necessary to mitigate the impact on electricity supply during unforeseen digital disruptions. This addition aligns with the evolving landscape of emergency management, reflecting a holistic understanding of the interconnected systems that support our communities."*
> ***– Australian Energy Market Operator***

An example of good practice for interfacing legislation can be found in the recent consultation on the new Biosecurity Bill. If passed, the new Biosecurity Act will strengthen and improve the legal framework required to deal with biosecurity emergencies.[50] This will mean this new Act, as far as possible, will be able to manage the response to emergencies, supporting and reaffirming that the escalation to the EM Act is a matter of last resort.

In relation to this matter, Primary Industries and Regions SA noted:

> *To ensure South Australia's biosecurity system remains effective and sustainable into the future, it is important to update and improve existing legislation... [The Bill] enables a biosecurity emergency response to a new pest or disease incursion which poses a significant risk of impact on wildlife or native plants.*[51]

Another example that highlights the importance of interfacing legislation is found in the experience of COVID-19 and the SAPH Act. To allow for a transition out of the emergency arrangements for COVID-19 and to support the interface between the two Acts better, it was noted in the Chief Public Health Officer's report:

> *...a new part (Part 11A) was added to the South Australian Public Health Act 2011 via the South Australian Public Health (COVID-19) Amendment Bill 2022 on 24 May 2022. This amendment allowed a limited number of measures to manage the ongoing risk of COVID-19 in the absence of a major emergency or public health emergency declaration for a six-month period. This new part included establishing the power for the Governor of South Australia to issue directions to impose requirements on cases and close contacts, continued any directions that were in place at the end of the major emergency declaration, and gave the power to the Minister for Health and Wellbeing to expire all or part of any direction.*[52]

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[50] *Technical Directions Paper: Developing a new Biosecurity Act for South Australia,* Primary Industries and Regions SA: https://pir.sa.gov.au/__data/assets/pdf_file/0014/430034/technical-directions-paper.pdf

[51] *Draft Biosecurity Bill public consultation: Frequently Asked Questions,* Primary Industries and Regions SA: https://pir.sa.gov.au/__data/assets/pdf_file/0011/439067/draft-biosecurity-bill-consultation-faqs.pdf

[52] *The Chief Public Health Officer's Report - Chapter 5,* Department for Health and Wellbeing: https://www.sahealth.sa.gov.au/wps/wcm/connect/5523243e-47cc-49f8-a68f-30e780e9d0d8/223022.2+CPHO+Report_Ch05.pdf?MOD=AJPERES&CACHEID=ROOTWORKSPACE-5523243e-47cc-49f8-a68f-30e780e9d0d8-oMturCP

It is noted that this new Part 11A remains limited to COVID-19 arrangements and would not apply to a pandemic of a different kind. Former Premier Steven Marshall and former Minister for Health and Wellbeing Minister Stephen Wade submitted:

> *"We consider that this review of the Emergency Management Act and future reviews of the South Australian Public Health Act 2011 should be underpinned by an assumption that larger outbreaks of communicable diseases and pandemics will be managed under the Emergency Management Act, rather that the Public Health Act."* – ***Hon Steven Marshall and Hon Stephen Wade (former Premier and former Minister for Health and Wellbeing)***

By contrast, the Law Society of SA comments about the interface with the SAPH Act in relation to pandemics.

> "[The EM Act's] *suitability in responding to public health emergencies should be considered. Other jurisdictions have enacted Public Health and Wellbeing Acts that contain specific structures, powers and oversight bodies that can respond effectively and proportionately to public health emergencies. The South Australian approach is currently split between the South Australian Public Health Act 2011 .... and the (EM) Act. This overlap can lead to confusion and concerns about the over authorisation of executive power giving rise to concerns about proportionality and oversight."* ***– The Law Society of SA***

From the COVID-19 experience, the SAPH Act's framework is appropriate to manage many public health matters, but as presently drafted, it does not accommodate for a future pandemic or significant emergency event.

Arguably, the Act that has the greatest interface with the EM Act is the FES Act. The Review received multiple submissions about this:

> *"The Fire and Emergency Services Act 2005 contains provisions for councils to enforce the reduction of bushfire fuel hazards on private land. This enables a significant reduction in bushfire risk across the state through an established process of so-called s.105F Notices. The same provisions cannot be extended to Crown Land or land under the care and control of state government entities. The large volume of unmanaged land in this category includes National Parks, conservation parks, SA Water and Forestry SA landholdings. They collectively present the highest risk of fire starting or spreading through the landscape and yet there is no legislated mechanism for 'encouraging' these agencies to reduce vegetation hazards on their land to the same standard as Local Government or private land. Introducing enforcement provisions for owners of all land, whether within the FES Act or Emergency Management Act will go a long way to reducing landscape scale bushfire risk."* – ***City of Onkaparinga***

> *"Frequent emergencies occur outside the scope of those defined in the SEMP that require a rescue function/role of some type or another and this responsibility is a function of multiple agencies under the Fire and Emergency Services Act 2005 (FES Act) with inconsistent function definitions contained within that legislation and consequently the control of such incidents and their response is not applied consistently for the safety of the public and emergency responders....While likely outside the scope of the EM Act review, Question 33 highlights the ineffectiveness of the subordinate SEMP and the FES Act to consistently address the management of a frequently occurring emergency event that is often life threatening. This highlights a need under the powers of the EM Act in Parts 1A - State Emergency Management Plan and under the direction of the*

> *SEMC to consider a further Capability Plan under section 5A(2) to cover emergency rescue situations that do not fall under the defined emergency types and Control Agencies in part 9.2 of the SEMP. This plan should identify a hierarchy of control to provide clearer direction to SAPOL as the coordinating agency under the current EM Act arrangements."* – ***SA Metropolitan Fire Service***

> *"Expiation fees for failure to comply with directions are clear in the EM Act but do not feature as an alternative to the maximum penalties available to SASES under s118(4) of the FES Act. During the River Murray Flood event, directions and authorities were issued pursuant to both the EM Act and the FES Act, however those under the FES Act could not be enforced by way of Expiation fees with penalties only available by pursing a matter through the court system. Whilst not a matter for the EM Act per se, this issue should be addressed in any future amendments to the FES Act."*
> – ***SA State Emergency Service***

The emergency management framework exists across a continuum of legislation. The recommendations in this report will hopefully strengthen the EM Act. However, the Review would encourage consideration of the types of matters that may require legislation on a portfolio basis to ensure the EM Act's response and recovery powers are used only as a last resort and portfolio legislation remains fit for purpose in supporting South Australia's emergency management framework.

OBSERVATION

The State Government should prioritise introducing cyber security legislation.

OBSERVATION

It would be good practice following any amendments to the EM Act to assess interfacing legislation for gaps or inconsistencies.

Review and Oversight

There was a consistent theme amongst submissions that the emergency management landscape is changing and that there is value in learning from past events to ensure the legislation in place best prepares for the future.

The Australian Law Reform Commission argues:

> *Good legislation isn't a set and forget exercise. The world changes, and legislation must change with it. To keep legislation in good order, it is necessary to have systems of periodic review.*[53]

[53] *User-friendly legislation: Why we need it, and how to achieve it,* Australian Law Reform Commission: https://www.alrc.gov.au/news/user-friendly-legislation/

The Law Society of SA advocated for:

> *"clear oversight mechanisms for the exercise of power ... so as to enable genuine oversight of what are exceptional powers. By way of example,...the recently reviewed approach in Victoria. A robust approach to oversight should include a Standing Joint Committee of Parliament with full inquiry or information gathering powers."* – ***The Law Society of SA***

The Review is of the view that the EM Act should have a review clause that requires it to be reviewed proactively at least every seven years to ensure it is fit for purpose for new challenges and that it has maintained its relevance and effectiveness. The Review is unconvinced that a Standing Joint Committee is necessary given the range of instances when an emergency declaration has been made. Parliament has convened Committees on occasion when necessary to review the management of particular events. [54]

RECOMMENDATION

The EM Act should have a review clause that requires it to be reviewed every seven years to ensure it remains fit for purpose and reflects contemporary emergency management practice.

[54] Recent Committees include the 2022-23 River Murray Flood Event Select Committee, various COVID-19 Committees, and the State-wide Electricity Blackout and Subsequent Power Outages Select Committee

No Change

There were some matters that were tested in the consultation and stakeholder engagement process which the Review is satisfied warrant no change to the EM Act.

The Review has addressed a number of these issues to provide a record of the consideration given to the matter, even though there is no recommendation for change.

Hazard Definition

The consultation process asked: *Should a definition of hazard be included in the EM Act, and if so, how general or prescriptive should it be and why?* While a few submissions supported the inclusion of a hazard definition, there was a strong view that the definition of a Hazard best remained within the SEMP to maintain flexibility. The Review agrees that the SEMP is the appropriate document to define a hazard.

> *"The definition of Hazard is used in the description of the role of the Hazard Risk Reduction Leader... Ensuring that these provisions remain in the SEMP and not the [EM] Act allow for reviews in line with contemporary practice to occur and implementation in a timely manner without the additional requirements of a legislative change. SAPOL submits that it is appropriate that the definition of Hazard remain in the SEMP as currently published, and not the [EM] Act... In fact, listing each hazard type can in fact reduce the effectiveness of the overall Act and plan as it may negate or slow the implementation of arrangements required for a new or emerging (but currently unknown) risk." -* ***SA Police***

> *"The State Emergency Management Plan (SEMP) under the EM Act and other supporting documents define "hazards" and are more readily amended or updated via the State Emergency Management Committee (SEMC) - MFS support retaining the definition in the SEMP rather than enshrining it in the EM Act." -* ***SA Metropolitan Fire Service***

> *"Currently the [EM] Act highlights the need to address an 'all-hazards approach' in all areas of emergency management planning, with the State Emergency Management Plan providing greater clarity regarding the definition of a hazard and identifying relevant hazards to South Australia. This approach is appropriate and provides for greater flexibility for reviewing and amending nuances should it be required." -* ***Local Government Association of SA***

The SEMP

The consultation process asked the question: *Is there a need for any parts of the SEMP to be given legislative force and protection? If so, what elements should this take, and in what form?*

The Review did not receive persuasive arguments or evidence to support changes to this aspect of the EM Act. It is also noted that the current provisions in the EM Act dealing with the SEMP provide a more detailed explanation of the role of the SEMP than when the EM

Act was originally passed. These provisions were included in 2016, when the second reading speech for the amending Bill explained:

> ***Emergency Management (Miscellaneous) Amendment Bill 2016 Second Reading, House of Assembly 11 February 2016 Page 4292***
>
> ***The Hon. J.W. WEATHERILL (Cheltenham—Premier):***
>
> *The SEMP is prepared by the SEMC to provide strategies for the prevention of emergencies in the state, and management of events that do occur. The SEMP is the primary mechanism for defining the roles of government agencies during an emergency. It forms the basis of actions taken by all agencies in response to an emergency incident in South Australia and therefore has far reaching impacts upon individual agency operations.*
>
> *During the course of the Review a number of submissions were made seeking clarification of the legal status of the SEMP and the agencies and community groups it is intended to apply to.5 Legal opinion obtained during the Review confirmed that the current role, function and authority of the SEMP is consistent with the [EM] Act and that its application to all sectors of the community is consistent with the intention of Parliament when the [EM] Act was passed.*
>
> *Nevertheless, in the interests of ensuring the status and scope of the SEMP is clear, the Bill contains an amendment to specify that the SEMP applies to all levels of government, business, and the non-government sector.*[55]

However, it is noted that some key stakeholders believed minor amendments could be advantageous.

> *"SAPOL submits that the provisions of Part 1A of the [EM] Act are clear as to the role and authority of the State Emergency Management Plan (SEMP) in line with the outcomes of the 2016 Review. SAPOL supports building the understanding of users of these provisions but is conscious of the need to ensure that the [EM] Act, as a legislative instrument conforms to the best legal writing and interpretation standards... To this end some further explanatory terms may be appropriate within the SEMP, but the [EM] Act should remain legally clear and concise... In relation to Sections 29, 32 and 36, SAPOL submits that a simple addition to each provision would address this potential confusion. For example, Section 29 could be amended from "A person must not hinder or obstruct operations carried out in accordance with this Act" to "A person must not hinder or obstruct operations carried out in accordance with this Act or the SEMP" to address any potential confusion. Similar provisions could equally be applied to Sections 32 and 36." -* ***SA Police***

> *"DPC notes that while the [EM] Act provides authority to the SEMP, the status of the legislative obligations and protections associated with the roles, responsibilities and actions that are delivered under the SEMP is not clear...While DPC agrees that the extent of information and level of detail outlined in the SEMP does not require legislating in its entirety, the reduction or removal of ambiguity, particularly regarding the relationship between the SEMP and the [EM] Act would be*

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[55] *Emergency Management (Miscellaneous) Amendment Bill 2016 Second Reading,* Parliament of South Australia: https://hansardsearch.parliament.sa.gov.au/daily/lh/2016-02-11/57?sid=383925721a55453e8e

> *of value…The reviewers could consider wording in order of…'Agencies or organisations to which the SEMP applies must, so far as is reasonably practicable, adhere to the Objectives, Principles and requirements of the SEMP [Part 1]"* - ***Department of the Premier and Cabinet***

> *"Members of the Administrative and Public Law Committees suggested that, without legislative force or a requirement to publish and make the State Emergency Management Plan publicly available, there is a perception of a lack of transparency and accountability. Any parts of the State Emergency Management Plan which apply to declared emergencies should have legislative force."* ***– The Law Society of SA***

The Review accepts that there would be difficulties with expanding offence provisions to include matters addressed in the SEMP, which is not drafted like legislation. There may be opportunity to incorporate additional matters by way of Regulation, including the suggestion from DPC.

Consequence Management

The SEMP describes consequence management as:

> *the process of predicting, identifying, then managing and minimising, the negative social, economic, and environmental outcomes from an event. Consequence management involves planning for the outcomes to unforeseen and unlikely events, including multiple concurrent events and cascading events, which may have extreme or catastrophic consequences. Agencies and organisations are to ensure consequence management and consequence management thinking are applied to all aspects of emergency management.*[56]

The Primary Industries and Regions SA submission argued that *"…the [EM] Act should specifically include consequence management, which is addressing and limiting consequences from emergencies."* Consequence management also came up in discussion with a small number of stakeholders.

Consequence management is included in the Victorian EM Act. However, this Act does not support a direct comparison with South Australia's, as it is far more detailed, prescriptive, and consequently resourced differently. Equally, in a review, the Inspector General for Emergency Management found that while there is support for the concept, there are challenges in its practical implementation, particularly in relation to how it supported decision making and the lack of clarity around the concept.

> *Consequence management was formalised in Victorian emergency management through the 2013 Act. Consequence management is an 'approach' to thinking beyond immediate impacts to support effective coordination and has diffused across all tiers of the sector. IGEM found there is support for, and increasing adoption of, the approach across the sector in facilitating the dynamic and adaptive decision-making required during and after emergencies. Consequence management can also be adopted as an approach during response to mitigate and reduce the scale of relief and recovery efforts. The responsibility for consequence management under legislation falls to the Emergency Management Commissioner (EMC). The review highlighted that further clarity is*

[56] SEMP 11.2.3

> *required regarding the roles and responsibilities for consequence management across and between the emergency management tiers in all phases of emergencies. Further, many of the consequence management products do not appear to align with audience requirements.*[57]

Emergency Management Australia has also published this:

> *The U.S.A.'s experience has raised practical concerns in relation to the distinctions between separate functions of crisis and consequence management. Evidence exists that these concerns have created artificial barriers, inefficiency, confusion and inertia in responding to events. Changes have seen a consolidation of the previously separate functions into a single approach. Drawing on the experience of others, Australian work in risk management (i.e. via National Emergency Risk Assessment Guidelines) must be connected to any work proposed in consequence management... True consequence management is not just an EM function; it is also a function of leadership, overlapping the usual EM plans, arrangements, responsibilities and even borders. Consequence management must be sufficiently flexible and robust to operate when 'business as usual' is not sufficient and when the 'rules of the game' have fundamentally changed. Planning and arrangements must account for this need.*[58]

When the Review explored the benefits of capturing consequence management within the EM Act, it was persuaded that its current placement in the SEMP was appropriate, noting that SEMC has also identified consequence management as one of its key themes in its Strategic Framework 2017-2022. The Review also notes that if functions such as assurance and recovery planning are strengthened, there will be opportunities for consequence management to further embed in emergency management practices.

OBSERVATION

SEMC note the interest in consequence management being further integrated into the South Australian emergency management framework.

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[57] *Review of impact assessment and consequence management*, Inspector-General for Emergency Management (VIC): https://www.igem.vic.gov.au/publications/igem-reports/review-of-impact-assessment-and-consequence-management

[58] *Improving our capability to better plan for, respond to, and recover from severe-to-catastrophic level disasters*, Mark Crosweller AFSM, Emergency Management Australia: https://knowledge.aidr.org.au/resources/ajem-oct-2015-improving-our-capability-to-better-plan-for-respond-to-and-recover-from-severe-to-catastrophic-level-disasters/

Appointment of the State Co-ordinator

The EM Act provides in section 14 that the person for the time being holding or acting in the position of Commissioner of Police is the State Co-ordinator. By virtue of the operation of the *Police Act 1998*, in the absence or illness of the Police Commissioner, the Deputy Commissioner may perform all the duties of the Police Commissioner under any Act.[59]

Under the EM Act, the State Co-ordinator may appoint an Assistant State Co-ordinator and can delegate functions and powers to the Assistant State Co-ordinator. However, this does not relieve the State Co-ordinator of responsibilities. The Police Commissioner is not able to be relieved of the obligations of State Co-ordinator except by vacating the role of Police Commissioner.

The Review considered and consulted on whether it might be appropriate to have a Police Commissioner and a State Co-ordinator who hold separate roles in some situations, such as a longer-term emergency.

Ultimately, the Review determined no change need be made. Submissions varied on this matter. Those in favour of change argued that the powers of the State Co-ordinator demanded that the position should be a democratically elected role, accountable to the Parliament, or that there was merit in some emergency scenarios – due to their nature or duration - which could be better served by someone other than the Police Commissioner holding this role.

> *"SACOSS believes that it would be better for the role of State Co-ordinator to be held by an elected official. In a parliamentary democracy elected officials are required to provide a higher level of transparency and accountability for their decision making, with more avenues for questioning and parliamentary scrutiny. The current system enables a situation where political pressure may be applied behind the scenes, whether or not that pressure influences final decision making. Elected officials are likely to be subject to greater public scrutiny if it is thought (or suspected) that party politics have influenced decision making."* – ***SA Council of Social Service***

> *"Whilst we view it right that the Commissioner should perform the role in the initial stages of a declared emergency, in the case of emergencies that extend for any considerable duration of time (i.e. the COVID-19 emergency), we believe that the Government of the day ought to appoint a suitable independent person or persons, whose decisions are reviewable - and disallowable - by the Parliament."* - ***Police Association of SA***

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[59] s 14 *Police Act 1998* (SA). This cascades further to a nominated (or the most senior) Assistant Commissioner. It is clearly fundamental to the structure and operation of the EM Act that there is always an identifiable State Co-ordinator (as it is likewise critical that there is always a person occupying the role of Commissioner of Police).

Alternatively, a range of arguments defended the current arrangement. SAPOL's submission indicated that this question had been actively considered, and it determined that the current arrangements were appropriate.

> *"The [EM] Act does allow for delegation of all or part of the role of State Co-ordinator while retaining a central decision making capability and responsibility. During the COVID-19 outbreak, a unique and long running emergency event that had not been previously considered, considerable discussion was undertaken about the role of State Co-ordinator and how that could be better achieved. A number of alternate models were considered. The conclusion at the time was that the role should remain with the Commissioner of Police. SAPOL notes that there are already delegation options within the Police Act to support the Commissioner of Police in re-allocating internal SAPOL tasks as required. SAPOL submits that the Commissioner of Police should remain as the State Co-ordinator."* – ***SA Police***

Former Premier Steven Marshall and former Minister for Health and Wellbeing Stephen Wade stated:

> *"We strongly hold the view that the Commissioner of Police should be the only person who can hold the role of State Co-ordinator…We hold the view that the risk of separating the roles is significant… and that delegations under the Police Act and Emergency Management Act and the Assistant State Co-ordinator role provide workable remedies to ensure that Police Commissioners can manage their time and energy between each role."* – ***Hon Steven Marshall and Hon Stephen Wade (former Premier and former Minister for Health and Wellbeing)***

Their position was framed within the context of the history of emergency management legislation debates, reviews, and evidence of past practice. Their main arguments can be summarised as:

- there is Parliamentary support for the current arrangements - which have been specifically considered and debated and have had consistent bi-partisan support.
- the role of the Police Commissioner is more arm's length from politics, which protects and strengthens their authority in decision making.
- the role of the Police Commissioner has inherent independence
- the Police Commissioner holds statutory powers which can support an emergency response
- the current arrangements avoid the Police Commissioner being subject to the direction of another office - and the risks if the Police Commissioner was to be subject to the direction by another officer acting as the State Co-ordinator
- police involvement is inevitable, as is the workload for the Commissioner and the police force.

The Review considers these to be persuasive arguments to maintain the status quo.

Offence Provisions

The Discussion Paper asked whether any changes were needed to the offence provisions in the EM Act. The Reference Group noted that the penalty for disclosure of medical or personal affairs information is not commensurate with the penalties in other similar provisions, and therefore, the Review has recommended an increase.

SAVEM provided a useful example of the type of activity that can occur around an emergency:

> *"In both response & recovery phases SAVEM has witnessed or experienced hindrance to emergency area activities. This has been largely due to unauthorised members of the public either "going to have a look" (disaster tourism) or attempting to "help" without training or safety equipment and clothing. Not only does this put at risk themselves and those who go to their aid, but it obstructs the efficacy of the response which could be time critical. SAPOL, if present, has the power to move people on, but SAVEM suggests the Act should include expiable offences relating to obstructing or hindering Tier 1 (i.e. first responders) or Tier 2 (e.g. SAVEM, PIRSA and essential services such as SA Power Networks and SA Water) operatives going about authorised activities. This would as well help secure the incident ground from anti-social behaviour.*
>
> *Practical example: Australia Day long weekend, 2021. A number of people drove to the Cherry Gardens fire ground as spectators. Road closures seemed not to be adequate or not policed. Several private vehicles obstructed an SA Power Networks truck attempting infrastructure repairs, as well as a SAVEM vehicle. The SAPN vehicle had considerable trouble manoeuvring to extricate itself so as to continue the crew's tasks in a timely and unencumbered manner, and the SAVEM crew was similarly delayed."* ***SA Veterinary Emergency Management Inc.***

Creating an additional offence requires several factors to consider. Even if an offence is expiable, the person authorised to issue an expiation needs to be appropriately trained. Systems need to be in place to support both the officer issuing an expiation and the process that follows.

The Review considers that SAPOL's powers, including the ability of an authorised officer under the EM Act to give a direction, are appropriate and adequate to address the situation described. An expiation fee for failing to comply with an authorised officer's direction was added as part of the amendments to the EM Act via the Statutes Amendment (COVID-*19 Permanent Measures) Act 2021.*

Other submission extracts of note

The following section provides a snapshot of the breadth of views and suggestions provided to the Review. Many of them had merit, but the Review considers that they are best dealt with outside of changes to the EM Act.

OBSERVATION

SEMC note the range of issues raised in the submissions that would contribute to improvements in the SEMP and broader emergency management arrangements in South Australia.

Practice Improvements

Non-government stakeholders and councils provided several submissions that would support improved communication, co-ordination and planning. The Review determined that while the recommendations made would contribute to improving South Australia's emergency management arrangements, these were not necessarily matters for the legislation. However, the Review notes that future reviews of emergency management documents, plans, policies, guidelines, toolkits and governance arrangements could be improved through a review of these submissions. E.g., City of Mount Gambier, Business SA, City of Adelaide.

> *"The South Australian Government should consider establishing a leading state emergency management agency that takes responsibility for the end-to-end needs of South Australia. This body can complement the roles and responsibilities of SEMC and the State Co-ordinator by developing all-encompassing emergency management methods, aim to reduce duplication of work between emergency services, other control agencies, functional support groups, NGOs and other bodies; and undertake zone planning (inclusive of PPRR) based on community emergency management methods; and assist in providing evidence for greater funding and resourcing measures. Ideally, the proposed standalone agency would be clearly visible to the public with a brand that builds confidence and promotes engagement within the emergency management sector... Considerations should be given to an independent and dedicated South Australian Emergency Management Agency that can complement NEMA, SEMC, the State Co-ordinator and State Recovery Co-ordinator with their respective roles and build a more sustainable community-based emergency management approach for South Australia."*
> - ***Local Government Association of SA***

> *"Our recommendation going forward is to establish a single website for emergency information. This website should be updated promptly after State Government announcements or any developments. This approach would enhance communication and the dissemination of relevant information for all stakeholders. ...we strongly recommend that the South Australian Government leverages industry bodies and their connection to the business community to adopt a quick and flexible approach to consultation and decision making during future emergency situations." -*
> ***Business SA***

> *"First responders (e.g. CFS/SES) see the event as to be completed as promptly as possible. Support agencies such as Primary Industries and Resources SA (PIRSA) have defined roles (support to primary producers) that can be fulfilled in a relatively short timeframe (days to a few weeks). PO's like Department of Environment and Water (DEW) have on-going tasks beyond firefighting which can transition from emergency operations to routine departmental core business after weeks. A SAVEM response can last weeks to months, as animals, particularly wildlife, emerge from their known places of refuge emaciated, hungry, thirsty and injured. Over time, a SAVEM response can be scaled back, but it is still response, with concurrent recovery ongoing. There is rarely, if ever, community capacity to take over SAVEM's role: private veterinarians do not have the time, training or skills, and affected communities have their own recovery issues to deal with. The critical point to note here is that while PPRR is a continuum, within that model a considerable amount of flexibility and fluidity needs to be acknowledged… One change in the EM sector which could make a very significant difference and improvement in efficacy is the move towards, and the achievement of, professionalisation of the sector. EM uplift to professional status and maintaining a professional EM workforce for whom EM is their day job, coupled with a greater emphasis on prevention and preparedness, could mean the difference between the ability to suppress a potentially devastating incident and being faced with managing an escalating emergency event."* - ***SA Veterinary Emergency Management Inc***

The Role of Pharmacies

> *"Community pharmacies and pharmacists have always played an essential role in supporting communities by remaining accessible to the public and providing essential services in times of emergency. Despite the impacts of pandemics, fires, floods, cyclones and other emergencies, community pharmacies remain open and accessible. Community pharmacies maintain the supply of medicines and essential health products, provide dose administration aids and other services, deliver medicines to residential care facilities and to people living on their own, administer millions of vaccines, communicate constantly with medical, nursing and health colleagues, and pivot to introduce new services and programs at short notice."*- ***Pharmacy Guild of Australia***

The Pharmacy Guild of Australia provided a submission to the Review which provides a strong example of how the private and non-government sectors can provide essential support during emergency management. It is also an example of how many of the submissions raised issues that went well beyond the EM Act and highlighted a desire to play a greater role in emergency planning. Specifically, their submission calls for:

- Incorporating community pharmacy in local and state planning for emergency response and recovery measures.
- Recognising community pharmacy capabilities to respond in times of emergency.
- Enhancing urgent medicine supply provisions for community pharmacies to ensure treatment continuity in times of emergency.
- Funding community pharmacy to plan, prepare and provide for effective responses in times of emergency.

> *"Failure to include community pharmacists in planning for emergency response and recovery measures risks under preparedness, confusion, and delays with managing health risks in a period of exceptional need and demand. The South Australian government should formally recognise and include community pharmacists in emergency, disaster and pandemic planning*

> *and preparedness. This should be managed through the Guild as the representative body for community pharmacy." -* ***Pharmacy Guild of Australia***

The Law Society of SA

The Law Society's submission went to the issue of proportionality and protection of individual rights. For example:

> *"It is essential that South Australia has an effective emergency management framework in place which has regard to and is capable of protecting the human rights of the South Australian community. In this regard it is also essential that the powers given to the Executive during emergencies are subject to meaningful limits to guard against unjustifiable breaches of human rights and to ensure adequate oversight. Noting South Australia does not have a human rights framework in place, there could be a perceived risk that emergency management and pandemic frameworks are at risk of unjustifiably infringing human rights. Accordingly, there is benefit in enacting a Human Rights Act in South Australia to provide comprehensive guidance for government officials, authorised persons and Parliamentarians about many different aspects of South Australia's emergency response framework and assist in increasing the public trust and confidence in this framework. This would provide particular guidance in assisting to ensure proportionality with respect to the right to privacy, freedom of movement, freedom from discrimination, the right to be free from arbitrary detention or arbitrary decision making and would also provide authorities with clear principles for justifying infringements of individual human rights when necessary to respond to emergencies."*
> – ***The Law Society of SA***

The Review notes that the Social Development Committee of the South Australian Parliament is undertaking an inquiry into the potential for a Human Rights Act for South Australia and that part of the Terms of Reference for this inquiry is:

> *the effectiveness of current laws and mechanisms for protecting human rights in South Australia and any possible improvements to these mechanisms;*[60]

The outcome of that Inquiry may inform future changes to the EM Act.

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[60] *Potential for a Human Rights Act for SA,* Social Development Committee: https://www.parliament.sa.gov.au/committees/sdc

Appendix 1: List of stakeholders (Direct engagement)

Attorney-General's Department (AGD)

Department for Education (Education)

Department for Energy and Mining (DEM)

Department for Environment and Water (DEW)

Department for Health and Wellbeing (DHW)

Department for Infrastructure and Transport (DIT)

Department of Human Services (DHS)

Primary Industries and Regions (PIRSA)

Department of the Premier and Cabinet (DPC)

Department of Treasury and Finance (DTF)

Environment Protection Authority (EPA)

Green Industries SA (GISA)

Hon Chris Picton MP, Minister for Health and Wellbeing

Hon Clare Scriven MLC, Minister for Primary Industries and Regional Development

Hon Joe Szakacs MP, (then) Minister for Police, Emergency Services and Correctional Services

Hon Nick Champion MP, Minister for Planning

Hon Susan Close MP, Deputy Premier & Minister for Environment and Water

Hon Tom Koutsantonis MP, Minister for Infrastructure and Transport, Minister for Energy and Mining

Hon Zoe Bettison MP, Minister for Tourism, Minister for Multicultural Affairs

Local Government Association of SA (LGA)

Office of the Commissioner for Public Sector Employment (OCPSE)

SA Ambulance Service (SAAS)

SA Country Fire Service (CFS)

SA Fire and Emergency Services Commission (SAFECOM)

SA Metropolitan Fire Service (MFS)

SA Police (SAPOL)

SA State Emergency Service (SES)

State Emergency Management Committee (SEMC)

Alex Zimmermann, Community Recovery Co-ordinator

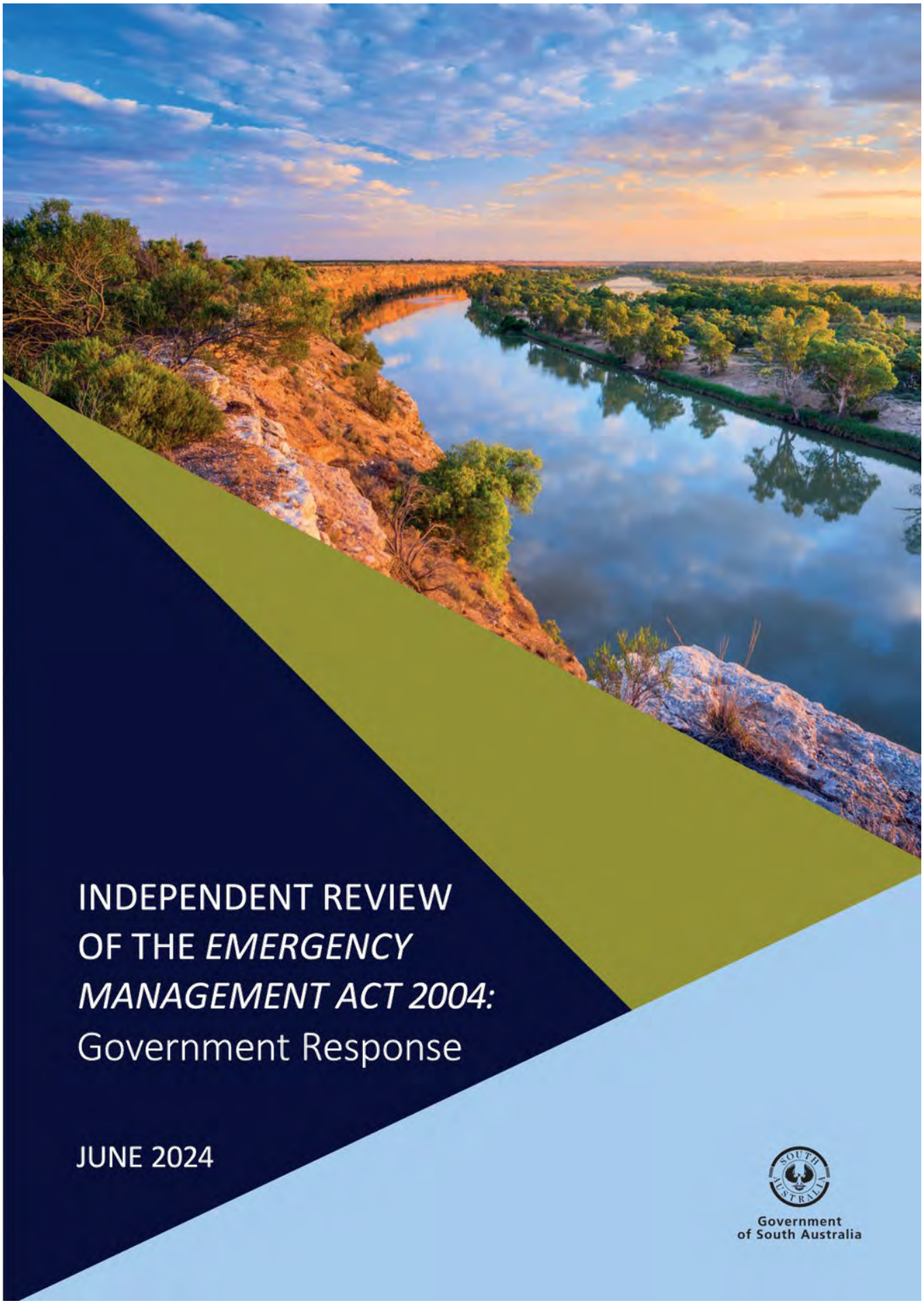
Appendix 2: List of submissions

Adelaide Hills Council
Ambulance Employees Association of SA (AEASA)
Attorney-General's Department (AGD)
Business SA
City of Adelaide
City of Holdfast Bay
City of Mount Gambier
City of Onkaparinga
CoVerse
Department for Health and Wellbeing (DHW)
Department for Education (Education)
Department for Environment and Water (DEW)
Department of the Premier and Cabinet (DPC)
ElectraNet
Environment Institute, University of Adelaide
Environment Protection Authority (EPA)
Grant Reibel (CFS)
Green Industries SA (GISA)
Hon Tammy Franks MLC
Local Government Association of SA (LGA)
Office of the Commissioner for Public Sector Employment (OCPSE)
Police Association of SA (PASA)
Primary Industries and Regions (PIRSA)
Resilient East
Resilient South
SA Council of Social Service (SACOSS)
SA Country Fire Service (CFS)
SA Fire and Emergency Services Commission (SAFECOM)
SA Housing Authority (SAHA)
SA Metropolitan Fire Service (MFS)
SA Police (SAPOL)
SA Power Networks (SAPN)
SA State Emergency Service (SES)
SA Veterinary Emergency Management Inc (SAVEM)
SA Water
Small Business Commissioner of SA (SBCSA)
Hon. Steven Marshall and Hon Stephen Wade
The Law Society of SA
The Pharmacy Guild of Australia
Volunteering SA&NT

YourSAy Survey Responses

Andrew Dul
Anne Gerard Halman
Anonymous (4)
Ashley Slade
Chris Bastian
Chris Hooper
Danny Fitzgerald
Daryl Curyer
David Basham MP, Member for Finniss
David Turner and Helen Grey-Smith
Dianne Spillane
Donna
Guy William Sadler, Outback Communities Authority (OCA)
Ian Pope
James Zacharia, City of Salisbury
John McGeachie
Lesley Flora
Mark
Martin Borgas
Michael Arbon
Mike R
Nicholas Cook
Nick Humphries
Nick McBride MP, Member for Mackillop
Nick Tellis
Nikki Becker, District Council of Elliston
Rob England
SA Veterinary Emergency Management Inc (SAVEM)
Scott Letton
Stuart Rees
Sue-Ann Charlton, Department of Human Services (DHS)

Attachment 2



Foreword

The Emergency Management Act 2004 (the EM Act) is South Australia's principal legislation for emergency management arrangements. It is a critical piece of legislation in times of emergency, to support the South Australian Government's prevention, preparedness, response and recovery efforts. It provides the framework and principles for coordinating activities before, during and after emergencies; assigns key responsibilities; and gives the necessary powers for response and recovery operations. It is, rightly, used as a last resort, once the powers of all the other Acts it works with have been exhausted.

The scale, impacts and consequences of recent events such as the 2019-20 Black Summer bushfires, the COVID-19 pandemic and the 2022-23 River Murray Flooding event have far exceeded all other events since the commencement of the EM Act. Prior to COVID-19, very few emergency events had reached the significant threshold required to declare an emergency under Division 3 of the EM Act.

In recent years, the state has witnessed disaster events begin to occur in increasing frequency, intensity, and duration, often creating poly-crises that have redefined how the state needs to respond to emergencies. The increasing complexity of existing and emerging disaster risks also will also present new challenges for the emergency management sector and the state more broadly.

To ensure the state is adequately equipped to respond to the evolving emergency management challenges into the future, the government considered it necessary for the EM Act to be reviewed. Managing Partners of PEG Consulting, Dr Tahnya Donaghy and Ingrid Haythorpe, were engaged by the Department of the Premier and Cabinet (DPC) to independently review the EM Act in accordance with the Terms of Reference. The government commend PEG Consulting for their thorough review of the EM Act, as detailed in the Independent Review of the Emergency Management Act 2004: Final Report (the Review) (the Final Report).

The government has considered the recommendations and observations contained within the Final Report and has chosen to publish the Final Report with an accompanying Government Response which accepts, or accepts in principle, all of its recommendations.

Peter Malinauskas MP
Premier

Recommendations and Observations

The Review contained 28 recommendations to enhance the state's emergency management arrangements. The government's response to individual recommendations can be found below:

Recommendations

#	Recommendation	Accepted/ Not Accepted	Comments
1	The EM Act's objectives and guiding principles be amended to reference: • Mitigation, including recognising that this is a shared responsibility. • That volunteers are key contributors to South Australia's emergency management efforts • That specific planning for vulnerable people is required	Accepted	This recommendation will be included within the drafting instructions for the EM Act Amendment Bill (the Amendment Bill).
2	The definition of "recovery operations" be expanded to include activities on private property.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
3	References to the "scene" of an emergency should be recast to take account of all hazards.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
4	The prescription of membership of the State Emergency Management Committee (SEMC) and procedural matters should be removed from the EM Act and be dealt with via the Minister's guidelines and Chair's duties.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill. Following assent to the Amendment Bill, the Minister's guidelines and Chair's duties will be revised to reflect the changes in the EM Act.

#	Recommendation	Accepted/ Not Accepted	Comments
5	To enhance the current arrangements for oversight and accountability, the EM Act should assign responsibility for an assurance function.	Accepted	The government has determined that SEMC should be responsible for an assurance function within the EM Act. Accordingly, this recommendation, including the identified assurance function, will be included within the drafting instructions for the Amendment Bill.
6	Introduce a new class of declaration that provides powers in anticipation of a declared emergency or to support the scaling down of a declared emergency, based on the ACT and Tasmanian State of Alert models. It should be clear that the State of Alert declaration can be used prior or following a major emergency or disaster declaration.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill. Further consideration will be given to the name of the new declaration category.
7	Amend the EM Act to allow for an alternative extension process for a disaster, should, as a result of the impact of the disaster, both Houses of Parliament be unable to approve an extension.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
8	Reinstate the temporary powers from the COVID-19 Emergency Response Act 2020 to the EM Act for a comprehensive and flexible framework for managing declared emergencies.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.

#	Recommendation	Accepted/ Not Accepted	Comments
9	Amend section 25(3) of the EM Act so that the State Co-ordinator is not required to take advice from a particular source, but may take advice from any source the State Co-ordinator considers appropriate.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
10	Provide the State Co-ordinator with an information gathering power to determine whether there is (or is likely to be) an emergency that warrants a declaration being made. Regulations should be able to be made relating to the use of the power.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill. A back-pocket regulation will also be drafted to ensure the government is able to quickly enact these powers, if required.
11	The EM Act include a section that provides Ministers with the ability to dispense with procedural requirements of another Act during a declaration period.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
12	Incorporate an explicit mechanism in the EM Act to facilitate the mobilisation of the public sector workforce when necessary to respond to a declared emergency.	Accepted in principle	This recommendation will be included within the drafting instructions for the Amendment Bill. It is proposed that this mechanism will also specify the need for public sector mobilisation response outside of a declared emergency, in accordance with amendments being made to the South Australian Public Sector Mobilisation Policy.

#	Recommendation	Accepted/ Not Accepted	Comments
13	A (separate) position of a Recovery Co-ordinator should be established by the EM Act. The role should not be limited to a declaration period.	Accepted in principle	This recommendation will be included within the drafting instructions for the Amendment Bill. The government is supportive of the establishment of a permanent Recovery Co-ordinator role. To better emphasise the focus of this role and reflect existing arrangements, the government will refer to this role as the State Recovery Co-ordinator as outlined in the SEMP.
14	The Recovery Co-ordinator should report to the State Co-ordinator during a declaration period. The Recovery Co-ordinator should be an authorised officer.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
15	Powers should be available to the Recovery Co-ordinator on the making of a regulation, which should specify the purpose, duration and any conditions on the use of powers. This could include the nomination of a Minister that the Recovery Co-ordinator will report to (outside of a declaration period). Recovery powers should include (but not necessarily be limited to) land access and powers for the construction or removal of temporary structures.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill. A back-pocket regulation will also be drafted to ensure the government is able to quickly enact these powers, if required.

#	Recommendation	Accepted/ Not Accepted	Comments
16	The use of recovery powers should be time limited but have an extension process available that is subject to parliamentary scrutiny.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
17	Information sharing powers should be available to the Recovery Co-ordinator and be underpinned by the trusted access principles outlined in the *Public Sector (Data Sharing) Act 2016*.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
18	The EM Act should be amended to clarify that section 25 powers retain primacy over other powers in the Act.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
19	The Minister responsible for the administration of the Electricity Act 1996 should be able to give a direction that is reasonably necessary to respond to an electricity supply emergency to any person or class of persons.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
20	The electricity supply emergency declaration period and its extension arrangements should be amended to align with the process and timeframes for a major emergency declaration.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
21	Amend section 27D to ensure that the type of information that may be requested is not inadvertently limited.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
22	The EM Act should permit the Minister responsible for the administration of the Electricity Act 1996 to share information with the State Co-ordinator.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.

