



NOTICE OF ORDINARY COUNCIL MEETING
Tuesday 16 December 2025
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

Cr Preece, Cr Hurn

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 18 November 2025 at 5.30pm
- 2.1.2 Special Council meeting held on Wednesday 3 December 2025 at 5:00 PM
- 2.1.3 Special Council meeting held on Thursday 4 December 2025 at 5:30 PM

2.2 Matters arising from previous minutes

- 2.2.1 Community battery proposal at Stockwell Oval - public consultation update..... 5
- 2.2.2 Calls for Nominations to the Character Area Working Party 6

3 PROCEDURAL ITEMS**3.1 Petitions**

Nil

3.2 Deputations/Visitors to the meeting

Deputation - Activating the Nuriootpa War Memorial Swimming Pool

3.3 Notice of Motion

Nil

3.4 Questions with Notice**4. MAYOR**

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7.3 Infrastructure and Environmental Services

Nil

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9. URGENT OTHER BUSINESS

10. NEXT MEETING

Tuesday 27 January 2026 at 5:30pm

11. CLOSURE

MATTERS ARISING FROM PREVIOUS MINUTES

2.2.1 COMMUNITY BATTERY PROPOSAL AT STOCKWELL OVAL - PUBLIC CONSULTATION UPDATE

**Author: Sustainability Officer
25/96481**

At the 16 September 2025 Council Meeting, Council resolved to commence public consultation on a proposal to enter a lease to occupy community land for the purpose of establishing a Community Battery by the Department for Energy and Mining at Stockwell Oval (decision 2022-26/807).

An update provided for the Council Meeting 18 November 2025 (25/93619), shared that community feedback received is being considered in collaboration with the Department for Energy and Mining before a final recommendation to Council is made.

This review remains ongoing, with further time needed to complete additional technical assessments before a decision report can be presented at a future Council Meeting. The updated timeline for this report is now March 2026.

ATTACHMENTS

Nil

SUPPORTING REFERENCES

Nil

MATTERS ARISING FROM PREVIOUS MINUTES

2.2.2 CALLS FOR NOMINATIONS TO THE CHARACTER AREA WORKING PARTY

**Author: Chief Executive Officer
25/97489**

As members are aware a call for nominations from community members has been undertaken as per Council's resolution to establish the working party to support the Character Area planning work in 2026.

At the closing date there were only 3 submissions for 5 positions and the Terms of Reference require 5 community appointments. I have therefore determined to extend and advertise the opportunity for nomination until Friday 16 January 2026 in order to meet the approved Terms of Reference and bring the matter to the Council meeting of 27 January 2026.

There is no set timeframe by Council for nominations, I determined the initial deadline, however in the interests of ensuring full representation I have extended that timeframe, it will not have an impact of deliverables and with the State supporting the policy outcomes to be pursued in 2027, it will leave significant time to undertake the work.

ATTACHMENTS

Nil

SUPPORTING REFERENCES

Nil

Mayor's Report - December Meeting 2025

25/97422

NOVEMBER AND DECEMBER

10/11/2025 I attended the 2025 National Local Roads, Transport, and Infrastructure Congress in Bendigo. The Congress presented a comprehensive program focused on roads, transport, and community infrastructure.

The program featured leading industry Leaders, federal and state government representatives, and councils sharing their insights on how we plan, build, and maintain our local road networks and community assets. Speakers and Presenters included:

- Rupe Hoskin AM — keynote address on “The Human Side of Infrastructure Leadership”.
- Hon Catherine King MP (Federal Minister for Infrastructure, Transport, Regional Development and Local Government) — delivering the Minister’s Address.
- Nicole McLean (Executive Director, Policy & Government Relations, Roads Australia) — speaking on industry/policy perspectives.
- Associate Professor Ben Beck (Monash University) — sharing academic / research insights on roads, transport or infrastructure.
- Melony Czajor (Assistant Secretary, Targeted Infrastructure Programs, Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts) — discussing federal infrastructure programs.

The overall theme was “Driving National Productivity.” Major topics covered included:

- The role of local roads and infrastructure in underpinning national productivity.
- Road funding and maintenance — how councils can manage and maintain local road networks.
- Freight, logistics and transport networks — improving first-mile/last-mile transport, supply-chain connections.
- Road safety and safer road networks — strategies for improving safety on local roads, which focus on possible speed limit reductions on regional roads.

- Community infrastructure and mobility — broader infrastructure beyond roads, including all forms of transport with key focus on active transport and community assets.



Pictured with Karen Teaha, Acting LGA CEO and Dr Heather Holmes-Ross, LGA President and City of Mitcham Mayor

- 12/11/2025 Radio interview with ABC Radio regarding the 2026 Tour Down Under.
- 13/11/2025 Radio interview with 5AA Radio regarding the 2026 Gather Round Fixtures.
- 17/11/2025 I met with Tanunda RSL President David Babbage following the removal of a diseased pine tree from Tanunda's Garden of Remembrance which was taken down due to its risk to public safety. It will be replaced by a descendent of the single tree that stood at the site of the Battle of Lone Pine at Gallipoli during WWI.

David said that members are looking forward to planning an event to commemorate the planting of the Lone Pine.



Pictured with David Babbage, Tanunda RSL President

- 17/11/2025 Attended Barossa Park with the Regional Development Association Board and meeting which followed at Barossa 1837.
- 20/11/2025 Attended the Local Government Association (LGA) Welcome Function, AGM and Conference held at the Adelaide Convention Centre [Draft Minutes - Local Government Association Annual General Meeting - 21 November 2025](#)

21/11/2025

Attended the Institute of Public Works Engineering Australasia (IPWEA) 2025 Excellence Awards Dinner. The Barossa Park Development won the 2025 Best Public Works Project over \$5.0M. The awards recognise and celebrate outstanding achievements in public works, nominees have showcased exceptional dedication and innovation across a range of fields.



Pictured with Benn Kromwyk, Ben Clark, Hon Emily Bourke Minister for Infrastructure and Transport, Zana Irwin and Steve Kaesler

25/11/2025

I attended the unveiling of commemorative signage at the South Para Reservoir Reserve near Williamstown which celebrated the historical significance of the Twenty House Site which was set up as a workers' camp during the construction of the reservoir which commenced in 1948, to provide much needed water to the area.

Gawler historian Martin Johnson reflected on his life after moving to the site in 1951 as an infant and its lasting impression.



Pictured with Mel Abela, SA Water, Martin Johnson and Brooke Swaffer, SA Water. Photo provided by Mark Willoughby

26/11/2025

I attended the Council's Volunteer Driver Christmas Dinner at the Stockwell Hotel. The Community Transport Program supports our community members who are transport disadvantaged to and from their medical appointments. Service Awards were presented to Kathryn Marschall and Michael Modistach.



Pictured with Kathryn Marschall who has driven 610 trips, totalling 101,882km and over 2,900 hours.



Pictured with Michael Modistach who has driven 371 trips, totalling 59,253km and over 1,543 hours.

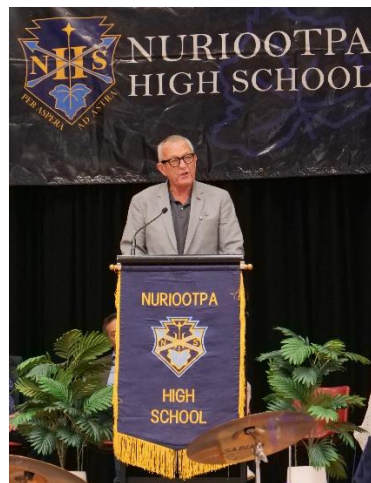
28/11/2025

Attended the Adelaide 500 at the invitation of the Premier Peter Malinauskas.

30/11/2025

I was pleased to deliver a keynote speech for the Nuriootpa High School 90th Anniversary and the school's 90-year contribution to education in our region, which is a significant milestone. Nuriootpa High School has helped shape the Barossa community. Our top academics, leaders, sporting stars, tradies, vigneron, musicians and more. Who would have thought back in 1935, Nuriootpa High School students would be making award winning wines from the first school in Australia to legally operate a commercial winery!

It was a great privilege earlier this year, to witness a group of Agriculture students represent the Barossa so beautifully during a study tour to Grapevine Texas - The Barossa Council's Sister City. These young people are a credit to the way this school continues to educate and inspire its students to explore and be curious. This school continues to produce young citizens we can all be proud of and who can, in turn, be proud of where they've been educated.



Pictured with Ms Tanya Oshinsky Education Director, Hon Blair Boyer MP Minister for Education, Training and Skills, Mr David Bowley NHS Agricultural Studies teacher, Ms Ashton Hurn MP Member for Schubert, Ms Kerrie Fox NHS Governing Council Chairperson, Ms Yonna Taylor NHS Promotions Officer and Governing Council member, Mr David Marino NHS Principal and Mr Brent Bloffwitch NHS Deputy Principal.

2/12/2025 Participated in the Local Government Association Mayor's Focus Group focusing on Leadership and Behaviour review.

2/12/2025 Conducted a site visit at Barossa Park Site Visit with Greg Edwards, Central Districts Football Club, Neill Sharpe, South Adelaide Football Club and Matt Duldig, SANFL along with Elaine Burrige.



Pictured with Greg Edwards CEO Central Districts Football Club, Neill Sharpe CEO South Adelaide Football Club and Matt Duldig Executive General Manager Football SANFL and Elaine Burrige.

4/12/2025 Attended the All Staff End of Year Event and was pleased to present awards to long-serving staff.

5/12/2025 Attended the Northern & Yorke Local Government Association Board Meeting in Port Broughton.

7/12/2025 Attended the Eden Valley and Springton Playgrounds and was pleased to cut the ribbon to open these fantastic facilities. Deputy Mayor Evans and Councillor Barrett were also in attendance.



Pictured with Cr Don Barrett and Deputy Mayor Jane Evans



Pictured with Deputy Mayor Jane Evans and Cr Don Barrett at
Springton Playground



Pictured with Deputy Mayor Jane Evans and Cr Don Barrett at
Eden Valley Playground

Councillor's Report to Council - Cr Kathryn Schilling - December 2025 Meeting

25/97162

NOVEMBER

13/11/2025

Amy Gillett Bikeway opening Mt Torrens

Cr Don Barrett and I attended the opening of the Mt Torrens to Birdwood link of the Amy Gillett bikeway on behalf of the Mayor.

As you can see it was well attended by many cyclists, and they were very excited about this path through some beautiful country. It gave me a greater appreciation of how beneficial this bikeway is to the community; I now see the benefit of our Council section to join up from Randel Road to Mt Pleasant.



MATTERS FOR INFORMATION

6.1 WILLIAMSTOWN AND LYNDOKH LANDCARE GROUP INC - MINUTES OF MEETING

**Author: Executive and Project Support Officer
25/92731**

Minutes of the Williamstown and Lyndoch Landcare Group Inc. meeting held 22 October 2025, are attached for information.

ATTACHMENTS

Attachment 1 Minutes - Williamstown and Lyndoch Landcare Group Inc - 22 October 2025 [!\[\]\(ec9132f1d27c8919987d92907322654d_img.jpg\) !\[\]\(9db1a20e6fdae9c15975d240125424df_img.jpg\)](#)

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,
29 Barossa Valley Way,
Lyndoch, SA 5351

Date 22 October 2025

Attendees Angus Atkinson (Chair)
Terry Redman
Peter Henshaw
Don Wegener
Tina Woods (by proxy given to A Atkinson)
Tracy Sinclair (by proxy given to A Atkinson)

Quorum	Number of Ordinary members:	20% of Ordinary members	Attendees	Quorum ¹ achieved?
	11	2.8 (rounded up) 3	6	Yes

Distribution All current & life members, Chris Kruger (Executive Assistant, Development and Environmental Services The Barossa Council) and Kim Thompson.

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Item		Action by	Date Due
1	Meeting Opened 7.30 pm.		
2	Apologies – Nelly Van Der Lerssel, Pam Cross, Margaret Puddy.		
3	Minutes of previous Meeting held 24 September 2025. Moved: Don Wegener, Seconded: Peter Henshaw – Carried unanimously		
4	Business Arising last meeting: No business arising.		



Meeting Minutes

4.1	Actions now closed ACTION: Tractor Repair – Letter forwarded to The Barossa Council dated 2/10/2025 ACTION: Landcare SA Members Insurance package Insurance packages options to be reviewed after current package expires next year.		
4.2	Actions Still open: ACTION: Action Plan - Review Objectives and Strategies for 2025	Tina Woods	Nov 25
	ACTION: BBBFM," Lets chat Barossa" Podcast Tracy Sinclair and Nelly Van Der Lerssel to contact BBBFM	Tracy Sinclair/ Nelly Van der Lerssel	Nov 25
5	New Actions from Business arising this meeting: ACTION: Australian Taxation Office - Lodge NFP self-review return by 31/10/2025 ACTION: WLLG charity status – Review and Report back re requirements to register as a charity by Feb 2026	Tina Woods Tina Woods	End Oct 25 Feb 26
6	Correspondence IN-		
	Friends of Parks and Nature SA - - Wednesday Weekly mailout -01/10/2025, 08/10/2025, 15/10/2025. Northern and Yorke – 02/10/2025 - Yakka News Landcare Association of South Australia – 06/10/2025 - LandcareSA Members Insurance Package survey closes 06/10/2025 Green Adelaide – 22/10/2025 - Green Adelaide News October 2025 The Barossa Council – 26/09/2025 – Cindy Chewter – process for submitting Facility maintenance request. 07/10/2025 – Kim Thompson suggestion to use iNaturalist to monitor sightings at the Reserve.		

20251022_General Meeting Minutes.docx



Meeting Minutes

	• Amanda Pearce – Environmental Weed Control and Bush Regeneration • 27/09/2025, 09/10/2025 - Emails acknowledging advice re funding for next year and suggestion the Group try another product, which has a much quicker response and wider weed coverage. • Josh Martin - • 07/10/2025 – provided an update after reading General Meeting minutes for September 2025. Provided a list of invertebrates recorded at the Reserve. • Australian Taxation Office – • NFP self-review to be completed by 31/10/2025. • Beyond Bank – • Introduction of another layer of protection for payments to BSB/Account numbers.		
	Correspondence OUT – • Angus Atkinson – • Email to Amanda Pearce, Environmental Weed Control and Revegetation re-funding for next year		
7	Chair Report – • Spring weather continues to be dry and warm. Weed germination and growth has been modest and the previous year's control actions have been relatively successful. Only modest Scabiosa regrowth, which has been largely controlled by limited spraying and hand weeding. Our latest weed control review with Amanda has supported a "wait and see" for the remainder of this calendar year, with a proposal for an alternate control option for next winter. The remainder of the volunteer hours has been mostly spent on track and fencing monitoring.		



Meeting Minutes

8

Monthly Volunteer Hours Summary

Tasks	FY26 YTD	SEPT 25	OCT 25 (to 19/10/25)
1. Admin Duties (Committee Members) ²	20	8	2
2. Meetings, home & away	24	7	
3. Promotions. (Tours, demos, etc.)	20		
4. Propagation (Sowing, planting out, seed collection, etc.)	0		
5. Weed & Pest Control	323	78	73
6. Construction & maintenance (Equipment, fencing, trails, buildings, etc.)	87	35	11
7. Equipment design & manufacture (Seed boxes, displays, jigs, tools, etc.)	17		
8. Monitoring	44	4	14
Totals	534	132	100

9

Treasurers Report – As presented by Terry Redman

Moved: Peter Henshaw, Seconded: Don Wegener – Carried unanimously.

Monthly Income & Expenditure – since last General Meeting

	SEPT 25	OCT 25 (as at 19/10/25)
Balance Brought Forward	\$ 1,523.29	\$ 11,523.52
Income	\$ 10,000.23	\$ 35.00
Expenses	\$ -	\$ -
End Month Balance	\$ 11,523.52	\$ 11,558.52



Meeting Minutes

	Account Balances – since last General Meeting																	
	<table><tr><td></td><td>SEPT 25</td><td>OCT 25 (as at 19/10/25)</td></tr><tr><td>Administration</td><td>\$ 1,386.80</td><td>\$ 1,421.80</td></tr><tr><td>Credit Union Share</td><td>\$ 2.00</td><td>\$ 2.00</td></tr><tr><td>Project No.2 (Altona)</td><td>\$ 10,134.72</td><td>\$ 10,134.72</td></tr><tr><td>Total End Month Balance</td><td>\$ 11,523.52</td><td>\$ 11,558.52</td></tr></table>		SEPT 25	OCT 25 (as at 19/10/25)	Administration	\$ 1,386.80	\$ 1,421.80	Credit Union Share	\$ 2.00	\$ 2.00	Project No.2 (Altona)	\$ 10,134.72	\$ 10,134.72	Total End Month Balance	\$ 11,523.52	\$ 11,558.52		
	SEPT 25	OCT 25 (as at 19/10/25)																
Administration	\$ 1,386.80	\$ 1,421.80																
Credit Union Share	\$ 2.00	\$ 2.00																
Project No.2 (Altona)	\$ 10,134.72	\$ 10,134.72																
Total End Month Balance	\$ 11,523.52	\$ 11,558.52																
	Notes: 1. No outstanding membership fees – current members for FY26 stands as follows: • Ordinary members 11 • Life members 8																	
10	Petty Cash: – as presented by Angus Atkinson Donations \$53.90 Balance: \$257.60																	
11	Work Health and Safety: Nil																	
12	Publicity: • Facebook ○ Regular updates continuing. 680 followers. • Lyndoch Grapevine ○ Standing Advertisement • Willy Wagtail ○ Standing Advertisement																	
13	General Business: • Northern Foothills Land Care Group – Documentary “Wilding”, 6.45 Friday 7 November 2025. Gawler Cinema, 11 Murray Street, Gawler, \$10 pp • Water Bioblitz, Barossa Bushgardens, 653 Research Road, Nuriootpa SA 5355 31/10/2025 from 9.00am to 3.00pm 1 ticket still available																	
14	Key Dates for 2025 – • St Jakobi - school visits ○ 23/10/2025 ○ 30/10/2025																	

20251022_General Meeting Minutes.docx



Meeting Minutes

15	Next Meeting – The next Meeting will be Wednesday 26th November 2025, Council Rooms, 29 Barossa Valley Way, Lyndoch, SA.		
16	Meeting Closed: .8.00 pm		

Notes-

1. Under the Constitution dated 26 June 2025 – A **quorum** (that is the minimum number of members that must be present at a general meeting to make the proceedings of that meeting valid) shall be determined as 20% of the number of Ordinary Members.

	Name	Signature	Date
Member who presided over the meeting which these minutes record:		I confirm that these minutes are an accurate record of the proceedings of the meeting:	
Member who presided at the meeting where these minutes are confirmed:			

MATTERS FOR INFORMATION

6.2 TREES FOR LIFE - BUSH FOR LIFE REPORT

**Author: Executive and Project Support Officer
25/93892**

Trees for Life (TFL) have forwarded a copy of the 'Bush for Life Quarterly Report – July to September 2025' which is attached for information.

Currently there are six Bush for Life sites on Council land, with significant work occurring.

Field Officers and volunteers undertook 110 hours of on-ground work on the Bush for Life sites during this reporting period.

ATTACHMENTS

Attachment 1 Bush for life Quarterly Report- July to September 2025 [↓](#) 

SUPPORTING REFERENCES

Nil

BUSH FOR LIFE

QUARTERLY REPORT

July to September 2025



TreesForLife

Site Owner: The Barossa Council

BFL Coordinator: Elisha Brunton

Profile	
Number of BFL sites owned	6
Number of site carer allocations (at end of quarter)	4
Staff on-ground work hours this quarter	35
Volunteer on-ground work hours this quarter	39 (group activities) + estimated 36 (unsupervised)
Carer movements this quarter	0 new carers and 0 retirements



Volunteers drilling and filling Olives at Gottwald Rd



Volunteers weeding halos around plantings at Winters Rd

Comments:

This quarter at Magnolia Road, Perennial Veldt-Grass was slashed around the core area and then a follow up spray occurred (shown on the map below). Volunteers will also be coming to the BAT in October for hand weeding in the core area.

Winters Road has had a lot of attention this quarter, receiving four Bush For Life activities. TFL works crew also worked on Pentaschistis grass as a result of the successful Grassroots Grant application, thanks to the dedication of the new Winters Road site carers.

At Mount Road this quarter the regeneration has been fantastic. There has been no recruitment of Gorse in the area where it was removed in Summer. The Native plantain are thriving where annual grasses were sprayed in June. Consecutive spraying of Plantain and Bridal Creeper has resulted in no

need to spray this season which is great. Plantain, Bridal Creeper and Annual Grasses are to be sprayed next June.



Map of area slashed and sprayed at Magnolia Road (shown in blue)



Garland Lilies at Boehm Springs

Site activities during the quarter

Date	Sitecode	Site Name	Activity	OGW time (hrs)	Number of volunteers	Total hours (staff + vols)	Main weeds/tasks
1/07/2025	BR009	GOTTWALD RD	MiniBAT	3	4	15	Olives, Bridal Creeper, Soursob
12/07/2025	BR002	WINTERS RD	MiniBAT	1.5	1	3	Spray Bridal Creeper, Sparaxis
12/07/2025	BR002	WINTERS RD	BAT	8.5	3	42.5	Bridal Creeper, annual grasses
15/07/2025	BR002	WINTERS RD	MiniBAT	2.25	0	2.25	Spray Bridal Creeper, Soursob
29/07/2025	BR007	MAGNOLIA RD RES	MiniBAT	1.75	0	3.5	Brushcut Perennial Veldt Grass for follow up spray in Spring
8/08/2025	BR008	MOUNT RD	Support	0.5	0	0.5	Hazard Assessment, checking for upcoming BAT
19/08/2025	BR002	WINTERS RD	MiniBAT	0.75	0	0.75	Spray Annual grasses
19/08/2025	BR003	BOEHM SPRINGS	Support	1	0	1	Hazard Assessment, strategy
19/08/2025	BR006	ALTMANN RD	MiniBAT	2	0	2	Spray Cape Tulip, Sparaxis, Guildford Grass
19/08/2025	BR009	GOTTWALD RD	MiniBAT	1.5	0	1.5	Spray Bridal Creeper, Spray annual grasses
12/09/2025	BR007	MAGNOLIA RD RES	MiniBAT	2	0	2	Spray Perennial Veldt Grass

On-ground Works Summary

# BATs	1	# Support visits	2
# MiniBATs	8	Total hours OGW (staff+vols)	110

MATTERS FOR INFORMATION

6.3 PLANNING, DEVELOPMENT AND INFRASTRUCTURE (GENERAL) (MISCELLANEOUS) (NO2) AMENDMENT REGULATIONS 2025

**Author: Manager Development Services
25/94115**

The *Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025* came into effect on 5 November 2025. The Amendment Regulations introduce several key changes to the *Planning, Development and Infrastructure (General) Regulations 2017*.

Some of the substantive amendments include:

- Regulation 22 has been amended to extend the ability for an accredited professional, namely a surveyor, to act as the relevant authority for the purposes of issuing land division consents. The amendment now entitles a surveyor to act exclusively as the relevant authority for assessment of the applicable consents for land divisions, other than where it is necessary in connection with the division of land to be vested in another entity or a public road to be created.
- Regulation 25(2) has been deleted and replaced with new text that effectively removes the ability for an accredited professional – building level 1 to act as the relevant authority for planning consent.
- New regulation 53(1)(ba) provides that assessment periods for land division have been reduced from 60 business days to 30 business days where the development involves the division of land into 10 allotments or less than does not involve the creation of a public road.
- New regulation 53(4a) provides if a development application is verified in less than the number of days prescribed under regulation 31 (5 business days), then an additional period of the remaining days prescribed for verification shall be added to the period specified under regulation 53(1) and conversely if the relevant authority exceeds the number of days prescribed for verification, then the period equivalent to the days by which the verification period has been exceeded shall be subtracted from the period specified under regulation 53(1).
- New regulation 116A that expressly provides a right for owners of land to inspect documents accompanying development applications for their land.

ATTACHMENTS

Attachment 1 Planning Development and Infrastructure - General - Miscellaneous
- No 2 - Amendment documentation [!\[\]\(faf942dc3e59ce8eb64b4ac481eca7e0_img.jpg\) !\[\]\(f6b0299e0b5e4340e509b71914970da0_img.jpg\)](#)

SUPPORTING REFERENCES

Planning, Development and Infrastructure Act 2016

Planning, Development and Infrastructure (General) Regulations 2017

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Amendments based on consultation and post-consultation amendments

Changes to the Miscellaneous Amendment Regulations based on consultation

Regulation subject of draft amendment submitted for consultation	Consultation submission	Outcome
22 – Prescribed Scheme	Accredited professional surveyors should only be able to grant planning consent where there is no vesting of land and no creation of a public road.	Amendment 7(2) precludes accredited professionals from issuing planning consent where land to be vested in another entity or a public road is created.
New regulations - Complexity provisions - added an additional 10 business days to the assessment timeframe if an application met certain complexity criteria. (Draft for consultation regulations – clauses 31, 33 and 53)	While there was some support for the additional timeframe, the inherent difficulty is that someone must determine an application to be complex, requiring an additional step in the assessment process. There was also no consensus amongst councils as to what the complexity criteria should be, with one council suggesting extensions to dwellings should be deemed complex.	Proposed complexity provisions removed.
65 – Variation of authorisation	Once final development approval is issued, where minor variations are sought to planning consents granted by an accredited professional, council should have oversight to ensure such variations are in fact minor.	Amendment 12 requires that any minor variation to a planning consent (after final development approval is issued) must be assessed by a council assessment manager.

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Regulation subject of draft amendment submitted for consultation	Consultation submission	Outcome
Sch 4, cl 18(1)(da) – Exclusions from the definition of development – general	Many of the submissions were opposed to the removal of trees being exempt from private schools.	Despite some opposition to extend the exemption to private schools, this amendment has been maintained, albeit clause 18 is revised to refer to a “tree on land on which <i>a primary or secondary school that provides instruction in primary or secondary education is located or is proposed to be built</i> ”, following submissions that the initial clause provided a scope too broad.
Sch 4 – Exclusions from the definition of development – general New clause 22 – Electric vehicle charging stations	There should be further situations where electric vehicle charging stations should still be considered development in some circumstances.	Amendment 18 now clarifies that the exemption from development does not extend to EV charging stations that: - are underground or covered and are not in relation to a Class 1 building (i.e. residential garage) - where third party advertising exceeding 0.2 metres in size, involves illuminated or involves advertising other than for wayfinding. * Note that this regulation amendment commences on 1 July 2026.

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Additional post-consultation changes to the Miscellaneous Amendments

Regulation	Additional post consultation amendments made
Various amendments related to engineering design standards	- As a result of consultation on the engineering design standards all amendments relating to design standards have been removed: 3 - Reg 3A(1a) 15 - Reg 80(2) 16 - Reg 85B It was determined that further consultation will occur in connection with work on the draft Design Standards.
19	- r 19 amended to allow regional plans to be updated to reflect the documents made by Chief Executive. This will allow reference to two key Greater Adelaide Regional Plan documents published on the SA Planning Portal: - the Land Supply Dashboard; and - the Population Projections for South Australia and Regions. (amendment regulation 5)
Sch 4, cl 14(1)(c)	Excluding from development the construction, alteration, extension, repair, or maintenance of all railway culverts, drains or pipes regardless of their height or depth – this was the position under the former <i>Development Regulations 2008</i>. (amendment regulation 18)
Prescribed Acts – reg 21	- Prescribes the <i>Environment Protection Act 1993</i> under section 76(1)(c)(i) of the PDI Act - This will allow changes made under the prescribed Act to be in force as consequential changes to the Planning and Design Code without the need for a formal Code Amendment process. (amendment regulation 6)
Reg 19	- r 19(ac) amended to remove the reference to regulation 19A (technical amendment). - Add “Austroads” as a prescribed body for the purposes of incorporating Austroads material into planning instruments made under the Act. (amendment regulation 5)

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Regulation	Additional post consultation amendments made
r 3F(4)(a)	Amended to clarify that tree damaging activity that is exempt from the definition of development due to its proximity to a dwelling or swimming pool, the subject tree is required to be on the same allotment. (amendment regulation 4)
53	Amended to require fees be paid prior to final development approval – these fees include contributions to the Urban Tree Canopy and Regulated and Significant Tree Offset Fund. (amendment regulation 10)
Reg 109(5)	Amended to insert reference to the <i>Hydrogen and Renewable Energy Act 2023</i> (technical amendment to include new Act). (amendment regulation 15)

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Table of Amendments

Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025	
Amendment regulation	Amendment
3.	Amendment to regulation 3A to remove the risk of enforcement action for inadvertent breach of recycled water conditions placed on development approvals, for specified housing in parts of the Playford Council area.
4.	Amendment to regulation 3F to clarify that the exemption for tree damaging activity due to its proximity to a dwelling or swimming pool only applies where the tree is on the same allotment as the subject tree, and to allow councils to prune regulated and significant trees as required without the requirement for development approval.
5.	Amendment to regulation 19 to insert Austroads as a prescribed body for the purposes of section 71(b) of the Act which incorporates documents by prescribed bodies as planning instruments.
6.	Amendment to regulation 21 to prescribe the <i>Environment Protection Act 1993</i> as a prescribed Act that where inconsistency between the prescribed Act and a designated planning instrument, the Minister may amend the instrument to ensure consistency.
7.	Amendment to regulation 22 to allow private accredited professional surveyors to issue planning and land division consent for deemed-to-satisfy land divisions, except where the division involves vesting of land or creation of a public road.
8.	Amendment to regulation 25 to align the issuing of planning and building consents by Accredited Professionals with their qualifications.
9.	Amendment to regulation 29 to clarify the applicable fees for development assessment requirements prescribed by the regulations.
10.	Amendment to regulation 53 to adjust the timeframes within which decisions must be made to reflect a 'total timeframe' irrespective of when a development application is verified, and reduce the assessment timeframe for land divisions into 10 or less allotments.

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11.	Amendment to regulation 61 to reflect updated naming conventions of the National Construction Code.
12.	Amendment to regulation 65 to require that where an accredited professional has granted a planning consent, any minor variation after final development approval must be assessed by a council assessment manager (except where the SPC issued the approval).
13.	Amendment to regulation 93 to clarify that notification of building works is only required where the building work constitutes development.
14.	Amendment to regulation 109 to provide that the Building Rules apply to building work related to works under the <i>Hydrogen and Renewable Energy Act 2023</i> .
15.	Amendment to regulation 116A allows landowners to apply to their local council to access documents related to a development application in respect of their land.
16.	Amendment to Schedule 3 to insert the division of proposed allotments to the definition of development.
17.	Amendment to Schedule 4 to exempt further items from the definition of development, including railway culverts, drains or pipes, tree removal on primary or secondary school land, and electric vehicle charging stations subject to exceptions.
18.	Amendment to Schedule 8 to remove clause 7(3)(a)(iii) which requires plans for new roads to show the position and construction of permanent marks.
19.	Amendment to Schedule 9 to amend the referral timeframes for the Tunnel Protection Overlay and for Native Vegetation.
20.	Consequential amendment to clause 3, providing maps of the designated area, within Playford Council.
21.	Insertion of Schedule 18 providing maps of designated areas for the purpose of amendment 3.

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No. 65 p. 4350

THE SOUTH AUSTRALIAN GOVERNMENT GAZETTE

5 November 2025

REGULATIONS

South Australia

Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025

under the *Planning, Development and Infrastructure Act 2016*

Contents

Part 1—Preliminary

- 1 Short title
- 2 Commencement

Part 2—Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*

- 3 Amendment of regulation 3A—Application of Act (section 8)
- 4 Amendment of regulation 3F—Regulated and significant trees
- 5 Amendment of regulation 19—Incorporation of material (section 71(b))
- 6 Amendment of regulation 21—Minor or operational amendments (section 76)
- 7 Amendment of regulation 22—Prescribed scheme (section 93)
- 8 Amendment of regulation 25—Accredited professionals (section 97)
- 9 Amendment of regulation 29—Application to relevant authority
- 10 Amendment of regulation 53—Time within which decision must be made (section 125(1))
- 11 Amendment of regulation 61—Certificate of independent technical expert in certain cases
- 12 Amendment of regulation 65—Variation of authorisation (section 128)
- 13 Amendment of regulation 93—Notifications during building work
- 14 Amendment of regulation 109—Mining production tenements
- 15 Insertion of regulation 116A
 - 116A Access to documents
- 16 Amendment of Schedule 3—Additions to definition of development
 - 12 Division of proposed allotments
- 17 Amendment of Schedule 4—Exclusions from definition of development—general
- 18 Amendment of Schedule 8—Plans
- 19 Amendment of Schedule 9—Referrals
- 20 Amendment of Schedule 13—State agency development exempt from approval
- 21 Insertion of Schedule 18

Schedule 18—Maps of designated areas (regulation 3A)

- 1 Blakes Crossing
- 2 Blakes Grove
- 3 20 Acres at Andrews Farm
- 4 Playford and Lakeside at Andrews Farm
- 5 Eyre at Penfield
- 6 Playford Alive

5 November 2025

THE SOUTH AUSTRALIAN GOVERNMENT GAZETTE

No. 65 p. 4351

Part 1—Preliminary

1—Short title

These regulations may be cited as the *Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025*.

2—Commencement

- (1) Subject to subregulation (2), these regulations come into operation on 7 November 2025.
- (2) Regulation 17(4) comes into operation on 1 July 2026.

Part 2—Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*

3—Amendment of regulation 3A—Application of Act (section 8)

- (1) Regulation 3A—after subregulation (3) insert:
 - (3a) In accordance with section 8(2) of the Act, sections 213, 214 and 215 of the Act do not apply to circumstances in which there has been a contravention (whether before or after the commencement of this subregulation) consisting of a failure to comply with a condition relating to the provision of recycled water that is imposed under the Act in relation to a development authorisation issued for a development within a designated area.
- (2) Regulation 3A(5)—after the definition of *ancillary accommodation* insert:

designated area means a shaded area bounded by a bold black line in a map set out in Schedule 18;

4—Amendment of regulation 3F—Regulated and significant trees

- (1) Regulation 3F(4)(a)—after "pool," insert:

provided that the tree is on the same allotment as the dwelling or pool,
- (2) Regulation 3F(6)(c)—delete subparagraph (c) and substitute:
 - (c) that is—
 - (i) in the case of a tree on land owned by, or under the care, control and management of, a council—undertaken by or on behalf of the council at any time; or
 - (ii) in any other case—undertaken at least 5 years after pruning of a kind referred to in this subregulation was last undertaken in relation to the tree,

5—Amendment of regulation 19—Incorporation of material (section 71(b))

- (1) Regulation 19(ac)—delete ", in relation to regulation 19A"
- (2) Regulation 19—after paragraph (c) insert:
 - (ca) Austroads;

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6—Amendment of regulation 21—Minor or operational amendments (section 76)

Regulation 21—before its present contents (now to be designated as subregulation (2)) insert:

- (1) The *Environment Protection Act 1993* is prescribed for the purposes of section 76(1)(c)(i) of the Act.

7—Amendment of regulation 22—Prescribed scheme (section 93)

- (1) Regulation 22(1)(d)—after "consent" insert:

and consent under section 102(1)(c) or (d) of the Act

- (2) Regulation 22(1)(d)—after "106(2) of the Act" insert:

or where it is necessary in connection with the division for land to be vested in another entity or a public road to be created

8—Amendment of regulation 25—Accredited professionals (section 97)

Regulation 25(2)—delete subregulation (2) and substitute:

- (2) For the purposes of section 97 of the Act, and subject to these regulations, an Accredited professional—building level 1 may act as a relevant authority for the purposes of giving building consent in relation to any class of development.

9—Amendment of regulation 29—Application to relevant authority

Regulation 29—after subregulation (4) insert:

- (5) The appropriate fee for the purposes of section 119(1)(d) of the Act is the fee identified as the base amount in respect of an application for consent under Part 7 of the Act in a fee notice made for the purposes of the Act.

10—Amendment of regulation 53—Time within which decision must be made (section 125(1))

- (1) Regulation 53(1)—after paragraph (b) insert:

- (ba) if the application proposes to divide land under section 102(1)(c) or (d) of the Act and—
 - (i) the proposed development involves the division of land into 10 allotments or less; and
 - (ii) does not involve the creation of a public road,

30 business days;

- (2) Regulation 53(1)—after paragraph (ja) insert:

- (jb) if paragraph (ca) applies and the development that is the subject of the application for outline consent is being assessed against a proposed amendment to the Planning and Design Code, an additional period equal to the time taken for the proposed amendment to be adopted by the Minister must be added to the period that applies under paragraph (ca); and

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(3) Regulation 53—after subregulation (4) insert:

(4a) In addition, if an application was verified under regulation 31—

- (a) in less than the number of days prescribed for verification under regulation 31—an additional period equivalent to the remaining days prescribed for verification under that regulation must be added to the period prescribed in subregulation (1); or
- (b) in more than the number of days prescribed for verification under regulation 31—a period equivalent to the days by which the period prescribed for verification under that regulation was exceeded is subtracted from the period prescribed in subregulation (1).

11—Amendment of regulation 61—Certificate of independent technical expert in certain cases

(1) Regulation 61(1)(a)—delete "of Volume 1, or Part 2.1 of Volume 2," and substitute:

or Part H1

(2) Regulation 61(1)(b)—delete "of Volume 1"

(3) Regulation 61(1)(c)—delete "of Volume 1, or Part 2.6 of Volume 2," and substitute:

or Part H6

12—Amendment of regulation 65—Variation of authorisation (section 128)

Regulation 65—after subregulation (1) insert:

(1a) For the purposes of subregulation (1), if the variation—

- (a) relates to planning consent previously given by an accredited professional in respect of development within the area of a council; and
- (b) is requested after final development approval has been granted, the relevant authority will, insofar as the variation relates to planning consent, be the assessment manager appointed for the assessment panel of the council.

13—Amendment of regulation 93—Notifications during building work

Regulation 93—after subregulation (4) insert:

(4a) This regulation only applies to building work that constitutes development for the purposes of the Act.

14—Amendment of regulation 109—Mining production tenements

Regulation 109(5)(c)—after "Mining Acts" insert:

or the *Hydrogen and Renewable Energy Act 2023*

15—Insertion of regulation 116A

Before regulation 117 insert:

116A—Access to documents

- (1) Subject to subregulation (2), an owner of land may inspect at the office of the council for the area in which the land is situated, or obtain from the council a copy of, any plans, drawings, specifications or other documents or information retained on the SA planning portal in relation to an application for a development authorisation under section 102 of the Act in respect of development on the land.
- (2) The council is not required to make available any plans, drawings, specifications or other documents or information referred to in subregulation (1) for inspection or copying under that subregulation if to do so would—
 - (a) in the opinion of the council, unreasonably jeopardise the present or future security of a building; or
 - (b) involve an infringement of copyright in matter contained in a document; or
 - (c) constitute a breach of any other law.
- (3) The council is not permitted to charge a fee for the inspection of documents or information under this regulation but may charge a reasonable fee for providing copies of documents or information, unless the Minister sets a fee for that purpose by fee notice made for the purposes of the Act.

16—Amendment of Schedule 3—Additions to definition of development

Schedule 3—after clause 11 insert:

12—Division of proposed allotments

The division of land that is subject to a development application that proposes to create an allotment comprising the land where—

- (a) that application has not been finally determined; or
- (b) —
 - (i) a development authorisation has been issued in respect of that application; and
 - (ii) the development authorisation is operative; and
 - (iii) a certificate of title has not been issued in respect of the land.

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**17—Amendment of Schedule 4—Exclusions from definition of development—
general**

- (1) Schedule 4, clause 14(1)(c)(i)—delete "not more than 1 m deep"
- (2) Schedule 4, clause 14(1)(c)(ii)—delete "not more than 1 m in diameter"
- (3) Schedule 4, clause 18(1)—after paragraph (d) insert:
 - (da) the tree is on land on which a school that provides courses of instruction in primary or secondary education is located or is proposed to be built; or
- (4) Schedule 4—after clause 21 insert:

22—Electric vehicle charging stations

- (1) The construction, alteration, repair or maintenance of an electric vehicle charging station, other than—
 - (a) in respect of a local heritage place; or
 - (b) on adjacent land to a State heritage place or local heritage place; or
 - (c) in an area that is underground or covered and does not relate to a Class 1 building under the Building Code; or
 - (d) a charging station that features advertising that is not permitted advertising.
- (2) For the purposes of subclause (1), *permitted advertising* is advertising that is no greater than 0.2 m² in size, is not illuminated and is for the purposes of identifying the charging station as such or providing other information directly related to the charging station.

18—Amendment of Schedule 8—Plans

Schedule 8, clause 7(3)(a)(iii)—delete subparagraph (iii)

19—Amendment of Schedule 9—Referrals

- (1) Schedule 9, clause 3, table, Part A, item 8, column relating to "**Period**"—delete "30" and substitute:

20
- (2) Schedule 9, clause 3, table, Part A, item 11, column relating to "**Period**"—delete "20" and substitute:

30

20—Amendment of Schedule 13—State agency development exempt from approval

- (1) Schedule 13, clause 2(1)(w)(i)—delete subparagraph (i)
- (2) Schedule 13, clause 5(b)(viii)(A)—delete subsubparagraph (A)

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21—Insertion of Schedule 18

After Schedule 17 insert:

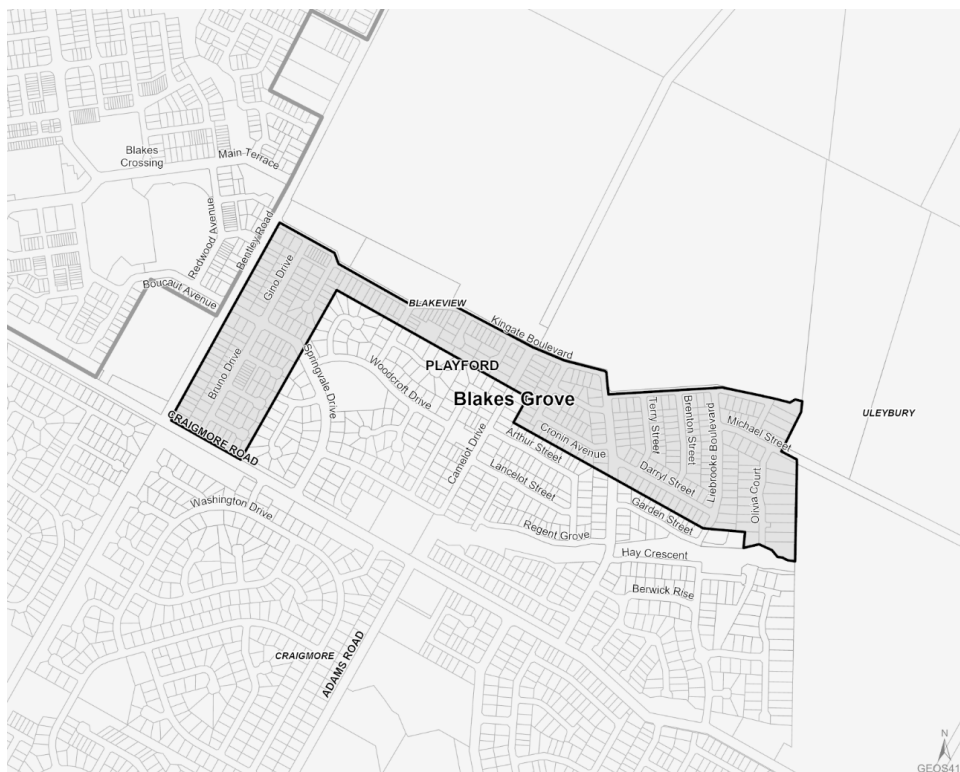
Schedule 18—Maps of designated areas (regulation 3A)**1—Blakes Crossing****Note—**

The shaded area bounded by the bold black line in this map shows the designated area referred to as "Blakes Crossing".

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No. 65 p. 4357

2—Blakes Grove**Note—**

The shaded area bounded by the bold black line in this map shows the designated area referred to as "Blakes Grove".

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THE SOUTH AUSTRALIAN GOVERNMENT GAZETTE

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3—20 Acres at Andrews Farm**Note—**

The shaded area bounded by the bold black line in this map shows the designated area referred to as "20 Acres at Andrews Farm".