#	Recommendation	Accepted/ Not Accepted	Comments
23	The EM Act should provide equivalent protections to protected information as the Security of Critical Infrastructure Act 2018 (SOCI Act).	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
24	The protections afforded by the EM Act should be expanded to address information that may be commercially sensitive and information that may be held by a person (not engaged in the administration or enforcement of the EM Act) as a result of a direction issued under the EM Act.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
25	The penalty in section 31A of the EM Act should be increased to be commensurate with other legislation.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
26	The EM Act make it clear that liability protections do not extend to workers compensation claims which result in adverse outcomes for individuals following emergency management directions relating to their workplace.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
27	The volunteer and employment protections should be strengthened to include a remedy.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.
28	The EM Act should have a review clause that requires it to be reviewed every seven years to ensure it remains fit for purpose and reflects contemporary emergency management practice.	Accepted	This recommendation will be included within the drafting instructions for the Amendment Bill.

Observations

In addition to the recommendations made by the Review, an additional nine observations were also made in relation to the emergency management arrangements surrounding the EM Act. The government has also responded to these observations below:

#	Observation	Accepted/ Not Accepted	Comments
1	The process for seeking an extension of a declaration should be included in the State Emergency Management Plan (SEMP).	Accepted	This observation will be considered as a part of the next SEMP Review.
2	The intent for coordination to occur with the Australian Energy Market Operator (AEMO) and other relevant entities during an electricity supply emergency should at a minimum be reflected in operating procedures that are shared with all relevant parties or alternatively in the SEMP.	Accepted	This observation will be considered as a part of the next SEMP Review.
3	The State Government should ask the Commonwealth Government to prescribe the EM Act for the purposes of section 46 of the SOCI Act.	Accepted in principle	The government supports this observation and will work with the Commonwealth to ensure that the EM Act is captured as a prescribed law of a State or Territory in the rules, which are yet to be established. If required, further Regulations may be made to align the EM Act to such rules.
4	The next review of the SEMP should include reference to the Minister who has a designated emergency management role and powers under Part 4 Division 6 of the EM Act.	Accepted	This observation will be considered as a part of the next SEMP Review.

#	Observation	Accepted/ Not Accepted	Comments
5	Future SEMP Reviews and SEMC funding discussions should consider the submissions received as part of this Review regarding the role, contribution and governance arrangements for Local Government in the South Australian emergency management arrangements.	Accepted	This observation will be considered as a part of the next SEMP Review.
6	The State Government should prioritise introducing cyber security legislation.	Accepted	The government notes the importance of ensuring cyber security is adequately considered within the State's emergency management arrangements and will prioritise introducing cyber security legislation.
7	It would be good practice following any amendments to the EM Act to assess interfacing legislation for gaps or inconsistencies.	Accepted	The government supports this observation. DPC will notify agencies to review their interfacing legislation following the passage of the Amendment Bill.
8	SEMC note the interest in consequence management being further integrated into the South Australian emergency management arrangements.	Accepted	A paper will be provided to SEMC on this subject.
9	SEMC note the range of issues raised in the submissions that would contribute to improvements in the SEMP and broader emergency management arrangements in South Australia.	Accepted	A paper will be provided to SEMC on this subject. This observation will further be considered as a part of the next SEMP Review.

Feedback can be provided:

Via email
EmergencyManagementActReview@sa.gov.au

By post
Security, Emergency and Recovery Management
Department of the Premier and Cabinet
GPO Box 2343
Adelaide SA 5001

Government of South Australia

We acknowledge this land.
The Dreaming is still living.
From the past, in the present,
into the future, forever.

PROCEDURAL ITEMS

3.3 NOTICE OF MOTION

3.3.1 LYNDOCH COURTS - CR RICK LANE

From: Councillor Rick Lane
24/79782

PURPOSE

To debate the notice of motion put forward by Cr Lane to revert two of the new courts at Lyndoch to specific netball services.

NOTICE OF MOTION RECOMMENDATION

That Council amend resolution 2022-26/351 being:

From:

MOVED Cr de Vries:

That Council having received and reviewed final stakeholder feedback and noting prior community engagement when the master plan was first developed:

(1) Endorse the responses and actions highlighted to the feedback as provided in Table 1 – Final Engagement Submissions within this report.

(2) Approve the amended Option 3 masterplan as presented at Attachment 1 noting there will be design changes and amendments as the detailed design proceeds.

(3) Proceed with vegetation removal between Barossa Valley highway and the main oval and clearing of newly purchased allotment where the second oval shall be situated upon planning approval.

(4) Proceed to develop a landscape and tree replacement program.

SECONDED Cr Preece **CARRIED 2022-26/351**

To:

That Council having received and reviewed final stakeholder feedback and noting prior community engagement when the master plan was first developed:

(1) Endorse the responses and actions highlighted to the feedback as provided in Table 1 – Final Engagement Submissions within this report except that the two new courts closest to the clubrooms shall be for exclusive use by netball services only with line marking and secondary infrastructure reflecting this single targeted use.

(2) Approve the amended Option 3 masterplan as presented at Attachment 1 noting there will be design changes and amendments as the detailed design proceeds.

(3) Proceed with vegetation removal between Barossa Valley highway and the main oval and clearing of newly purchased allotment where the second oval shall be situated upon planning approval.

(4) Proceed to develop a landscape and tree replacement program.

REPORT

Cr Lane has brought forward a notice of motion to amend a prior motion from Council which articulates the reasons for the change and best possible mix of service provision at the new facility.

The proposal will not change the costing estimates and is consistent with the original designs. As outlined by Cr Lane it results in tennis not loosing any of its current access to 6 courts but continues to provide significant upgrades to the tennis facilities as well as cater for netball needs and potential for hosting of regional events for all sporting codes including tennis, netball, cricket, and football.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Notice of Motion

Supporting references
Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Infrastructure

Goal

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

Strategies

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.

Corporate Plan

CS3 Assets - Planning, construction, maintenance and operation of Council's assets (Transport, Bridges, Community Wastewater Management System, Community, Cultural, Recreation and Stormwater)

Legislative Requirements
Regulation 12 (1) of the Local Government (Procedures at Meetings) Regulations 2013

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Outlined in report.

COMMUNITY ENGAGEMENT

Extensive community engagement has occurring since 2016 on this project and continues to as construction proceeds.

Mr Martin McCarthy
Chief Executive Officer
The Barossa Council
PO Box 837
Nuriootpa SA 5355

Via email: mmccarthy@barossa.sa.gov.au

Dear Martin

I hereby propose to move the following motion at the next ordinary Council meeting of 20 August 2024 pursuant to Regulation 12(1) of the *Local Government (Procedures at Meetings) Regulations 2013*.

Having provided the requisite notice of 7 clear days please place the matter on the relevant agenda.

Motion

That Council amend resolution 2022-26/351 being:

MOVED *Cr de Vries*

That Council having received and reviewed final stakeholder feedback and noting prior community engagement when the master plan was first developed:

(1) Endorse the responses and actions highlighted to the feedback as provided in Table 1 – Final Engagement Submissions within this report.

(2) Approve the amended Option 3 masterplan as presented at Attachment 1 noting there will be design changes and amendments as the detailed design proceeds.

(3) Proceed with vegetation removal between Barossa Valley highway and the main oval and clearing of newly purchased allotment where the second oval shall be situated upon planning approval.

(4) Proceed to develop a landscape and tree replacement program.

SECONDED *Cr Preece* ***CARRIED 2022-26/1***

To:

That Council having received and reviewed final stakeholder feedback and noting prior community engagement when the master plan was first developed:

(1) Endorse the responses and actions highlighted to the feedback as provided in Table 1 – Final Engagement Submissions within this report except that the two new courts closest to the clubrooms shall be for exclusive use by netball

services only with line marking and secondary infrastructure reflecting this single targeted use.

(2) Approve the amended Option 3 masterplan as presented at Attachment 1 noting there will be design changes and amendments as the detailed design proceeds.

(3) Proceed with vegetation removal between Barossa Valley highway and the main oval and clearing of newly purchased allotment where the second oval shall be situated upon planning approval.

(4) Proceed to develop a landscape and tree replacement program.

Rationale

The Council determined to line and install relevant secondary sporting infrastructure such as poles and nets on all four public/community courts facilitating dual use at the 7 February 2024 meeting on the understanding that the infrastructure would meet reasonable standards for netball whilst also supporting tennis.

Tennis currently have 4 exclusive use courts and access to two public/community courts. They have outlined they wish to have access to four public/community courts. Netball has recently engaged with Council about returning two courts to be used exclusively by netball, as was the original design.

Netball's request, based on the information provided with this notice, is considered an entirely reasonable request and provides a balance between the two services. If supported, it will result in the retention of Tennis' current level of access to six tennis courts, all of which will have significantly upgraded services, including new playing surfaces, fencing and lighting to existing exclusive use courts and new lighting, improved playing surfaces and new publicly maintained nets to the two other community courts, which are not currently available therefore expanding the service provision. Further, a decision to support Netball's request will afford netball with 2 exclusive courts tailored to their specific requirements and mitigating risks and impacts associated with dual line marking and netting infrastructure versus tennis's 4 exclusive courts and presents opportunities for greater regional benefit. I provide the following attachments which support this amendment.

Yours sincerely

Cr Rick Lane

5 August 2024

[redacted]
Sent: Sunday, July 28, 2024 10:33 PM
To: Cr Rick Lane <rlane@barossa.sa.gov.au>
Subject: [EXTERNAL] Barossa Park - Barossa District Netball Club

CAUTION: This Message originated outside your organization. Treat all attachments and hyperlinks with suspicion.

Hi Cr Lane

Thanks for the chat last week. My apologies that getting this information has been delayed.

- All the visual plans for Barossa Park to date are indicating 4 netball courts - 2 being showcase single use & further 2 dual lined with tennis and then tennis having a further 4 sole use courts (6 courts in total for tennis).
- Council motion from 7 Feb 24 meeting resulted in all 4 netball courts being dual lined. Thus 4 dual netball courts and 8 tennis courts (4 dual & 4 sole use)
- Barossa District Netball Club membership is almost double that to Lyndoch Tennis Club.

- 4 Courts is sufficient for our current needs. The club has always advocated for 4 courts since initial plans in 2016.
- Worth noting that 4 courts, whilst presently sufficient does not facilitate growth for our current competition. Having 4 courts under Netball SA Hierarchy classifies this site as Local Level only. To achieve District Level the site requires 5+ Netball Courts.

- Association recommendation is for 3 sole use courts (refer attached letter of support) however we are respectful that for this to be achieved with the current plans it would mean a reduction to the number of tennis courts which would not be appropriate.

- Netball Club seek 4 Courts in Total – 2 single use and 2 dual lined as indicated in plans to date. To achieve this Council motion of 7 Feb 24 would need to be rescinded.

- Single use is preferred to facilitate netball having 2 showcase courts and tennis also then having 4 showcase single courts and the two codes then sharing 2 courts.

- For netball Single use is preferred for a couple of reasons:_

    - it reduces the number of lines which creates additional slip hazard, particularly in wet weather and for inclusive and all-abilities programs
    - it eliminates slippage hazard associated with tennis fixing points which has history of causing injury
    - Tennis fixing points have history of creating premature maintenance/ resurfacing requirements. Tanunda Netball Courts is prime example at the moment with all courts having movement and surface variation at all tennis net fixing points. These courts have only been down for approx. 8 years.
    - We have teams that play during summer and so access to courts across the entire year is required and having 2 single use would eliminate any clash with tennis.

- Dual Use courts – we have provided contact details for Tennis SA to Council staff to enable them to discuss roll away nets that are training and competition compliant. Use

of roll away nets on the 2 dual lined courts would eliminate fixing point concerns for netball and provide regional case study for improved longevity of courts. Our club seeks to achieve maximum period out of the courts prior to having to be resurfaced particularly in light of our other financial contribution/obligations into the project.

I hope that the above provides you with sufficient information.
I'll touch base by mid week to make sure that I have explained sufficiently. Will also take your guidance as to whether I need to have conversation with other elected members.
We really do want to see this facility be something great for all codes.

Kind Regards

[redacted]
President, Barossa District Netball

m 0417 871 321 | **e** president@barossadistrictnetball.com.au

a Williamstown Queen Victoria Jubilee Park, Springton Road, Williamstown SA 5351 | **p** PO Box 551, Williamstown SA 5351

The information is this email and any attachments is confidential and may be legally privileged. It is intended solely for the addressee. Access to this email by anyone else is unauthorised. If you have received this communication in error, please notify us immediately and return email with the subject heading "Received in Error", then delete the email and destroy any copies of it. If you are not the intended recipient, any disclosure, copying, distribution or any action taken or omitted to be taken in reliance on it, is prohibited.

PRESIDENT: [redacted]
SECRETARY: [redacted]
M: [redacted]

All Association correspondence:
P: Box 53, Tanunda 5352
E: blgnasecretary@gmail.com

To Barossa District Netball Club

We have become aware that changes have been made by Barossa Council to the original plans presented and in particular the specifications of the new netball courts and associated facilities being developed at the Lyndoch Park.

As this is a new facility the Barossa Light & Gawler Netball Association, as affiliates with Netball SA, require that standard requirements are met.

It would be desirable to have four courts, with a minimum of three courts to be lined for sole use of netball. A minimum obstacle free space is required on all sidelines and baselines of 3.05m and between courts 3.65m. With the tennis post sleeves being within the netball court area with the tightness of the tennis net the pressure on these sleeves creates a lifting of the surface and cracking which becomes a trip hazard for netball players.

Lighting requirements: for outdoor courts a 200 avg lux for Club and local competition and 100 avg lux for training sessions. Netball courts require a side lighting system which gives better control of spill light outside the playing area and is more economical and baseline lighting is not recommended.

Sheltered areas: a bench zone is required for both competing teams to be located immediately adjacent to the court accommodating for up to seven officials per team, which includes coach, team manager, primary carer. Within this same sheltered area there needs to be provision for the two official scorers, timer and board scorer. Additional bench space is required for up to five reserve players and a suspension bench. The area should provide adequate space for all match equipment.

As the BLGNA will be changing to electronic scoring from 2025 power will be required in each of the bench areas.

[redacted]
Secretary
Barossa Light & Gawler Netball Association
19.6.2024

Mayor's Report - August 2024 Meeting

24/34279

JULY/AUGUST

2/07/2024 Australia Local Government Association Conference – Canberra

I attended the Conference in accordance with Council Policy. The Conference cost including Economy Flights, Accommodation, Meals, and Taxis -

Economy Flights: $1353
Accommodation $546
Meals $137
Taxis $86

TOTAL $ 2,122

I returned home a day and a half earlier than scheduled due to a personnel family medical emergency.

This is the second time I have attended in my current 5-year term of Mayor, with this Conference being held each year. I consider only attending when there is relevant issues and opportunities for the Barossa Council or if Council by resolution submit an agenda item.

Key points

It was reported 1,200 local government leaders from across Australia gathered in Canberra from 2-4 July for the 30th National General Assembly of Local Government (NGA).

We were welcomed to country by Ngunnawal, Kambri and Ngambri custodian Paul Girrawah House.

Opening the NGA, and speaking in her first major public address, Her Excellency the Honourable Ms Sam Mostyn AC, Governor General of the Commonwealth of Australia, spoke about increasing civic engagement with our future leaders and the importance of kindness and care in our leadership.

The Hon Catherine King was present at a meet and greet which provided me with an opportunity to have a brief chat with the Minister, where I thanked her support for the grant funding towards the Creative Industry Centre. The Senator indicated that there was possibly further funding to be provided later in the week. This funding has now been confirmed with the recent announcement of the Housing Support Program providing funding support for the planning and early implementation works for the Concordia Growth Area Development.

Delegates received a presentation on new local government financial sustainability research, which highlighted that sustainable Federal funding to councils would deliver a $7 billion increase to Australia's GDP.

The 2024 National State of the Assets report was also launched, outlining the condition of one third of Australia's public infrastructure, which is part of the $643 billion worth of assets councils manage. This new research reinforces the urgent need for Federal Financial Assistance Grants to local government to be restored to at least one percent of Commonwealth taxation revenue.

Across two days, numerous presenters spoke on the theme of building community trust, and how local government is integral to holding and building this trust.

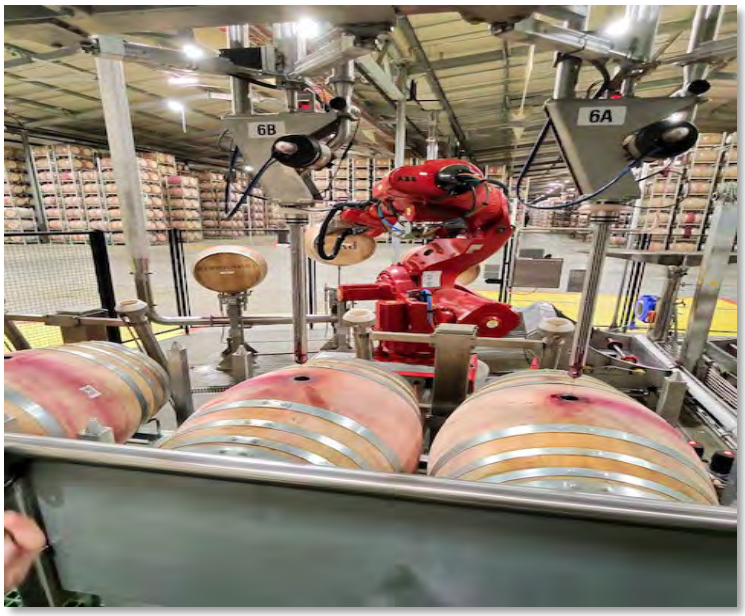
12/07/2024 Northern Yorke LGA Regional Roads Forum attended with Steven Kaesler.

15/07/2024 Meeting and site visit to the Barossa Park Project Lyndoch and Tanunda Clubrooms and oval with SANFL Executives with discussion further sporting event opportunities (refer attached letter).

16/07/2024 Concordia Growth Area Teams Briefing with Department Officials, Martin McCarthy and Natasha Weedon

Meeting with representatives from the Barossa District Netball Club and CEO Martin McCarthy, Director Corporate Services & Business Innovation Jo Moen and Director Infrastructure & Environmental Services Ben Clark regarding court allocation and line-marking at Barossa Park Project

Treasury Wines Estate - official launch of the Automated Wine Production System - Barrel Washing Robot and Driverless Forklifts.



22/07/2024 Meeting with CEO Martin McCarthy, CEO Barossa Village Ben Hall and Helen O'Brien regarding Barossa Village/Barossa Council: Heritage Park - Regional Precincts Partnership Program application

ABC Radio Adelaide Interview – Possibility for Uber to operate in the Barossa region.

25/07/2024 Grapevine Sister Cities Advisory Committee Meeting.

26/07/2024 Media promotion Road Safety Announcement with Tony Piccolo $1.8m funding for DIT, Williamstown to Sandy Creek Road safety upgrade

29/07/2024 Mapped section of the proposed Great Australian Wine Trail from Mt Pleasant to Warren Reservoir with Ben Clark.

30/07/2024 Site visit to Rowland Flat Quarry with SA Rally organiser to determine suitability and approval to use the Quarry for VIP Guest Rally Car passage rides during the MSS Safety Rally Barossa 18 September.

1/08/2024 Hosted PW McCallum, Executive Director of the Grapevine Convention and Visitors Bureau for a visit throughout the day including a meet and greet session with Barossa Council Sister Cities Advisory Committee Members

5/08/2024 Dinner presentation with Barossa Valley Rotary – The Barossa Park Project.

Karen Bosomworth and Steve Ahrens

7/08/2024 Meeting with Chief Inspector, Mark Collise (SAPOL) and Martin CEO McCarthy.

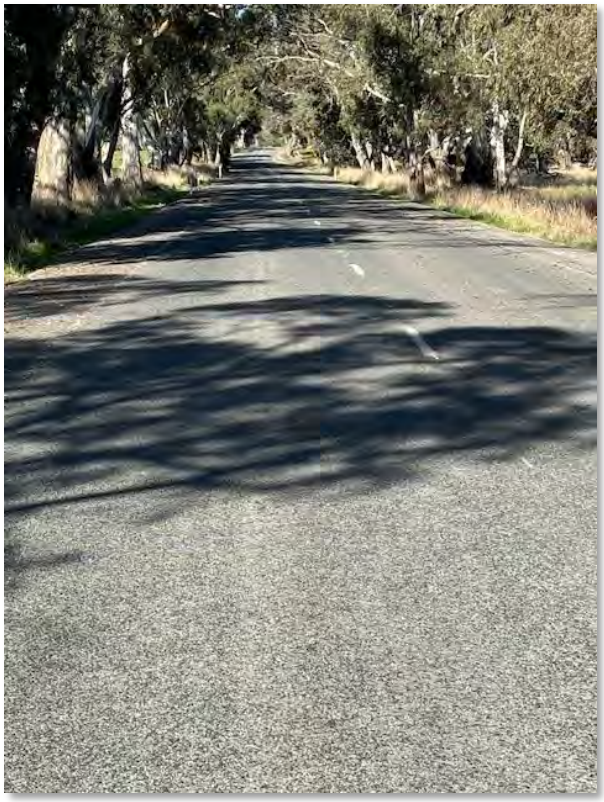
Whilst there has been significant promotion for Council's Big Project and rightfully so, it is appropriate to highlight some of the other capital projects which Council has approved in its budget which further highlights its enhanced commitment to road and footpath safety improvements.

Primary School - Cross Street Angaston (above)

Recreation Park entrance - Park Street Angaston (below)

Melrose Street Seal widening kerb and footpath followed by DIT resurfacing

Various unsealed road resurfacing.



Construction of Keynton Road, Meadow Road and Craneford Road.

All these capital works have been undertaken by Council staff of an exceptionally high quality and compliments all staff involved.

MATTERS FOR INFORMATION

6.1 NORTHERN AND YORKE LOCAL GOVERNMENT ASSOCIATION - MINUTES OF SPECIAL MEETING OF 17 JULY 2024

Author: Chief Executive Officer
24/55975

A special meeting of the Board was held on 17 July 2024 to appoint the consultant to undertake recruitment of the Executive Officer, the minutes are attached for information.

ATTACHMENTS

Attachment 1 Minutes

SUPPORTING REFERENCES

Nil

Minutes

Of Northern and Yorke Local Government Association's Special Meeting
Commencing at 3.34pm on Wednesday 17 July 2024
via Zoom

OPENING OF MEETING

The President Mayor Rodney Reid opened the meeting at 3.34pm

1. ADMINISTRATIVE MATTERS

The Chairperson of the meeting asked each Board member to announce their presence to all other Board members taking part in the meeting.

Attendance Record

Members: Mayor Talbot, Mayor Ken Anderson, Mayor Mark Wasley, Mayor Stephen McCarthy *(from 3.36pm)*, Mayor Grant Chapman, Mayor Allan Aughey OAM, Mayor Sue Scarman, Mayor Leon Stephens, Mayor Leonie Kerley, Mayor Ruth Whittle OAM, Mayor Bim Lange OAM, Acting Mayor Simon Zeller and Mayor Rodney Reid.

1.1 Apologies

Mayor Darren Braund and Mayor Bill Gebhardt

1.2 Leave of Absence

Nil

1.3 Conflict of Interest

Nil

1.4 Confirmation of Minutes

N&YLGA Ordinary meeting held 7 June 2024

Motion:

That the minutes of the N&YLGA Ordinary Meeting held on 7 June 2024 with the addition of the word for in 4.4 part 2 be confirmed as a true and correct record.

Moved: Mayor Kerley Seconded: Mayor Whittle CARRIED

DRAFT

2. REPORT FOR DECISION

Confidentiality

Pursuant to Section 90(2) and 90(3)(d) of the Local Government Act 1999, the report titled 'N&YLGA CEO Recruitment' is listed to be considered in confidence as the information in relation to this agenda item includes information of a confidential nature (not being a trade secret) the disclosure of which -

- could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
- would, on balance, be contrary to the public interest.

If the N&YLGA Board considers the report and discussion at the meeting should be considered in confidence, the following resolution must be adopted before the Board discusses or considers the report.

Motion

1. **Pursuant to section 90(2) and 90(3)(d) of the Local Government Act 1999, the Board orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item 2 N&YLGA CEO Recruitment, except the following persons:**
   - **Wakefield Regional Council Governance and HR Officer- Debra Swan**

   to enable the Board to consider Item 2 in confidence on the basis the Board considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to Item 2:
   - **CEO Recruitment Proposal**

   being, commercial information of a confidential nature (not being a trade secret) relating to a proposal to provide a service.

2. **Accordingly, on this basis, the Board is satisfied that the principle that meetings of the Board should be conducted in a place open to the public has been outweighed by the need to keep the information or matter confidential.**

Moved: Mayor Stephens Seconded: Mayor Aughey CARRIED

3.39 pm The meeting was closed to the public

Motion

1. **That the N&YLGA Board appoints McArthur as the recruiting consultant for the CEO position.**

2. **That the N&YLGA Board allocate up to $15,000 in the first budget review to fund the recruitment process.**

Moved: Mayor Scarman Seconded: Mayor McCarthy CARRIED

Motion

1. **Pursuant to Section 91(7) of the Local Government Act 1999, the Board orders that the following documents relating to Agenda Item 2. CEO Recruitment shall be kept confidential, being documents relating to a matter dealt with by the Board on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:**

   - **Report and attachments**

   on the grounds that the documents relate to commercial information of a confidential nature (not being a trade secret), being information relating to proposal to provide a service.

2. **This order shall operate for a period of five (5) years.**

Moved: Mayor Wasley Seconded: Mayor Whittle CARRIED

3.45 pm The meeting was reopened to the public

3. MEETING CLOSE

3.50 pm Meeting closed

DRAFT

MATTERS FOR INFORMATION

6.2 OMBUDSMAN OFFICE INVESTIGATION - 18A ELIZABETH STREET DRAINAGE MATTER - NO ADMINISTRATIVE ERROR

Author: Chief Executive Officer
24/58699

Recently the residents of 18A Elizabeth Street lodged a complaint with the Ombudsman about Council's review of the decision it made in January 2023 pertaining to stormwater services. That decision has already been the subject of an independent review pursuant to Section 270 of the *Local Government Act 1999*, the findings of which were tabled with Council for consideration at the March 2024 Ordinary Council Meeting where Council reaffirmed its original service level decision. The findings from the independent review in summary were:

> *"Taking into account all the information as set out in this report, our view is that:*
>
> - *the decision is lawful;*
> - *the open drainage swale option is the preferred decision".*

The Ombudsman's findings are hereby tabled at the Attachment. In summary the findings are supportive of Council.

There were minor additional costs incurred to support the response to the Ombudsman's office. Officer resources of the CEO and Director were allocated to reviewing material and preparing responses to questions posed by the Ombudsman's office and legal advice was also sought.

Previously reported costs imposed through the initial complaints and response, legal action, Section 270 review request and FOI application by the complainant totalled $53,015 (net of the application fees of $55). Following recent legal processes and the complaint to the Ombudsman, the costs to date are now $61,130:

Independent review under Section 270 of the Local Government Act 1999

- *Independent review, costs to date $9,490.*
- *Staffing resources, costs to date $5,292.*
- *Initial legal support to internal review $856.*
- *Additional legal support $1,605.*
- *Recovered through application fee $20.*
- ***Net costs for this matter $17,223**.*

The costs of other activities in addition to the above, so that Council has full picture to date of managing these matters (excluding Council staffing resources devoted to these matters), include:

- *Freedom of Information Request (completed) - $11,133 – recovered through application fee $35.*
- *Legal Costs – General - $10,477.*

- *Legal Costs – Legal Case which Council was joined to - $18,903.*
- ***Net costs for these matters - $40,443**.*

Complaint to the Ombudsman:

- *Estimated legal support (estimate) $1,250.*
- *Staffing resources $2,214.*
- ***Net costs for these matters - $3,464***

Total cost to date - $61,130

Any works that Council has approved as part of the decision for stormwater management in this location outside of the Council easement have been completed, namely the larger and higher capacity side entry pit. Prior vegetation removal on the easement was completed in March 2023.

ATTACHMENTS

Attachment 1 Ombudsman Office Findings - Letter 1
Attachment 2 Ombudsman Office Findings - Letter 2

SUPPORTING REFERENCES

Nil

OFFICIAL: Sensitive//Legislative secrecy

Enquiries: Ms Alison Kay
Telephone: 8226 8699
Ombudsman reference: 2024/02688

OmbudsmanSA

PRIVATE AND CONFIDENTIAL
Ms Dagmar Keady
By email: dagmar.keady@yahoo.com

Dear Ms Keady

Your complaint about the Barossa Council

I refer to and your complaint dated 12 May 2024 about the Barossa Council **(the council)** under the *Ombudsman Act 1972*.

I understand your complaint is relates to an open stormwater drain that runs through your property at 18A Elizabeth Street, Tanunda. The open stormwater drain forms part of an easement the council has over part of your property.

The information you have provided suggests you were dissatisfied with a decision made by the council in the 24 January 2023 meeting in relation to the stormwater drain. Following the decision made in the 24 January meeting, I understand that a contractor was engaged to undertake the approved drainage upgrade, but the upgrade has since been placed on hold.

You requested an internal review under section 270 of the *Local Government Act* (**the LG Act)** and the council engaged Ms Felise D'Agostino of Norman Waterhouse Lawyers to conduct the review. The final report from Norman Waterhouse was completed on 1 March 2024 (the **internal review**). You complained to my office that you 'seek an easement which is fit for purpose, doesn't flood [your] land and conforms to the council's own development guidelines.'

I advise from the outset that my role is to consider the internal review undertaken by the council and whether the review appropriately considered the relevant procedures and policies, as well whether the internal review reasonably addressed the merits of the decision/s made.

I have assessed the issues in your complaint and have decided not to take further action.[1] I explain my decision below.

Our enquiries

In our enquiries our office
- assessed the information provided by you
- obtained a response from the council
- prepared this letter to you.

[1] *Ombudsman Act 1972* s 12H(1)(c).

OFFICIAL: Sensitive//Legislative secrecy

My assessment of your complaint

Independence of the internal review
You have raised concerns that Ms D'Agostino of Norman Waterhouse Lawyers has previously been engaged by the council to do internal reviews and suggest that Ms D'Agostino was not independent in her review. Under the council's 'Internal Review of a Council Decision Process', it is outlined that the process for reviewing a decision may vary depending on how the decision was originally made. In this instance, the decision of council was made at its meeting of 24 January 2023. As this was a decision of the council, the internal review contact officer who initially receives the internal review, makes a recommendation to the council's Chief Executive Officer (**CEO**) to refer the application to an external party/panel as a reviewer. It is then at the CEO's discretion to determine whether it is appropriate to appoint an external party/panel as a reviewer. The internal review contact officer seeks a recommendation from the external party which will then be referred back to the elected body for a final determination on the review. Although I acknowledge that you may disagree with the conclusions made by Ms D'Agostino, just because Ms D'Agostino and Norman Waterhouse Lawyers have previously been engaged by the council for other matters, it does not mean they are not independent. I do not consider there to be an error on the part of the council in appointing Ms D'Agostino or Norman Waterhouse Lawyers to conduct the internal review.

The internal review
In accordance with the council's 'Internal Review of a Council Decision Process', I am of the view that Ms D'Agostino considered whether the original decision was legally and procedurally correct having regarding to the following (where relevant and not restricted to), and that the original decision maker:

- the original decision maker had the power to make the decision
- the original decision maker considered all the matters which were relevant to the making of the decision at the time and did not take into account matters which were not relevant;
- the original decision maker did not exercise a discretion or power in bad faith, for an improper purpose or while subject to duress or the influence of another person
- the original decision maker had no conflict of interest, bias or perceived bias
- the original decision maker ensured that the findings of fact were based on evidence
- the decision was reasonable, and
- the original decision maker considered any relevant legislation, policies or processes.

Ms D'Agostino, in accordance with the Internal Review of a Council Decision Process, also considered whether a different decision based on the evidence available, or new evidence provided or found, would provide an improved outcome.

I also considered that the submissions you made, in response to the internal review report were sufficiently considered and addressed, where relevant, by the reviewer. While I appreciate that you do not agree with the decision or the findings made by Ms D'Agostino, I cannot identify any issues that would constitute an administrative error.

Misuse of public money:
You allege that the council has misused public money by supporting you neighbours in Magistrates Court proceedings. I understand that the dispute in the Magistrates Court arose as a result of you initiating proceedings under the *Fences Act 1975* to seek an injunction to stop your neighbours from running their storm water onto your land (*Keady & Keady v Verhees & Verhees* CIV-23-008492). As a result, your neighbours cross claimed against the council, making them a party to proceedings. By email dated 27 May 2023, you advised that the matter had been settled by mediation on 3 May 2024. You have also stated that the

OFFICIAL: Sensitive//Legislative secrecy

council has agreed to pay the Verhee's legal fees. As this is a legal matter, review of the council allegedly paying the legal fees of your neighbours is outside the jurisdiction of the Ombudsman. However, I note, as the council was added as a party to the proceedings, it was reasonable for the council to engage its own legal counsel for the matter and do not consider this a misuse of public money.

Direction from council that all correspondence should go through Kelledy Jones Lawyers
Our office made enquiries with the council regarding this issue. The council advised that you have been instructed to liaise with the council's legal representatives on the following two matters:

1. the current Magistrates Court case (*Keady & Keady v Verhees & Verhees* CIV-23-008492) where the council was joined as a third party by the Verhees', and
2. the treatment and works planned to improve the overland waterflow on the council's easement.

The council advised that you were instructed to contact its legal representatives in relation to the above two issues, as it has attempted to resolve the matter with you since January 2023, during which time you have threatened the council on various occasions with legal action in relation to the easement and to ensure a safe workplace.

The council has indicated they have continued to provide responses and services to you as they would with any other resident outside of the two matters mentioned above.

Request for mediation
In your complaint to this office, you have stated that you requested mediation under section 271 of the *LG Act* which has been refused. Section 271(1) states the council *may* consider mediation as part of, or in addition to, the procedures under section 270 of the LG Act. While Ms D'Agostino recommended in the internal review that you work together with the council to achieve a solution, it is at the council's discretion to decide whether this is an option that it wishes to pursue. Our office raised this matter with the council who advised that it is of the view that mediation is unlikely to succeed for the following reasons:

- the current legal action underway
- threats of further legal action directly against the council
- legal advice
- the costs incurred to date to try and respond and to find solutions
- the council has attempted to offer a solution which has been rejected and it has now been determined that the decision of the council in February 2023 was, and is the best and preferred option.

On the information before me, I consider the decision not to engage in mediation is reasonably open for the council to make in the circumstances.

Merits of the review
I have considered all the issues raised in the internal review and, on the information before me, it appears they have all been reasonably addressed. While I acknowledge there are benefits and costs associated with the various options to the stormwater drain, I have not identified an error in the internal review.

Outcome

I am unable to identify an administrative error by the council in it's decision making process and I intend to close your file. I am sorry this office is unable to assist you at this time.

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If you think I have made an error in my assessment, please contact my office by **8 July 2024**. If I don't hear further from you by that date, I will close my file and let the agency know my decision.

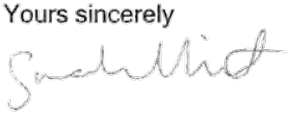
Confidentiality

Under the Ombudsman Act, information about my assessments must be kept confidential unless I give permission to share it.

Once I have closed the file, you may share my letter as necessary. The council will also be able to share my letter.

In the meantime, if you need to share any information about this matter you must contact my office and seek permission.

Yours sincerely



Sarah Wishart
Manager, Intake and Assessment

1 July 2024

Cc Mr Martin McCarthy
Chief Executive Officer
The Barossa Council
By email

OFFICIAL: Sensitive//Legislative secrecy

Enquiries: Ms Alison Kay
Telephone: 8226 8699
Ombudsman reference: 2024/02688

OmbudsmanSA

PRIVATE AND CONFIDENTIAL
Ms Dagmar Keady
By email: dagmar.keady@yahoo.com

Dear Ms Keady

Your complaint about the Barossa Council

I refer to my letter dated 1 July 2024 regarding your complaint about the Barossa Council **(the council)** under the *Ombudsman Act 1972*.

In my letter, I advised that I had not identified an error on behalf of the council and would not take further action in relation to your complaint and explained how I arrived at that decision. I also invited you to contact this office by 8 July 2024 if you thought you were able to identify an error in my assessment of the matter.

You contacted my Office on 7 July 2024 in response, detailing your concerns with the section 270 internal review (the **internal review**) dated 1 March 2024 undertaken by Ms Felice D'Agostino of Norman Waterhouse Lawyers.

I have considered the information you have provided below.

Scope of the review
You have complained that the internal review excluded the issues concerning the discharge of stormwater from your neighbour's property into the drain swale. The internal review provides that Ms D'Agostino considered this issue to be before the courts and that the internal review was separate to that matter. However, you say this is incorrect and the decision under review is the decision of the council dated 24 January 2023 and there were no court proceedings at that date.

I do not consider that Ms D'Agostino made an error by excluding the issues concerning the discharge of stormwater from your neighbour's property in the scope of the internal review. While the internal review considers the decision of 24 January 2023 and at that time, you state that there were no court proceedings regarding the discharge of stormwater, at the time of the internal review, there were court proceedings in relation to the discharge of stormwater from your neighbour's property. As the issues relating to the drainage of the stormwater were to be determined by the courts and a legal remedy was available, I do not consider that it would be appropriate for this issue to also be considered by the internal review.

That the internal review did not consider bias towards your neighbours
In your response to my letter, you allege that the internal review did not consider what you perceive as a clear conflict of interest in favour of your neighbours. I have considered the information you have provided and the internal review, and I am of the view that Ms D'Agostino considered whether the decision maker had a conflict of interest, bias or perceived bias. I note that the scope of the internal review did not consider the issues

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relating to the discharge of stormwater from your neighbouring property into the easement, and that the internal review states at paragraph 10.2 that 'there is no evidence of conflict of interest, bias, or perceived bias.'

Payment of your neighbours legal fees

You have also raised in your response to our office that you believe the council agreed to pay the legal fees for the Verhees in the Magistrates Court proceedings. As stated in my previous letter, legal matters are outside the jurisdiction of the Ombudsman. However, given your repeated concerns about this issue, I have made enquiries with the council, and the council advised that it has not paid any legal costs of your neighbours, the Verhees, and does not envisage any such need.

Request for mediation

As advised in my previous letter, the council may consider mediating, as part of, or in addition to the procedures under section 270 of the LG Act. In response to my letter, you have stated that the council's statement that they 'attempted to offer a solution which has been rejected and it has now been determined that the decision of the council in February 2023 was, and is, the best and preferred option' is misleading. You state this is misleading because the CEO, Mr Martin McCarthy, in an email dated 5 December 2023, closed off any further discussions with you stating that he will present three options to the council. I have reviewed the email and consider it was reasonably open to Mr McCarthy to pause any negotiations with you and await instructions from the council on how to proceed. I note that you have stated you are 'prepared to pay a portion of the cost of option 3 including landscaping, maintenance resolving the Magistrates Courts proceedings etc.' I advise it is not the role of our office to negotiate this outcome for you and you may consider getting legal advice on this matter.

Reviewer's findings

You have also complained that the reviewers findings are 'flawed', in particular paragraphs 10.3.6(f) and 10.3.7(c). I note that internal reviewer has considered performance as one of the factors in determining what the best or preferable decision is, and that it is not the only factor to be taken into account. I have considered the issues you have raised and on the information before me, it appears they have all been reasonably addressed. While I acknowledge there are benefits and costs associated with the various options to the stormwater drain, I have not identified an error in the internal review.

While I note you disagree with my assessment, I am of the view that you have not identified an error in my assessment. Accordingly, I confirm my decision of 1 July 2024 and will now close my file.

Confidentiality

As discussed in my previous letter to you, the Ombudsman Act imposes certain obligations on my Office and others, including complainants, to keep information about my assessments confidential.

While the Ombudsman Act restricts disclosure of information connected to a matter dealt with under the Act, I am able to authorise disclosure. Generally, I consider there is a public interest in disclosure of my decisions. Therefore, as I have closed your file, I authorise disclosure of this letter by you as you see fit.

OFFICIAL: Sensitive//Legislative secrecy

I have also sent a copy of this letter to the council.

Yours sincerely

Sarah Wishart
Manager, Intake and Assessment
Ombudsman SA

23 July 2024

Cc Mr Martin McCarthy
Chief Executive Officer
The Barossa Council
By email: mmccarthy@barossa.sa.gov.au

MATTERS FOR INFORMATION

6.3 AUDIT AND RISK COMMITTEE MEETING MINUTES OF 20 JUNE 2024

Author: Team Leader Corporate Governance and Information Services
24/59060

The Audit and Risk Committee Meeting minutes of 20 June 2024 are hereby tabled.

ATTACHMENTS

Attachment 1 Minutes - Audit and Risk Committee Meeting - 20 June 2024

SUPPORTING REFERENCES

Agenda of Audit and Risk Committee – Thursday, 20 June 2024 (Barossa.sa.gov.au)

Minutes of Audit and Risk Committee – Thursday, 20 June 2024 (Barossa.sa.gov.au)

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TheBarossaCouncil

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:

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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 4

Budget 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,

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:
  - a LGFA fixed loan ending 2028/29
  - Capital Expenditure - changes to renewal and upgrade program spending around cashflow requirements and holding sufficient funds for operations.

In line with Council process, NCPA are required to annually review their asset renewal/upgrade program to ensure any asset expenditure is warranted, checking service level requirements to accommodation capacity, usage and rates.

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

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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

Community Plan

Natural Environment and Built Heritage

Community and Culture

Infrastructure

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8. To have a connected and safe transport network that meets the needs of our community
9. Our community has fair and equitable access to the resources and services they need to lead a safe, healthy, inclusive and connected lifestyle
10. Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.

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11. The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.
12. We are a visitor destination of choice
13. The Barossa is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.

Strategies

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

2024/216

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.

Financial Indicators and Sustainability

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

2024/217

- 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 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.

3. NEXT MEETING

Tuesday 21 May 2024 at 5.30pm

2024/218

4. CLOSURE

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

Confirmed at Council Meeting on 21 May 2024

Date:..... Mayor:.....

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 Farrol 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		Wholhers 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**

2024/6

TheBarossaCouncil

MINUTES OF THE MEETING OF AN AUDIT AND RISK COMMITTEE
held on Thursday 20 June 2024 commencing at 3:31pm
in the Peramangk Room (Committee Room), 43-51 Tanunda Road, Nuriootpa.

MINUTES

Welcome by Mr Peter Brass declared the meeting open at 3:31pm.

1. ATTENDANCE RECORD

1.1 Members Present

Mr Peter Brass (via Teams), Ms Ellen Ewing, Mr Ian Swan (via Teams), and Cr John Angas

Apologies

Cr Heidi Thompson

Not Present

Nil

Leave of Absence

Nil

2. CONFIRMATION OF PREVIOUS MINUTES

2.1 Minutes of previous meetings – for confirmation:

MOVED Mr Swan

That the Minutes of the Audit and Risk Committee held on Thursday 28 March 2024 at 3:30pm, as circulated, be confirmed as true and correct records of the proceedings of those meetings.

SECONDED Ms Ewing **CARRIED AC 2022-26/19**

2024/7

2.2 Matters arising from previous minutes

Nil

3. MATTERS FOR INFORMATION

3.1 ENTERPRISE RISK AND SAFETY REPORT - JANUARY TO MARCH 2024

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

3.3 RISK APPETITE STATEMENTS

The committee considered the statements and suggested Council and the Executive add a further statement regarding fraud and corruption under the Finance risk appetite statement.

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
24/44596

MOVED Mr Swan

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.

SECONDED Ms Ewing **CARRIED AC 2022-26/20**

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.

REPORT

Discussion

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.

2024/8

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

2024/9

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.

2024/10

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.

4.2 REVIEW OF COMMUNITY PLAN AND CORPORATE PLAN UPDATE
24/44599

MOVED Ms Ewing
That Audit and Risk Committee receive the Draft Community Plan 2024-2044 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.