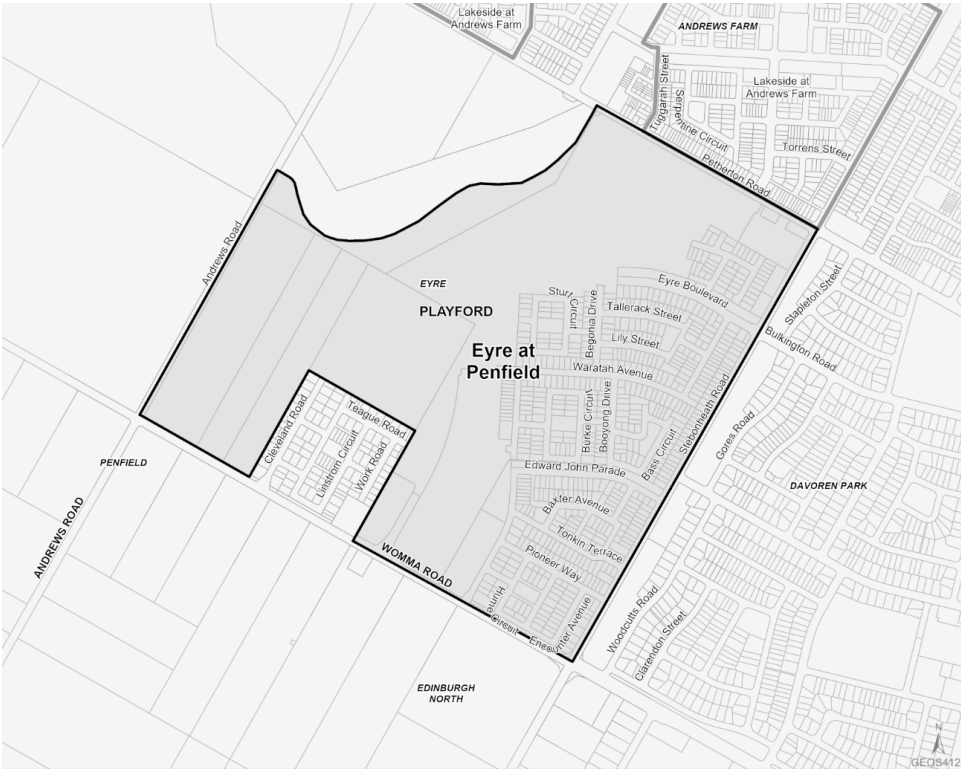
4—Playford and Lakeside at Andrews Farm



Note—

The shaded areas bounded by the bold black lines in this map show the designated areas referred to as "Playford" and "Lakeside at Andrews Farm".

5—Eyre at Penfield



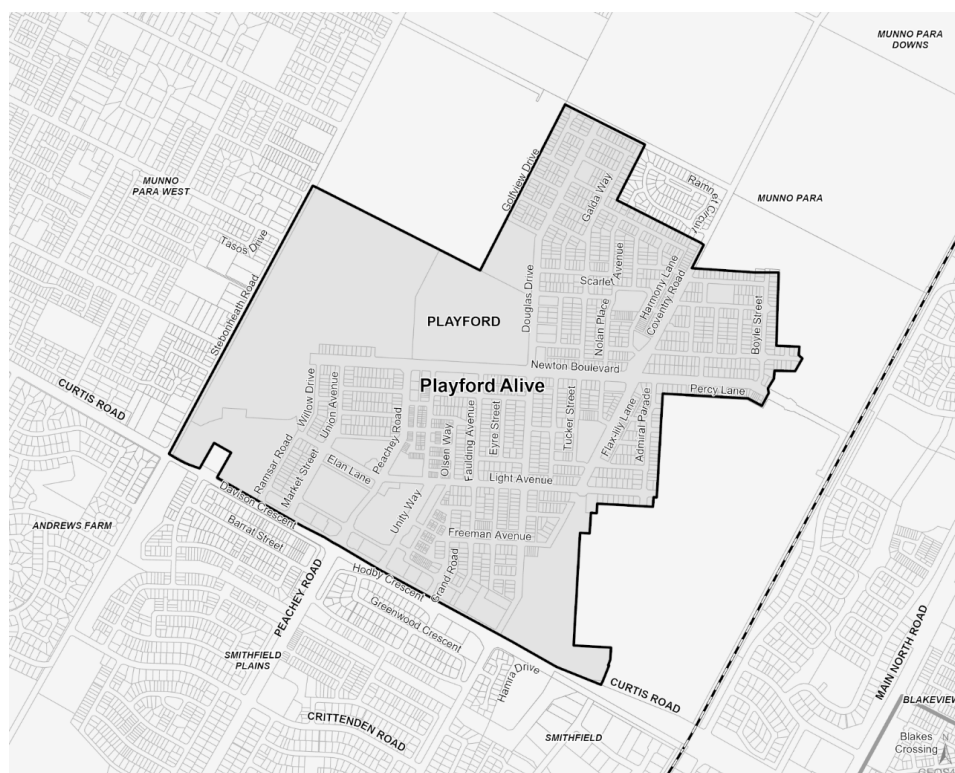
Note—

The shaded area bounded by the bold black line in this map shows the designated area referred to as "Eyre at Penfield".

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6—Playford Alive**Note—**

The shaded area bounded by the bold black line in this map shows the designated area referred to as "Playford Alive".

Editorial note—

As required by section 10AA(2) of the *Legislative Instruments Act 1978*, the Minister has certified that, in the Minister's opinion, it is necessary or appropriate that these regulations come into operation as set out in these regulations.

Made by the Governor's Deputy

with the advice and consent of the Executive Council
on 5 November 2025

No 113 of 2025

MATTERS FOR INFORMATION

6.4 DOG AND CAT MANAGEMENT ACT AMENDMENT - FIRST STAGE

**Author: Manager Health Services and Community Safety
25/94403**

To inform Council that following a consultation period, a number of amendments to the *Dog and Cat Management Act 1995* (The Act), have now been implemented as of 17 November 2025.

At the June 2024 Council meeting, a report (24/42117) was presented to Council for endorsement on a submission in response to the *Dog and Cat Management Act 1995* draft Bill. Council, and the community, have been provided the opportunity to comment on the numerous amendments that were proposed in the Bill.

As of 17 November 2025, the first tranche of amendments to the Act have been enacted ([Attachment 1](#)). These include, but are not limited to -

- Interpretation changes; and
- Increase to numerous penalties and expiations for breaches of the Act, substantially focussing on dog attacks ([Attachment 2](#)); and
- Updated powers for Authorised Officers, including new direction powers and seizure powers; and
- An additional dog defecation offence for private land; and
- Amendments to greyhound legislation.

Staff have been advised that a second tranche of amendments will occur, however, no specific implementation date has been advised at this stage. This next round of amendments is proposed to include changes to the breeder rules.

ATTACHMENTS

Attachment 1	Dog and Cat Management Act - Tranche One Commencements - 17 November 2025 ↓ 
Attachment 2	Dog and Cat Management Act - Penalty Changes - 17 November 2025 ↓ 

SUPPORTING REFERENCES

Nil

Dog and Cat Management (Breeder Reforms) Amendment Act 2025

Information for Councils | November 2025



Commencement

The *Dog and Cat Management (Breeder Reforms) Amendment Act 2025* will commence on 17 November 2025, with the first tranche of amendments coming into operation.

Amendment provisions commencing 17 November 2025 are outlined below.

For further information refer to:

- [Dog and Cat Management Act 1995](#)
- [Dog and Cat Management \(Breeder Reforms\) Amendment Act 2025](#)
- [Dog and Cat Management \(Breeder Reforms\) Amendment Act \(Commencement\) Proclamation 2025](#)

Clause	Initiative
1 Short title	Formal
2 Commencement	Formal
3 Amendment of section 3—Objects	Formal
4 Amendment of section 4—Interpretation sub clause (4)(7)(8)	Definitions
5 Amendment of section 12—Composition of Board	Dog and Cat Management Board membership
6 Amendment of section 17—Proceedings	Dog and Cat Management Board membership
8 Amendment of section 24—Annual report	Annual report dates
9 Amendment of section 25—Dog and Cat Management Fund	Apply fund to cat facilities
12 Substitution of section 26A—Plans of management relating to dogs and cats	Modernise council animal management planning
13 Amendment of section 31—Offence to hinder etc authorised person	Offence assault authorised person
17 Repeal of section 38	Transfer of animals through <i>Dogs and Cats Online</i>
19 Amendment of section 43—Dogs not to be allowed to wander at large	Updated penalty
20 Amendment of section 44—Dogs not to be allowed to attack etc	Updated penalty
21 Amendment of section 45A—Miscellaneous duties relating to dogs	Updated penalty New offence - dog faeces
23 Amendment of section 45C—Greyhounds	Remove muzzle requirement for retired greyhounds
24 Amendment of section 45D—Attack trained dogs, guard dogs and patrol dogs	Updated penalty
25 Amendment of section 47—Court's power to make orders in criminal proceedings	Updated penalty
26 Insertion of Part 5 Division 2—Directions relating to management of dogs <i>48 Authorised officers may give directions</i>	New direction making power
28 Amendment of section 51—Grounds on which orders may be made (subclauses 1-5, 7)	Amend grounds for issuing control order
29 Repeal of section 53	Repeal previous directions power
30 Amendment of section 54—Application of orders and directions	Repeal previous directions power

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32	Amendment of section 56—Notification to council	Updated penalty
33	Amendment of section 57—Notification of order to proposed new owner of dog	Updated penalty
35	Amendment of section 59B—Contravention of Prohibition Order	Updated penalty
37	Amendment of section 60—Power to seize and detain dogs	Amend power to seize (excluding s61(h) barking dog on premises)
38	Amendment of section 61—Procedure following seizure of dog	Council to issue online notice of seized dog
39	Amendment of section 62—Destruction or disposal of seized dog	Update language re vet
40	Substitution of section 63—Power to destroy cats	Update powers
41	Amendment of section 64—Power to seize and detain cats	Update language
42	Amendment of section 64D—Notification to owner of dog or cat destroyed etc under Part	Update powers
45	Insertion of section 73—Sharing of information between Board and councils etc	Information sharing provision
46	Amendment of section 81A—Interference with dog or cat in lawful custody	Updated penalty
47	Amendment of section 83—No liability for action taken under Act	Update powers
50	Repeal of section 87	Update service of documents requirements
51	Substitution of section 88—Evidentiary provision	Updated evidentiary provision
52	Substitution of section 89—Appropriation of penalties etc	Update penalty provisions
53	Substitution of section 90A—Review of Act	Require next review
54	Amendment of section 91—Regulations	Updated regulations provision
Sch 1	Amendment of section 20AA (Criminal Law and Consolidation Act) —Causing harm to, or assaulting, certain emergency workers etc	Offence to assault authorised person
Sch 2	Composition of Board	Dog and Cat Management Board membership

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Dog and Cat Management Act 1995
New or amended penalties as of 17 November 2025



Government of South Australia
 Dog and Cat Management Board

PROVISION	PREVIOUS	PENALTY AS AT 17 NOVEMBER 2025
31—Offence to hinder etc. authorised person (2) A person who assaults an authorised person, or a person assisting an authorised person, in the exercise of powers under this Act, is guilty of an offence.	<i>Maximum penalty: \$10 000 or imprisonment for 2 years</i>	Removed – update to the offence of abusing an authorised person within the Criminal Law Consolidation Act (Section 20AA).
43—Dogs not to be allowed to wander at large A person who owns or is responsible for the control of a dog is guilty of an offence if the dog is wandering at large.	<i>Dangerous dog or dog of a prescribed breed</i> <i>First offence: \$5,000</i> <i>Subsequent: \$10,000 (Expiation Fee \$750)</i> <i>Other dog</i> <i>\$2,500 (Expiation fee \$210)</i>	If the dog is a dangerous dog or a dog of a prescribed breed Maximum penalty: \$10,000 (Expiation fee \$1,000) In any other case Maximum penalty: \$5,000 (Expiation fee \$315)
44—Dogs not to be allowed to attack etc. (1) A person who sets on or urges a dog to attack, harass or chase a person or an animal or bird owned by or in the charge of another person is guilty of an offence (whether or not actual injury is caused).	<i>\$10,000 or 2 years imprisonment</i> <i>44(3) aggravated offence if the dog is a dangerous dog or a dog of a prescribed breed – a person is liable for double penalty</i>	Maximum penalty: \$50,000 or 2 years imprisonment <i>44(3) aggravated offence if the dog is a dangerous dog or a dog of a prescribed breed – a person is liable for double penalty</i>
44—Dogs not to be allowed to attack etc. (2) A person who owns or is responsible for the control of a dog is guilty of an offence if the dog attacks, harasses or chases or otherwise endangers the health of a person or an animal or bird owned by or in the charge of another person (whether or not actual injury is caused).	<i>Dangerous dog or dog of a prescribed breed</i> <i>First offence: \$5,000</i> <i>Subsequent: \$10,000 (Expiation Fee \$750)</i> <i>Other dog</i> <i>\$2,500 (Expiation fee \$315)</i>	If the offence results in the death of, or serious injury to, a person, animal or bird: Dangerous dog or dog of a prescribed breed Maximum penalty: \$50,000 (Expiation fee \$1,500) Other dog (not dangerous dog or prescribed breed) Maximum penalty: \$25,000 (Expiation fee \$1,000) In any other case: (not result in the death of, or serious injury to, a person, animal or bird) Dangerous dog or dog of a prescribed breed Maximum penalty: \$25,000 (Expiation fee \$1,000) Other dog (not dangerous dog or prescribed breed) Maximum penalty: \$10,000 (Expiation fee \$500)

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Dog and Cat Management Act 1995
New or amended penalties as of 17 November 2025



Government of South Australia
 Dog and Cat Management Board

PROVISION	PREVIOUS	PENALTY AS AT 17 NOVEMBER 2025
45A—Miscellaneous duties relating to dogs (1) A person who owns or is responsible for the control of a dog is guilty of an offence if the dog is on premises and causes injury to a person or property of a person lawfully entering those premises.	<i>Dangerous dog or dog of a prescribed breed</i> <i>\$5,000 (Expiation Fee \$750)</i> <i>Other dog</i> <i>\$2,500 (Expiation fee \$315)</i>	Dangerous dog or dog of a prescribed breed Maximum penalty: \$10,000 (Expiation Fee - \$1000) Other dog (not dangerous dog or prescribed breed) Maximum penalty: \$5,000 (Expiation fee \$750)
45A—Miscellaneous duties relating to dogs (7) A person who owns or is responsible for the control of a dog (not being an accredited assistance dog) is guilty of an offence if the dog defecates in a private place; and (b) unless the owner or occupier of the private place allows otherwise, the person responsible for the control of the dog does not immediately remove the faeces and dispose of them in a lawful and suitable manner.	NEW	Maximum penalty: \$1,250 (Expiation fee \$210)
45C —Amendment of section relating to Greyhounds (1) A person who owns or is responsible for the control of a greyhound (not being a racing greyhound) must ensure that, at any time the greyhound is not confined in premises of which that person is the occupier, the greyhound is under the effective control of a person by means of physical restraint.	Amended (remove muzzle requirement)	Maximum penalty: \$5,000 (Expiation fee \$315)
45C —Amendment of section relating to Greyhounds (1a) A person who owns or is responsible for the control of a racing greyhound must ensure that, at any time the racing greyhound is not confined in premises of which that person is the occupier— (a) the greyhound has a muzzle securely fixed on its mouth capable of preventing it from biting any person or animal; and (b) the greyhound is under the effective control of a person by means of physical restraint.	NEW	Maximum penalty: \$5,000 (Expiation fee \$315)
45D—Attack trained dogs, guard dogs and patrol dogs (1) A person who owns, or is responsible for the control of an attack trained dog, a guard dog or a patrol dog is guilty of an offence if, after the day declared for the purpose under this section, any of the requirements is not complied with: (c) (d) (e) (f)	Maximum penalty: \$5,000 (Expiation Fee - \$750)	Maximum penalty: \$7,500 (Expiation fee \$750)

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Dog and Cat Management Act 1995
New or amended penalties as of 17 November 2025



Government of South Australia
 Dog and Cat Management Board

PROVISION	PREVIOUS	PENALTY AS AT 17 NOVEMBER 2025
47 – amendment of section relating to Court’s power to make orders in criminal proceedings (3) A person who fails to comply with an order made against the person under this section is guilty of an offence.	Maximum penalty: \$5,000	Maximum penalty: \$10,000
48—Authorised officers may give directions (5) A person who contravenes a direction under this section is guilty of an offence.	NEW	Maximum penalty: \$5,000 (Expiation fee \$500)
56—Notification to council (1) A person who owns or is responsible for the control of a dog subject to an order under this Division must inform the council of the area in which the dog is usually kept as soon as practicable if: (a) the dog attacks a person or an animal or bird owned by or in the charge of a person; or (b) the dog is missing; or (c) the dog dies; or (d) the ownership of the dog changes.	Dangerous dog or dog of a prescribed breed: Maximum penalty: \$2,500 (Expiation fee \$315) Other dog: Maximum penalty: \$1,250 (Expiation fee \$210)	Dangerous dog or dog of a prescribed breed: Maximum penalty: \$5,000 (Expiation fee \$500) Other dog (not dangerous dog or dog of a prescribed breed): Maximum Penalty: \$2,500 (Expiation fee \$315)
57 - Notification of order to proposed new owner of dog Before ownership of a dog subject to an order under this Division changes, the person proposing to transfer ownership must inform the person to whom ownership is to be transferred about the order.	Maximum penalty: \$1,250 (Expiation fee \$210)	Maximum penalty: \$5,000 (Expiation fee \$500)
59B—Contravention of Prohibition Order (1) A person who contravenes a Prohibition Order is guilty of an offence	Maximum penalty: \$5,000	Maximum penalty: \$10,000
81A - Interference with dog or cat in lawful custody A person who interferes with, releases, or removes from lawful custody a dog or cat seized or detained under this Act is guilty of an offence.	Maximum penalty: \$5,000	Maximum penalty: \$10,000

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MATTERS FOR INFORMATION

6.5 ITEMS OF BUSINESS FOR THE 2026 ORDINARY GENERAL MEETING

Author: Governance Officer
25/96214

Councils can now submit items of business for the 2026 Ordinary General Meeting. The 2026 LGA Ordinary General Meeting is being held on Friday 29 May 2026.

The Ordinary General Meeting considers items of strategic importance to local government and the Local Government Association SA (LGA).

Councils can submit items of business for recommendation by South Australian Regional Organisation of Councils (SAROC), Greater Adelaide Regional Organisation of Councils (GAROC) or the Board of Directors to shape the agenda of this event.

To be included on the agenda for a General Meeting, all proposed items of business should follow the proposed items of business guidelines in the link below.

Proposals must be received by 5:00 pm, Friday 6 February 2026 to be considered for the 2026 Ordinary General Meeting. Any item submitted after this date will be considered for the next LGA General Meeting.

The OGM agenda will be provided to councils at least 30 days prior to the meeting.

To submit a proposal:

1. complete the [proposed item of business form](#)
2. email the form to lgasa@lga.sa.gov.au

Sufficient supporting information must be included so informed decisions and recommendations can be made.

ATTACHMENTS

Nil

SUPPORTING REFERENCES

[LGA Guidelines Considering Proposed Items of Business for LGA General Meetings](#)

[Frequently asked questions on items of business](#)

MATTERS FOR INFORMATION

6.6 SISTER CITIES ADVISORY COMMITTEE MEETING 27 NOVEMBER 2025 - AGENDA AND MINUTES

**Author: Manager Governance and OMCEO
25/96228**

Please find the agenda and minutes for the Sister Cities Advisory Committee scheduled to be held on 27 November 2025 in the links below.

ATTACHMENTS

Nil

SUPPORTING REFERENCES

[Agenda of Sister City Advisory Committee - Thursday, 27 November 2025](#)

[Minutes of Sister City Advisory Committee - Thursday, 27 November 2025](#)

MATTERS FOR INFORMATION

6.7 GRFMA FUNDING FROM DISASTER READY FUND

**Author: Director Development and Community Services
25/96603**

The Gawler River Floodplain Management Authority (GRFMA) has been successful in securing \$774,000 in grant funding through Round 3 of the Federal Governments Disaster Ready Fund.

This funding will now allow the critical business case on flood management strategies to be completed. In particular, the business case will primarily focus on confirming the structural integrity of the Bruce Eastick Dam, which will be crucial to understanding whether raising the dam wall by 10 metres is feasible.

The GRFMA will also contribute \$870,278 (combination of already budgeted cash and in-kind contributions) to the project, taking the total project case to finalise the business case to \$1.64M.

ATTACHMENTS

Attachment 1	GRFMA - Media Release - Flood protection Gawler River - Federal Government Disaster Ready Fund ↓ 
Attachment 2	GRFMA - Media release - flood protection Gawler River - Dam extension - Flood difference map ↓ 

SUPPORTING REFERENCES

[List references here or enter Nil](#)

Gawler River Floodplain Management Authority

Media Release

27/11/2025

Federal Government Disaster Ready Fund Boosts Gawler River Flood Protection

The Federal Government, through Round 3 of the Disaster Ready Fund (DRF), has allocated \$774,000 in funding to significantly enhance flood protection for hundreds of properties at risk of flooding and inundation along the Gawler River.

Gawler River Floodplain Management Authority (GRFMA) Chairman, Mr. Lino Di Lerna, said this funding is pivotal to completing the business case on flood mitigation strategies for the Gawler River environs. The business case, as recommended by Infrastructure South Australia (ISA), must be finalized before the \$200m + project can be put forward for funding approval by the State Cabinet to commence proposed infrastructure construction. The GRFMA itself will contribute \$870,278, bringing the total required to complete the business case to \$1.64 million.

The project will primarily focus on confirming the structural integrity of the Bruce Eastick North Para Dam. This assessment is crucial to determine whether raising the dam by 10 meters is feasible from an engineering standpoint. In addition, the work will include verifying project costs and, importantly, developing a practical funding model for the proposed infrastructure. This funding model will seek contributions across all three tiers of government as well as the private sector.

Mr. Di Lerna emphasized that raising the dam would provide protection for up to 2,300 hectares of land in the Gawler, Angle Vale, Virginia, and Two Wells area from major flood events. This enhancement will support ongoing urban development and bolster resilience for existing horticultural areas. The project also aligns with the State Government's Greater Adelaide Residential Plan, helping to unlock residential land, support the agricultural sector, and stimulate economic growth in the region.

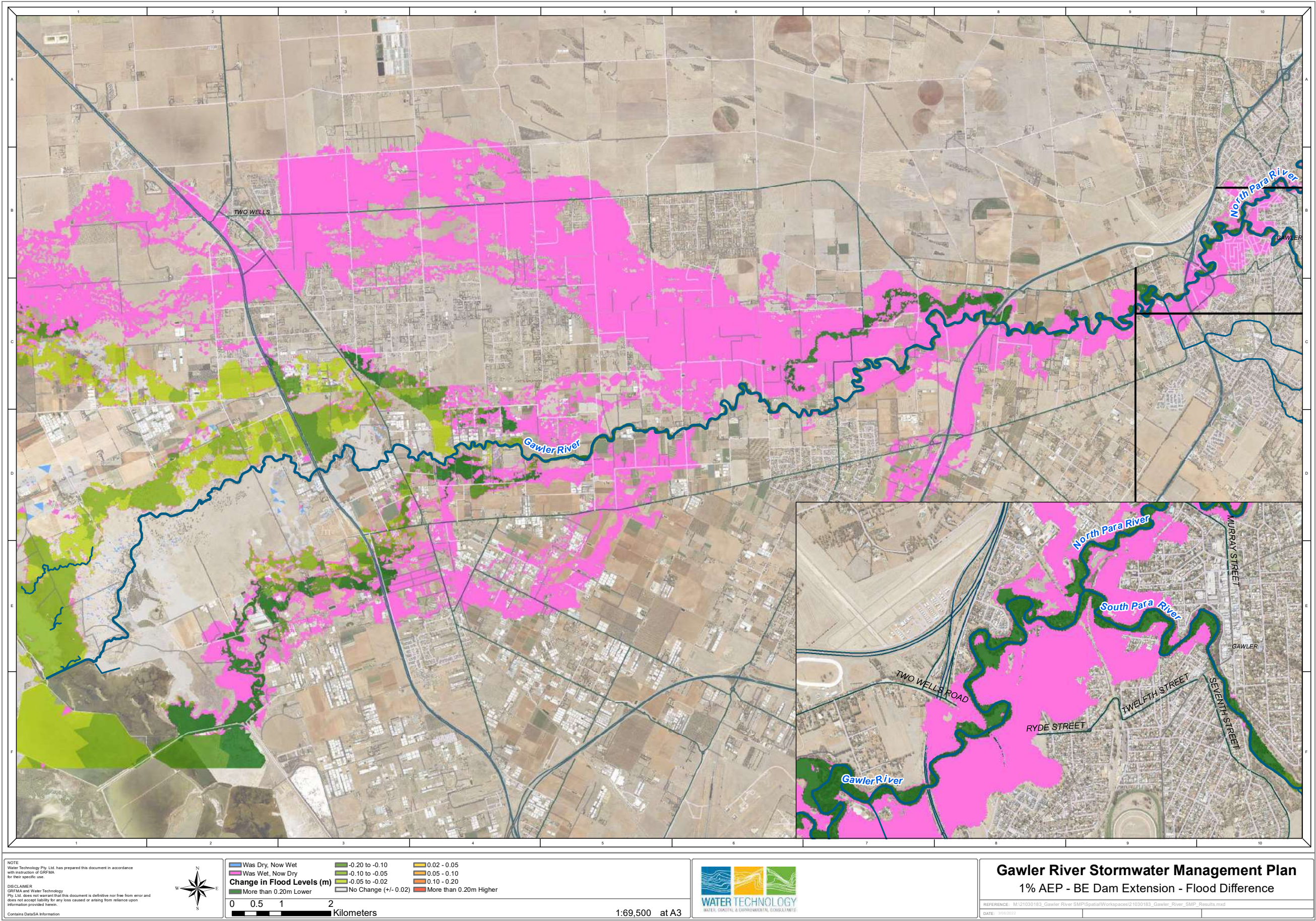
A cost-benefit assessment has estimated that an investment of \$220 million in this initiative could generate an \$881 million uplift in value. This would be achieved through increased land value, reductions in flood recovery costs, and improved potential for future development.

ENDS

Attachment. Indicative mapping of a 1-in-100-year flood shows which areas (pink), previously affected by flooding in similar events, would likely remain dry due to raising the Bruce Eastick North Para Flood Mitigation Dam by 10 metres and upgrading river levee banks as proposed in the business case.

Media contact

Mr. David Hitchcock, Executive Officer GRFMA eo@grfma.com MOB 0407717368Mr. Lino Di Lerna, Chairman GRFMA, chair@grfma.com



MATTERS FOR INFORMATION

6.8 DRAFT 2025 STATE PUBLIC HEALTH PLAN SUBMISSION

**Author: Team Leader Community Programs
25/96955**

This report is to inform Council that a submission has been lodged in response to feedback sought by the Department for Health and Wellbeing on the Draft 2025 State Public Health Plan ([Attachment 1](#)).

The State Public Health Plan sets the statewide strategic direction for protecting and improving the health and wellbeing of South Australians under the South Australian Public Health Act 2011. Local government has a legislated role in delivering public health outcomes, including the requirement to prepare and report on Regional Public Health Plans (RPHPs).

The Draft 2025 State Public Health Plan was released for public consultation in October. To meet the consultation deadline, a submission was lodged in November that is consistent with Council's endorsed strategies and statutory RPHP obligations. The submission outlines key opportunities for the Barossa region and aligns with Council's Community Plan, Corporate Plan and Draft Wellbeing & Inclusion Strategy.

Council's current Regional Public Health Plan is due for renewal in 2027 and will be aligned with the State Plan, as well as integrated into the Wellbeing & Inclusion Strategy.

The submission reflects whole-of-Council priorities and identifies opportunities relating to regional equity, environmental health functions, volunteer and community-led action and implementation support. It also supports the overall direction of the Draft Plan and highlights improvements that would benefit regional communities and strengthen core environmental health functions. The Draft Plan reinforces the need for strong alignment between statewide direction and Council's forthcoming Regional Public Health Plan.

Council's submission ([Attachment 2](#)) is provided for Elected Members' information. Due to consultation timeframes, the submission was lodged ahead of this report; however, further input may be tabled for consideration as part of ongoing regional public health planning.

ATTACHMENTS

Attachment 1	Draft 2025 State Public Health Plan ↓ 
Attachment 2	The Barossa Council Submission - Draft 2025 State Public Health Plan ↓ 

SUPPORTING REFERENCES

Nil

Draft Content

State Public Health Plan

Version 2025



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Statement of Acknowledgement

SA Health acknowledges and respects Aboriginal peoples as the State's first peoples and nations. We recognise Aboriginal peoples as the Traditional Owners and Custodians of land and waters of South Australia. Further, we acknowledge that the spiritual, social, cultural, and economic practices of Aboriginal peoples come from their traditional lands and waters; that they maintain their cultural and heritage beliefs, languages and laws which are of ongoing importance; and that they have made and continue to make unique and irreplaceable contributions to the State.

Notes on terminology

'Aboriginal peoples' is used throughout this State Public Health Plan (the Plan) as a term to describe both Aboriginal and Torres Strait Islander peoples. SA Health acknowledges that this is the preferred term agreed by Traditional Owners and Custodians of South Australia with the South Australian Government and respects their preference in written and spoken language. This work acknowledges and respects that individuals identities, connections to community, and connections to Country extend far beyond this generalised terminology.

Glossary

Term	Description
Aboriginal peoples	Describes both Aboriginal and Torres Strait Islander peoples. SA Health acknowledges that this is the preferred term agreed by Traditional Owners and Custodians of South Australia with the South Australian Government and respects their preference in written and spoken language. This work acknowledges and respects that individuals identities, connections to community, and connections to Country extend far beyond this generalised terminology.
Antimicrobial Resistance (AMR)	The ability of microorganisms – including bacteria, viruses, fungi and parasites – to develop a capability to grow or survive in the presence of antimicrobials, and to pass this trait on via their genes to other microorganisms.
CPHO Report	Refers to the biennial report by the CPHO as per Section 23 of the Act. The CPHO report provides an assessment of public health trends, activities and indicators in South Australia, reports on the implementation of the Plan and reports on other issues pertaining to the administration of the Act.
Determinants of health	The conditions in which people are born, grow, work, live and age, and the wider set of forces and systems shaping the conditions of daily life.
Drugs of Dependence	Drugs of dependence are prescription medicines that have a recognised therapeutic need but also a higher potential for misuse, abuse and dependence.
Environmental Health	The aspects of human health determined by the physical, chemical, biological, and social factors in the environment.
Equity	The World Health Organisation defines equity as the absence of unfair, avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically or by any other dimensions of inequality (e.g. sex, gender, ethnicity, disability or sexual orientation).
Health	The World Health Organization defines health as 'a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity'.

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Term	Description
Intersectionality	Intersectionality recognises that overlapping identities and experiences, such as gender, race and disability interact to produce deeper and more complex health inequities. A person's multiple and intersecting identities may increase their health risks, magnify the severity and frequency of illness, while also adding barriers to support.
Liveable	Communities are safe, attractive, environmentally sustainable, inclusive and socially cohesive places. They include affordable and diverse housing, convenient public transport, walking and cycling infrastructure and supportive community features like access to education and employment, public open space, local shops, health and community services, and leisure and cultural opportunities.
Mental health	A state of mental wellbeing that enables people to cope with the stresses of life, realize their abilities, learn well and work well, and contribute to their community.
Notifiable diseases	As defined by the Act, is a disease or medical condition that is a notifiable condition under Part 9. These diseases or conditions present a risk to public health and have specific requirements for surveillance and response.
One Health	An integrated, unifying approach that aims to sustainably balance and optimise the health of humans, animals, plants and ecosystems. It recognises the health of humans, domestic and wild animals, plants and the wider environment (including ecosystems) are closely linked and interdependent.
Public Health Partner Authority (PHPA)	PHPAs are specific types of partnerships between government agency and a partner agency that aim to simultaneously improve population health outcomes and advance the policy area of the partnering agency. They provide an important mechanism for addressing the determinants of health and wellbeing: the social, environmental, economic, cultural and political factors outside the health system that influence wellbeing outcomes.
Regional Public Health Plan (RPHP)	A plan developed by a council or a group of councils that identifies existing and potential public health risks in the region and provides strategies to address and eliminate those risks. Comprehensively assesses the state of public health for the local area and identifies opportunities for promoting public health. A RPHP should be consistent with State Public Health Plan.
Strategic Directions	Strategic directions have been co-designed with stakeholders to signal high-level areas for strategic action in public health. These strategic directions are intended for partner organisations to align existing or new public health actions that improve public health outcomes in the priority area.
Wellbeing	Comprised of physical, mental and social components. Good physical and mental wellbeing may include experiencing positive physical and mental health (such as feeling healthy and not suffering from disease or illness). Social wellbeing includes whether we feel like we are a part of something, if we feel connected to other people and the places where we live, and if we feel like we contribute and make a difference.

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List of Common Abbreviations

A list of abbreviations used in this document is provided in the table below. Standard abbreviation conventions, (the full term followed by the abbreviation in brackets for first use, then use of the abbreviation subsequently), has been applied to each section of this Plan to aid user readability, especially when navigating between sections.

Abbreviation	Full Term
ACCHO	Aboriginal Community Controlled Health Organisations
ACCO	Aboriginal Community Controlled Organisations
AMR	Antimicrobial resistance
BBV	Blood-borne virus
CALD	Culturally and Linguistically Diverse
COPD	Chronic Obstructive Pulmonary Disease
*CPHO	Chief Public Health Officer
DHW	Department for Health and Wellbeing
FDSV	Family domestic and sexual violence
HiAP	Health in All Policies
LGA	Local Government Association
*LGBTIQ+	Lesbian, gay, bisexual, transgender and/or intersex, queer, asexual and other sexually or gender diverse individual
NCD	Noncommunicable diseases
NGOs	Non-governmental organisations
PHD	Public Health Division
PHPA	Public Health Partner Authorities
PHSA	Preventive Health SA
RPHP	Regional Public Health Plan
SAPHC	South Australian Public Health Council
STI	Sexually transmitted infection
*the Act	<i>South Australian Public Health Act 2011</i>
*the Plan	State Public Health Plan
WHO	World Health Organization

*For frequently used or commonly known abbreviations, the term has been written in full only for its first use in the document and within tables and figures, with abbreviations thereafter.

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Plan background

The Plan has been co-developed in partnership with a diverse set of public health stakeholders in South Australia. This Plan supports the collective vision for **a healthy, liveable and connected community** for all South Australians.

As required by the *South Australian Public Health Act 2011* (the Act), the Plan assesses the state of public health in South Australia, identifying existing and emerging risks and developing strategies to eliminate or reduce those risks. The Plan is informed by the Regional Public Health Plans (RPHPs) developed by local government. In turn, in compliance with the Act, this Plan provides a framework which local government must use to conduct their public health planning.

This Plan is a blueprint for action on the State's public health priorities. It provides a framework to assist the development of actions which can improve public health outcomes. It aims to effectively communicate to all audiences what public health is and those responsible, both directly and indirectly, for collective action in driving improved public health outcomes.

This Plan represents the cumulative feedback from stakeholders following a set of consultation and workshops occurring over the first half of 2025. Outputs from across these stakeholder sessions were thematically analysed using qualitative analysis software, resulting in the themes, considerations, and references that form the backbone of this Plan. These thematic insights were then complemented with a comprehensive review of current related public health plans, strategies, data and literature. By co-designing the priority areas and strategic directions with a diverse and invested set of stakeholders, the Plan aims to collectively motivate public health action and partnership.

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Public health in South Australia

What is public health

Public health focuses on actions that impact the health of communities or populations as a whole. This contrasts with healthcare services, which typically address the needs of individual people. Public health is about promoting health and wellbeing, including mental health, preventing illness and protecting communities from environmental risks.

Public health affects the lives of people living in South Australia every day, often in ways that go unnoticed or are taken for granted. For example, oversight and monitoring of drinking water, food safety, and wastewater systems by public health professionals help prevent illness. Community infrastructure such as libraries and community centres provide services, programs and spaces to promote social support and cohesion. Access to walking trails, shaded parks, and playgrounds also contribute to physical and mental health and wellbeing.

The scope of public health is broad, ranging from food safety to air quality to pandemic response to healthy eating promotion. Because of this breadth, a diverse range of government agencies, non-governmental organisations (NGOs), primary health care providers and other stakeholders play a vital role in creating the conditions and environments and promotion of activities that enable good health and wellbeing of all South Australians.

State of public health in South Australia

Monitoring and reviewing population health data is key to developing evidence-based solutions to complex public health problems. In South Australia, these data are collected and managed by a variety of government and non-government organisations. Available data and reports were analysed to form the foundation of the evidence presented in this State Public Health Plan (the Plan).

Opportunities exist to continue to evolve data systems through strengthening data availability, surveillance, reporting, and linkages. This is an area explored throughout this Plan.

Biennial report by the Chief Public Health Officer

Section 23 of the *South Australian Public Health Act 2011* (the Act) outlines the biennial reporting requirements of the Chief Public Health Officer (CPHO), including:

1. public health trends, activities and indicators in South Australia
2. implementation of the Plan and
3. other issues pertaining to the administration of the Act.

The most recent biennial report by the CPHO (CPHO Report) is available here: [CPHO Report](#). Data that is being prepared for the next CPHO report provided evidence to support the information and strategic priorities presented in this Plan. Work is underway to innovate and digitise the way in which public health data is presented, including the CPHO report, to increase data availability for public health partners and the South Australian community.

Summary of South Australian demographics

At 30 June 2024, the resident population in South Australia (SA) was 1.88 million, with a greater proportion of older people than any other Australian jurisdiction (20.4% of South Australians being aged over 65 years).¹ Most South Australians live in the greater Adelaide region (78%).²

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Aboriginal peoples make up 2.4% of the SA population³, with over 30 Aboriginal language groups each with distinct beliefs, cultural practices and deep connection to the land and waters.⁴ A greater proportion of younger people, and a life expectancy approximately eight years fewer than non-Indigenous peoples, are some of the unfair and avoidable inequities impacting Aboriginal communities.⁵ These health inequities are a direct result of ongoing colonisation and persistent systemic racism. Since time immemorial Aboriginal peoples and their communities continue to demonstrate an enduring capacity to thrive, upholding profound cultural strength and resilience despite ongoing marginalisation.

Multi-culturalism is the new mainstream in South Australia enhancing our community with new skills, foods, arts and history, with an annual net increase in overseas migrants. Countries most highly represented in migration into South Australia in 2024 were India, China, Nepal and the Philippines.⁶ According to the most recent census, approximately 22% of South Australians use languages other than English at home.⁷

Further information on the composition of the South Australian community is available via the [CPHO Report](#).

The South Australian public health planning system

This Plan has been developed in line with the public health planning system established by the Act. Key aspects of this system, including the legislative basis and core functions of the planning component are found in Table 1.

Table 1: Planning components under the *South Australian Public Health Act 2011*

Component and Relevant Section of the Act	Purpose and Function
State Public Health Plan Section 50	• Strategic framework for public health priorities across South Australia. • Guides local government regional public health planning. • Developed and reviewed by the Minister, with expert input from the Chief Public Health Officer. • Developed in consultation with the South Australian Public Health Council, the Local Government Association, other key stakeholders (including Preventive Health SA), and the broader community.
Local Government Regional Public Health Plans and Reporting Sections 51-52	• Developed and implemented by local councils to assess, protect, and improve public health within their regions. • Be consistent with the State Public Health Plan. • Biennial progress reporting to the Chief Public Health Officer and the Minister for Health and Wellbeing.
Biennial report of the Chief Public Health Officer Section 23	• Details the state of public health for South Australia, including public health trends, activities and indicators. • Reports on the implementation of the State Public Health Plan and the <i>South Australian Public Health Act 2011</i> administration.

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Component and Relevant Section of the Act	Purpose and Function
	- Informed in part by local councils' biennial reporting. - Guides future policy and program development.
South Australian Public Health Council Sections 26-36	- Advises the Chief Public Health Officer on public health matters, including State Public Health Plan development, workforce strategies, and health promotion programs. - Reports annually to the Minister on its activities.
Public Health Partner Authorities Section 51(11,18,23)	Partner agencies that collaborate with a State or local government agency to supporting development and implementation of public health plans

Between 2019 and 2024, South Australia's public health planning system successfully identified and addressed significant public health risks. This phase of statewide planning and action was guided by the State Public Health Plan (2019-2024) which established a clear vision for 'a healthy, liveable, and connected community', underpinned by four strategic priorities: Promote, Protect, Prevent, and Progress. In response to the COVID-19 pandemic, a state of emergency was declared under the *Emergency Management Act 2004*. This declaration, and subsequent directions under the Act, remained in force for several years. During this period, the South Australian public health system demonstrated strength and agility to protect the health of the population against a significant threat, whilst continuing to manage and respond to other public health needs.

In alignment with the legislated requirements, local councils developed and implemented Regional Public Health Plans, targeting initiatives in their local areas to address their specific public health concerns. They also played a critical role in monitoring emerging risks and reporting them to the CPHO and the Minister for Health and Wellbeing.

Key achievements during this period included the statewide COVID-19 response, climate and health initiatives, and targeted action on leading disease risk factors. These outcomes were made possible through strategic planning, responsive action, and strong partnerships across all levels of government, partner agencies, and community groups.

This progress reflects a maturing system that integrates evidence-based planning, equity, and sustainability to improve health outcomes for all South Australians. This Plan builds on this whole-of-population focus, and incorporates the interconnected nature of individual, community and environmental health. It will require continued collective action, guided by a shared vision and strategic directions.

Regional Public Health Plans

Under the Act, local councils are recognised as the public health authority for their area. These functions (outlined in Sections 37 and 38 of the Act) include preserving, protecting and promoting public health by managing risks, ensuring sanitation, supporting education, assessing development impacts, and providing or supporting immunisation programs.

To guide local government in carrying out their public health responsibilities, Section 51 of the Act requires each council, or group of councils, to prepare and maintain Regional Public Health Plans (RPHPs). Each RPHP must:

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- be developed in consultation with the community and key stakeholders, including the Minister for Health and Wellbeing and the CPHO
- be consistent with the Plan
- assess the state of public health in their region
- identify key risks and strategies to address them
- identify opportunities and strategies to promote health and wellbeing
- be reviewed and updated every 5 years.

Section 52 of the Act requires councils to report to the CPHO every two years on the implementation of their RPHPs. These reports must then be provided to the Minister for Health and Wellbeing.

In line with Section 50 of the Act, RPHPs and 2022-24 implementation reports informed the development of this Plan by highlighting key issues and emerging risks facing local communities, including:

- Chronic disease as an ongoing concern with rising rates of overweight and obesity, respiratory illness, arthritis, cardiovascular risk, and dementia.
- Mental health as a leading emerging concern, particularly for regional councils, with service gaps, social isolation, climate-related stressors, and cost-of-living pressures frequently cited.
- The need for improved prevention, monitoring and early response to infectious diseases, as well as the compounding effect of climate change on the risk of disease spread and transmission, such as vector-borne illness from mosquitoes.
- The severity and often hidden harms of injury which include domestic and family violence and the emerging risk of injury from extreme weather.
- Increasing climate-related public health risks, such as heat stress, air quality decline, biodiversity loss, vector-borne infection, post-disaster recovery to illness, economic strain, and 'eco-anxiety.' These issues were largely raised by regional councils managing the burden of heat, drought, floods, and vector-borne disease.
- Local resourcing challenges for Environmental Health Officers who are responsible for local public health regulation such as food safety and sanitation.
- Inadequate data as a barrier to timely and effective responses to environmental events.
- Concerns for priority populations, particularly older people, very young children, remote farming communities, and those affected by psychological stress associated with climate-related extreme events.

Importantly, councils often linked these issues to broader determinants of health, including poor air quality, sub-standard housing, cost-of-living stress, and service gaps that disproportionately affect low-income and regional communities.

SA Public Health Council

The South Australian Public Health Council (SAPHC) is a statutory body established under Section 26 of the Act. SAPHC consists of the CPHO as the Presiding Member and nine other members appointed by the Governor on the nomination of the Minister for Health and Wellbeing. Members represent a broad scope of expertise relevant to public health strategic planning.