SECONDED Mr Swan **CARRIED AC 2022-26/21**

PURPOSE

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

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 Reginal 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

2024/12

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 the 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.

4.3 CREDIT CARD STATEMENT REVIEW
24/44625

MOVED Mr Swan

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

SECONDED Ms Ewing **CARRIED AC 2022-26/22**

PURPOSE

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

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

2024/13

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

5. CONFIDENTIAL AGENDA

Nil

6. URGENT OTHER BUSINESS

Nil

7. NEXT MEETING

Monday 30 September 2024 at 3:30pm

8. CLOSURE

Mr Brass declared the meeting closed at 4:10pm.

Confirmed at Audit and Risk Committee Meeting on 30 September 2024

Date:..... Chairperson.....

MATTERS FOR INFORMATION

6.4 GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY UPDATE

Author: Executive and Project Support Officer
24/62800

Mr Lino Di Lernia (newly appointed Chairman of Gawler River Floodplain Management Authority) has provided the attached progress report for information.

ATTACHMENTS

Attachment 1 Update - Gawler River Floodplain Management Authority - July 2024

SUPPORTING REFERENCES

Nil

Chris Kruger

From: Chris Kruger
Sent: Monday, 29 July 2024 1:35 PM
To: Chris Kruger
Subject: FW: GRFMA Update

From: Lino Di Lernia <chair@grfma.com>
Sent: Wednesday, July 24, 2024 12:26 PM
[redacted]
Subject: [EXTERNAL] GRFMA Update

CAUTION: This Message originated outside your organization. Treat all attachments and hyperlinks with suspicion.

Dear Board Members and Deputy Board Members

I thought I'd send you a short update on progress made since our last Board meeting

- GRFMA's Annual Business Plan and Annual Budget has now been approved by all Constituent Councils so they can be adopted. Thank you to all councils for approving the additional funding to facilitate completion of the Business Case.
- DEW has paid $140k to GRFMA to contribute to the completion of the Business Case.
- GRFMA has engaged a hydrology consultant to update the hydrologic estimates to enable refinement of the dam design. There was a strong and competitive response to the tender and a quality consultant has been secured at a below-estimate cost.
- GRFMA has engaged Ed Henty from Dayside Engineering as an ongoing technical resource to assist further development of the Business Case. Ed was involved in developing the current Business Case and is well versed with the project.
- The options for undertaking the investigations on the condition of the existing dam structure to ensure it is capable of accommodating the proposed upgrades (ie how many bores and how deep?) have been referred to a dam expert in SA Water. The expert is currently overseas and has not responded to our request for advice. We are considering alternative experts should SA Water not provide the advice within a reasonable timeframe (ie another week or two).

Looking forward:

- Once the right approach to the dam structural integrity investigations is confirmed, a tender will be scoped and issued as a priority.
- GRFMA will shortly engage Water Technology to undertake further flood modelling based on a 10 metre dam rise to determine the benefit to each Constituent Council. This will then form part of the funding model.
- David Hitchcock and I are meeting with DEW next week to discuss progress of the Business Case and the future governance model. We will also seek an update on the grant application DEW has lodged on

GRFMA's behalf to secure a one-year resource to develop and implement a Community Flood Awareness Campaign.

- The GRFMA Funding Advocacy group will meet again next week to discuss funding scenarios.

I have now met all Mayors and CEOs of the Constituent Councils and have a good sense of the different perspectives of each Council. A common theme has been the desire for clarity on the funding model, which is no surprise. Now that budget issues and funding have been resolved, and the further technical investigations can start, the main task for the next few months will be developing the funding model; which will no doubt have its challenges 😀.

Regards

Lino Di Lernia
Chairman
Gawler River Floodplain Management Authority
[redacted]
chair@grfma.com

The Gawler River Floodplain Management Authority is established as a regional subsidiary pursuant to section 43 and Schedule 2 of the Local Government Act 1999 to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River. Constituent councils are City of Playford, Adelaide Plains Council,Town of Gawler, the Barossa Council, Light Reginal Council, Adelaide Hills Council.

WARNING AND DISCLAIMER: The contents of this email and any files transmitted with it are confidential and may be subject to legal professional privilege and copyright. You must not copy or distribute this message or any part of it or otherwise disclose its contents to anyone without written authorisation from the GRFMA.If you are not the intended recipient, please notify us immediately and delete this email (including any attachment to it) from your computer system. No representation is made that this email is free of viruses or other defects

MATTERS FOR INFORMATION

6.5 WILLIAMSTOWN AND LYNDOCH LANDCARE GROUP INC

Author: Executive and Project Support Officer
24/78795

Minutes of the Williamstown and Lyndoch Landcare Group Inc Annual General Meeting and General Meeting held 24 July 2024, are attached for information.

ATTACHMENTS

Attachment 1 Minutes - Williamstown and Lyndoch Landcare Group Inc 24 July 2024 - Annual General meeting and General Meeting

SUPPORTING REFERENCES

Nil

Meeting Minutes

PO Box 694
Lyndoch, SA 5351

Purpose **General Meeting**

Prepared by Terry Redman **Phone No.** 0418 857 915

Location Council Rooms, **Date** 24 July 2024
29 Barossa Valley Way,
Lyndoch, SA 5351

Attendees
Angus Atkinson (Chair)
Tina Woods
Tracy Sinclair
Don Wegener
Shirley Wegener
Peter Henshaw
Terry Redman
Joerg Wiese
Elke Wiese
Margaret Puddy
Pam Cross

Distribution All current & life members, Chris Kruger (Executive Assistant, Development and Environmental Services, The Barossa Council) and Kim Thompson

File 20240724_GeneralMeetingMinutes.docx

Item		Action by	Date Due
1	**Meeting Opened** 7.57 pm.		
2	**Apologies –** Nelly Van Der Lerssel, Trish Adamson, Kym Burton, Maria Burton.		
3	**Minutes of previous Meeting** held 26 June 2024 – Accepted Moved by Tina Woods, seconded by Elke Wiese – Carried.		
4	**Business Arising last meeting:** No business arising.		
4.1	**Actions now closed:**		
	ACTION: Newsletter - Barossa Bush gardens to coordinate newsletter for Community Environment Groups to promote news, activities etc on and ongoing basis.		

WILLIAMSTOWN & LYNDOCH LANDCARE GROUP INC.
LANDCARE SOUTH AUSTRALIA

Meeting Minutes

4.2	**Actions Still open:**		
	ACTION: Environmental and Cultural Flows Project – Waterwatch (waterbugs and water quality monitoring - schools program in Winter) and Bioblitz (waterbugs and water quality monitoring – citizen science in Spring), Liz Ninnes - Co-ordinator. **Update:** Rescheduled to commence in the Barossa region, 18 September 2024 to better suit school calendar and to allow more students to attend. North Para River site has yet to be confirmed.	Angus Atkinson	Sep 24
	ACTION: Tour of Hansen Australia Quarries – Organise a tour as offered by Angie Garzon Gutierrez, Enviro Compliance & Planning Officer. **Contact to be made later in the year**	Angus Atkinson	Aug 24
	ACTION: OHS – Annual Review of OHS Documents All members emailed documents for review. Review comments to close 31/07/2024	Committee	Aug 24
	ACTION: LandscapeSA - Bio Control agents for the control of Horehound and Salvation Jane. **Awaiting contact from LandscapeSA**	Terry Redman	Aug 24
	ACTION: Cultural Awareness activities with three First Nations of the Barossa – Matt Turner – Co-ordinator **Awaiting contact from Matt Turner**	Angus Atkinson	Aug 24
	ACTION: Respond to Tax office re Annual self -review reporting obligation	Tina Woods	Oct 24
	ACTION: 2024/25 Year Objectives Plan – Initial meeting held at Container 06/06/2024. Those actions which were neither ongoing nor in hand were identified and a leader nominated, Next follow up meeting to be held at Container 08/08/2024. Updated 2024 Action Plan attached to minutes	Tina Woods	Aug 24
5	**New Actions from Business arising this meeting:** Nil		
6	**Correspondence IN-**		
	• **Friends of Parks SA -** ○ **Wednesday Weekly mailout -** • 03/07/24, 10/07/2024, 17/07/2024, 24/07/2024		

WILLIAMSTOWN & LYNDOCH LANDCARE GROUP INC.
LANDCARE SOUTH AUSTRALIA

Meeting Minutes

	• **Northern and Yorke -**
	  • **Yakka News** – 28/06/2024
	  • **Community Groups Insurance renewal**
	• **Barossa Council** –
	  • Stakeholder engagement sought to create a community wellbeing report and action plan. Consultation period of 6 weeks to engage with as many community members and organisations as possible.
	  • Volunteering opportunities throughout the Barossa/Light District provided per council area.
	  • Summary of volunteering report for South Australia circulated
	  • Funding for 24/25 received
	• **Landcare SA**
	  • Landcare SA membership renewal
	• **Green Adelaide Newsletter** – 17/07/2024
	  • Containing list of Citizen Science projects across South Australia
	• **Barossa Bushgardens** –
	  • 10/07/2024 Doreen Von Linde – Prepared to co-ordinate a newsletter promoting details of events the Community Environment Groups wish to promote. Details to be provided to Doreen.
	  • 24/07/2024 – Bird walk for school students to be conducted at Altona on 01/10/2024 from 5-6pm with Ian Falkenburg.
	• **Ecological Directions – Ellen Krahnert –** seeking additional information re previous surveys undertaken at Altona.
	• **Together we Can International Pty Ltd** – Sarah, Employment coach with Together we Can assessing volunteering opportunities at Altona for Ebonie.		

	Correspondence OUT- End of Year Financial details to Kelly Wilksch at Barossa Council		
7	**Chair Report** Nil		

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8 **Monthly Volunteer Hours**

Tasks	YTD	JUL 24 (to date)
1. Admin Duties (Committee Members)[2]	14	14
2. Meetings, home & away	nil	nil
3. Promotions. (Tours, demos, etc.)	nil	nil
4. Propagation (Sowing, planting out, seed collection, etc.)	nil	nil
5. Weed & Pest Control	64	64
6. Construction & maintenance (Equipment, fencing, trails, buildings, etc.)	nil	nil
7. Equipment design & manufacture (Seed boxes, displays, jigs, tools, etc.)	nil	nil
8. Monitoring	8	8
Totals	**86**	**86**

9 **Treasurers Report** – as presented by Tina Woods:
Moved that Report be accepted by Tracy Sinclair, seconded by Peter Henshaw – Carried

Monthly Income & Expenditure – since last General Meeting

	JUN 24	JUL 24 (to date)
Balance Brought Forward	$ 2,294.91	$ 2,094.93
Income	$ 0.02	$ 10,000.00
Expenses	$ 200.00	$ 120.00
End Month Balance	**$ 2,094.93**	**$ 11,974.93**

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Account Balances
– since last General Meeting

	JUN 24	JUL 24 (to date)
Administration	$ 1,616.53	$ 2,616.53
Credit Union Share	$ 2.00	$ 2.00
Project No.2 (Altona)	$ 476.40	$ 9,356.40
Project No.X (Care for Landcare Grant)	0	0
Total End Month Balance	**$ 2,094.93**	**$ 11,974.93**

Notes:
1. Landcare Association of SA – 5-year membership purchased (saved $50). WLLG are now active members until 30 June 2029.
2. FY24 Financial records have been shared with Kelly Wilksch, TBC Manager Financial Services for review.

10 **Petty Cash** – as presented by Angus Atkinson
Current balance $135.00

11 **Work Health and Safety**
Nil

12 **Publicity:**
- **Facebook**
  - Regular updates continuing. 602 followers.
- **Lyndoch Grapevine**
  - Standing Advertisement, upcoming editions will include details regarding the Bird Walk on 15/08/2024.
- **Willy Wagtail**
  - Standing Advertisement

13 **General Business:**
Nil

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14	**Key Dates for 2024** • **Nature Festival –** 28 /09/2024 to 13/10/2024 • **Bird Walk –** Tina will be leading a bird walk for BirdSA on Thursday 15 August 2024. ○ Meet at the gate before 8.30 for a prompt 8.30 start. ○ Please bring binoculars if you have them. ○ Walk is approximately 3 ½ hours followed by lunch and a bird call at Lyndoch Green.		
15	**Next Meeting –** Next meeting will be **Wednesday 28 August 2024,** Council Rooms, 29 Barossa Valley Way, Lyndoch, SA		
16	**Meeting Closed:** 8.39pm.		

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Purpose **2024 Annual General Meeting**

Prepared by Terry Redman **Phone No.** 0418 857 915
Location Council Rooms, **Date** 24 July 2024
29 Barossa Valley Way,
Lyndoch, SA 5351

Attendees Angus Atkinson (Chair), Terry Redman, Tina Woods, Margaret Puddy, Tracy Sinclair, Pam Cross, Don Wegener, Joerg Wiese, Shirley Wegener, Elke Wiese, Peter Henshaw

Distribution All current & life members, Chris Kruger (Executive Assistant, Development and Environmental Services, The Barossa Council) and Kim Thompson

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		Action by	
	Meeting Opened 7.32 pm		
1	**Apologies –** Kym Burton, Maria Burton, Nelly Van Der Lerssel, Trish Adamson. **Membership Summary 1 July 2023 to 30 June 2024** FY24 Financial Members 19 Life Members 11 **Total Membership 30** The Constitution states (Clause 15.1) A **quorum** at any general meeting shall be 20% of all registered members i.e. **6 Members** Noted that the meeting had a quorum to proceed.		
2	**Minutes of 2023 AGM Meeting** held 22 August 2023 – Accepted Moved by Margaret Puddy, seconded by Pam Cross – Carried.		

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3	**Business Arising last meeting:** No business arising.		
4	**Chair Report**: – as presented by Angus Atkinson: A busy year. Several open day and external visitor functions, committee reorganisations and WHS/Procedure reviews and, as always, weed controls and track and signage maintenance. Our 5-year plan has been updated and refreshed. One of the actions from the Management Plan is the upload of the flora and fauna lists to the Biological Database of South Australia (BDBSA) for which WLLG have engaged Ecological Directions to undertake using funds from the Hanson Volunteering Day. A Care for Landcare Grant has allowed for new tools and PPE to be purchased as identified in our WHS reviews. Reserve Open Day 2023 The open day held on Sunday 14 October, despite poor weather was deemed a great success. 43 Adults (including Don Barrett a local Councillor) and 2 children passed through the gates on the day. Approximately 40% from Post code 5351, most others from SA, with two people from Sydney. The coffee and cake stall and the sausage sizzle were very popular and were cheerfully maned by volunteers. It was also lovely to see some past members visiting for the 20th anniversary. Unfortunately, there was no Welcome to Country due to illness but the Barossa Wildlife Rescue attended a stall with a few kangaroo joeys for visitors to see. A big thank you to Lyndoch Butchers for a reduced rate on the sausages, Gawler Mitre 10, Barossa Valley Hire, Barossa Bush Gardens for the loan of gazebos, and to Brian Green who led the guided walks. A supported open day with Hanson Corporate volunteering in November was well attended and greatly enjoyed by the volunteers and the Hanson employees. A great opportunity to build contacts with our neighbours across the river. The Australian Conservation Foundation group also joined us in November for a presentation on the history of the reserve and the regeneration over the last 30 years. This was followed by walks within the reserve before traveling to Lyndoch for lunch. The group made a generous donation to assist with our efforts. An excellent year and great results by all our volunteers. With the 5 year plan finalised and many new projects on the way we look forward to another great year in 2024/25.		

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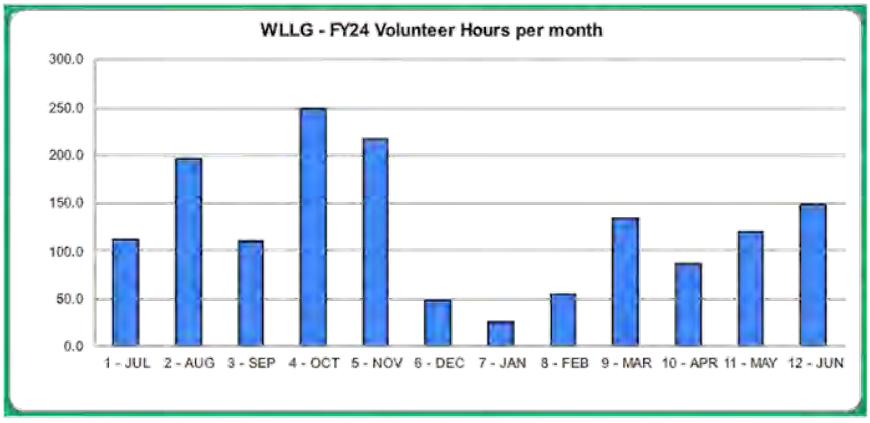
5 **Volunteer Hours 2023 - 2024-** as presented by Tina Woods

Volunteer Hours 2023 - 2024

No.	Description	Hours
1	Admin Duties (Committee members)	197.9
2	Meetings, Home & Away	199.7
3	Promotions (Tours, Demos, etc.)	137.6
4	Propagation (Sowing, planting out, seed collection, etc.)	nil
5	Weed & Pest Control	705.3
6	Construction & Maintenance (Equip't, fencing, trails, buildings etc.).	147.4
7	Equipment design & manufacture (Seed boxes, displays, jigs, tools, etc.)	24
8	Monitoring	216.8
Total		**1629**



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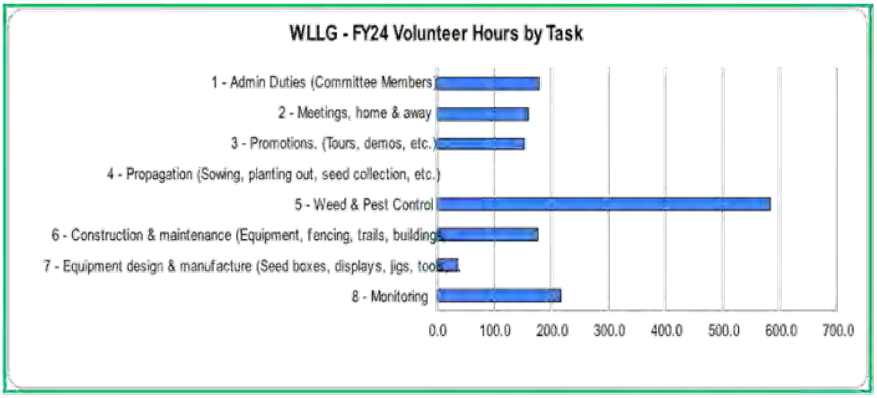

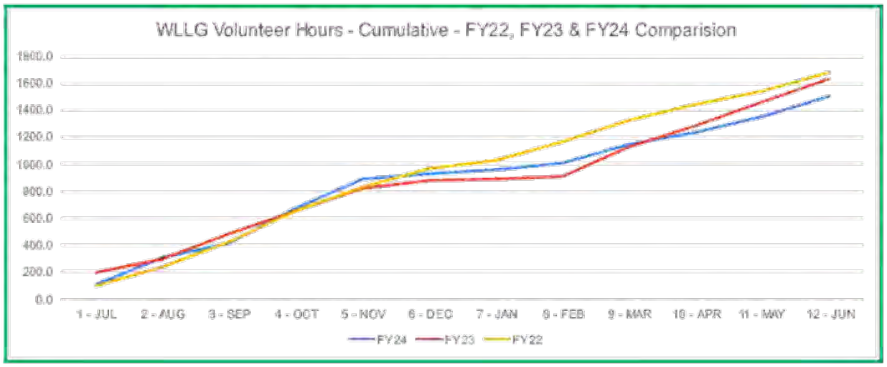

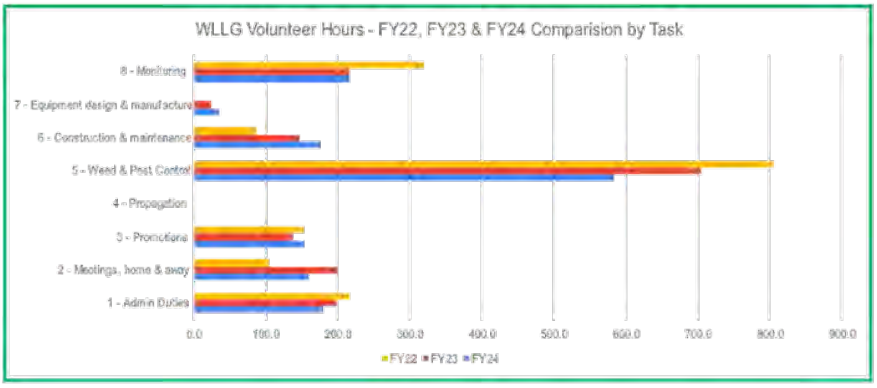

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Treasurers Report – as presented by Tina Woods

Financial Statement 1 July 2023 to 30 June 2024

Bank Balance B/F 30 June 2023	**$4,241.19**
Income	
The Barossa Council Contribution	$10,000.00
Hanson Construction - Corporate Volunteer Day	$1,350.00
Landcare Member subscriptions	$150.00
Sale of Pole saw and Brush cutter	$110.00
Bank Interest	$33.83
Total Income	**$11,643.83**
Expenditure	
Environmental Weed Control & Revegetation	$10,987.08
Equipment – Purchase	$1,790.41
Equipment – Hire	$349.00
Consumables	$193.60
Signage	$203.50
Landcare Association of SA - 5 Year Membership	$200.00
Annual Post Box Fee	$49.00
Key Cutting	$19.50
Total Expenditure	**$13,792.09**
Bank Balance at 30 June 2024	**$2,092.93**

Notes:
The Landcare Association of SA - Care for Landcare Grant was paid in FY23 even though expended in FY24.

Moved by Margaret Puddy, seconded by Peter Henshaw – Carried.

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6	**Committee Positions:** Angus Atkinson declared all positions vacant. Due to family commitments, Tracy Sinclair sought to not continue in the role of Vice Chair. Peter Henshaw nominated for this role. No new nominations were received with all other FY24 committee members declaring their nomination to continue their roles for FY25.	Angus Atkinson	

Position	Nominations	Persons elected for FY25
Chair	Angus Atkinson	Angus Atkinson
Vice Chair	Peter Henshaw	Peter Henshaw
Treasurer	Tina Woods	Tina Woods
Secretary	Terry Redman	Terry Redman
Committee Members	Shirley Wegener Nelly van den Lerssel Joerg Wiese Tracy Sinclair	Shirley Wegener Nelly van den Lerssel Joerg Wiese Tracy Sinclair
Container Director	Don Wegener	Don Wegener

7	**Membership** • **Fees:** Proposal that fees remain the same i.e. $10/single and $15/family. Moved by Angus Atkinson, seconded by Tina Woods – Carried. FY25 Fees now due. • **Life Membership nominations** Nil	Angus Atkinson	
8	**Next AGM** – Wednesday 23 July 2025, 7.30pm Council Rooms, Lyndoch.	Angus Atkinson	
10	**Any other Business, Meeting Close** 7.56pm.	Angus Atkinson	

MATTERS FOR INFORMATION

6.6 BAROSSA AUSTRALIA - 2023/2024 FUNDING AGREEMENT – TOURISM PERFORMANCE ACTIVITY REPORT

Author: Manager, Tourism Services
24/79540

Barossa Australia have provided a Performance Activity report for 2023/24 (Attachment 1) fulfilling reporting obligations under the 2023/2024 Funding Agreement with Council.

Supporting documents include Barossa Be Curious stakeholder summary report, (Attachment 2).

ATTACHMENTS

Attachment 1 Barossa Australia - 2023-24 funding agreement - Activity Report
Attachment 2 Barossa Australia - Barossa Be Curious Summary Report - July 2024

SUPPORTING REFERENCES

Nil

Report to The Barossa Council
2023-2024 Funding Agreement with Barossa Australia
Year End - June 30, 2024

Ongoing Deliverables and Targets

Agreed Deliverable	Key Performance Target	Delivered
1. Sound but not excessive governance and planning arrangements encased within the Agreement which include simple engagement processes of Council.	Strategic, Business or Annual Operating Plan Annual Presentation Annual Report, RVS as DMP	Barossa Australia Annual Report, Audited Financials and Annual Budget were tabled and accepted at the 16 Nov 2023 Barossa Australia AGM. Following the merger in January 2022, and the recruitment of a new Tourism lead in June 2022, the Annual Operating Plan incorporated Tourism focuses in line with commitments. Barossa Australia – Head of Destination (HOD) and CEO appeared before on 5 July 2023 in relation to the Destination Marketing Plan and again on Tuesday 15 August 2023 to present prior years activity report, including the BVF23 and the AOP24 to council.
2. The delivery of key events.	Delivery of key events: Tour Down Under 2024	**Tour Down Under:** Barossa Australia worked with the Barossa Council team to amplify TDU. This was achieved by ensuring that all relevant events were listed on ATDW and positioned on Barossa.com A re-design of Barossa.com 'Events Page' created a major events tab, sliding carousel of key events on the main page and a re-positioned events calendar. This supported the amplification of Tour Down Under 2024. For the first time Barossa Australia sponsored the international media room which included Barossa. Be Curious content on a large screen,

		catering and staffing to ensure a positive experience for international media. A detailed Tour Down Under 2024 report from Localis can be found here.
	BVF2025	**Barossa Vintage Festival:** BVF25 planning and preparation began in FY24 including the following actions: - Presentation to council of an extensive post BVF23 report - The funding allocation to complete the BVF Review - Stages 1 & 2 of the review completed with both stage reports provided to appointed council representative - Coordinating the creation of a Barossa Vintage Festival Management Committee (BVF-MC) - First BVF-MC meeting was conducted in March and monthly since - Barossa Australia has provided coordination and admin support (Ashleigh Hogan) and membership to BVF-MC of our CEO (Scott Hazeldine)
	2024 Winter Event	**2024 Winter Event:** A 2024 Winter Event has not been run this year. There are a number of factors that contributed to this: - Mixed effectiveness of the A Little More Barossa model - An incredibly difficult Events environment - Barossa Australia resourcing was directed toward the Barossa. Be Curious (BBC) – concept, creative development and delivery across an 8-month period. The Board direction to deliver BBC occurred after the AOP24 planning phase and after the confirmation of the Barossa Council Funding Agreement The decision was taken that delivering a 6-month targeted marketing campaign that benefitted the region as a whole was a better use of resources than a 2-4 week 'event' that benefitted some.

	Collaborate with and communicate to the Tourism Services and Customer Support team on new events and connect them with event organisers.	The Barossa Australia team continues to field enquiries from promoters and event managers exploring the potential of hosting events in the Barossa. The Barossa Australia team plays a role in recommending / matchmaking promoters with venues and providing relevant local information (eg suppliers) as appropriate. As a result of a collaborative working relationship between BA staff and Council's Tourism Services team, information is shared verbally via monthly meetings or emails on new members, new events and new experiences. New operators, members and event managers that connect with BA are referred to the Barossa Visitor Centre as a valuable resource to help amplify their event/business etc and operators are encouraged to seek information about Council's Participation Agreement.
	Collaborate with and support industry, community and council led events within the Barossa region	Barossa Australia continued to support local businesses in the development / conceptualisation of events and plays an advocacy role by supporting relevant event grant applications (including through the Regional Event Fund) An excellent example of collaboration was the delivery of the Barossa Arts Festival (BAF). Barossa Australia met extensively and provided support to the organisers of the BAF including marketing expertise, template sponsor agreements, information distribution to industry and community. Reporting across the BAF period was also provided to organisers and Barossa Council representatives, it can be found here.
	Amplify event promotion through Barossa Australia channels	Barossa Australia assisted in the amplification and promotion of regional events across multiple platforms, communication channels and audiences, including: • Industry e-newsletter • ATDW listings • Barossa.com • MyBarossa social channels • Join our Community database • Established media networks and connections

	Attract and support new events aligned with the Barossa Events strategy – assisting them to be unique, bespoke and sustainable whilst ensuring alignment to the Barossa Brand.	• Updates to South Australian Tourism Commission • Barossa Visitor Centre, Gawler Visitor Centre, Kapunda Visitor Centre • The Barossa Council's media and communications team Support was delivered via amplification, marketing and logistic support and advice across several community and council led events Barossa Australia has re-implemented quarterly regional VIC meetings which has increased the level off collaboration across region generally and specifically in relation to events.
3. Membership and capability development: **a. Annual member survey** **b. Training and development** **c. Promotion** d. **One on one support**	Complete member surveys as appropriate to guide Barossa Australia activities and share information with Barossa Council upon request or where appropriate.	Topic specific surveys were completed as required throughout the year to guide activities, scheduling and duration of activities as required. In 2023 renewing and new members were directed to a newly created website – developed through HubSpot. The value proposition was clearly outlined, a prospectus was downloadable and contact details for any questions or to request an invoice was readily available. Online payment, monthly and quarterly payment and auto-renew payment options were all added. 65% of members for FY24 utilized the online payment platform option and a number noted that the monthly and quarterly payment option (as opposed to only an annual payment option) was greatly appreciated during challenging operational times and to support their cashflow. FY25 continues to develop this approach and the website and downloadable prospectus are available here. In FY24 – Barossa Australia Tourism Members totaled 181. A breakdown of industries, payment method and businesses can be found here.

	Identify industry skills/needs and provide (or in partnership with other stakeholders) at least 4 training opportunities in region annually.	**Support throughout the funding agreement period included:** • One – on – one support of members in specific areas of: ATDW & online digital capacity, marketing strategies, marketing opportunities, Barossa Brand, product development, event planning and execution etc. • Facilitation of training workshops, for identified needs of local tourism businesses these included CANVA workshops, financial management, ATDW, marketing • Strategic promotion of tourism product, including via South Australian Tourism Commission. • 80 face to face member meetings completed by the Destination team with operators • Famil and media opportunities to increase brand awareness for region and individual operators. • Support for grant and funding opportunities for operators.
	Deliver regular intel briefings with tourism operators with consumer insights and data, updates on state and national marketing campaigns and trade opportunities.	The continued utilization of Localis has provided insights and data well beyond what has previously been available. This data has provided valuable intelligence to operators as part of presentations and has been provided monthly to stakeholders since April 2023. Although Localis data is provided monthly to Silver Membership and above (and local Stakeholders) on three occasions excerpts and insights were provided to all members to support business decision making in challenging times. A dedicated Business Intelligence session led by Ben Patten was conducted online on 29 August 2023 attracting over 50 registrations and utilizing various data sources including Localis. Two dedicated business intelligence/economic data sessions were run in FY24 in partnership with the SATC Data and Insights team and Barossa Australia.

4. Destination & Product Development	Work collaboratively with Local Government and RDA to address product and experience gaps in line with the Regional Visitor Strategy 2025 and consumer research focused areas	This is ongoing and priority is given to products and experiences outlined in the Regional Visitor Strategy 2025. Products and experiences of particular focus in FY24 included: - Nexus Hotel - The Oscar - Wonderground Barossa - Barossa Wellness - Barossa Weintal (extensive refurbishment) - Ministry of Beer - Barossa Outdoors - Vino Lokal - Artisans of Barossa
	Provide Product development support to tourism businesses in the Barossa region	
	Support visitor economy stakeholders to leverage grant funding opportunities	Support grant funding opportunities is ongoing. Grant funds that have been supported are: - Economic Recovery Fund - Regional Events Fund - Experience Nature Tourism Fund Access to grants and other funding opportunities is regularly communicated via BA comms channels including the fortnight (now weekly) newsletter. Targeted emails to sector/industry groups are also used as another way to communicate state, federal and local funding opportunities.
	Advocate for State and Federal infrastructure expenditure	Barossa Australia advocates directly and through respective state and national advocacy groups. Various Ministers and staffers have been hosted in region and are in contact with Barossa Australia team as/when appropriate.

5. Destination Marketing	Deliver marketing activities as outlined in the Barossa Australia annual operating plan with specific focus on destination.	Barossa Australia team delivered marketing activities outlined in the AOP24 with a particular focus on Destination. These activities included: - Ongoing maintenance and improvement of Barossa.com - Curating and improving operator listings in ATDW - Ongoing brand management - Ongoing content on owned social media channels and engagement practices In August 2023, utilizing reporting data from Localis Analytics and industry feedback a slowdown in the Visitor Economy after a record 2022 was identified. The Barossa Australia Board provided instruction that a proposal was to be created to utilize cash reserves to develop a specific campaign to target interstate millennials to respond to JMP Research 2022 and to attempt to stimulate demand in the region. In October 2023, $150,000 of cash reserves was approved to deliver upon the proposal presented. A summary report of the work known as Barossa. Be Curious (BBC) has been provided separately. Significant work by multiple team members between October 2023 and June 2024 was unplanned at time of AOP24 and the confirmation of various stakeholder funding agreements. As a result some projects or elements within plans/agreements were deprioritized.
	Work collaboratively to actively promote the Epicurean Way	Barossa Australia supported a 'Road Trips' refresh by SATC in early 2024. Working with both local councils, the Epicurean Way continues to be developed. Selected products relating the Epicurean Way have been added to the Alpaca itinerary planning tool and the MyBarossa.com trade microsite

		utilized by international agents and presented at the Australian Tourism Exchange. Individual products continue to be linked to the Epicurean Way and supported to connect.
	Deliver of annual updates and re-prints to the Barossa Touring Map (calendar year 2024) and Barossa Visitor Guide and regular updates to Barossa.com in consultation with stakeholders	The update of key consumer collateral is an extensive annual task for the team. This year the focus has been on delivering these projects consultatively and as efficiently as possible. **2023 Barossa Touring Map:** Following the merger and as the Regional Tourism Organization (RTO) Barossa Australia leads and funds the Barossa Touring Map working actively with VIC's in the region. The updated map is continually distributed within the region and is regarded as a highly valued piece of collateral by visitors when arriving in region. 70,000 copies will be printed in 2023. 2023 Touring Map completed July 2023. **2023 Barossa Visitor Guide:** The 2023 Guide is distributed widely both within the region and intrastate. Council's Tourism Services Manager and team were engaged in the Visitor Guide process and provided with an opportunity to fact check the proof prior to printing. The 2023 Visitor Guide was delivered in December 2023. **Barossa.com** continues to receive updates following clear analysis and site performance. In excess of $15k has been spent in addition to BA staff time to maximise the User Experience (UX) on the site. In October 2023 – Google Analytics 4 replaced Universal Analytics. It was described widely as an 'atomic bomb' to websites around the globe. This required significant re-configuring as many data analytics measures changed and year on year comparison was difficult if not impossible. In April 2024 Barossa's website development partner (previously known as Svelte now Pixelforce Australia) advised that the platform that that Barossa.com is built on is being phased out. The decision was taken that the site would be replicated on WordPress with a 50/50 expense split

		between Barossa Australia and Pixelforce. This project was expensed in FY24 (expected for completion in Aug 24) resulting in an additional $9k of unbudgeted expenses.
	Social media reach and engagement support and collaboration	Social media continues to play an important role in Barossa's digital channels with the ongoing co-management of these channels between BA and Barossa Council Tourism Team. Some inconsistency in Barossa Australia marketing team staffing has resulted in some inconsistent management, direction and support to BA social media channels. The effort by the Barossa Council VIC during these times has been greatly appreciated.
	Include Barossa Visitor Centre as a call to action where appropriate	Recognizing the important role the Barossa Visitor Centre plays in engaging with visitors, both in region and prior to visiting, the Barossa Visitor Guide (existing and new edition) as well as the Touring Map all have a strong call to action back to the Visitor Centre. The Visitor Centre also features on the home landing page of barossa.com 'We're here to help … Advice from a local' encouraging consumers to engage with the Visitor Centre.
6. Destination Management	Complete 2 phase Barossa Vintage Festival Review in consultation with stakeholders	**Complete** – reporting for both Phases has been provided to Council.
	Deliver Destination Barossa training program to enhance visitor experience and staff retention	**Complete** – Project Destination Barossa was developed and delivered by Barossa Australia staff. 3 sessions were completed with a total of 66 staff across the region completing the training.
	International Trade Ready (ITR) – deliver ITR Roadmap in partnership to grow internationally bookable product, includes the	**Complete** – 4 Barossa businesses completed the ITR program increasing internationally bookable product in the region.

	mybarossa.com microsite and BA's attendance at ATE on behalf of region	**Complete** – Barossa Australia again represented the region at Australian Tourism Exchange (ATE24) in Melbourne. Ruby Stobart and Ashleigh Hogan were the appointed representatives and completed: - 22 dedicated international travel media appointments - 103 appointments with international travel managers - Updated the mybarossa.com microsite (click to view) - Completed post work – adding to CRM and comms
	Agri-tourism – working with RDA Barossa engage directly with the SA Agritourism action plan and the opportunity presented for Barossa	**Complete** – Barossa Australia in partnership with RDABGLAP hosted a regional Agritourism forum in June 2023. 51 people attended representing over 30 businesses. Ongoing case management will continue with RDABGLAP working closely together.
	Engage with the State Government 'Regional Tourism Review' process and partner with local government to review outcomes in early 2024 to facilitate planning for 2024/25 year	**Complete** – Barossa Australia expended significant time and resources representing the region and communicating during the SATC Regional Tourism Review. The final report from the review was received and distributed in June 2023. A copy can be found here. With the report was a letter from Barossa Australia CEO outlining continued priorities and a desire to work collaboratively with stakeholders and industry toward the opportunities presented in our region.
	Actively engage with the Barossa Council Tourism Services Review as appropriate	**Ongoing**
	Clarify Events position on Barossa.com and support the increase of region wide events being inputted onto ATDW	**Ongoing** - A re-design of Barossa.com 'Events Page' created a major events tab, sliding carousel of key events on the main page and a re-positioned events calendar. Events are not expected to pay a membership fee to promote one-off events and in many cases BA is creating ATDW listings for events to broaden the content on Barossa.com

7. Collaborate with Council's Tourism services, initiatives, and activities.	Monthly meetings with councils Tourism Services manager or as mutually agreed	Completed regularly and productively, these monthly meetings are very valuable to share information, discuss challenges, consumer insights and opportunities for ongoing collaboration.
	Consult with and collaborate on key joint projects including Barossa.com, Touring Map, Visitor Guide, and other as mutually agreed	Council's Tourism Services Manager is included in project planning for Barossa Visitor Guide, Barossa Touring Map and any key updates to barossa.com. Barossa Australia recognises and values this collaborative approach, acknowledging the expertise and value the Visitor Centre staff bring from a consumer insight perspective. In the 2023 Touring Map, Council's Tourism Services Manager and Tourism Services team assisted with proofing and fact checking prior to print.
	Contribute and support Visitor Servicing in the region aiming toward best practice nationally	**Ongoing**
	Maintain quarterly regional VIC meetings while the majority of the group agree they are valuable	Regional VIC meetings in FY24 have been ongoing on a quarterly basis. Administered by Barossa Australia these meetings bring together the 3 local councils in the area who fund and manage the VIC's and have been confirmed as valuable by attendees.
	Work directly and collaboratively with Councils Tourism services review and update the digital (website and socials) MOU between Barossa Council and Barossa Australia on shared social media in line with agreed MOU	Due to inconsistent marketing staffing at Barossa Australia and the prioritization of other activities the MOU has not been updated. Positive relationships and frequent meetings between the teams ensure that activity and management of channels continues.

	Work collaboratively with councils tourism services team to manage consumer engagement of Barossa.com including live chat, concierge forms, information hub and the integrated booking functionality	Council's Tourism Services team have full control over the management and engagement with consumers on barossa.com via the chat bot functionality, concierge form. The team also manages the information hub pages including development of visitor resources.
	Work actively with council as related to the Barossa regional brand	Council's Tourism Services Manager and Media/Communications team have access to the existing Barossa Brand tools and are briefed accordingly on new messages, campaigns and events to ensure consistency in messaging across the Barossa region. Updates are shared verbally via monthly meetings with Council's Tourism Services Manager and via email with access provided to online content hubs containing approved logos, images etc. Imagery created from the BBC project has been shared with Council and is available as/when requested.
	Provide reasonable data including analytics to council as relates to Barossa.com upon request	**Available upon request**
	Provide reporting monthly from Localis and event reporting upon mutual agreement	**Ongoing** – monthly Localis reporting has been provided throughout FY24. In addition custom event reports have also been provided for Tour Down Under 2024, April Events Comparison Report 2024, Barossa Farmers Market Report.

Barossa. Be Curious – Summary Report

Report

This report is a point in time summary for stakeholders as at June 2024 in relation to Destination Marketing activity known as Barossa. Be Curious.

July 2024

Project Summary:

In August 2023, the Barossa Australia Board instructed Barossa Australia staff to submit a plan for funds approval.

This instruction had three purposes:

1. To be responsive on behalf of region to a slowdown in trade and visitation from mid-2023
2. To expand on the marketing activities outlined in AOP24 utilising industry cash reserves held by the association
3. To be responsive in activity to findings by the JMP2022 Research Project supported by regional stakeholders

In September 2023, the Barossa Australia Board provided approval for activity to be undertaken in FY24 (and beyond, budget permitting) up to and including $150,000 in direct costs and considerable support from Barossa Australia staff.

The purpose of this report is to provide an update as at June 2024, the end of the financial year and various stakeholder funding/service agreements.

This report will include:

1. The development of regional destination brand assets and style guide
2. Creative Placements
3. Campaign Goals and Progress Update

Regional Destination Brand Assets and Style Guide

To ensure that the assets and creative developed as part of Barossa. Be Curious (BBC) was targeted and data-led the research project from JMP Consultants completed in 2022 was utilised.

Key findings from this research project can be found here.

Through an exhaustive process utilising the skills of Barossa Australia staff under direction from the CEO and Board, a new Destination Brand Style Guide and Guidelines (Brand) were developed. The creative developed was guided by the JMP Research, previous campaigns and resulting outcomes and local knowledge. The new Brand included:

- Our Brand Story
- Our Brand Position
- Brand Values
- Audiences (for Barossa. Be Curious)
- Brand Personality
- Supporting Statements
- Logos
- Typography
- Font
- Colour Palette
- Graphic Elements
- Brand Messaging
- Content Pillars
- Language
- Examples of Content and Templates

The Barossa. Be Curious Guidelines can be found here.

To have this package of work developed by an external agency would cost an estimated $80,000-$100,000.

The BBC Guidelines ensured that creative development stage was delivered consistent and useful outcomes.

The Barossa Australia team set about securing a partner to develop a new suite of visual assets (images and video) that would be attractive to target audiences.

For a selection of Hero images click here.

To see the Hero video click here.

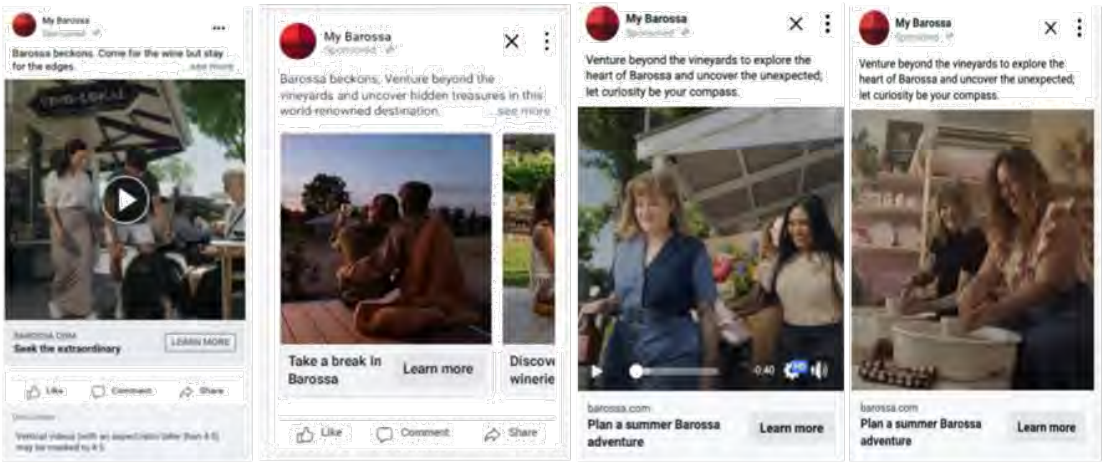
To see the Short videos and reels click here.