The key functions of SAPHC are to assist and advise the CPHO on matters including the protection and promotion of public health, strategic planning for public health, the development of public health

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plans, the promotion of public health research, and strategies to ensure a sufficiently trained and skilled workplace are in place. Furthermore, SAPHC is responsible for assisting the CPHO in the development of this Plan and Regional Public Health Plans. More information on SAPHC is available here: [South Australian Public Health Council | SA Health](#)

Key public health partners

The key to the development and delivery of public health services for South Australians is the acknowledgment that there are many diverse stakeholders that have a direct or indirect impact on public health outcomes. Direct public health action in South Australia functions through a set of key public health organisations who are supported by a diverse network of public health partners. The work of many others indirectly impacts on public health outcomes even though their primary scope is outside of the public health system, such as provision of active transport networks. The foundational work of public health often goes unnoticed until incidents, outbreaks, or other public health threats occur, bringing to the forefront the importance of the day-to-day work undertaken by these organisations to protect local communities.

A set of core public health organisations is described in brief below, with a more comprehensive list of partners provided in Appendix 1.

Local government

Local government plays an integral role in the delivery of public health services within local communities across South Australia. Under the Act, councils are recognised as the public health authority for their local area. They have a wide range of functions including the administration of public health legislation, community education and monitoring of routine and emerging public health issues to preserve, protect and promote public health for local communities.

In partnership with State government, local government provides foundational public health services to protect South Australians from public health risks where we live, work and play. Examples of the work undertaken to protect public health include:

- food safety
- delivery of safe drinking water
- regulation of wastewater systems
- vaccination programs and communicable disease management
- monitoring of cooling towers, public swimming and spa pools
- responding to climate change challenges and disaster response, including increased risk of zoonotic and vector-borne diseases

Local government also play a strong role in health promotion and prevention. Examples of preventive health actions undertaken to improve health and wellbeing of communities include:

- improving access to healthy foods (i.e. healthy food environments)
- supporting physical activity and active transport
- developing wellbeing hubs
- promoting and implementing mental wellbeing and suicide prevention initiatives
- addressing the determinants of health and equity to improve health outcomes

Public Health Division, SA Health

Led by the CPHO, the Public Health Division (PHD) administers the public health functions entrusted to the Department for Health and Wellbeing. The PHD administers public health legislation, including the Act, to promote and protect the health of South Australians and to reduce the incidence of

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preventable illness, injury and disability. The PHD works in partnership with local government and other key stakeholders to deliver public health functions on behalf of the Minister for Health and Wellbeing.

The PHD is responsible for the control of communicable disease in South Australia, including coordination and promotion of immunisation services and delivery of sexually transmitted disease and blood borne virus prevention programs. Infection control services monitor, prevent and control healthcare associated infections and other infectious disease, while surveillance of antimicrobial usage aims to drive antimicrobial resistance (AMR) prevention.

Regulation and enforcement of compliance activities in areas including food safety, drinking water, wastewater management, *Legionella*, smoke-free areas and drugs of dependence are undertaken, in addition to the licensing of private hospitals, day care procedure centres, private ambulances and pest control providers.

The PHD is also responsible for strategic public health planning including preparedness, response and recovery activities for major incidents and emergencies, and the delivery of environmental health services to remote communities, including Aboriginal peoples. Furthermore, the PHD manages the coordination of South Australian blood and blood products, and organ and tissue-related programs to ensure proper management, use and supply of these lifesaving products. The PHD also provides specialist public health advice and public health intelligence services to ensure data systems are robust and innovative.

Preventive Health SA

Preventive Health SA (PHSA) was established in February 2024 with the dedicated focus on improving the health and wellbeing of South Australians by preventing and reducing the burden of chronic disease, often referred to as non-communicable conditions, and improving health equity. PHSA operates as an attached SA Government agency reporting to the Minister for Health and Wellbeing. The *Preventive Health SA Act 2024* establishes PHSA as the State's prevention agency, leading evidence-informed and innovative preventive health action and embedding the prevention agenda as an essential part of the health system for long term and sustainable outcomes.

The prevention priorities for the agency have been specifically detailed in legislation providing a clear preventive health agenda for the agency and State. They include obesity prevention, tobacco and vaping, alcohol and other drugs, mental health and wellbeing, suicide prevention, determinants of health and Aboriginal health and health equity. PHSA works collaboratively with cross sector partners on preventive health policies and actions to improve public health outcomes in these areas. More information about PHSA and relevant strategies is available here: [Preventive Health SA - Our work • Preventive Health SA](#)

Public Health Partner Authorities

The Act provides formal mechanisms for collaboration in public health planning, including the establishment of Public Health Partner Authorities (PHPA). Under Section 51 of the Act, the Minister for Health and Wellbeing may, by notice in the South Australian Government Gazette and after consultation with the relevant entity, declare an organisation to be a PHPA for the purposes of supporting regional public health planning.

Since 2015, more than 20 PHPAs have been formed across a diverse range of government and non-government organisations across sectors and policy areas. These partnerships facilitate coordinated action on the systems, settings, and determinants that shape population health and wellbeing. For example, PHPAs collaborate through activities such as data sharing, coordinated legislative and

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policy functions, direct program and service delivery, and by building strong partnerships across government, non-government, and community sectors. They support action on key health determinants such as employment, for example, by supporting the creation of healthier workplaces and promoting healthy living through sport and social connection.

Through the PHPA mechanism, local government can collaborate formally with diverse organisations in alignment with this Plan and their Regional Public Health Plans. To view the current list of PHPAs and learn more about their work, visit: [Public Health Partner Authorities \(PHPA\) • Preventive Health SA](#).

Other partners working in public health in SA

In addition to the core organisations outlined above, many other partners contribute to critical areas of public health action. These include State and Australian government agencies, non-government organisations, universities and research institutes, businesses, community groups, and individuals. Formal partnerships are also integral, such as the Partnership Agreement on Closing the Gap.

The vision, priorities and strategic directions in this Plan cannot be achieved in isolation or by any single agency but depend on multilateral and interagency collaboration that is greater than the sum of its parts. A list of public health partners is provided in Appendix 1: SA public health partners and related strategies, plans and policies

Considerations for planning public health actions

Public health principles

There are key principles that underpin and guide public health action. Eight of these principles are prescribed in the Act, while others are more inherently part of established practices and ways of working. Consideration of these principles, and embedding them into practices including planning, engagement and prioritisation of issues based on burden and risk, is important in achieving effective public health outcomes.

Since time immemorial, across generations, Aboriginal peoples have engaged collective, holistic and proactive approaches to protecting the interconnected health of humans and their environment. These principles acknowledge that human health is determined by and intertwined with our environment, culture and communities; an approach that is further detailed in cultural determinants of health models. For example, the 'modern' public health system can learn from Aboriginal peoples' traditional environmental land practices to respond to climate change, and their emphasis on connections to culture, family, and community supports significant positive impacts on health outcomes. Aboriginal culture focuses on the wellbeing of everyone in the community as a collective, rather than taking a more individualistic focus. To be successful, public health also must take a population rather than an individual perspective.

There is strong alignment between Aboriginal practices of caring for Country, culture and health and the principles of public health that are featured in the Act and throughout this Plan.

One Health

One Health is an integrated, unifying approach that aims to sustainably balance and optimise the health of humans, animals, plants and ecosystems. It recognises that the health of humans, domestic and wild animals, plants and the wider environment (including ecosystems) are closely linked and interdependent.⁸ This relationship is shown in Figure 1.

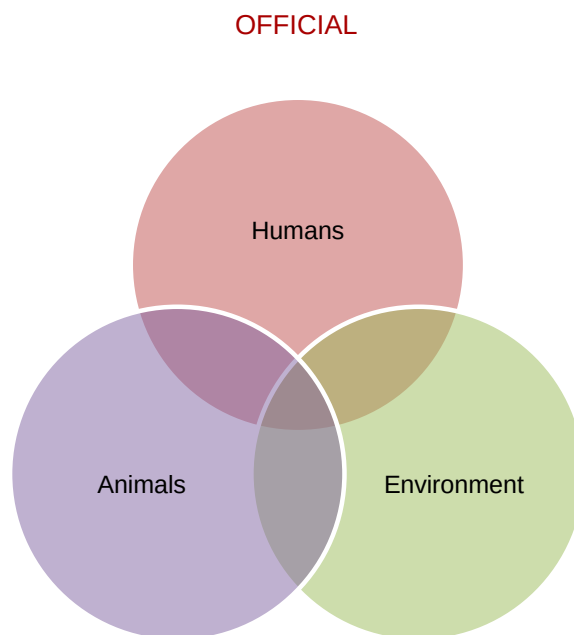


Figure 1: One Health - The connection between humans, animals and the environment

One Health is not a new concept, with the connection between people, animals and the environment being recognised and respected as part of Indigenous knowledges (knowing, being and doing)⁹. The importance of a One Health approach has become more broadly recognised as critical, with increasing environmental concerns such as climate change, pollution and land use, and their impacts on emerging infectious disease, antimicrobial resistance and food security.

Adoption of a One Health approach ensures that health challenges are addressed as a coordinated effort between multiple sectors to achieve optimal health outcomes. It leverages knowledge and expertise and directs collective action to respond to these challenges. In addition, refining strategies for One Health activities can maximise capabilities for implementation at all levels, resulting in a better ability to prevent, predict, detect and respond to global health threats.¹⁰

Public Health Act Principles

The Act establishes a set of principles in Sections 6 to 13 that guide everyone involved in administering the Act or making decisions under it, including planning, policy development and the exercise of powers. Table 2 summarises these core principles and their practical application in public health planning.

These principles reflect core public health values and support decision-makers to align their actions with the objectives of the Act. While all principles are relevant, their application may vary depending on the context. For example, the precautionary and population principle was essential in guiding early measures during the COVID-19 pandemic, while the participation principle is especially important in long-term planning.

Public health planners and decision-makers implementing the priorities in this Plan should apply these principles as a critical planning lens. In addition to these core principles, the Act also includes specific principles in Section 14 that apply to the management of controlled notifiable conditions and significant public health emergencies.

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Table 2: Principles to be recognised under the SA Public Health Act 2011

Principle	Description
Precautionary	Act early when there is reasonable suspicion of a threat to public health, using the best information at hand, even without full scientific certainty.
Proportionate regulation	Balance the potential harm to individuals and businesses when enforcing regulations to protect the community.
Sustainability	The wellbeing of future generations must be centred in public health policy development. Our Aboriginal colleagues recommend we consider seven future generations.
Prevention	Make it a priority to prevent public health risks where applicable.
Population Focus	Prioritise actions to focus on the health of the wider community over individual impacts.
Participation	Encourage individuals and communities to take responsibility for their health and participate in decisions about how to protect and promote it.
Partnership	Seek and develop partnerships across sectors, levels of government, and the community to achieve public health goals.
Equity	Address health disparities by identifying targeted strategies for population groups that need additional support and ensure decisions and actions don't unfairly disadvantage individuals or communities.

Determinants of health

Health is impacted by many aspects of our daily lives, from where we live and work to our relationships, culture, and environment. These are known as the determinants of health. Many public health activities aim to improve wellbeing by addressing these determinants, such as by providing increased access to nutritious food, safe housing, inclusive education, meaningful work, and culturally safe services.

The 'Rainbow Model' (Dahlgren & Whitehead, 1991/2021¹¹) is a widely used framework that illustrates how the health of individuals and communities is influenced at different levels. Figure 2 shows the 2021 version of this model, which includes multidirectional arrows across the layers to reflect the interconnectedness of social determinants.

More recent studies build on this model by highlighting how certain social conditions contribute to health outcomes. These mechanisms include differences in power and resources, exposure to risks, vulnerability to harm, and the social and economic consequences of being unwell.¹² For example, during COVID-19, people in low-paid, high-contact jobs were more exposed to the virus, more vulnerable to severe illness symptoms, and more affected by job loss and housing stress.¹³

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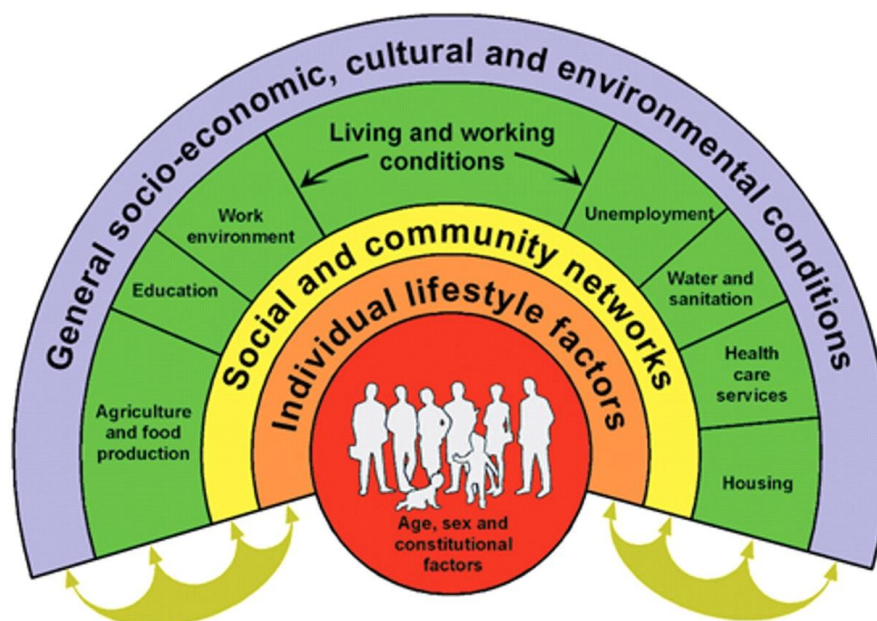


Figure 2: Determinants of Health - Dahlgren and Whitehead (2021)¹⁴

In addition to the commonly accepted determinants presented in the Rainbow Model, the following determinants have been identified as new or more recently acknowledged driving forces impacting the equity of health outcomes in South Australia:

- Digital:** The growing use of social media and artificial intelligence (AI) is reshaping mental health, social connection, and equity, especially, but not exclusively, for young people.¹⁵ Digital influences can harm the health and wellbeing of young people through impacts on cognitive development, lack of physical activity, disrupted sleep, addiction and cyberbullying.¹⁶ While a significant risk, opportunities exist to harness the power of digital factors that can positively impact health such as increasing access to health care services (i.e. virtual health) and education. Inequitable access to digital technology can also contribute to health inequalities because many health and social services can now only be accessed through digital and internet mediums.
- Culture:** For Aboriginal peoples, and others with deep cultural ties, health is deeply connected to Country, community, language, and self-determination. Cultural determinants of health are expressed in diverse ways among Aboriginal communities, shaped by unique histories, languages, and connections to Country. When these connections are disrupted, health suffers.¹⁷ Another example of the powerful influence of culture on health is the arts-in-health movement. There is compelling evidence supporting the positive health influence of participating in music, dance, drama, literature and the visual arts¹⁸.
- Racism and discrimination:** Multi-cultural and diverse communities introduce great variety, innovation and perspective into society. However, in diverse societies, structural, systemic and interpersonal racism and discrimination exists. People with cultural and linguistically diverse backgrounds can be subject to systemic racism and unequal power which lead to economic insecurity and health inequity. Rigid gender norms impact women and girls in particular, exposing them to discrimination, violence and intersecting forms of disadvantage.¹⁹

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Racism and discrimination, both explicit and implicit, can also impact access to health services and long-term health outcomes.²⁰

- **Commercial factors:** Industry has the great power to offer individuals choices that impact their health both positively and negatively. Industry marketing campaigns can disproportionately influence behaviours that drive consumption of unhealthy food, alcohol, tobacco, and promote gambling.²¹
- **Climate change:** Our changing environment is driving necessary innovation and opportunities that can have an indirect, positive impact on population health outcomes. However, rising heat stress, pollution, food insecurity, displacement, and biodiversity loss are already worsening physical and mental health.²²
- **Geopolitical landscape:** In a globally connected world, individuals have access to information and evidence from across the world which can positively impact health. However, eroding global cooperation and trust in institutions can disrupt research, disease control, digital safety, climate resilience, and pandemic preparedness.²³

By acknowledging and addressing these determinants, mechanisms, and driving forces, South Australia can create fairer, more effective public health action that protects and improves wellbeing for everyone. Achieving meaningful change requires cross-sector accountability, with coordinated action across housing, education, transport, urban planning, and other systems that shape the conditions for health.

Cultural determinants of health

As part of the broader determinants of health, many communities in South Australia have strong cultural ties, relying on their culture as an integral part of their health and wellbeing. In particular, Aboriginal peoples have long recognised the reciprocal relationships between health and culture. Cultural determinants of health are expressed in diverse ways among Aboriginal communities, shaped by unique histories, languages, and connections to Country.

One prominent framework for describing these determinants is [*Mayi Kuwayu: The National Study of Aboriginal and Torres Strait Islander Wellbeing*](#), drawn from a study led by and for Aboriginal peoples.²⁴ This study underpins Preventive Health SA's Aboriginal Health Promotion Strategy (2022–2030) and is featured in the *Determinants of Health Resource Guide* (2024), developed by the Preventive Health SA Aboriginal Health Promotion team in partnership with the Local Government Association of South Australia.²⁵

While not a South Australia-specific model, the Mayi Kuwayu framework identifies six critical cultural determinants that contribute to Aboriginal health and wellbeing:

1. Connection to Country
2. Indigenous beliefs and knowledge
3. Cultural expression and continuity
4. Family, kinship and community
5. Indigenous language
6. Self-determination and leadership.²⁶

These domains position cultural factors as integral to health and align strongly with the evidence-base in literature, particularly in relation to family and community, Country and place, cultural identity, and self-determination.²⁷

Aboriginal stakeholders in South Australia emphasise that the cultural determinants are central to health and wellbeing. They also highlight that trauma recovery through cultural healing as a vital

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outcome enabled by strong cultural connections, identity, and leadership. Strategies must support Aboriginal-led solutions, a culturally safe and representative workforce, and place-based responses that respect regional diversity. Embedding these principles across all priority areas discussed in this Plan will ensure that public health action is relational and transformative for Aboriginal communities.

Emerging research also highlights the importance of shifting the narrative on cultural determinants of health from focusing on individuals and their participation in culture, to considering the broader social, economic, and political contexts that enable and constrain cultural participation, and that actively shape cultures themselves.²⁸ These broader systemic and structural factors must be addressed to achieve more equitable health outcomes for Aboriginal peoples, recognising that when cultural connections are disrupted, health suffers.²⁹

A cultural determinants led approach aligns with the Government of South Australia's *Closing the Gap Implementation Plan 2024-26*. SA's Closing the Gap Implementation Plan outlines commitments under the [National Agreement on Closing the Gap](#), including the implementation of formal partnerships between government agencies, Aboriginal Community Controlled Health Organisations (ACCHOs), and Aboriginal Community Controlled Organisations (ACCOs) to address the cultural determinants of health.

Equity in public health

An equitable approach to public health recognises that not everyone has the same opportunities, health risks or resources to live a healthy and long life. Using an equity lens when planning and implementing public health action recognises how health determinants intersect and influence outcomes for certain population groups.

'Equity' in public health is sometimes confused with 'equality'. Equality focuses on ensuring all people are treated equally, while the equity approach acknowledges that because some people and communities have different needs, equitable outcomes require allocating resources in proportion to those needs.

Achieving health equity involves changing the underlying systems, rules, and conditions, such as racism, poverty, colonisation, and public policies, that shape who faces greater health risks and who has fewer opportunities to be healthy in the first place.³⁰

Embedding equity across all areas of public health planning is essential to ensuring that efforts to improving health are inclusive, just and outcomes focused. Achieving this requires a particular focus on communities that face ongoing disadvantage and systemic barriers. Building on the commitment to equity, it is vital that public health partners consider the diverse needs of population groups who experience disproportionate health risks due to social and cultural health determinants.

All South Australians must be considered in public health planning, however certain groups require additional visibility, targeted action and support to achieve equity. These population groups include, but are not limited to, the list below.

- Aboriginal peoples and communities
- Carers
- Children and young people
- Lesbian, gay, bisexual, transgender and/or intersex, queer, asexual and other sexually or gender diverse individual (LGBTIQA+)
- Low income and financially
- Older people
- People experiencing homelessness
- People in care or detention
- People living with mental health conditions
- People living in regional and remote areas
- People living with trauma

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- disadvantaged groups
 - Men
 - Migrants, refugees and recent arrivals
- People with disability
- Women

Each group faces unique barriers, such as discrimination, service inaccessibility, or geographic isolation, and often intersectionality between groups that shape their health outcomes. A one-size-fits-all approach to public health will not produce equitable outcomes. Interventions must be tailored, culturally responsive, and grounded in the lived realities of these communities.

Public health planning should be co-designed by people with lived experience, whose insights and leadership are integral for designing effective, respectful, and sustainable solutions.

Aboriginal peoples

Aboriginal peoples must be recognised as a priority population with distinct cultural, historical, and systemic contexts that impact health behaviours and outcomes. Emphasising, celebrating and building upon the strengths and values of Aboriginal peoples through genuine partnerships and community led approaches is essential to eliminating disparities in health outcomes. Aligning to and elevating the Closing the Gap Priority Reforms³¹ is one, of many, ways this can be achieved.

Aboriginal stakeholders in South Australia emphasise that public health action must be informed by ongoing, respectful engagement, not one-off or intermittent consultations, and grounded in Aboriginal ways of knowing, being and doing. Consideration of the co-design of public health actions for and health outcomes of Aboriginal peoples is woven through this Plan.

Intersectionality

Health risks are often compounded by intersectionality, where overlapping identities and experiences, such as gender, race and disability interact to produce deeper and more complex health inequities. A person's multiple and intersecting identities may increase their health risks, magnify the severity and frequency of illness, while also adding barriers to support. For example, women with disability experience the intersection of gender and disability, which means they are more likely to experience sexual and partner violence than women without disability, which, in turn, compounds their risk of poorer mental and physical health.³² In addition, domestic, family and sexual violence are further sustained and exacerbated by intersecting systems of oppression and discrimination such as racism, homophobia, transphobia, ableism and the enduring impacts of colonisation.³³

An intersectionality approach to public health recognises that overlapping identities such as gender, race, disability, and income interact to shape health risks and outcomes. It ensures that interventions are tailored to the complex, lived realities of those facing multiple, compounding forms of disadvantage.

Public health actions

Promote, protect and prevent

Promotion, protection, and prevention are considered the core pillars of public health services³⁴ and form the framework for public health actions in South Australia. This framework has been used to guide public health action in the previous two Plans and subsequent Regional Public Health Plans and reporting by local government. These pillars sit across the public health priority areas that are highlighted in this Plan and also capture the day-to-day essential public health activities that may not explicitly feature in this Plan.

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Many public health actions sit across two or all of these pillars. For example, mosquito management strategies **promote** public health by education and public awareness about mosquito-borne disease and ways to reduce the risk of being bitten. They **protect** public health through eliminating mosquito breeding sites and implementing surveillance and trapping programs. And lastly, they **prevent** mosquito-borne diseases through targeted immunisation programs for at risk communities, e.g. Japanese Encephalitis Virus vaccination.

Table 3 defines the pillars and key objectives while providing practical examples for implementation. Some examples sit across multiple pillars.

Table 3: Pillars of Public Health – Promote, Protect and Prevent

Pillar and Key Objective	Definition ³⁵	Examples
<u>Promote:</u> Build stronger communities and healthier environments	Promoting wellbeing by addressing health determinants and encouraging community involvement in health-related decisions.	- Creating built environments that promote healthy lifestyles, e.g. safe, connected and accessible paths for cycling and walking, and smoke-free areas - Creating opportunities for social connection to enhance mental health and wellbeing, e.g. local community family days and free outdoor movie screening - Offering health education programming in schools, workplaces and for the public, e.g. Fight the Bite mosquito campaign and Department of Education Bullying prevention - Developing policies that address risk factors of overweight and obesity, e.g. increasing access to healthy food options - Providing sexual health education in schools as a way of promoting safe sexual behaviour and reducing the risk of sexually transmissible infections in the future
<u>Protect:</u> Protect against public and environmental health risks and respond to climate change	Safeguarding health through a One-Health approach includes regulating health practices, reducing hazards, preparing for emergencies, and securing essential health conditions.	- Ensuring safe drinking water, wastewater disposal and food systems, e.g. through regular site inspections and support to operators - Planning for potential risks such as bushfires and pandemics, e.g. providing and supporting the development of bushfire survival plans - Responding to environmental health threats such as extreme heat, foodborne disease outbreaks, flooding and poor air quality, e.g. routine lead level testing in children - Developing policies that regulate systems that impact population health, e.g. introduction of ScriptCheckSA providing real-time prescription monitoring for drugs of dependence - Regulating unhealthy food advertising
<u>Prevent:</u> Prevent chronic disease, communicable disease and	Preventing diseases and injuries through accessible health services, preparedness, and	- Implementing immunisation programs, e.g. the school immunisation program - Offering cancer screening programs for early detection, e.g. National bowel cancer screening program and BreastScreen SA - Ensuring access to healthy foods and limiting availability of

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Pillar and Key Objective	Definition ³⁵	Examples
injury	early intervention in emerging public health issues. ³⁶	junk foods, e.g. menu board labelling - Proactively prevent potential health risks, e.g. the installation of swimming pool fences - Applying measures in response to and to prevent emerging infectious diseases, e.g. temporary vaccine mandates during COVID-19 pandemic

Enablers to public health action

Enablers are essential to effective public health action, supporting and reinforcing the three core pillars of public health (promote, protect and prevent). The World Health Organization (WHO) has a 'unifying list' of 12 Essential Public Health Functions that outline the service and enabling elements to operationalise public health.³⁷ As acknowledged in the WHO list, enablers are often interlinked with public health service elements, with many public health actions focused on improvements to the enabling functions themselves.

To support planning in South Australia, a core set of five enablers have been drawn from the WHO list.

- Partnerships and collaboration
- Governance and frameworks
- Surveillance, epidemiology, research and evidence
- Reporting and public communication
- Workforce capacity

Partnerships and collaboration

Partnerships and collaboration are essential to achieving public health action. Given the breadth of public health drivers, services and responsibilities, a single organisation or agency cannot oversee and implement all of these actions. Public health depends on a network of relationships, both formal and informal, to achieve public health outcomes.

This reliance on partnerships and collaboration is both a challenge and an opportunity. Partnerships allow for collective action to address priority areas and emerging issues in innovative ways. However, when roles and responsibilities lack clarity, or when public health issues are not adequately covered in scope of existing services, gaps can arise.

State and local government share responsibilities to deliver public health services for the benefit of the community. This partnership is recognised and embodied in the Act and is one of the many strengths of the South Australian public health system to achieve better outcomes for communities.

Other formal approaches and structures to support public health partnerships in South Australia include Health in All Policies (HiAP) and Public Health Partner Authorities (PHPAs) as established under the Act. Health in All Policies is a mechanism to integrate and promote public health into all sectors and policy areas. It recognises that health and wellbeing go beyond the scope of health care, being influenced by a wide range of determinants including social, economic, cultural and environmental factors. Co-design of policy areas and actions, and recognition of co-benefits are key in the success of this approach. Similarly, PHPAs span a diverse range of sectors and policy areas, playing an important role in partnerships and coordinated action to inform and achieve public health outcomes.

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The importance of strong partnerships (whether formal or informal) is highlighted throughout this Plan as a key ingredient to a healthy, connected and inclusive South Australia. A list of public health partners is provided in Appendix 1.

Governance and frameworks

Related to partnerships, governance and frameworks support the intersectoral accountability mechanisms to ensure appropriate public health action. The Act and the *Preventive Health SA Act 2024* are the legislative frameworks for a statewide approach to protect and promote public health and to reduce the incidence and burden of preventable health conditions. There are, however, many other legislative tools that contribute to the governance structure for public health planning, implementation and action. This includes statutory bodies established under relevant legislation (refer to Appendix 2).

Achieving the vision of the Plan is reliant on collective action from all stakeholders. It is a shared responsibility requiring governance and frameworks to ensure implementation success and ongoing improvement of public health outcomes.

The review of the Plan every five years provides opportunity to guide collective action with local government and other partners towards improving the health and wellbeing of South Australians.

Surveillance, epidemiology, research and evidence

Monitoring the population's health status, risks, factors that protect or promote health, health system performance and service utilisation helps inform and target effective public health action. This includes analysing the equity of outcomes to ensure future programming responds appropriately. Advancing public health research and knowledge development supports innovation and creativity in the delivery of services, allowing for improved practice over time. Contributing to the public health evidence base, through research and published reports, is a component of work undertaken by public health partners.

Acknowledging surveillance, data and evidence is a critical enabler to public health action in South Australia, work is underway to develop a platform that significantly improves the availability of high-quality public health data. The vision for this platform is to use existing data in a more sophisticated manner to enhance disease forecasting and surveillance, disaster and outbreak management, and to provide additional transparency for public communication. This platform aims to support public health partners to strategically plan and evaluate their public health programs.

Reporting and public communication

Communicating with key stakeholders, including South Australian community members, plays an integral role in promoting health, protecting against public health risks and preventing chronic disease and injury. This includes the dissemination of timely and accurate information, often targeted towards populations most at risk. Effective, integrated and coordinated communication is recognised by the World Health Organisation as integral to building a better, healthier future for people all over the world.³⁸

Misinformation and disinformation, particularly through social media use along with reliance on artificial intelligence, can quickly spread and reach large numbers of the population. This can have widespread negative impacts, including vaccine hesitancy and declining vaccination rates, putting communities at increased risk of illness and death from vaccine-preventable diseases.

Trust in government reporting and communication during incidents and emergencies exemplifies the importance of public communication to coordinate effective public health action. Strategic and

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targeted reporting and communication initiatives can be used to educate and increase understanding of often complex public health topics. Effective communication allows sharing of evidence-based information, empowering the community to take the necessary actions or initiatives required to protect their health. It also allows for debunking of misinformation and can motivate behaviour change, highlighting the importance of open, consistent and accessible public health communications.

Workforce capacity

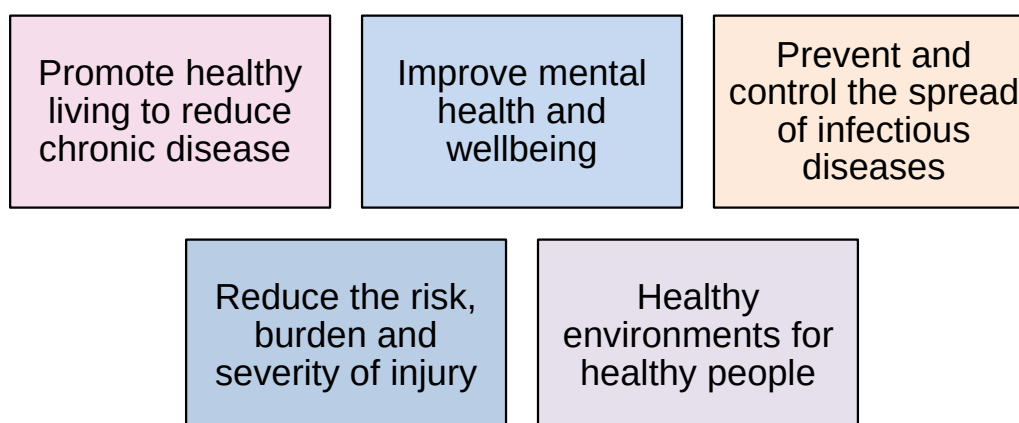
Developing and maintaining a capable and competent workforce to deliver essential public health functions is both complex and challenging. This was emphasised during the COVID-19 pandemic, which tested health systems globally and reinforced the urgent need to strengthen the public health workforce, including enhancement of emergency preparedness and response capabilities. In 2022, the World Health Organisation (WHO) and partner organisations agreed on a roadmap on national workforce capacity for essential public health functions.³⁹ The Public Health Association of Australia, as a contributing member to the WHO roadmap, has reiterated that the roadmap provides a timely opportunity to strengthen public health workforce capacity in Australia.

There is a range of workforce shortages across the broad public health workforce in South Australia. In particular, South Australia is experiencing a significant challenge sustaining an environmental health workforce. This issue is intensified in rural and regional areas of the State, with local government often reliant on external consultants or neighbouring councils to undertake core environmental health functions. Measures to address workforce capacity and capability are required to ensure public and environmental health functions can be delivered locally to improve health and wellbeing of communities.

Public health priority areas

Five public health priority areas were identified through a combination of stakeholder consultation, data and landscape analysis, and review of local government reports and plans. These priority areas complement the ongoing, essential public health work led by the diverse set of public health partners across South Australia.

The five priority areas are:



For each priority area, a set of strategic directions has been co-designed with stakeholders to signal high-level areas for strategic action. These strategic directions are intended for partner organisations to align existing or new public health actions that improve public health outcomes in the priority area.

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For each strategic direction, when planning and implementing actions, partners are encouraged to ensure:

- Alignment with the principles of the Act.
- Equity of design and implementation.
- Consideration of the determinants of health that most impact the priority area.

Promote healthy living to reduce chronic disease

Chronic disease refers to a broad set of health conditions that are long-lasting and generally progress slowly. They are also known as noncommunicable diseases (NCDs) because they do not spread from person to person. Chronic disease can develop due to genetic, environmental and behavioural factors. Many people experience two or more chronic conditions simultaneously, a situation called 'multimorbidity', which often requires coordinated care across different parts of the health system.⁴⁰

Chronic conditions drive mortality and the loss of good health and quality of life for South Australians. In 2023, the top five causes of death in South Australia were due to chronic or noncommunicable conditions, listed below in ranked order:

- dementia (including Alzheimer's disease)
- ischaemic heart disease
- chronic lower respiratory diseases (mainly chronic obstructive pulmonary disease [COPD])
- lung cancer
- cerebrovascular disease.⁴¹

Many chronic diseases can be prevented by reducing known risk factors. Risk factors are often shaped by broader social and environmental determinants that can either positively or negatively influence health behaviours and outcomes. Some risk factors are behavioural, including diet, physical inactivity, and tobacco and alcohol use, while others are biomedical such as overweight and obesity and high blood pressure.⁴² Chronic disease risk is also impacted by environmental factors such as walkability of neighbourhoods, access to healthy foods, and exposure to environmental pollutants as well as socio-economic factors, such as income and literacy.

Chronic disease risk is driven by a set of behavioural risk factors including, but not limited to:

- Nearly one third of South Australians exceeding the risky alcohol use guideline.
- Nearly 60% of South Australian children consuming fast food at least once per week.
- Only 24% of South Australians meeting physical activity recommendations.
- Only 4% of South Australians meeting both fruit and vegetable recommendations.⁴³

In 2024, for the first time, being overweight (including being obese) overtook tobacco use as the leading risk factor contributing to Australia's burden of disease.⁴⁴ Obesity significantly increases the risk of many chronic diseases, including, heart disease, stroke, type 2 diabetes, musculoskeletal disorders, and several types of cancer. In South Australia, the proportion of both children and adults whose self reported weight was above the healthy range has increased in the past five years.

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- For children aged 2-17 years, the proportion above a healthy weight increased from 29% in 2019 to 37% in 2024.⁴⁵
- For adults, the proportion above a healthy weight has increased from 64% in 2019 to 66% in 2024.⁴⁶

Reports from local government support the available data, citing the prevalence of overweight and obesity, arthritis, cardiovascular risk, and dementia as increasing public health concerns within their communities. Councils linked these chronic diseases to specific socioeconomic determinants, most notably cost-of-living stress, poor air quality, substandard housing, and service gaps. Councils further observed that these factors are also significant contributors to adverse mental health outcomes, particularly among low socioeconomic groups and rural communities.

As noted by local government, tackling chronic disease is a priority for communities and groups facing higher risks due to environmental factors and reduced access to prevention programs, early diagnosis and care. A selection of data highlighting factors driving inequitable chronic disease outcomes for South Australians is highlighted below:

- People living in the most socioeconomically disadvantaged areas experience higher rates of chronic illness and premature death.⁴⁷
- Aboriginal peoples continue to face high rates of preventable chronic conditions linked to smoking, cardiometabolic and kidney disease, driven by social and geographic factors.⁴⁸
- Older adults carry the greatest burden of multimorbidity and disability. Dementia risk increases with age and is now a leading cause of death in women.⁴⁹
- Rural and remote populations experience higher rates of heart disease and other chronic conditions, driven by differences in risk factors, service access and socioeconomic disadvantage.⁵⁰
- Many young South Australians report facing barriers related to culture, practices, cost and accessibility to participation in team sport and physical activity.⁵¹

These patterns highlight the need for targeted action that is designed with and for the groups most affected by chronic disease.

Strategic directions

Chronic disease is a major public health challenge for South Australia, and while individual choices play a significant role in preventing many chronic diseases, it is clear that systemic and structural factors can meaningfully impact outcomes. Strategies to impact these factors include supporting social and environmental conditions that enable good health, such as access to affordable, culturally relevant food, walkable communities, and opportunities for active living, especially for populations at risk.

Progress depends on a coordinated effort that prioritises supportive infrastructure and aligned strategic actions among partners working in this area (see Appendix 1). This includes initiatives targeting obesity and dementia prevention. Examples of such include improving walkability to essential services, ensuring safe, accessible spaces for exercise and the availability and access to healthy food and primary care. By focusing on the social and environmental conditions, chronic disease burden can be reduced to improve population wellbeing, guided by the following strategic directions.

1. Create health-promoting environments that encourage physical activity and healthy eating and reduce the use of alcohol and tobacco.

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2. Develop and implement age-targeted strategies that support healthy weight and reduce the impact of overweight and obesity across the life course.
3. Promote brain health to reduce the risk of dementia, while supporting people with dementia to live well.
4. Strengthen policy and regulatory action through a health in all policies approach to address chronic disease risk factors.
5. Build and sustain partnerships that enable early intervention and prevention of chronic disease.

Improve mental health and wellbeing

Mental health is an essential component of overall health and wellbeing. It influences all aspects of everyday life and can impact other health outcomes, both positively and negatively. Good mental health and wellbeing empowers people to manage stress, connect with others, engage in learning and meaningful work, and lead happy and healthy lives.

Improving mental health is more complex than diagnosing and treating defined conditions because it is influenced by a variety of factors and can vary over time. Applying a social and emotional wellbeing lens can help to understand the role of community, culture, and collective healing in community mental health. This perspective is especially important for Aboriginal peoples and culturally diverse communities, where mental health must be understood in the context of cultural strengths, intergenerational trauma and racism.

In South Australia, mental health conditions impact our community in a number of key ways:

- In 2024, 25% of South Australian adults and 27% of children reported having a mental health condition in the past 12 months.⁵² Poor mental health is a well-established risk factor for suicide, which is recognised as a complex public health issue influenced by social, cultural, biological, psychological, and environmental determinants.⁵³
- In 2024, 230 South Australian adults died by suicide⁵⁴, with 9% of South Australians reporting suicidal ideation.⁵⁵ The State's suicide rate remains above the national average, with males accounting for 75% of deaths by suicide.⁵⁶
- People living with mental health conditions are more likely to drink alcohol at risky levels and use illicit drugs.⁵⁷ The co-occurrence of mental health and substance use conditions creates a complex interplay of factors that increases risk and leads to poorer outcomes than when these conditions occur independently.⁵⁸

Mental health remains a critical public health priority, consistently highlighted by government and non-government partners as essential to the wellbeing of South Australians. Emerging challenges, including climate-related stress and cost-of-living pressures, are having an increasing impact on individuals and communities. Concerns remain regarding fragmented service systems and limited access to timely, high-quality care, particularly for people living in regional and remote areas.

While mental health can impact all life stages, evidence indicates particular concern for children and young people (12-25 years), with loneliness and social isolation emerging as significant risk factors for poor mental health. Research suggests that, for some young people, social media use may intensify these challenges.⁵⁹ In the past six years in South Australia, there has been a sharp rise in the proportion of children aged 5-15 reporting a diagnosed mental health condition (from 16% in 2018 to 27% in 2024).⁶⁰ Young South Australians identify the need for safe, affordable 'third spaces', (which includes youth centres, sport, arts and cultural activities), accessible community-based mental health that delivers early psychosocial care and reduced reliance on medication for mild to moderate needs.

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In addition to children and young people overall, the following population groups are experiencing inequitable mental health outcomes in South Australia:

- Adults in the lowest socioeconomic group experience disproportionately high levels of psychological distress and diagnosed mental health conditions.⁶¹
- The suicide rate among Aboriginal peoples is over double that of non-Aboriginal peoples.⁶²
- Young people from culturally and linguistically diverse (CALD) communities can face additional barriers to early care, including stigma, language, and limited culturally safe service.⁶³
- Adults with a disability are more likely to report high or very high levels of psychological distress compared to those without disability.⁶⁴
- Adults living in rural areas are less likely than those living in metropolitan areas to receive treatment for a mental health condition.⁶⁵

These statistics provide a snapshot of the available data on the impact of mental health conditions in specific groups within South Australia. Addressing population mental health concerns, and the increasing negative trend in young people requires an urgent, coordinated approach co-designed with people with lived experience and their communities.

Strategic directions

Mental health is a cross-cutting public health issue, with actions to strengthen community mental health and wellbeing offering far-reaching benefits for all South Australians. Organisations engaged in mental health policy, promotion, and service delivery play a vital role in building a mentally healthy South Australia (see Appendix 1). Equally, fostering inclusive and supportive environments, including workplaces, that promote wellbeing should be a shared responsibility across all communities and sectors, regardless of whether their primary focus is mental health.

The following strategic directions outline a framework for improving mental health and wellbeing outcomes, with a focus on prevention, early intervention, and equitable access to services. They call for a cohesive evidence-based approach that embeds mental health within broader community and health services. These directions must be underpinned by a cultural lens that integrates community-led, trauma-informed, and culturally safe approaches, while reflecting the strengths, identities, and lived experiences of Aboriginal peoples and culturally and linguistically diverse communities in particular:

1. Enhance mental health and wellbeing understanding and capability at the community level to reduce stigma, promote early help-seeking, and support mental health strategies.
2. Implement integrated, community-based approaches to address mental health and alcohol and other drugs challenges.
3. Prioritise the mental health and wellbeing of children and young people including strengthening support systems for families and carers.
4. Foster inclusive, connected communities to reduce social isolation and loneliness.
5. Ensure equitable access to culturally safe and responsive mental health support for people who live in rural and remote communities.
6. Leverage digital technologies to enhance mental health and wellbeing, while mitigating its negative impacts.

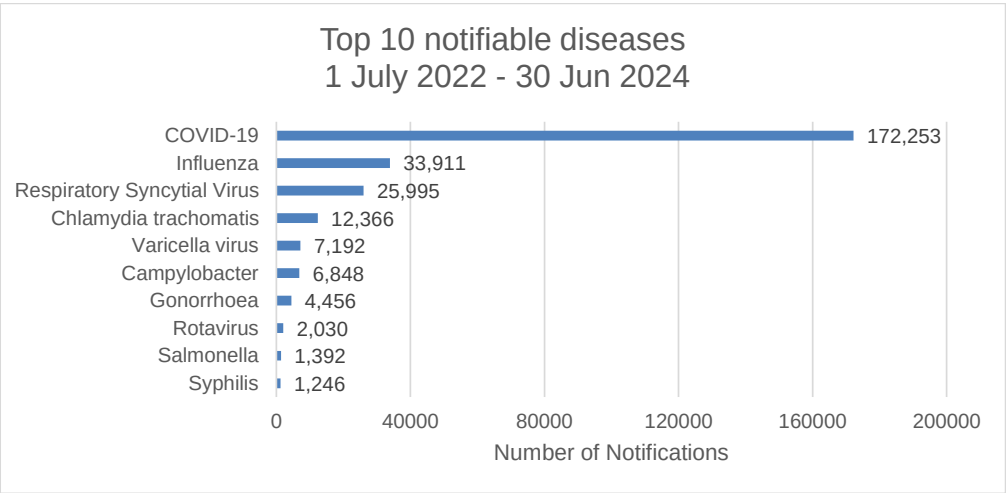
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Prevent and control the spread of infectious diseases

Infectious diseases are illnesses caused by harmful microorganisms such as bacteria, viruses, parasites, or fungi. Many of these diseases are communicable, meaning they can spread from one person or animal to another. Transmission can happen in many ways, including through direct or indirect contact with people with infections or contaminated substances or through vectors such as mosquitoes.

Infectious diseases (also known as communicable diseases) are a significant and complex public health challenge posing an ongoing risk to health and wellbeing, contributing to short and long-term illnesses, hospitalisation, disability, and avoidable death. Figure 3 presents the top 10 notifiable communicable diseases from 2022-24 in South Australia.

Figure 3: Top ten notifiable diseases reported in South Australia (2022–2024)⁶⁶



While strong progress has been made to improve the control of communicable diseases in South Australia, opportunities exist to strengthen systems and ensure equity in outcomes. Challenges include rising rates of mis and disinformation, reduced trust in government activities, rising vaccine hesitancy, increased rates of sexually transmitted infections (including the national syphilis epidemic) and maintaining sustained communicable disease response capability. Additionally, the compounding effects of climate change, socioeconomic disadvantage, and barriers to primary health care pose further risk of infectious disease spread. Local government further emphasise that infectious disease prevention is often deprioritised until outbreaks occur.

Respiratory infections cause significant impacts for communities and the health system, compounded by the emergence of COVID-19. Maintaining high vaccination coverage is critical to protecting the community from the transmission and severe impacts of vaccine-preventable diseases. Vaccination is more than a personal health choice. It is a collective responsibility taken by the community to protect those at heightened risk of severe disease including people who are unable to be vaccinated (including infants), people who are immunocompromised, and people living with chronic disease.⁶⁷ While childhood immunisation coverage in South Australia remains slightly above the national average, it has declined for four consecutive years (2021-24), with 2024 rates falling below the national 95% target across all cohorts (children aged one, two, and five).⁶⁸ Uptake of school-based

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immunisation programs has also declined, and vaccine preventable disease outbreaks are becoming more frequent as a consequence.

Antimicrobial resistance occurs when germs develop an ability to combat the drugs designed to kill them, is another growing global threat driven by the overuse and misuse of antibiotics and antifungals.⁶⁹ Surveillance data from 2022 to 2024 indicates that the burden of antimicrobial resistance is rising in South Australia, with resistant strains across multiple pathogens and healthcare settings.⁷⁰ Primary prevention of communicable diseases as well as antimicrobial stewardship (monitoring and reducing unnecessary use of antimicrobials) are critical to preserving the effectiveness of these invaluable medicines for future generations.

In South Australia, infectious diseases disproportionately affect certain populations due to systemic and social factors:

- Aboriginal peoples, especially those in remote areas, experience elevated risks from infections like COVID-19, sexually transmitted infections (STIs), and tuberculosis, due to conditions such as limited healthcare access and households with high occupancy levels.⁷¹
- People from culturally diverse and lower socioeconomic backgrounds, including immigrants, refugees, and those with non-English speaking backgrounds, carry a higher burden of diseases such as COVID-19, hepatitis B, and tuberculosis in part due to employment and household conditions and inequitable access to culturally appropriate services.⁷²
- Infants and young children, older people, people with serious health conditions, and people with disability also face higher risk of infectious diseases (such as COVID-19, influenza, and respiratory syncytial virus (RSV)) in part due to the prevalence of comorbidities and higher risk care environments.⁷³
- Gay, bisexual, and other men who have sex with men are disproportionately affected by STIs and blood-borne viruses (BBV), particularly gonorrhoea, infectious syphilis, and human immunodeficiency virus.⁷⁴
- Current notification and surveillance systems do not yet identify trans and gender-diverse populations, resulting in gaps in understanding how STIs and blood-borne viruses impact subgroups within the broader LGBTIQ+ population, as well as the unique health needs, barriers, and risks these groups face.⁷⁵
- Young South Australians (12-22 years) report inconsistent and often late sexual health education about STIs, as well as barriers to participation, particularly for culturally and linguistically diverse, LGBTIQ+, and young people with disability.⁷⁶

These disparities highlight the need for both focused and population-wide strategies to advance communicable disease control in South Australia. To advance communicable disease control and achieve health equity for all South Australians, a combination of population-wide strategies as well as targeted approaches to address the specific challenges faced by these groups are needed.

Strategic directions

Fortunately, many infectious and communicable diseases are preventable through evidence-based public health action. Strategic actions in this area must proactively strengthen community and system-wide capability to sustainably reduce the burden of infectious and communicable diseases, as well as build capacity to detect and respond to outbreaks and other new threats when they occur. This includes addressing environmental drivers, maintaining essential infrastructure (e.g. water, sanitation, food safety), and strengthening surveillance and early detection systems.

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Key strategies in this area also include reinforcing public trust and the importance of community engagement and coordinated public health action. Addressing identified challenges will require strong partnerships leveraging the joint expertise, resources and networks of people from affected communities, government and non-government agencies, clinicians and researchers. The identified strategic directions to strengthen statewide responses to infectious disease threats are:

1. Build public trust to address mis and disinformation and promote uptake of vaccinations and other preventive measures.
2. Strengthen evidence-based prevention and control measures for populations at increased risk of infectious disease through increased promotion and equitable access to services.
3. Enhance preparedness to detect and respond to outbreaks and other new threats through capacity building, coordinated planning and cross-sector collaboration.
4. Improve disease surveillance, data sharing and reporting systems to enable timely and effective public health action.
5. Ensure AMR is addressed within state-level One Health collaboration that integrates human, animal and environmental health.

Reduce the risk, burden and severity of injury

Injury continues to be a major global public health concern as the leading cause of death and lifelong disability. They are defined as physical harm caused by an external force or event, the mechanism of injury follows two distinct courses:

- Unintentional, accidental injuries: road traffic crashes, burns, drowning, falls, suffocation, poisoning, and sports related
- Intentional, premeditated injuries: assault, mental violence, suicide, neglect, maltreatment and exploitation⁷⁷

Impacts from injuries expand beyond physical, also impacting mental, emotional, social and cultural wellbeing, and are a leading cause of death, hospitalisation, and disability in South Australia. Preventing and reducing injury, and managing lifelong impacts from injury, is a major public health challenge requiring a coordinated, system wide public health response. Addressing the social determinants of health provides a focus on addressing the risk of injury, by targeting alcohol and illicit drug use, occupational hazards, overweight and obesity, physical inactivity and environmental risks.⁷⁸

In South Australia, injuries are impacting the community in a number of key ways:

- Falls are a leading cause of death and hospitalisation from injury, accounting for approximately 45% of both (2022-23).⁷⁹ In 2023, about one-third of adults in South Australia reported a fall in the past year, a proportion unchanged since 2019. Falls account for 41% of major trauma events.⁸⁰
- Transport incidents account for 44% of major trauma injury in South Australia (2022-23).
- 'Contact with objects', including every day or industrial items such as knives, tools, machinery and sports equipment, remains among the leading causes of injury hospitalisation.⁸¹

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- Other major contributors to injury hospitalisations in South Australia include intentional self-harm, and assault (including family, domestic and sexual violence [FDSV]).⁸² Serious FDSV-related assaults rose 44% between 2021-22 and 2023-24, with women mostly impacted.⁸³

Local government also report growing concern about the hidden harms experienced by women and children from FDSV. Young South Australians identify the need for earlier, age-appropriate education, including in schools, on preventing injury related to FDSV. This is a priority reinforced by South Australia's Royal Commission into Domestic, Family and Sexual Violence.⁸⁴

Reducing the risk, burden and severity of injury is a public health priority, especially for population groups facing higher risk due to the health equity impacts. For example (at a national level unless noted):

- People in the most disadvantaged socioeconomic areas are 50% more likely to present to an emergency department for an injury than those in other areas.⁸⁵
- Aboriginal peoples have an age-standardised rate of major trauma nearly 2.5 times higher than non-Aboriginal people in South Australia.⁸⁶
- Women aged 18–40, especially Aboriginal women, make up most partner-assault hospitalisations.⁸⁷
- One in 30 children experience domestic, family and/or sexual violence each year in South Australia.⁸⁸
- Fall-related hospitalisations are highest among people aged 75 and over, especially women.⁸⁹
- In 2023–24, there were around 62,500 injury hospitalisations among children aged 0–14, of which falls, contact with objects and transport accidents were the leading causes.⁹⁰

Given these outcome inequities, public health actions for injury prevention, management, and support initiatives must consider factors impacting the risk of injury and its burden over a lifetime.

Strategic directions

Injury prevention reduces hospitalisations, deaths and long-term disability, while easing strain on the health system. Nationally, in 2022-2023, injuries accounted for 6.4% (\$10.9 billion) of annual healthcare spending on disease and injury.⁹¹ Coordinated, system-level action is required to reduce injury risks and improve public health outcomes across South Australia. Future action should build on existing strategies led by government, non-government and community partners.

Focusing on prevention, strengthening injury data and surveillance, and building strong partnerships is essential to measurable change. In summary, the following strategic directions should be used to guide and unify public health actions:

1. Develop partnerships to design safer built, natural and social environments to prevent injuries.
2. Strengthen data systems to improve injury surveillance and ensure evidence-based injury prevention.
3. Promote injury prevention across the life course through targeted education and engagement, prioritising older adults, children, Aboriginal peoples and rural and regional communities.
4. Prevent interpersonal violence, including family, domestic and sexual violence, by creating safer homes, workplaces, public spaces, and digital environments.

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5. Ensure coordinated, trauma-informed post-injury care, with culturally safe navigation to existing compensation and support schemes, so people recover well and restore quality of life.

Healthy environments for healthy people

Healthy and safe living environments, including natural and built environments, are essential for good public health outcomes. Environmental health focuses on the physical, chemical and biological factors in the environment and the potential impact of these factors on human health. Environmental health forms the foundation of public health services delivered by State and local government. This includes ensuring safe food, drinking water and disposal of wastewater, waste management, ambient air quality and dust control, pest and disease control and the monitoring and management of other routine and emerging environmentally mediated risks that can impact on health.

One Health, which acknowledges the inextricable relationship between the health of humans, animals and the environment, recognises that environmental change has consequential impacts on human health.

Climate change is an example of how the interconnected and changing environment significantly impacts people's health. Direct impacts of climate change include worsening symptoms of many health conditions, increasing rates of disease and premature death from environmental factors, especially among communities already facing health inequities. For example, South Australia is experiencing an increasing frequency and scale of extreme climate events including heatwaves, shifting patterns of vector-borne disease, water and food insecurity, all of which impact human health. Intensifying bushfires, heatwaves, floods and storms are also increasing injury risks and rates of eco-anxiety which compound negative health outcomes.⁹²

Further to the impacts of climate-related risks, local government reports that environmental health workforce capability and capacity challenges are impacting the ability to manage both core activities and respond to new and emerging risks. Ensuring adequate coverage of a skilled environmental health workforce across South Australia is a complex and pressing priority. Environmental health workforce capacity is especially scarce in regional and remote communities, including Aboriginal communities, which coincides with communities at greatest risk of the impacts of climate change and other public health risks.

Low-income communities can also be inequitably impacted by climate-related health impacts due to inadequate infrastructure and poor living environments. For example, people who lack adequate ventilation and cooling in their homes are at greater risk of respiratory issues from air pollution and heat-related illnesses. With fewer resources, low-income communities are also at greater risk in the event of a climate related disaster which may require evacuation or adaptation measures and a temporary or permanent loss of livelihood. Many of these impacts are also true for regional and rural communities. These conditions deepen the psychological distress of climate change on these communities.

South Australian stakeholders, including local government, agree that the response to the impact of climate change and the environment on health is not coordinated in a strategic manner. Despite this, there is agreement that profound impacts are being experienced now, and will intensify without urgent, coordinated action. While there are many challenges in this area to ensure equitable health outcomes, there is also a set of actionable opportunities to innovate and protect the health of South Australian communities.

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Strategic directions

Taking bold and appropriate action to protect public health through legislated environmental health actions and by adapting to and mitigating climate change addresses underlying inequities and disproportionate risk, strengthens the health of communities, reduces healthcare costs, and safeguards the population against extreme weather events, infectious diseases and other environmental health challenges.⁹³

South Australian stakeholders call for proactive planning through a coordinated multi-disciplinary, cross-sectoral approach to strengthen environmental resilience through sustainable development, urban greening initiatives, and emergency preparedness.

Along with local government, a diverse set of organisations play a critical role in mitigating and responding to climate change and are spearheading ongoing work in this area. The following strategic directions call for strengthened partnerships and collaboration, with an increased focus on actions and capabilities that will ensure equitable health outcomes:

1. Facilitate well-designed built environments through safe, inclusive public spaces, walkable and cyclable neighbourhoods, and accessible community facilities.
2. Strengthen multisector leadership and accountability for aligned action to address human health risks related to the environment and climate change.
3. Equitably empower communities to be resilient to environmental health risks and climate change impacts through education, co-design and engagement.
4. Enhance environmental health capability and capacity to protect communities from environmental health risks and the impacts of disasters.
5. Develop legislation, policies, partnerships, evidence and actions that protect current and future generations from environmental risk and climate change impacts.
6. Monitor, report on and respond to emerging risks of injury and illness from climate change and environmental hazards.

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Appendix 1: SA public health partners and related strategies, plans and policies

SA Health Portfolio Entity	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
Commission on Excellence and Innovation in Health	Strategic Direction for 2024 - 2027	✓	✓		✓	
Department for Health and Wellbeing (DHW)	SA Health and Wellbeing Strategy 2020 – 2025	✓	✓	✓	✓	✓
	Aboriginal Health Care Framework 2023 - 2031	✓	✓		✓	✓
	SA Health Aboriginal Workforce Framework 2023-2031	✓	✓	✓	✓	✓
	SA's Plan for Ageing Well 2020-2025	✓	✓			
	Public Health Emergency Management Plan (2023)			✓		✓
	SA Cancer Plan 2025-2029	✓				
	SA Health Viral Respiratory Disease Pandemic Response Plan (2020)			✓		✓
	SA Aboriginal STI and BBV Action Plan 2020-2024			✓		
	Veteran Wellbeing Action Plan 2023-26	✓	✓			
	SA Health Climate Change and Health Framework 2025-2030					✓
Local Health Networks	Refer to the strategic plans of each of the 10 LHNs in SA	✓	✓	✓	✓	✓
Office of the Chief Psychiatrist	SA Mental Health Services Plan 2020-2025		✓			
SA Mental Health Commission	Aboriginal Health Promotion Strategy 2022-2030	✓	✓	✓	✓	✓
Preventive Health SA (attached agency to SA Health)	Preventive Health SA Strategic Directions	✓	✓		✓	
	SA Suicide Prevention Plan 2023-2026		✓			
	South Australian Aboriginal Health 2022-2030	✓	✓		✓	
	SA Alcohol and Other Drug Strategy 2025-2030	✓	✓			
	South Australian Tobacco Control Strategy 2023-2027	✓				
	Skin Cancer Prevention Partnership – a Framework for Action 2023 – 2028 (with Cancer Council SA)	✓				
	Healthy Parks Healthy People SA Framework 2021 - 2026 (with Department for Environment and Water)	✓	✓			✓

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SA Health Portfolio Entity	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
SA Ambulance Service	SA Ambulance Service Strategic Plan 2023-2027	✓	✓	✓	✓	✓

Relevant State Government Entity ¹	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
Attorney-General's Department	Closing the Gap Implementation Plan 2024-26 (with SAACON)		✓	✓	✓	✓
Department for Child Protection	DCP Strategic Plan 2022-2026	✓	✓	✓	✓	✓
Department for Correctional Services	DCS Strategic Plan 2022-2026	✓	✓	✓	✓	
Department for Education	Our Strategy for Public Education in South Australia (2022)		✓			
	Safe and Supportive Learning Environments: Plan of Action 2024-2026				✓	
	Wellbeing for Learning and Life: A Framework for Building Resilience and Wellbeing in Children and Young People (2020)	✓	✓		✓	
Department for Environment and Water (DEW)	SA Government Climate Change Resilience and Adaptation Actions (2024)					✓
	State Landscape Strategy (2021)	✓	✓			✓
	Climate Ready Government initiative					✓
	Physical Activity in Nature - Action Plan 2021-2024	✓	✓			
	South Australia's Net Zero Strategy 2024-2030					✓
	Strong People, Strong Country: Co-managing parks in South Australia (2018)	✓	✓			✓
Department for Housing and Urban Development (DHUD)	Housing Roadmap (2024)	✓	✓	✓	✓	✓
	Greater Adelaide Regional Plan (2025) and other regional plans	✓	✓			✓
Department for Human Services (DHS)	Minimising Gambling Harm in South Australia Investment Plan 2021-2026	✓	✓			
	Royal Commission into Domestic, Family and Sexual Violence report – With Courage: South Australia's vision beyond violence ²		✓		✓	

¹ Includes SA Government departments, agencies, statutory authorities, and affiliated peak bodies contributing to public health.

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Relevant State Government Entity ¹	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
	SA Autism Strategy 2024-2029	✓	✓			✓
	South Australia's Women's Equality Blueprint 2023–2026	✓	✓		✓	
	South Australia's Plan for Ageing Well	✓	✓	✓	✓	
	SA's Youth Action Plan 2025-2028	✓	✓		✓	✓
	State Disability Inclusion Plan 2025-2029	✓	✓	✓	✓	
	Food Relief Community of Practice	✓	✓			✓
	Homelessness Outcomes Framework	✓	✓	✓	✓	
Department for Infrastructure and Transport (DIT)	SA's Transport Strategy 2025				✓	✓
Department of Primary Industries & Regions (PIRSA)	Department of Primary Industries & Regions Strategic Plan 2021-25			✓		✓
Department of the Premier and Cabinet	Closing the Gap Implementation Plan 2024-26 (Priority Reform 3)	✓	✓	✓	✓	✓
Department of Treasury and Finance	Closing the Gap Implementation Plan 2024-26 (Priority Reform 2 & 4)	✓	✓	✓	✓	✓
Environment Protection Authority (EPA)	EPA SA Strategic Directions 2022-2026					✓
Local Government Association of SA (LGA)	Guide to Regional Public Health Planning (2019)	✓	✓	✓	✓	✓
	Policy Statement 3.1 - Public Health	✓	✓	✓	✓	✓
	Support councils to deliver local preventive health initiatives	✓	✓	✓	✓	✓
Office for Recreation, Sport and Racing	Recreation Sport & Racing Strategic Plan 2025-2030	✓	✓		✓	
Office of the Commissioner for Public Sector Employment	Safety, Wellbeing and Injury Management Strategy for the South Australian Public Sector 2023-2032		✓		✓	
Renewal SA	Strategic Plan 2023 - 2026	✓	✓			✓
ReturnToWork SA	ReturnToWorkSA Strategic Plan 2023-28		✓		✓	
SafeWork SA	SafeWork SA 2023-27 Strategic Plan				✓	

² The Office for the Prevention of Domestic, Family and Sexual Violence, established in August 2025, within DHS, will coordinate the whole-of-government response to the Royal Commission, in partnership with the Department of the Premier and Cabinet.

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Relevant State Government Entity ¹	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
	South Australian Workplace Health and Wellbeing Charter	✓	✓		✓	
South Australia's Commissioner for Children and Young People (CCYP)	Our Work - Health	✓	✓	✓	✓	✓
SA Regional Landscape Boards and Green Adelaide	Refer to the regional landscape plan of each landscape board	✓	✓			✓
South Australia Police (SAPOL)	SAPOL Road Safety Action Plan 2023-26				✓	

Relevant Australian Government Entity	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
Australian Bureau of Statistics (ABS)	ABS Corporate Plan 2024-25	✓	✓	✓	✓	✓
Australian Digital Health Agency	National Digital Health Strategy 2023-2028	✓	✓	✓		✓
Australian Institute of Health and Welfare (AIHW)	Strategic directions 2022–2026	✓	✓	✓	✓	✓
Department of Health, Disability and Ageing	Australia's Disability Strategy 2021–2031	✓	✓			
	National Autism Strategy 2025–2031	✓	✓			
	National Carer Strategy 2024–2034	✓	✓			
	National Health and Climate Strategy Implementation Plan 2024–2028					✓
	National Immunisation Strategy for Australia 2025–2030			✓		
	The National Mental Health and Suicide Prevention Agreement		✓			
	National Mental Health Workforce Strategy 2022–2032		✓			
	National Preventive Health Strategy 2021–2030	✓	✓	✓	✓	✓
	National Roadmap for Improving the Health of People with Intellectual Disability (2021)	✓	✓	✓		
	National Syphilis Response Plan 2023–2030			✓		
	National Suicide Prevention Strategy 2025–2035		✓			
	Australia's National Antimicrobial Resistance Strategy – 2020 and beyond – partnership with Department of Agriculture and Water			✓		

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Relevant Australian Government Entity	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
	Resources					
Department of Social Services (DSS)	National Plan to End Violence against Women and Children 2022–2032		✓		✓	
Department of the Treasury	National Agreement on Social Housing and Homelessness	✓	✓			
Food Standards Australia New Zealand (FSANZ)	Strategic plan 2025–2028	✓	✓	✓		✓
National Health and Medical Research Council (NHMRC)	NHMRC's health priorities for the 2024–2027 triennium	✓	✓	✓	✓	✓
	Draft National Health and Medical Research Strategy Consultation 2026-2036 – with Department of Health, Disability and Ageing	✓	✓	✓		✓
National Indigenous Australians Agency (NIAA)	National Agreement on Closing the Gap	✓	✓	✓	✓	✓
Safe Work Australia	National Return to Work Strategy 2020–2030		✓		✓	

Relevant Non-Government Partner	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
Adelaide PHN	Adelaide PHN Needs Assessment Report 2024/25 –2026/27	✓	✓	✓	✓	✓
Alcohol and Drug Foundation (ADF)	Strategic Plan 2025-2028	✓	✓		✓	
Cancer Council SA	Cancer Council SA Strategic Plan. 2023-2028	✓	✓			
Council on the Ageing (COTA) SA	COTA SA Strategic Plan 2022-2026 (Standing with older South Australians)		✓		✓	
	Statement of Interest on Climate Change					✓
Country SA PHN	Country SA PHN Needs Assessment Report 2025-28	✓	✓	✓	✓	✓
Don Dunstan Foundation	Strategic Plan 2024-2027	✓	✓			✓
Heart Foundation (SA)	Strategic Plan 2025–2029	✓				✓
JFA Purple Orange	Strategic Plan 2024 - 2027	✓	✓		✓	✓
KidSafe SA	Our Strategic Direction				✓	
SHINE SA	SHINE SA Strategic Plan 2025		✓	✓		
South Australian Aboriginal	Closing the Gap Implementation Plan 2024-26 (with SA	✓	✓	✓	✓	✓

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Relevant Non-Government Partner	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
Community Controlled Organisation Network (SAACCON)	Government)					
South Australian Council of Social Service (SACOSS)	Strategic Plan 2022-2027	✓	✓	✓		✓
South Australian Network of Drug and Alcohol Services (SANDAS)	SANDAS Strategic Plan 2024 - 2027	✓	✓			
South Australian Youth Forum	SA Youth Forum Bigger Picture Report 2025	✓	✓		✓	✓

Relevant Research & Data Partner	Relevant Strategic Plan, Policy or Other Document	Relevant Priority Areas Covered				
		Chronic disease	Mental health and wellbeing	Infectious diseases	Injury	Healthy environments
Caring Futures Institute (Flinders University)	Research Strategy 2024-2028	✓	✓		✓	✓
Flinders Health and Medical Research Institute	Research Strategy 2024-2029	✓	✓	✓	✓	✓
Public Health Information Development Unit (PHIDU) (Torrens University Australia)	Social Health Atlas of South Australia	✓	✓	✓		✓
School of Public Health, University of Adelaide (noting this becomes Adelaide University in January 2026)	Research Overview	✓	✓	✓	✓	✓
South Australian Health and Medical Research Institute (SAHMRI)	SAHMRI's research themes	✓	✓		✓	✓

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Appendix 2: Relevant legislation

Relevant Acts assigned to the Minister for Health and Wellbeing

Legislation	Statutory Body	Purpose of the Act
<u>South Australian Public Health Act 2011</u>	South Australian Public Health Council (SAPHC) Councils (as local public health authorities)	Promote and protect the health of the public of South Australia and reduce preventable illness, injury, and disability. The Act mandates the development this Plan, to guide coordinated action across all levels of government. It established councils as the local public health authority for their areas and gives them responsibilities for regional public health planning and action. The Act establishes statutory roles such as the CPHO, SAPHC, Authorised Officers and Emergency Officers during public health emergencies.
<u>Controlled Substances Act 1984</u>	Controlled Substances Advisory Council	Review the substances that are controlled under the Act or that may need to be controlled, monitor the administration and operation of the Act and to make recommendations to the Minister for changes to the legislation.
<u>Food Act 2001</u>	No applicable statutory body	Ensure food sold in South Australia is safe and suitable for human consumption, prevent misleading conduct in food sales, and enforce compliance with the national Food Standards Code.
<u>Gene Technology Act 2001</u>	Gene Technology Technical Advisory Committee (GTTAC) Gene Technology Ethics and Community Consultative Committee (GTECC)	Protect the health and safety of people and the environment by managing risks from gene technology, especially genetically modified organisms (GMOs). Support the national regulatory framework and assign the GTTAC to advise the national Gene Technology Regulator on scientific matters. Recognise the GTECC as advisor on ethical, social, and community issues.
<u>Health and Community Services Complaints Act 2004</u>	Health and Community Services Complaints Commissioner (HCSCC)	Provide a framework for resolving complaints about health and community services in South Australia, and to establish the HCSCC as an independent statutory authority to oversee this process.
<u>Health Care Act 2008</u>	Health Performance Council (HPC)	Enable an integrated, high-quality health system that delivers optimal outcomes for South Australians. Support safe, efficient, and accountable health service delivery through governing boards for incorporated hospitals.

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Legislation	Statutory Body	Purpose of the Act
		Establish key bodies such as the HPC and Health Advisory Councils to oversee performance and community engagement.
Mental Health Act 2009	No applicable statutory body	Provide a legislative framework for the care, treatment, and rehabilitation of people with serious mental illness, supporting their recovery while safeguarding their rights and dignity.
Preventive Health SA Act 2024	Preventive Health SA Council (not yet established)	Establish a dedicated agency (Preventive Health SA) to lead coordinated, long-term action to prevent disease and promote health across South Australia. Address key risk factors like obesity, smoking, alcohol, and mental health, and reduce health inequities. Create the Preventive Health SA Council to provide strategic advice and ensure accountability within the State's preventive health system.
Public Intoxication Act 1984	No applicable statutory body	Provide powers to remove an intoxicated individual from a public space and take them to a safe place until they have recovered, to ensure their safety and the safety of others.
Safe Drinking Water Act 2011	No applicable statutory body	Ensure drinking water supplied to the public is safe and meets quality standards, through mandatory registration, risk management planning, monitoring, and reporting by water providers.
Suicide Prevention Act 2021	Suicide Prevention Council (SPC)	Reduce the incidence of suicide in South Australia through a whole-of-government and whole-of-community approach. Establish the SPC to lead strategic coordination and require the development of a State Suicide Prevention Plan and agency-level action plans. Promote best-practice prevention, postvention, and support for priority populations including Aboriginal people, veterans, and LGBTQIA+ communities.
Tobacco and E-Cigarette Products Act 1997	No applicable statutory body	Regulate the sale, supply, advertising, and use of tobacco and e-cigarette products in South Australia, with the aim of protecting public health, especially children, from the harms of smoking and vaping.

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Other relevant Acts that have implications for public health

Legislation	Statutory Body	Purpose of the Act
<u>Aboriginal Heritage Act 1988</u>	Aboriginal Heritage Committee	Protect and preserve Aboriginal heritage, including sites, objects, and remains of cultural significance to Aboriginal people.
<u>Ageing and Adult Safeguarding Act 1995</u>	Office for Ageing Well and Adult Safeguarding Unit	Safeguard the rights and wellbeing of ageing persons and other vulnerable adults by establishing the Office for Ageing Well and the Adult Safeguarding Unit and providing mechanisms to prevent and respond to abuse.
<u>Biosecurity Act 2015</u>	No applicable statutory body	Provide a comprehensive legal framework for managing biosecurity risks to human, animal, and plant health, as well as the environment, particularly at the national border.
<u>Climate Change and Greenhouse Emissions Reduction Act 2007</u>	Premier's Climate Change Council	Provide a framework for reducing greenhouse gas emissions and building resilience to climate change in South Australia. Set targets including net zero emissions by 2050 and 100% net renewable electricity by 2027. Establish the Premier's Climate Change Council to advise the Minister and promote collaboration across government, business, and the community
<u>Disability Inclusion Act 2018</u>	No applicable statutory body	Promote the rights, independence, and inclusion of people with disability, especially by removing barriers to accessing services and participating in community life.
<u>Emergency Management Act 2004</u>	State Emergency Management Committee	Establish a coordinated framework for managing emergencies, including planning, response, recovery, and resilience, to protect life, property, and the environment across the State.
<u>Environment Protection Act 1993</u>	Environment Protection Authority	Protect South Australia's environment by preventing pollution and environmental harm, and by promoting ecologically sustainable development through the establishment and regulation of the Environment Protection Authority.
<u>Housing Improvement Act 2016</u>	No applicable statutory body	Ensure that housing meets the minimum housing standards, and to regulate unsafe or unsuitable housing and associated rent.
<u>Landscape South Australia Act 2019</u>	Regional Landscape Boards and Green Adelaide Board	Provide a legislative framework for the sustainable and integrated management of South Australia's landscapes, with a strong focus on natural resource protection and community

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Legislation	Statutory Body	Purpose of the Act
		involvement.
<u>Local Government Act 1999</u>	Not applicable – establishes councils as bodies corporate via proclamation by the Governor.	Establish and govern local councils in South Australia, outlining their powers and responsibilities to support democratic local government, community engagement, wellbeing, hazard protection, environmental management, infrastructure, economic development, and service delivery.
<u>National Environment Protection Council Act 1994</u>	National Environment Protection Council (NEPC)	Establish the National Environment Protection Council (NEPC), which develops and monitors National Environment Protection Measures (NEPMs) to ensure consistent environmental standards across Australian jurisdictions.
<u>National Health Security Act 2007</u>	No applicable statutory body	Enhance Australia's capacity to respond to public health events of national significance by enabling surveillance, information sharing, and coordination across jurisdictions and with international bodies, including the World Health Organization.
<u>Planning, Development and Infrastructure Act 2016</u>	State Planning Commission (SPC)	Establish a modern planning system to regulate land use and development in South Australia and creates the SPC to oversee its implementation and ensure sustainable, coordinated growth.
<u>Primary Produce (Food Safety Schemes) Act 2004</u>	No applicable statutory body	Provides a legal framework for the development and implementation of food safety schemes that apply to the production and processing of primary produce. Its primary goal is to reduce risks to consumers and industry markets associated with unsafe or unsuitable primary produce.
<u>Radiation Protection and Control Act 2021</u>	Radiation Protection Committee	Establish a risk-based regulatory framework to control activities involving radiation sources and ensure radiation safety across various sectors including health, mining, industry, and research.
<u>Therapeutic Goods Act 1989</u>	Therapeutic Goods Administration (TGA)	Regulate the quality, safety, efficacy, and timely availability of therapeutic goods used in or exported from Australia
<u>Water Industry Act 2012</u>	No applicable statutory body	Regulate and oversee the water industry, including water supply, sewerage services, and water planning, through licensing, price regulation, infrastructure standards, and consumer protections.

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Legislation	Statutory Body	Purpose of the Act
Work Health and Safety Act 2012	SafeWork SA	Provide for the health, safety, and welfare of persons at work, and to promote safe and healthy work environments through a nationally harmonised legal framework.

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- ⁸⁷ AIHW, [‘Health services’](#), *Family, domestic and sexual violence*, AIHW website, 2025, accessed July 2025.
- ⁸⁸ G Mercer, R Pilkington, A Montgomerie and J Lynch, [‘Appendix K – What proportion of children and young people are exposed domestic, family and sexual violence each year in South Australia: a submission to the Royal Commission into Domestic, Family and Sexual Violence’](#), *With Courage: South Australia’s vision beyond violence*, BetterStart Health and Development Research Group, The University of Adelaide, 2025, accessed August 2025.
- ⁸⁹ AIHW, [‘Difference by sex and age groups’](#), *Injury in Australia*, AIHW website, 2024, accessed July 2025.
- ⁹⁰ AIHW, [‘Table H2: Numbers and crude rates of injury hospitalisations by cause, life stage age group and sex, Australia, 2023–24’ \[data set\]](#), *Injury in Australia*, AIHW website, 2025, accessed July 2025;
- AIHW, [Health system spending on disease and injury in Australia 2022–23 \[web report\]](#), AIHW website, 2024, accessed July 2025.
- ⁹¹ AIHW, [‘Table 2: health expenditure for injuries by external cause of injury, age group, sex and area of expenditure, Australia, current and constant prices, 2022–23’ \[data set\]](#), *Health system spending on disease and injury in Australia 2022–23: data tables*, 2025, accessed 12 September 2025.

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⁹² J Gergis, G Blashki, J Gardner and S Bradshaw, [*Climate trauma: the growing toll of climate change on the mental health of Australians*](#), Climate Council of Australia, 2023.

⁹³ Department for Health and Wellbeing (DHW), [*SA Health climate change and health framework 2025-2030*](#), DHW, Government of South Australia, 2025.

Reference:

21 November 2025

Planning Team
State Public Health Plan

By email: publichealthact@sa.gov.au

Dear Sir/Madam

Draft State Public Health Plan – Submission – The Barossa Council

Thank you for the opportunity to make submission in relation to the Draft State Public Health Plan (the draft Plan). This submission has been prepared by administration and is yet to be endorsed by Council.

In summary, the draft Plan strongly aligns with The Barossa Council's Draft Wellbeing and Inclusion Strategy, Community Plan and Corporate Plan.

Further, the draft Plan highlights the value of health prevention, equity, place-based planning and multi-sector collaboration, all of which are already embedded in Council's organisational approach to promote public health and improve community wellbeing.

About The Barossa Council

The Barossa Council is a diverse and rapidly growing Local Government Area, encompassing many townships, rural communities, agricultural land and culturally significant places. The Council is experiencing significant population growth with the Concordia growth area anticipated to bring an additional 30,000 residents over the next 30 years.

Council plays an active and collaborative role in local public health, working closely with SA Health, regional service providers, community organisations, volunteers and residents to create healthy, safe and inclusive communities.

Public health is approached as a shared responsibility across the whole organisation with all departments contributing through planning, infrastructure, community development, environmental health, governance, access and inclusion, emergency management and customer service.

Opportunities to strengthen implementation

We wish to offer some suggestions where the draft Plan could be enhanced to strengthen implementation, statewide consistency and support Councils to deliver on the Plan's objectives:

(08) 8563 8444 | barossa@barossa.sa.gov.au | barossa.sa.gov.au
43-51 Tanunda Road (PO Box 867), Nuriootpa SA 5355 | ABN: 47 749 871 215



1. Clearer guidance on implementation expectations

To support consistent delivery across all councils, it would be beneficial for SA Health to provide:

- A high-level implementation roadmap;
- Clear expectations for monitoring, reporting and evaluation;
- Guidance on how local public health planning should align with the four Priority Areas.

2. Strengthen sustainable resourcing for health prevention and early intervention

Councils need to make long-term investment to deliver public health actions and to meet legislative responsibilities. Funding and resource support to assist in the following areas is critical to sustainable health prevention and early intervention:

- Immunisation and public health communication;
- Environmental health compliance activities;
- Place-based and preventative health initiatives;
- Community well-being infrastructure (including digital infrastructure).

3. Strengthen role for community-led and volunteer driven action

The Barossa, like most councils, is dependent on a strong volunteer workforce and active community groups to deliver social connection, preparedness and even emergency support functions. Opportunities include:

- Recognising emergency service and volunteers such as CFS that are core contributors to public health outcomes, particularly preparedness, response and recovery;
- Providing guidance on partnering with volunteer and community groups in both wellbeing and emergency/public safety contexts to strengthen resilience;
- Integrating community-led preparedness and recovery actions within statewide public health indicators.

4. Continued focus on rural and regional equity

The draft Plan's equity focus is supported. To strengthen this further, it is recommended that consideration is given to regional barriers related to:

- Distance, travel time and transport availability;
- Access to healthcare and immunisation services;
- Environmental health risks (eg. limited service providers, ageing infrastructure);
- Digital connectivity and literacy;
- Ageing and dispersed populations;
- Limited early-intervention mental health services to identify and support residents experiencing hoarding and squalor.

We appreciate the opportunity to contribute to the development of the State Public Health Plan and look forward to ongoing collaboration with SA Health to implement the Plan.

(08) 8563 8444 | barossa@barossa.sa.gov.au | barossa.sa.gov.au
43-51 Tanunda Road (PO Box 867), Nuriootpa SA 5355 | ABN: 47 749 871 215

Should you wish to discuss this matter further, please contact Courtney Dswonitzky – Community Development Lead, cdswonitzky@barossa.sa.gov.au or 8563 8406.

Yours faithfully



Aaron Curtis
Acting Director – Development & Community Services

(08) 8563 8444 | barossa@barossa.sa.gov.au | barossa.sa.gov.au
43-51 Tanunda Road (PO Box 867), Nuriootpa SA 5355 | ABN: 47 749 871 215

MATTERS FOR INFORMATION

6.9 RELEASE OF DISCUSSION PAPER FOR INSPECTION POLICIES PROPOSED FOR PRACTICE DIRECTIONS 8 AND 9

**Author: Administrative and Technical Support Officer
25/97238**

The State Planning Commission has released a Discussion Paper on inspection policies as part of its ongoing review of Practice Directions 8 and 9 under the *Planning, Development and Infrastructure Act 2016*.

The Department for Housing and Urban Development has written to Council as per the letter contained in Attachment 1, inviting feedback in relation to the Discussion Paper which seeks to inform future updates to the Practice Directions, aimed at improving building safety and aligning with national best practice.

The Discussion Paper focuses on key areas for investigation, including:

- Introducing an enhanced risk-based approach suggested by the Australian Building Codes Board;
- The findings of the Consumer and Business Services '*Building and Construction Industry Review*';
- Inspection requirements for class 1a buildings to encourage more inspections during construction instead of at completion;
- Reviewing the use of Metropolitan Adelaide versus Greater Adelaide for the purpose of council timeframes for undertaking inspections;
- Whether there should be any changes to mandatory notifications;
- An alternative approach for councils to require certification or other documentation in lieu of undertaking physical inspections which may also include guidelines for virtual inspections.

Feedback on the discussion paper is invited from 5 December 2025 to 19 February 2026 and can be viewed via the link below:

[Discussion Paper on Inspection Policies for Proposed Practice Direction Updates | YourSAy](#)

It is proposed to bring a further report to the 17 February 2026 ordinary Council meeting requesting Council endorse the draft submission, prior to the consultation close.

ATTACHMENTS

Attachment 1 Advice Department of Housing and Urban Development - Release of Discussion Paper for Inspection Policies for Practice Directions 8 and 9 [!\[\]\(e9474ce1d70442456f8fe9c393ea149c_img.jpg\)](#) [!\[\]\(ffe2f3b8164b215a6319685156ac6550_img.jpg\)](#)

SUPPORTING REFERENCES

Planning, Development and Infrastructure Act 2016

OFFICIAL



Ref: #24060037

Mr Aaron Curtis
Barossa

By email: acurtis@barossa.sa.gov.au

Dear Mr Curtis

Invitation to provide feedback on Discussion Paper on Inspection Policies for Proposed Practice Direction Updates

The State Planning Commission has released a discussion paper on inspection policies as part of its ongoing review of Practice Directions 8 and 9 under the *Planning, Development and Infrastructure Act 2016*.

As a key stakeholder, the Department for Housing and Urban Development is inviting your feedback on the discussion paper, which will be used to inform future updates to practice directions aimed at improving building safety and aligning with national best practice.

The discussion paper focuses on key areas for investigation, including:

- introducing an enhanced risk-based approach suggested by the [Australian Building Codes Board](#) – this includes changes to mandatory inspection requirements for different classes of building works, or more substantial revision of inspection requirements
- the findings of the Consumer and Business Services (CBS) [Building and Construction Industry Review](#)
- inspection requirements for class 1a buildings to encourage more inspections during construction instead of at completion
- reviewing the use of Metropolitan Adelaide versus Greater Adelaide for the purpose of council timeframes for undertaking inspections
- whether there should be any changes to mandatory notifications
- an alternative approach for councils to require certification or other documentation in lieu of undertaking physical inspections which may also include guidelines for virtual inspections.

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Background

In October 2019, the State Planning Commission released a background paper and consulted on the first practice direction for inspection policies under the *Planning, Development and Infrastructure Act 2016*.

The intention was that the practice direction would be built on and improved into the future, in concert with other reform as necessary.

Since the introduction of Practice Directions 8 and 9, there have been only minor changes to mandatory inspection targets for different classes of building works. Variations have been limited to changes in how inspections are recorded and reported to assist in quality of data.

This discussion paper is an opportunity for councils and the building industry to inform how practice directions can better support better quality building inspections, which lead to safer buildings for our communities.

Consultation period

Feedback on the discussion paper is invited **from Friday 5 December 2025 to Thursday 19 February 2026**.

Visit the [PlanSA website](#) or [YourSAy](#) to download the discussion paper and discussion questions.

How to provide feedback

You can review the discussion paper and questions, and submit your feedback via:

- [YourSAy](#) survey
- **Email:** PlanSASubmissions@sa.gov.au

Your feedback on the discussion paper will help shape inspection policies that enhance safety and efficiency across South Australia.

Though the Commission has identified key areas for investigation in the discussion paper, it is also interested to hear any ideas for reform that may benefit the industry and South Australian community.

Join our online information sessions and workshops

The Department for Housing and Urban Development is hosting online information sessions and workshops for councils and industry stakeholders as part of engagement for the discussion paper. This will be an opportunity to hear more about the key areas of focus and ask your questions.

The first online event will be a combined council and industry information session on **Thursday 11 December 10 am to 11am**. Please save the date and a calendar invite will be sent out to you shortly.

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Council and industry workshops will be held in late January and February 2026 and separate invitations will be sent for these.

If you have any questions or for more information, please email PlanSA at PlanSA@sa.gov.au

Thank you for your continued contribution to the planning and building sector.

Yours sincerely



Marc Voortman
Executive Director for Planning and Building
Department for Housing and Urban Development
5 December 2025

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MATTERS FOR INFORMATION

6.10 2025 PREMIER'S CERTIFICATE OF RECOGNITION FOR OUTSTANDING VOLUNTEER SERVICE

**Author: Volunteer Development Officer
25/97575**

This matter acknowledges and recognises the outstanding contribution of Norma Rogers-Barnden. For over 14 years, Norma has been a constant and cheerful presence at the Barossa Visitor Centre, contributing approximately 200 volunteer hours in the past 12 months and over 1,800 hours in her lifetime of service. This volunteer service has been recognised, and Norma will be presented with the 2025 Premiers Certificate of Recognition for outstanding volunteer service. Further information about her nomination is in Attachment 1 of this report.

ATTACHMENTS

Attachment 1 2025 Premier's Certificate of Recognition for Outstanding Volunteer-Nomination- Norma Rogers-Barnden [!\[\]\(ec9132f1d27c8919987d92907322654d_img.jpg\) !\[\]\(9db1a20e6fdae9c15975d240125424df_img.jpg\)](#)

SUPPORTING REFERENCES

Nil

Barossa Visitor Centre

2025 Premier's Certificate of Recognition for Outstanding Volunteer Service

Nomination: Norma Rogers-Barnden

Nomination Text (max 300 words) 295

For over 14 years, Norma has been a constant, cheerful presence at the Barossa Visitor Centre, contributing approximately 200 volunteer hours in the past 12 months and over 1,800 hours in her lifetime of service. We are fortunate to have Norma spend her Thursdays with us, and she is always willing to step in to fill roster gaps, attend training and development opportunities, and support major events such as the Tour Down Under, Gather Round and the Barossa Vintage Festival.

A natural mentor, Norma generously supports new volunteers by sharing practical checklists and valuable insights that boost team confidence and uphold high standards of customer service. She embraces change with enthusiasm, staying informed about regional updates and proactively learning new systems.

Drawing on her professional tourism background, Norma delivers exceptional visitor experiences. She crafts personalised itineraries that consider access needs, interests and travel styles, ensuring every guest feels welcome and informed. Her persistence in finding an answer to every question embodies our commitment to inclusion and excellence.

Norma actively promotes sustainable tourism through her assistance with bike hire bookings, encouragement of the Barossa by Bike Trail, and involvement in our recycling initiatives. She has also generated over \$37,000 in booking sales for local tour and accommodation providers making a tangible impact on the regional visitor economy.