To ensure that absolute quality of creative professional lighting, management and in most cases paid talent were utilised. Shoot locations from across the Barossa Region were used.

Creative Placements

The following placements or creative medium were utilised as part of Barossa. Be Curious. An omni-channel approach was taken using both digital and traditional placements. Partners and agencies were used as and when required to supplement the Barossa Australia staff resources available. This is a snapshot of the channels and placements.

Paid Social Media (Facebook and Instagram):



	Lifetime
Amount Spent	$8,639.56
Impressions	798,912
Video ThruPlays	104,522
Link Clicks	10,209
Landing Page Views	7,315
Cost per Landing Page View	$1.18

Barossa Australia has been working with The Digital Picnic (TDP) an Adelaide based digital agency on both strategy and paid activity in relation to social media.

Barossa Australia continues to manage owned social media channels with support from Barossa Council.

Out of Home Traditional Advertising (Adelaide, Sydney and Melbourne):

Estimated impressions across Adelaide, Sydney and Melbourne were **1,815,374** delivered by out of home advertising.

Influencer Activity:

For the target audiences the utilisation of brand ambassadors/influencers is critical. With support from media agency Super Studio – three influencers have been secured for Barossa. Be Curious. Two have completed their projects in the reporting period with the third booked for August 2024.

Allira Potter – Barossa Balance Itinerary 5-7 June 2024

Jack Reynolds – Barossa Classic Itinerary 21-23 June 2024

Cumulative reach of Influencers (2) was **1,727,187** social media accounts

Hosted Media Activity:

Within the reporting period Barossa Australia has hosted two journalists representing two national publications.

Renowned journalist – Jane Rocca was a guest of Barossa Australia. She experienced a Barossa. Be Curious – Barossa Max (Luxe) itinerary for her piece "A Luxury Guide to the Barossa."

This piece went live on Harpers digital platform with a readership of 200,000 Australian's and can be found here.

The article will be featured in their printed Spring Edition.

Jane also posted over 65 stories to her Instagram account with 7k followers during her stay.

Broadsheet Australia's National Editor – Michael Harry was hosted by Barossa Australia and experienced the Barossa Classic with a Twist itinerary.

We were able to partner with SATC on this famil with the state government paying for Michael's airfare to SA as he was covering Illuminate 2024.

He experienced Barossa first then went to Adelaide for opening of Illuminate.

Michael's story went live 30 July 2024 and a copy of it can be found here.

Two further publications journalists are scheduled to experience Barossa. Be Curious for Swill Magazine (National) and City Mag (Adelaide) in August/September.

Campaign Goals and Progress Update

The proposal to the Barossa Australia Board outlined three key campaign goals:

1. Increase brand awareness among Millennials to broaden the regions appeal beyond the over-50 demographic
2. Increase traffic to Barossa.com and provide more leads to the regions operators
3. Increase the number of inter and intrastate visitors, their length of stay and to boost the visitor economy

To achieve these goals – four areas of action were outlined:

1. Brand Development
2. Barossa.com
3. Digital Marketing
4. Traditional Marketing

Progress Update:

1. The development of millennial centric creative with clear target audiences positioned Barossa clearly to this market. An initial focus on Sydney and Melbourne which was broadened to include Adelaide and surrounds with clarity of placements has delivered strong impression/view/reach outcomes. These include:
    a. 1,727,187 predominantly Millennial social media accounts reached by influencers
    b. 800,000 impressions and 100,000 video thru plays of new content from paid social media activities
    c. 200,000 Millennial skewed Harpers Bazaar views of Jane Rocca's Luxe Guide to Barossa story
    d. 25-34 and 35-44 years of age were the highest users of Barossa.com from Jan – June 2024

2. Barossa Australia's ongoing focus on and stewardship of Barossa.com as our 'primary source of truth and value' continues. Some changes to Google Analytics data and system integration (HubSpot) have been challenging this year. The comparison period is June 2023 – December 2023 (no Barossa. Be Curious activity) Vs January 2024 – June 2024 (Barossa. Be Curious activity period) key data towards Campaign Goal 2 includes:
    a. Users to Barossa.com increased by 14% and sessions increased by 32% (traffic)
    b. Book Ezy – BOOK NOW – increased by 18% (council to operator channel)
    c. Views of ATDW Operator Page listings (on Barossa.com) increased by 20%
    d. Website users exciting to Operator Website increased by 19%
    e. Barossa.com conversions increased by 10% (327,150 from Jan 2024 – Jun 2024)

3. Detailed data on this campaign goal will be provided upon receipt of the Localis Data and Analytics FY24 report expected in early August. From the monthly reports the interstate market for Barossa continues to grow from the COVID period.
    In June 2024 – Sydney visitation to Barossa doubled from the same period in 2023. Melbourne, Brisbane and Perth all recorded growth compared with June 2023.
    A copy of the June 2024 Localis report can be found here.
    The FY24 report will be provided to key stakeholders in August 2024.

MATTERS FOR INFORMATION

6.7 SISTER CITIES ADVISORY COMMITTEE - MINUTES

Author: Executive Business Partner
24/79771

Minutes of the Sister Cities Advisory Committee for 25 July 2024 are attached for information.

ATTACHMENTS

Attachment 1 Minutes - Sister Cities Advisory Committee Meeting - 25 July 2024

SUPPORTING REFERENCES

Nil

2024/11

TheBarossaCouncil

MINUTES OF THE MEETING OF SISTER CITIES ADVISORY COMMITTEE
held on Thursday 25 July 2024 commencing at 5.30pm
in the Council Chambers, 43-51 Tanunda Road, Nuriootpa.

MINUTES

Welcome by Mayor Bim Lange declared the meeting open at 5.31pm.

1. ATTENDANCE RECORD

1.1 Members Present

Mayor Bim Lange, Janine Harding, Rolf Binder, Rick Lane, Bill Simons (via Teams), Louise Hickinbotham, Carol Dadds, Ingrid Day, and Jo Seabrook

Apologies

Jo Moen, Demi Henley, Courtney Percival, Vanesa Lambert, Scott Hazeldine and Matt Hale

Not Present

Michelle Schwarz

Leave of Absence

Nil

2. CONFIRMATION OF PREVIOUS MINUTES

2.1 Minutes of previous meetings – for confirmation:

MOVED Rick Lane

That the Minutes of the Sister City Advisory Committee held on Thursday 27 June 2024 at 5.30pm, as circulated, be confirmed as true and correct records of the proceedings of those meetings.

SECONDED Carol Dadds **CARRIED SCACC/3**

2024/12

2.2 Matters arising from previous minutes

Nil

3. MATTERS FOR INFORMATION

3.1 International Greeter Association

The Committee discussed the concept of greeters in the Barossa. We currently have ambassadors who volunteer and are inducted and trained in this role and they are a trusted source for visitors.

Jo Seabrook and Ingrid Day to look further into this and bring back to the Committee.

4. DISCUSSION

Mayor Lange welcomed Discussion - Committee participation in the Barossa Vintage Festival Parade to the meeting.

The Committee acknowledged that this concept may be too early for any participation as it requires the Committee to mature, allowing for more community promotion and marketing so there is more understanding of the meaning of a Grapevine float.

The Committee decided to have discussions with PW McCallum and the potential for a float exchange for future Vintage Festivals.

5. DEBATE REPORT

5.1 PLANNING SESSION REVIEW OF COLLATED DATA AND FOCUS AREAS FOR CONSIDERATION
24/50964

MOVED Rick Lane

That Sister Cities Advisory Committee agree that the main focus areas for the next 18 months will be:

(1) Event Volunteering
(2) Exchange Programs
(3) Marketing, Fundraising and Sponsorship
(4) Trade Development

SECONDED Ingrid Day **CARRIED SCACC/4**

2024/13

PURPOSE

To review the collated data from the Planning Session held on 27 June 2024 and to establish agreed areas of focus.

REPORT

Introduction
At the 27 June 2024 Sister Cities Advisory Committee, members participated in a planning session which revolved around 4 areas of thought:

1. Event Ideas
2. Itinerary Ideas
3. Possible Learnings
4. Opportunities

The feedback provided from this session, presented a clear interest in pursuing Exchange Programs, not only student exchange for High School students but to investigate other opportunities for professional exchanges, art and music exchanges, produce and retail, student pathways, internships and any avenues that foster experiences and learnings from our Sister City relationship with Grapevine, Texas.

Members of the committee illustrated an interest in helping to coordinate hosting both through exchange programs and visiting delegates from Grapevine bi-annually.

The ideas also exhibited a real interest in gaining more understanding and planning on ways we could use our volunteers to enhance our community engagement and the possibilities of using volunteers for events within the Barossa that not only assist is bringing large scale events locally, but to provide experience, references and education and employment outcomes for those participating. Volunteering is an important part of our community, building connections and well-being outcomes.

The Sister City Program could also benefit from supporting volunteering initiatives that may bring fundraising and sponsorship opportunities.

The collated data in Attachment 1 also shows that the members of the Committee are wanting to see successful trade outcomes, marketing streams and connections that directly provide benefit our region.

The data collated from the committee highlighted four main areas for the committee to work towards generating positive outcomes for the community whilst also observing the Objectives of the Sister City Agreement between The Barossa Council and the City of Grapevine.

2024/14

The recommended four focus areas are:

Summary and Conclusion

As outlined in Attachment 1, the planning session has been collated and analysed ready for the Committees' review and to determine on 'focus areas' for the Committee.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Planning session collated data from 27 June 2024 Committee Meeting

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Community and Culture

2024/15

Goal

4. The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.

Strategies

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.

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

Legislative Requirements

Nil

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil

COMMUNITY ENGAGEMENT

Nil

5.2 ESTABLISHMENT OF AN EVENT VOLUNTEERING WORKING GROUP
24/50908

MOVED Carol Dadds

That the Sister Cities Advisory Committee appoint the following members to form an Event Volunteering Working Group:

(1) Janine Harding
(2) Jo Seabrook
(3) Louise Hickinbotham
(4) Matt Hale – to be confirmed

SECONDED Louise Hickinbotham **CARRIED SCACC/5**

PURPOSE

Pursuant to Clause 4 of the Committee's Terms of Reference, the Committee to appoint interested members to the Event Volunteering Working Group to investigate and facilitate possible opportunities pursuant to the Sister City Relationship and Engagement Policy.

2024/16

REPORT

Introduction

As part of the Sister City Relationship and Engagement Policy, Council is committed to establishing and maintaining effective relationships with international local governments in accordance with the objectives:

> Objective 1 - Facilitation of the sharing of best practice and exchange of new ideas and successful experiences across a range of disciplines to improve capability and build more vibrant cities and local government authorities.

Discussion

The planning session that the Committee participated in on 27 June 2024, highlighted a common interest in investigating various opportunities on implementing a Volunteer Program at local events. It is anticipated that we may learn from successful events in Grapevine where volunteers are used for all aspects of the events including fundraising and promotion.

The planning session also emphasised an interested in opportunities for fundraising to enhance programs and events and innovative ways to use fundraising to increase the committee's sustainability and support Exchange Programs.

It is recommended that members with a keen interest in this focus area, nominate to participate in an Event Volunteering Working Group that aims to investigate and support various opportunities that support Council events and bring back to the Committee any updates, recommendations or decisions.

As per the Terms of Reference Sister Cities Advisory Committee:

Clause 4 – Establishing Working Groups

The Committee may appoint Working Groups subject to Clauses 4.2 to 4.4, to investigate or perform a specific activity, matter, purpose or thing to which the Committee may require, subject to the control of the Committee, and is an activity, matter, purpose or thing which may be considered by the Committee to be essential to the objectives of the Committee.

4.2 Each Working Group appointed shall be for a fixed term of not more than twelve (12) months and limited to no more than 5 (five) members.

4.3 The Working Group must ensure that full and accurate minutes of the proceedings of its meetings are kept and completed within 2 weeks of the meeting and then reported to the next available Committee meeting.

4.4 Any Working Group will not be provided Executive Officer support and therefore shall manage its own agenda and minute processes.

It is recommended that each Working Group have a Council staff member from the Committee appointed to facilitate any assistance that the Working Group may need.

Summary

We seek nominations from members of the Committee to establish the Event Volunteering Working Group.

2024/17

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

Supporting references
Sister-City-Relationships-and-Engagement-Policy.pdf (barossa.sa.gov.au)
Terms of Reference Sister Cities Advisory Committee

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Community and Culture

Goal

4. The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.

Strategies

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.

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

Legislative Requirements

Nil

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil

COMMUNITY ENGAGEMENT

Nil

2024/18

5.3 ESTABLISHMENT OF AN EXCHANGE PROGRAMS WORKING GROUP
24/50889

MOVED Rolf Binder

That the Sister Cities Advisory Committee appoint the following members to form an Exchange Programs Working Group:

(1) Janine Harding
(2) Demi Henley
(3) Rick Lane
(4) Bill Simons
(5) Ingrid Day

SECONDED Louise Hickinbotham **CARRIED SCACC/6**

PURPOSE

Pursuant to Clause 4 of the Committee's Terms of Reference, the Committee to appoint interested members to the Exchange Programs Working Group to support the Student Exchange Program in March 2024 and to investigate and facilitate possible exchange programs pursuant to the Sister City Relationship and Engagement Policy.

REPORT

Introduction
As part of the Sister City Relationship and Engagement Policy, Council is committed to establishing and maintaining effective relationships with international local governments in accordance with the objectives:

> Objective 4 - Facilitation of education, cultural and sporting exchanges that empower our youth, support the education sector, celebrate our unique heritage, create opportunities for artistic expression and activate community participation.

City of Grapevine currently participates in Student Exchange Programs with its other Sister City regions and has initiated an upcoming Student Exchange Program with Nuriootpa High School aiming to take place in late March 2025.

Discussion
The planning session that the Committee participated in on 27 June 2024, highlighted an interest in investigating various other exchange programs, such as professional exchanges, art and music exchanges, produce and retail, viticulture, internships including any avenues that foster experiences and learnings from our Sister City relationship with Grapevine, Texas.

From this data, it is recommended that members with a keen interest in this focus area, nominate to participate in an Exchange Programs Working Group that aims to investigate and support various exchange programs and bring back to the Committee any updates, recommendations or decisions.

2024/19

As per the Terms of Reference Sister Cities Advisory Committee:

Clause 4 – Establishing Working Groups
The Committee may appoint Working Groups subject to Clauses 4.2 to 4.4, to investigate or perform a specific activity, matter, purpose or thing to which the Committee may require, subject to the control of the Committee, and is an activity, matter, purpose or thing which may be considered by the Committee to be essential to the objectives of the Committee.

4.2 Each Working Group appointed shall be for a fixed term of not more than twelve (12) months and limited to no more than 5 (five) members.

4.3 The Working Group must ensure that full and accurate minutes of the proceedings of its meetings are kept and completed within 2 weeks of the meeting and then reported to the next available Committee meeting.

4.4 Any Working Group will not be provided Executive Officer support and therefore shall manage its own agenda and minute processes.

It is recommended that each Working Group have a Council staff member from the Committee appointed to facilitate any assistance that the Working Group may need.

Summary
We seek nominations from members of the Committee to establish the Exchange Programs Working Group.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

Supporting references
Sister-City-Relationships-and-Engagement-Policy.pdf (barossa.sa.gov.au)
Terms of Reference Sister Cities Advisory Committee

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Community and Culture

Goal
4. The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.

Strategies
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.

2024/20

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

Legislative Requirements

Nil

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil

COMMUNITY ENGAGEMENT

Nil

5.4 ESTABLISHMENT OF A MARKETING, SPONSORSHIP AND FUNDRAISING WORKING GROUP

24/50909

MOVED Jo Seabrook

That the Sister Cities Advisory Committee appoint the following members to form a Marketing, Sponsorship and Fundraising Working Group:

(1) Janine Harding
(2) Jo Seabrook
(3) Ingrid Day
(4) Louise Hickinbotham

SECONDED Rick Lane **CARRIED SCACC/7**

PURPOSE

Pursuant to Clause 4 of the Committee's Terms of Reference, the Committee to appoint interested members to the Marketing, Sponsorship and Fundraising Working Group to investigate and facilitate possible opportunities pursuant to the Sister City Relationship and Engagement Policy.

REPORT

Introduction

As part of the Sister City Relationship and Engagement Policy, Council is committed to establishing and maintaining effective relationships with international local governments in accordance with the objectives:

> Objective 3 - Promotion of each other's cities as visitor destinations, cross participation in festivals and events and facilitation of the exchange of destination marketing expertise and experience to enhance the tourism market intelligence of both cities.

2024/21

Discussion
The planning session that the Committee participated in on 27 June 2024, highlighted a common interest in investigating various marketing, sponsorship and fundraising opportunities including any avenues that foster experiences and learnings from our Sister City relationship with Grapevine, Texas. This includes promotion, cross promotion and seeking collaboration and support from organisations and businesses that support the program and increase visibility of the Barossa as well as promote and educate our community on Grapevine.

The planning session also emphasised an interested in opportunities for sponsorship to enhance programs and events and innovative ways to use fundraising to increase the committee's sustainability and support Exchange Programs.

It is recommended that members with a keen interest in this focus area, nominate to participate in a Marketing, Sponsorship and Fundraising Working Group that aims to investigate and support various opportunities and bring back to the Committee any updates, recommendations or decisions.

As per the Terms of Reference Sister Cities Advisory Committee:

Clause 4 – Establishing Working Groups
The Committee may appoint Working Groups subject to Clauses 4.2 to 4.4, to investigate or perform a specific activity, matter, purpose or thing to which the Committee may require, subject to the control of the Committee, and is an activity, matter, purpose or thing which may be considered by the Committee to be essential to the objectives of the Committee.

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4.3 The Working Group must ensure that full and accurate minutes of the proceedings of its meetings are kept and completed within 2 weeks of the meeting and then reported to the next available Committee meeting.

4.4 Any Working Group will not be provided Executive Officer support and therefore shall manage its own agenda and minute processes.

It is recommended that each Working Group have a Council staff member from the Committee appointed to facilitate any assistance that the Working Group may need.

Summary
We seek nominations from members of the Committee to establish the Marketing, Sponsorship and Fundraising Working Group.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

Supporting references
Sister-City-Relationships-and-Engagement-Policy.pdf (barossa.sa.gov.au)
Terms of Reference Sister Cities Advisory Committee

2024/22

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Community and Culture

Goal

4. The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.

Strategies

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.

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

Legislative Requirements

Nil

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil

COMMUNITY ENGAGEMENT

Nil

5.5 ESTABLISHMENT OF A TRADE DEVELOPMENT WORKING GROUP
24/50910

MOVED Louise Hickinbotham

That the Sister Cities Advisory Committee appoint the following members to form a Trade Development Working Group:

(1) Janine Harding
(2) Jo Moen
(3) Rolf Binder
(4) Carol Dadds
(5) Scott Hazeldine – to be confirmed

SECONDED Jo Seabrook **CARRIED SCACC/8**

2024/23

PURPOSE

Pursuant to Clause 4 of the Committee's Terms of Reference, the Committee to appoint interested members to the Trade Development Working Group to investigate and facilitate possible opportunities pursuant to the Sister City Relationship and Engagement Policy.

REPORT

Introduction

As part of the Sister City Relationship and Engagement Policy, Council is committed to establishing and maintaining effective relationships with international local governments in accordance with the objectives:

> Objective 2 - Fostering trade and investment initiatives that promote business development, provide accelerated access and open doors into key markets to connect our cities more effectively with buyers and sellers.

Discussion

The planning session that the Committee participated in on 27 June 2024, highlighted a common interest in investigating various trade opportunities including any avenues that foster experiences and learnings from our Sister City relationship with Grapevine, Texas.

This includes Trade Enhancement; not only wine from the Barossa to the US but any other form of potential income generating sources, Artisanal Product Enhancement; cross-collaboration of unique Artisanal products.

To seek to increase visibility of Barossa products, retail and wine, as well community engagement, joint marketing opportunities with the aim to generate income sources for organisations and businesses in our community.

It is recommended that members with a keen interest in this focus area, nominate to participate in a Trade Development Working Group that aims to investigate and support various opportunities and bring back to the Committee any updates, recommendations or decisions.

As per the Terms of Reference Sister Cities Advisory Committee:

Clause 4 – Establishing Working Groups

The Committee may appoint Working Groups subject to Clauses 4.2 to 4.4, to investigate or perform a specific activity, matter, purpose or thing to which the Committee may require, subject to the control of the Committee, and is an activity, matter, purpose or thing which may be considered by the Committee to be essential to the objectives of the Committee.

4.2 Each Working Group appointed shall be for a fixed term of not more than twelve (12) months and limited to no more than 5 (five) members.

4.3 The Working Group must ensure that full and accurate minutes of the proceedings of its meetings are kept and completed within 2 weeks of the meeting and then reported to the next available Committee meeting.

2024/24

4.4 Any Working Group will not be provided Executive Officer support and therefore shall manage its own agenda and minute processes.

It is recommended that each Working Group have a Council staff member from the Committee appointed to facilitate any assistance that the Working Group may need.

Summary
We seek nominations from members of the Committee to establish the Trade Development Working Group.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

Supporting references
Sister-City-Relationships-and-Engagement-Policy.pdf (barossa.sa.gov.au)
Terms of Reference Sister Cities Advisory Committee

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Community and Culture

Goal
4. The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.

Strategies
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.

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

Legislative Requirements
Nil

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil

COMMUNITY ENGAGEMENT

Nil

2024/25

5.6 FREQUENCY OF COMMITTEE MEETNGS
24/51002

MOVED Ingrid Day

That Sister Cities Advisory Committee endorse the Terms of Reference as per Attachment 1 to reflect meetings occurring on the fourth Thursday of every second month at 5.30pm as a minimum.

SECONDED Louise Hickinbotham

PURPOSE

For the Committee to review and update the Terms of Reference for the Sister Cities Advisory Committee as per Attachment 1 regarding the frequency of meetings.

REPORT

Discussion
If the Committee chooses as per Items 5.2 to 5.5, to establish Working Groups, there is a reduced need for monthly meetings of the Committee. The Woking Groups would meet and communicate outside of the formal Committee meetings and as such, it is suggested the Committee meetings occur on a bi-monthly frequency.

This would allow Working Groups to participate in key activities, actions and allow time to prepare reports back the Committee.

The Committee is asked to consider amend the Committee meetings to occur bi-monthly and update the Terms of Reference as per Attachment 1 to reflect this change.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Draft Terms of Reference - Sister Cities Advisory Committee - 25 July 2024

Supporting references
Current - Terms of Reference Sister Cities Advisory Committee

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Community and Culture

Goal
4. The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.

Strategies

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.

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

Legislative Requirements

Section 41, The Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil

COMMUNITY ENGAGEMENT

Nil

6. CONFIDENTIAL AGENDA

Nil

7. URGENT OTHER BUSINESS

Finalised itinerary to be sent out for PW McCallum visit 1-2 August. Committee invited to afternoon tea for opportunity to meet PW.

Rolf Binder has contacted Grapevine Sister City, Krems, Austria regarding how they are developing relationships and any learnings they can share. Rolf plans to visit last week of October.

Janine to speak to PW McCallum regarding Art Exchange Program.

8. NEXT MEETING

Thursday 26 September 2024 at 5.30pm

9. CLOSURE

Mayor Lange declared the meeting closed at 6.28pm.

Confirmed at Sister Cities Advisory Committee Meeting on 26 September 2024

Date:..... Chairperson.....

MATTERS FOR INFORMATION

6.8 CORRESPONDENCE FROM MINISTER CHAMPION, MINISTER FOR PLANNING - CALL IN FOR IMPACT ASSESSMENT OF TWEEDIES GULLY TOURISM AND WINERY DEVELOPMENT

Author: Chief Executive Officer
24/79785

The Minister for Planning has determined to undertake an Impact Assessed development, the highest and most rigorous form of development assessment under the current planning system, for the proposed 'Tweedies Gully Winery and Tourism Accommodation Project' at Allotment 102 Hoffnungsthal Road, Williamstown. The Minister for Planning, Hon Nick Champion MP has informed Council of the declaration in letter dated 2 August 2024, contained in Attachment 1.

Council received a confidential briefing from proponents at the workshop of 1 May 2024.

The Impact Assessed process will include a rigorous assessment and include opportunity for comment by community and Council as the process proceeds. An Environmental Impact Assessment must be prepared and following preparation, Council and the public will have opportunity to make comment within a 30 business day period. It is estimated the assessment will take between 6 to 12 months.

As the assessment proceeds Council will be briefed on relevant information. At this time we have no more information than that disclosed in this letter and the recent article in The Advertiser of the weekend of 3 August 2024.

ATTACHMENTS

Attachment 1 Correspondence from Minister Champion

SUPPORTING REFERENCES

Nil

Hon Nick Champion MP

Government of South Australia

Minister for Housing and Urban Development

Minister for Housing Infrastructure

Minister for Planning

GPO Box 11032
ADELAIDE SA 5001

T: (08) 8235 5580

E: ministerchampion@sa.gov.au

24EXT0092

Mr Martin McCarthy
Chief Executive Officer
The Barossa Council

By email: mmccarthy@barossa.sa.gov.au

Dear Mr McCarthy Martin

I write in relation to a request from Strategic Alliance and Commercial Pty Ltd (the Proponent) seeking to have the proposed Tweedies Gully Winery and Tourist Accommodation Project (the Project) at Allotment 102 Hoffnungsthal Road, Williamston declared an Impact Assessed development, and therefore subject to an Environmental Impact Statement (EIS) process under the *Planning, Development and Infrastructure Act 2016* (the PDI Act).

Following careful consideration of the Proponent's request, taking into account the principles prescribed in *Planning, Development and Infrastructure (General) Regulations 2017*, I have decided to formally declare the Project an Impact Assessed development, pursuant to section 108(1)(c) of the PDI Act.

The Project seeks to establish a 5-star tourist accommodation facility with conference, function, and spa/wellness facilities, a new (relocated and expanded) winery and cellar door, associated horticulture (vineyards), and ancillary works.

In making this decision, I have formed the view that the proposal would involve a range of environmental, social, and economic impacts that require careful and more detailed assessment.

I also consider that the extent, nature, and significance of the impacts are such – including the Project being located within the Barossa Valley Character Preservation District and outside of a township – that an Impact Assessed development process is warranted.

In addition, I have advised the Proponent that as the Project will have a significant design focus, a formal design review process should be initiated between the Proponent and the Government Architect (to run parallel with the assessment process). This should be commenced at the earliest opportunity, and certainly prior to formal assessment requirements being considered by the State Planning Commission, which will also involve The Barossa Council being formally consulted.

SOUTH AUSTRALIA

OFFICIAL

Please note that following formal gazettal of the declaration in the next available edition of the *Government Gazette,* a copy of the declaration notice will be sent to you by Planning and Land Use Services (PLUS).

Should you have any questions about this matter, please do not hesitate to contact Mr Robert Kleeman, Manager, Crown and Impact Assessment, PLUS on (08) 7133 2373 or by email to robert.kleeman@sa.gov.au.

Yours sincerely

Hon Nick Champion MP
Minister for Planning

2 / 8 / 2024

MATTERS FOR INFORMATION

6.9 2024-2025 ACTION PLAN FOR DISABILITY ACCESS AND INCLUSION PLAN

Author: Community Development Officer
24/81025

The Disability Access and Inclusion Plan (DAIP) was extended 1 year to 2024. A 2024-2025 Action Plan has been prepared by Natalie Mudge, Community Development Officer.

The attached Action Plan shows the first table highlighted in green which is led by Community Development Officer and the second table highlighted in grey is led by other business units and supported by the Community Development Officer.

This Action Plan will support the implementation of the current DAIP action until a new DAIP is endorsed by Council.

ATTACHMENTS

Attachment 1 2024-2025 Action Plan - Disability Access and Inclusion Plan - The Barossa Council

SUPPORTING REFERENCES

Extended Barossa Council Disability Access and Inclusion Plan 2020-2024
24/43203

Disability Access and Inclusion Plan

2024-2025 Action Plan

Community Development

Disability Access and Inclusion Plan 2020-2024

2024-2025 Action Plan

Lead: Community Development Officer, Natalie Mudge

Partner/s: Business Unit/Directorate and Responsible Officer listed.

Project/Action	DAIP #	Activity 1	Activity 2	Activity 3	Activity 4
1. **Inclusive Employment Program** Lead – Natalie Mudge Partner – OCP, Lauren Wight	4-01 DHS-5	Inclusive Culture	Inclusive Recruitment	Accessible Workplace	Disclosure policy to develop data measures for Action DHS-5
Target: • **1 x Closing report with future recommendations for OCP by 30 September 2024**					
2. **International Day of People with Disability** Lead – Natalie Mudge Partner – DAIAG*	1-03	Co-Design by community partners	Council event	Support and promotion of business & community events	-
Target: • **Completion and approval of Project Plan by 30 August 2024** • **1 x Council Event aligning with the Wellbeing Plan** • **30% of Community Partners within the working group have lived experience of disability.**					
3. **Enduring Commitments** Lead – Natalie Mudge Partner – I&ES*, DS*	1-07.1	Legislated Accessibility Guidelines from DAIP	Development Services	Infrastructure & Engineering	Local Emergency Risk Management
Target: • **Transfer of DAIP actions meeting legislated requirements to Accessibility Guidelines for each department by November 2024** • **Tool for DAIP Reporting on the Accessibility Guidelines**					
4. **Disability Access & Inclusion Advisory Group Review** Joint Lead – Natalie Mudge Joint Lead – Megan Sweeney	1-01.4	Community Governance Framework Project	Terms of Reference	Communication & Engagement Plan with Disabled Community	-
Target: • **1 x workshop with DAIAG to understand group intentions and governance structure** • **2 x DAIAG Meetings**					

Project/Action	DAIP #	Activity 1	Activity 2	Activity 3	Activity 4
5. Neurodiversity – Community Projects Lead – Natalie Mudge	1-05.1	Community collaboration and consultation to support social participation and connections for neurodiverse youth	Pilot Social Program	Outcome Evaluation (DHS Preventive Health SA Tool)	-
Target: • **Co-design focus group – 12-18 years – Community Partner Report by 31 May 2024** • **Co-design focus group – 18-25 years – Community Partner Report by 30 June 2024** • **Pilot program – 18-25 years – completion of Project Proposal by 30 September 2024** • **Completion of pilot program (18-25 years) by April 2025**					
6. Community Education Plan Lead – Natalie Mudge	1-05.1 1-05.1a	Annual plan for community awareness and capacity building events	Hidden Disabilities Sunflower Awareness Roll-Out	-	-
Target: • **Creation of community awareness and education plan to be continued on an annual basis** • **1x DAIAG meeting for input** • **Engagement with Community Partners to support the capacity building workshops** • **Implementation of 2025 Plan by February 2025** • **Project Plan for Hidden Disabilities Sunflower Roll-Out in Council customer-facing operations and community by November 2024**					
7. DAIP Review Lead – Natalie Mudge	1-02.1	Review of DAIP	-	-	-
Target: • **1x DAIAG meeting for input on effectiveness of current DAIP** • **Report to Council – February 2025**					
8. DAIP 2024 Report on Actions Lead – Natalie Mudge	1-02.1	Calendar Year Report	-	-	-
Target: • **Report to Council – February 2025**					

* DAIAG = Disability Access and Inclusion Advisory Group; I&ES = Infrastructure & Engineering Services; DS = Development Services

Lead: Business Unit/Directorate and Responsible Officer listed.

Partner/s: Community Development, Natalie Mudge, will be Support Partner, unless others listed.

Project/Action & Responsible Lead	DAIP #	Activity 1	Activity 2	Activity 3	Activity 4
9. **The Wellbeing Project** Lead – Carly Hennessy Partner – Preventive Health SA, Community Development	2-03.1 3-07.1	Community Engagement and Consultation	Community Wellbeing Analysis	Community Wellbeing Plan	Action Plan
Target: • **The Wellbeing Project report to Council – October 2024** • **Wellbeing action plan**					
10. **Internal Process for effective DAIP engagement and implementation** Lead – Carly Hennessy	2-01.2e 3-08.1 3.13	Framework for Internal Process for DAIP actions	-	-	-
Target: • **Project Proposal for internal structure to be completed by 30 September 2024**					
11. **Inclusion Training** Lead – OCP, Lauren Wight	1-08	Training Plan	-	-	-
Target: • **Inclusion Training Plan for frontline employees and volunteers and targeted business units by January 2025**					
12. **Accessible and Inclusive Tourism** Lead – VIC, Joanne Seabrook Partners – BRG, Rowena Sloane; Customer Experience, Wayne Hampel	1-07.2 2-01.2d 3-11	Visitor Centre	Event Management Framework	Regional Gallery	Community
Target: • **Project Plan to be completed by December 2024**					
13. **Volunteering** Lead – Volunteering Services, Amy Ruediger	4-02 DHS-27	Service Review	Pathway identification to work placement	-	-

Project/Action & Responsible Lead	DAIP #	Activity 1	Activity 2	Activity 3	Activity 4
Target: • **Project resourcing to be reviewed in 2025**					
14. Accessible Information and Technology Lead – Communications & Engagement, Heidi Helbig	3-03 3-04 3-06.2	Website Accessibility Action Plan	-	-	-
Target: • **Project resourcing to be reviewed in 2025**					
15. Emergency Planning Lead – Risk, Samantha House	3-07.4 3-09	Personal Emergency Evacuation Plan (PEEP)	Disaster planning (DIDRR)	-	-
Target: • **Project resourcing to be reviewed in 2025**					

Developed by Natalie Mudge, Community Development Officer

Project Schedule – to be established in MS Project.

Approved by Courtney Dswonitzky, Team Leader Community Programs and Carly Hennessy, Manager Community Services – 12/8/2024

DEBATE REPORT

7.1 Office of the Mayor and CEO

7.1.1 REVOCATION OF THE AUSTRALIAN CITIZENSHIP CEREMONIES POLICY

Author: Executive Business Partner
24/50194

PURPOSE

To seek Council's endorsement to revoke the Australian Citizenship Ceremonies Policy as per Attachment 1, as Citizenship Ceremonies are governed by the Australian Citizenship Ceremonies Code (the Code) which follows the legislative requirements of the *Australian Citizenship Act 2007.* The Code sets out the legal and other requirements for conducting citizenship ceremonies as well as the roles and responsibilities for those involved in citizenship ceremonies and therefore determines the Council policy obsolete..

RECOMMENDATION

That Council revoke the Australian Citizenship Ceremonies Policy as per Attachment 1.

REPORT

Background
In August 2019 the Code was updated which required Council to provide a policy position on certain requirements but namely dress code.

On 18 February 2020, at the Ordinary Council meeting, the Australian Citizenship Policy was endorsed (Resolution No. 2018-22/27).

The Code is reviewed regularly to ensure that information is up to date. The current version of the Code was published in December 2022 which does not require Councils to have a Citizenship Policy. This has also been verified directly with the Citizenship & Multicultural Affairs Division, Immigration Group under the Department of Home Affairs.

Discussion
The conduct of Citizenship Ceremonies is the last but important step to becoming an Australian Citizen. Ceremonies are conducted by a presiding officer under the authority of the relevant Minister. The Mayor, Deputy Mayor and Chief Executive Officers are authorised.

There are three legal requirements under the Citizenship Act that must be strictly adhered to when conducting citizenship ceremonies:

1. An authorised presiding officer
2. Reading the preamble

3. The pledge of commitment Authorised presiding officer It is a legal requirement that the presiding officer is authorised by the Australian Government minister responsible for citizenship matters. Authorisation is given to Australian citizens only and is specific to a position or person.

The Code is structured in four parts, providing relevant responsibilities and advice for before, during and after the ceremony. This is prefaced with a quick guide, outlining the key ceremony information and background.

Council, in conducting its Citizenship Ceremonies, follows the legislative and suggested requirements and responsibilities as outlined in the Code.

Summary and Conclusion
Council is now requested to revoke this policy as it has no bearing on the way Council conducts its Citizenship Ceremonies which is governed under federal legislation and the Code.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Australian Citizenship Ceremonies Policy - approved by Council on 18 February 2020

Supporting references
Australian Citizenship Act 2007
Australian Citizenship Regulation 2016
Australian Citizenship Ceremonies Code

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

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

Legislative Requirements
Nil

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil

COMMUNITY ENGAGEMENT

Nil

THE BAROSSA COUNCIL
AUSTRALIAN CITIZENSHIP CEREMONIES POLICY

1. Purpose

1.1. The purpose of this Policy is to ensure compliance with the Australian Citizenship Ceremonies Code (the Code) issued by Australian Government through the Department of Home Affairs.

1.2. The Barossa Council is committed to those pledging as new citizens through the application of the Code and appropriate conduct of ceremonies befitting an individual's commitment to become an Australian citizen.

2. Scope

2.1. The policy applies to the conduct of Australian Citizenship Ceremonies and those undertaking the pledge to become Australian Citizens.

3. Policy Statement

3.1. Legal Requirements:

3.1.1. The Mayor will be the presiding officer and conduct the ceremony in accordance with the Code unless the Minister is present.

3.1.2. In the Mayor's absence the presiding officer shall be the Deputy Mayor thereafter the Chief Executive Officer.

3.1.3. The presiding officer will read the preamble as required under the Code. The Minister's message will be read either by the Minister, or in the absence of the Minister or a federal government representative, the presiding officer or their nominee.

3.1.4. Conferees (most) 16 years of age and over (at the time of application) must make the pledge aloud before an authorised presiding officer.

3.2. Dress Code

3.2.1. The attire of attendees at Citizenship Ceremonies should reflect the significance of the occasion.

3.2.2. We encourage attendees to wear at a minimum smart casual attire including appropriate footwear taking account of the location, weather conditions and other factors for the individual such as their health.

3.2.3. We encourage attendees should they wish to wear their own national, traditional or cultural attire to do so on condition it meets with the minimum standard outlined in this clause 3.2.

3.2.4. Attendees should refrain from wearing attire with inappropriate slogans, images or text that could offend.

3.2.5. The following attire is not permitted:

- Beach wear.
- Rubber thongs.

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- Bare feet.
- Slippers.
- Sports training apparel.
- Work overalls or high visibility (safety) attire.

3.3. Other Matters

3.3.1. Conferees' names and photographs taken during or after the ceremony by Council will be retained by Council. Names and photographs shall only be released for authorised uses (for example: media, annual report, social media, Council's website, and newsletters) if conferees provide consent to do so as per Council's Privacy Policy.

3.3.2. Council will coordinate the provision of small gifts, necessary pledge cards, certificates and other requirements as part of each ceremony.

3.3.3. Conferees must attend the ceremony with the necessary identification at least 10 minutes prior to the starting time.

3.3.4. Ceremonies are held periodically as required when sufficient conferees are ready to undertake the pledge. Urgent ceremonies can be undertaken if approved by the Mayor.

4. Supporting Processes and Documents

Citizenship Ceremony Process

5. Related Policies

Privacy Policy

6. Legislation and References

Australian Citizenship Act 2007 (Commonwealth)
Australian Citizenship Ceremonies Code (Australian Government)
Australian Citizenship Regulation 2016
Australian Citizenship (LIN 19/066: Persons Who May Receive a Pledge of Commitment) Instrument 2019

7. Review

7.1. This Policy will be reviewed by the Council if there are amendments to the relevant Australian Citizenship Ceremonies Code or relevant legislation or within four (4) years of its adoption.

8. Further Information

8.1. This Policy is available on Council's website at www.barossa.sa.gov.au. It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa and all Council branches, during ordinary business hours. A copy of this Policy can be obtained at those venues upon payment of a fixed fee.

8.2. Complaints regarding this Policy or its application can be made to the Customer Service team on 8563 8444 or barossa@barossa.sa.gov.au at first instance, who will refer you to the most appropriate officer according to Council's *Customer Service Policy* (see clause 8.1 above for availability).

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9. Document Control

Community Plan Link:		2.1 Initiate and support activities which encourage participation and pride in the Barossa Council area.			
Document Owner:	Chief Executive Officer			**Document Control Officer:**	Executive and Project Support Officer, Executive Services
Consultation Rating:	-	**Audience:**	External	**Next Review Date:**	1/03/2024
Version history					
Version No.	**Date**			**Description of Change**	
1.0	18/02/2020			New Policy	

10. Definitions

Nil

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DEBATE REPORT

7.1 Office of the Mayor and CEO

7.1.2 REVOCATION OF THE COMPLAINT HANDING PROCESS UNDER THE CODE OF CONDUCT FOR COUNCIL MEMBERS AND CODE OF CONDUCT FOR COUNCIL MEMBERS

Author: Executive Business Partner
24/50356

PURPOSE

Council is asked to formally revoke the Complaint Handing Process under the Code of Conduct for Council Members as per Attachment 1 as it has now been replaced by the Elected Members Behavioural Management Policy and Process.

RECOMMENDATION

That Council revoke the Complaint Handing Process under the Code of Conduct for Council Members as per Attachment 1.

REPORT

Background
In the last term of the State Parliament, significant reforms to the integrity and behaviour management laws applying to Council Members under the Act where enacted by the Parliament. These legislative changes where Gazetted by the Minister for Local Government from 17 November 2022.

Pursuant to Section 262B of the *Local Government Act 1999* and Regulation 16 of the *Local Government (Transitional Provisions) Regulations 2021* Council adopted the Model Local Government Association Behavioural Management Policy on 28 November 2022, until Council had adopted its own Policy by the day designated by the Minister for Local Government under Regulation 16.

Furthermore, Council adopted the Strategic Policy Platform and Expected Behavioural Norms of the Council 2022-2026 on 28 November 2022 and has now reviewed and endorsed the document at its Ordinary Council meeting held on the 19 March 2024.

Council endorsed the updated Barossa's Elected Members Behavioural Management Policy and Process after public consultation, via resolution 2022-26/412

Discussion
As Council has now endorsed its own Elected Members Behavioural Management Policy and Process, the Complaint Handing Process under the Code of Conduct for Council Members is now obsolete.

Summary and Conclusion
Council is asked to formally revoke the Complaint Handing Process under the Code of Conduct for Council Members as per Attachment 1 as this has now been replaced by the Elected Members Behavioural Management Policy and Process.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Complaint Handling Process under the Code of Conduct for Council Members

Supporting references
Code of Conduct for Council Members - as Gazetted 29 August 2013
Elected-Members-Behavioural-Management-Policy-Approved-16-April-2024

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

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

Legislative Requirements
Section 262B – Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil

COMMUNITY ENGAGEMENT

Nil

THE BAROSSA COUNCIL

COMPLAINT HANDLING PROCESS UNDER THE CODE OF CONDUCT FOR COUNCIL MEMBERS

Code Link:	Code of Conduct for Elected Members		
Process Owner:	Chief Executive Officer	**Previous Approval Date(s):**	17/09/2013, 17/03/2015, 20/06/2017
Document Control Officer:	Governance Advisor	**Current Approval Date:**	20/08/2019
HPE Content Manager Ref:	15/10320*	**Next Review Date:**	Within 12 months of the general election

1. Overview

1.1 The Barossa Council's Elected Members must comply with the provisions of the Code of Conduct for Council Members ("the Code") in carrying out their functions as public officials. The Code was published on the Government Gazette by the Minister for Planning on 29 August 2013 pursuant to Section 63(1) of the *Local Government Act 1999* (the "Act").