In our Barossa Made Wares and Food Pantry, Norma proudly champions local makers by restocking shelves, refreshing displays and engaging visitors with the stories behind each product. Through her passion, she fosters community connection and supports local economic development.

Norma's warmth, reliability and dedication exemplify outstanding volunteer service. She goes above and beyond for visitors, colleagues and community, creating memorable experiences while strengthening inclusion and the Barossa's visitor economy.

MATTERS FOR INFORMATION

6.11 NORTHERN AND YORKE LOCAL GOVERNMENT ASSOCIATION - MINUTES ORDINARY MEETING OF 5 DECEMBER 2025

**Author: Chief Executive Officer
25/97615**

The minutes of the Northern and Yorke Local Government Association Ordinary Meeting of 5 December 2025 are hereby tabled for members information.

ATTACHMENTS

Attachment 1 Minutes of the Meeting of 5 December 2025 [↓](#) 

SUPPORTING REFERENCES

Nil



NORTHERN AND YORKE LOCAL GOVERNMENT ASSOCIATION

Minutes

Ordinary Board Meeting

5th December 2025

Barunga West Council

**Venue: Port Broughton Combined Sporting Club
East Terrace, Port Broughton**

and online via MS Teams

OPENING OF MEETING

The President Mayor Rodney Reid opened the meeting at 10:37 am and welcomed all attendees.

ACKNOWLEDGEMENT OF COUNTRY & WELCOME

Mayor Kerley provided an Acknowledgement of Country and paid her respects to the Nharangga people the traditional custodians whose ancestral lands we gathered on. She acknowledged their cultural beliefs and their past, present and on-going connection to the land.

Mayor Kerley presented an update to the meeting of the Barunga West Civic Square project.

1 ADMINISTRATIVE MATTERS

Present:

Mayors: Rodney Reid, Bill Gebhardt, Leonie Kerley, Keith Pluckrose, Allan Aughey, Grant Chapman, Leon Stephens, Ruth Whittle OAM, Michael (Bim) Lange, Bill Close, Kylie Gray, Stephen McCarthy, Roslyn Talbot, Mark Wasley.

CEOs: Darren Starr, David Stobbe, Richard Dodson, Mark McShane, Martin McCarthy, Stephen Rufus, Ross McNeil, Chris Davey, Dylan Strong.

Others: Bridget Ransome (N&YLGA), Andrew Lamb (LGA), Anthony Fox (N&Y Landscape Board), Angela Ruddenkai (PIRSA), Wendy Perkins (Uniting Church in SA), Tim Viner-Smith (HDS Consulting), Professor Kirstin Ross (Flinders University).

Welcome

1.1 Apologies

Andrew Cameron, James Miller, David Stevenson, Hon Geoff Brock MP, Penny Pratt MP, Tamara Harrison, Sean Holden, Mayor Anderson, Hon Tony Piccolo MP.

1.2 Leave of Absence Nil

1.3 Conflict of Interest Nil

1.4 Previous meeting minutes Northern and Yorke LGA

Motion: That the minutes of the Northern and Yorke Local Government Association Board Meeting held on 29th August 2025 be confirmed as a true and correct record.

Moved: Mayor McCarthy Seconded: Mayor Gebhardt CARRIED

Mayors Whittle and Gray were not present for the vote.

1.6 N&YLGA Action List

N&YLGA Meeting – 5th December 2025

Item	Topic	Action	Status	Comment
4.2	Advocacy Plan / consultation with member councils	An updated Advocacy Plan has been prepared.	On-going	
	Roads / Transport Plan	HDS has been working on the Regional Transport Plan and provided an update at the meeting.	On-going	

4.7	Waste & Resource Recovery Strategy	The review is progressing, and a final report will be presented to the February 2026 meeting.	On-going	

1.7 Report Title: Deferred / Adjourned Items

Nil

2 PRESENTATIONS

Professor Kirstin Ross, Flinders University – Environmental Health

Professor Ross presented an update on the role of Environment Health Officers in local government. She outlined the work that Flinders University is currently undertaking in providing cadetships linked to online training, to support this important role at the local government level.

Tim Viner-Smith, HDS Consulting – N&YLGA Road Transport Plan Update

Tim Viner-Smith provided an update on the review of the N&YLGA 2030 Regional Transport Plan. His work involves researching and reviewing existing data and documentation and creating an overview of movements within the region and an update of the definitions and methodology of regionally significant routes. This updated plan will support the region as it identifies and progresses grant funding opportunities.

Wendy Perkins, Uniting Church in SA – When Disaster Strikes

Wendy Perkins provided details about the work of Disaster Recovery Ministries which trains and deploys a team of chaplains (lay and ordained) from many denominations and faith groups during times of significant disaster events in communities across the state. In particular the Disaster Recovery Ministries respond to requests from SA Housing Trust in the event of a declared disaster or emergency. At present they have over 300 trained D&RM chaplains across urban, regional and rural SA.

Andrew Lamb Update (LGA)

Andre Lamb provided an update to the meeting, including the financial sustainability federal government enquiry; behaviour management consultation; drought; remuneration tribunal; current libraries campaign; statewide community engagement charter; and the local government elections bill.

3 REPORTS FOR INFORMATION

3.1 Audit & Risk Management Committee

Stephen Rufus acknowledged that the Audit & Risk Management Committee now includes CEO Sean Holden.

Motion: That the Northern and Yorke Local Government Association receives and notes the Draft Audit and Risk Management Committee Minutes of the 24th November 2025.

Moved: Mayor Stephens Seconded: Mayor Wasley CARRIED

3.2 Northern & Yorke LGA Policies and Procedures Review

Bridget Ransome indicated the need to review the policies and procedures of the Northern & Yorke LGA, which had not been reviewed and updated for many years.

Motion: That the Northern and Yorke Local Government Association notes the development of a Work Plan in relation to reviewing and updating the policies and procedures of the association.

Martin McCarthy CEO, left the meeting at 11.47 am.

Moved: Mayor McCarthy Seconded: Mayor Chapman CARRIED

3.3 N&YLGA Advocacy Plan Update

Mayor Kerley enquired about the clarification of the Five Nations group as listed in the advocacy plan.

Motion: That the Northern and Yorke Local Government Association notes the update of the Advocacy Plan, especially in relation to the forthcoming State Election.

Moved: Mayor Kerley Seconded: Mayor McCarthy CARRIED

3.4 NY&LGA Chief Executive Officer Professional Development

Mayor Reid noted that the professional development request is within budget.

Motion: That the Northern and Yorke Local Government Association notes the CEO Bridget Ransome's attendance at Economic Development Australia training in order to retain professional accreditation of the qualification of Australian Certified Economic Developer (ACEcD).

Moved: Mayor Stephens Seconded: Mayor Kerley CARRIED

4 REPORTS FOR DECISION

4.1 N&YLGA Banking Provider

Bridget Ransome advised that due to a number of issues experienced within the past 12 months, and after consultation with Vanessa Miller at the LGA, it was recommended that the N&YLGA seek a new banking provider.

Motion: That the N&YLGA Board approves the process for the N&YLGA to commence a procurement process to change banking providers; and receives the recommendation of the Chairman and the N&YLGA CEO upon completion of the procurement process.

Moved: Mayor Chapman Seconded: Mayor McCarthy CARRIED

4.2 N&YLGA Authorised Contacts on Australian Business Register

Bridget Ransome reported that there have been several attempts to update the N&YLGA financial contacts with the departure of Simon Millcock and Colin Davies. The ABR will not recognise a change in N&YLGA Association financial contacts without confirmation of the details by the N&YLGA Board.

Motion: That the office bearers of Central Local Government Region of South Australia Inc trading as Northern and Yorke Local Government Association (N&YLGA) ABN 34728242315 hereby appoint the following as the authorised contacts and associate of the organisation:

- **Bridget Ransome, Chief Executive Officer (N&YLGA)**
- **Vanessa Echevarria, Manager Finance (LGA).**

As authorised contacts and associate, they act on behalf of the organisation in relation to all matters concerning the association's business registration with the Australian Business Register including but not limited to updating business registration details and correspondence with the ATO or ABR on behalf of N&YLGA.

Moved: Mayor McCarthy Seconded: Mayor Wasley CARRIED

5 MOTIONS AND QUESTIONS

5.1 Gender Equality Reporting Framework (withdrawn as an agenda item in the meeting).

5.1.2 Financial Sustainability of Local Government

Mayor McCarthy expressed the importance of responding to the federal government's current enquiry into the on-going financial sustainability of local government.

Motion: That the Northern and Yorke Local Government Association request its Chief Executive Officer to collaborate with all member councils and make a submission on behalf of member councils (those wishing to participate) to the Australian Government's inquiry into local government funding and fiscal sustainability.

Moved: Mayor McCarthy Seconded: Mayor Stephens CARRIED

5.2 Motions without notice

Nil

5.3 Questions with notice

Nil

5.4 Questions without notice

Mayor McCarthy confirmed that he is now a member of the Drought Advisory Committee.

6 MEMBERS' COMMUNICATION

6.1 Chairperson's Report

Mayor Reid acknowledged the passing of James Maitland who was the Mayor of Wakefield Regional Council for seventeen years and also Chair of the then Central Local Government Region of South Australia (now Northern & Yorke Local Government Association).

Mayor Reid also advised that a recent decision of the N&YLGA Executive agreed to write to the LGA in response to the deferment of the appointment of the new CEO of the LGA. He noted the lack of clarity around this decision and what it may mean for the sector.

Motion: That the Chairperson's report for 5th December, be received and noted.

Moved: Mayor Talbot Seconded: Mayor Gebhardt CARRIED

6.2 Members' Update

Motion: That the N&YLGA board meeting move into confidence to hear a report from Andrew Lamb re: rating of land used by energy production and to discuss the recommendations of the N&YLGA Review Committee

All non-members to be excluded except CEO Bridget Ransome and LGA representative Andrew Lamb for the first section.

Moved: Mayor Reid Seconded: Mayor Kerley CARRIED

6.2.1 In Confidence – N&YLGA Chief Executive Officer Review

Motion: That the Northern & Yorke LGA Board acknowledges the high standard of work that CEO Bridget Ransome has completed for the organisation.

That the N&YLGA Board engages an HR Professional to report on the role and expectations for the CEO before considering the Review Committee Recommendations.

Moved: Mayor McCarthy Seconded: Mayor Lange CARRIED

Motion: That Mayor McCarthy be appointed to the N&YLGA Review Committee.

Moved: Mayor Gebhardt Seconded: Mayor Stephens CARRIED

7 ANY OTHER BUSINESS

Nil

8 CLOSE – NEXT MEETING

The meeting closed at 1.35 pm.

The Northern & Yorke LGA will meet again for an Ordinary Meeting of the association on Friday, 27th February 2026 at 10.30 am hosted by The Barossa Council (venue to be advised).

DEBATE REPORT

7.1 Office of the Mayor and CEO

7.1.1 LEGISLATIVE AND GOVERNANCE COMPLIANCE AND MONITORING AUTOMATION

**Author: Manager Governance and OMCEO and Chief Executive Officer
25/96230**

PURPOSE

To approve a budget amendment to upgrade Council's governance system to achieve efficiencies, proactive legislative compliance, sound policy management and automation of workflows.

RECOMMENDATION

That Council approve the engagement of the full Reliansys system at a cost of \$15,000 in the 2025-26 financial year noting the update is set in the long term financial plan from the 2026-27 year and authorise the increase to the Office of the Mayor and CEO budget of \$5,000 to support this initiative.

REPORT

Background

Council utilises a system called Reliansys, which is a purpose-built governance management system for Local Government. However, at this time the only module utilised is the Delegations module which assists in managing the delegated powers, duties and responsibilities provided to officers to undertake their work.

Introduction

The system provides additional services that are currently available that will provide much greater level of service including new Delegation's module, Compliance module, Monitor module, automated workflows and quarterly legislative updates from coordinated central legal service. These services are encased in the full application.

As required by Council policy a project feasibility assessment has been undertaken and is at Attachment 1.

Discussion

Presently other than Delegations, all other governance management which encases:

1. Legislative updates;
2. Policy and process management;
3. Workflows for policy and process review;
4. Quarterly reporting;

are all managed manually through inefficient processes.

The current environment in which we operate is growing in complexity and the Executive Team have determined the level of manual effort to maintain it presents an unacceptable risk and requires addressing either through resourcing or automation. It is assessed that the investment in automation is a much better investment for the following reasons:

1. Legislative updates are feed into the system and reported quarterly through updates provided by Norman Waterhouse lawyers.
2. Compliance module is automated and provides workflows that trigger reviews well in advance of deadlines providing best practice outcomes and better outcomes in terms of research and engagement needs.
3. Is significantly cheaper.
4. Reduces the risks significantly, additional resourcing will still require manual management which is inefficient and subject to higher risk.

Presently the system is too reactive rather than proactive and we know that some matters are slipping through the system, resulting in little lead times to address updates, changes, policy reviews and the like impacting other workflows for Managers, Senior Manages and the Executive Team.

The long-term financial plan has identified the upgrade from 2026-27 however, due to the current status of the system, capacity to absorb the license fees in this year's already allocated budget the investment should be made immediately, with the necessity to address backlogs the investment.

The annual cost has also been negotiated under normal fees at \$18,000 per annum. The 2025-26 year will require licence fees of \$10,000 and \$5,000 to implement. The Office for the Mayor and CEO approved budget can fund the license fees therefore this report is seeking support for the initiative and the implementation costs of \$5,000.

Summary and Conclusion

The ability to upgrade our governance system will deliver efficiencies and reduce compliance risk significantly. The majority of the costs in 2025-26 can be supported, and the long-term financial plan (the subject of a separate report in this agenda) makes provision for the future costs.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Project Feasibility Study [!\[\]\(d0262bbe9d2356661a2e89321dfcc781_img.jpg\) !\[\]\(8572950e410320d7dd023da827ff014d_img.jpg\)](#)

Supporting references

Nil

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
- BS5 Enterprise Risk and Safety - 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

Legislative Requirements

All legislative requirements for a Local Government entity.

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

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

Nil impact.

2. SUSTAINABILITY & ENVIRONMENT

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

Nil impact.

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

Outlined in the body of the report, \$5,000 for the implementation costs of the system. The change will have no material impact to the Council operating budget or sustainability indicators.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

Nil impact.

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

The efficient and proper management of our legislative and compliance requirements is directly related to our reputation and ensuring we comply with the laws of the State and Commonwealth.

COMMUNITY ENGAGEMENT

Not required or recommended.

THE BAROSSA COUNCIL



DUE DILIGENCE REPORT - LEVEL 2 - PROJECT FEASIBILITY STUDY (Sections A to E)

Related Policy/Process	TBCPOC4400 Budget & Business Plan and Review Policy	Document Number:	TBCFOR4411
Document Owner:	Director Corporate and Community Services	Last Revised Date:	New Form
Document Control:	Manager Financial Services	TRIM Reference:	14/36075
Date Approved:	19/11/2014	Next Review Date:	10/09/2018

SECTION A (of A-E): General Information

Title of Proposal: Expanding of Governance System

Location (nearest township): Nurioopta

GPS Coordinates: N/a

Name of Requesting Body: Office of the Mayor and CEO

Type:

Department Office of the Mayor and CEO
or Section 41 Committee
or Other (please describe)

Budget Manager: Martin McCarthy

Position Title: CEO

Contact Phone: 0418 787 886

Contact Email: mmccarthy@barossa.sa.gov.au

Asset Class(es): IT software

Asset name / description?
More than one asset?

Asset Project Type:

Capital Renewal
or Capital Replacement
or Capital Upgrade
or New Asset

Current Asset Number(s) if known:

More than one asset?

Operating (Yes/No): Yes

Is there an existing Council Commitment (Y/N): Yes

If Yes, identify reference in Council Minutes: Budget approval for base system

THE BAROSSA COUNCIL



DUE DILIGENCE REPORT - LEVEL 2 - PROJECT FEASIBILITY STUDY (Sections A to E)

Related Policy/Process	TBCPOC4400 Budget & Business Plan and Review Policy	Document Number:	TBCFOR4411
Document Owner:	Director Corporate and Community Services	Last Revised Date:	New Form
Document Control:	Manager Financial Services	TRIM Reference:	14/36075
Date Approved:	19/11/2014	Next Review Date:	10/09/2018

SECTION B (of A-E): Proposal Description

Please provide a clear description of the proposal

Purchase upgrade to the current Reliansys system implementing Compliance and Monitor modules to more efficiently manage Council governance framework and legislative obligations. The expanded system will include an upgrade to the current delegations model, legislative and policy management and compliance modules which are all currently managed manually in excel and present an unacceptable risk and inefficient management mechanism with all manual effort required to monitor and trigger updates.

Please provide the justifications for the proposal with reference to the Strategic Plan

The proposal will upgrade our systems to a web-based governance system that is regularly maintained and also receives quarterly legislative updates to ensure new / changed requirements are appropriately and proactively managed. It will streamline and deliver efficiencies in the current manual management processes for the 240 or so policies and processes which underpin our Council, administration, human resource, finance, service level, risk and WHS systems. The proposal is directly related to Council's Community Plan under the theme of "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." This is further supported by Council's Corporate Plan meeting goals of BS1 - Business Technology, BS-2 Business Improvement, BS-5 Risk and Safety, BS-7 Governance, BS-13 Strategic / Legislative Planning and Reporting. The current system is no longer sustainable given resource demands and cannot be adequately maintained nor is any workflows automated to manage the risk of legislative change and missing policy reviews.

Please describe how the success of this project will be measured

The implementation of the modules and the management of outstanding legislative or policy/process reviews reducing to less than 5% within 18 months of implementation.

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DUE DILIGENCE REPORT - LEVEL 2 - PROJECT FEASIBILITY STUDY (Sections A to E)

SECTION D (of A-E): Strategic Analysis

Title of Proposal:

This section focuses on the Strategic situation and provides the detail on how the proposal progresses our long-term strategic directions. It requires an analysis of how the proposal provides a sustainable outcome.

Social Impact - What effect will the proposal have on community wellbeing; the development of strong and engaged communities; a liveable district; connected people and places; healthy lifestyles and healthy communities?

Not applicable

Cultural impact - what effect will the proposal have on; developing a learning community; support for cultural diversity; local identity; preservation of cultural heritage and planning for the future: creativity and artistic expression?

Not applicable

Economic impact - What effect will the proposal have on; a supportive business environment; a strong, adaptable and diversified economy; leadership in environmental best practice; developing active business networks?

Not applicable

Environmental impact - What effect will the proposal have on; actively responding to climate change; responsible management of water resources; landscapes, habitats and local biodiversity; waste and contamination; an environmentally aware and engaged community?

Not applicable

Organisational impact - What effect will the proposal have on: improving organisational efficiency and effectiveness?

Summary of Improvements

- Automation - deploying responsibility and verifying compliance performance, and the provision of online legislative content.
- Provides multiple reporting options to provide to CEO, ELT and Audit & Risk Committee.
- Automated reminder and escalation alerts ensure effective compliance management.
- Real-time compliance profile is visible in an instant with reports retrievable within seconds.
- Combines intuitive workflows with online legislative content, delivered through a cloud-based software application.
- It schedules, reminds, escalates and tracks tasks, and stores all critical information in one centralised place so everything that needs to be done, gets done.
- Being in the cloud, the software provides accessibility from anywhere so you can empower task owners to take charge and maintain control with clear sight of everything that matters.
- Create records with customised fields.
- Easily set-up and track what's important to your us.
- Gives every record an owner.
- Drives accountability and ensures that nothing gets missed.
- Immediate escalations for late tasks.
- Keeps management updated and in control.
- Dashboard gives an instant snapshot.
- Complete and quick status overview and what is coming up.
- Comprehensive customisable reports.
- Gives management the complete picture and helps task prioritisation.
- Access files instantly, never lose important documents again, and maintain an audit trail.
- Delegate tasks so everything gets done.
- Assign responsibility, and if someone leaves, the position's tasks are easily reassigned so nothing slips through the net.
- Improve cross-function collaboration and delivery.
- Delegate project tasks between a group and ensure everyone knows what they need to do.
- The software has been developed for use across a range of platforms, including smartphones and tablets.
- As a SaaS platform, RGS can run on any hardware and is optimised with Intel processors. With OS, it can run on Windows, Mac OS and Linux where specified browser versions are supported.
- The Governance Software is hosted by Macquarie Telecom – certified to ISO 27001. We use host-based intrusion prevention and detection systems with real-time monitoring.

Antivirus scanning also occurs and as you'd expect, we have SSL connection.

Over 400 topic-specific instruction articles covering the entire suite

Pros

- Reduces the complexity, uncertainty and risk associated with meeting compliance obligations.
- Delivers high level of controls.
- Simplifies our compliance management and gives us critical control and visibility.
- Mitigates key dates and deadlines getting missed when information is spread across multiple departments or repositories/applications e.g. Records Management System, Website, Intranet, local drives etc.
- Supports staff/teams that are working remotely.
- Provides a compliance calendar that integrates key project management principles.
- Automated due dates and reminders.
- System contains an inbuilt audit trail / record history.

Efficiencies

- Regulation is constantly expanding, accompanied by penalties making compliance management a major strategic risk. E.g. LGRS
- Automates responsibility deployment saving time, effort and potential for errors.
- Easy to understand real-time reports to provide ELT with an instant compliance status.
- Automating the work of deploying responsibility and verifying compliance performance.
- Easy to set-up, can be customised so we can report on what is important, and automation drives efficiency and ensures nothing gets missed.
- Ability to run reports based (filtered) on the information required. These reports are comprehensive, yet easy to read. This provides not only greater visibility but greater flexibility to look at the data from different perspectives.

Compliance

- Provides evidence that obligations are met and assures an international standard for compliance management systems.
- Ability to examine our status for a particular piece of legislation, by department or User – or any combination of these.
- The Audit & Risk committee, and ELT can be fully informed on both external legislative requirements and internal requirements, giving confidence that compliance is properly managed and under control.
- Tailored registers are delivered to the desktop and provide detailed obligations contained in Acts and Regulations so we can see exactly what is required. This means our compliance efforts are focused on the things that matter without the burden of reviewing volumes of ever-changing legislation.
- You can deploy compliance management by assigning responsibility for each obligation to ensure it is effectively managed and maintained.
- RelianSys monitors hundreds of Acts and Regulations, as well as RTO compliance requirements. They have a team of legislative analysts, who specialise in compliance, are constantly reviewing changes to State and Federal legislation in Australia. They carefully prepare:
 - Legislative Updates delivered directly via email, which explain in detail what has changed every time monitored legislation is amended.
 - Obligation Registers, delivering the specific requirements you have to comply with, in a form you can deploy, action straight away and report on. It's all delivered online with the cloud-based automation.
 - Removes the onerous task of maintaining line of sight to countless legal and regulatory requirements, assessing the changes, analysing the details and collating obligations that apply.

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DUE DILIGENCE REPORT - LEVEL 2 - PROJECT FEASIBILITY STUDY (Sections A to E)

Related Policy/Process	TBCPOC4400 Budget & Business Plan and Review Policy	Document Number:	TBCFOR4411
Document Owner:	Director Corporate and Community Services	Last Revised Date:	New Form
Document Control:	Manager Financial Services	TRIM Reference:	14/36075
Date Approved:	19/11/2014	Next Review Date:	10/09/2018

SECTION E (of A-E): Business Analysis

CMT - score

Title of Proposal:

Expanding of Governance System

The Business Analysis provides details of the resource and business implications of the proposal. The analysis should be concise and as accurate as available evidence will allow.

Risks - All proposals will require the identification and implications of the key risk; this will include those associated with not undertaking the proposal as well as those inherent in pursuing the improvement

- We can activate Two-Factor Authentication (2FA) for any Customers who do not use Single Sign-On (SSO).
- Uses the hosting services of Macquarie Telecom, specifically because of their high integrity environment and their commitment. All data entered by you belongs to us and can be extracted from the system.
- Help desk: phone (office and personal mobile) and email.
- Provides training online.
- Software receives regular upgrades and enhancements across the Suite. New releases every few months, incorporating the latest next-step developments. There is generally no downtime associated with these updates, and they do not require to update any software. Release Notes explain the changes and how they will improve our experience.
- Hosted in an ISO 27001-compliant environment. This ensures constant protection and monitoring as well as robust disaster recovery.
- Able to take complete control over all the risks and ensure a complete risk management solution.

Proposal Team - is aimed at identify potential impacts on other teams/Work Areas and ensuring that there is sufficient capacity available in those areas

Manager Governance and OMCEO, Management Team, Governance Officer, IT resources, CEO

Capacity and Capability - Is aimed at identifying ongoing demands on resources and ensuring that all expenses associated with the development and implementation of the proposal are identified

This will save time and produce efficiencies immediate rather than the current manual process. It currently manages the workflows in a ongoing fashion manually which introduces unacceptable risk as the risk and legislative environment continues to grow and get more complicated. The work requirements are less with this implementation than the current requirements. Automation will reduce risk and produce efficiencies.

Key Stakeholders - Provides an assessment of potential expectations and commitments there may be associated with the proposal

Council, community, all staff with delegations and responsibilities for legislative, policy and process updates and reviews.

Key Assumptions - Document the key underlying evidence on which the proposal is based and should give some indication of the variability inherent in these assumptions

The proposal from Reliansys

Alternative options - Indicates other solutions that have been considered so that unnecessary investigations are not required at a later time

Nil, there is no other affordable solution on the market and we already use the basics of the system to manage delegations.

Potential Income - Should include any forecast savings and provide an assessment of their ongoing nature

Nil

Timeframe - Should be established after a realistic review of all of the above categories and should be aimed at preventing carry-overs.

Task	Approx completion date
Business Case – Report for Council approval	Dec-25
Supply RelianSys with data using templates provided by RelianSys	Feb-26
RelianSys data set up and conversion (can take up to 6 weeks)	Apr-26
Testing data	Apr-26
Amending if required	Apr-26
Communication to staff allocated	May-25
Author and Owner of documents training	Jun-25
Go live	Jul-25

THE BAROSSA COUNCIL

DUE DILIGENCE REPORT - LEVEL 2 - PROJECT FEASIBILITY STUDY (Sections A to E)



Related Policy/Process	TBCPOC4400 Budget & Business Plan and Review Policy	Document Number:	TBCFOR4411
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SECTION C (of A-E): 10 Year Funding Requirements & Financial Outcomes

Title of Proposal: Expanding of Governance System		Example data has been inserted									
PROJECT YEARLY COST NET (GST Exclusive)		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
SharePoint		2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2024-35
NI - Income	Total Funding	10,000	-	-	-	-	-	-	-	-	-
NI - Capital	Total Capital	-	-	-	-	-	-	-	-	-	-
NI - Operating	Net Operating	(15,000)	(20,000)	(20,000)	(20,000)	(20,000)	(21,000)	(22,000)	(22,000)	(22,000)	(22,000)
Project Annual Profit/(Loss)		(5,000)	(20,000)	(20,000)	(20,000)	(20,000)	(21,000)	(22,000)	(22,000)	(22,000)	(22,000)
Project Cumulative - Profit/(Loss)		(5,000)	(25,000)	(45,000)	(65,000)	(85,000)	(106,000)	(128,000)	(150,000)	(172,000)	(194,000)
SECTION C: 10 Year Funding Requirements & Financial Outcomes											
How will the proposal be funded?											
Funding											
External Contribution/Grants											
Council Reserves											
Council Contribution		10,000									
Total		10,000	-	-	-	-	-	-	-	-	-
Is there a build or purchase cost for an asset?											
Capital Expenditure											
Building											
Structures eg tank											
Equipment & Furniture											
Other											
Total		-	-	-	-	-	-	-	-	-	-
All Operating Revenue and Expenses below are <u>additional</u> ie., a result of the new initiative (with GST excluded) and do not include previous normal level operations											
Net Operating Result Profit/(Loss)		(15,000)	(20,000)	(20,000)	(20,000)	(20,000)	(21,000)	(22,000)	(22,000)	(22,000)	(22,000)
Total Operating Revenue		-	-	-	-	-	-	-	-	-	-
Total Operating Expenses		15,000	20,000	20,000	20,000	20,000	21,000	22,000	22,000	22,000	22,000
Operational											
Operating Revenue											
Operating Expenses											
Implementation Fees		5,000									
License and Support Fees		10,000	20,000	20,000	20,000	20,000	21,000	22,000	22,000	22,000	22,000

Bid Analysis Tool

Project Name :

Expanding of Governance System

Describe Risk(s) of not doing this project (including not limited to Financial, Public, Commercial, Council, Climate - Risks):

Exposure to legislative non compliance

					Score Sum
RISK Priority Number calculated as L + I + W + P (If the Project does not proceed)					15
RPN	Likelihood of Risk Occurring	Impact if Risk Occur	Who Controls Risk	Political Environment	
	5 Almost Certain	5 Catastrophic	5 TBC	5 Extreme Impact	3
	4 Likely	4 Major		4 Major Impact	3
	3 Possible	3 Moderate	3 Both	3 Moderate Impact	5
	2 Unlikely	2 Minor		2 Minor Impact	4
	1 Rare	1 Insignificant	1 External Bodies	1 Insignificant Impact	
COST Priority Number calculated as A + C + F + P					10
CPN	Additional Staff Resources Required	Cash Required (non sal) - Current Year	Future Project Financial Commitments	Period of Future Financial Commitments	
	5 No additional FTE	5 \$0	5 No	5 No	5
	4 Under 1 FTE or additional salary funding			4 <3 out of 10 years	3
	3 1-2 FTE	3 < \$20,000	3 Yes < \$20,000	3 3-5 out of 10 years	1
				2 5-10 out of 10 years	1
	1 >2 FTE	1 > \$20,001	1 Yes > \$20,001	1 On-going >10 years	
IMPACT Priority Number calculated as H + E + S + B					4
IPN	Health & Safety Impact	Environmental Impact	Social/Comm Wellbeing Impact	Business & Economic Impact	
	5 Public at large at threat	5 Significant Positive Impact	5 Net Positive Impact	5 Net Positive Impact	1
	3 Section of the community/council employee at threat	3 Positive Impact	3 Positive Impact	3 Positive Impact	1
	1 Neutral Impact	1 Neutral Impact	1 Neutral Impact	1 Neutral Impact	1
	0 Negative Impact	0 Negative Impact	0 Negative Impact	0 Negative Impact	1
BENEFITS Priority Number calculated as E + S + B + S					13
BPN	Funding (External) Sources	Savings	Beneficiaries	Service Levels Outcome (to Community)	
	5 Fully Funded via External Sources	5 Generates Savings immediately	5 TBC - Region Wide & Beyond	5 Industry Best Practice	1
	4 Part Funded External >50% of Total Cost	4 < 12 months	4 TBC - Region Wide	4 Achieving contemporary standards	4
	3 Part Funded External <50% of Total Cost	3 1 - 5 years	3 TBC - Section of Community/Key Stakeholders	3 Improvement/increase in Services Level	4
	2 Potential for funding	2 > 5 years			4
	1 Fully Funded via Rates	1 Not Applicable	1 TBC - Limited number of Beneficiaries	1 No Change to Current Service Level	
FINANCIAL SUSTAINABILITY Priority Number calculated as O + C + J					7
FSPN	Operating Budget Impact	Capital Budget Impact	Justification for Council Involvement		
	5 Favourable	5 Asst Renewal - Like for Like Replacement	5 Legislative Requirement / Must Do		1
					3
	3 No Effect/Not Applicable	3 No Effect/Not Applicable	3 Should Do		3
		2 Upgrade			
	1 Unfavourable	1 New Asset	1 Like To Do		
INNOVATION / CONTINUOUS IMPOVEMENT / OTHER CONSIDERATIONS Priority Number calculated as O + C + J					7
ICIO	Opportunities for Regional /Sector Collaboration	Addressing Local or Regional Emergency Plans	Continuous Improvement	Other Strategic Plans (Public Health, DAIP)	
	5 High	5 Yes to a great extent at regional level	5 Major contribution to achieving	5 Major contribution to achieving	1
		4 Yes to a great extent at local level	4 Substantial contribution to achieving	4 Substantial contribution to achieving	1
	3 Medium	3 Yes to a moderate level at regional or local level	3 Moderate contribution to achieving	3 Moderate contribution to achieving	3
		2 Yes to a limited extent at local level only	2 Limited contribution to achieving	2 Limited contribution to achieving	2
	1 Low	1 No	1 No	1 No	

Any Other Comments:

DEBATE REPORT

7.1.2 REVIEW OF THE 2025-26 TO 2034-35 LONG TERM FINANCIAL PLAN

**Author: Chief Executive Officer
25/97169**

PURPOSE

To review an update to the Long Term Financial Plan 2025-26 to 2034-35, effectively the current long term financial plan based on material changes arising from the factors outlined in this report.

RECOMMENDATION

That Council having reviewed the revised Long Term Financial Plan 2025-26 to 2034-35 as provided at Attachment 1 and all assumptions and variations approve the update and revised plan and the amendments contained therein, as outlined in the body of the report, for the current financial year 2025-26 be embedded into the budget and it be updated accordingly.

REPORT

Background and Introduction

The Long Term Financial Plan is a legislative instrument that estimates future financial basis of Council. The last adopted update was undertaken as required in June this year. However due to fundamental and material changes outlined below an update has been undertaken.

Discussion

The following factors have driven the review of the Long Term Financial Plan:

- Significant and material changes due to annual financial statement outcomes.
- Impacts of changes to the accounting requirements for Barossa Park.
- Impacts due to inflation and revaluation of costs as per the annual financial statement outcomes.
- Provide a clear basis for sustainable decision making going forward into the 2026-27 financial year budget and Council direction on future works, service levels and priorities.
- Impact of greater growth in the Council expected for the foreseeable future (not including Concordia).

The reviewed and updated plan and explanations and analysis of changes are at Attachment 1.

High Level Analysis of Remodelling:

- The current key performance indicators are in the following table.
- Whilst this year will see Council operate outside of its operating surplus target by 0.1% this is minor and short term.

- Further pressure on the operating surplus will place that indicator at risk and this is a key indicator of long-term financial sustainability.
- The LTFP remains in surplus and annual surpluses are predicted for the last 6 years of the plan and grow over time.
- All other key indicators are met throughout each year and the overall life of the LTFP.
- There are key assumptions that will be needed to be met to achieve these outcomes:
 - Growth of at least 1% is achieved in the LTFP period. The 2024-25 years saw growth of 2.43%.
 - No further unmodelled material impacts on depreciation as a result of revaluations and inflation.
 - CWMS service costs are starting to run at a deficit, Council will need to increase the charge to cover this.
 - General rate changes over the foreword estimates at 0.3% above current prediction and are completely linked to the growth forecast and cash needs.
- There are key assumptions that will be needed to be met to achieve these outcomes (continued):
 - Inflation continues to be sticky the model increases the rate for next year to align to the September CPI trimmed mean outcome
 - Macro-economic impacts of inflation impact monetary policy of the RBA their interest charges have all been increased for 2025-26 by 0.25%.
 - Insurance costs continue to increase but significantly more than inflation, the base has been increased for each year by 0.5% to 3.5%.
 - Employee costs have been realigned to enterprise agreements and Council approved variations over the life of the plan it results in an increase of 0.16%.

Legend				
Within or better than set key performance indicator				
Within the indicator but is at risk in future years				
Outside of set key performance indicator				
	\$'000 Adopted or Q1 Admended 2025-26 Plan	\$'000 Revised 2025-26 Plan	Variation	Notes
Operating Result - (Deficit) / Surplus	(178)	(2,400)	(2,222)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes and \$1.372M advance payment of Financial Assistance Grants, the budget will absorb an additional \$845k in depreciation in 25-26 than originally modelled.
Operating Surplus Ratio 3 Year Average	-1.6%	-2.1%	-0.5%	Only marginally outside the indicator.
Net Financial Liabilities	88.6%	80.1%	8.5%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Asset Renewal Funding Ratio	136.4%	104.8%	-31.6%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Council	40,991	35,816	5,175	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Community	2,330	1,905	425	
	Adopted LTFP to 2034-35	Revised LTFP to 2034-35		
Operating Result - (Deficit) / Surplus	12,972	2,897	(10,075)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes which results in an extra \$4.732M in depreciation charges. See operating analysis for more detail.
Operating Surplus Ratio 3 Year Average	3.7%	3.0%	-0.7%	Related to increased depreciation and spending impacts
Net Financial Liabilities	13.5%	14.7%	-1.2%	Debt repayment extended a year due to changes overall
Asset Renewal Funding Ratio Average over 10 Years	115.7%	113.5%	-2.2%	
Net Borrowings - Council	4,920	6,019	(1,099)	Debt repayment extended a year due to changes overall
Net Borrowings - Community	149	149	0	
Last Year Council Debt Repaid	2035-36	2036-37	1	Debt repayment extended a year due to changes overall

Summary and Conclusion

The updated long term financial plan has been undertaken will be tabled with Council at its December meeting and is tabled for Councils review.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Revised and Updated Long Term Financial Plan 2025-26 to 2034-35
With Variation Analysis [↓](#) 

Supporting references

Nil

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

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

- We are financially sustainable and take a planned and long-term approach to investment.

Legislative Requirements

Section 123 of the Local Government Act 1999

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

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

Is not being impacted by the plan, however it is clear any new spending should cease or only occur when offset with revenue increased our other expenditure reductions.

2. SUSTAINABILITY & ENVIRONMENT

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

Is not being impacted by the plan, however it is clear any new spending should cease or only occur when offset with revenue increased our other expenditure reductions.

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

Outlined in the body of the report and attachments in detail. Proposed 2025-26 budget adjustments continued with the report and attachments are in the following table.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

Is not being impacted by the plan, however it is clear any new spending should cease or only occur when offset with revenue increased our other expenditure reductions.

Items Operating	Q1 Approved Budget for 2025-26	Amendment to Deficit - (Reduction) / Increase	Adjusted Budget for 2025-26
Workers Compensation Insurance	610,419	(77,592)	532,827
Depreciation	11,614,889	844,836	12,459,725
Minor Other Changes to be Processes in Q2 Adjustments	0	6,200	6,200
Total	12,225,308	773,444	12,998,752
Current Q1 Operating Result (Deficit) / Surplus			(1,626,530)
Revised Q1 Operating Result (Deficit) / Surplus			(2,399,974)
Less Financial Assistance Grants Paid In Advance			1,372,096
Adjusted Underlying Q1 Operating Position (Deficit) / Surplus			(1,027,878)
Key Financial Performance Indicators		Result	Target
Operating Surplus Ratio - Annual		(4.6%)	(4%) to 10%
Underlying Operating Surplus Ratio - Annual		(2.6%)	(4%) to 10%
Operating Surplus Ratio – 3 Year Average		(2.1%)	(2%) to 10%
Underlying Operating Surplus Ratio – 3 Year Average		(2.0%)	(2%) to 10%

Items Capital	Q1 Approved Budget for 2025-26	Amendment to Budget - (Reduction) / Increase	Adjusted Budget for 2025-26
Barossa Creative Industries Centre – Expense	5,263,863	500,000	5,763,863
Q1 Approved Capital Budget			22,835,835
Revised Q1 Approved Capital Budget			23,335,835
Key Financial Performance Indicators		Result	Target
Net Financial Liabilities \$		\$41,593M	Less than Operating Revenue
Net Financial Liabilities %		80.1%	0% to 100%
Asset Renewal Funding Ratio		104.8%	80% to 110%

5. REPUTATION

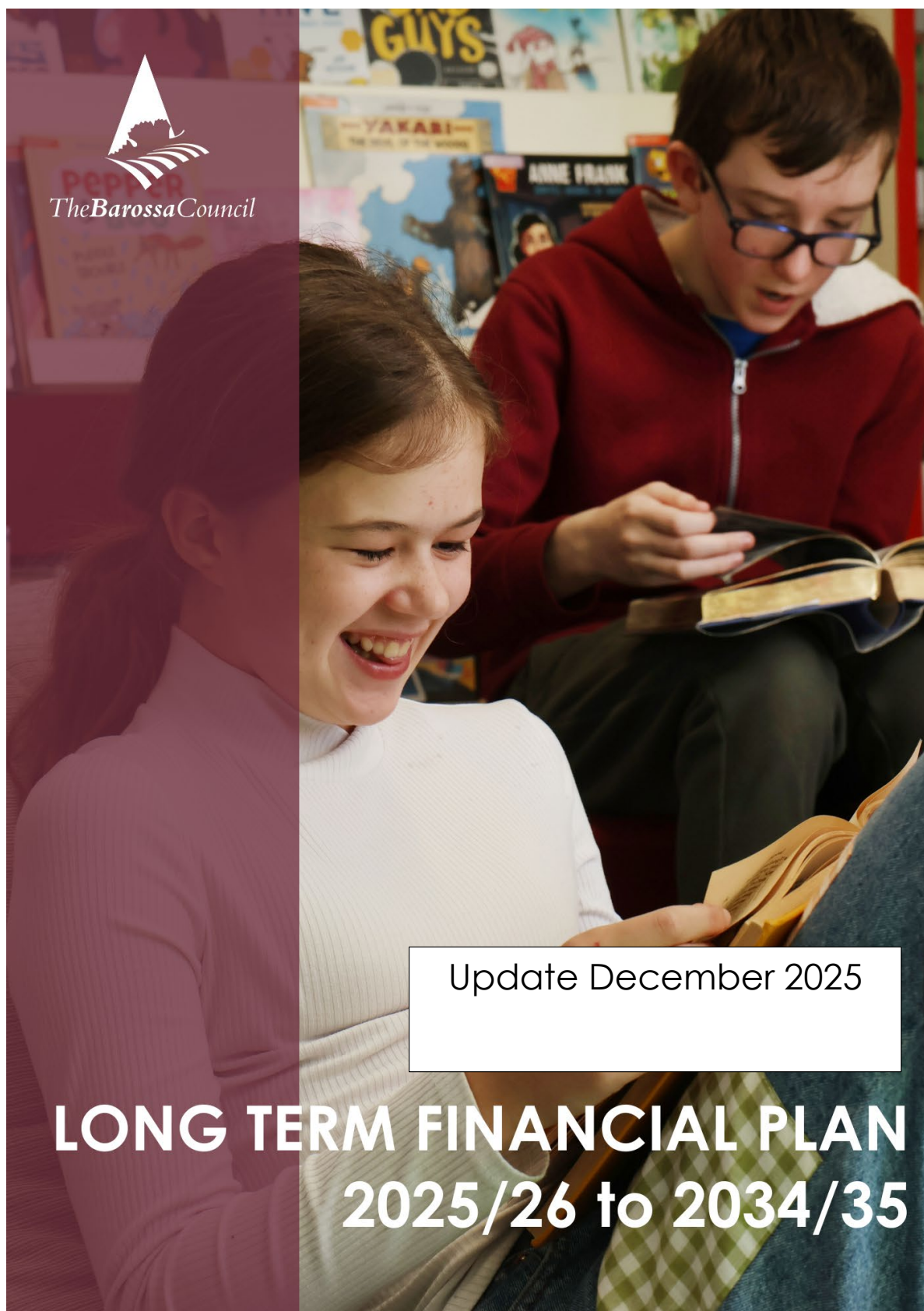
Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

Not currently being impacted as the plan demonstrates a sustainable position however prior operating margins have been reduced and any additional material changes could but the Councils financial sustainability at risk and therefore it reputation.

COMMUNITY ENGAGEMENT

This is an update the Long Term Financial Plan due to material changes, the adopted plan has been the subject of community consultation and as this feeds into the next years budget, 2026-27 that will be consulted upon. Therefore, there is no requirement or recommendation to consult on this update.

Revised Long Term Financial Plan



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 2025/26.

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 growth area development financial estimates, this is currently being modelled and is estimated to be available by September 2025.
- 92% of the capital program is achieved and the remainder of 8% is carried forward as works in progress or not commenced to the next financial year. The cash flow estimates align to the 92% capital program spend; historically this is the upper performance outcome.
- The LTFP makes provision for ongoing Financial Assistance Grants and indexation at the trimmed RBA indexation rate.
- The LTFP investment in new infrastructure under The Big Project (Councils intergeneration community infrastructure strategy) assumes a 60% Council and 40% third party funding split for capital development costs.