1.2 The Code applies to all Elected Members across the Local Government sector and may be the subject of a Council investigation or an Ombudsman investigation, depending on the nature of the issue. The Code also contains sanctions which may be imposed by Council on an Elected Member where a breach of the Code is sustained.

2. Core Components

2.1 This Process applies when the Council receives a complaint against an Elected Member under the Code as gazetted on 29 August 2013. A copy of the Code can be found on Council's website at www.barossa.sa.gov.au and at the principal office and branches of The Barossa Council.

2.2 Allegations of Code breaches may relate to behaviour (in Part 2 of the Code) or misconduct (in Part 3 of the Code). Criminal or corruption matters, which are governed by separate legislation, do not form part of the Code but are referred to in the Code's Appendix. This Process covers referral of these types of complaints to other agencies.

3. Definitions

Business Days	A day when Council is open for business ie Monday – Friday, excluding public holidays and a day when Council's principal office may be closed (e.g. over the Christmas holiday period).
CEO	The Chief Executive Officer of The Barossa Council.
Council Members	Also known in The Barossa Council as Elected Members (and referred to in this Process as such) and means the members elected to The Barossa Council and includes the Mayor, unless otherwise stated.

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Elected Member Delegate	The Mayor, or in the case of a conflict, then the Deputy Mayor then one of four Elected Members resolved by Council to facilitate this process.
Procedural Fairness	The rules of procedural fairness include a hearing appropriate to the circumstances (including right of reply for respondent); lack of bias in decision-making; evidence to support a decision; and inquiry into matters in dispute.

4. Process

4.1 Lodging the Complaint

4.1.1 Where an alleged breach occurs the complainant should bring the complaint to the attention of the Mayor or Chief Executive Officer, outlining the allegations in writing.

4.1.2 The complaint should:

- be specific;
- provide as much supporting evidence as possible to assist an investigation; and
- provide the name of the Elected Member who has allegedly breached the Code.

4.1.3 Complainants can, at any time, alternatively lodge the complaint with the Office of Public Integrity (OPI), which will direct the complaint in accordance with the Independent Commissioner Against Corruption (ICAC) Act.

4.2 Managing the Complaint

4.2.1 The CEO will support the Mayor or other Elected Member Delegate as the case maybe in managing the referral of a complaint in accordance with this Process.

The Elected Member Delegate will normally be the Mayor, however, where the complaint relates to the Mayor or where the nature of the complaint raises a conflict of interest for the Mayor, the Elected Member Delegate will be the Deputy Mayor.

Where the complaint is about the Mayor and Deputy Mayor or where the nature of the complaint raises a conflict of interest for both the Mayor and the Deputy Mayor, the Elected Member Delegate will be one of the Elected Members whom Council has resolved to facilitate the Process in such circumstances. [Refer to the Appendix for the relevant Council resolution].

The Elected Member Delegate will determine whether the complaint relates to:

- behaviour which is managed under Part 2 of the Code; or
- misconduct which is managed under Part 3 of the Code; or
- criminal or corrupt behaviour which must be referred in accordance with the ICAC reporting framework.

4.2.2 The CEO will provide assistance to the Elected Member Delegate administering this Process, but will not determine the validity of the complaint.

4.2.3 Complaints relating to misconduct or criminal behaviour must be immediately referred to the appropriate authorities (refer to clauses 4.5 and 4.6 below).

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4.2.4 Council maintains jurisdiction for managing the complaint where the complaint deals with conduct that falls into Part 2 of the Code. Part 2 deals with conduct that reflects reasonable community expectations of how Elected Members should conduct themselves. Robust debate within Council which is conducted in a respectful manner is not a breach of this Part.

4.2.5 Subject to clause 4.2.3, having regard to the seriousness of the complaint and information provided, the Elected Member Delegate may:

a) seek to resolve the matter internally, including through conciliation or mediation;
b) refer the complaint to the Local Government Governance Panel; or
c) dismiss the complaint.

4.2.6 Within five business days of receipt of a complaint, the Elected Member who is the subject of the complaint will be advised by the Elected Member Delegate of the complaint and provided with a copy of the complaint, which will include the name of the complainant. The Elected Member and the complainant will be advised of the manner in which the Delegate intends to deal with the complaint.

4.3 Alleged Breach of Part 2 Behavioural Code – Internal Response

4.3.1 Only complaints which are determined to be of a minor nature will be dealt with by the Elected Member Delegate and only with the agreement of the parties. The Elected Member Delegate may hold meetings with the complainant and the Elected Member who is the subject of the complaint and may seek mediation or conciliation between the parties in an attempt to resolve the matter to the satisfaction of all parties. This may be appropriate, for example, where the complainant is also an Elected Member.

4.3.2 The Elected Member Delegate must ensure that Procedural Fairness is observed at all times.

4.3.3 Neither the Elected Member Delegate nor the CEO will formally investigate a complaint.

4.3.4 Where the matter is resolved by the Elected Member Delegate to the satisfaction of all the parties, the matter will be closed and no further action will be taken. The Elected Member Delegate will send written confirmation to all the parties confirming that the matter has been resolved and may provide a report to a public meeting of the Council if appropriate.

4.3.5 Where the matter cannot be resolved, the Elected Member Delegate will immediately refer the original complaint to the Local Government Governance Panel ("the Panel"). With the administrative support of the CEO, the Elected Member Delegate will then confidentially advise Council at the next available meeting that a referral of a complaint to the Panel has occurred, subject to satisfying the requirements of Section 90(3) of the Local Government Act 1999 ("the Act").

4.3.6 The complaint will be treated with strict confidentiality until such time as it has been dealt with in clause 4.3.4 above or determined by the Panel in accordance with clause 4.4 below, subject to satisfying the requirements of Section 90(3) of the Act.

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4.3.7 The Elected Member Delegate will also advise the complainant and the Elected Member who is the subject of the complaint that the parties should observe confidentiality.

4.4 Alleged Breach of Part 2 Behavioural Code - Referral to the Local Government Governance Panel

4.4.1 Complaints which are not of a minor nature or which could not be resolved through mediation or conciliation in clause 4.3 above, will be referred to the Panel, without further reference to Council.

The complaint to the Panel will specify the ground/s, circumstances and supporting evidence of the complaint, and also a statement by the respondent Elected Member addressing the complaint.

A copy of the Panel's processes and required forms is available on the Panel's webpage on the LGA's website www.lga.sa.gov.au at *Rules of Engagement*.

4.4.2 The matter will be assessed initially by the Panel Manager who will determine the process to be followed and the person who will deal with the matter. The matter may be dismissed if it is frivolous, vexatious, misconceived or lacking in substance.

The Panel Manager will consider the applicable facts from the material provided and may form a provisional conclusion that further investigation is unnecessary, as it would be unlikely to result in a breach finding.

In these circumstances, the Elected Member Delegate will report the recommendation of the Panel Manager to Council at the next practicable Council meeting (which can be a special meeting of Council).

Council will consider the recommendation from the Panel Manager and determine whether to:

- accept the provisional conclusion and take no further action, or
- request that the Panel, or another appropriate body, proceed to a full investigation, or
- seek further information.

4.4.3 Where a complaint progresses to an investigation, a report will be prepared by the Panel and will be provided to the Elected Member Delegate. The report may recommend to the Council appropriate action in relation to the matter, including the imposition of any of the sanctions available to Council under clause 2.25 of the Code (see below at clause 4.4.5).

4.4.4 A breach of Part 2 of the Code must be the subject of a report to a public meeting of Council in accordance with clause 2.24 of the Code.

At the Elected Member Delegate's discretion, the report of the Panel *may* be tabled at the Council meeting. If the report is not tabled, a Council report of the breach will be made in writing and will include any recommendations made by the Panel. The outcome of the item will be minuted.

The Panel report or the Council report of the breach, as the case may be, will be referred to Council by the Elected Member Delegate through the CEO, with

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considerations made as to the need to redact reference to the personal affairs of third parties referred to in the report.

4.4.5 Council may, by resolution, take any of the following actions:

- Take no action
- Pass a censure motion in respect of the Elected Member
- Request a public apology, whether written or verbal
- Request the Elected Member to attend training on the specific topic found to have been breached
- Resolve to remove or suspend the Elected Member from a position within the Council (not including the Member's elected position on Council)
- Request the member to repay monies to the Council.

4.4.6 Where a report finds no breach of the Code, the report may still be made public at the next practicable Council meeting, unless the Elected Member who was the subject of the complaint requests that no further action be taken.

4.4.7 If such request is received, no further action will be taken, although a summary report may be made to the Council regarding other observations or recommendations made by the Panel that are of broader application.

4.4.8 The complainant will be notified by letter of the outcome of the investigation.

4.4.9 Where the full investigation report is to be tabled at a Council meeting, the complainant will be entitled to a copy of the report at, or following, the Council meeting which receives the report.

If the full report is not presented at a Council meeting, the complainant will not be provided with a copy of the report as a matter of course.

4.4.10 Council will not enter into any process of appeal in relation to Part 2 of the Code.

4.5 Alleged Breach of Part 3 of the Code (Misconduct)

4.5.1 Any member of the public may report an alleged breach of Part 3 of the Code to the Council, the Ombudsman or the Office for Public Integrity (OPI). Alleged breaches of this Part made to Council or to the OPI may be referred to the Ombudsman for investigation.

4.5.2 Under the Code, an Elected Member who is of the opinion that a breach of Part 3 of the Code has occurred, or is currently occurring, must report the breach to the Mayor of the Council or Chief Executive Officer, the Ombudsman or the OPI.

Additionally, all Public Officers are mandated to report corruption, serious and systemic misconduct and maladministration in public administration as per above in accordance with the ICAC Act.

Further, management of any complaints under this Process, that are deemed to be an appropriate disclosure Public Interest Information (including public administration information or environmental and health information) must also comply with the requirements of Council's policies and processes relating to public interest disclosures.

4.5.3 A failure of an Elected Member to report an alleged or suspected breach of Part 3 of the Code is in itself a breach under Part 2 of the Code.

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4.5.4 A failure of an Elected Member to co-operate with the Council's process for handling alleged breaches of Part 2 of the Code may be referred for investigation under Part 3.

4.5.5 A failure of an Elected Member to comply with a finding of an investigation under Part 2 of the Code, adopted by the Council, may be referred for investigation under Part 3.

4.5.6 Repeated or sustained breaches of Part 2 of the Code by the same Elected Member may be referred, by resolution of the Council, to the relevant authority as a breach of Part 3.

4.5.7 A report from the Ombudsman that finds an Elected Member has breached Part 3 of the Code must be the subject of a report to a public meeting of the Council.

In accordance with the Code, Council must pass a resolution to give effect to any recommendations received from the Ombudsman, within two ordinary meetings of the Council following the receipt of these recommendations.

4.6 Criminal Matters – Appendix to the Code of Conduct

4.6.1 Allegations of a breach of any of the criminal offence provisions in the Code's Appendix must be referred to the OPI.

4.6.2 Allegations of a breach of any of the offence provisions in the *Local Government Act 1999* must also be reported to the OPI.

Council's *Fraud and Corruption Prevention Policy* outlines the reporting requirements for Public Officers and pathways for those are not mandated but wish to report.

4.6.3 In accordance with the *ICAC Act 2012*, referral of such complaints to the OPI will be confidential.

5. Accountabilities / Responsibilities

The CEO will liaise with the Elected Member Delegate in the management of this Process.

In accordance with this Process, the Elected Member Delegate will liaise with complainant and Elected Member who is the subject of the complaint with a view to settling minor issues, or where this is not possible, refer to and liaise with the Panel on behalf of the Council or refer to OPI if required.

6. Training

The Elected Members will receive training on this Process at the Elected Member Induction following each general election.

7. Documents to Implement Process

Governance Panel's Complaint Referral Form 1 – available on the Local Government Association website www.lga.sa.gov.au
Governance Panel's Response to Code of Conduct Complaint Form 2 – available on the Local Government Association website www.lga.sa.gov.au

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8. Legislation and References

Criminal Law Consolidation Act 1935
Independent Commissioner Against Corruption Act 2012
Local Government Act 1999
Local Government (Proceedings at Meetings) Regulations 2013
Local Government (General) Regulations 2013, regulation 7
Public Interest Disclosure Act 2018

9. Review

This Process will be reviewed by the Document Control Officer in consultation with the relevant stakeholders, within 12 months of a Council general election and more frequently if legislation or Council's need changes.

SIGNED: ..... **DATE:** 20 August 2019

Mayor Michael Lange

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10. Appendix

Minute Book reference 2019/324

7.2.1.3
COMPLAINT HANDLING PROCESS UNDER THE CODE OF CONDUCT FOR COUNCIL MEMBERS B1485

Author: Governance Advisor

MOVED Cr Johnstone

(1) That pursuant to Part 2 of the Code of Conducted for Council Members, Council receives, considers and approves the draft Complaint Handling Process under the Code of Conduct for Council Members (the "Process"), as *attached* to this report; and

(2) That, in accordance with clause 4.2.1 of the Process, where the Mayor and Deputy Mayor have a conflict of interest which would prevent them from facilitating the Process, one of the following Elected Members will be approached by the Chief Executive Officer to do so in the following order in case of conflict: Cr Angas, Cr Wiese-Smith and Cr Schilling.

Seconded Cr Haebich **CARRIED 2018-22/275**

PURPOSE

To receive and consider the draft Complaint Handling Process under the Code of Conduct for Council Members (*attached*); and to appoint three Elected Members, one of whom would facilitate the Process in the event that the Mayor and Deputy Mayor are unable to do so due to a conflict of interest.

REPORT

Background

Pursuant to section 63(2) of the *Local Government Act*, Council's Elected Members are required to comply with the provisions of the Code of Conduct for Council Members (the "Code") in carrying out their roles. The Code requires Council to adopt a process for the handling of alleged breaches of Part 2 Behavioural Code. The process must be reviewed within 12 months of the Local Government election.

Introduction

The Code allows for complaints about alleged breaches of the Code relating to behaviour (Part 2 of the Code) to be brought to the attention of the Mayor or Chief Executive Officer. The complaint is then investigated and resolved in accordance with the process for handling such complaints. Council's process is the Complaint Handling Process under the Code of Conduct for Council Members (the "Process").

The Process also requires that Council appoint three Elected Members, one of whom would facilitate the Process in the event that the Mayor and Deputy Mayor are unable to do so due to a conflict of interest.

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DEBATE REPORT

7.1 Office of the Mayor and CEO

7.1.3 ADOPTION OF REVISED 2024-2044 COMMUNITY PLAN AND UPDATED 2024-2028 SUPPORTING CORPORATE PLAN

Author: Chief Executive Officer
24/80695

PURPOSE

To consider and review the work undertaken, consultation responses and to adopt the revised Community Plan 2024-2044 and supporting Corporate Plan 2024-2028.

RECOMMENDATION

That Council having:

- Reviewed the consultation responses and recommended amendments and being satisfied the vision does not need amendment;
- Reviewed the amended 2024-2044 Community Plan incorporating other typographic and minor updates;
- Reviewed the supporting 2024-2028 Community Plan Review – Research and Investigations Report; and
- Complied with the legislative requirements under Section 50 and Section 122 of the *Local Government Act 1999*:

(1) Adopt the 2024-2044 Community Plan as presented at Attachment 1 (clean version) and designate it a Strategic Management Plan pursuant to Section 122(8) of the *Local Government Act 1999.*

(2) Adopt the 2024-2028 Corporate Plan as presented at Attachment 2 and authorise the Chief Executive Officer to review and update this plan on an ongoing basis and that updates to the plan be reported to Council on an annual basis as part of the annual business planning and budgeting processes.

(3) Repeal the Advocacy Plan 2020-2024.

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 1999*, which the Community Plan is so declared.

Under the *Local Government Act 1999* 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 Reginal 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.
- Community consultation.

A detailed analysis document has been developed from these investigations to inform the review and update the Community Plan and is provided at Attachment 3.

The revised Community Plan is at Attachment 1. It is 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 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 2. This is not the subject of consultation but will be provided as the revised Community Plan heavily integrates with the Corporate Plan.

Consultation has now been undertaken and the submission are provided at Attachment 4, the analysis of responses and recommended actions for Council to consider are also provided in this attachment.

Other amendments to the plan are minor wording and typographical matters and aligning the budget estimates to the adopted Long-Term financial plan.

Summary and Conclusion
The draft Community Plan and support Corporate Plan is now tabled for adoption by Council.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1	Community Plan 2024-2044 - For Adoption
Attachment 2	Corporate Plan 2024-2025 - For Adoption
Attachment 3	Community Plan Review - Research and Information Paper
Attachment 4	Communty Consultation Outcomes - Report and Data

Supporting references
Nil

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

Strategies

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

6.1. Advocate for and identify funding opportunities that support the development of community, cultural, health and other facilities and infrastructure to meet personal and commercial needs of residents and businesses.
6.2 Continue to ensure that infrastructure considers place-making is inclusive and accessible for all.
6.3. The use of new and emerging technologies, alternative and renewable materials where appropriate and cost effective will be trailed.
7.1. Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.
7.2. Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.
8.1. Support opportunities to increase community transport and access to services and facilities.
8.2. Ensure a high quality road, shared paths and footpath network throughout the Barossa in partnership with all levels of government.
9.1. Work towards combating loneliness and social isolation and ensuring that people enjoy a sense of inclusion and feel connected.
9.2. Promote a healthy community through a planned approach to public health, and sustainable access to allied, primary and mental healthcare services and facilities.
10.1. Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.
10.2. Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.
10.3. Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.
11.1. Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.
11.2. Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.
11.3. Promote the Barossa as a place for business's to thrive, invest, innovate, take measured risks and prosper.
12.1. Encourage and support the sector to further promote and develop tourism experiences including ecological, cultural and agricultural tourism.
12.2. Support economic development and destination awareness through events, festivals, creative enterprise and attractions.
12.3. Provide experiences and infrastructure that continue to support the needs of the tourism market.
13.1. Foster small business and industry confidence and growth that translates into innovation and strong employment figures.
13.2. Attract investment for new and innovative industries, and facilitate business growth by supporting local industry and their capacity to compete for government contracts.

Corporate Plan

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 50 and 122 of the Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

The Community Plan outlines summarised strategic financial matters.

The review, research and consultation has been primarily undertaken internally with one external hosted workshop.

Implementation into our business activities, reporting systems and the like will be undertaken within existing resources.

The Community Plan assesses risk through a measured and strategic approach supporting by sound administrative planning and execution of services as outlined in the Corporate Plan.

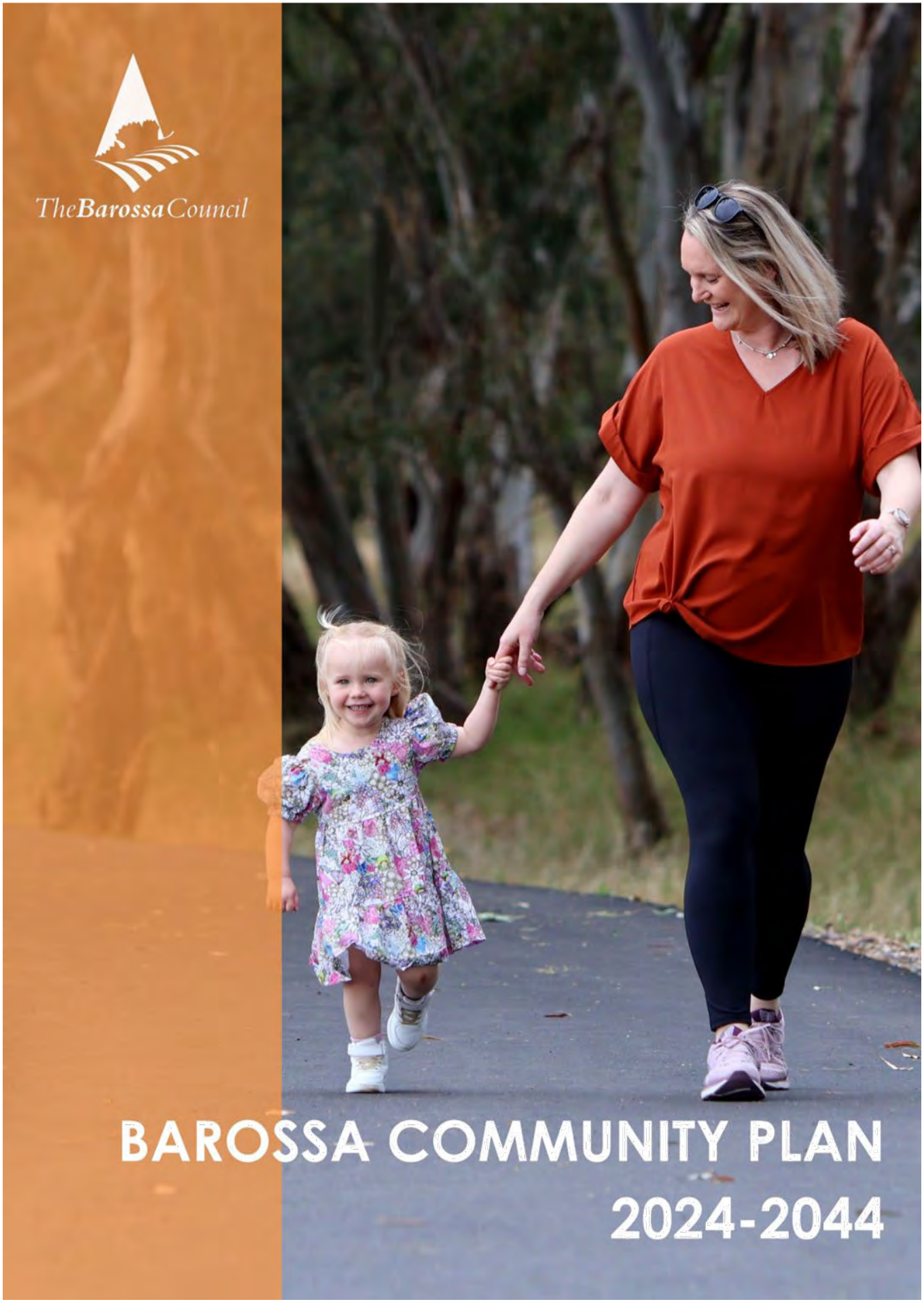
COMMUNITY ENGAGEMENT

Already undertaken and concluded as presented on Attachment 4 to this report.

Office of the
Mayor and CEO

Community Plan
2024-2044
Clean Version

Office of the
Mayor and CEO


TheBarossaCouncil
BAROSSA COMMUNITY PLAN
2024-2044

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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.

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 strive to achieve the goals and strategic outcomes 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.

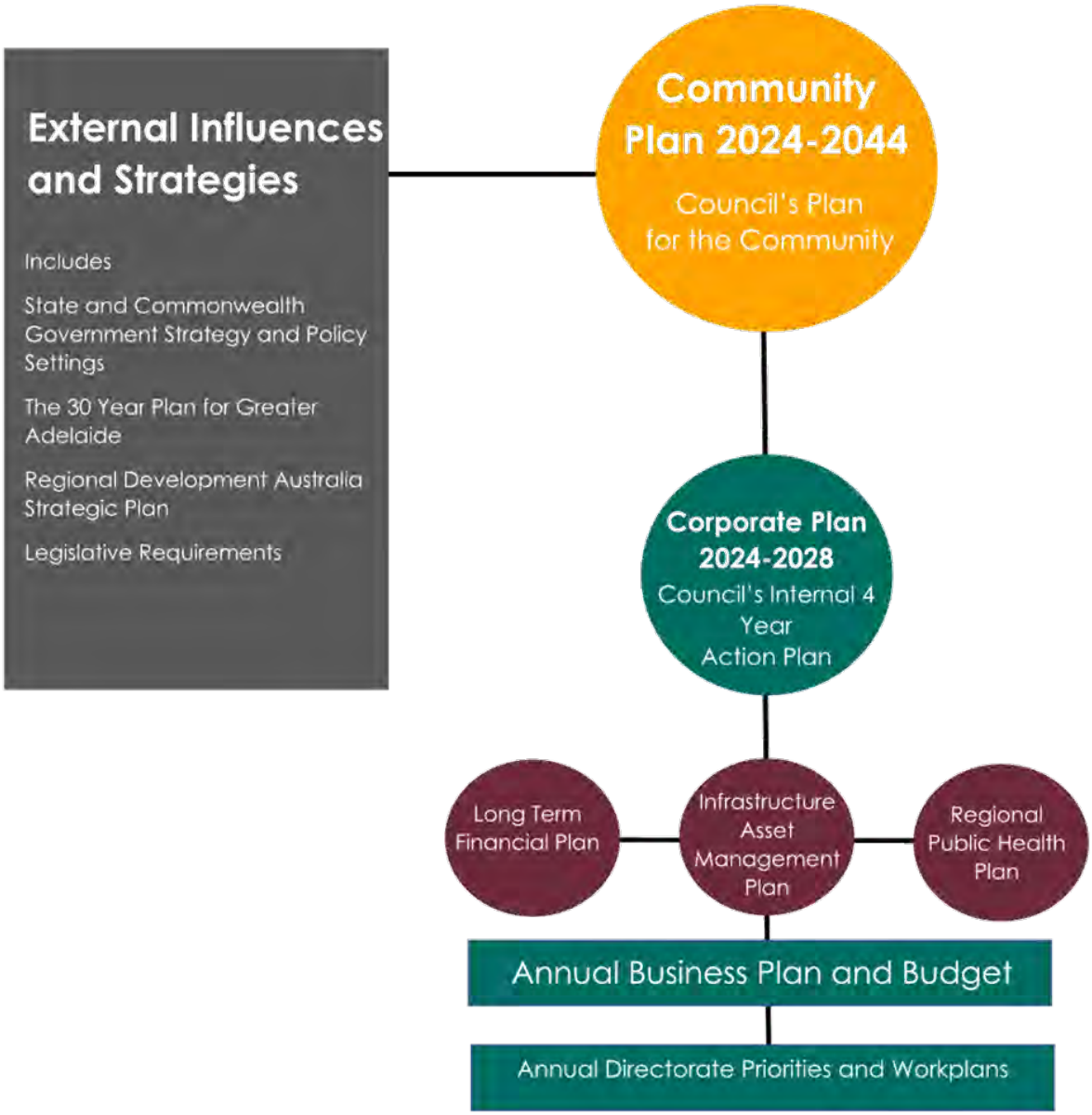
Community Spirit:

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 Councils administrative plan that gives effect to the Community Plan goals 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, beheaviours 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.

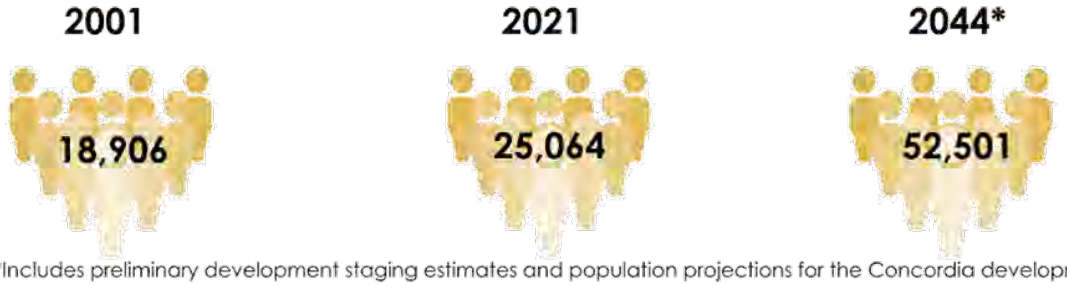
Colonel William Light first visited the area in 1837, naming the Barossa Range from which the region derives its name. European settlement of the Barossa region began in 1840, with settlers originating from the British Isles, Prussia and Silesia. Lyndoch was the first township to be settled in 1837.

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 2044 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

Industry – Top 15	% of Industry Employment	Number Persons	Change Since 2021
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 strive to achieve the strategic outcomes 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 outcomes 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, the 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
We look to maximize community economic return	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

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
- Enviable 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 ley 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.
7. Disability Access and Inclusion 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 $11.188M. The performance indicator standard is met.
- **Operating surplus ratios average 3 years.** Council's forecast retrospective results range from (1.1%) to 3.5%; Annual ranges from (1.5%) 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 93.6% in 2024/25 and peaks at this level and by year 2033/34 is projected to be at 11.8% . The performance indicator standard is met.
- **Asset Renewal Funding Ratio.** The target is being met over the ten-year period, the average being 105.6%. 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.

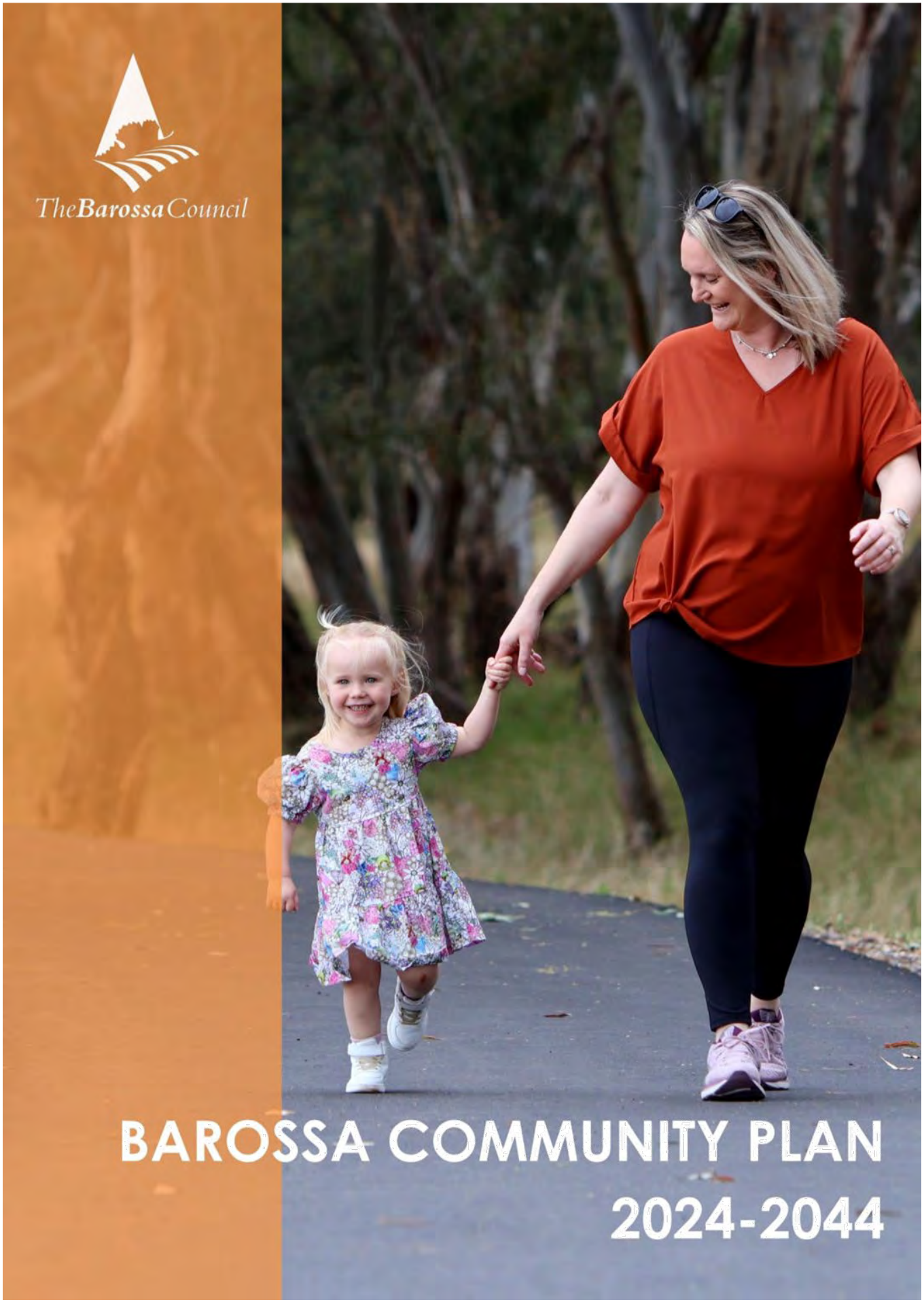
Council has during the current period of the Community Plan completed a Strategic Direction Review of the Character Area to align its intent to protect the rural areas of the Barossa whilst balancing growth and diversification needs. It will pursue relevant Planning and Design Code amendments to support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

Office of the
Mayor and CEO

Community Plan
2024-2044
Tracked Changes Version

Office of the
Mayor and CEO


TheBarossaCouncil
BAROSSA COMMUNITY PLAN
2024-2044

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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.

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 strive to achieve the goals and strategic outcomes ~~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.

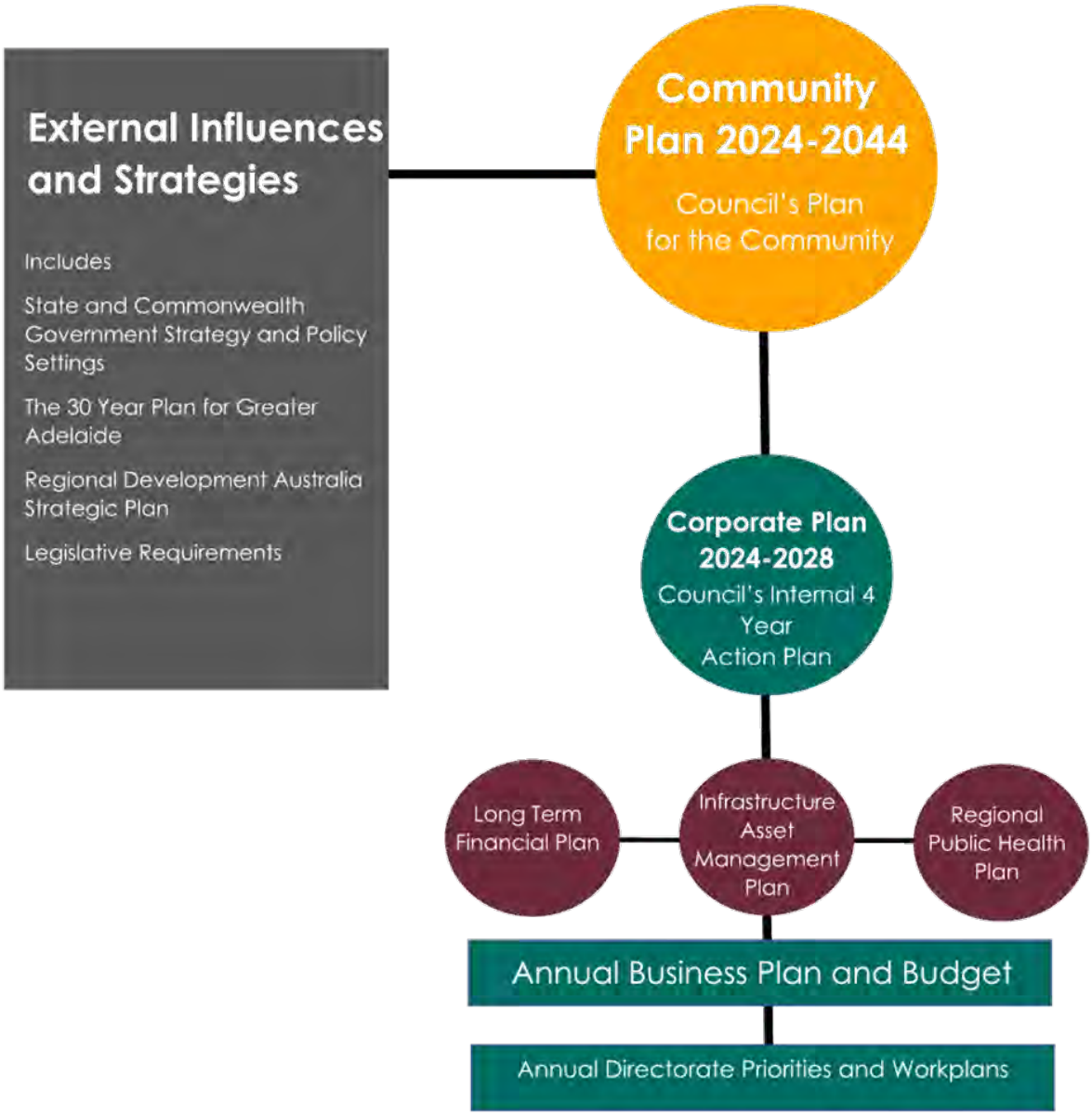
Community Spirit:

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 Councils administrative plan that gives effect to the Community Plan goals~~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, beheaviours 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~~ 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.

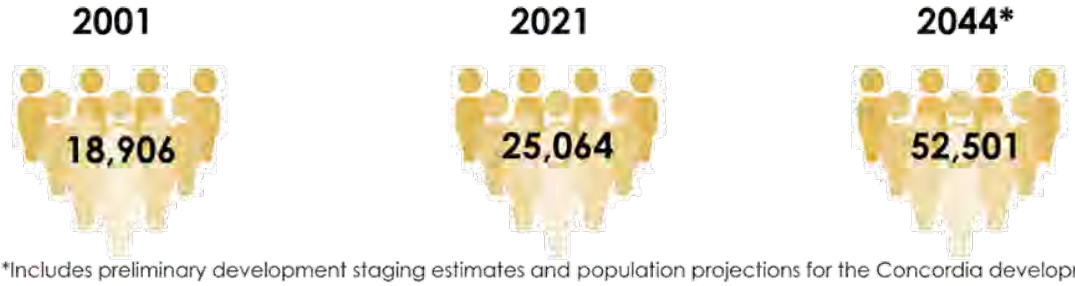
Colonel William Light first visited the area in 1837, naming the Barossa Range from which the region derives its name. European settlement of the Barossa region began in 1840, with settlers originating from the British Isles, Prussia and Silesia. Lyndoch was the first township to be settled in 1837.

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 20424 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

Industry – Top 15	% of Industry Employment	Number Persons	Change Since 2021
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 strive to achieve the strategic outcomes ~~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 outcomes~~bjectives~~ 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, ~~the 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
We look to maximize community economic return	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

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
- Enviable 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 ley 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.
~~6.~~7. Disability Access and Inclusion 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~~$11.188M. The performance indicator standard is met.
- **Operating surplus ratios average 3 years.** Council's forecast retrospective results range from (1.1%)~~(2.5%)~~ to 3.5% ~~3.2%~~; Annual ranges from (1.5%) ~~(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 93.6%~~88.7%~~ in 2024/25 and peaks at this level ~~91.8% in 2025/26~~ and by year 2033/34 is projected to be at 11.8% ~~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 105.6% ~~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.

TheBarossaCouncil
CORPORATE PLAN
2024 to 2028
2024-2025 Revision

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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:

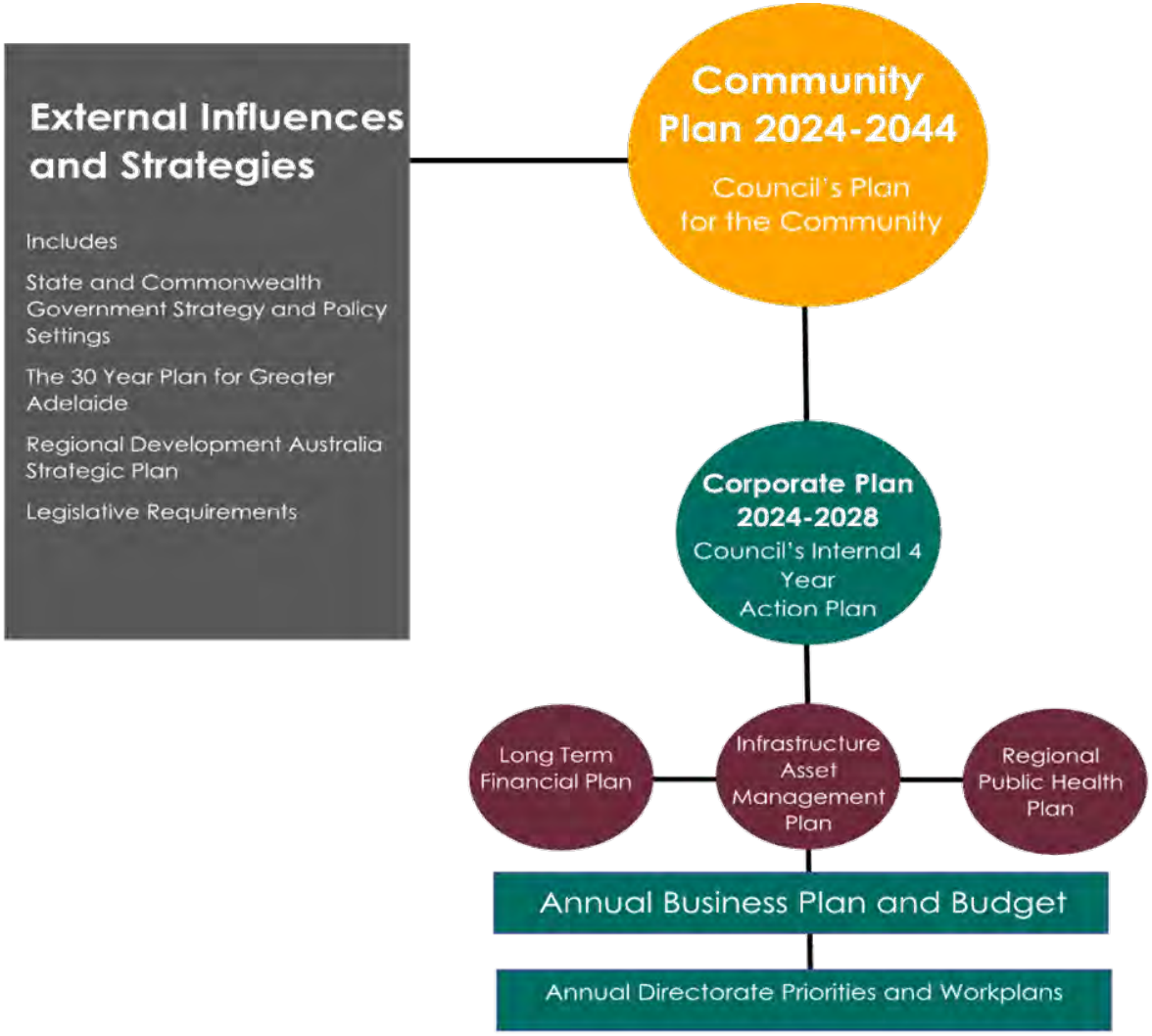
We show curiosity and explore sustainable and innovative ways of working.

Resilient:

We are receptive and responsive to growth and change.

Attachment 2

ORGANISATIONAL OVERVIEW AND PLANNING FRAMEWORK



COUNCIL SERVICES

Animals
Arts and Culture
Assets
Caravan Parks
Cemeteries
Community
Community Emergency, Hazard Planning and Management
Compliance, Monitoring and Enforcement
Customers
Economic Development
Events
Facility and Community Land
Fire Prevention
Heritage
Land Use and Development
Libraries
Natural Resources
Public Health
Social Inclusion
Tourism
Volunteers
Waste and Resource Recovery

Service Area	**CS1 - ANIMALS**
Service Activity	Management of animal issues including; attacks, harassment, complaints, lost companion animals, registration, cage hire and collection, wandering animals and breeders.
Service Delivery	Internal, External, Contractors
Community Plan Link – 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

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.

Legislative Responsibility Local Government Act 1999

Strategic Action	Responsible	Due Date	Budget
CS2-i 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, o Approximately 37 cuts per year o Within Standard: 30mm - 75mm height (Summer) 40mm-75mm height (Winter) o Out of Standard: > 75mm height o Response time – 10 working days • Category 2 - Irrigated neighbourhood parks o Approximately 26 cuts per year o Within Standard: 30mm - 90mm height (Summer) 40mm-90mm height (Winter) o Out of Standard: > 90mm height o Response time – 15 working days • Category 3 - Non-irrigated neighbourhood reserves o Approximately 14 cuts per year when actively growing. o Within Standard: 30mm - 100mm height (Summer) 40mm-100mm height (Winter) o Out of Standard: > 100mm height o Response time – 15 working days • Category 4 - Non-irrigated district parks Approximately 9 cuts per year when actively growing o Within Standard: 50 mm - 150mm height	No	Infrastructure and Environmental Operations

Service Action	Service Standard	Critical Service	Responsible
	○ Out of Standard: > 150mm height ○ Response time – 20 working days • Category 5 - Rural Reserves ○ Approximately 3- 4 cuts per year when actively growing ○ Within Standard: 150mm - 500mm height ○ Out of Standard: > 500mm height ○ Response time – 30 working days • Sports Fields (A) ○ Within Standard: 15mm - 20mm height (Summer) 35mm-35mm height (Winter) ○ Out of Standard: > when exceeds maximum height range dependant on season. ○ Response time – 5 working days (weather dependant) • Sports Fields (B) ○ Within Standard: 20mm - 25mm height (Summer) 35mm-40mm height (Winter) ○ Out of Standard: > when exceeds maximum height range dependant on season ○ 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 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	All
Infrastructure and Asset Management Plan (IAMP)	All
Local Economic Development Plan (LEDP)	Strategy 1
Regional Public Health Plan	5.1, 12.1

Service Area	**CS4 - CARAVAN PARKS**
Service Activity	Management of caravan parks, including maintenance, enquiries and bookings
Service Delivery	Internal, Contractors
Community Plan 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	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	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) o Plan 6 – Cemetery Land	All

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	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	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	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 *Planning, Development and Infrastructure Act 2016* o 66% of Class 1 buildings inspected at least once, within 2 business days from notification o 90% of Class 2-9 buildings inspected at least once, within 2 business days from notification o 100% of swimming pools and swimming pool safety features inspected within 2 business days of notification of commencement o 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	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
Output 1 – Events delivery – External			

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 o Plan 5 - Car Park Land o Plan 8 - Talunga Village	All
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) o Plan 7 - Established Trails, Bikeways and Walkways	All
Roadside Vegetation Management Plan (RVMP)	All
Regional Public Health Plan (RPHP)	7.2

Service Area	**CS14 - HERITAGE**
Service Activity	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	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	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 *Barossa Regional Heritage Strategy 2021-2025* 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 *Barossa Heritage* 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) o Plan 4 - Institutes and Community Halls	All

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 Infrastucture 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 code amendment, structure planning and infrastructure planning processes.	OMCEO	December 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 – 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	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, Exl = 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 Foundation	 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 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	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: o Carry out consumer service reviews for Commonwealth Home Support Program consumers annually o 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: o Register, screen and induct new contractors o Review and keep updated the required screenings and licences o Process contractor payments o Carry out ongoing quality checks to the agreed timeframe o 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: o 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: o Vehicle Provision: 8 o Wheelchair Accessible Vehicle Hire: 1 o 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- o Carry out consumer service reviews for Commonwealth Home Support Program consumers annually • Serious Incident Response Scheme reporting to the Aged Care Quality and Safety Commission • Vehicles maintained and replaced (cars every four years and buses as scheduled) as per Council's replacement guidelines and schedules	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: o Create accurate and up to date promotional materials • Network and liaise with other stakeholders	No	Community Transport and Home Assist
Contribute to the delivery of Regional 'lighthouse' project 1 - Community transport	• Participate in regional working group to develop actions	No	Community Transport and Home Assist
Output 3 – Social Planning and Advocacy			
Advocating to Commonwealth Government on impact of aged care reform policies on SA sector and providing support to home aged care sector	• As per Activity Work Plan approved by the funding body	No	Collaborative Projects

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: o Local Government Access and Inclusion Network o Reconciliation Barossa o Barossa Community Services Network o Gawler and Districts Community Services Forum o Disability Access and Inclusion Advisory Group o Legatus	No	Community Development Collaborative Projects
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: o Create and manage income and expenditure budgets o 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, 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
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 enewsletter, network nights and Facebook tourism forum/group	• E-news sent fortnightly to Tourism operators • Updates posted to private industry facebook group • Bookeasy enews sent quarterly	No	Tourism Services
Develop operator relationships and product knowledge	• Familiarisation Visits conducted 6 weekly Industry workshops/ networking nights hosted annually	No	Tourism Services
Collaborate with industry stakeholders – South Australia Tourism Commission, Tourism Industry Council of SA, Barossa Australia and RDA Barossa to maximise tourism and economic benefit for the region	• Membership to TicSA • Funding agreement with Barossa Australia • Attendance at industry workshops, meetings • 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, 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	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	Action Reference
Barossa Bushgardens Strategic Plan (BBSP)	Key Result Area 3

Service Area	**CS23 - WASTE AND RESOURCE RECOVERY**
Service Activity	Effective recovery of materials for recycling and diversion of waste from landfill. Includes the management of the waste contract (ensuring appropriate waste collection and disposal) and operation of waste transfer station.
Service Delivery	Contractors, Internal
Community Plan Link – Our Environmental, Social and Governance Foundation	Our Environment 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

Council and Committees

Risk and Safety

Finance

Governance

Grants

Information

People and Culture

Procurement

Property and Rates

Strategic/Legislative Planning and Reporting

Service Area	**BS1 - BUSINESS TECHNOLOGY**
Service Activity	IT Service Management, including Operations (infrastructure, assets, applications, service desk, vendor management, security) and Business services (business analytics, Project Management Office, data analytics, dashboards)
Service Delivery	Internal
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

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

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 Infratsructure 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: o Wardens – every 2 years o Workplace First Aiders – every 3 years o First Aid refresher – every 3 years o CPR Refresher Training – on demand o Asbestos awareness training – on demand o Health and Safety Representative – Annual o 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 o Buildings – annually o Operational vehicles - daily o Plant – annually o Equipment – 6 monthly o Slings/gantries - annually o Playgrounds – fortnightly o 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: o Corrective and Preventative Action Register Hazard Register o Incident Register o Register of all Task Risk Assessments/Safe Work Instructions/Static Risk Assessments and Safe Operating Processes for all of Council o Register of signed Safe Work Instructions o Risk/WHS document development and Review Schedule Register o Hazardous Task Register o 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: o Death – immediately o Medical Assistance - within 24 hours o 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	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 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 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

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

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	**BS8 - GRANTS**
Service Activity	Support and lead grant applications through research, grant writing and letters of support.
Service Delivery	Internal
Community Plan Link – Our Environmental, Social and Governance Foundation	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 – Grant Sourcing			
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	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	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 hours100% 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 required100% 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	 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. Supporting a sustainable Barossa. Our places and spaces enhance the liveability, unique character and diversity of our communities.

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
Output 2 – Strategic and Legislative Reporting			
Produce performance reports	• Completed within nominated timeframe for inclusion into Council Report	No	Corporate Services Business Improvement
Produce legislated reporting requirements	• Reporting to relevant stakeholders within statutory timeframe Communications and Engagement • Annual Report – annually Finance Services • Grants Commission Report – annually • Financial Statements – annually • Finance Report – monthly • Budget Update Report – quarterly Health Services • Regional Public Health Plan: Chief Public Health Officer Report – biennially Community Wellbeing • Disability Access and Inclusion Plan – Annually • Collaborative Project – six monthly 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

24/80692

Community Plan Review

Research / Information Paper
Final

Office of the Mayor and CEO

Office of the Mayor and CEO

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

Attachment 2 - Employee Engagement Outcomes

Attachment 3 – Community Engagement Outcomes

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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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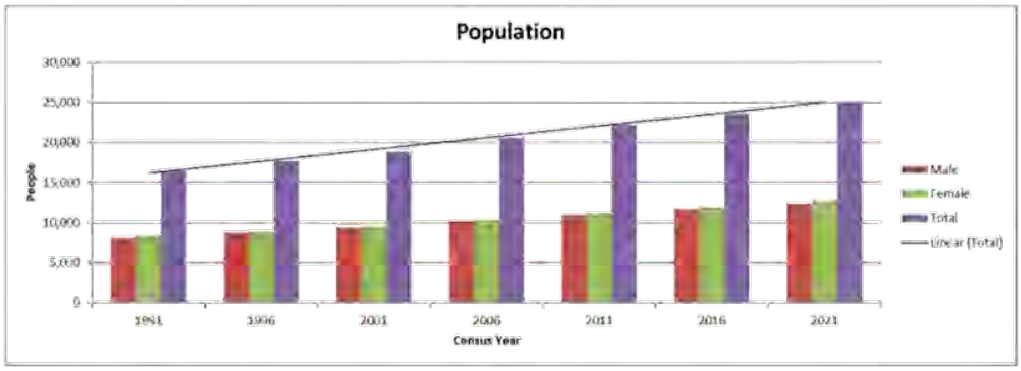
3. Population Predictions from Census 2021

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 annuam.
- 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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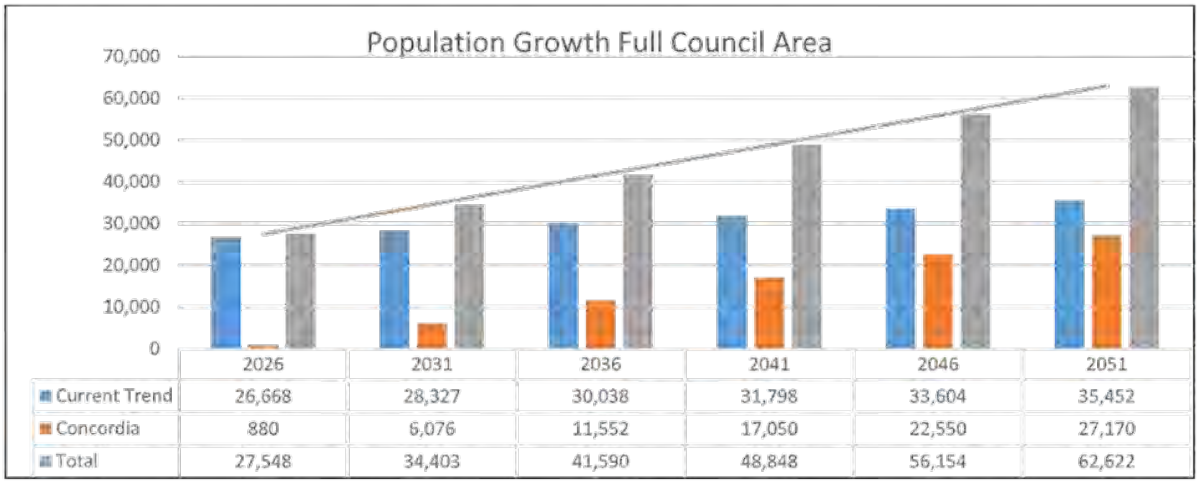
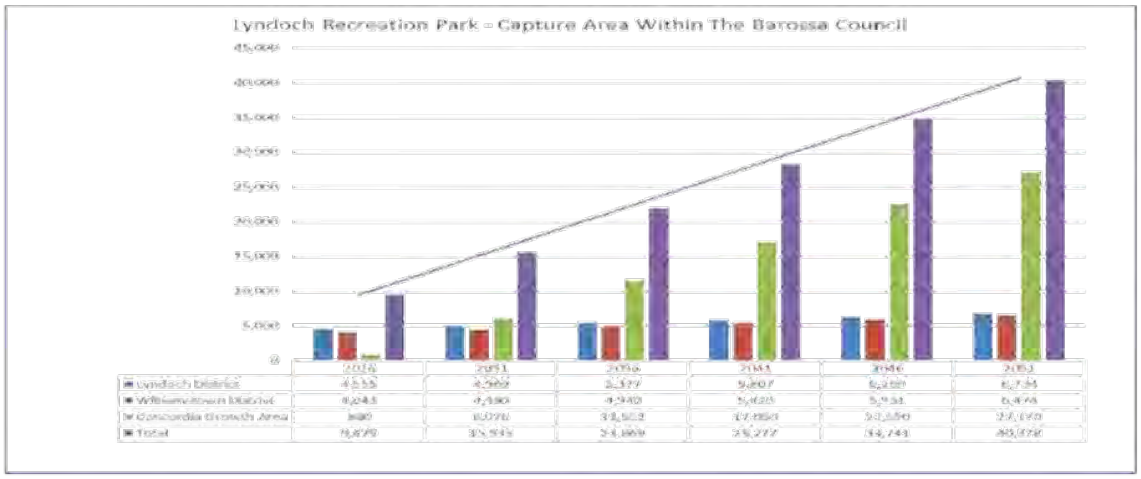
Total Population Growth Prediction 2026-2051



	2026	2031	2036	2041	2046	2051
Current Trend	26,668	28,327	30,038	31,798	33,604	35,452
Concordia	880	6,076	11,552	17,050	22,550	27,170
Total	27,548	34,403	41,590	48,848	56,154	62,622

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 Foor 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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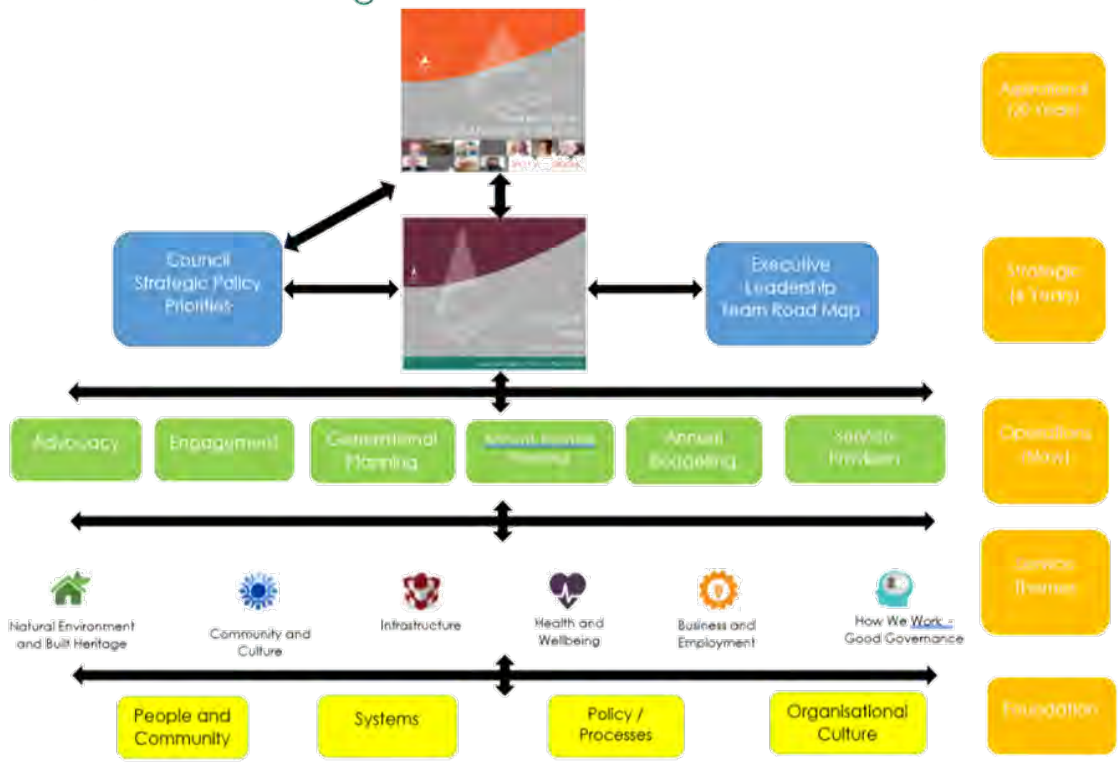
6. Council Planning Framework- Current



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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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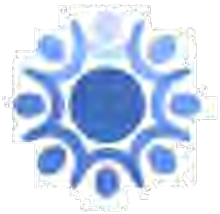
The five themes adopted in the Community Plan are:

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 is 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
- Enviable 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)

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 stive 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 is 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 Councils 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

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**
Section 122 (1)(a) – General Provisions 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.
Section 122 (1)(ab) – Sustainability, Service Levels and Real Property Development Provisions 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	
<u>Section 122 (2) & (3) – Integration with Planning Development and Infrastructure Act Provisions</u> (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	
Section 122 (2) & (3) – Administrative Provisions (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	Undertaken every year as part of the Annual Business Plan and Budget process.
(ii) any other elements of its strategic management plans prescribed by the regulations for the purposes of this paragraph, on an annual basis; and	There are no other prescribed circumstances.
(b) in any event, undertake a comprehensive review of its strategic management plans within 2 years after each general election of the council.	Community Plan currently under review and Asset Management Plans are scheduled for 2024 review.
(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.	Undertaken as part of the Annual Business Plan and Budget process every year.
(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.	There are no other prescribed requirements.
(5) A council may amend its strategic management plans or adopt new plans.	Noted has no impact on the current review amendments will be recommended in due course after consultation to Council.
(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)).	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.	The Community Plan, Asset Management Plan, Long Term Financial Plan and Regional Health Plan are the declared Strategic Management Plans.
(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.	Noted, does not impact this review.
(10) The Minister must consult with the LGA before regulations are made prescribing a person or body as the designated authority	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	• *Environment* • *Social* • *Governance*
	Our Economy	• *Social* • *Governance*
	Our Environment	• *Social* • *Environment*
	Our Places	• *Environment* • *Social* • *Governance*
	Our Council	• *Social* • *Governance*

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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 is welcoming, vibrant and safe.* • *Our services and facilities are accessible.* • *We have a healthy respect of our diversity, character and history and are welcoming and supportive of all people.* • *Supporting and managing the implementing the Concordia development in alignment with Councils vision, mission and values for this development.*
		• *Our community achieves quality of life outcomes, jobs for the future by investment and innovation.* • *We partner with and support local business.* • *We are a destination of choice.*
		• *We proactively and responsibly manage the environment for future generations.* • *We sustainably manage our resources and encourage sustainable practices.*
		• *Our places are well planned, managed, and sustainable.* • *We have well-connected transport infrastructure and networks.* • *We plan for and deliver infrastructure to enhance our places.*

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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.	

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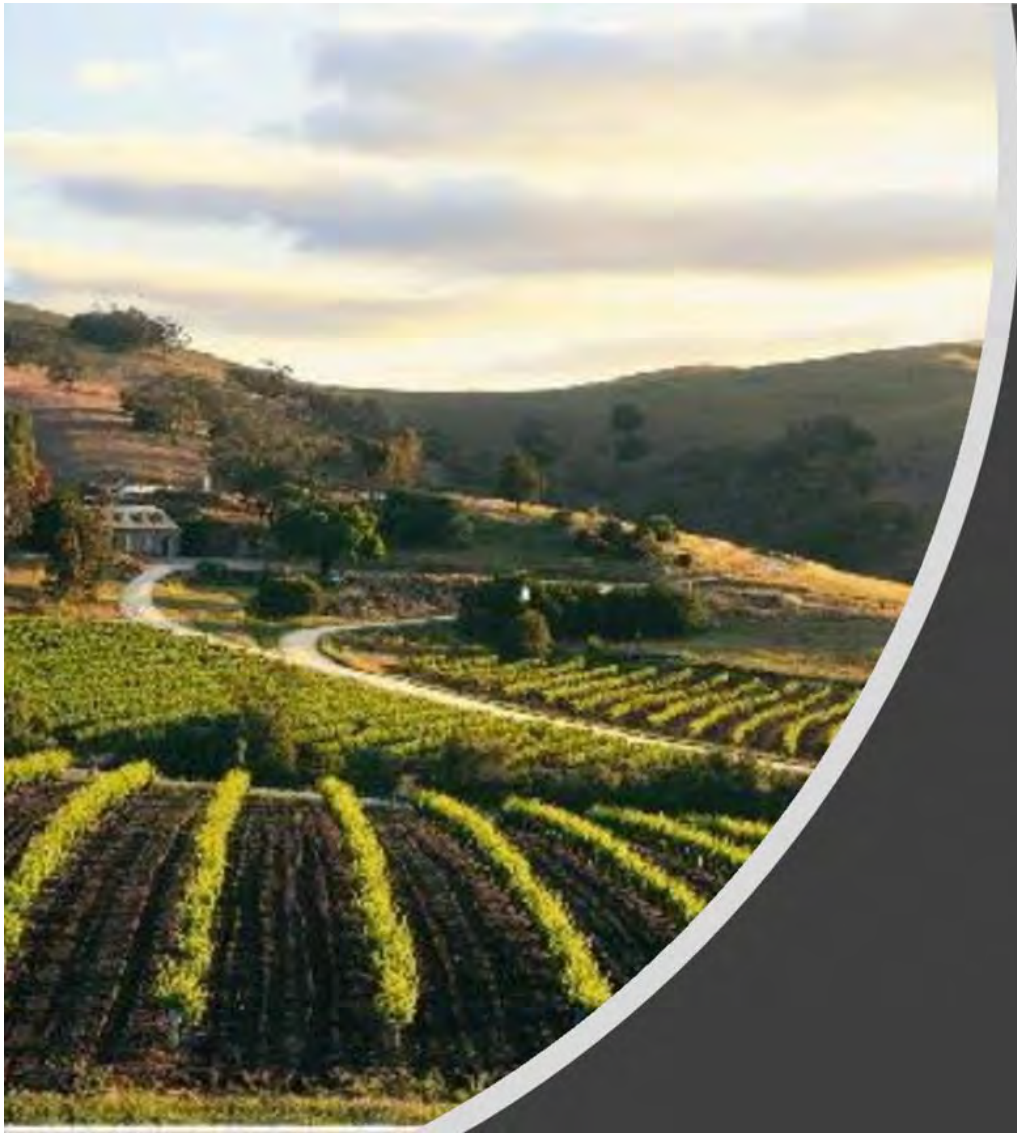
Attachment 1 - Elected Member Workshops Notes, Outcomes and Vision Setting

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?

Attachment 3

PLAY YOUR PART
learn more | give more | be more

Next Steps

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

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The Barossa Council

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 and 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 bests 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 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

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. Its 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

Office of the Mayor and CEO

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 he 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
Childcare	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.	Aging 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 blanketed 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 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, knowlegeable and included community benefits everyone and Council aer 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 (Aknowledgement to Country) Review aknowledgement 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 proving 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 exisiting 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 then 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 enviromental projects. More community envolement	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 recylcing 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 Develoment 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

Attachment 3

Community Plan Review – Consultation Summary

Consultation Closed 5pm Friday 2 August 2024 – Submissions received outlined below.

	Source	Submission	Recommendation
1	Staff member	Proposed wording changes to more active goals (creating, implementing, supporting): Creating places and spaces that enhance liveability and retain regional character and diversity of our communities Delivering effective, efficient and valued services to the community as a leader in regional Local Government To me the vision is a little unwieldy; could consider removing "and come together to have fun" to keep it succinct eg To create a vibrant and growing community where people support once another and foster a sense of belonging, community spirit and connection to the Barossa.	No recommended amendment on goals: • "Our Places" is active in tense it states it is about enhancing the liveability, retaining rural and regional character, and enhancing our diversity. • "Our Council" is active as it strives and commits to delivering.... Vision for council to determine if it wishes to amend. The statement suggested is not significantly different to that stated.
2	Anonymous	With increase in housing development particularly with Concordia, comes families. Children in families grow into adolescents who need things to do, jobs and schools to go to. There is currently 1 public high school in the region, no everyday shopping conveniences for basic home supplies and personal needs. The cost of buying anything in the Barossa is overpriced for families. What are you planning in these areas? As stated in the plan the community is aging, but there are also many younger people here too with nothing to do. Even as a middle aged person. Open up some infrastructure to cater. The Barossa is looking old, out dated and quickly losing its appeal amongst the tourists.	Many of the matters raised such as school investment, shopping services, pricing of goods and services are matters for which fall outside of our direct responsibilities however are catered for in advocacy and regional planning. The Growth and Investment Strategy is about assisting with long term planning of our community as is the current work on Concordia. Council continues to invest in infrastructure upgrades and new infrastructure where business cases support the investment. Work on supporting business and tourism is ongoing and supported by the plan as written, along with the Local Economic Development Plan and reform ideas being developed to support economic development activation events and other future needs to come to Council soon. No recommended amendment to the plan the themes raised are covered under "Our Community", "Our Places" and "Our Economy".
3	Anonymous	Your community plan is missing any vision of how the barossa council could add alternate revenue streams, thus you are adding more pressure to rate payers instead	This is a strategic concept worthy of further investigation, not just limited to the suggested service but generall revenue generation.

		of protecting them from the 21st century cyber threats. I have a family friend living in Barossa who had monies stolen online, now they are concerned they will not be able to pay their rates. Councils have a unique financial arrangement with rate payers like no other level of government as rate payers are a recurring debtor of the barossa council. I would like to suggest that the barossa council start to add a layer of protection for rate payers and their families, in a nut shell IT is now possible to educate hackers and scammers via results engins go pages http://rehnbier.5o.au that the council is actively monitoring financial transactions & credit applications of a rate payer who is going to be notified of any changes to these arrangement by the local government. For 10 years I installed / upgraded hardware and software for local governments on the eastern sea board of Australia, thus I have a acute understanding of the difficulties of 'balancing the books' that each council faces. These innovate services would over time I believe become a significant alternate revenue stream to the rates base.	Suggest this is a piece of work that can be aligned to policy frameworks already in existence lease and licencing and events but more broadly how we assist groups to commercialise outcomes but also our own commercial outcomes. Recommended the plan be amended as part of "Our Economy" to maximise community economic return.
4	Community Member	Typographic error on page 10 should be 2044 not 2024	Amendment made to draft plan.
5	Anonymous	It will be extremely important for the Barossa Council to take into consideration the estimated large growth in population, in comparison to the community facilities currently available in the region. A new health service/hospital and expansion to indoor sporting and recreational facilities will be vital.	Agreed and is covered as general principles in the plan. We continue to advocate for broader infrastructure needs such as health, roads, water and the like. No recommended changes to Community Plan.
6	Anonymous	Hoping the spelling and grammatical errors are fixed up prior to finalising? The 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. To..... To cultivate a dynamic and flourishing community where individuals support one another, engage in enjoyable activities, and foster a sense of belonging, community spirit, and connection to the Barossa region. Our Values- Spelling error- Community Spirit- 'vistas' to visitors? Our Council- Spelling error- 'proserity' to prosperity? History- Could be completely re-written- it reads all over the place? Km2 and population discrepancies- also listed twice? Lyndoch being first settlement of the Barossa- discrepancies on dates? Bethany?	Reviewed as per feedback. Vision changes is for Council to determine, was developed taking account staff, member and various recent community engagement input. Vista's is correct as it is reflecting the landscape and views.

7	Anonymous	Reading through the draft community plan and summary I would like to suggest a few things. Great to see promotion of heritage listing buildings and would love to see this enforced more as we have so many buildings in the Barossa that should be heritage listed and protected as they are a huge part of our character and people love this about our towns, we are unique. I think using some of these buildings for business, small business, meeting places is a good idea to use the space whilst keeping the building the same.	Noted and work of Local Economic Development Plan implementation and Growth and Investment Strategy support this strategy. Further information will come around resourcing and structure to support these aspirations. No recommended changes to Community Plan.
		Was thinking of something the council could implement for our community whether there would be much support or interest in it though is we could have a town/barossa/community day or days to bring our community together, showcasing local produce, products etc, have markets, games for kids, agricultural learning experiences, could have this on the opposite year to the Vintage parade? Like the bethany history fair a few years ago that was excellent.	Noted this plan supports such initiatives and can be assessed as Local Economic Development Plan and Event Strategy put in place. Both pieces of work are progressing and structure, policy and resourcing coming to Council in the near future. No recommended changes to Community Plan.
		Another suggestion would be to improve the Nuriootpa duck pond in Coulthard reserve as people love visiting the duck pond, especially tourists but it is often quite messy and no water in it.	Council has been previously brief on the pond the return of water will not occur, bit is required as a temporary water store. No recommended changes to Community Plan.
		Would love to see more bins also around Coulthard reserve where people walk their dogs because so many irresponsible people leave dog bags behind on the ground but I assume that's because there aren't any bins around and they dont want to carry dog poo for long. Having more bins could improve this situation I think.	Operational matter forwarded to NCPA for action. No recommended changes to Community Plan.
		Also would be great for our towns to have more green spaces, lawned areas with bench seats, people love going on walks through green areas and it is so good for our mental health to be out in nature. More services/support for elderly people in the Barossa would be great.	There is significant open spaces in our towns, if Council which to pursue more open space it is recommended this be a future investigation as part of the Corporate Plan that is a matter for Council to determine as part of annual budgeting and business planning processes. No recommended changes to Community Plan.

		Strengthen legislation for character preservation More and more trees would be great, lining our streets with more trees or even plants would be a great step and will help with climate change.	Barossa has an extensive tree canopy however as main streets are upgraded tree planting is key to delivery. Tree Management Policy also under development with draft to be delivered to Council workshop in September for comment. No recommended changes to Community Plan.
		With the 'revitalise the main streets' in the summary it would be good to have clarification on this and what revitalising means, if this means upgrades to the roads, footpaths and more greenery then that sounds good. I would also like clarification on higher density housing does this mean multiple storey buildings or just a double storey house? It's hard to make comment on that without knowing which it is. I know myself and many others would not like to see huge tall multiple storey buildings in the Barossa, it would not make the Barossa the Barossa.	The Growth and Investment Strategy work is informing this through densification strategies, what form that takes is part of this strategy still under development. No recommended changes to Community Plan.
		I think having people show their connection to primary land could work. Would be great to see our agricultural land in the Barossa protected and preserved and not rezoned and developed for housing, we can't lose any more prime farm land. Our farmers and primary producers should be supported and it would be great if when properties are sold they are protected to be sold as agricultural land or hobby farms so that they can't be developed and that we preserve our natural areas and agriculture.	There is already controls that prohibit division of primary production land in law. Further work ahs been done to better define character and we are in conversations with the State to undertake code amendments to better protect but also activate primary production land. No recommended changes to Community Plan.
		Would also like clarification on changing Bethany and Krondorfs rural area to township, does this mean more development in those rural areas? If so what sort? Would be great to see these areas kept rural and not housing subdivisions. Would be great to see those rural areas preserved for agriculture and nature.	See comment above rural areas cannot be rezoned or subdivided for housing development. No recommended changes to Community Plan.
		Would love to see more nature reserves built or the ones we have preserved and bring more people into nature.	Nature reserve are assumed to be national parks and the like, there a multiple in the Council area, and would be a advocacy piece of work with the State if Council wished to prioritise this work. Also requires access to land. No recommended changes to Community Plan.

		Another dog park for smaller dogs and not separating the one in half that we have, which is only really just big enough for big dogs, putting a fence through the middle would make it so small, dogs love to run. Increase biodiversity, protect our nature reserves, improve roads, protect our agricultural land, plant more trees and plants Thankyou for reading through this feedback.	Prior council already determined that two parks if reasonable and parks for larger and smaller dogs was not required. However if Council which to pursue more dog parks space it is recommended this be a future investigation as part of the Corporate Plan that is a matter for Council to determine as part of annual budgeting and business planning processes. No recommended changes to Community Plan. Work continues on biodiversity, tree canopy, land within our control and there are rarely legislation protection for primary production land. No recommended changes to Community Plan.
8	Anonymous	Would like clarification on 'land available for subdivision' in Eden Valley, what sort of land and for what sort of subdivision? More tree lined streets, more plants around the Barossa, plant more native species	This is an operational question, as the submission is anonymous, we cannot respond, however land available for land division in Eden Valley is defined by the township boundary. The challenge for land division in that areas is access to critical and essential services. Work continues around biodiversity, tree canopy, and land within our control. No recommended changes to Community Plan.
9	Anonymous	Implementing the Barossa train line would be great, could have heritage train Would like to see planting of more trees Thank you for reading our communities feedback on this draft proposal	This has been researched and considered by consecutive governments, whilst not being privy to the actual reports and or outcomes of State investigations it is known significant investment would be required by the State. Ultimately it is a matter for the State our roll is public transport is advocacy and this is covered as a general principle in the plan. Tree matters already addressed at other feedback above. No recommended changes to Community Plan.

Project Report

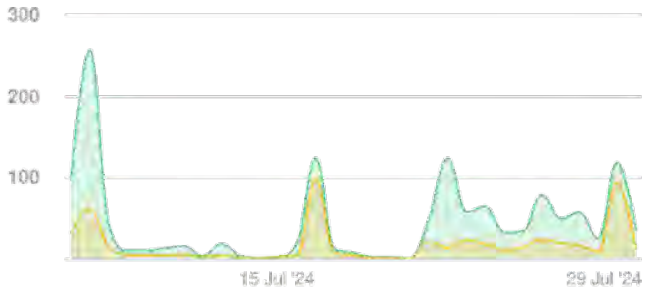
03 July 2024 - 02 August 2024

Your Say Barossa

Community Plan 2024-2044

BANG THE TABLE engagementHQ

Visitors Summary



Pageviews Visitors

Highlights

TOTAL VISITS	MAX VISITORS PER DAY
725	97

NEW REGISTRATIONS
1

ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
5	240	479

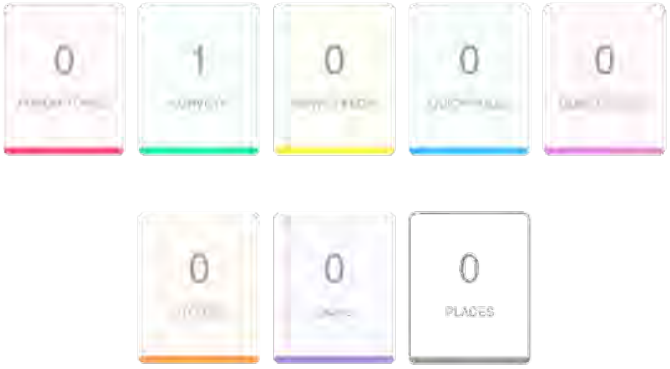
Aware Participants	479
Aware Actions Performed	Participants
Visited a Project or Tool Page	479

Informed Participants	240
Informed Actions Performed	Participants
Viewed a video	0
Viewed a photo	0
Downloaded a document	228
Visited the Key Dates page	0
Visited an FAQ list Page	0
Visited Instagram Page	0
Visited Multiple Project Pages	94
Contributed to a tool (engaged)	5

Engaged Participants	5		
Engaged Actions Performed	Registered	Unverified	Anonymous
Contributed on Forums	0	0	0
Participated in Surveys	0	0	5
Contributed to Newsfeeds	0	0	0
Participated in Quick Polls	0	0	0
Posted on Guestbooks	0	0	0
Contributed to Stories	0	0	0
Asked Questions	0	0	0
Placed Pins on Places	0	0	0
Contributed to Ideas	0	0	0

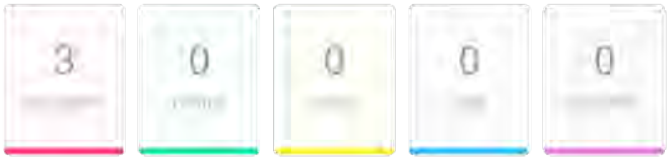
Your Say Barossa : Summary Report for 03 July 2024 to 02 August 2024

ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Community Plan 2024-2044	Published	29	0	0	5

INFORMATION WIDGET SUMMARY



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Community Plan 2024-2044 - Draft for Community Consultation.PDF	209	414
Document	Updated and Realigned Corporate Plan 2024-2028.PDF	25	33
Document	Community Plan Review - Research and Information Paper - Final.PDF	24	28

ENGAGEMENT TOOL: SURVEY TOOL

Community Plan 2024-2044

Visitors 29	Contributors 5	CONTRIBUTIONS 7

No Graphs to show

Pro Tip:

The following types of questions are shown here as graphs.

Dropdown Type Question

Checkbox Type Question

Radio Type Question

Region Type Question

Number Type Question

Text based responses are not shown in this report.

VISITORS					
29					
CONTRIBUTORS			RESPONSES		
5			7		
0 Registered	0 Unverified	5 Anonymous	0 Registered	0 Unverified	7 Anonymous

Respondent No:	1	**Responded At:**	Jul 25, 2024 18:53:35 pm
Login:	Anonymous	**Last Seen:**	Jul 25, 2024 18:53:35 pm
Email:	n/a	**IP Address:**	n/a

Q1. **Provide feedback on the draft Barossa Community Plan 2024-2044.**

With increase in housing development particularly with Concordia, comes families. Children in families grow into adolescents who need things to do, jobs and schools to go to. There is currently 1 public high school in the region, no everyday shopping conveniences for basic home supplies and personal needs. The cost of buying anything in the Barossa is overpriced for families. What are you planning in these areas? As stated in the plan the community is aging, but there are also many younger people here too with nothing to do. Even as a middle aged person. Open up some infrastructure to cater. The Barossa is looking old, out dated and quickly losing its appeal amongst the tourists.

Respondent No: 2		**Responded At:**	Jul 27, 2024 06:47:07 am
Login: Anonymous		**Last Seen:**	Jul 27, 2024 06:47:07 am
Email: n/a		**IP Address:**	n/a

Q1. **Provide feedback on the draft Barossa Community Plan 2024-2044.**

Your community plan is missing any vision of how the barossa council could add alternate revenue streams, thus you are adding more pressure to rate payers instead of protecting them from the 21st century cyber threats. I have a family friend living in Barossa who had monies stolen online, now they are concerned they will not be able to pay their rates. Councils have a unique financial arrangement with rate payers like no other level of government as rate payers are a recurring debtor of the barossa council. I would like to suggest that the barossa council start to add a layer of protection for rate payers and their families, in a nut shell IT is now possible to educate hackers and scammers via results engins go pages http://rehnbier.5o.au that the council is actively monitoring financial transactions & credit applications of a rate payer who is going to be notified of any changes to these arrangement by the local government. For 10 years I installed / upgraded hardware and software for local governments on the eastern sea board of Australia, thus I have a acute understanding of the difficulties of 'balancing the books' that each council faces. These innovate services would over time I believe become a significant alternate revenue stream to the rates base.

Respondent No:	3	**Responded At:**	Jul 31, 2024 16:57:36 pm
Login:	Anonymous	**Last Seen:**	Jul 31, 2024 16:57:36 pm
Email:	n/a	**IP Address:**	n/a

Q1. **Provide feedback on the draft Barossa Community Plan 2024-2044.**

It will be extremely important for the Barossa Council to take into consideration the estimated large growth in population, in comparison to the community facilities currently available in the region. A new health service/hospital and expansion to indoor sporting and recreational facilities will be vital.

Respondent No: 4		**Responded At:**	Aug 02, 2024 11:44:08 am
Login: Anonymous		**Last Seen:**	Aug 02, 2024 11:44:08 am
Email: n/a		**IP Address:**	n/a

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Hoping the spelling and grammatical errors are fixed up prior to finalising? The 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. To..... To cultivate a dynamic and flourishing community where individuals support one another, engage in enjoyable activities, and foster a sense of belonging, community spirit, and connection to the Barossa region. Our Values- Spelling error- Community Spirit- 'vistas' to visitors? Our Council- Spelling error- 'proserity' to prosperity? History- Could be completely re-written- it reads all over the place? Km2 and population discrepancies- also listed twice? Lyndoch being first settlement of the Barossa- discrepancies on dates? Bethany?

Respondent No: 5		**Responded At:**	Aug 02, 2024 16:19:35 pm
Login: Anonymous		**Last Seen:**	Aug 02, 2024 16:19:35 pm
Email: n/a		**IP Address:**	n/a

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Email:	n/a	**IP Address:**	n/a

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Email: n/a		**IP Address:**	n/a

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Community Plan Review – Consultation Summary

Consultation Closed 5pm Friday 2 August 2024 – Submissions received outlined below.

	Source	Submission	Recommendation
1	Staff member	Proposed wording changes to more active goals (creating, implementing, supporting): Creating places and spaces that enhance liveability and retain regional character and diversity of our communities Delivering effective, efficient and valued services to the community as a leader in regional Local Government To me the vision is a little unwieldy; could consider removing "and come together to have fun" to keep it succinct eg To create a vibrant and growing community where people support once another and foster a sense of belonging, community spirit and connection to the Barossa.	No recommended amendment on goals: • "Our Places" is active in tense it states it is about enhancing the liveability, retaining rural and regional character, and enhancing our diversity. • "Our Council" is active as it strives and commits to delivering.... Vision for council to determine if it wishes to amend. The statement suggested is not significantly different to that stated.
2	Anonymous	With increase in housing development particularly with Concordia, comes families. Children in families grow into adolescents who need things to do, jobs and schools to go to. There is currently 1 public high school in the region, no everyday shopping conveniences for basic home supplies and personal needs. The cost of buying anything in the Barossa is overpriced for families. What are you planning in these areas? As stated in the plan the community is aging, but there are also many younger people here too with nothing to do. Even as a middle aged person. Open up some infrastructure to cater. The Barossa is looking old, out dated and quickly losing its appeal amongst the tourists.	Many of the matters raised such as school investment, shopping services, pricing of goods and services are matters for which fall outside of our direct responsibilities however are catered for in advocacy and regional planning. The Growth and Investment Strategy is about assisting with long term planning of our community as is the current work on Concordia. Council continues to invest in infrastructure upgrades and new infrastructure where business cases support the investment. Work on supporting business and tourism is ongoing and supported by the plan as written, along with the Local Economic Development Plan and reform ideas being developed to support economic development activation events and other future needs to come to Council soon. No recommended amendment to the plan the themes raised are covered under "Our Community", "Our Places" and "Our Economy".
3	Anonymous	Your community plan is missing any vision of how the barossa council could add alternate revenue streams, thus you are adding more pressure to rate payers instead	This is a strategic concept worthy of further investigation, not just limited to the suggested service but generall revenue generation.

		of protecting them from the 21st century cyber threats. I have a family friend living in Barossa who had monies stolen online, now they are concerned they will not be able to pay their rates. Councils have a unique financial arrangement with rate payers like no other level of government as rate payers are a recurring debtor of the barossa council. I would like to suggest that the barossa council start to add a layer of protection for rate payers and their families, in a nut shell IT is now possible to educate hackers and scammers via results engins go pages http://rehnbier.5o.au that the council is actively monitoring financial transactions & credit applications of a rate payer who is going to be notified of any changes to these arrangement by the local government. For 10 years I installed / upgraded hardware and software for local governments on the eastern sea board of Australia, thus I have a acute understanding of the difficulties of 'balancing the books' that each council faces. These innovate services would over time I believe become a significant alternate revenue stream to the rates base.	Suggest this is a piece of work that can be aligned to policy frameworks already in existence lease and licencing and events but more broadly how we assist groups to commercialise outcomes but also our own commercial outcomes. Recommended the plan be amended as part of "Our Economy" to maximise community economic return.
4	Community Member	Typographic error on page 10 should be 2044 not 2024	Amendment made to draft plan.
5	Anonymous	It will be extremely important for the Barossa Council to take into consideration the estimated large growth in population, in comparison to the community facilities currently available in the region. A new health service/hospital and expansion to indoor sporting and recreational facilities will be vital.	Agreed and is covered as general principles in the plan. We continue to advocate for broader infrastructure needs such as health, roads, water and the like. No recommended changes to Community Plan.
6	Anonymous	Hoping the spelling and grammatical errors are fixed up prior to finalising? The 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. To..... To cultivate a dynamic and flourishing community where individuals support one another, engage in enjoyable activities, and foster a sense of belonging, community spirit, and connection to the Barossa region. Our Values- Spelling error- Community Spirit- 'vistas' to visitors? Our Council- Spelling error- 'proserity' to prosperity? History- Could be completely re-written- it reads all over the place? Km2 and population discrepancies- also listed twice? Lyndoch being first settlement of the Barossa- discrepancies on dates? Bethany?	Reviewed as per feedback. Vision changes is for Council to determine, was developed taking account staff, member and various recent community engagement input. Vista's is correct as it is reflecting the landscape and views.