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 reflects revenue of \$235K per annum from 2026/27 for a further 5 years.
- The Roads to Recovery (RTR) grant funded program will continue for the forward estimates at the increased base announced by the Federal Government two years prior.
- 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 and wage growth due to increased population and support costs for growth infrastructure that is being or planned to be built.
- An efficiency and saving dividend is applied at 1% of salary and wages and contractors, materials and other expenses each year to reflect our reform target.

Capital

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at \$101.557m, providing for future needs.
- The estimates are based upon the 2024 adopted Infrastructure and Asset Management Plans.
- Infrastructure programs for upgrading existing assets including roads, recreation and open space, bike path, bridges, car parks, footpath program, stormwater and the continuous improvement program at \$21.740m.
- Infrastructure programs for new assets (not gifted assets) including roads, recreation and open space, bike path, bridges, car parks, footpath program, stormwater and the continuous improvement program at \$14.641m.
- Capital estimates have an escalation rate applied where applicable that is 10% greater than that applied to operating costs based on the RBA trimmed inflation index.

Loan Principal and Interest Repayments

- Council's related borrowings and loan debt is predicted to peak at \$44.069m in 2026/27.
- Council is guarantor to an additional \$2.330m in loans to community groups in 2025/26
- Total outstanding loans at the end of the 10-year long term financial plan on 30 June 2035 is \$6.159m of which \$0.149m in guarantor for loans to community groups based on the current assumptions and service level policy settings of Council.
- Financing cost will increase in 2025/26 from the current interest cover percentage of 3.23% of revenue in 2024/25 to 3.51% of revenue in 2025/26 in support of growth infrastructure development and will return to 0.33% by 30 June 2035.

Financial Sustainability Performance Chief Executive Officer Report – BASED ON CURRENT POLICY AND SERVICE LEVEL SETTINGS OF COUNCIL

- KPI 1: Operating Surplus:
 - A operating deficit for four years being 2025/26 to 2028/29 combined totalling \$5.290m.
 - Returning to an underlying operating surplus in 2029/30 of \$196,000.
 - All future years are in operating service with an accumulated surplus over 10 years as at the end of the 2034/35 financial year of \$2.897m.
 - General rate increases for years 2025/26 as outlined in the business plan and budget above, 2026/27 of 4.3%, 3.75% for 2027/28, 3.00% for 2028/29 to 2031-32 and 2.5% for the remainder of the long-term financial plan aligning to the May RBA trimmed CPI and CPI forward estimate from July 2027 plus 0.1% to ensure aligned cash flow and debt reduction targets are met. Growth for the future is estimated at 1% annually excluding the Concordia growth area development which is still being planned and modelled.

- KPI 2: Operating surplus ratio average over 3 years:
 - Council's forecast retrospective operating result ranges from (2.1%) deficit to 3.0% profit during this plan.
 - Annual surplus ratios range from (4.6%) deficit to 3.6% surplus.
- KPI 3: Net Financial Liabilities.
 - The forecast is 89.8% in 2026/27 and by year 2034/35 it is projected to be at 14.7%.
- KPI 4: Asset Renewal Funding Ratio.
 - The average being 113.5% over the ten-year plan when measured against the adopted Infrastructure and Asset Management Plans
 - The average being 100.8% over the ten-year plan when measured against depreciation.
- 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 undertaken to ensure a positive cash position is maintained.

The key performance indicators are all within the target ranges indicating a financially sustainable position over the 10-year period of the LTFP based on the current policy and service levels set by the Elected Body. Council has the capacity to undertake growth asset construction, operational costs and other minor additional projects along with consideration of other major works in future years.

FINANCIAL SUSTAINABILITY

The Barossa Council is committed to the principles of financial sustainability. The importance of this is to ensure that each generation 'pays their way', rather than any generation 'living off their assets' and leaving it to future generations to address the issue of repairing worn out infrastructure. Such issues are frequently referred to as 'intergenerational equity'.

With community infrastructure such as recreation and sporting facilities, roads, footpaths and stormwater drainage comprising a major proportion of Council's balance sheet, it is important that Council implements appropriate strategies towards the effective maintenance and renewal of such assets to ensure it is fairly and equitably funded from current ratepayers (general rate income) and future ratepayers (long term loan borrowings).

Given the importance of ensuring financial sustainability of operations in the longer term, it is a legislative requirement that Council adopt Long Term Financial Management and Infrastructure and Asset Management Plans (minimum 10 years) as part of future planning.

The Long Term Financial Plan is designed as a 'high-level' summarised document towards the future planning of Council's financial operations; particularly in relation to key components such as rate movements, service levels to our community, major infrastructure asset replacement/renewal, loan financing and internal cash reserves. Council conducts an annual review of its Long Term Financial Plan each year.

The financial sustainability of Council is measured by the surplus/deficit (before capital revenues) disclosed in the Income Statement; with a consistent breakeven or operating surplus result indicative of a Council that is financially sustainable in the long term. Other financial sustainability indicators are separately included within this report.

Funding Plan

Council uses a mix of service, user and statutory charges, grants, commercial, other income and loan financing as a means of funding both operating and capital expenditure. Refer to the appendix for funding the long-term indexation, financial assumptions and estimates and the review of financial indicators.

All key financial performance indicators are met in each year of the financial plan and on totality of the ten-year plan.

To assist in keeping rates affordable whilst delivering current service levels and consulted upon and adopted growth and new assets Council plans to generate general rates income and predicts the following increases over the ten-year plan:

- For year 2025/26 as outlined in the business plan and budget above.
- For year 2026/27 at 4.3%
- For the year 2027/28 at 3.75%.
- For the year 2028/29 to 2030-31 at 3%.
- For the remainder of the plan 2.5% which is aligned to the current consumer price index forecast from July 2027 by the Reserve Bank of Australia – May 2025 forecast plus 0.1%.
- The above estimates do not include new properties the growth estimates for additional income are 1%.
- The above estimates do not cater for the Concordia Growth Area revenue growth from rates.

Selected service areas use services charges and service rates to recover the cost, including - Waste services for Refuse, Recycling and Green Organic with 2025/26 at 2.25% and future years range from 2.25% to 3.25%; and Wastewater Management (CWMS) will increase in 2025/26 by 2.75% and future years range from 2.75% to 3.25%.

Other income changes funding the expenditure of Council are:

- General income from commercial activities and user charges such as caravan park, development fees and the like are estimated to increase at .7% has been applied for 2026-27 and 2.6% for the remainder of the plan.
- Recurrent grants are based on known factors where the grant is subject to indexation 2.7% has been applied for 2026-27 and 2.6% for the remainder of the plan..

Council will run a deficit budget for four years and utilise intergenerational borrowings to support the current infrastructure build.

Council is planning to spend an average of \$13.794m per annum (including indexation) on capital expenditure and projects and an average of \$46.666m per annum on day-to-day services (operational expenditure, excluding interest and depreciation but including indexation) over the next 10 years.

Our Financial Principles

As part of its commitment to financial sustainability, Council operates under the following key financial principles in preparing the Annual Business Plan:

- Ongoing education and training such that all Council Members and Staff understand and fulfil their financial governance responsibilities.
- Policies and practices that support decision making and assessment of performance.
- Budget and financial information is presented at a strategic level, succinct and easy to follow.
- Budget and financial information is based on the Long Term Financial Plan.
- The Asset Management Plans are maintained and reflect whole of life costs.
- The Rating strategy is equitable and generates sufficient revenue to meet financial needs.
- Financial performance is managed using suitable financial indicators and targets.
- A robust audit and internal control process is in place to ensure effective financial and governance compliance.
- Information provided to the community is open, transparent and relevant.



APPENDIX 1: Key Performance Indicators and Financial Parameters 2025/26 to 2034/35

Consolidated Results: Key Performance Indicators and Financial Parameters		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
		Actual	Q1 Review	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											
	Surplus year 10											
KPI 1 - Operating Surplus cumulative forward 10 year period	10	494	(2,400)	(3,698)	(4,684)	(5,290)	(5,094)	(4,433)	(3,461)	(1,943)	241	2,897
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	(2%) to 10%	0.2%	(2.1%)	(2.0%)	(2.9%)	(1.7%)	(0.8%)	0.1%	0.9%	1.6%	2.3%	3.0%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	(2%) to 10%	3.9%	0.9%	(1.3%)	(2.0%)	(1.7%)	(1.9%)	(0.7%)	0.0%	0.8%	1.6%	2.3%
KPI 2 - Operating Surplus Ratio - Annual	(4%) to 10%	0.9%	(4.6%)	(2.3%)	(1.7%)	(1.0%)	0.3%	1.0%	1.5%	2.2%	3.1%	3.6%
KPI 3 - Net Financial Liabilities ratio	0-100%	71.9%	80.1%	89.8%	82.3%	72.7%	61.4%	53.5%	47.3%	37.4%	26.0%	14.7%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	80% to 110%	137.9%	104.8%	164.6%	133.2%	94.0%	104.9%	133.2%	123.8%	94.3%	96.8%	85.9%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Depreciation	80% to 110%	84.4%	115.8%	125.1%	127.2%	116.5%	98.7%	104.2%	111.9%	113.7%	107.8%	103.2%
Financial parameters - Indexation												
RATE REVENUE INCREASES												
General - Rate Revenue Net Increase (excl growth)				4.30%	3.75%	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%
Growth-Development - General rates				1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)				3.25%	3.25%	3.25%	3.25%	3.25%	2.75%	2.75%	2.75%	2.75%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)				2.25%	2.25%	2.75%	3.25%	3.25%	3.25%	3.25%	3.00%	2.75%
OPERATING REVENUE												
Operating Grants				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Statutory Charges				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
User Charges				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Other Revenue				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
OPERATING EXPENSES												
Service Cost Natural Growth				0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Employee Costs				4.5%	4.5%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
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				5.3%	5.0%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%
Insurance				3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
ASSET REVALUATION												
Land Assets				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Building Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Recreation Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Infrastructure Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
CWMS				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Stormwater Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Equipment Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
ASSET RENEWAL EXPENDITURE												
Infrastructure renewal increments				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Office fleet vehicles				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%

Not Applicable

Included in Budget Estimates

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual \$'000	Q1 Review \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
REVENUES											
Rates	39,947	42,116	44,204	46,197	48,015	49,923	51,907	53,948	55,848	57,805	59,819
Statutory Charges	923	907	932	956	981	1,006	1,032	1,059	1,087	1,115	1,144
User Charges	4,038	4,198	4,313	4,426	4,542	4,662	4,784	4,910	5,039	5,171	5,307
Grants, subsidies and contributions	6,485	3,663	5,095	5,282	5,389	5,498	5,610	5,431	5,542	5,656	5,774
Investment Income	233	166	170	175	179	184	188	193	198	203	208
Reimbursements	335	234	214	206	199	192	184	177	169	162	156
Other Income	640	625	583	573	587	603	618	634	651	668	685
Net Gain - Joint Venture	100	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093
EXPENSES											
Employee Costs	18,798	20,497	21,779	22,516	23,329	23,984	24,657	25,349	26,062	26,795	27,549
Materials, Contracts & Other expenses	20,223	19,531	20,055	20,620	21,415	21,827	22,698	23,372	24,062	24,786	25,775
Depreciation, Amortisation & Impairment	11,643	12,460	12,914	13,681	14,071	14,591	14,996	15,443	15,930	16,401	16,869
Finance Costs	1,543	1,821	2,061	1,984	1,683	1,470	1,311	1,216	962	614	244
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	52,207	54,309	56,809	58,801	60,498	61,872	63,662	65,380	67,016	68,596	70,437
OPERATING SURPLUS / (DEFICIT)	494	(2,400)	(1,298)	(986)	(606)	196	661	972	1,518	2,184	2,656
Asset disposal and fair value adjustments	(973)	(744)	(792)	(1,028)	(776)	(963)	(1,312)	(1,378)	(1,015)	(1,209)	(1,187)
Amounts specifically for new or upgraded assets	26,031	3,775	2,926	1,239	79	79	70	70	70	70	70
Revaluation Adjustments	16,753	0	0	0	0	0	0	0	0	0	0
Physical Resources received free of charge	7,267	2,433	2,694	2,792	2,821	2,846	2,867	2,899	2,935	2,956	2,975
NET SURPLUS / (DEFICIT)	49,572	3,064	3,530	2,017	1,518	2,158	2,286	2,563	3,508	4,001	4,514
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	49,572	3,064	3,530	2,017	1,518	2,158	2,286	2,563	3,508	4,001	4,514

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35

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	2034-35
	Actual \$'000	Actual \$'000	Q1 Review \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
ASSETS												
Current Assets												
Cash and cash equivalents	3,153	844	148	67	5	5	4	9	9	9	7	6
Trade & other receivables	3,253	2,960	3,228	3,218	3,207	3,197	3,187	3,176	3,165	3,153	3,144	3,138
Inventories	123	233	125	125	125	125	125	125	125	125	125	125
	6,529	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,269
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,529	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,269
Non-Current Assets												
Financial Assets	1,223	2,196	2,053	1,966	1,889	1,823	1,767	1,722	1,688	1,665	1,652	1,645
Equity accounted investments in Council businesses	4,518	4,618	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	407,736	452,571	531,400	549,015	552,650	555,524	557,662	561,702	566,498	568,323	569,614	570,589
Other Non-Current Assets	7,290	37,258	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	420,767	496,643	537,971	555,499	559,057	561,865	563,947	567,942	572,704	574,506	575,784	576,752
TOTAL ASSETS	427,296	500,680	541,472	558,909	562,394	565,192	567,263	571,252	576,003	577,793	579,060	580,021
LIABILITIES												
Current Liabilities												
Trade & Other Payables	5,355	4,441	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421
Borrowings - Council	3,558	605	734	2,344	4,104	5,483	3,753	2,880	5,680	7,132	7,668	6,010
Borrowings - Community Organisations		193	203	203	192	196	201	212	207	199	144	46
Provisions	3,292	3,376	3,158	3,165	3,175	3,183	3,189	3,196	3,203	3,211	3,234	3,258
Total Current Liabilities	12,205	8,615	9,516	11,133	12,892	14,283	12,564	11,709	14,511	15,963	16,467	14,735
Non-Current Liabilities												
Trade & Other Payables	-	1,676	-	-	-	-	-	-	-	-	-	-
Borrowings (Internal from CWMS)	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	11,871	31,531	35,082	41,725	37,735	32,460	28,886	26,179	20,544	13,462	5,836	-
Borrowings - Community Organisations	722	1,299	1,702	1,499	1,307	1,111	910	698	491	292	144	103
Provisions	722	791	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	13,315	35,297	37,506	43,946	39,764	34,293	30,518	27,599	21,757	14,476	6,702	825
TOTAL LIABILITIES	25,520	43,912	47,022	55,079	52,656	48,576	43,082	39,308	36,268	30,439	23,169	15,560
NET ASSETS	401,776	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,461
EQUITY												
Accumulated Surplus	97,270	137,347	163,656	161,130	155,562	150,832	146,673	142,478	138,298	133,826	129,917	125,793
Asset Revaluation Reserve	282,960	302,429	311,529	322,510	333,072	343,807	354,692	365,735	376,930	388,287	399,802	411,477
Other Reserves	21,546	16,992	19,265	20,190	21,104	21,977	22,816	23,731	24,507	25,241	26,172	27,191
TOTAL EQUITY	401,776	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,461

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	Q1 Review	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	59,508	51,744	55,340	57,640	59,713	61,883	64,136	66,159	68,336	70,577	72,884
Investment receipts	233	166	170	175	179	184	188	193	198	203	208
Payments:											
Operating payments to suppliers & employees	(47,542)	(38,863)	(41,827)	(43,127)	(44,736)	(45,804)	(47,348)	(48,714)	(50,116)	(51,574)	(53,316)
Finance payments	(1,544)	(1,724)	(1,977)	(2,011)	(1,788)	(1,544)	(1,366)	(1,249)	(1,050)	(735)	(373)
Net cash provided by (or used in) Operating Activities	10,655	11,323	11,706	12,677	13,368	14,719	15,610	16,389	17,368	18,471	19,403
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts:											
Amounts specifically for new or upgraded assets	23,887	3,775	2,926	1,239	79	79	70	70	70	70	70
Sale of replaced assets	358	344	347	391	540	412	423	435	600	459	471
Repayment of loans by community organisations	124	108	98	87	77	66	56	45	34	23	13
Payments:											
Expenditure on renewal/replacement of assets	(9,826)	(10,104)	(11,936)	(9,031)	(8,208)	(8,668)	(10,937)	(11,200)	(10,268)	(10,420)	(10,654)
Expenditure on new/upgraded assets	(44,169)	(9,748)	(11,169)	(2,886)	(1,661)	(999)	(1,436)	(2,692)	(1,967)	(1,316)	(1,570)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(30,661)	(15,625)	(19,734)	(10,200)	(9,173)	(9,110)	(11,824)	(13,342)	(11,531)	(11,184)	(11,670)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts:											
Proceeds from borrowings for Council	20,100	4,400	8,650	0	0	0	0	0	0	0	0
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	624	0	0	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings	(3,545)	(787)	(703)	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)
Repayment of Lease	(17)	(7)	0	0	0	0	0	0	0	0	0
Repayment of Bonds and Deposits	(500)	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	17,697	3,606	7,947	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)
Net Increase/(Decrease) in Cash held	(2,309)	(696)	(81)	(62)	0	(1)	5	0	0	(2)	(1)
Cash at beginning of period	3,153	844	148	67	5	5	4	9	9	9	7
CASH AT END OF PERIOD	844	148	67	5	5	4	9	9	9	7	6

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35 (Continued)

A2-4 Consolidated Results: Budgeted Uniform Presentation of Finances	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual \$ '000	Q1 Review \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000	LTFP \$ '000
Operating Revenues	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093
less Operating Expenses	(52,207)	(54,309)	(56,809)	(58,801)	(60,498)	(61,872)	(63,662)	(65,380)	(67,016)	(68,596)	(70,437)
Operating Surplus / (Deficit)	494	(2,400)	(1,298)	(986)	(606)	196	661	972	1,518	2,184	2,656
less Net outlays on existing Assets											
Capital expenditure on renewal and replacement of existing assets	(9,826)	(10,104)	(11,936)	(9,031)	(8,208)	(8,668)	(10,937)	(11,200)	(10,268)	(10,420)	(10,654)
less Depreciation, Amortisation and Impairment	11,643	12,460	12,914	13,681	14,071	14,591	14,996	15,443	15,930	16,401	16,869
less Proceeds from Sale of Replaced Assets	358	344	347	391	540	412	423	435	600	459	471
	2,175	2,700	1,325	5,041	6,403	6,335	4,482	4,678	6,262	6,440	6,686
less Net outlays on New and Upgraded Assets											
Capital expenditure on New and Upgraded Assets	(44,169)	(9,748)	(11,169)	(2,886)	(1,661)	(999)	(1,436)	(2,692)	(1,967)	(1,316)	(1,570)
less Amounts received specifically for New and Upgraded Assets	23,887	3,775	2,926	1,239	79	79	70	70	70	70	70
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	(20,282)	(5,973)	(8,243)	(1,647)	(1,582)	(920)	(1,366)	(2,622)	(1,897)	(1,246)	(1,500)
Net Lending / (Borrowing) for Financial Year	(17,613)	(5,673)	(8,216)	2,408	4,215	5,611	3,777	3,028	5,883	7,378	7,842

APPENDIX 3: Capital Expenditure 2025/26 to 2034/35

A3 Consolidated Results: Budgeted Capital Expenditure		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
		Actual \$' 000	Q1 Review \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000	LTFF \$' 000
Renewal/Replacement Capital summary: Non-Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings		2,103	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607
Recreation		25	1,365	341	277	285	293	301	309	318	327	336
Transport - Roads & Footpaths		4,165	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008
Stormwater, Bridges & Floodplain		55	613	1,600	0	0	350	360	371	381	392	403
CWMS		150	1,418	489	608	694	802	811	962	1,068	965	990
Equipment - Plant & Vehicles		1,139	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202
Other Assets		96	58	60	61	63	114	117	120	123	126	129
		7,733	10,981	12,096	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675
New/Upgrade Capital summary: Discretionary												
Land		0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)		25,635	4,411	9,130	0	0	0	341	0	0	0	0
Recreation (includes TBP program)		15,694	1,152	276	176	182	187	192	1,801	202	207	213
Transport - Roads & Footpaths		1,508	795	750	782	290	299	307	300	309	317	326
Stormwater, Bridges & Floodplain		1,133	350	128	293	302	442	454	467	480	493	506
CWMS		1,383	2,053	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles		0	525	0	0	0	0	0	0	0	0	0
Other		599	1,308	878	881	747	(21)	149	153	833	161	466
		45,952	10,594	11,293	2,166	1,554	942	1,474	2,802	1,905	1,259	1,592
Total Capital Expenditure		53,685	21,575	23,389	10,945	9,692	9,651	12,609	14,026	12,091	11,693	12,267
Note: includes internal allocation												

APPENDIX 4: Reconciliation of capital investment with infrastructure and asset management plan 2025/26 to 2034/35

A4 - Reconciliation of Capital Expenditure with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
LONG TERM FINANCIAL PLAN SETTINGS	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Renewal/Replacement Capital summary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,103	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607
Recreation	25	1,365	341	277	285	293	301	309	318	327	336
Transport - Roads & Footpaths	4,165	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008
Stormwater, Bridges & Floodplain	55	613	800	0	0	350	360	371	381	392	403
CWMS	150	1,418	489	608	694	802	811	962	1,068	965	990
Equipment - Plant & Vehicles	1,139	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202
Other Assets including Technology and Carports	96	58	60	61	63	114	117	120	123	126	129
Sub-total Renewal and Replacement	7,733	10,981	11,296	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675
Upgrade Capital summary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	23,425	1,579	3,599	0	0	0	0	0	0	0	0
Recreation (includes TBP program)	210	712	6	176	182	187	192	999	202	207	213
Transport - Roads & Footpaths	1,404	195	250	782	290	299	307	300	309	317	326
Stormwater, Bridges & Floodplain	905	350	128	293	302	442	454	467	480	493	506
CWMS	236	2,053	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles	0	60	0	0	0	0	0	0	0	0	0
Other Assets including Technology and Carports	599	896	55	58	747	-21	149	153	833	161	466
Sub-total Upgrade	26,779	5,845	4,168	1,343	1,554	942	1,133	2,000	1,905	1,259	1,592
Total Capital Expenditure on Existing Assets	34,512	16,826	15,464	10,122	9,692	9,651	12,268	13,224	12,091	11,693	12,267
New Capital summary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	2,210	2,832	5,531	0	0	0	341	0	0	0	0
Recreation (includes TBP program)	15,484	440	270	0	0	0	0	802	0	0	0
Transport - Roads & Footpaths	104	600	500	0	0	0	0	0	0	0	0
Stormwater, Bridges & Floodplain	228	0	800	0	0	0	0	0	0	0	0
CWMS	1,147	0	0	0	0	0	0	0	0	0	0
Equipment - Plant & Vehicles	0	465	0	0	0	0	0	0	0	0	0
Other	0	412	823	823	0	0	0	0	0	0	0
Total Capital Expenditure on New Assets	19,173	4,749	7,925	823	0	0	341	802	0	0	0
Total Capital Expenditure provisioned in Long Term Financial Plan	53,685	21,575	23,389	10,945	9,692	9,651	12,609	14,026	12,091	11,693	12,267

A4 - Reconciliation of Capital Expenditure with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Land	0	0	0	0	0	0	0	0	0	0
Buildings	731	710	710	889	846	870	895	921	947	974
Carparks	40	0	0	0	155	39	0	0	0	290
Footpaths	557	679	700	719	740	363	0	195	828	853
Kerbing	123	118	193	60	0	0	0	0	0	0
Transport - Sealed Roads	996	1,030	1,124	1,223	2,357	2,511	2,672	2,845	3,030	3,225
Transport - Unsealed Roads	1,502	1,555	1,600	1,646	1,691	1,742	1,790	1,843	1,893	1,950
Stormwater and Bridges*	960	963	928	293	302	792	814	838	861	885
CWMS*	386	3,471	620	642	727	837	842	1,043	1,149	1,046
Equipment - Plant & Vehicles*	1,139	997	873	999	1,026	1,053	1,082	1,111	1,141	1,274
Other Assets - IT Renewal	695	954	115	119	810	93	266	273	956	287
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	7,128	10,476	6,862	6,590	8,653	8,301	8,362	9,069	10,806	10,784
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(27,384)	(6,349)	(8,602)	(3,532)	(1,039)	(1,350)	(3,906)	(4,155)	(1,285)	(909)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Renew and Replacement only of Existing Assets	(605)	(505)	(4,434)	(2,189)	515	(408)	(2,773)	(2,155)	620	350
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(46,557)	(11,099)	(16,527)	(4,355)	(1,039)	(1,350)	(4,247)	(4,957)	(1,285)	(909)
* Based on current projections these are currently under new modelling in 2025-26										
KPI 4 - Existing Assets - All	484.2%	160.6%	225.4%	153.6%	112.0%	116.3%	146.7%	145.8%	111.9%	108.4%
KPI 4 - Existing Assets - Renewal and Replacement Only	108.5%	104.8%	164.6%	133.2%	94.0%	104.9%	133.2%	123.8%	94.3%	96.8%
KPI 4 - Total Assets	753.2%	205.9%	340.9%	166.1%	112.0%	116.3%	150.8%	154.7%	111.9%	108.4%
Please note this statement is based on budget allocations and 100% capital program delivery, the corresponding cash flow reflects 92% capital program delivery.										

Summary Long Term Financial Plan Key Performance Indicators

Long Term Financial Plan Update November 2025

Summary Results

Legend

Within or better than set key performance indicator
Within the indicator but is at risk in future years
Outside of set key performance indicator

	\$'000 Adopted or Q1 Admended 2025-26 Plan	\$'000 Revised 2025-26 Plan	Variation	Notes
Operating Result - (Deficit) / Surplus	(178)	(2,400)	(2,222)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes and \$1.372M advance payment of Financial Assistance Grants, the budget will absorb an additional \$845k in depreciation in 25-26 than originally modelled.
Operating Surplus Ratio 3 Year Aveage	-1.6%	-2.1%	-0.5%	Only marginally outside the indicator.
Net Financial Liabilities	88.6%	80.1%	8.5%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Asset Renewal Funding Ratio	136.4%	104.8%	-31.6%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Council	40,991	35,816	5,175	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Community	2,330	1,905	425	
	Adopted LTFP to 2034-35	Revised LTFP to 2034-35		
Operating Result - (Deficit) / Surplus	12,972	2,897	(10,075)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes which results in an extra \$4.732M in depreciation charges. See operating analysis for more detail.
Operating Surplus Ratio 3 Year Aveage	3.7%	3.0%	-0.7%	Related to increased depreciation and spending impacts
Net Financial Liabilities	13.5%	14.7%	-1.2%	Debt repayment extended a year due to changes overall
Asset Renewal Funding Ratio Average over 10 Years	115.7%	113.5%	-2.2%	
Net Borrowings - Council	4,920	6,019	(1,099)	Debt repayment extended a year due to changes overall
Net Borrowings - Community	149	149	0	
Last Year Council Debt Repaid	2035-36	2036-37	1	Debt repayment extended a year due to changes overall

Long Term Financial Plan Assumptions and Changes Summary

Long Term Financial Plan Update November 2025

Key Assumption Changes

Adopted Long Term Financial Plan										
RATE REVENUE INCREASES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
General - Rate Revenue Net Increase (excl growth)	4.30%	3.75%	3.00%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	27.25%
Growth - Development - General rates	1.00%	1.00%	1.00%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	7.50%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	24.75%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)	2.25%	2.25%	2.75%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	26.75%

Revised Long Term Financial Plan										
RATE REVENUE INCREASES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
General - Rate Revenue Net Increase (excl growth)	4.30%	3.75%	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	27.55%
Growth - Development - General rates	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	9.00%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)	3.25%	3.25%	3.25%	3.25%	3.25%	2.75%	2.75%	2.75%	2.75%	27.25%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)	2.25%	2.25%	2.75%	3.25%	3.25%	3.25%	3.25%	3.00%	2.75%	26.00%

Change											Notes
RATE REVENUE INCREASES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	
General - Rate Revenue Net Increase (excl growth)	0.00%	0.00%	0.00%	0.30%	0.30%	0.30%	-0.20%	-0.20%	-0.20%	0.30%	Reflects need for earlier upfront cash flow for current service levels and probable investment requests
Growth - Development - General rates	0.00%	0.00%	0.00%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	1.50%	Increased growth in the LTFP to 1% for each year to reflect likely growth exceeding 0.75%. If this does not materialise it will require greater rate increases or service and or investment cuts
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)	0.50%	0.50%	0.50%	0.50%	0.50%	0.00%	0.00%	0.00%	0.00%	2.50%	Reflects the need for CWMS increase as it is running at a loss.
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-0.25%	-0.50%	-0.75%	Reflects minor change to ensure costs of operation are in line with the contract and is not over recovering the cost

Change											Notes
OPERATING REVENUE	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	
Operating Grants	0.10%									0.10%	Reflects increase in the CPI trimmed mean in the September Quarter
Statutory Charges	0.10%									0.10%	
User Charges	0.10%					No Change				0.10%	
Reimbursements	0.10%									0.10%	
Other Revenue	0.10%									0.10%	

Adopted Long Term Financial Plan										
OPERATING EXPENSES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Service Cost Natural Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.50%	0.50%	0.50%	0.50%	2.00%
Employee Costs	3.10%	3.10%	3.10%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.30%
Contracts, Materials & Other	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	23.40%
Energy Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Water Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Debenture & Cash Advance Loan interest rate	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	45.00%
Insurance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%

Revised Long Term Financial Plan										
OPERATING EXPENSES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Service Cost Natural Growth	0.00%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	2.56%
Employee Costs	4.50%	4.50%	3.46%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	27.46%
Contracts, Materials & Other	2.70%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	23.50%
Energy Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Water Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Debenture & Cash Advance Loan interest rate	5.25%	5.00%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	43.50%
Insurance	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	31.50%

Change											
OPERATING EXPENSES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Service Cost Natural Growth	0.00%	0.32%	0.32%	0.32%	0.32%	-0.18%	-0.18%	-0.18%	-0.18%	0.56%	Previous models had built growth in through a different mechanism, that has been removed and growth shown more transparently. Increase reflects estimated increase in new properties as outlined in the rates table above
Employee Costs	1.40%	1.40%	0.36%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	0.16%	Reflects current enterprise agreemtns returning to the mid point of long term inflation targets of RBA in the long run
Contracts, Materials & Other	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	Reflects increase in the CPI trimmed mean in the September Quarter
Energy Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Water Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Debenture & Cash Advance Loan interest rate	0.25%	0.00%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-1.50%	Reflect that interest rates are likely to remain at current levels for the next few years and then drop
Insurance	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	4.50%	Insurance costs are growing at greater than 3% need to increase

Change											
ASSET REVALUATION	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Land Assets	No Change										Reflects increase in the CPI trimmed mean in the September Quarter
Building Assets	0.11%									0.11%	
Recreation Assets	0.11%									0.11%	
Infrastructure Assets	0.11%									0.11%	
CWMS	0.11%				No Change					0.11%	
Stormwater Assets	0.11%									0.11%	
Equipment Assets	0.11%									0.11%	

Change											
ASSET RENEWAL EXPENDITURE	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Infrastructure renewal increments	0.11%									0.11%	Reflects increase in the CPI trimmed mean in the September Quarter
Office fleet vehicles	0.11%				No Change					0.11%	

Operating Position of Council and Changes Summary

Long Term Financial Plan Update November 2025

Consolidated Operating Position of Council

Adopted Long Term Financial Plan												
Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Q3 Budget \$'000	Budget \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
REVENUES												
Rates	39,947	42,019	44,083	46,052	47,845	49,510	51,234	53,017	54,863	56,773	58,682	544,025
Statutory Charges	816	907	931	955	980	1,005	1,032	1,058	1,086	1,114	1,143	11,027
User Charges	4,095	4,178	4,287	4,400	4,516	4,634	4,756	4,881	5,009	5,141	5,276	51,173
Grants, subsidies and contributions	4,702	4,853	4,690	4,868	4,964	5,064	5,166	5,270	5,377	5,487	5,600	56,041
Investment Income	150	166	170	174	178	183	188	192	197	202	207	2,007
Reimbursements	209	155	241	228	216	203	191	180	169	158	148	2,098
Other Income	867	622	633	650	667	684	702	720	739	758	778	7,820
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL INCOME	50,786	52,900	55,035	57,327	59,366	61,283	63,269	65,318	67,440	69,633	71,834	674,191
EXPENSES												
Employee Costs	18,914	20,211	21,632	22,100	22,852	23,542	24,252	25,089	25,954	26,850	27,777	259,173
Materials, Contracts & Other expenses	19,987	19,354	19,893	20,597	21,168	21,767	22,582	23,188	23,942	24,647	25,652	242,777
Depreciation, Amortisation & Impairment	11,136	11,615	12,118	12,501	12,856	13,244	13,634	14,052	14,504	14,951	15,409	146,020
Finance Costs	1,640	1,898	1,892	1,837	1,700	1,471	1,231	1,052	784	461	174	14,140
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL EXPENSES	51,677	53,078	55,535	57,035	58,576	60,024	61,699	63,381	65,184	66,909	69,012	662,110
OPERATING SURPLUS / (DEFICIT)	(891)	(178)	(500)	292	790	1,259	1,570	1,937	2,256	2,724	2,822	12,081
Asset disposal & fair value adjustments	(567)	(915)	(805)	(883)	(789)	(1,040)	(1,072)	(1,131)	(1,030)	(1,226)	(1,204)	(10,662)
Amounts specifically for new or upgraded assets	8,622	5,673	730	70	70	343	711	70	70	70	70	16,499
Net gain (loss) on disposal or revaluation of assets - subsidiaries	0	0	0	0	0	0	0	0	0	0	0	0
Physical Resources received free of charge	2,243	2,400	2,539	2,582	2,611	2,063	2,086	2,111	2,140	2,162	2,184	25,121
NET SURPLUS / (DEFICIT)	9,407	6,980	1,964	2,061	2,682	2,625	3,295	2,987	3,436	3,730	3,872	43,039

Revised Long Term Financial Plan												
Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Actual \$'000	Budget \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
REVENUES												
Rates	39,947	42,116	44,204	46,197	48,015	49,923	51,907	53,948	55,848	57,805	59,819	549,729
Statutory Charges	923	907	932	956	981	1,006	1,032	1,059	1,087	1,115	1,144	11,142
User Charges	4,038	4,198	4,313	4,426	4,542	4,662	4,784	4,910	5,039	5,171	5,307	51,390
Grants, subsidies and contributions	6,485	3,663	5,095	5,282	5,389	5,498	5,610	5,431	5,542	5,656	5,774	59,425
Investment Income	233	166	170	175	179	184	188	193	198	203	208	2,097
Reimbursements	335	234	214	206	199	192	184	177	169	162	156	2,228
Other Income	640	625	583	573	587	603	618	634	651	668	685	6,867
Net Gain - Joint Venture	100	0	0	0	0	0	0	0	0	0	0	100
TOTAL INCOME	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093	682,978
EXPENSES												
Employee Costs	18,798	20,497	21,779	22,516	23,329	23,984	24,657	25,349	26,062	26,795	27,549	261,315
Materials, Contracts & Other expenses	20,223	19,531	20,055	20,620	21,415	21,827	22,698	23,372	24,062	24,786	25,775	244,364
Depreciation, Amortisation & Impairment	11,643	12,460	12,914	13,681	14,071	14,591	14,996	15,443	15,930	16,401	16,869	158,999
Finance Costs	1,543	1,821	2,061	1,984	1,683	1,470	1,311	1,216	962	614	244	14,909
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL EXPENSES	52,207	54,309	56,809	58,801	60,498	61,872	63,662	65,380	67,016	68,596	70,437	679,587
OPERATING SURPLUS / (DEFICIT)	494	(2,400)	(1,298)	(986)	(606)	196	661	972	1,518	2,184	2,656	3,391
Asset disposal & fair value adjustments	(973)	(744)	(792)	(1,028)	(776)	(963)	(1,312)	(1,378)	(1,015)	(1,209)	(1,187)	(11,377)
Amounts specifically for new or upgraded assets	26,031	3,775	2,926	1,239	79	79	70	70	70	70	70	34,479
Net gain (loss) on disposal or revaluation of assets - subsidiaries	16,753	0	0	0	0	0	0	0	0	0	0	16,753
Physical Resources received free of charge	7,267	2,433	2,694	2,792	2,821	2,846	2,867	2,899	2,935	2,956	2,975	35,485
NET SURPLUS / (DEFICIT)	49,572	3,064	3,530	2,017	1,518	2,158	2,286	2,563	3,508	4,001	4,514	78,731

Changes													
Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
	Actual	Budget	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	LTFF	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
REVENUES													
Rates	-	97	121	145	170	413	673	931	985	1,032	1,137	5,704	Reflects higher growth in the main and slight increase of 0.3% over the LTFF and earlier implementation of higher rate
Statutory Charges	107	-	1	1	1	1	-	1	1	1	1	115	Not material and relates to the actual result in 2024-25
User Charges	-	57	20	26	26	26	28	28	29	30	30	217	Relates to high property growth and revenue from development fees
Grants, subsidies and contributions	1,783	-	1,190	405	414	425	434	444	161	165	169	3,384	This model has assumed that South Australia Supplementary Road program will continue for the next 5 years resulting in additional unbudgeted revenue of \$1.175m as well as increase to the base FAGS grant received in 2025-26 indexed forward
Investment Income	83	-	-	1	1	1	-	1	1	1	1	90	Immaterial
Reimbursements	126	79	-	27	22	17	11	7	3	-	4	130	Not material and relates to the actual result in 2024-25
Other Income	-	227	3	50	77	80	81	84	86	88	90	953	Expected reduction to other income arising from the 2024-25 result and readjusting the forward estimate
Net Gain - Joint Venture	100	-	-	-	-	-	-	-	-	-	-	100	Not material and relates to the actual result in 2024-25
TOTAL INCOME	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093	8,787	
EXPENSES													
Employee Costs	-	116	286	147	416	477	442	405	260	108	55	2,142	Reflect growth needs from additional property and population growth including Concordia
Materials, Contracts & Other expenses	236	177	162	23	247	60	116	184	120	139	123	1,587	Reflect growth needs from additional property and population growth including Concordia
Depreciation, Amortisation & Impairment	507	845	796	1,180	1,215	1,347	1,362	1,391	1,426	1,450	1,460	12,979	Please see detail explanation as this is the fundamental change to the financial predictions.
Finance Costs	-	97	77	169	147	17	1	80	164	178	153	769	Reflects the management of cash and borrowings to ensure funding of the organisation and the current service levels and capital investment forecast
Net loss - Joint Venture	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES	52,207	54,309	56,809	58,800	60,496	61,869	63,659	65,376	67,012	68,593	70,433	17,477	
OPERATING SURPLUS / (DEFICIT)	494	(2,400)	(1,298)	(985)	(604)	199	664	976	1,522	2,187	2,660	(8,690)	
Asset disposal & fair value adjustments	-	406	171	13	145	13	77	240	247	15	17	715	Adjusted to reflect estimated outcomes from equipment sales and accounting adjustments ultimately not controllable or fundamentally material
Amounts specifically for new or upgraded assets	17,409	-	1,898	2,196	1,169	9	264	641	-	-	-	17,980	Simply reflects the changes to the Barossa Park accounting requirements where the Safe funds had to be brought in as grants in the 2024-25 statements
Net gain (loss) on disposal or revaluation of assets - subsidiaries	16,753	-	-	-	-	-	-	-	-	-	-	16,753	Accounting adjustments for the revaluation of assets, ultimately not controllable, however has significant impact on depreciation as it normally increases the value of assets
Physical Resources received free of charge	5,024	33	155	210	210	783	781	788	795	794	791	10,364	Assets that are transferred to Council from land division has significant impact on depreciation and the change reflects higher anticipated growth levels.
NET SURPLUS / (DEFICIT)	49,572	3,064	3,530	2,018	1,520	2,161	2,289	2,567	3,512	4,004	4,518	35,692	

Depreciation Changes

There are four fundamental and material changes to the impact of depreciation that have occurred since the Long Term Plan was approved they are:

1. Barossa Park accounting treatment

The change due to the State not being able to place their contribution on their assets has meant the building asset value has increased by \$21.104m. The original model was we were not to carry this asset and its depreviation just its management. The LTFP factored in the State transferring the ownership of the building in year 11 or 2035-36 as a conservative measure even though the agreement was to be for 42 years. The impact of this change to depreciation over the LTFP is \$4.228M

2. Impact of CPI - Two Effects

Each year, this being the first year of annual revaluation of assets aligned to CPI, where they are not the class of assets under full revaluation review, has and will see a increase in depreciation overtime as the CPI over the past years has been higher than the norm. The indexation figure required to be used this year was 3.4% versus an estimate of 2.86%. The impact approximately for this impact is \$0.394M.

The LTFP models the increase in revaluation using CPI +10% as historically the cost of capital investment is higher than CPI. With the increase to the revaluation value by 0.11% has a LTFP impact of approximately \$0.110M.