7	Anonymous	Reading through the draft community plan and summary I would like to suggest a few things. Great to see promotion of heritage listing buildings and would love to see this enforced more as we have so many buildings in the Barossa that should be heritage listed and protected as they are a huge part of our character and people love this about our towns, we are unique. I think using some of these buildings for business, small business, meeting places is a good idea to use the space whilst keeping the building the same.	Noted and work of Local Economic Development Plan implementation and Growth and Investment Strategy support this strategy. Further information will come around resourcing and structure to support these aspirations. No recommended changes to Community Plan.
		Was thinking of something the council could implement for our community whether there would be much support or interest in it though is we could have a town/barossa/community day or days to bring our community together, showcasing local produce, products etc, have markets, games for kids, agricultural learning experiences, could have this on the opposite year to the Vintage parade? Like the bethany history fair a few years ago that was excellent.	Noted this plan supports such initiatives and can be assessed as Local Economic Development Plan and Event Strategy put in place. Both pieces of work are progressing and structure, policy and resourcing coming to Council in the near future. No recommended changes to Community Plan.
		Another suggestion would be to improve the Nuriootpa duck pond in Coulthard reserve as people love visiting the duck pond, especially tourists but it is often quite messy and no water in it.	Council has been previously brief on the pond the return of water will not occur, bit is required as a temporary water store. No recommended changes to Community Plan.
		Would love to see more bins also around Coulthard reserve where people walk their dogs because so many irresponsible people leave dog bags behind on the ground but I assume that's because there aren't any bins around and they dont want to carry dog poo for long. Having more bins could improve this situation I think.	Operational matter forwarded to NCPA for action. No recommended changes to Community Plan.
		Also would be great for our towns to have more green spaces, lawned areas with bench seats, people love going on walks through green areas and it is so good for our mental health to be out in nature. More services/support for elderly people in the Barossa would be great.	There is significant open spaces in our towns, if Council which to pursue more open space it is recommended this be a future investigation as part of the Corporate Plan that is a matter for Council to determine as part of annual budgeting and business planning processes. No recommended changes to Community Plan.

		Strengthen legislation for character preservation More and more trees would be great, lining our streets with more trees or even plants would be a great step and will help with climate change.	Barossa has an extensive tree canopy however as main streets are upgraded tree planting is key to delivery. Tree Management Policy also under development with draft to be delivered to Council workshop in September for comment. No recommended changes to Community Plan.
		With the 'revitalise the main streets' in the summary it would be good to have clarification on this and what revitalising means, if this means upgrades to the roads, footpaths and more greenery then that sounds good. I would also like clarification on higher density housing does this mean multiple storey buildings or just a double storey house? It's hard to make comment on that without knowing which it is. I know myself and many others would not like to see huge tall multiple storey buildings in the Barossa, it would not make the Barossa the Barossa.	The Growth and Investment Strategy work is informing this through densification strategies, what form that takes is part of this strategy still under development. No recommended changes to Community Plan.
		I think having people show their connection to primary land could work. Would be great to see our agricultural land in the Barossa protected and preserved and not rezoned and developed for housing, we can't lose any more prime farm land. Our farmers and primary producers should be supported and it would be great if when properties are sold they are protected to be sold as agricultural land or hobby farms so that they can't be developed and that we preserve our natural areas and agriculture.	There is already controls that prohibit division of primary production land in law. Further work ahs been done to better define character and we are in conversations with the State to undertake code amendments to better protect but also activate primary production land. No recommended changes to Community Plan.
		Would also like clarification on changing Bethany and Krondorfs rural area to township, does this mean more development in those rural areas? If so what sort? Would be great to see these areas kept rural and not housing subdivisions. Would be great to see those rural areas preserved for agriculture and nature.	See comment above rural areas cannot be rezoned or subdivided for housing development. No recommended changes to Community Plan.
		Would love to see more nature reserves built or the ones we have preserved and bring more people into nature.	Nature reserve are assumed to be national parks and the like, there a multiple in the Council area, and would be a advocacy piece of work with the State if Council wished to prioritise this work. Also requires access to land. No recommended changes to Community Plan.

		Another dog park for smaller dogs and not separating the one in half that we have, which is only really just big enough for big dogs, putting a fence through the middle would make it so small, dogs love to run. Increase biodiversity, protect our nature reserves, improve roads, protect our agricultural land, plant more trees and plants Thankyou for reading through this feedback.	Prior council already determined that two parks if reasonable and parks for larger and smaller dogs was not required. However if Council which to pursue more dog parks space it is recommended this be a future investigation as part of the Corporate Plan that is a matter for Council to determine as part of annual budgeting and business planning processes. No recommended changes to Community Plan. Work continues on biodiversity, tree canopy, land within our control and there are rarely legislation protection for primary production land. No recommended changes to Community Plan.
8	Anonymous	Would like clarification on 'land available for subdivision' in Eden Valley, what sort of land and for what sort of subdivision? More tree lined streets, more plants around the Barossa, plant more native species	This is an operational question, as the submission is anonymous, we cannot respond, however land available for land division in Eden Valley is defined by the township boundary. The challenge for land division in that areas is access to critical and essential services. Work continues around biodiversity, tree canopy, and land within our control. No recommended changes to Community Plan.
9	Anonymous	Implementing the Barossa train line would be great, could have heritage train Would like to see planting of more trees Thank you for reading our communities feedback on this draft proposal	This has been researched and considered by consecutive governments, whilst not being privy to the actual reports and or outcomes of State investigations it is known significant investment would be required by the State. Ultimately it is a matter for the State our roll is public transport is advocacy and this is covered as a general principle in the plan. Tree matters already addressed at other feedback above. No recommended changes to Community Plan.

Project Report

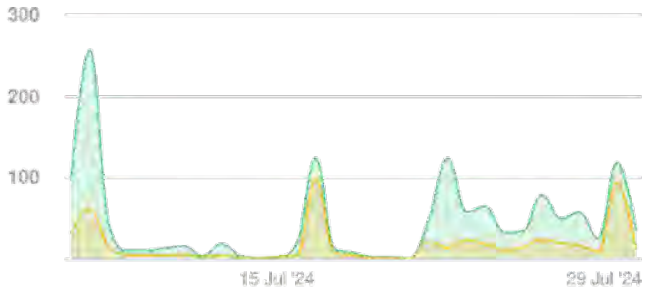
03 July 2024 - 02 August 2024

Your Say Barossa

Community Plan 2024-2044

BANG THE TABLE engagementHQ

Visitors Summary



Pageviews Visitors

Highlights

TOTAL VISITS	MAX VISITORS PER DAY
725	97

NEW REGISTRATIONS
1

ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
5	240	479

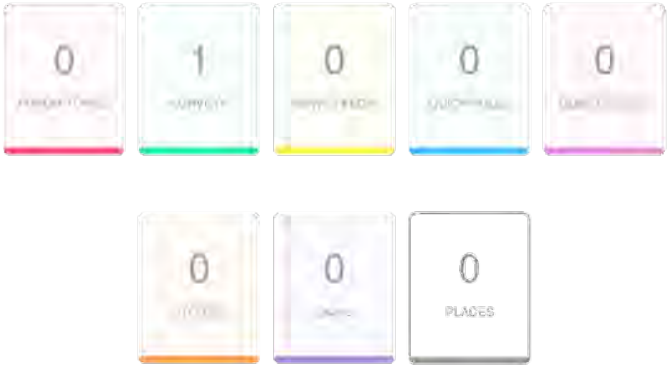
Aware Participants	479
Aware Actions Performed	Participants
Visited a Project or Tool Page	479

Informed Participants	240
Informed Actions Performed	Participants
Viewed a video	0
Viewed a photo	0
Downloaded a document	228
Visited the Key Dates page	0
Visited an FAQ list Page	0
Visited Instagram Page	0
Visited Multiple Project Pages	94
Contributed to a tool (engaged)	5

Engaged Participants	5		
Engaged Actions Performed	Registered	Unverified	Anonymous
Contributed on Forums	0	0	0
Participated in Surveys	0	0	5
Contributed to Newsfeeds	0	0	0
Participated in Quick Polls	0	0	0
Posted on Guestbooks	0	0	0
Contributed to Stories	0	0	0
Asked Questions	0	0	0
Placed Pins on Places	0	0	0
Contributed to Ideas	0	0	0

Your Say Barossa : Summary Report for 03 July 2024 to 02 August 2024

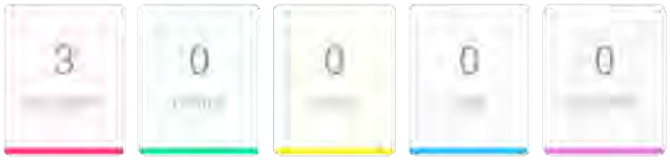
ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Community Plan 2024-2044	Published	29	0	0	5

Your Say Barossa : Summary Report for 03 July 2024 to 02 August 2024

INFORMATION WIDGET SUMMARY



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Community Plan 2024-2044 - Draft for Community Consultation.PDF	209	414
Document	Updated and Realigned Corporate Plan 2024-2028.PDF	25	33
Document	Community Plan Review - Research and Information Paper - Final.PDF	24	28

ENGAGEMENT TOOL: SURVEY TOOL

Community Plan 2024-2044

Visitors 29	Contributors 5	CONTRIBUTIONS 7

No Graphs to show

Pro Tip:

The following types of questions are shown here as graphs.

Dropdown Type Question

Checkbox Type Question

Radio Type Question

Region Type Question

Number Type Question

Text based responses are not shown in this report.

VISITORS					
29					
CONTRIBUTORS			RESPONSES		
5			7		
0 Registered	0 Unverified	5 Anonymous	0 Registered	0 Unverified	7 Anonymous

Respondent No:	1	**Responded At:**	Jul 25, 2024 18:53:35 pm
Login:	Anonymous	**Last Seen:**	Jul 25, 2024 18:53:35 pm
Email:	n/a	**IP Address:**	n/a

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Respondent No: 2		**Responded At:**	Jul 27, 2024 06:47:07 am
Login: Anonymous		**Last Seen:**	Jul 27, 2024 06:47:07 am
Email: n/a		**IP Address:**	n/a

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Respondent No:	3	**Responded At:**	Jul 31, 2024 16:57:36 pm
Login:	Anonymous	**Last Seen:**	Jul 31, 2024 16:57:36 pm
Email:	n/a	**IP Address:**	n/a

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Login: Anonymous		**Last Seen:**	Aug 02, 2024 16:41:16 pm
Email: n/a		**IP Address:**	n/a

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DEBATE REPORT

7.1 Office of the Mayor and CEO

7.1.4 REVIEW OF ECONOMIC DEVELOPMENT, EVENTS, TOURISM SERVICES - OUTCOME 1 - RESTRUCTURE CORPORATE SERVICES AND BUSINESS INNOVATION

Author: Chief Executive Officer
24/80830

PURPOSE

To support the early realignment of Tourism Services and economic development activities within the Corporate Services and Business Innovation Directorate pending finalisation of structural planning arising from an independent review of Economic Development, Events, Communications and Marketing, Customer Experience and Tourism Services.

RECOMMENDATION

That Council, acknowledging that further structural and budget information is to be presented at a later date, support the early realignment of responsibilities to better manage the strategic needs of Council and the community, implementation of the Local Economic Development Plan, growth and maturity in event activation and general economic development:

(1) Restructure the Corporate Services and Business Innovation Directorate as outlined in this report and pursuant to Section 100 of the *Local Government Act 1999* create the office of Deputy Chief Executive which shall be combined with the restructured role of Director, Corporate Services and Business Innovation and instruct the Chief Executive Officer to proceed with the proposed structural change.

(2) Concur with the Chief Executive's proposed appointment of the current Director, Corporate Services and Business Innovation to the combined role of Deputy Chief Executive Officer and Director, Corporate Services, Strategy, and Innovation.

(3) Pursuant to Section 99, having been consulted on the structure and noting the proposal does not alter the general structure to a significant degree, endorse that the Executive Leadership Team members are those occupying the positions of:
   a. The Director, Corporate Services, Strategy and Innovation and Deputy Chief Executive Officer (growth and changes associated with the current Director Community Services and Business Innovation).
   b. The Director, Infrastructure and Environmental Services (no amendment to role or activity of directorate)
   c. The Director, Development and Community Services (no amendment to role or activity of directorate).

d. Chief Executive Officer, Office for the Mayor and CEO (various changes to this role to integrate with the Deputy Chief Executive Officer and Director, Corporate Services, Strategy and Innovation.

REPORT

Background

As part of the approved Corporate Plan and Council's and the executive team's commitment to continuous improvement, ongoing review of service levels and optimisation of the CEO's sustainability and capacity, a review of our tourism, events, economic development, and other strategic services has been undertaken.

Introduction

Whilst we continue to work through the final details to present to Council there are some clear and early structure changes that should be considered, and one clear outcome is recommended for immediate adoption.

Discussion

As the proposal and changes require consideration and consultation with Council, as a formal requirement, this report addresses the first recommendation being to appoint a Deputy Chief Executive Officer and combine the role with the Director, Corporate Services and Business Innovation. The recommendation going forward is to expand the footprint of this Directorate to have oversight of:

- Strategic legislative planning and reporting, whilst some of this was present in the directorate previously there are gaps in the current resourcing that need to be resolved.
- Using the work and relationships in place through our Local Economic Development Plan to better define internally and externally what area of Council is responsible for overarching development and growth in economic development, event activation and strategic planning.
- Whilst some of these roles bridge all areas of the organisation, currently there is no single Directorate that is responsible for translating strategic investigations on matters, policy issues, community needs and wants of both social and hard infrastructure, across the organisation.
- The Local Economic Development Plan has been adopted for some two years, however resourcing and structure to support the plan has not been assessed and is also a strategic gap.

The clear intent of the past two business cases for reform, tabled and approved by the prior Council, focussed on service provision. The current environment is seeing greater emphasis on continuing to better integrate strategic need analysis with operational outcomes. A successful example of this is The Big Project, but we need to do it on a wider basis. Presently the ad hoc nature of strategy development, despite the greatest intent of the executive whilst also navigating and extremely busy investment cycle, requires addressing.

The driver to establish the office of the Deputy Chief Executive Officer whilst reforming the Director's role is to address the above strategic issues and play to the strengths of the organisation and individuals within it. A revised job specification for the new role and Chief Executive Officer's role is at Attachment 1.

The nexus between the current Director's role and the Deputy Chief Executive Officer, is that structurally Council has two clear delivery arms, Development and Community Services and Infrastructure and Environmental Services. The current role of Director, Corporate Services and Business Innovation is mainly focussed on the cross-organisation services, human resources, risk, information services, procurement, property, finance, enterprise technology, business process and technology innovation, customer support and now has assumed the first arm of economic services (tourism services). The new direction will properly integrate our disparate economic and event activation activities and strategic planning in one directorate. The Chief Executive Officer will continue and will be able, once the full solution is implemented, to reduce the operational support provided to the organisation.

It is ultimately considered that as the organisation expands with normal growth plus Concordia in the mid to long term, a fourth strategic directorate will be required, however at this time, and with the aid of hindsight, a fourth directorate is not warranted at this time. However, to support the early realignment of Tourism Services and economic development activities within the Corporate Services and Business Innovation Directorate and to address the ongoing workload challenges experienced at CEO level, the structural changes discussed in this report are recommended for support.

Further to the above, Officer's would like to flag that the preliminary results of structural planning arising from the independent review of Economic Development, Events, Communications and Marketing, Customer Experience and Tourism Services, whilst subject to further internal consultation, indicate there is a resourcing need to support the Deputy CEO/Director role with a new Senior Manager who will have direct carriage of core strategy, economic activation and innovation functions and an economic development officer along with staff undertaking the broader functions. The nature of these roles is still being assessed. As we work through this model it may need to be implemented over a period to allow the budget to support it, however further advice will be shared via a presentation to Council at an upcoming workshop,

A high-level organisational structure of the current recommended change, along with the indicative role of Senior Manager is presented at Attachment 2.

Summary and Conclusion

The early realignment of Tourism Services and economic development activities within the Corporate Services and Business Innovation Directorate pending finalisation of structural planning arising from an independent review of Economic Development, Events, Communications and Marketing, Customer Experience and Tourism Services has now taken place. Whilst the formal review of these functions is still underway, the recommendation is to support the establishment of the Deputy Chief Executive Officer position and combine with the current Director Corporate Services and Business Innovation to commence addressing the future needs of our growing community as it faces complex challenges:

- Strategic direction opportunities and shortfalls in the organisation.
- Better invest in and deliver upon the Local Economic Development Plan.
- Better engagement with our partners, industry, and stakeholders at all levels, ensuring clear responsibilities within the organisation.
- Reduce (not remove) operational needs being addressed by the Chief Executive Officer.

- Invest in long-term thinking strategy and policy to grow on the success of The Big Project vision and bring it to the next level in the organisation and embed it as a critical future pathway.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Position Descriptions
Attachment 2 Revised Executive Structure Diagram

Supporting references
Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Business and Employment

Goal

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

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.

Corporate Plan

CS10 Economic Development - Facilitating the economic well-being and quality of life of the local businesses and the community
CS11 Events - Management of community development projects and events, including enquiries and logistics. Event management supporting a variety of internal service areas and community that support the delivery of successful, community focused events.

CS21 Tourism - Provision of a range of tourism services and business and economic development support. This includes managing the nationally accredited Barossa Visitor Centre; development and maintenance of tourism resources both digital and printed.

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

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 99 and 100 of the Local Government Act 1994

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

There are no financial or resource impacts directly related to the appointment of a combined Deputy Chief Executive Officer and Director role. There will be resourcing needs to better support the above direction through a senior manager and economic development officer, these are being specified presently but will be in the order of $250K per annum. This has been factored into the updated long term financial plan that is being presented as part of other reports to this agenda and is sustainable within the plan, addressing a raft of opportunities and risks outlined in this report. In summary, those risks and opportunities go to Council's work health and safety requirements; strategic risk such as planning for the future in an ever and rapidly changing world; not losing the momentum built up over the last 8 years for The Big Project, which is no longer resourced as it was for planning and strategy; and, better regional, State and national advocacy.

As outlined in agenda item 7.1.5 Updated Long Term Financial Plan – 2024-2025 to 2033-2034, the very preliminary estimated have been included in this update. The long-term financial plan outcomes in full are detailed in the updated report. The relevant outcomes and indicators are:

2024-25 Original Budget	**Approved LTFP and Original Budget $'000**	**Revised LTFP $'000**	**Change – Positive / (Negative) $'000**	**Indicator**
Operating Surplus / (Deficit)	(437)	(493)	(56)	
Borrowings at 30 June 2025	40,605	38,599	2,006	
Net Cash at 30 June 2025	39	93	54	

Operating Surplus Ratio 3 Year rolling	0.0%	0.0%	0.0%	
Net Financial Liabilities	93.6%	88.8%	4.8%	
Asset Renewal Funding Ratio	129.4%	128.0%	(1.4%)	

10 Year Long Term Financial Plan	**Approved LTFP $'000**	**Revised LTFP $'000**	**Change – Positive / (Negative) $'000**	**Indicator**
Operating Surplus / (Deficit) - Cumulative Result at 30 June 2034	11,188	13,383	2,195	
Borrowings at 30 June 2034	2,144	3,778	(1,634)	
Net Cash at 30 June 2034	29	817	788	
Operating Surplus Ratio 3 Year rolling	3.5%	4.1%	0.6%	
Net Financial Liabilities at 30 June 2034	11.8%	13.0%	(1.2%)	
Asset Renewal Funding Ratio – Ave	105.6%	108.8%	3.2%	

COMMUNITY ENGAGEMENT

Nil recommended or required.

Position Description

Title:	**Deputy Chief Executive Officer and Director Corporate Services, Strategy, and Innovation**
Classification:	Senior Officer - Contract
Department:	Corporate Services, Strategy, and Innovation
Current Occupant:	Joanne Moen
This Position Reports To:	Chief Executive Officer
Reporting To This Position:	Senior Manager; Manager, Financial Services; Manager, Enterprise Technology, and Innovation; Manager, Corporate Services; Manager, Organisational Culture and People; Business Improvement Partner.
Location:	Nuriootpa Main Office
Date Last Reviewed:	August 2024
Approved by:	In Draft

Corporate Objectives

All Employees of Council contribute to Council's strategic goals and objectives. The Barossa Community Plan 2024 – 2044 lays the foundation for all strategic decisions made by Council and is supported by a Corporate Plan. The Community Plan provides a clear strategic direction across a range of areas, as well as serving as an overarching guide to measure our decision making and successful delivery of services. The Community Plan shows commitment to the values of Pride, Courageous Leadership, Community Spirit and Inclusiveness and reflects five aspiration goals and strategic outcomes:

Creating a safe and connected community where people have access to sustainable services and service levels, the 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, retain rural and regional character and diversity of our communities.

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

Customer Service

Council values its customers and strives to provide the right people, efficient processes and systems to deliver a quality customer experience. Every role within Council serves an internal or external customer and we are committed to ensuring that customers are at the centre of everything we do.

Staff Values and Vision

Our organisational culture is built upon our values of being Inclusive, Progressive and Resilient, with our ultimate vision being that 'Our service uplifts our community'.

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.

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Position Overview

As an active member of the Executive Leadership Team, the Deputy Chief Executive Officer and Director Corporate Services, Innovation and Economic Strategy (DCEO&D) is accountable for collaborative contribution to the overall strategic management and enhancement of Council. Further. The DCEO&D is responsible for effectively leading the strategic direction and operation of Council's Corporate Services, Strategy and Innovation Directorate and support the Chief Executive Officer in leading the organisation, through the application of visionary leadership practice that fosters and enables performance optimisation, modernisation and transformation of the corporate business services, systems, practices and people that support and underpin the effective deployment of service delivery operations to the community.

Key Responsibilities

Leadership

- Lead and drive the achievement of organisational and Directorate strategic objectives through the application of strategic leadership in the areas of the organisation and Directorate in accordance with Council's core organisational values.
- As a member of the Executive Leadership team, contribute to the overall development, implementation, execution and ongoing improvement of Council's organisational strategic objectives and community and corporate planning initiatives in order to generate improved outcomes for the community and the organisation.
- Provide strategic leadership across the organisation with a focus on the application of continuous improvement, best practice and contemporary management methodologies that promote a culture of change and innovation in order to generate efficiencies savings, and to enhance the interests of Council and the community.
- Apply a highly effective, visible, contemporary and customer-centric approach to the leadership and management of Directorate resources and operations in order to ensure all Corporate Service and Change operations are achieved and optimised commensurate with applicable statutory and service delivery obligations, strategic objectives and in alignment with best practice frameworks.
- Influence a high performing Directorate through the application of modern people management and leadership practices including the management of key processes associated with staff performance enhancement and the review and identification of direct report's training needs.
- Support the Chief Executive Officer to achieve a high performing organisation through the application of organisational change, modernisation, and leadership.
- Monitor, coach and mentor Directorate and organisational Leaders in order to inspire professional development, direction and purpose; and to support the development of high performing teams that are committed and aligned to the organisation's values and are effective in their service delivery and safety practice.
- Build organisational and team capability, accountability and responsiveness through the development and implementation of streamlined and improved frameworks, techniques, work practices and processes across all facets of the Directorate in order to achieve corporate goals.
- Attend and provide input to Council and committee meetings, ensuring professional and constructive representation.
- Prepare items to be included in reports and agendas to Council and proactively identify items that require broader corporate input, consultation and endorsement.
- Contribute towards the collaborative oversight, implementation, improvement and reporting of the Community and Corporate planning framework at the strategic level across the organisation.
- Contribute towards the development, regular review and reporting of Council Service Levels in order to track efficiencies, identify areas for improvement and monitor savings against the annual financial plan.
- Provide leadership to ensure Council's safety and environmental objectives are consistently met.
- Provide leadership and advice to the Chief Executive Officer on a wide array of strategic and operational matters.

Office of the Mayor and CEO

- Provide leadership and advice to the Chief Executive Officer, the Mayor and Council on a wide array of strategic and operational matters.
- Act as the Chief Executive Officer when absent from the workplace.

Corporate Services and Business Innovation

- Holistically lead and manage business innovation and continuous improvement programs, Communications and Engagement, Work Health and Safety, Enterprise Risk Management, Technology and Innovation, Property and Procurement, Governance and Information, People and Culture, Organisational Development, Customer and Financial services across Council; ensuring customer satisfaction is achieved throughout all corporate services and change outcomes and continuous improvement is applied in order to drive a high performing Directorate.
- Provide leadership and strategic management to the Directorate and oversee the development of strategic frameworks and plans ensuring alignment to organisational objectives and to implement optimised service delivery across all Directorate portfolios.
- Ensure best practice in accordance with relevant legislation, Council policies, processes, internal control and agreed strategic direction as it relates to the Directorate.

Business Transformation and Change Management

- Lead and oversee the design and implementation of whole of organisation reform that encompasses strategic people, process and system transformation in order to drive operational continuous improvement and high performance that positions Council as industry leading, highly effective, progressive, service oriented and humanistic.
- Lead and oversee strategic reform and continuous improvement and all resulting project activity as it relates to the Directorate portfolios.
- Ensure that policy development supporting change project implementation across the organisation embeds a customer focused and service quality approach.
- Effectively utilise performance data to measure, report on and inform organisational change activity in alignment with community and corporate planning objectives and service delivery obligations.
- Strategically partner with key internal and external stakeholders by building effective and productive relationships and rapport in order to assist in organisational change management, adoption and implementation.

Organisational Development

- Lead reform and provide strategic oversight of the ongoing development and implementation of appropriate employee relations strategies and practices in compliance with employment legislation, Awards and Council policies.
- Oversee the development, implementation and review of human resource management policies and practices to ensure they effectively meet a dynamic environment and address emerging trends.
- Oversee the review, development, implementation and monitoring of staff development and performance management programs, systems and processes.
- Utilise data and insights related to the organisation's human resources to drive the modernisation of Council's people practices that support employer of choice methodologies.

Enterprise Risk Management and Work Health and Safety

- Lead reform and provide strategic oversight of the ongoing development and implementation of Council's Risk Management System including risk management policies, systems and processes that are compliant with relevant legislation and meet the needs of the organisation.
- Oversee the development, implementation, management and improvement of Council's risk management framework including reporting to Council, the Audit Committee, auditors, and ELT as required.
- Oversee the development, implementation, management and improvement of Council's work health and safety system ensuring compliance with Performance Standards for Self-Insurers and the embedding of a safety culture.
- Ensure risk systems are appropriate for the needs of the organisation and are compliant, efficient and effective.

Procurement

- Lead the ongoing development, review and implementation of contemporary best practice procurement principles, strategies, processes, tools and frameworks in accordance with Council's procurement policy,

framework and systems to support the organisation to generate value for money procurement outcomes and ensure compliance with probity requirements.
- Oversee the ongoing coordination of Council panel contracts and centralised maintenance of Contractor information.
- Oversee the maintenance and administration of centralised procurement systems for Contract, Contractor and Tender Management.
- Oversee the provision of procurement and commercial support (including training and awareness) to contract superintendents/superintendent's representatives in the management of contracts, including periodical performance reviews, audits, variations, dispute resolution, close out reports and contract management tasks.

Property

- Lead the provision of objective, professional advice and assistance to customers/stakeholders, including sporting and community groups, commercial users and partner service providers in matters relating to Property agreements and associated responsibilities.
- Oversee the review, assessment, negotiation and management of commercial and community leases/licenses/permits, authorisations, caretaker agreements and management agreements on Community Land or Council property and associated financial transactions.
- Oversee the development and ongoing implementation of policies, procedures, and associated service levels relating to the management of Council's property portfolio.
- Provide specialist advice and oversee the acquisition and disposal of council properties.
- Ensure all Council properties and facilities are appropriately represented within Council's asset register and insured.
- Identify, develop and manage commercial/income generating opportunities and partnership projects on behalf of Council in consultation with Council's Development and Community Services Directorate.
- Oversee the administration of Council's Community Land Register and prepare, monitor, and review Community Land Management Plans in accordance with statutory requirements.

Governance

- Provide strategic oversight and lead the transformation and continuous improvement of Council's Governance function and framework in order to embed the principals of good governance into the culture of Council and to provide assurance that the business of Council is undertaken in a professional, ethical and transparent manner.
- Lead the high performance delivery of Council's Governance framework and ensure the framework is well managed, provides consistency and enables the organisation to meet its statutory obligations.
- Through a risk based and customer approach, ensure records management in Council is appropriately managed.
- Ensure that the Council's statutory obligations and legislative reforms are addressed in a timely and effective manner through appropriate policy, process and systems of operation including enquiries from oversight bodies.

Communications

- Provide strategic oversight and lead the transformation and continuous improvement of Council's Communications and engagement function through driving strategic communications activity and modern community engagement and consultation practice in order to strengthen Council brand, harness community engagement and build both community and workforce confidence. Lead the development, implementation, management and improvement of Council's Communications strategic direction ensuring the application of contemporary practice both internally and externally.
- Influence an internal communications agenda that is built on the principals of best practice communications and engagement methodologies in order to deliver transparent and inclusive communications for staff across all levels. Ensure there are systems that provide insights and data related to customer satisfaction levels and engagement related to digital communications for the organisation.

Enterprise Technology and Innovation

- Provide strategic oversight and lead the transformation and continuous improvement of Council's organisation-wide Enterprise Technology and Innovations systems and services.

- Oversee the development, implementation, management and improvement of Council's Technology and Innovation Management Framework including embedding a model of service delivery that provides optimum internal and external customer experience and enables effective delivery against Council service deliveries.
- Oversee the development, implementation and review of systems, services, policies and practices to ensure they effectively meet a dynamic environment and address emerging trends.

Customer Services

- Provide strategic oversight and lead the transformation and continuous improvement of Council's Customer Support function, both internally and externally in order to strengthen the value of Council and build both community and workforce confidence.
- Build a customer support service based around customer experience through a case management and consultative approach.
- Lead the development, implementation, management and improvement of Council's Customer Service strategic direction ensuring the application of contemporary practice both internally and externally.
- Influence an internal customer service agenda that is built on best practice customer service principles in order to deliver effective, relevant and professional services to staff across all levels, ensuring service delivery to the community is optimised.
- Implement systems within available resources and system capacity that provides meaningful insights and data related to customer satisfaction levels.

Financial Services

- Provide strategic oversight and lead the transformation and continuous improvement of Council's Financial Services, in accordance with agree business innovation pathways and the Financial Services Review of 2023.
- Ensure the provision of necessary budgetary, financial and management accounting, taxation and other transactional services are provided as required legislatively and with a customer focus.
- Lead the development, implementation, management and improvement of Council's Financial Service strategic direction ensuring the application of contemporary practice both internally and externally.
- Implement systems within available resources and system capacity that provides meaningful insights and data related to customer satisfaction levels.

Organisational Customer Service

- Demonstrate a commitment to the delivery of high level and professional customer service through the promotion of a quality customer experience both internally and externally.
- Promote a customer service culture and approach across the organisation that provides for high quality customer services and experience applicable internally and externally.
- Provide technically sound and well-informed advice and guidance to key internal and external stakeholders including Elected Members, the Chief Executive Officer and the Executive Leadership team as it relates to the Directorate and Council's strategic direction.

Finance, Reporting and Procurement

- Oversee all budget activity and ensure the preparation of the Directorate budget in support of the strategic and annual business plans of Council.
- Accountable for the management of the Directorate budget including the effective planning, development and implementation of projects and operations of the Directorate in a continuous improvement environment.
- Control, monitor and report on progress and expenditure against budget.
- Actively support the development of Council's budget and financial systems through the enforcement of policy, reporting and accountability frameworks.
- Evaluate and regularly report on Directorate outcomes and achievements, and make appropriate, data-driven and informed recommendations to the Chief Executive Officer.
- Review, monitor and analyse data related to Directorate financial performance and trends and utilise this information to provide recommendations for business improvement and inform progressive action.
- Oversee the effective application of procurement services and activity across the organisation by ensuring that goods and services for Council are obtained commensurate with Council's Procurement and Financial Delegation policies and guidelines and in an ethical, optimal and appropriate manner.

Economic Strategy and Activation

- Lead the development, monitoring and review of an organisation economic strategies, through the Local Economic Development Plan and other strategic targets aligned to our economic, social and governance framework in conjunction with the Chief Executive Officer.
- Ensure strategic approach to economic activation of Council resources, initiatives, events and other activities that align to Barossa's brand and identity and aspire to delivery on Commonwealth, State and local economic and community objectives and outcomes.
- Undertake a to engagement with all levels of Government, industry and sector partners and community to achieve economic outcomes that also support community development.
- Contribute to the preparation of plans and feasibility assessments of designated Council projects to optimise financial, economic, community and other outcomes for the Council and community.
- Support the Council and Chief Executive Officer the overall viability of Council strategic investments including effective marketing of the finished product.

Authority, Responsibility and Accountability

The Deputy CEO and Director is authorised to:

- Direct the Corporate Services, Strategy, and Innovation Directorate, represent Council and the Chief Executive Officer and provide advice in accordance with adopted policies, objectives, budgets and/or delegation.
- Partner with the Chief Executive Officer in the strategic management of Council, and collaborate with the Executive Leadership Team through provision of strategic advice and support across the organisation as the Deputy Chief Executive Officer.
- Lead implement and actively support continuous improvement to achieve an effective, effective, customer centric and people focused organisation, and provide advice in accordance with adopted policies, processes, objectives, budgets and delegation.
- Make decisions within the scope of relevant legislative requirements and processes.
- Make decisions which are consistent and meet with Council's processes.
- Make decisions and provide advice based on data, knowledge, experience, expertise, and research.

The Deputy CEO and Director is responsible to:

- Ensure all work is undertaken in accordance with relevant legislation and within delegated authority.
- Maintain compliance with and awareness of Council/Administrative policies.
- Maintain compliance with and awareness of all Risk Management systems including Work Health Safety (WHS), Injury Management and return to Work to ensure safety and welfare of self and others in the workplace.
- Undertake duties as an Officer in accordance with obligations under the Work Health and Safety Act 2012.

The Deputy CEO and Director is accountable to the Council for performance primarily determined upon:

- Performance indicators as specified in Council's Corporate Plan, Annual Budget and Business Plan and Department Plans.
- Achievement of objectives as detailed in the annual review process outcome.
- Achievement if specific actions and tasks outlined in relevant plans and programs.
- Relationship with Council, staff and customers.
- The nurturing and development of a workforce culture where all staff at all levels are encouraged to contribute to the development of a productive and rewarding organisation.
- Service outcomes provided to the Community.
- The provision of sound and accurate advice to the Chief Executive Officer/Council on all policy and practical issues related to the Directorate and organisation.

Position Competency Profile

Position competency profiles are assessed on an annual basis via a Training Needs Analysis and during Performance Partnering.

Knowledge and Skills	• Comprehensive knowledge of the Local Government Act 1999 and regulations. • Comprehensive knowledge of commercial, business, economic and other community services, policies and practices. • Comprehensive knowledge of local government's role in the provision of community service programs. • Comprehensive knowledge of strategic and business planning process, budgetary process and performance management. • Demonstrated understanding of economic, environmental and community development principles. • Demonstrated knowledge of employment legislation, Awards, Council Human Resource Management and Administration policies and Enterprise Agreements. • Demonstrated knowledge of computer based systems and utilising IT facilities. • Demonstrated knowledge of the roles and relationships between Council, staff and the community. • Demonstrated understanding of the needs and expectations of regional and rural communities. • Demonstrated understanding of Freedom of Information (FOI) legislation, as legislated FOI Principal Officer. • Established knowledge of contemporary HRM practices and principles. • Established knowledge of industrial relations legislation within South Australia. • Sound knowledge of and established skills in the Enterprise Bargaining process. • Strong communication (written and verbal), presentation and engagement skills with the ability to interact with people of all levels, with varying backgrounds and disciplines in order to reach outcomes. • High level conflict management, problem solving and negotiation skills. • Sound change implementation skills and knowledge of best practice in continuous improvement. • Sound demonstrated ability to competently provide a high level of support and advice across all levels of the organisation. • Demonstrated sound understanding of effective research methodologies. • Extensive knowledge of the Local Government Act legislative framework. • Comprehensive knowledge of industrial and administrative law. • High level of decision making, analytical skills and conceptual thinking and solution orientated. • Ability to make sound judgements, recommendations, manage and take acceptable risk and devise innovative solutions, and ability to follow through with their implementation. • Organisation skills, including time management, prioritisation and the ability to delegate effectively. • High degree of oral communication skills, in particular consultation, negotiation, conflict resolution, counselling, coaching and information sharing. • Effective written communication skills – plans, reports, policies and correspondence are clear, concise and provide relevant detail.

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	• Proven ability to transfer knowledge to practical application. • High level financial skills. • Competence in the use of information systems.
Personal Attributes	• Commitment to effective self-performance management. • A strong, caring focus on people highlighted by an ability to relate to others at all levels. • Ability to make and manage long term and productive relationships with State and Federal Governments, Members of Parliament, executive officers of government, industry and not for profit sectors. • Ability to lead change at an organisational and community level. • Ability to influence others at all levels. • Ability to work autonomously. • Ability to lead with emotional intelligence. • Demonstrated commitment to excellent customer relations. • Authentic, empowering, accountable and courageous. • A commitment to the professional development of self and others. • Diplomatic but strong personality. • Visionary, but hands on if required. • Demonstrated energy. • Capable of building and maintaining trust and respect of others. • Able to demonstrate a professional outlook and presentation style. • Warmth and good humour.
Corporate Applications	Essential • Microsoft Office Word, Excel, Outlook Desirable • Pathway • Content Manager • SharePoint • TechnologyOne
Qualifications	Essential • Degree level tertiary qualifications in Management, Business Administration, People Management or other relevant fields.
Experience	Essential • Experience in developing and implementing organisational development strategies that support the corporate goals and values. • Significant experience in change management, cultural change development and strategic planning. • Extensive local government experience and demonstrated success in initiating and managing projects, negotiating with both the private sector and government agencies. • Extensive experience in a managerial role, particularly in development of strategic planning and policy in the areas of economic and community development in the public and/or private sector. • Extensive experience in local government rating, budget and financial management. • Experience in identifying and negotiating joint ventures and developing strategic

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	alliances to achieve outcomes. • Experience in the development of a culture embracing and delivering superior customer service (both internal and external) and familiarity with community consultation processes. • The ability to recognise and deal effectively with sensitive and political situations
Licences/Tickets	• Drivers Licence (Class C) • National Police Clearance (NPC)

Employee Signature **Date**

Chief Executive Officers Signature **Date**

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Position Description

Title:	**Chief Executive Officer**
Classification:	Senior Officer - Contract
Department:	Office of the Mayor and Chief Executive Officer
Current Occupant:	Martin McCarthy
This Position Reports To:	Mayor and Council
Reporting To This Position:	Deputy Chief Executive Officer and Director Corporate Services, Strategy, and Innovation; Director Development and Community Services; Director Infrastructure and Environmental Services; Senior Strategy Advisor; Executive Business Partner.
Location:	Nuriootpa Main Office
Date Last Reviewed:	August 2024
Approved by:	Council

Corporate Objectives

All Employees of Council contribute to Council's strategic goals and objectives. The Barossa Community Plan 2024 – 2044 lays the foundation for all strategic decisions made by Council and is supported by a Corporate Plan. The Community Plan provides a clear strategic direction across a range of areas, as well as serving as an overarching guide to measure our decision making and successful delivery of services. The Community Plan shows commitment to the values of Pride, Courageous Leadership, Community Spirit and Inclusiveness and reflects five aspiration goals and strategic outcomes:

Creating a safe and connected community where people have access to sustainable services and service levels, the 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, retain rural and regional character and diversity of our communities.

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

Customer Service

Council values its customers and strives to provide the right people, efficient processes and systems to deliver a quality customer experience. Every role within Council serves an internal or external customer and we are committed to ensuring that customers are at the centre of everything we do.

Staff Values and Vision

Our organisational culture is built upon our values of being Inclusive, Progressive and Resilient, with our ultimate vision being that 'Our service uplifts our community'.

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.

Position Overview

The Chief Executive Officer (CEO) is responsible to the Mayor and Council for implementing Council policies, strategies and decisions. The CEO provides advice to Council and Elected Members in the development, execution and management of strategies to meet the needs of the current and future community and support Council's community vision.

The CEO leads the Administration of Council, the Executive Leadership Team and is accountable for collaborative contribution to the overall strategic management and enhancement of Council. The CEO is responsible for effectively leading the strategic direction and operation of Council through the application of visionary leadership practice that fosters and enables performance optimisation, modernisation and transformation of the corporate business services, systems, practices and people that support and underpin the effective deployment of service delivery operations to the community.

Key Responsibilities

Leadership

- Lead and drive the achievement of organisational strategy and policy through the application of strategic leadership to the Directorates, Council, partners and stakeholders in accordance with Council's core organisational values.
- As the Chair of the Executive Leadership Team, contribute to the overall development, implementation, execution and ongoing improvement of Council's organisational strategic objectives and community and corporate planning initiatives in order to generate improved outcomes for the community and the organisation.
- Provide strategic leadership across the organisation with a focus on the application of continuous improvement, best practice and contemporary management methodologies that promote a culture of change and innovation in order to generate efficiencies savings, and to enhance the interests of Council and the community.
- Apply a highly effective, visible, contemporary and customer-centric approach to the leadership and management of Directorate resources and operations in order to ensure all Corporate Service and Change operations are achieved and optimised commensurate with applicable statutory and service delivery obligations, strategic objectives and in alignment with best practice frameworks.
- Drive a high performing organisation through the application of modern people management and leadership practices including the management of key processes associated with staff performance enhancement and the review and identification of direct report's training needs.
- Monitor, coach and mentor Directors and other organisational Leaders in order to inspire professional development, direction and purpose; and to support the development of high performing teams that are committed and aligned to the organisation's vision, values and are effective and efficient in their service delivery and safety practice.
- Build team capability, accountability and responsiveness through the development and implementation of streamlined and improved frameworks, techniques, work practices and processes across all facets of the organisation in order to achieve corporate goals.
- Attend and advise Council and committee meetings, ensuring professional and constructive representation on a wide array of public policy, legislative and strategic and operational matters.
- Prepare items to be included in reports and agendas to Council and proactively identify items that require broader corporate input, consultation and endorsement.
- Be responsible for the collaborative oversight, implementation, improvement and reporting of the Community and Corporate planning framework at the strategic level across the organisation.
- Be responsible for the development, regular review and reporting of Council Service Levels in order to track efficiencies, identify areas for improvement and monitor savings against the annual financial plan.
- Provide leadership to ensure Council's safety and environmental objectives are consistently met.

Office for the Mayor and Chief Executive Officer

- Ensure that all Council policies and decisions are implemented and reasonable action is taken in a timely and effective manner to meet the requirements of relevant legislation, by-laws and agreed policies of Council. In particular legislation regarding the Local Government Act, Work Health Safety Act, Return to Work Act, Equal Opportunity Act and National Competition Policy must be followed.
- Provide leadership, direction, evaluation and review the implementation of the strategic directions of Council, ensuring cost-effective customer focuses services are provided to the community through committed and competent staff.

- Ensure that the Council's physical, financial and human resources are managed and services are provided efficiently in a manner which meets customer needs and Council requirements.
- Advise Council on current and future community requirements, policy matter, sustainability of Council and its services and other matters that arise from time to time.
- Ensure governance support, advice and guidance is provided to the Elected body and the OMCEO is responsible for relevant strategic, policy and supporting frameworks and documents that directly support the Elected body, the elections process and other agreed documentation with the Director, Corporate Services and Business Innovation.