3. Impact of Revaluation

The revaluation for the class of assets fully revalued in 2024-25, buildings was above the estimates was \$7.622M, as time permits the model will be redesigned to better integrate this effect of revaluation as the changes are consistently higher than expected. The impact on the LTFP of this impact is approximately \$1.527M

4. Impact of 2024-25 Actual Outcome and Predicted Savings In Depreciation in the Model

The depreciation result for 2024-25 was \$505,708 more than budget, when that is indexed out in the LTFP it has an approximate impact of \$5.283M

A body of work will be undertaken to review asset lives and their reflection on actual outcomes to seek to make some savings on depreciation. It is officers assessment at this time that the asset base is slightly over depreciated as through a simple calculation of depreciation charged and value of assets it indicates that all assets will be replaced every 65.7 years, that is considered unlikely truly realistic. Therefore a base saving target of 1.5% has been set totalling an estimate saving of \$1.912M

5. Impact of Additional Spending in the LTFP and Other Adjustments Made to Average Useful Life Calculations by Asset Class

With additions of Kalinna Road, New Footpath Program and other adjustments the impact is estimated at \$3.500M

In Summary	Est Impact over LTFP
1. Barossa Park accounting treatment	\$4,228,000
2. Impact of CPI - Two Effects	\$504,000
3. Impact of Revaluation	\$1,527,000
4. Impact of 2024-25 Actual Outcome and Predicted Savings In Depreciation in the Model	\$3,219,000
5. Impact of Additional Spending in the LTFP and Other Adjustments Made to Average Useful Life Calculations by Asset Class	\$3,501,000
Total	\$12,979,000

Balance Sheet of Council and Changes Summary

Long Term Financial Plan Update November 2025

Consolidated Balance Sheet Position of Council

	Adopted Long Term Financial Plan										
Budgeted Statement of Financial Position	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	Q1 Review	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	4,280	559	86	96	141	164	167	135	106	104	93
Trade & other receivables	3,249	3,237	3,224	3,211	3,199	3,187	3,176	3,165	3,153	3,144	3,138
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	125	125	125	125	125	125	125	125	125	125	125
	7,654	3,921	3,435	3,432	3,465	3,476	3,468	3,425	3,384	3,373	3,356
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	7,654	3,921	3,435	3,432	3,465	3,476	3,468	3,425	3,384	3,373	3,356
Non-Current Assets											
Financial Assets	2,041	1,935	1,842	1,762	1,694	1,638	1,593	1,559	1,537	1,524	1,516
Equity accounted investments in Council businesses	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	470,328	501,518	508,334	512,417	516,557	520,083	524,200	529,143	532,335	535,078	538,490
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	476,887	507,971	514,694	518,697	522,769	526,239	530,311	535,220	538,390	541,120	544,524
TOTAL ASSETS	484,541	511,892	518,129	522,129	526,234	529,715	533,779	538,645	541,774	544,493	547,880
LIABILITIES											
Current Liabilities											
Trade & Other Payables	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382
Borrowings - Council	3,485	531	2,989	4,112	4,929	5,198	3,895	5,185	6,292	5,628	4,320
Borrowings - Commnity Organisations	294	306	308	299	306	201	212	207	199	144	46
Provisions	3,152	3,158	3,164	3,171	3,179	3,186	3,193	3,201	3,208	3,234	3,260
Total Current Liabilities	12,313	9,377	11,843	12,964	13,796	13,967	12,682	13,975	15,081	14,388	13,008

Adopted Long Term Financial Plan											
	Actual \$'000	Q1 Review \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
Non-Current Liabilities											
Trade & Other Payables											
Borrowings - Council	28,291	40,460	38,559	34,560	29,840	24,821	21,099	15,959	9,717	4,131	-
Borrowings - Community Organisations	1,824	2,024	1,716	1,416	1,111	910	698	491	292	144	103
Provisions	722	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	30,837	43,206	40,997	36,698	31,673	26,453	22,519	17,172	10,731	4,997	825
TOTAL LIABILITIES	43,150	52,583	52,840	49,662	45,469	40,420	35,201	31,147	25,812	19,385	13,833
NET ASSETS	441,391	459,309	465,289	472,467	480,765	489,295	498,578	507,498	515,962	525,108	534,047
EQUITY											
Accumulated Surplus	148,881	159,130	154,007	149,890	146,779	143,804	141,380	138,579	135,206	132,160	128,719
Asset Revaluation Reserve	277,426	287,098	297,271	307,643	318,185	328,885	339,741	350,761	361,950	373,297	384,805
Other Reserves	15,084	13,081	14,011	14,934	15,801	16,606	17,457	18,158	18,806	19,651	20,523
TOTAL EQUITY	441,391	459,309	465,289	472,467	480,765	489,295	498,578	507,498	515,962	525,108	534,047

Revised Long Term Financial Plan											
Budgeted Statement of Financial Position	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	Q1 Review	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	844	148	67	5	5	4	9	9	9	7	-
Trade & other receivables	2,960	3,228	3,218	3,207	3,197	3,187	3,176	3,165	3,153	3,144	3,138
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	233	125	125	125	125	125	125	125	125	125	125
	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,263
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,263
Non-Current Assets											
Financial Assets	2,196	2,053	1,966	1,889	1,823	1,767	1,722	1,688	1,665	1,652	1,645
Equity accounted investments in Council businesses	4,618	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	452,571	531,400	549,015	552,650	555,524	557,662	561,702	566,498	568,323	569,614	570,589
Other Non-Current Assets	37,258	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	496,643	537,971	555,499	559,057	561,865	563,947	567,942	572,704	574,506	575,784	576,752
TOTAL ASSETS	500,680	541,472	558,909	562,394	565,192	567,263	571,252	576,003	577,793	579,060	580,015
LIABILITIES											
Current Liabilities											
Trade & Other Payables	4,441	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421
Borrowings - Council	605	734	2,344	4,104	5,483	3,753	2,880	5,680	7,132	7,668	6,010
Borrowings - Community Organisations	193	203	203	192	196	201	212	207	199	144	46
Provisions	3,376	3,158	3,165	3,175	3,183	3,189	3,196	3,203	3,211	3,234	3,258
Total Current Liabilities	8,615	9,516	11,133	12,892	14,283	12,564	11,709	14,511	15,963	16,467	14,735

Budgeted Statement of Financial Position	0	0	0	0	0	0	0	0	0	0	0
	Actual \$'000	Q1 Review \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000	LTFP \$'000
Non-Current Liabilities											
Trade & Other Payables	1,676	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	31,531	35,082	41,725	37,735	32,460	28,886	26,179	20,544	13,462	5,836	-
Borrowings - Community Organisations	1,299	1,702	1,499	1,307	1,111	910	698	491	292	144	103
Provisions	791	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	35,297	37,506	43,946	39,764	34,293	30,518	27,599	21,757	14,476	6,702	825
TOTAL LIABILITIES	43,912	47,022	55,079	52,656	48,576	43,082	39,308	36,268	30,439	23,169	15,560
NET ASSETS	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,455
EQUITY											
Accumulated Surplus	137,347	163,656	161,130	155,562	150,832	146,673	142,478	138,298	133,826	129,917	125,793
Asset Revaluation Reserve	302,429	311,529	322,510	333,072	343,807	354,692	365,735	376,930	388,287	399,802	411,477
Other Reserves	16,992	19,265	20,190	21,104	21,977	22,816	23,731	24,507	25,241	26,172	27,191
TOTAL EQUITY	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,461

Changes											
Budgeted Statement of Financial Position	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	Q1 Review	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	- 3,436	- 411	- 19	- 91	- 136	- 160	- 158	- 126	- 97	- 97	- 93
Trade & other receivables	- 289	- 9	- 6	- 4	- 2	-	-	-	-	-	-
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	108	-	-	-	-	-	-	-	-	-	-
	- 3,617	- 420	- 25	- 95	- 138	- 160	- 158	- 126	- 97	- 97	- 93
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	- 3,617	- 420	- 25	- 95	- 138	- 160	- 158	- 126	- 97	- 97	- 93
Non-Current Assets											
Financial Assets	155	118	124	127	129	129	129	129	128	128	129
Equity accounted investments in Council businesses	100	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	- 17,757	29,882	40,681	40,233	38,967	37,579	37,502	37,355	35,988	34,536	32,099
Other Non-Current Assets	37,258	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	19,756	30,000	40,805	40,360	39,096	37,708	37,631	37,484	36,116	34,664	32,228
TOTAL ASSETS	16,139	29,580	40,780	40,265	38,958	37,548	37,473	37,358	36,019	34,567	32,135
LIABILITIES											
Current Liabilities											
Trade & Other Payables	- 941	39	39	39	39	39	39	39	39	39	39
Borrowings - Council	- 2,880	203	- 645	- 8	554	- 1,445	- 1,015	495	840	2,040	1,690
Borrowings - Community Organisations	- 101	- 103	- 105	- 107	- 110	-	-	-	-	-	-
Provisions	224	-	1	4	4	3	3	2	3	-	- 2
Total Current Liabilities	- 3,698	139	- 710	- 72	487	- 1,403	- 973	536	882	2,079	1,727

Budgeted Statement of Financial Position	0	0	0	0	0	0	0	0	0	0	0
	Actual	Q1 Review	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-Current Liabilities											
Trade & Other Payables	1,676	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	3,240	-	5,378	3,166	3,175	2,620	4,065	5,080	4,585	3,745	1,705
Borrowings - Community Organisations	-	525	-	322	-	217	-	109	-	-	-
Provisions	69	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,460	-	5,700	2,949	3,066	2,620	4,065	5,080	4,585	3,745	1,705
TOTAL LIABILITIES	762	-	5,561	2,239	2,994	3,107	2,662	4,107	5,121	4,627	3,784
NET ASSETS	15,377	35,141	38,541	37,271	35,851	34,886	33,366	32,237	31,392	30,783	30,408
EQUITY											
Accumulated Surplus	- 11,534	4,526	7,123	5,672	4,053	2,869	1,098	- 281	- 1,380	- 2,243	- 2,926
Asset Revaluation Reserve	25,003	24,431	25,239	25,429	25,622	25,807	25,994	26,169	26,337	26,505	26,672
Other Reserves	1,908	6,184	6,179	6,170	6,176	6,210	6,274	6,349	6,435	6,521	6,668
TOTAL EQUITY	15,377	35,141	38,541	37,271	35,851	34,886	33,366	32,237	31,392	30,783	30,414

Summary

There is nothing different the changes in the balance sheet are indicating that are not already explained being borrowing changes to manage cash flows and increased capital spending and greater asset base due to spending and revaluation impacts.

Cash Flow of Council and Changes Summary

Long Term Financial Plan Update November 2025

Consolidated Cash Flow Position of Council

Adopted Long Term Financial Plan												
Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Q3 Budget	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	0
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	50,635	52,734	54,866	57,153	59,187	61,101	63,080	65,127	67,243	69,432	71,627	672,185
Investment receipts	150	166	170	174	178	183	188	192	197	202	207	2,007
Payments:												
Operating payments to suppliers & employees	(39,020)	(39,556)	(41,518)	(42,690)	(44,013)	(45,302)	(46,826)	(48,269)	(49,889)	(51,490)	(53,421)	(501,994)
Finance payments	(1,103)	(1,813)	(1,894)	(1,855)	(1,745)	(1,546)	(1,309)	(1,111)	(872)	(567)	(268)	(14,083)
Net cash provided by (or used in) Operating Activities	10,662	11,531	11,624	12,782	13,607	14,436	15,133	15,939	16,679	17,577	18,145	158,115
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	8,622	5,673	730	70	70	343	711	70	70	70	70	16,499
Sale of replaced assets	523	344	347	391	540	412	423	435	600	459	471	4,945
Repayment of loans by community organisations	218	118	106	93	81	68	56	45	34	23	13	855
Payments:												
Expenditure on renewal/replacement of assets	(7,770)	(13,623)	(7,806)	(8,101)	(8,408)	(9,101)	(9,835)	(9,945)	(10,285)	(10,549)	(11,633)	(107,056)
Expenditure on new/upgraded assets	(28,453)	(16,970)	(5,621)	(1,936)	(1,537)	(972)	(1,261)	(2,516)	(1,787)	(1,133)	(1,383)	(63,569)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0	(1,035)
Net cash provided by (or used in) Investment Activities	(27,895)	(24,458)	(12,244)	(9,483)	(9,254)	(9,250)	(9,906)	(11,911)	(11,368)	(11,130)	(12,462)	(149,361)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	21,000	10,000	750	0	0	0	0	0	0	0	0	31,750
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0	1,035
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of borrowings	(3,643)	(787)	(603)	(3,289)	(4,310)	(5,165)	(5,226)	(4,062)	(5,342)	(6,449)	(5,694)	(44,570)
Repayment of Lease	(14)	(7)	0	0	0	0	0	0	0	0	0	(21)
Repayment of Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	18,378	9,206	147	(3,289)	(4,310)	(5,165)	(5,226)	(4,062)	(5,342)	(6,449)	(5,694)	(11,806)
	0	0	0	0	0	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash held	1,145	(3,721)	(473)	10	43	21	1	(34)	(31)	(2)	(11)	(3,052)
Cash at beginning of period	3,135	4,280	559	86	96	139	160	161	127	96	94	83
CASH AT END OF PERIOD	4,280	559	86	96	139	160	161	127	96	94	83	(2,969)

Revised Long Term Financial Plan												
Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Actual	Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	0
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	59,508	51,744	55,340	57,640	59,713	61,883	64,136	66,159	68,336	70,577	72,884	687,920
Investment receipts	233	166	170	175	179	184	188	193	198	203	208	2,097
Payments:												
Operating payments to suppliers & employees	(47,542)	(38,863)	(41,827)	(43,127)	(44,736)	(45,804)	(47,348)	(48,714)	(50,116)	(51,574)	(53,316)	(512,967)
Finance payments	(1,544)	(1,724)	(1,977)	(2,011)	(1,788)	(1,544)	(1,366)	(1,248)	(1,050)	(735)	(372)	(15,359)
Net cash provided by (or used in) Operating Activities	10,655	11,323	11,706	12,677	13,368	14,719	15,610	16,390	17,368	18,471	19,404	161,691
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	23,887	3,775	2,926	1,239	79	79	70	70	70	70	70	32,335
Sale of replaced assets	358	344	347	391	540	412	423	435	600	459	471	4,780
Repayment of loans by community organisations	124	108	98	87	77	66	56	45	34	23	13	731
Payments:												
Expenditure on renewal/replacement of assets	(9,826)	(10,104)	(11,936)	(9,031)	(8,208)	(8,668)	(10,937)	(11,200)	(10,268)	(10,420)	(10,654)	(111,252)
Expenditure on new/upgraded assets	(44,169)	(9,748)	(11,169)	(2,886)	(1,661)	(999)	(1,436)	(2,692)	(1,967)	(1,316)	(1,570)	(79,613)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0	(1,035)
Net cash provided by (or used in) Investment Activities	(30,661)	(15,625)	(19,734)	(10,200)	(9,173)	(9,110)	(11,824)	(13,342)	(11,531)	(11,184)	(11,670)	(154,054)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	20,100	4,400	8,650	0	0	0	0	0	0	0	0	33,150
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0	1,035
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	624	0	0	0	0	0	0	0	0	0	0	624
Payments:												
Repayment of borrowings	(3,545)	(787)	(703)	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)	(45,067)
Repayment of Lease	(17)	(7)	0	0	0	0	0	0	0	0	0	(24)
Repayment of Bonds and Deposits	(500)	0	0	0	0	0	0	0	0	0	0	(500)
Net cash provided by (or used in) Financing Activities	17,697	3,606	7,947	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)	(10,782)
	0	0	0	0	0	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash held	(2,309)	(696)	(81)	(62)	0	(1)	5	0	0	(2)	(1)	(3,145)
Cash at beginning of period	3,153	844	148	67	5	5	4	9	9	9	7	6
CASH AT END OF PERIOD	844	148	67	5	5	4	9	9	9	7	6	(3,139)

Changes												
Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Actual	Q1 Review	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	0
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	8,873	(990)	474	487	526	782	1,056	1,032	1,093	1,145	1,257	15,735
Investment receipts	83	0	0	1	1	1	0	1	1	1	1	90
Payments:												
Operating payments to suppliers & employees	(8,522)	693	(309)	(437)	(723)	(502)	(522)	(445)	(227)	(84)	105	(10,973)
Finance payments	(441)	89	(83)	(156)	(43)	2	(57)	(137)	(178)	(168)	(104)	(1,276)
Net cash provided by (or used in) Operating Activities	(7)	(208)	82	(105)	(239)	283	477	451	689	894	1,259	3,576
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	15,265	(1,898)	2,196	1,169	9	(264)	(641)	0	0	0	0	15,836
Sale of replaced assets	(165)	0	0	0	0	0	0	0	0	0	0	(165)
Repayment of loans by community organisations	(94)	(10)	(8)	(6)	(4)	(2)	0	0	0	0	0	(124)
Payments:												
Expenditure on renewal/replacement of assets	(2,056)	3,519	(4,130)	(930)	200	433	(1,102)	(1,255)	17	129	979	(4,196)
Expenditure on new/upgraded assets	(15,716)	7,222	(5,548)	(950)	(124)	(27)	(175)	(176)	(180)	(183)	(187)	(16,044)
Loans made to community organisations	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(2,766)	8,833	(7,490)	(717)	81	140	(1,918)	(1,431)	(163)	(54)	792	(4,693)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	(900)	(5,600)	7,900	0	0	0	0	0	0	0	0	1,400
Proceeds from borrowings for Community Organisations	0	0	0	0	0	0	0	0	0	0	0	0
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	624	0	0	0	0	0	0	0	0	0	0	624
Payments:												
Repayment of borrowings	98	0	(100)	750	115	(445)	1,445	1,015	(495)	(840)	(2,040)	(497)
Repayment of Lease	(3)	0	0	0	0	0	0	0	0	0	0	(3)
Repayment of Bonds and Deposits	(500)	0	0	0	0	0	0	0	0	0	0	(500)
Net cash provided by (or used in) Financing Activities	(681)	(5,600)	7,800	750	115	(445)	1,445	1,015	(495)	(840)	(2,040)	1,024
	0	0	0	0	0	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash held	(3,454)	3,025	392	(72)	(43)	(22)	4	34	31	0	10	(93)
Cash at beginning of period	18	(3,436)	(411)	(19)	(91)	(134)	(156)	(152)	(118)	(87)	(87)	(77)
CASH AT END OF PERIOD	(3,436)	(411)	(19)	(91)	(134)	(156)	(152)	(118)	(87)	(87)	(77)	(170)

Summary

As with the balance sheet there is nothing materially different the changes with the cash flow that are not reflected in prior analysis (noting depreciation changes does not impact cash) which is borrowing changes to manage cash flows and increased capital spending and service growth from property growth.

Capital Expenditure of Council (20 Year Forecast) and Changes Summary

Long Term Financial Plan Update November 2025

Consolidated Capital Program

Revised Long Term Financial Plan												
Budgeted Capital Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Q3 Budget \$' 000	Budget \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000
Renewal/Replacement Capital summary: Non-Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,732	5,721	1,263	1,173	1,185	1,196	1,698	1,369	1,381	1,394	1,543	20,655
Recreation	25	1,382	329	325	334	342	351	360	370	380	391	4,589
Transport - Roads & Footpaths	3,635	4,651	4,246	4,587	4,752	5,260	5,435	5,616	5,803	5,988	6,020	55,993
Stormwater, Bridges & Floodplain	0	580	0	331	341	350	360	371	381	392	403	3,509
CWMS	141	1,415	489	607	692	801	810	961	1,068	964	990	8,938
Equipment - Plant & Vehicles	1,140	961	873	999	1,026	1,053	1,082	1,111	1,141	1,279	1,202	11,867
Other Assets	96	98	101	104	106	158	162	167	171	175	1,180	2,518
	7,769	14,808	7,301	8,126	8,436	9,160	9,898	9,955	10,315	10,572	11,729	108,069
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	2,210	11,437	887	0	0	0	341	0	0	0	0	14,875
Recreation (includes TBP program)	21,600	1,475	297	191	197	203	209	1,819	221	228	234	26,674
Transport - Roads & Footpaths	1,526	1,211	594	97	100	102	105	108	111	115	118	4,187
Stormwater, Bridges & Floodplain	1,193	378	1,847	414	426	439	451	464	478	492	506	7,088
CWMS	1,316	2,121	131	34	33	35	31	81	81	81	81	4,025
Equipment - Plant & Vehicles	0	525	0	0	0	0	0	0	0	0	0	525
Other	608	1,299	878	880	747	145	149	153	832	161	466	6,318
	28,453	18,446	4,634	1,616	1,503	924	1,286	2,625	1,723	1,077	1,405	63,692
Total Capital Expenditure	36,222	33,254	11,935	9,742	9,939	10,084	11,184	12,580	12,038	11,649	13,134	171,761
Note: includes internal allocation												

Revised Long Term Financial Plan												
Budgeted Capital Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Actual \$' 000	Q1 Review \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000	LTFP \$' 000
Renewal/Replacement Capital summary: Non-Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,103	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607	20,604
Recreation	25	1,365	341	277	285	293	301	309	318	327	336	4,177
Transport - Roads & Footpaths	4,165	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008	58,923
Stormwater, Bridges & Floodplain	55	613	1,600	0	0	350	360	371	381	392	403	4,525
CWMS	150	1,418	489	608	694	802	811	962	1,068	965	990	8,957
Equipment - Plant & Vehicles	1,139	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202	11,837
Other Assets	96	58	60	61	63	114	117	120	123	126	129	1,067
	7,733	10,981	12,096	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675	110,090
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	25,635	4,411	9,130	0	0	0	341	0	0	0	0	39,517
Recreation (includes TBP program)	15,694	1,152	276	176	182	187	192	1,801	202	207	213	20,282
Transport - Roads & Footpaths	1,508	795	750	782	290	299	307	300	309	317	326	5,983
Stormwater, Bridges & Floodplain	1,133	350	128	293	302	442	454	467	480	493	506	5,048
CWMS	1,383	2,053	131	34	33	35	31	81	81	81	81	4,024
Equipment - Plant & Vehicles	0	525	0	0	0	0	0	0	0	0	0	525
Other	599	1,308	878	881	747	(21)	149	153	833	161	466	6,154
	45,962	10,594	11,293	2,166	1,554	942	1,474	2,802	1,905	1,259	1,592	81,533
Total Capital Expenditure	53,685	21,575	23,389	10,945	9,692	9,651	12,609	14,026	12,091	11,693	12,267	191,623
Note: includes internal allocation												

Changes													Notes
Budgeted Capital Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	
	Actual	Q1 Review		LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	
	\$' 000	\$' 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	0	
Buildings	(629)	(2,998)	3,230	237	136	(15)	(16)	(18)	(20)	(22)	64	(51)	Transfer of costs between years for BCIC build.
Recreation	0	(17)	12	(48)	(49)	(49)	(50)	(51)	(52)	(53)	(55)	(412)	Slight reduction to support other cost increases.
Transport - Roads & Footpaths	530	(784)	(6)	837	(3)	(344)	1,347	1,384	(9)	(10)	(12)	2,930	Additional of Kalimba Road in program in
Stormwater, Bridges & Floodplain	55	33	1,600	(331)	(341)	0	0	0	0	0	0	1,016	Moss Road Bridge costs with two years fundbnding brought forward to fund it
CWMS	9	3	0	1	2	1	1	1	0	1	0	19	
Equipment - Plant & Vehicles	(1)	(24)	0	0	0	0	0	0	0	(5)	0	(30)	
Other Assets	0	(40)	(41)	(43)	(43)	(44)	(45)	(47)	(48)	(49)	(1,051)	(1,451)	Relocation with the long term financial plan of a general provision in the last year.
	(36)	(3,827)	4,795	653	(298)	(451)	1,237	1,269	(129)	(138)	(1,054)	2,021	
New/Upgrade Capital summary: Discretionary													
Land	0	0	0	0	0	0	0	0	0	0	0	0	
Buildings (includes TBP program)	23,425	(7,026)	8,243	0	0	0	0	0	0	0	0	24,642	Relates to the allocation of assets from Barossa Park across new asset classes and the change in accounting for Barossa Park previously explained and transfer of costs between years for BCIC build.
Recreation (includes TBP program)	(5,906)	(323)	(21)	(15)	(15)	(16)	(17)	(18)	(19)	(21)	(21)	(6,392)	
Transport - Roads & Footpaths	(18)	(416)	156	685	190	197	202	192	198	202	208	1,796	Relates to new footpath program.
Stormwater, Bridges & Floodplain	(60)	(28)	(1,719)	(121)	(124)	3	3	3	2	1	0	(2,040)	Reallocation of funds to support Moss Road Bridge
CWMS	67	(68)	0	0	0	0	0	0	0	0	0	(1)	
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	
Other	(9)	9	0	1	0	(166)	0	0	1	0	0	(164)	
	17,499	(7,852)	6,659	550	51	18	188	177	182	182	187	17,841	
Total Capital Expenditure	17,463	-	11,679	11,454	1,203	-	433	1,425	1,446	53	44	-	19,862
Note: includes internal allocation													

Long Term Financial Plan Update November 2025

Consolidated Capital Spending Against Infrastructure and Asset Management Plan

Reconciliation of Capital Expenditure with Infrastructure and Asset Management Plan	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	Total
LONG TERM FINANCIAL PLAN SETTINGS	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Renewal/Replacement Capital summary																					
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607	1,668	1,711	2,506	3,072	3,153	3,236	3,321	3,409	3,499	4,028	48,104
Recreation	1,365	341	277	285	293	301	309	318	327	336	345	355	1,115	1,161	1,209	1,259	1,311	1,366	1,423	1,482	15,178
Transport - Roads & Footpaths	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008	6,178	7,054	8,286	8,521	8,763	9,012	9,268	9,532	9,802	10,081	141,255
Stormwater, Bridges & Floodplain	613	800	0	0	350	360	371	381	392	403	415	427	939	965	991	1,018	1,045	1,074	1,103	1,133	12,780
CWMS	1,418	489	608	694	802	811	962	1,068	965	990	496	412	922	947	972	997	1,023	1,050	1,078	1,106	17,810
Equipment - Plant & Vehicles	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202	1,233	1,265	1,798	1,845	1,893	1,942	1,992	2,044	2,235	2,152	29,097
Other Assets including Technology and Carparks	58	60	61	63	114	117	120	123	126	129	132	136	639	656	673	691	709	727	746	765	6,845
Sub-total Renewal and Replacement	10,981	11,296	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675	10,467	11,360	16,205	17,167	17,654	18,155	18,669	19,202	19,886	20,747	271,069
Upgrade Capital summary																					
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	1,579	3,599	0	0	0	0	0	0	0	0	0	0	500	513	526	540	554	568	583	598	9,560
Recreation (includes TBP program)	712	6	176	182	187	192	999	202	207	213	219	224	731	751	771	792	813	835	858	881	9,951
Transport - Roads & Footpaths	195	250	782	290	299	307	300	309	317	326	336	500	1,264	1,299	1,334	1,370	1,407	1,445	1,484	1,524	15,338
Stormwater, Bridges & Floodplain	350	128	293	302	442	454	467	480	493	506	520	534	800	822	845	869	894	919	945	971	12,034
CWMS	2,053	131	34	33	35	31	81	81	81	81	81	350	359	368	378	388	398	408	419	430	6,220
Equipment - Plant & Vehicles	60	0	0	0	0	0	0	0	0	0	0	0	500	513	526	540	554	568	583	598	4,442
Other Assets including Technology and Carparks	896	55	58	747	-21	149	153	833	161	466	170	1,059	179	184	639	1,023	199	205	210	1,851	9,215
Sub-total Upgrade	5,845	4,168	1,343	1,554	942	1,133	2,000	1,905	1,259	1,592	1,326	2,667	4,333	4,450	5,019	5,522	4,819	4,948	5,082	6,853	66,759
Total Capital Expenditure on Existing Assets	16,826	15,464	10,122	9,692	9,651	12,268	13,224	12,091	11,693	12,267	11,793	14,027	20,538	21,617	22,673	23,677	23,488	24,150	24,968	27,600	337,828
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	710	710	889	846	870	895	921	947	974	1,253	1,289	1,326	1,364	1,403	1,443	1,484	1,526	1,570	1,615	1,661	23,697
Carparks	0	0	0	155	39	0	0	0	290	0	0	0	0	0	0	0	0	0	0	0	484
Footpaths	679	700	719	740	363	0	195	828	853	874	899	924	951	978	1,006	1,035	1,064	1,095	1,126	1,158	16,186
Kerbing	118	193	60	0	0	0	0	0	0	579	596	613	630	648	667	686	705	726	746	768	7,734
Transport - Sealed Roads	1,030	1,124	1,223	2,357	2,511	2,672	2,845	3,030	3,225	3,818	3,927	4,040	4,155	4,274	4,396	4,522	4,651	4,784	4,921	5,062	68,569
Transport - Unsealed Roads	1,555	1,600	1,646	1,691	1,742	1,790	1,843	1,893	1,950	2,131	2,192	2,254	2,319	2,385	2,453	2,524	2,596	2,670	2,746	2,825	42,805
Stormwater and Bridges*	963	928	293	302	792	814	838	861	885	909	935	962	989	1,018	1,047	1,077	1,107	1,139	1,172	1,205	18,235
CWMS*	3,471	620	642	727	837	842	1,043	1,149	1,046	1,071	1,102	1,133	1,166	1,199	1,233	1,268	1,305	1,342	1,380	1,420	23,996
Equipment - Plant & Vehicles*	997	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202	1,236	1,272	1,308	1,346	1,384	1,424	1,464	1,506	1,549	1,594	24,841
Other Assets - IT Renewal / Recreation	954	115	119	810	93	266	273	956	287	595	612	630	648	666	685	705	725	746	767	789	11,438
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	10,476	6,862	6,590	8,653	8,301	8,362	9,069	10,806	10,784	12,432	12,787	13,153	13,529	13,916	14,314	14,723	15,145	15,578	16,023	16,481	237,984
Net Surplus / (Deficit) Of Spending to IAMP Target - Gross	6,349	8,602	3,532	1,039	1,350	3,906	4,155	1,285	909	(165)	(994)	874	7,009	7,701	8,359	8,954	8,343	8,572	8,945	11,119	99,844
Less Project Management and Salary Costs	760	794	832	864	888	913	939	966	993	1,021	1,051	1,083	1,121	1,160	1,201	1,243	1,286	1,331	1,378	1,430	21,254
Net Surplus / (Deficit) Of Spending to IAMP Target - Net of Project Management and Salary Costs	5,589	7,808	2,699	175	462	2,992	3,216	320	(84)	(1,186)	(2,046)	(209)	5,888	6,541	7,158	7,711	7,057	7,241	7,567	9,689	78,590

Summary

The 20 year capital spend on existing assets indicates a net surplus being additional spending that asset plans indicator are not required to maintain current service level and condition targets is \$99,845M. Whilst there is no doubt growth will require some of this additional spend, the commitments in the 40 year version of the LTFF continue well above the target spend therefore the condition rating of assets will continue to improve past the adopted condition and service level.

Removing the impact of project management and salary costs the surplus remains significant at \$78,590M.

Breakdown by Asset Class of Capital Spending to IAMP - Surplus / (Deficit)	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	Total
	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	3,592	7,382	521	475	311	786	430	414	398	354	379	385	1,642	2,182	2,236	2,292	2,349	2,407	2,467	2,965	33,966
Transport - Roads & Footpaths	681	874	2,558	97	560	2,626	2,417	352	(22)	(1,068)	(1,099)	(277)	1,495	1,534	1,574	1,616	1,658	1,702	1,746	1,792	20,815
Stormwater, Bridges & Floodplain	0	0	0	0	0	0	0	0	0	0	0	(1)	750	769	789	810	832	854	876	899	6,579
CWMS	0	0	0	0	0	0	0	0	0	0	(525)	(371)	115	116	117	117	116	116	117	116	34
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	(3)	(7)	990	1,012	1,035	1,058	1,082	1,106	1,269	1,156	8,698
Other Assets including Technology / Carparks / Recreation	2,077	347	453	467	480	493	1,308	520	534	549	254	1,144	2,016	2,086	2,607	3,060	2,307	2,387	2,470	4,190	29,750
Net Surplus / (Deficit) Of Spending to IAMP Target	6,349	8,602	3,532	1,039	1,350	3,906	4,155	1,285	909	(165)	(994)	874	7,009	7,701	8,359	8,954	8,343	8,572	8,945	11,119	99,844

Summary

The 20 year capital spend on existing assets indicators that all asset classes are provisioned at or well above the necessary infrastructure and asset management base.

DEBATE REPORT

7.1 Office of the Mayor and CEO

7.1.3 REQUEST TO PURCHASE PART OF COUNCIL LAND

**Author: Chief Executive Officer
25/97338**

PURPOSE

To consider if Council will commence a process to sell a parcel of land adjacent to a landowner that is not required for Council purposes.

RECOMMENDATION

That Council having reviewed the application undertake preliminary community consultation to gauge responses to a formal process as outlined in the report.

REPORT

Background and Introduction

Council has been approached by the owner of 34 Maria Street Tanunda to transfer a part of a road reserve, behind goat square to support their redevelopment of the property and address drainage matters. Their correspondence is at [Attachment 1](#).

Discussion

The location maps are outlined in [Attachment 2](#).

The proposal would require a road closure and transfer process to the owners and purchase at the relevant interpedently assessed value.

Should Council proceed, and it is approved by Council and the relevant Minister, there are only two landowners that could have any capacity to transfer the land to, it could not be auctioned or sold as a separate parcel as it is too small to develop and would be contrary to the Planning and Design Code.

This is a preliminary proposal to test the idea with the community before potentially incurring significant resources time and cash expenses (to be paid fully by the applicant).

The area in question has no fundamental service need for Council or the two landowners, it does not provide any relevant access to goat square and is located behind and elevated wall to the southwest of the square. No investigations have been undertaken into any other infrastructure contained within it.

Through discussion with the applicant/landowner where the issues, costs and risks were outlined it was agreed this preliminary engagement approach is a good step for Council and the landowners to properly weigh up the costs to be incurred to achieve the desired outcome before committing to processes involved.

This report outlines a simple consultation process where the proposal will be put to the community for comment and brought back to the Council in March 2026. Any assessment of the land value and assessment against relevant policy would proceed at that time. The other adjacent landowner who could benefit from the land transfer will also be asked if they have any wish to consider purchasing the land should the proposal proceed.

If after debating the matter Council have little appetite for transferring the land it is suggested to reject the request and instruct the Chief Executive Officer to investigate the management of location to better manage water flows.

Summary and Conclusion

There is merit in pursuing this approach to gauge and weigh up cost, risk and benefits before formally committing to the necessary processes.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Resident Application - Land Purchase [↓](#) 
Attachment 2 Maps [↓](#) 

Supporting references

Nil

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

Roads (Opening and Closing) Act 1991

Section 49(a1) of the Local Government Act 1999

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

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

Nil impact.

2. SUSTAINABILITY & ENVIRONMENT

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

Nil impact.

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

Any costs if Council proceeds with a formal process to close the portion of road and create and title, and its transfer will be at the applicants cost,

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

Nil impact.

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

Nil impact.

COMMUNITY ENGAGEMENT

It is proposed the following consultation will take place:

1. All adjacent properties and those within 60 metres of the property will receive direct correspondence.
2. Advertisement in The Barossa Leader.
3. Propose on the web site.
4. Will be conducted for 4 weeks commence in the third week in January 2026, on Wednesday the 21st closing on 5pm Tuesday 17 February 2026.

From: [REDACTED]
Sent: Wednesday, 5 November 2025 7:20 PM
To: Martin McCarthy <mmccarthy@barossa.sa.gov.au>
Subject: [EXTERNAL] 34 Maria Street, Tanunda, 5352

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

Martin McCarthy, CEO, Barossa Council

Hello Martin

Thank you again for meeting with us today and for taking the time to explain the process regarding the potential disposal and purchase of the road reserve adjacent to our property at 34 Maria Street. We appreciate the clarity you provided regarding the steps involved.

The road reserve has experienced a natural decline over time and currently has a significant fall of approximately 80/100 cm from the NE corner to the SW corner. As there is no stormwater infrastructure along this section, water run-off has a flow path across our garden during rainfall events. The existing stormwater management in Goat Square applies to the upper level only and this lower section of road reserve remains unmitigated and requires an adequate stormwater runoff system to be installed to divert water back to the street.

In 2022, three Carob trees were removed from the road reserve. Unfortunately, the trees are still active despite several attempts at spraying the regrowth which we understand can be common where root systems are well established. To prevent further impact to our property, we believe that the contractor should return, regrind the stumps and apply an effective treatment to the stumps to ensure the trees are permanently killed.

The trees were/are close to our cottage and have contributed to the lifting of our side path, kerb edging and porch concrete. We want to emphasise that we are not seeking assistance for any rectification works on our property. Our interest is simply in ensuring that the trees roots and water run-off issue is permanently resolved going forward as we start the conservation of our State Heritage listed property.

As an alternative approach, we are willing to assume responsibility for the future care and management of the area by pursuing the option to purchase the road reserve. If the purchase were to proceed, we would remove the existing hard landscaping and establish tiered garden beds with soft landscaping designed to remove the slope and naturally manage run-off. We would permanently deal with the tree roots.

The only other adjoining property is 30 John Street but the location/orientation of their garage prevents access from/to the road reserve. The access to their garage is directly from John Street. The road reserve does not provide functional access or purpose for any other properties.

We believe that this proposal may offer a practical and cost-effective long-term solution for Council by removing the existing drainage and vegetation issues from their responsibility.

We would appreciate your further consideration of our proposal and seek Council's support to move our request into the first stage of the process including the initial preliminary costings.

Thank you for your consideration.

Best Regards







DEBATE REPORT

7.1 Office of the Mayor and CEO

7.1.4 MINOR UPDATE TO THE INTERNAL REVIEW OF COUNCIL DECISION POLICY AND PROCESS

**Author: Chief Executive Officer
25/97649**

PURPOSE

To make a small addition to the Internal Review of Council Decision Process to align to a change to Section 270(4) of the *Local Government Act 1999* that is presently not in the

RECOMMENDATION

That Council, having reviewed the minor changes in Table 1 – Change Summary the relevant policy and process outlined in the report and approve the Chief Executive Officer to updated Internal Review of Council Decision Policy and Process accordingly.

REPORT

Background

Pursuant to Section 270(a1) of the *Local Government Act 1999* Council must develop and maintain policies, practices and procedures in dealing with complaints pursuant to 270(1). Whilst these powers are delegated to the Chief Executive Officer as a key foundation document, it is considered prudent, as has been the practice in the past, that Council review and endorse changes to the policies and processes around the Internal Review of Council Decisions.

Introduction

Section 270(4) of the *Local Government Act* identifies the grounds upon which a application can be refused. The Act states:

(4) A council, or a person assigned to consider the application, may refuse to consider an application for review if—

(a) the application is made by an employee of the council and relates to an issue concerning his or her employment; or

(b) it appears that the application is frivolous or vexatious; or

(c) the applicant does not have a sufficient interest in the matter; or

(d) the council or person (as the case requires) is satisfied that the subject matter of the application has been or is already the subject of a review by the council or an investigation, inquiry or review by another authority.

Discussion

The highlighted clause in Section 270(4) is not detailed in the Council documents and this report seeks to remedy that matter. The changes proposed are in the following table.

Table 1 – Change Summary

Document	Clause Addition / Changes
Policy	Clause 2.2.6 to include a fourth dot point to include the additional subsection 4(d). The clause to read as follows with changes highlighted. <u>2.2.6 Matters that meet the conditions of Section 270(4) of the Local Government Act</u> ~~are frivolous or vexatious, related to employment, or where the applicant does not have sufficient interest~~ In accordance with section 270(4) of the Local Government Act 1999, Council or a person assigned to consider the application may refuse to consider an application for review if:- • The application is made by an employee of Council and relates to an issue concerning his or her employment – these types of matters will be managed in accordance with Council's Human Resource Management Policy, and associated policies and processes; or • It appears that the application is frivolous or vexatious; or • The applicant does not have a sufficient interest in the matter; or • <u>The subject matter of the application has been or is already the subject of a review by the Council or an investigation, inquiry or review by another authority.</u>
Process	<u>3.6.3 Refusal to consider an application</u> In addition to those matters which fall out of the scope of the overarching Internal Review of Council Decision Policy, Council or the CEO as the case may be is entitled under the Local Government Act to refuse to consider an application for review if: a) the application is made by a Council Employee and relates to an issue concerning his or her employment; b) it appears that the application is frivolous or vexatious; or [Note that where a matter has been referred to the Local Government Association Mutual Liability Scheme (LGAMLS) in respect to a claim or potential claim against the Council or in response to a threat of legal action against the Council, an application for review of a decision in connection

	with that claim or action (including the decision to refer the matter to the LGAMLS) will be vexatious]. c) the applicant does not have a sufficient interest in the matter; or d) the subject matter of the application has been or is already the subject of a review by the Council or an investigation , inquiry or review by another authority; or e) the application for an internal review has been made later than 6 months from when the applicant was advised of the original decision - unless there are exceptional circumstances for Council, or the CEO as the case may be, to allow an internal review process. Refusing an application for review will not be done lightly and reasons for the refusal will document the evidence on which a refusal is based.

Summary and Conclusion

This is a minor change to the framework to reflect the Local Government Act.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

Supporting references

[Internal Review Policy](#)

[Internal Review Process](#)

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Corporate Plan

- CS9 Customers - Providing a consistent customer experience through the provision of accurate and professional customer service
- 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 270 of the Local Government Act 1999

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

Refers to the delivery of services to the community, which includes the systems and physical assets that enable provision of these services,

including structures (such as roads, buildings and facilities) as well as IT infrastructure, plant, vehicles & other equipment.

Nil

2. SUSTAINABILITY & ENVIRONMENT

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

Nil

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

Nil

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

Nil

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

Nil

COMMUNITY ENGAGEMENT

No legislative requirements to undertake engagement. The change is minor and has no impact on the actual fundamental premises of the process.

DEBATE REPORT

7.2 Corporate Services, Strategy and Innovation

7.2.1 HOUSING AFFORDABILITY

**Author: Economic Development and Strategy Lead
25/96446**

PURPOSE

To consider the findings of the prepared Affordable Housing Analysis - Background Report and subsequent Affordable Housing Recommendations Report and endorse Council's commitment to progressing key recommendations.

RECOMMENDATION

That Council:

- (1) Endorse the prepared Affordable House Analysis – Background Report and subsequent Affordable Housing Recommendations Report as provided at Attachments 1 and 2 respectively;
- (2) Endorse Council officers progressing the six recommendations shortlisted for immediate action; and
- (3) Support ongoing consideration and integration of the remaining recommendations as part of ongoing strategic work at local and State government level, as identified in this report.

REPORT

Background

As is experienced across Australia, housing affordability is an ongoing issue for the community of the Barossa Local Government Area (LGA). This matter has previously been considered by Council both informally and formally.

Council officers recently engaged a consultant who has delivered similar work for other Councils, to undertake research and analysis to understand and quantify the issues of housing affordability and diversity across the Barossa LGA. Further to this, the Consultant has made a number of recommendations to respond to the issues identified.

The following reports are attached for information and endorsement:

- Affordable Housing Analysis – Background Report (Attachment 1);
- Affordable Housing – Recommendations Report (Attachment 2).

Introduction

Both reports were prepared by UrbanXchange and should inform future decision-making around Council's role in affordable housing. To provide context, the

Affordable Housing Recommendations Report should be read in conjunction with the Affordable Housing Analysis - Background Report.

Outside of this scope, officers have also commissioned an assessment of specialist, social and community housing. The initial findings will be scoped further by the Community Development Team prior to any recommendations being made.

Discussion

The Affordable Housing Recommendations Report and supporting documentation was informed by a range of qualitative and quantitative data. Research included interviews with Council officers as well as key stakeholders including health, aged care, wine industry, real estate, church and not-for-profit sectors.

The Recommendations Report indicates there are wide-ranging options for Council intervention which range from passive to semi-intervention and proactive. It underlines the complexities of addressing housing supply and highlights the need for cross-agency collaboration to achieve the scale of reform required to meaningfully impact housing availability.

Concurrently, the State Government has invoked legislation requiring the development of a Council-led Local Housing Strategy to deliver housing and employment targets identified in the Greater Adelaide Regional Plan (GARP). This Strategy will identify housing priorities in response to local issues, constraints and opportunities.

Against this backdrop, the independent recommendations in the Affordable Housing Recommendations Report have been reviewed internally by the Executive Leadership Team and senior planning staff.

A shortlist of six key recommendations is provided in the table below. These are considered actions that Council can influence in the short-term through advocacy and lobbying. The remaining recommendations can be considered in the context of broader strategic work such as the development of a Local Housing Strategy and delivery of the Growth and Infrastructure Investment Strategy.

Recommendations for Immediate Action

No.	Recommendation	Timing	Responsibility	Intervention
6	Investigate vacant State and Federal Government land for the provision of key worker and affordable housing	S - M	Council, State, Federal	Semi Intervention
9	Prepare guidance material and engage with developers	S - M	Council	Passive
21	Develop an Advocacy group of other Councils in the Northern Peri Urban/Regional	S - L	Council	Passive
22	Quantify the residential land development opportunities	M	Council	Semi Intervention - Proactive

24	Advocate to the State and Federal Government for expansion of the Housing Affordability Future Fund (HAFF) for regions	M - L	Council, Federal	Passive
26	Advocate to the State Government for redevelopment of Housing Trust assets	M - L	State	Passive

Timing

S = Short term

M = Medium term

L = Long term

Officers note discrepancies with the chronology of page numbering in the Background Report which, due to external formatting, are unable to be rectified.

Summary and Conclusion

The Affordable Housing Recommendations Report provides a roadmap for progressing responses to local housing affordability issues and provides foundational data to inform other strategic work such as a Local Housing Strategy and the Growth and Infrastructure Investment Strategy.

Progressing six key initiatives signals to the community that Council has a role to play as advocate and partner alongside key stakeholder and sector groups at State and Federal level, acknowledging a multi-faceted response will be necessary to effect long-term improvements to regional housing supply and diversity.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

- Attachment 1 Affordable Housing Analysis Background Report [!\[\]\(4695f05050b0d393767d0512587d4e50_img.jpg\)](#) [!\[\]\(e6380cce6342e403c00cb7c9feb7e762_img.jpg\)](#)
Attachment 2 Affordable Housing Recommendations Report [!\[\]\(7528551b00a221bf92619f04e9b6fdc4_img.jpg\)](#) [!\[\]\(61103e278339dd729c6548dc05b28450_img.jpg\)](#)

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Corporate Plan

- CS10 Economic Development - Facilitating the economic well-being and quality of life of the local businesses and the community

Legislative Requirements

Nil

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

Refers to the delivery of services to the community, which includes the systems and physical assets that enable provision of these services,

including structures (such as roads, buildings and facilities) as well as IT infrastructure, plant, vehicles & other equipment.

Nil

2. SUSTAINABILITY & ENVIRONMENT

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

Nil

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

The six priority actions for delivery will be funded as part of business as usual activities under the approved operating budget.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

Nil

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

Proactive consideration of housing challenges delivers on long standing commitments set out in Council's Community Plan and Local Economic Development Plan.

COMMUNITY ENGAGEMENT

Consultation is not required under policy or legislation.

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**Affordable Housing
Analysis - Background
Report**

The Barossa Council

July 2025



July 2025

URBANXCHANGE

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1 EXECUTIVE SUMMARY

The Barossa Council (Council) recognises the growing demand for affordable housing within its municipality. Council is undertaking research and analysis via the preparation of this background report on affordable housing and the impact housing has on the Barossa (LGA) community and businesses. This background report will guide strategic decision-making within the LGA on how it can best facilitate housing outcomes within the Barossa municipality in the short-to-medium term to meet the affordable housing needs of the community. The report has a companion document which is a Recommendation Report for Council to consider.