Financial Management

- Ensure the collection and security of revenues and efficient utilisation of Council funds and assets.
- Ensure all commercialised activities of the Council have clearly defined financial goals (including rate of return on assets) and are in line with stated community service obligations where appropriate.
- Ensure the efficient and effective management and monitoring of the Council's revenue and expenditure.
- Ensure all budgetary obligations are met in a timely fashion.
- Outline to Council resource constraints that inhibit the achievement of Council strategy and policy decisions.
- To oversee the budget process and ensure the preparation of a budget that balances the expectations of Council and the community.
- To oversee the annual review of Councils long term financial plan and revenue and rate settings and present to Council.

Governance Systems

- Ensure there are systems that monitor the progress of local government legislation affecting the Council and report thereon to the Council or the Committee concerned, as considered necessary.
- Lead in conjunction with the Director, Corporate Services and Business Innovation the maintenance, improvement, review and update relevant strategic plans, policy and supporting frameworks to ensure a transparent and legislative compliant governance system.
- Ensure that the Council's statutory obligations are met in a timely and effective manner through appropriate policy, process and systems of operation.
- Attend to the legal business of the Council in conjunction with the Council's Solicitors.
- Oversee designated Council WHS Supervisors to ensure all staff comply with WHS legislation, regulations, practices and standards.

Strategic Vision and Accountability

- Lead the development, monitoring and review of an organisation structure which is consistent with strategic needs.
- In conjunction with the Council, develop, implement and updated an integrated strategic planning and budgetary process including:
  - Rolling financial plan
  - Annual Business plan
  - Strategic Plan/s
- Ensure appropriate systems of internal and external accountability and reporting are structure to support Councils vision, community outcomes, efficient and effective administration and support continuous improvement principles.
- Lead, motivate, mentor, develop and inspire staff towards an organisational culture of continuous improvement.

Critical Investment Service Support

- Contribute to the preparation of plans and feasibility assessments of designated Council projects to optimise financial, community and other outcomes for the Council and community.
- Ensure the overall viability of Council projects including effective marketing of the finished product.
- Ensure all Council projects are satisfactorily completed within agreed timeframes or systems and processes are in place to review targets and completion timeframes within the resourcing provided.
- Provide proactive support to line managers to assist with the management of assets.
- Manage the Council's resources in an efficient and effective manner including the development and maintenance of "contestability" philosophy in both internal and external service provision.
- Coordinate and control all the Council's activities ensure that all resolutions of the Council are promptly carried into effect and that all operations and activities are conducted in accordance with established procedures.

Environmental Social and Governance Framework Management

- Evaluate options and recommend policy and initiatives with respect to supporting the Council's desired strategic direction and ensuring the environmental, social, economic and governance viability of the Council and the community it serves.
- Form, maintain and enhance relationships with stakeholders including State and Federal Governments, Regional Development Australia, Barossa Australia, other industry and business groups to ensure Council actions contribute to overall economic benefits for the district.
- Ensure Council policies are in line with the broad environmental, social, economic, and governance goals set by Council.
- Ensure that Council remains aware of and adopts (where appropriate and commercially viable) policies that work to the achievement of an environmentally, socially, economically and well governed community.

Authority, Responsibility and Accountability

The CEO is authorised to:

- Act under delegated authority as provided for in the Local Government Act and other relevant Acts and as delegated by Council.

The CEO is responsible to:

- Ensuring all work is undertaken in accordance with relevant legislation and within delegated authority.
- Maintaining compliance with and awareness of all Council/Administrative Policies.
- Maintaining compliance with and awareness of all Risk Management systems including Work Health Safety (WHS), Injury Management and Return to Work to ensure safety and welfare of self and others in the workplace.
- Undertaking duties as an Officer in accordance with obligations under the Work Health and Safety Act 2012.

The CEO is accountable to the Council for performance primarily determined upon:

- Performance indicators as specified in Council's Corporate Plan, Annual Budget and Business Plan and Department Plans.
- Achievement of objectives as detailed in annual Performance Review.
- Relationship with Council, staff and customers.

Position Competency Profile

Position competency profiles are assessed on an annual basis via a Training Needs Analysis and during Performance Partnering.

Knowledge and Skills	• Comprehensive knowledge of the Local Government Act 1999 and regulations. • Comprehensive knowledge of commercial, business, economic and other community services, policies and practices. • Comprehensive knowledge of local government's role in the provision of community service programs. • Comprehensive knowledge of strategic and business planning process, budgetary process and performance management. • Demonstrated understanding of economic, environmental and community development principles. • Demonstrated knowledge of employment legislation, Awards, Council Human Resource Management and Administration policies and Enterprise Agreements. • Demonstrated knowledge of computer based systems and utilising IT facilities. • Demonstrated knowledge of the roles and relationships between Council, staff and the community. • Demonstrated understanding of the needs and expectations of regional and rural communities. • Demonstrated understanding of Freedom of Information (FOI) legislation, as legislated FOI Principal Officer. • Established knowledge of contemporary HRM practices and principles. • Established knowledge of industrial relations legislation within South Australia. • Sound knowledge of and established skills in the Enterprise Bargaining process. • Strong communication (written and verbal), presentation and engagement skills with the ability to interact with people of all levels, with varying backgrounds and disciplines in order to reach outcomes. • High level conflict management, problem solving and negotiation skills. • Sound change implementation skills and knowledge of best practice in continuous improvement. • Sound demonstrated ability to competently provide a high level of support and advice across all levels of the organisation. • Demonstrated sound understanding of effective research methodologies. • Extensive knowledge of the Local Government Act legislative framework. • Comprehensive knowledge of industrial and administrative law. • High level of decision making, analytical skills and conceptual thinking and solution orientated. • Ability to make sound judgements, recommendations, manage and take acceptable risk and devise innovative solutions, and ability to follow through with their implementation. • Organisation skills, including time management, prioritisation and the ability to delegate effectively. • High degree of oral communication skills, in particular consultation, negotiation, conflict resolution, counselling, coaching and information sharing. • Effective written communication skills – plans, reports, policies and correspondence are clear, concise and provide relevant detail. • Proven ability to transfer knowledge to practical application.

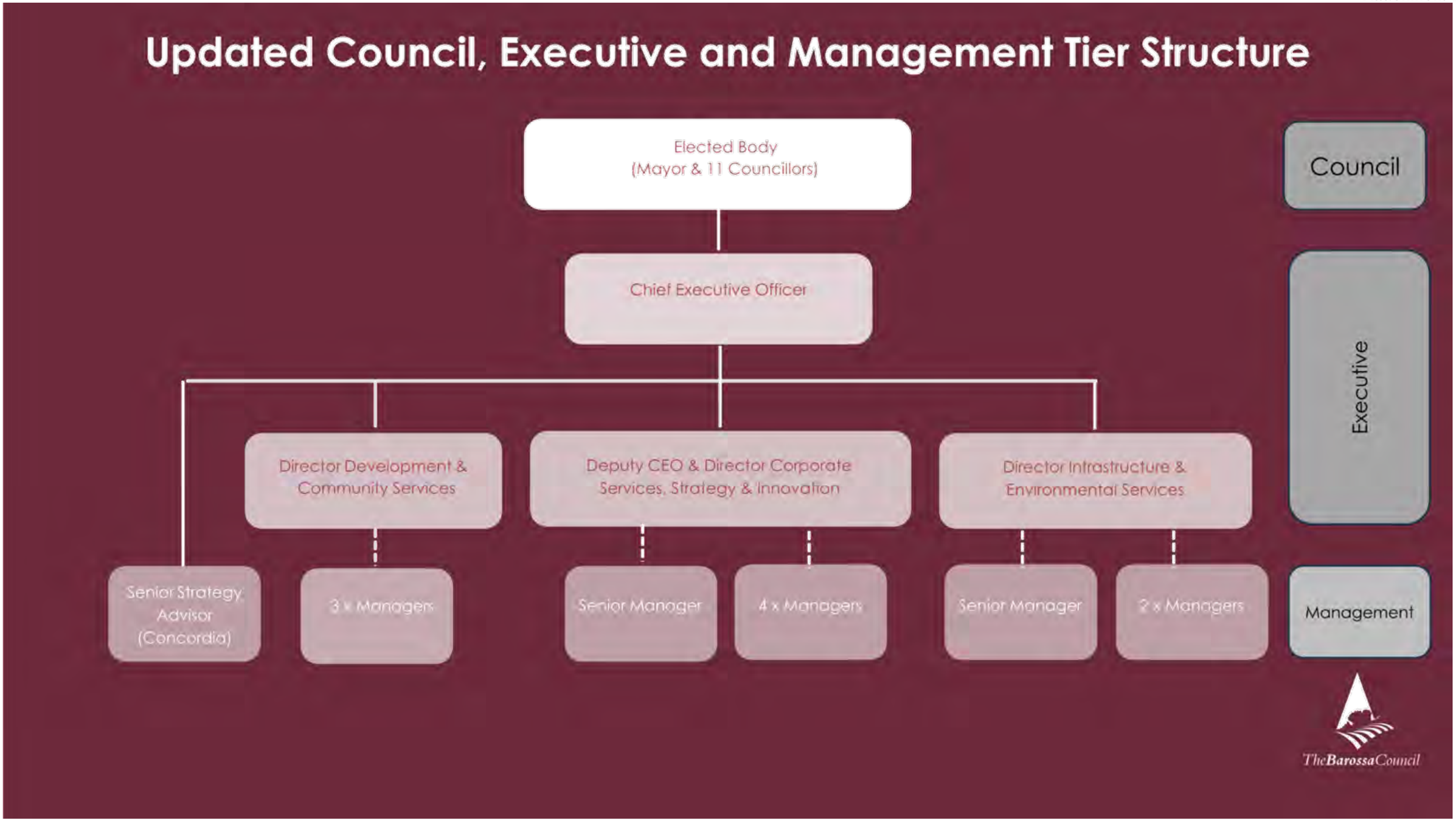
	• Exceptional financial skills. • Competence in the use of information systems.
Personal Attributes	• Commitment to effective self-performance management. • A strong, caring focus on people highlighted by an ability to relate to others at all levels. • Ability to make and manage long term and productive relationships with State and Federal Governments, Members of Parliament, executive officers of government, industry and not for profit sectors. • Ability to lead change at an organisational and community level. • Ability to influence others at all levels. • Ability to work autonomously. • Ability to lead with emotional intelligence. • Demonstrated commitment to excellent customer relations. • Authentic, empowering, accountable and courageous. • A commitment to the professional development of self and others. • Diplomatic but strong personality. • Visionary, but hands on if required. • Demonstrated energy. • Capable of building and maintaining trust and respect of others. • Able to demonstrate a professional outlook and presentation style. • Warmth and good humour.
Corporate Applications	Essential • Microsoft Office Word, Excel, Outlook Desirable • Pathway • Content Manager • SharePoint • TechnologyOne
Qualifications	Essential • Degree level tertiary qualifications in Management, Business Administration or other relevant fields.
Experience	Essential • Experience in developing and implementing organisational development strategies that support the corporate goals and values. • Significant experience in change management, cultural change development and strategic planning. • Extensive local government experience and demonstrated success in initiating and managing projects, negotiating with both the private sector and government agencies. • Extensive experience in a managerial role, particularly in development of strategic planning and policy in the areas of economic and community development in the public and/or private sector. • Extensive experience in local government rating, budget and financial management. • Experience in identifying and negotiating joint ventures and developing strategic alliances to achieve outcomes. • Experience in the development of a culture embracing and delivering superior customer service (both internal and external) and familiarity with community

	consultation processes. • The ability to recognise and deal effectively with sensitive and political situations
Licences/Tickets	• Drivers Licence (Class C) • National Police Clearance (NPC)

Employee Signature **Date**

Mayor Signature **Date**

Updated Council, Executive and Management Tier Structure



DEBATE REPORT

7.1 Office of the Mayor and CEO

7.1.5 UPDATED LONG TERM FINANCIAL PLAN - 2024-2025 TO 2033-2034

Author: Chief Executive Officer
24/81138

PURPOSE

To review and endorse an update to the Long Term Financial Plan (LTFP) for the 2024-2025 to 2033-2034 years.

RECOMMENDATION

That Council having reviewed the updated Long Term Financial Plan indicating sound financial sustainability, based on the current service levels and policy positions of Council, endorse the plan as presented at Attachment 1 and note the first quarter budget review will update the actual budget lines to align to this plan and Council decisions post budget adoption.

REPORT

Introduction
The LTFP is normally reviewed annual, however due to the nature of the current budget and material changes already endorsed, or proposed within this agenda, it was deemed necessary to update the plan to ensure Council has the full picture of the current and long-term budget. The purpose of the review, notwithstanding it was recently reviewed and adopted in June, is to reflect material changes to date, to ensure a revised budget position can support the amendments or anticipated changes in this agenda and the future estimates remain sound, at this early stage of the budget cycle and is good prudential management practice.

Discussion
The updated LTFP is provided at the Attachment in summary it has catered for the following changes already approved by Council, the estimated and actual 2023-24 financial results, or, proposed in this agenda at other agenda items.

Amendments approved to date are:

- Concordia planning which is cost neutral with the grant received paying 100% of those costs ($399,746 grant and expenditure).
- Nuriootpa Bowling Club tree removal and footpath works ($60,000).
- Barossa Creative Industry Centre preliminary works and ongoing service provision needs ($100,000).
- Legal costs associated with a Supreme Court matter ($7,000).

Items outlined in this agenda following that are embedded in this update are:

- Restructure of Corporate Services and Business Innovation Directorate.
- Barossa Park – Lyndoch Recreation Park works.
- Neldner Street sealing.

Anticipated material changes:

- Cyber security investment needs estimated at $27K.
- Business continuity plan and disaster recovery planning updates estimated at $10,000.
- Barossa Creative Industries Centre estimated at 10% base increase due to passage of time for grant assessment and escalation of costs however later spending of those costs due to delays in the grant assessment and funding agreement.

2023-2024 financial estimates and known results to date:

- Operating position is forecast at this time, pending still significant end of year work to be undertaken at $1.981M better than budget, subject especially to depreciation, however depreciation outcome will not affect the ending cash balance and borrowings.
- Cash balance at 30 June 2024 $2.825M better than originally budgeted.
- Borrowings at 30 June 2024 $8.658M better than originally budgeted (noting $6.3M was carried forward in capital expenditure so net borrowings can be considered in the order of $2.358M better than budgeted).

What does this translate to in terms of key indicators:

- Operating position of Council resulted in more available cash and less borrowings at 30 June 2024.
- This impacts the overall borrowings required in the LTFP as it reduces the interest bill.
- The net financial liabilities with the above actual and anticipated budget changes reduces significantly by 4.8% down to 88.8%.
- Net borrowings reducing by $2.006M based on a performance outcome for capital of 92% spend of budget, we normally perform around the 80%-85%.

Further with Council borrowing program significant work has been undertaken to manage cash flows weekly and ensure they are managed to minimise interest exposures. To date this strategy, and an early payment of $2.059M on 1 July of Financial Assistance Grants, has resulted in anticipated interest savings for 2024-25 against the budget of $138K.

The LTFP is showing all indicators being within set and legislative standards for the 2023-24, 2024-25 and the whole of the plan and overall, the financial position and sound health of the organisations finances based on current service levels and Council policy positions.

This review will also be presented to the Audit and Finance Committee for review at their next meeting.

Summary and Conclusion
The LTFP has been reviewed due to material changes since the adoption in June 2024 and is now presented for review and adoption, and also to inform Council on the service and structural matters presented further into this agenda.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Updated Long Term Financial Plan 2023-24 to 2033-34 - August 2024

Supporting references
Nil

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

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

Strategies

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

infrastructure to meet personal and commercial needs of residents and businesses.

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

6.3. The use of new and emerging technologies, alternative and renewable materials where appropriate and cost effective will be trailed.

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

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

8.1. Support opportunities to increase community transport and access to services and facilities.

8.2. Ensure a high quality road, shared paths and footpath network throughout the Barossa in partnership with all levels of government.

9.1. Work towards combating loneliness and social isolation and ensuring that people enjoy a sense of inclusion and feel connected.

9.2. Promote a healthy community through a planned approach to public health, and sustainable access to allied, primary and mental healthcare services and facilities.

10.1. Children and young people are supported to feel safe and to engage, thrive and feel empowered within the community.

10.2. Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community.

10.3. Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.

11.1. Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.

11.2. Support proactive population growth that is incremental, well managed and is backed up by local planning and development opportunities.

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.

<u>Corporate Plan</u>

BS5 Enterprise Risk - 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

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

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

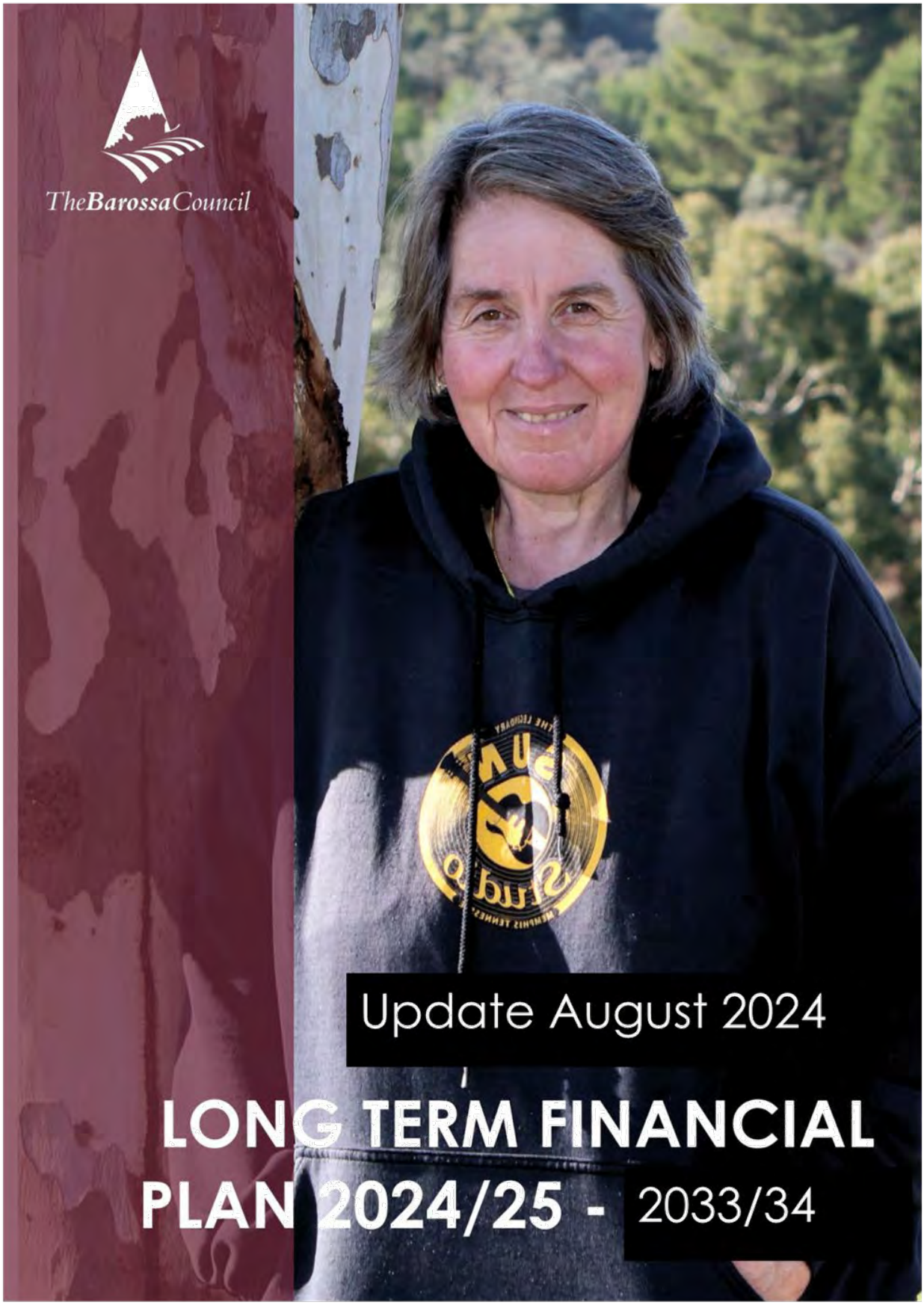
Legislative Requirements
Section 122 of the Local Government Act

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Outlined in the report and the attachment.

COMMUNITY ENGAGEMENT

Nil required or recommended, the LTFP has already been consulted upon.


TheBarossaCouncil
Update August 2024
LONG TERM FINANCIAL PLAN 2024/25 - 2033/34

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 of 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 commence, the cash flow estimates align to the 92% capital program spend, historically this is the upper performance outcome.

KEY AMENDMENTS SINCE ADOPTION JUNE 2024

- The revised long term financial plan has included:
    - Amendments approved by Council since the budget, business plan and long-term financial plan was adopted.
    - Anticipation of amendments related to sealing of Neldner Road, 10% budget increase and timing of expenditure for the Creative Industries Centre and the worst-case scenario cost for Barossa Park – Lyndoch Recreation Park.
    - Anticipated costs for Concordia in the future years to assist development and resource early stages of development, this is not inclusive of a full financial model for Concordia.

- Anticipated costs for the establishment of a Deputy CEO combined Director position, and foreshadowed future commitments for reforms of our economic development, event, strategy and planning future direction.

- Forecast outcomes for the 2023-24 financial year.
- Actual cash and borrowings position as at 30 June 2024.

KEY FINANCIAL RESULTS CHANGES

Estimated and Actual Outcomes for 2023-24, 2024-25 and the full long term financial plan – the following table provides key changes to the financial statements and financial indicators between the adopted long term financial plan and this revision. The 2023-24 forecast is significantly influenced by depreciation meeting budget, however the borrowings and cash position are actual results.

2023-24 Original Budget	Original Budget $'000	Forecast $'000	Change – Positive / (Negative) $'000	Indicator
Operating Surplus / (Deficit)	(2,345)	(364)	1,981	
Operating Surplus / (Deficit) Adjusted*	(261)	1,722	1,981	
Borrowings at 30 June 2024	24,057	15,399	8,658	
Net Cash at 30 June 2024	88	2,913	2,825	
Operating Surplus Ratio 3 Year rolling	1.0%	2.5%	1.5%	
Net Financial Liabilities	66.1%	37.4%	28.7%	
Asset Renewal Funding Ratio	116.8%	109.0%	(7.8%)	

2023-24 Estimated Results	Adopted LTFP $'000	Forecast $'000	Change – Positive / (Negative) $'000	Indicator
Operating Surplus / (Deficit)	(476)	(364)	112	
Borrowings at 30 June 2024	16,805	15,399	1,406	
Net Cash at 30 June 2024	183	2,913	2,730	
Operating Surplus Ratio 3 Year rolling	2.4%	2.5%	0.1%	
Net Financial Liabilities	46.2%	37.4%	8.8%	
Asset Renewal Funding Ratio	108.6%	109.0%	0.4%	

2024-25 Original Budget	Approved LTFP and Original Budget $'000	Revised LTFP $'000	Change – Positive / (Negative) $'000	Indicator
Operating Surplus / (Deficit)	(437)	(493)	(56)	
Borrowings at 30 June 2025	40,605	38,599	2,006	
Net Cash at 30 June 2025	39	35	(4)	
Operating Surplus Ratio 3 Year rolling	0.0%	0.0%	0.0%	
Net Financial Liabilities	93.6%	88.9%	4.7%	
Asset Renewal Funding Ratio	129.4%	127.9%	(1.5%)	

10 Year Long Term Financial Plan	Approved LTFP $'000	Revised LTFP $'000	Change – Positive / (Negative) $'000	Indicator
Operating Surplus / (Deficit) - Cumulative Result at 30 June 2034	11,188	13,452	$2,264	
Borrowings at 30 June 2034	2,144	3,778	(1,634)	
Net Cash at 30 June 2034	29	817	788	
Operating Surplus Ratio 3 Year rolling	3.5%	4.1%	0.6%	
Net Financial Liabilities at 30 June 2034	11.8%	13.1%	(1.3%)	
Asset Renewal Funding Ratio – Ave	105.6%	108.8%	3.2%	

The revised long term financial plan shows either improvement in all critical areas and all key performance indicators continue to be achieved.

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 $105.08m 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 $51.955m.

LOAN PRINCIPAL AND INTEREST REPAYMENTS

- Council's loan debt is predicted to peak at $41.96m in 2025/26. The net loan balance outstanding as at 30 June 2024 will be $20.6m and a projected balance of $3.778m by 30 June 2034.
- Financing cost will increase over the 2024/25 and 2025/26 from the current interest rate percentage of 1.86% to 4.06% of revenue in support of growth infrastructure development and return to 0.22% 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 2033/3 of $13.452m. 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 (1.1%) to 4.1%; Annual ranges from (1.1%) to 4.4%.
- KPI 3: Net Financial Liabilities. The forecast is 88.9% in 2024/25 and peaks at 91.5% in 2025/26 and by year 2033/34 is projected to be at 13.1%.
- KPI 4: Asset Renewal Funding Ratio. The target is being met over the ten-year period, the average being 108.8%.
- 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 (2.4%) 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 implement appropriate strategies towards the effective maintenance and renewal of such assets to ensure it is fairly and equitably funded from current ratepayers (general rate income) and future ratepayers (long term loan borrowings).

Given the importance of ensuring financial sustainability of operations in the longer term, it is a legislative requirement that Council adopt Long Term Financial Management and Infrastructure and Asset Management Plans (minimum 10 years) as part of future planning.

The Long Term Financial Plan is designed as a 'high-level' summarised document towards the future planning of Council's financial operations; particularly in relation to key components such as rate movements, service levels to our community, major infrastructure asset replacement/renewal, loan financing and internal cash reserves. Council conducts an annual review of its Long Term Financial Plan each year.

The financial sustainability of Council is measured by the surplus/deficit (before capital revenues) disclosed in the Income Statement; with a consistent breakeven or operating surplus result indicative of a Council that is financially sustainable in the long term. Other financial sustainability indicators are separately included within this report.

FUNDING PLAN

Council uses a mix of service, user and statutory charges, grants, commercial, other income and loan financing as a means of funding both operating and capital expenditure. Refer to the appendix for funding the long term indexation, financial assumptions and estimates and the review of financial indicators.

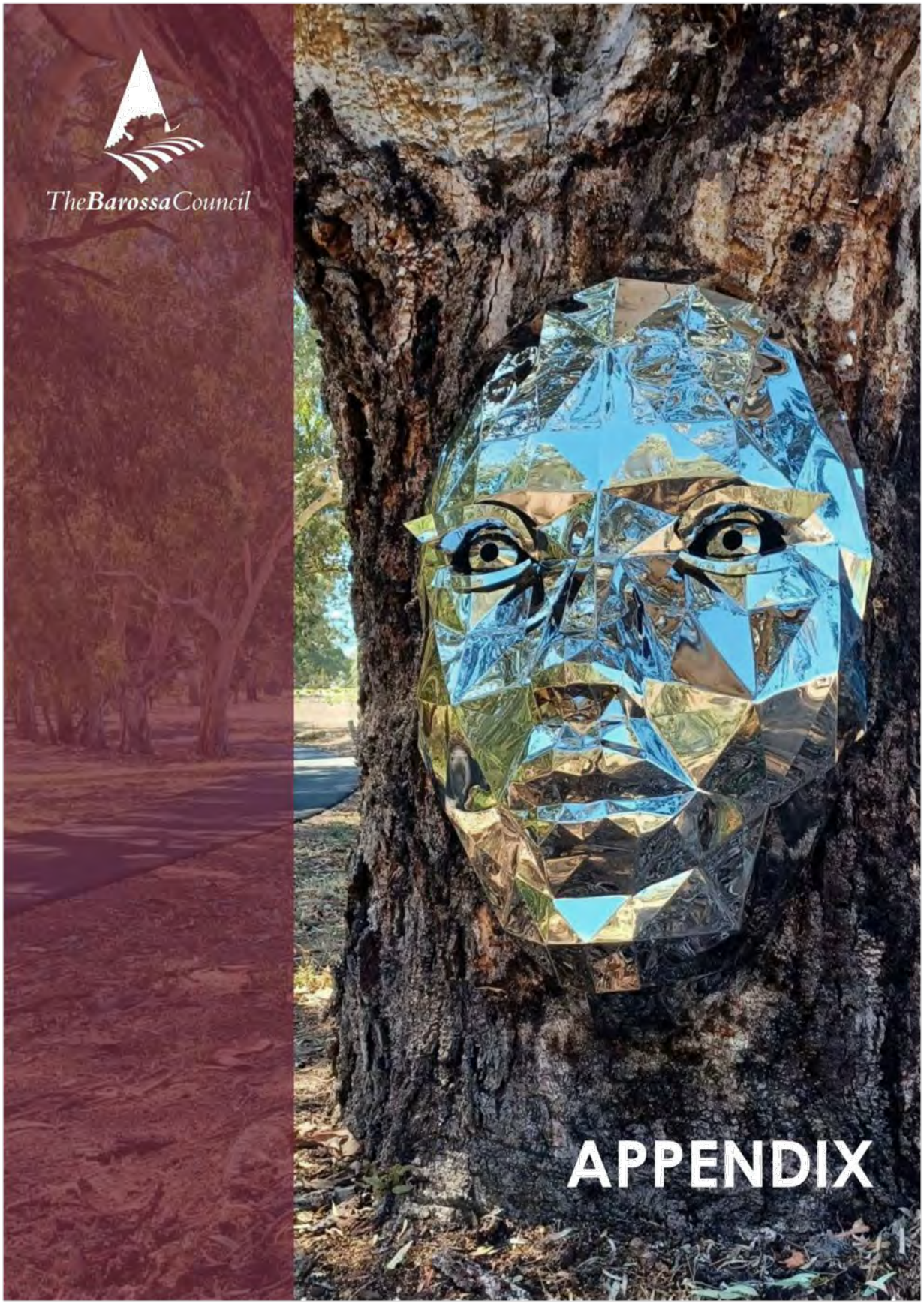
To assist in keeping rates affordable, Council is limiting general rates income to an increase per annum to provide required service levels to the community over the life of this Plan, the general rate increases for years for 2024/25 to 2026/27 is 4.3%, 2027/28 and 2028/29 is 3.25% and the remainder 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 $15.70m per annum (including indexation and The Big Project) on capital projects and an average of $43.65m 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.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APPENDIX

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

Consolidated Results: Key Performance Indicators and Financial Parameters		2023-24	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; LTFP = Long Term Financial Plan		Q4 Forecast	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
		$'000 or %	$'000 or %	$'000 or %	$'000 or %	$'000 or %	$'000 or %	$'000 or %	$'000 or %	$'000 or %	$'000 or %	$'000 or %
Key Performance Indicators (KPI's) - Summary	Adopted target											
KPI 1 - Operating Surplus cumulative forward 10 year period	Surplus year 10	(364)	(493)	(1,253)	(1,124)	(432)	1,109	3,170	5,190	7,700	10,642	13,452
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	(2%) to 10%	2.5%	0.0%	(1.1%)	(0.7%)	0.0%	1.4%	2.4%	3.1%	3.5%	3.9%	4.1%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	(2%) to 10%	3.4%	2.5%	1.0%	(0.2%)	(0.4%)	0.3%	1.2%	2.2%	2.9%	3.5%	3.8%
KPI 2 - Operating Surplus Ratio - Annual		(0.8%)	(1.0%)	(1.5%)	0.2%	1.2%	2.6%	3.4%	3.2%	3.9%	4.4%	4.1%
KPI 3 - Net Financial Liabilities ratio	0-100%	37.4%	88.9%	91.5%	81.9%	70.7%	59.7%	49.1%	39.2%	31.9%	22.4%	13.1%
KPI 4 - Asset Renewal Funding Ratio - Annual	80% to 110%	109.0%	127.9%	127.1%	112.5%	96.4%	94.7%	101.2%	105.6%	107.7%	107.9%	107.1%
Financial parameters - Indexation												
RATE REVENUE INCREASES												
General - Rate Revenue Net Increase (excl growth)				4.30%	4.30%	3.00%	3.00%	3.00%	2.75%	2.75%	2.75%	2.50%
Growth -Development - General rates				1.00%	1.00%	1.00%	1.00%	0.75%	0.75%	0.75%	0.75%	0.75%
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				3.0%	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 EXPENSES												
Service Cost Natural Growth				0.0%	0.0%	0.5%	0.5%	0.8%	0.8%	0.8%	0.8%	0.8%
Employee Costs				3.1%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other				2.8%	2.8%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
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%
Debenture & 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												
Land Assets				6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Building Assets				0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%
Recreation Assets				0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%
Infrastructure Assets				0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%
CWMS				0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%
Stormwater Assets				7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%
Equipment Assets				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
ASSET RENEWAL EXPENDITURE												
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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
REVENUES											
Rates	37,892	39,840	41,855	43,973	45,735	47,531	49,291	51,016	52,802	54,650	56,452
Statutory Charges	837	825	849	873	899	917	935	954	973	992	1,012
User Charges	3,927	3,991	4,109	4,231	4,357	4,475	4,596	4,721	4,849	4,981	5,116
Grants, subsidies and contributions	2,139	4,455	4,349	4,360	4,529	4,619	4,711	4,806	4,903	5,003	5,105
Investment Income	175	150	154	158	162	166	170	174	178	183	187
Reimbursements	62	74	69	61	52	44	36	29	23	18	12
Other Income	921	582	600	618	636	649	662	675	689	702	716
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	45,953	49,917	51,985	54,274	56,370	58,401	60,401	62,375	64,417	66,529	68,600
EXPENSES											
Employee Costs	17,384	18,868	19,308	19,800	20,395	21,009	21,686	22,386	23,108	23,854	24,624
Materials, Contracts & Other expenses	17,657	18,977	19,516	20,412	20,850	21,618	22,398	23,251	23,994	24,834	25,626
Depreciation, Amortisation & Impairment	10,420	10,816	11,812	12,142	12,859	13,018	13,231	14,015	14,225	14,520	15,386
Finance Costs	856	1,749	2,109	1,791	1,574	1,215	1,025	703	580	379	154
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	46,317	50,410	52,745	54,145	55,678	56,860	58,340	60,355	61,907	63,587	65,790
OPERATING SURPLUS / (DEFICIT)	(364)	(493)	(760)	129	692	1,541	2,061	2,020	2,510	2,942	2,810
Asset disposal & fair value adjustments	(668)	(889)	(674)	(785)	(975)	(1,076)	(1,128)	(1,162)	(1,225)	(1,280)	(1,342)
Amounts specifically for new or upgraded assets	193	6,365	3,577	70	70	70	343	711	70	70	70
Physical Resources received free of charge	1,371	2,203	2,453	2,535	2,619	2,110	2,147	2,224	2,290	2,340	2,424
Operating result from discontinued operations											
NET SURPLUS / (DEFICIT)	532	7,186	4,596	1,949	2,406	2,645	3,423	3,793	3,645	4,072	3,962
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	532	7,186	4,596	1,949	2,406	2,645	3,423	3,793	3,645	4,072	3,962

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

A2-2 Consolidated Results: Budgeted Statement of Financial Position	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS											
Current Assets											
Cash and cash equivalents	2,913	35	168	417	22	48	457	82	330	354	817
Trade & other receivables	2,960	2,966	2,972	2,967	2,952	2,952	2,951	2,957	2,947	2,933	2,871
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	245	245	245	245	245	245	245	245	245	245	245
	6,118	3,246	3,385	3,629	3,219	3,245	3,653	3,284	3,522	3,532	3,933
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,118	3,246	3,385	3,629	3,219	3,245	3,653	3,284	3,522	3,532	3,933
Non-Current Assets											
Financial Assets	1,106	985	859	737	630	524	418	307	205	118	92
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	2,263
Infrastructure, Property, Plant & Equipment	426,654	475,613	490,758	503,894	518,572	526,831	541,007	556,994	568,612	584,034	619,683
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	430,023	478,861	493,880	506,894	521,465	529,618	543,688	559,564	571,080	586,415	622,038
TOTAL ASSETS	436,141	482,107	497,265	510,523	524,684	532,863	547,341	562,848	574,602	589,947	625,971
LIABILITIES											
Current Liabilities											
Trade & Other Payables	5,074	5,077	5,081	5,084	5,088	5,092	5,096	5,100	5,104	5,108	5,112
Borrowings	13,024	35,691	39,768	37,404	32,891	28,384	23,767	18,261	14,706	9,200	3,697
Provisions	3,001	3,008	3,014	3,020	3,026	3,032	3,038	3,044	3,051	3,057	3,078
Total Current Liabilities	21,099	43,776	47,863	45,508	41,005	36,508	31,901	26,405	22,861	17,365	11,887
Non-Current Liabilities											
Borrowings (External)	2,375	2,908	2,192	1,664	1,129	703	487	381	270	169	81
Provisions	682	682	682	682	682	682	682	682	682	682	682
Total Non-Current Liabilities	3,057	3,590	2,874	2,346	1,811	1,385	1,169	1,063	952	851	763
TOTAL LIABILITIES	24,156	47,366	50,737	47,854	42,816	37,893	33,070	27,468	23,813	18,216	12,650
NET ASSETS	411,985	434,741	446,528	462,669	481,868	494,970	514,271	535,380	550,789	571,731	613,321
EQUITY											
Accumulated Surplus	105,977	117,556	120,050	120,805	122,733	125,021	128,168	131,704	135,261	139,098	142,792
Asset Revaluation Reserve	290,470	304,871	313,860	328,487	344,946	354,991	370,453	387,289	398,552	415,121	452,320
Other Reserves	15,538	12,314	12,618	13,377	14,189	14,958	15,650	16,387	16,976	17,512	18,209
TOTAL EQUITY	411,985	434,741	446,528	462,669	481,868	494,970	514,271	535,380	550,789	571,731	613,321

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

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts:											
Operating receipts	45,787	49,767	51,831	54,116	56,208	58,234	60,232	62,201	64,239	66,346	68,414
Investment receipts	175	150	154	158	162	166	170	174	178	183	187
Payments:											
Operating payments to suppliers & employees	(35,036)	(37,838)	(38,814)	(40,203)	(41,236)	(42,617)	(44,075)	(45,627)	(47,092)	(48,678)	(50,239)
Finance payments	(856)	(1,750)	(2,109)	(1,791)	(1,574)	(1,215)	(1,025)	(703)	(580)	(379)	(154)
Net cash provided by (or used in) Operating Activities	10,070	10,329	11,062	12,280	13,580	14,568	15,302	16,045	16,745	17,472	18,208
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts:											
Amounts specifically for new or upgraded assets	193	5,865	3,577	70	70	70	343	711	70	70	70
Sale of replaced assets	206	1,368	505	366	377	389	402	414	427	441	455
Repayment of loans by community groups	101	115	120	127	122	107	106	106	111	101	87
Payments:											
Expenditure on renewal/replacement of assets	(9,331)	(10,786)	(9,557)	(7,766)	(8,939)	(9,609)	(10,460)	(11,304)	(11,461)	(11,845)	(12,284)
Expenditure on new/upgraded assets	(11,505)	(32,117)	(8,951)	(1,954)	(553)	(576)	(458)	(744)	(1,982)	(614)	(486)
Net cash provided by (or used in) Investment Activities	(20,336)	(35,555)	(14,306)	(9,157)	(8,923)	(9,619)	(10,067)	(10,817)	(12,835)	(11,847)	(12,158)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts:											
Proceeds from borrowings	6,844	26,000	4,100	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings	(977)	(3,638)	(714)	(2,876)	(5,033)	(4,924)	(4,825)	(5,606)	(3,661)	(5,601)	(5,587)
Repayment of Lease	(49)	(14)	(7)	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	8,212	22,348	3,379	(2,876)	(5,033)	(4,924)	(4,825)	(5,606)	(3,661)	(5,601)	(5,587)
Net Increase/(Decrease) in Cash held	(2,054)	(2,878)	135	247	(396)	25	410	(378)	249	24	463
Cash at beginning of period	4,968	2,913	35	168	417	22	48	457	82	330	354
CASH AT END OF PERIOD	2,913	35	168	417	22	48	457	82	330	354	817

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

A2-4 Consolidated Results: Budgeted Uniform Presentation of Finances	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
Operating Revenues	45,953	49,917	51,985	54,274	56,370	58,401	60,401	62,375	64,417	66,529	68,600
less Operating Expenses	(46,317)	(50,410)	(52,745)	(54,145)	(55,678)	(56,860)	(58,340)	(60,355)	(61,907)	(63,587)	(65,790)
Operating Surplus / (Deficit)	(364)	(493)	(760)	129	692	1,541	2,061	2,020	2,510	2,942	2,810
less Net outlays on existing Assets											
Capital expenditure on renewal and replacement of existing assets	(9,331)	(10,786)	(9,557)	(7,766)	(8,939)	(9,609)	(10,460)	(11,304)	(11,461)	(11,845)	(12,284)
less Depreciation, Amortisation and Impairment	10,420	10,816	11,812	12,142	12,859	13,018	13,231	14,015	14,225	14,520	15,386
less Proceeds from Sale of Replaced Assets	206	1,368	505	366	377	389	402	414	427	441	455
	1,295	1,398	2,760	4,742	4,297	3,798	3,173	3,125	3,191	3,116	3,557
less Net outlays on New and Upgraded Assets											
Capital expenditure on New and Upgraded Assets	(11,505)	(32,117)	(8,951)	(1,954)	(553)	(576)	(458)	(744)	(1,982)	(614)	(486)
less Amounts received specifically for New and Upgraded Assets	193	5,865	3,577	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	0
	(11,312)	(26,252)	(5,374)	(1,884)	(483)	(506)	(115)	(33)	(1,912)	(544)	(416)
Net Lending / (Borrowing) for Financial Year	(10,381)	(25,347)	(3,374)	2,987	4,506	4,833	5,119	5,112	3,789	5,514	5,951

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

A3 Consolidated Results: Budgeted Capital Expenditure	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast	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	1,664	5,369	3,003	961	1,171	1,181	1,191	1,692	1,362	1,372	1,382
Recreation	1,665	85	120	329	325	336	346	357	368	379	391
Transport - Roads & Footpaths	4,607	4,418	3,889	4,426	5,092	5,563	5,748	5,941	6,140	6,347	6,802
Stormwater, Bridges & Floodplain	113	0	312	321	331	341	351	362	373	384	395
CWMS	96	782	773	488	606	691	800	809	959	1,065	962
Equipment - Plant & Vehicles	991	958	1,201	929	958	988	1,019	1,051	1,084	1,117	1,152
Other Assets	195	112	152	154	557	568	1,079	1,166	1,189	1,213	1,237
	9,331	11,724	9,450	7,608	9,040	9,668	10,534	11,378	11,475	11,877	12,321
New/Upgrade Capital summary: Discretionary											
Land	1,556	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	3,613	6,415	6,106	187	0	0	0	341	0	0	0
Recreation (includes TBP program)	4,084	21,688	182	296	187	190	193	196	1,803	203	206
Transport - Roads & Footpaths	1,011	1,591	244	597	98	101	105	109	112	116	120
Stormwater, Bridges & Floodplain	393	1,369	385	388	391	534	397	400	404	407	411
CWMS	535	3,176	271	131	34	33	35	31	81	81	81
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0
Other	313	959	57	59	60	62	63	65	67	68	70
	11,505	35,198	7,245	1,658	770	920	793	1,142	2,467	875	888
Total Capital Expenditure	20,836	46,922	16,695	9,266	9,810	10,588	11,327	12,520	13,942	12,752	13,209