This report provides Council with strategic advice and recommendations on how it can play an active role in meeting local housing needs by facilitating outcomes in the supply of affordable housing for its community including:

- Provision of Council land for the development of affordable housing
- Potential funding for affordable housing
- Advocacy with the State Government for the redevelopment of its housing assets in the Barossa LGA
- Identification of suitable sites and project opportunities
- Allowing for alternate housing forms, including medium-density and tenures
- Partnerships and collaborative arrangements with other levels of government, community registered housing agencies, developers, community services and other stakeholders to facilitate affordable housing supply and projects
- Strategic advocacy priorities for increased investment, the value and benefits of affordable housing, housing needs, strategic development opportunities and planning reforms.

The demographics for the Barossa LGA highlight:

- Between 2016 - 2021, the Barossa LGA experienced moderate rates of population growth, increasing by approx. 2,000 residents (or 9% p.a.). The growth was uneven with some centres having higher growth and others declining.

- The age profile is if an aging community with the median age at 45 and almost a quarter of the population over 65.
- There are approximately 11,000 dwellings in the Barossa.
- The housing stock is low density.
- Low unemployment rates at 3.4% (Mar2024)
- The average house price for sale in 2024 was \$674,000
- Almost 60% of households are lone person households or couples without children, yet only 15% of dwellings were one or two bedrooms.

1.1 WHY IS AFFORDABLE HOUSING REQUIRED THE BAROSSA?

There is a growing recognition that low and moderate-income earners (see Section 7.7 for definitions of income-earning categories) and key workers in key service industries require assistance to continue living, and close to where they work. The social, economic and environmental implications are profound if this issue is not addressed.

Sustainable communities are achieved when there is a mix of housing types, tenures and a mix of people living and working in a community. The demographic data for the Barossa suggest that all types of affordable housing need to be pursued to support very low, and low to moderate income households to continue to live in the Barossa LGA. If The Barossa is to remain one-off, the key economic and social hubs in South Australia, it must have housing that reflects the current and projected demographic profile of the community, including affordable housing for key workers and social housing for the very low- and low-income households.

The objectives of affordable housing are:

- To deliver appropriate affordable housing to very-low, low and moderate-income members of the community
- To provide clear direction to developers and landowners on the requirements for affordable housing
- To provide an inclusive community.

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Cities and towns provide a multitude of services and opportunities to their residents and the most fundamental of these are access to adequate housing and employment. A diverse range of dwelling types, tenures and price points distributed across the cities, suburbs and towns is essential to ensure that all parts of the community can access housing that is appropriate to their needs and affordable within their household income.

Shortages of affordable housing (including affordable rental housing or housing for purchase) act as a constraint on economic growth and can prevent lower income households from fully participating in economic and social opportunities. This can occur when people are priced out of living in the local community and are forced to choose between commuting long distances to jobs, or potentially foregoing work altogether if they cannot obtain a local job.

Lower income households that are unable to purchase their own dwelling are faced with either accessing public housing or renting privately. The supply of public housing units across South Australia is unlikely to significantly increase in the foreseeable future and will continue to be allocated to the households with the very highest levels of disadvantage. However, as our population continues to increase, and the disparity in growth between housing prices and wages endures, the number of lower income households (including many key worker households) unable to access affordable and suitable housing is forecast to continue to rise.

The role of housing in the growth and function of productivity and its impact on labour markets, congestion, human capital development and business agglomeration is not well understood nor adequately provisioned for in public policy.¹

In addition,

- The Barossa LGA, like many areas of Australia is facing challenges with the requirements of an ageing population, rapid growth in house prices and not enough new housing stock being built.
- The Barossa LGA has a need for key workers and currently they cannot find suitable affordable housing making it difficult for services and industries to attract and retain staff
- Low-income workers who often do not realise that they qualify for affordable housing or are too embarrassed to apply
- Very low-income earning and the need for social housing is also growing across several groups. This includes people over 55 years of age who had paid work and rented a home. In retirement, they can no longer afford a private rental
- Those affected by Family Violence and those with disabilities also require access to social housing

1.2 HOUSING IN THE BAROSSA TODAY

The current cost of housing for purchase in Barossa towns has been compared with earning capacity on the basis of broad support for the concept that individuals and households should spend no more than 30% of income on housing costs. The position of 30% was established by Australian Housing and Urban Research Institute (AHURI) (Yates and Gabriel, 2006). The data indicate that the average household income does not have the capacity to purchase a dwelling in the Barossa LGA – except for Mount Pleasant having dwellings at a price that meets the criteria.

In considering Concordia and its development, particular care will be required to ensure that the affordable housing criteria of land at no more than \$222,750 or dwellings at \$495,000 is met. In addition, Concordia offers a real opportunity for a variety of housing typologies in a well-structured Master Planned Community.

¹ AHURI, McLennan, Ong, Wood 2015

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Noting that the Minister is currently considering a boundary reform that could result in the Concordia development falling into the Town of Gawler LGA.

The cost of renting must also be considered. If the same position is applied that households should spend no more than 30% of income on housing costs, the rent is affordable to the average household in Angaston, Lyndoch and Williamstown but the current vacancy rate across all towns in the Barossa is below 1% making renting almost impossible. This indicates that there are insufficient long term rental properties in the Barossa. Equally that when rental properties do become available, the properties are unaffordable for rental to the average households.

The current demographics note that 56.8% of households are lone person or couples without children but only 15.0% of dwellings are one or two bedrooms. Over 76% of lone households are women.

Council has previously undertaken *Growth and Infrastructure Investment Strategy – Phase 1*, URPS. This piece of work provides a robust framework from which to consider future housing growth and in particular affordable housing.

1.3 DELIVERING AFFORDABLE HOUSING

If housing is considered on a continuum, Council needs to be open to all models of affordable housing. Equally Council needs to preserve affordable housing established through appropriate mechanisms.

The tenures to be considered include:

Restricted or affordable purchase – price-controlled housing that is made available for purchase by those on defined incomes and where the discount for affordable housing for the first purchaser is preserved for future purchasers, either in perpetuity or for a fixed period of time.

Shared equity – the buyer shares the capital cost of purchasing a home with an equity partner, thereby allowing them to buy a home with a lower income level than would otherwise be required.

Build to rent – developers and their financiers build dwellings and, instead of selling them, retain them to let to tenant households. Rents may be set at market rent or, for affordable and social housing, at an appropriate discount to market rents.

Social housing – this is housing owned by a state government or by a community housing organisation. Typically, community housing organisations will seek to develop and build medium density.

The Barossa has multiple needs for affordable housing to meet the community's needs. The housing needs of the community are many and varied and not a single homogenous grouping but include:

- Appropriate housing for the aging community
- The Barossa has a need for key workers who include:
 - Professionals to run emergency, health and education services
 - Seasonal Workers
 - New Permanent workers, working in businesses and government
- Low-income workers
- Very-low income workers.

The types of housing needed to satisfy the varying groups requiring affordable and appropriate housing needs to be considered. In essence, the lack of imagination in the development of housing is tied to the quality, quantum and housing options the housing stock needs to reflect the different nature of the community including:

- Increase of smaller dwellings of 2 bedrooms to meet the aging community's needs, this would also meet the needs of young professionals from service industries.
- Medium density housing for the low income and very low income, where economies of scale can be achieved
- Modular housing / accommodation in towns with services.
- Small accommodation with shared facilities.

1.4 AREAS FOR HOUSING GROWTH

The report acknowledges that the Concordia area is a clear growth area but beyond that where can this growth happen in existing towns? There are multiple opportunities as follows:

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- Council owns 9 sites across two towns, Tanunda and Angaston, Council can agree which groups it wishes to assist with housing and then choose a governance model that drives the outcomes that council is seeking.
- The South Australian Housing Trust owns considerable stock across Barossa townships, many grouped in streets and the dwellings are aging requiring maintenance and upgrade. Council could seek for this to be placed with a Registered Housing Agency on the basis that it is redeveloped through a program like Restoring our Streets and Suburbs program (ROSAS).
- Most of the towns have multiple religious buildings that are no longer fully utilised.
- The Barossa LGA has clear delineation between township boundaries and adjoining agricultural land. On a regular basis, Council should review this delineation to ensure that the adjoining agricultural land remains productive. If the land is no longer productive, Council should consider the rezoning of land for community benefit.

1.5 LEVELS OF INTERVENTION

Achieving affordable housing outcomes in the Barossa will depend on the level of intervention that the Council is prepared to take. These range from passive methods such as advocacy right through to proactive methods including direct investment in housing. Passive is at minimal cost to Council, Semi Intervention notes there will be an investment by Council and Proactive requires considerable investment by Council. Table 1 on the following page sets out the options. Further explanation of some options is provided in the case studies (Section 8) and discussion of housing models (Section 7 and Attachment 2).

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2 RECOMMENDATIONS

2.1 COUNCIL INTERVENTION

Council's role in achieving these outcomes can range from advocating for Federal and State Government to change the policy and regulatory setting to facilitate investment through to Councils undertaking development. This could include Councils directly facilitating development through planning, providing land, and financial levers such as subsidies, thereby providing the private sector (including registered housing agencies) with the certainty that it needs to invest confidently in the Barossa LGA.

Equally there is an opportunity for Council, through its planning process to provide height or density bonuses based on achieving additional affordable housing. Attachment 3 to this report provides Council with several opportunities for consideration on how the planning system could be used to facilitate affordable housing.

Once Council has decided on the level of intervention, it should develop an Affordable Housing Policy, that clearly articulates its visions for the implementation of affordable housing for the community of the Barossa.

The outcomes that can be achieved through intervention by Council are shown below:

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Table 1 - Housing outcomes by strength of intervention

Passive	Semi Intervention	Proactive
To facilitate an increase in the supply of affordable housing, Council could adopt the following approaches: • Advocating to state government to assist with the provision of affordable housing (e.g. inclusionary zoning, infrastructure grants, allowing secondary dwellings such as tiny houses) • Streamlined approval processes • Reduced planning charges • Reviewing Council bylaws relating to the occupancy limitations for relocatable dwellings • Investigate introducing time thresholds on the use of dwellings for short-term accommodation • Prepare guidelines that explain the application and approval processes for alternative housing models (e.g. co-housing, tiny house villages)	• Undertake an inventory of Council land and note any land that is surplus to need or vacant (or even create air rights over a council carpark). • Sell land at a considerable discount to market for deliberative development requiring given tenures for affordable housing. • The tenure types that would be most readily applicable are affordable by design, restrictive affordable purchase and build to rent. • Council could also provide funds to construct infrastructure (ie stormwater connections etc) to serve land parcels, which may also include an agreement with developers to provide some or all dwellings as affordable housing. • Council could increase rates on unoccupied properties to encourage their use as permanently occupied dwellings.	• Council undertakes development of affordable housing on Council land and manages the affordable housing for the benefit of the community.

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2.2 HOW COUNCIL CAN FACILITATE DEVELOPMENT OF AFFORDABLE HOUSING

Councils who have successfully achieved affordable housing have done so through a variety of mechanisms including:

- Deliberative development
- Development Agreement with RHA or Developers
- Community land trust
- Council as the developer.

Councils who have attracted registered housing agencies to develop and build new affordable housing, have done so by offering free or heavily subsidised access to land or air rights titles.

Registered housing agencies (RHA) must show that the final end value of the property is more than the actual capital development costs. In most locations, end values allow for a reasonable financial return. To lower the cost of development and encourage investment in the Barossa LGA requires the removal of some costs. The supply of land to be developed and targeted at affordable and appropriate housing is critical. Council should work with Federal and State Government to identify land that is not developed or underdeveloped and could be developed for housing. The land could be contributed to a RHA. The contribution of the land would be on the basis that housing is developed for affordable housing.

Any dwellings created through this process could be rented at a reduced market rent that is appropriate for the tenants. An example is London Liveable Rents, where properties are rented at 50 -80 per cent of market value to identified key workers, with the outcome being that no more than 30 per cent of income is paid in rent.

Council has assets that it can contribute to the development of affordable housing - for example, providing an air rights title above at grade council car parks, vacant or underutilised land can be subdivided. A copy of the land that Council has available is enclosed in Attachment 7.

2.3 COUNCIL AS A CO-CONTRIBUTOR

Barossa Council should work with other municipalities in the region to collectively advocate for affordable housing outcomes. In simple terms, the whole is worth more than the sum of the parts.

2.4 WHAT TYPE OF AFFORDABLE HOUSING

If Council has land to contribute to the development of affordable housing in the broadest possible sense, there are four commercial models for Council to consider in the development of affordable housing on the site as follows:

- Straight sale to a RHA
- Deliberative development
- Development Agreement
- Council provides site to a RHA

Before releasing the land, Council needs to be explicit in the outcomes it is seeking. For example, the City of Whitehorse (Section 8.4), when releasing land for affordable housing nominated aged members of its community, particularly members in its aged facilities. So, would Council be seeking affordable housing for a specific cohort?

The tenures to be considered include:

- Restricted or affordable purchase.
- Shared Equity
- Build to rent
- Social housing.

Equally Council needs to agree the method of release (Section 10). Attachment 5 outlines the suggested criteria for review, ratings and weighting.

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2.5 REGISTERED HOUSING AGENCIES

Council should have relationships with multiple RHA's, particularly the RHA who has an established record in attracting government funding.

Council needs to secure a RHA to deliver the project. To do this, it is suggested to develop an Expression of Interest (EOI) document and process. The EOI process needs to be explicit on the outcomes that Council is seeking in relation the affordable housing.

The RHA applying for the role of developer should be asked to provide the following:

- The experience of working with or on a development of type, scale and environment envisaged
- The experience in delivering affordable housing in an integrated tenure-blind manner
- The specific people to be engaged in development; their experience (particularly in relation to the affordable housing mentioned for the above criterion), expertise and nominated tasks; how they will be managed and coordinated. Consideration has to be given to the RHA recognition of their responsibility for the development process
- A statement on understanding of the issues surrounding the particular affordable housing and tailoring the sequence of activities to ensure that the desired outcome is achieved
- A demonstration that the RHA has a commitment to the Barossa LGA or regional South Australia, the region and awareness of the need for growth, and having considered the particular issues around housing the community and key workers. This may also include timing issues relevant opportunities for growth, and these might be applied
- Demonstrated ability for efficient delivery, are supportive of the needs of Council, contribute to the strategic direction and creation of a quality environment
- Demonstrated ability to develop, design and deliver housing that meets the need and is supportive of the needs of the various building occupants, contribute to the creation of a quality environment, are efficient to operate and maintain
- Registration – copy of registration as a RHA
- Financial statements.

2.6 SUCCESS IN GRANTS

When Government grants are available, the government, in assessing and awarding grants, will be seeking certainty of outcome. To demonstrate this certainty, Council would need to have:

- The identified parcel of land,
- A RHA who has financial capacity to deliver an outcome (including an agreement in place)
- A site with documentation, preferable with a planning permit in place or very close to achieving this.

2.7 ENGAGEMENT

Facilitate conversations with RHA, including easy planning pathways to attract the housing agencies funds to the Barossa LGA.

Continually monitor funding opportunities through Federal and State Government sources.

2.8 PREPARE GUIDANCE MATERIAL FOR DEVELOPERS

Council should prepare guidance material on specific housing typologies and affordable housing projects to signal to developers and RHA that these kinds of development proposals will be welcomed, and to assist them in the preparation of any necessary approval application documentation. These could include guidelines on:

- Co-living developments
- Smaller dwellings
- Tiny houses in the backyards of existing dwellings
- Affordable housing projects, including criteria such as:
 - Ensuring developments are indistinguishable from surrounding dwellings
 - Proximity to services and facilities

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- Minimising future occupancy and energy costs to the resident
- Minimising future maintenance costs to the owner
- Including universal design and sustainability enhancements

2.9 COUNCIL AS A COLLABORATOR/LEADER

Council can take a lead role to collaborate with organisations as follows:

- South Australian Housing Trust (SAHT), in achieving more funding for housing in the Barossa LGA. Also, to drive the redevelopment of SAHT housing in the Barossa LGA to provide stock that is needed i.e., remove a 3- bedroom dwelling and build multiple 1- and 2-bedroom dwellings on the same block
- Developers, by facilitating affordable housing as a part of development outcomes

2.10 LOCATION OF AFFORDABLE HOUSING

Access to key amenities that would be considered essential for social housing being:

- Supermarket
- Schools
- Public transport
- Medical and health centres
- Community facilities and services

Ready access to amenities is a critical aspect of the provision of affordable or social housing. To provide guidance almost all of the RHA apply a geographical location and distance for required amenities within an agreed distance of social housing. It has been the RHA experience that if the distances are greater than those listed in Section 15.5 there is considerable additional expenditure on the households to access amenities.

Social housing will need to be within the catchment of a major activity centre.

2.11 DELIVERY OF AFFORDABLE HOUSING

Future forecasts of the population of the Barossa LGA indicates growth in couples and lone households. The 2021 census data demonstrates that the housing types in the Barossa LGA are primarily single dwellings of 3 bedrooms plus (86%). To cater for the changing population and to provide opportunities for more affordable housing the following types of dwellings need to be considered:

- Medium density
- Small lot (300sqm)
- Equally the provision of 1- and 2-bedroom dwellings.

In the provision of affordable dwellings consideration must also be given to affordable living costs for the occupants, on this basis it is recommended that affordable dwelling achieve a higher energy rating such as 7-star NatHERS.

Housing needs also to be considered for seasonal workers who are extremely important to the wine industry within the Barossa. Council can consider the inclusion of quality modular construction, for seasonal workers, on its Council owned caravan Parks.

2.12 LAND USAGE

Council needs to continually monitor and confirm that Protective Land classification and ensure that land is still required under that classification. If not, Council can consider the best future of the land. Equally, Council can consider the expansion of townships through the rezoning of additional residential land, and this be the principal location for key worker housing, particularly for tourism and wine and beverage industry workers. To provide as many opportunities as possible for appropriate dwellings to be constructed, the rezoning of this land should be prioritised. For example, towns such as Moculta, Taunton and Springton may provide opportunities for expansion and future residents without affecting key agricultural land.

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3 INTRODUCTION

3.1 OVERVIEW

The Barossa LGA is located to the northeast of Adelaide, approximately 60 km from the Adelaide CBD. The Barossa Valley region is renowned for its quality wines. The Barossa Valley also houses multiple award-winning restaurants. The Barossa LGA comprises of a number of townships throughout the Council area. The Barossa Valley is a major tourism hub for South Australia and more broadly Australia. The support of the wine and food industry is required by key workers and service delivery and the communities that support the industry of winemaking. The Barossa LGA has experienced steady growth in its permanent population.

Council is seeking to understand the current housing situation with a view to understand access to housing, rental housing, housing for key workers, seasonal workers, affordable and social housing.

Barossa Council is a local government area in the Barossa Valley in South Australia. The council area covers 912 square kilometres and had a population of over 23,000 in the 2016 Census and 25,066 in the 2021 census. The main towns in the Barossa Council include Angaston, Lyndoch, Mount Pleasant, Nuriootpa, Tanunda and Williamstown.



Figure 1 - The Barossa Council area

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Tanunda is the centre of commerce for the Barossa LGA and would be considered a moderate growth centre.

The key industries in the Council are based on wine agriculture production and processing, tourism and food.

The Council has an identified aging population. There is a need to understand medium density dwellings and housing for temporary workers.

The recent Economic Development Strategy for the Council identified the availability and affordability of housing as a key requirement to assist in the economic growth of the area.

The demographics for the Barossa LGA highlight:

- Between 2016 - 2021, the Barossa LGA experienced moderate rates of population growth, increasing by approx. 2,000 residents (or 9% p.a.). The growth was uneven with some centres having higher growth and others declining.
- The age profile is of an aging community with the median age at 45 and almost a quarter of the population over 65.
- There are approximately 11,000 dwellings in the Barossa.
- The housing stock is low density.
- Low unemployment rates at 3.4% (Mar2024)
- The average house price for sale in 2024 was \$674,000

The projections for the Barossa LGA indicate:

- Future population growth is projected to be 33,593 by 2040, which equates to 1.79% annual growth ²
- The population is expected to continue to age over time,
- The average household size is expected to remain at 2.4 people per household.

- demand for low density housing is high, house prices predicted to grow some 16% in 2025.

The key issues facing the Barossa LGA are:

- Over 80% of the dwellings are 3 + bedrooms but more than 64% of households are one or two person households
- Minimal stock of quality medium density dwellings
- The long-term rentals are below the state average 17% of dwellings are for long term rental compared to 27% for South Australia
- The region has experienced slower growth in new housing stock compared with population growth
- The decrease in the number of available long-term rental properties means key workers are less likely to access suitable rental properties within the region
- The increase in median rent indicates a lack of supply of rental properties across the region

The key workers and housing needs identified for the Barossa LGA are outlined below:

- Wine production (viticulture and production)
- Agriculture
- Retail
- Accommodation and food services
- Healthcare and social assistance
- Education

The report provides advice to Council in its role in relation to:

- Strategic advocacy
- Conducting research into market requirements

² Growth and Infrastructure Investment Strategy – Phase 1, URPS.

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- Forming partnerships and collaborative arrangements
- Investment
- Encouraging suitable service model and approaches
- Planning functions and incentives.

The report provides Council with strategic advice and recommendations on how it can play an active role in meeting local housing needs by facilitating outcomes in the supply of affordable housing and accommodation for people experiencing or at risk of homelessness including:

- Potential service, funding and investment models and priorities for affordable housing and crisis/emergency accommodation
- Stakeholder and market requirements to facilitate development on public and private land
- Identification of suitable sites and project opportunities
- Partnerships and collaborative arrangements with other levels of government, community registered housing agencies, developers, community services and other stakeholders to facilitate affordable housing supply and projects, and crisis/emergency accommodation
- Strategic advocacy priorities for increased investment, the value and benefits of affordable housing, housing needs, strategic development opportunities and planning reforms.

3.2 DEFINITIONS

The South Australian Government policy, via the South Australian Housing Trust provides a definition of affordable housing:

Affordable housing is a home where the household is generally paying no more than 30% of their annual income to rent or buy a home. This ensures that affordable housing is appropriate for the needs of a range of very low to moderate income households, and priced so that these households are able to meet other basic living costs such as food, clothing, transport, medical care and education.

For this report the Barossa Council has adopted the following definition:

A key worker is

An employee who provides a vital service, especially in the essential services, health, or education sectors.

In the study area, this includes:

- *Providers of services to residents – e.g. teachers, doctors, nurses, health care workers, pharmacists, Council staff*
- *Providers of services to visitors/tourists – e.g. hospitality, tourism, retail, workers at tourist attractions*
- *Workers in key local industries – e.g. wine and other beverage manufacturing and grape growing, agriculture and associated industries.*

The inclusion of workers in the wine and other beverage manufacturing and grape growing, visitor/tourism and local industries sector is appropriate because in regional areas these workers are essential to the economic sustainability of the region.

The report adopts the following definition of affordable housing to define market and non-market housing and its application to key workers:

Housing that is owned or rented

that is

occupied by households in the lower 70 % of the income distribution scale and/or an identified key worker in the region

providing

housing choices that are of appropriate size, liveable, affordable to occupy, accessible, secure in tenure and located in good proximity to employment services and critical infrastructure such as transport.

The housing can be:

Private home ownership where the purchaser's mortgage costs do not exceed 35 % of the gross household income of the occupant

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Rental housing that is owned and managed by private individuals or corporations and where rent does not exceed 30% of the income of the gross household occupant

Rental housing that is owned and managed by the state housing authority

Rental housing that is owned or managed by a not-for-profit housing organisation

3.3 WHAT IS HAPPENING IN THE BAROSSA LGA

There are two key projects that need to be considered in reviewing future housing in the Barossa LGA, being

- Concordia. Note: the Minister is currently considering a boundary reform that could result in the Concordia development falling into the Town of Gawler LGA.
- Barossa Village

Concordia is a development within the southern portion of Barossa, adjoining Gawler. It will be developed over a 15 – 30-year period and seeks to house some 30,000 people. The development approval has a requirement for 15% of dwellings to be affordable housing.

Barossa Village is an existing retirement village in Nuriootpa that is seeking to expand its dwellings and associated amenities by at least 100 dwellings.

This report builds on the work already undertaken by Council in the following work:

- Findings of the Select Committee on Short Stay Accommodation Sector, examining the role of short stay accommodation in the rental affordability crisis
- Barossa-Growth-and-Investment-Strategy-Phase-1
- Barossa-Local-Economic-Development-Plan

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4 AFFORDABLE HOUSING POLICY AND IMPLEMENTATION

4.1 SOUTH AUSTRALIAN GOVERNMENT

The South Australian Government, *A Better Housing Future, February 2023* identifies that the South Australian housing market is under stress. There is acknowledgement that house and rental prices have increased significantly and the number of properties available to rent is low, making it difficult to find affordable housing. It also acknowledges that the availability of housing in most South Australian regions has also been at very low levels impacting local communities, workers looking to relocate to the regions and the regions' broader economic opportunities.

There is a commitment to improve housing for South Australians by:

- Developing more public housing
- Releasing more land for development
- Partnering with the Commonwealth Government for the delivery of affordable housing
- Providing more affordable residential tenancy bonds (including banning rent bidding and protecting the rights of tenants)
- Expanding the private rental assistance program
- Greater opportunities for homebuyers through Homestart Programs
- Increased support for regional housing
- Tax incentives to increase the supply of rental housing

The State Government recognises that housing is a critical factor in creating both a strong economic environment and a thriving social community in the state.

The South Australian Government has now released *Housing RoadMap, June 2024*. The Housing Roadmap introduces a series of measures, including the largest ever land release, the abolition of stamp duty on new homes, enhanced rights for renters, expanded workforce training, faster home construction, significant infrastructure investment, and an increase in public housing.

The Housing Roadmap identifies the following:

- Reforms to provide efficiency and certainty in planning approvals
- Synchronisation of land release and infrastructure
- Government led housing initiatives
- Future planning for the delivery of more housing

A skills shortage in the construction industry, both professional and trades is also recognised and funding for future skill development is identified. This includes a construction workforce plan and associated funding.

4.2 AFFORDABLE HOUSING IMPLEMENTATION

The current implementation of affordable housing in South Australia is via the planning scheme overlay. The overlay requires developments including over 20 dwellings to provide 15 per cent affordable housing. The affordable housing is 5% must be for social housing and the remaining 10% for other affordable housing outcomes, including sale. Policy incentives that encourage affordable housing provision are also included. The approval authority will consider the affordable housing provisions in the assessment of all relevant planning applications.

To qualify for affordable housing there are criteria including:

- they can verify that they live in South Australia.
- they have an independent income.
- no one in their household owns or partly owns residential property.
- they meet the income and asset limits.

The income limits (which are reviewed periodically) are

HomeSeeker SA qualification

Single: Maximum income of \$100,000 (before tax).

Couples/Families: Maximum income of \$130,000 (before tax).

Affordability Scheme (NRAS/HAFF- Rental):

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- Combined household income limits apply, currently between \$45,221 and \$140,064.

The maximum sale price for affordable housing is \$495,000 - \$569,250 (dependent on features) in greater Adelaide and \$381,000 - \$438,150 in the rest of South Australia. The maximum land-only price is \$222,750 in greater Adelaide and \$171,450 in the rest of the state.

The affordable housing schemes are managed via the South Australian Housing Trust, with management of the criteria and document review.

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5 COMMUNITY OVERVIEW

5.1 AUSTRALIAN CONTEXT

Australian dwelling prices have grown much faster than incomes, particularly since the mid-1990s. Long term, prices have risen rapidly in all cities and most regions, although there are variations from year to year.³ Average prices have increased from about two to three times' average disposable incomes in the 1980s and early 1990s to about five times more recently⁴. Median prices have increased from around four times median incomes in the early 1990s to more than seven times today (and more than eight times in Sydney)⁵.

Population growth is a basic driver of housing systems. High population growth means that a housing system needs to continuously add new stock, which may have implications for the replacement of old stock; the investment of resources in new supply needs also to be financed and implemented. Volatility in rates of growth may pose challenges for the planning, financing and marketing of housing. All these factors may have implications for the distribution of housing between sectors and between people.

House prices have always been significantly higher in Australia's major cities than in the regions. The location of dwellings in relation to cities, infrastructure and employment is largely dependent on housing prices. The underlying value of the land is directly reflected in the price. While Australia has an abundance of land,

there is a limited supply of well-located land, particularly close to the centre of our biggest cities.

Home ownership rose rapidly in Australia in the early 1950s, from about 50 per cent to 70 per cent. Overall home ownership remained around 70 per cent for the next 50 years; a slight decline during the past decade saw it fall to 67 per cent in 2016.⁶

But the ageing of the Australian population has concealed a greater fall in home-ownership rates during the past 20 years for all but the oldest households. Younger Australians have always had lower incomes and less accumulated savings, hence lower home-ownership rates. But between 1981 and 2016, home ownership rates among 25–34-year-olds fell from more than 60 per cent to 45 per cent (see Figure 2). Only some of this is the result of people starting work, forming long-term partnerships and having children later in life. Ownership of one's own home has also fallen for middle-aged households, suggesting that most of the fall in home ownership is due to higher dwelling prices rather than changing preferences for home ownership among the young.

Consequently, without intervention, home ownership rates are unlikely to bounce back over time. For 35–44-year-olds, home ownership has fallen fast – from 74 per cent in 1991 to around 62 per cent today – and home ownership is also declining for 45–54-year-olds. These trends are expected to translate into a 10-percentage point fall in home-ownership rates for the over-65s by 2046.

³ AHURI, UNSW Review of housing Report Stapledon (2012).

⁴ AHURI, State of the market Reports C. Kent (2013); Ellis (2017a); and Fox and Finlay (2012).

⁵ The median dwelling price compared with median household disposable income is the best price-to-income measure, but median measures are often not as readily available as

average measures: CoreLogic (2016). Other price-to-income measures are even higher due to differences in measuring incomes and prices (for example, Demographia (2020) calculates Sydney has a price-to-income ratio of 12).

⁶ ABS data review

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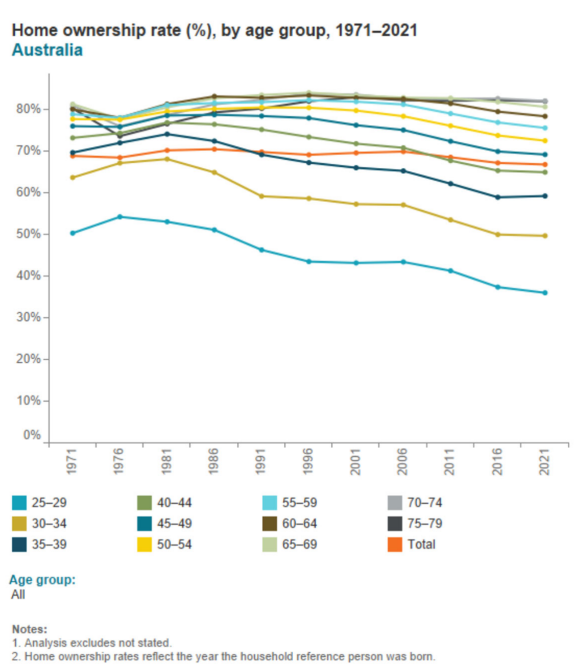


Figure 2– Homeownership rates via age group (%)

Consequently, without intervention, home ownership rates are unlikely to bounce back over time. For 35–44-year-olds, home ownership has fallen fast – from 74 per cent in 1991 to around 62 per cent today – and homeownership is also declining for 45–54-year-olds. These trends are expected to translate into a 10-percentage point fall in home-ownership rates for over-65s by 2046.

Home ownership has been the Australian way of wealth creation for many generations. Many aspects of Australian policy, including areas relating to retirement incomes, access to finance and rental tenure, have been built on the assumption that most Australians will own their home.

Today's trends suggest that a greater proportion of people reaching retirement age will be renting and that more of them will depend on the private rental market rather than social and public housing. They also indicate that, without adequate incomes, the rate of homelessness will increase.

Of particular note is the increase of lone person households in Australia. The biggest increase in lone person households will be seen by those in the 20 – 35 ages in the moderate-income range.

Between 2016 and 2021, the ABS census data shows that the rate of increase in the number of households rose faster than the rate of increase in the number of private dwellings in every state or territory in Australia. As new households have to live somewhere, this suggests that, across the nation, the supply of new dwellings is not being delivered fast enough to properly provide enough homes for everyone.

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5.2 OVERVIEW OF POPULATION IN THE BAROSSA LGA

Analysis of the five-year age groups of the Barossa LGA in 2021 compared with Greater Adelaide shows that there was a higher proportion of people aged 50 years and above, indicating that it is an ageing community. The detailed analysis of the community can be found in Attachment 1 but can be summarised as:

	The Barossa LGA	Greater Adelaide	Observations
	Age Groups	Med Age is 45 yo Med age is 39yo	The overall community is an older population with an ageing community. The community is of a moderate income in nature. When comparisons are drawn:
	Med.. household income pw	\$1,480	\$1,548
	Household income over \$3,000 pw	16.2%	18.2%
	Home owned	36.6%	30.1%
	Mortgage	39.2%	36.0%
	Renting	16.8%	27.8%
	1-bedroom	3.0%	3.6%
	2-bedroom	12.0%	18.3%
	3-bedroom	46.5%	49.9%
	4-bedroom	30.1%	20.6%
	5 bedrooms or more	4.7%	4.0%
	Couples with children	28.5%	28.6%
	Couples without children	32.0%	25.3%
	One parent families	8.6%	11.3%
	Lone person households	24.8%	26.8%

- 56.8% of households are noted as lone person or couples without children but only 15.0% of dwellings are one or two bedrooms
- Over 76% of lone households are women

This, together with the ageing population, suggests that an increase in 1- and 2-bedroom dwellings is important to meet the current and projected growth in lone and couple households. The data indicate that older members of the community are remaining in large family homes because alternate housing is not available or moving costs are prohibitive. This also is problematic in allowing alternate housing types to develop in the Barossa LGA, as people will be replicating what is already existing 3 bedrooms plus homes.

It is also noted that 8.2% of dwellings were unoccupied on census night

A comparison between household income and mortgage payments in 2021 data in the Barossa LGA identifies that some 9.8% of households had mortgage stress. Recent interest increases suggest that more households may now be in mortgage stress.

In addition, a comparison between rents and household income in the 2021 census data indicates that some 32.3% of households have housing stress.

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5.3 OVERVIEW OF TOWNS

The towns of the Barossa LGA offer a diversity of income and financial household security. Below is a summary of the towns of the Barossa LGA, with the detailed data in Attachment 1.

		Barossa LGA	Tanunda	Nuriootpa	Angaston	Lyndoch	Mt Pleasant	Williamstown
	Age Groups (median Age)	45 yo	49yo	45yo	46yo	43yo	47yo	42yo
	Household income over \$3,000 pw %	16.2%	17.0	11.4	17.1	21.3	12.3	20.5
	Home owned %	36.6%	40.6	34.3	38.4	36.4	38.7	32.5
	Mortgage %	39.2%	32.0	35.9	34.3	47.6	42.6	52.4
	Renting %	16.8%	19.7	21.1	19.8	10.7	10.7	9.2
	1 bedroom %	3.0%	2.9	3.3	3.1	2.1	5.9	2.0
	2 bedroom %	12.0%	14.4	12.2	13.6	7.4	14.7	9.0
	3 bedroom %	46.5%	50.3	47.8	48.9	40.8	44.7	42.0
	4 bedroom %	30.1%	26.0	30.8	25.1	37.5	23.1	36.6
	5 bedrooms or more %	4.7%	3.3	3.2	4.4	7.9	4.5	6.8
	Couples with children	28.5%	25.2	25.6	28.2	35.7	22.5	37.1
	Couples without children	32.0%	33.3	30.7	31.1	35.0	30.9	32.1
	One parent families	8.6%	7.8	9.6	9.1	7.3	9.4	8.4
	Lone person households	24.8%	27.3	28.8	25.0	16.4	27.2	18.6

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KEY FINDINGS FOR TOWNS

Lyndoch and Williamstown have a high proportion of families, whereas Tanunda, Nuriootpa and Mount Pleasant have a high prominence of lone person households.

Lyndoch and Williamstown have a higher proportion of high-income households the remainder of the Barossa LGA has moderate-income households. It is noted that the single person households have a prevalence of those receiving Centrelink incomes, suggesting a large number of older people who receive pensions.

The majority of the Barossa LGA has owner occupiers (between fully owned and mortgage).

5.4 PROPERTY VALUES AND SUPPLY

The current cost of housing for purchase for Barossa towns has been compared with earning capacity on the basis of broad support for the concept that individuals and households should spend no more than 30% of income on housing costs. The position of 30% was established by Australian Housing and Urban Research Institute (AHURI) (Yates and Gabriel, 2006).

Table 2- Average earnings to purchase homes and required house prices

Town	Av. household incomes	Purchasing capacity	Av. House price
Tanunda	\$78,000 - \$91,000	\$470,000 - \$550,000	\$746,250
Nuriootpa	\$65,000 - \$78,000	\$390,000 - \$470,000	\$635,000
Angaston	\$78,000 - \$91,000	\$470,000 - \$550,000	\$635,000
Lyndoch	\$105,000 - \$130,000	\$630,000 - \$780,000	\$715,555
Mount Pleasant	\$65,000 - \$78,000	\$390,000 - \$470,000	\$465,000
Williamstown	\$91,000 - \$105,000	\$550,000 - \$630,000	\$685,000

If we apply the current income orders for the income groups as outlined in Section 4.2 of this report – who can afford to purchase a dwelling in the Barossa LGA – only Mt Pleasant has the dwellings at a price that meets the criteria.

In considering Concordia and its development particular care will be required to ensure that the affordable housing criteria of land at no more than \$222,750 or dwellings at \$495,000 is met. Council needs to be very open to the housing at Concordia being inclusive of medium density and small lot housing to meet need and price points.

The cost of renting must also be considered. If the same position is applied that households should spend no more than 30% of income on housing costs, the following table indicates, vacancy rates, average price of renting a dwelling verses income capacity.

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Table 3 - Average earnings to purchase homes and required house prices

Town	Av. household incomes	Weekly Rental Cost	Av. Rental cost per week	Vacancy Rate (July 25)
Tanunda	\$78,000 - \$91,000	\$450 - \$525	\$525	0.5%
Nuriootpa	\$65,000 - \$78,000	\$375 - \$450	\$550	0.38%
Angaston	\$78,000 - \$91,000	\$450 - \$525	\$445	0.17%
Lyndoch	\$105,000 - \$130,000	\$606 - \$750	\$490	0.1%
Mount Pleasant	\$65,000 - \$78,000	\$375 - \$450	\$520	0.0%
Williamstown	\$91,000 - \$105,000	\$525 - \$606	\$510	0.17%

It is extremely concerning that the vacancy rate for long term rental properties is so low, this indicates that there are insufficient long term rental properties in the Barossa. While at any time there maybe rental properties available, the numbers are very low in quantity for the population in the Barossa and many are either very expensive or of poor quality.

KEY FINDINGS

Mount Pleasant is the only town where the purchase of a house price is affordable for the average household. Angaston, Lyndoch and Williamstown are the only towns where rental properties are affordable for the average household income. There is a critically low vacancy rate for rental properties. The supply of appropriate dwellings for long term rental is crucial for the long-term functionality of the Barossa community.

The rental market in the Barossa LGA has minimal vacancy with vacancy hovering at 1%. This has caused escalation in rents. In turn, this has had a significant impact on the very low-income sections of the community with singles and couples unable to afford rents in the Barossa LGA.

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5.5 PROJECTIONS

The projections for future growth in the Barossa, have been taken previously commission work by Council as outlined the comprehensive *Growth and Infrastructure Investment Strategy – Phase 1*, URPS.

The report notes that different towns will have growth at varying rates. The table below provides forecasts of growth on low/medium/high rates.

Table 4 - Barossa Demographic Projections

Population Projections - Barossa LGA			
Measure Base: 25,066 (2021)	Low Growth	Medium Growth	High Growth
Total Population by 2053	37,301 people	44,362 people	50,294 people
Total Population Increase	12,235 people	19,296 people	25,228 people
Average Annual Population Increase	407 people	643 people	840 people
Total Growth Percentage	49%	77%	100%
Annual Growth Percentage	1.25%	1.8%	2.2%

The data from URPS then reviews the growth rates of people on low/medium/high rates and the corresponding requirement for dwellings to support the population growth, as outlined below.

Projected Dwelling Demand - Barossa LGA			
Dwelling	Low – 1.25% (407 people per year)	Medium – 1.8% (643 people per year)	High – 2.2% (840 people per year)
5 Years	2,035 people 848 houses	3,215 People 1,339 houses	4,200 People 1,750 houses
10 Years	4,070 people 1,695 houses	6,430 People 2,679 houses	8,400 People 3,500 houses
15 Years	6,105 people 2,543 houses	9,645 People 4,018 houses	12,600 People 5,250 houses
20 Years	8,140 people 3,391 houses	12,860 People 5,385 houses	16,800 People 7,000 houses
25 Years	10,175 people 4,239 houses	16,075 People 6,698 houses	21,000 People 8,750 houses
30 Years	12,235 people 5,098 houses	19,296 People 8,040 houses	25,228 People 10,511 houses

5.6 LAND SUPPLY

The *Barossa Growth and Infrastructure Investment Strategy – Phase 1*, URPS notes that the land supply varies per township. Many of the existing towns have strategic growth boundaries and character preservation areas. These boundaries should be revisited on a very regular basis to test their relevance and validity of assumptions.

It notes that most of the land supply will come in the Concordia Growth Area. The *Barossa Growth and Infrastructure Investment Strategy – Phase 1*, notes that Nuriootpa has a 10 year's supply of the land and Moculta has supply for 280 years. But other townships have very limited opportunities.

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6 STAKEHOLDER FEEDBACK

While demographic data provides a quantitative review of the affordable housing situation, discussions with other councils, RHAs and service providers allows for further insights into whether there is a housing shortage, where this shortage might be and how it affects businesses, the provision of services or the overall wellbeing of the community.

On this basis, discussions were undertaken with councils, service providers and registered housing agencies; an overview of this discussion is outlined below.

To allow the participants to speak freely, each of the participants was assured of confidentiality and the non-attribution of comments. This included no naming of individuals or organisations in the reports.

The questions asked of participants are included in Attachment 6.

6.1 ENGAGEMENT WITH COUNCIL

Urbanxchange engaged with representatives from the Barossa Council and has worked with other Councils. The focus of the discussion was on how Councils actively contributed to achieving affordable housing.

All stakeholders agreed that success in implementing affordable housing had been the result of a strong position by Council affordable housing through a Council-endorsed strategy document. The strategy must include a clear statement of measurements of success, an action plan that is monitored and resourced for successful implementation.

Generally, most agreed that Council needed to take a strong advocacy position to address the housing issues facing the Barossa. Council needs to actively seek partnerships to facilitate affordable housing opportunities; this includes with developers and RHAs.

Importantly, Council must be committed to the provision of affordable housing – that is, leadership from the top. Councilors should consider setting KPIs as to what success would look like for them in this space. The KPI's should be for both Council Officers and the Councilors. This may require a commitment from Council to resource appropriately to achieve the desired KPI's.

Council working collectively with adjoining municipalities will lead to better outcomes for the region.

Council should be clear on the requirement for affordable housing in new developments. Council also has the opportunity to take a leadership position on the incorporation of different built form types, including medium density, small lots and shop top housing. This will require strong design guidelines to drive a quality outcome.

Council should consider its own assets and what it could contribute to affordable housing; for example, creating an air rights title over an existing at-grade car park for the provision of affordable housing.

Council should put a human face on affordable housing - who is it? This will remove the stigma often associated with social housing. It will also manage the NIMBYS.

6.1 ENGAGEMENT WITH INDUSTRY

Urbanxchange engaged with business representatives, ranging from service provision, education, agriculture and tourism sectors. Participants were provided with a brief overview of the work being undertaken and then asked to outline their business and how housing issues in the region had affected their workers.

The main themes of the feedback were:

- Quality of housing available
- Quantum of housing
- Housing options in terms of size and amenity
- Housing options tenure diversity and cost
- Creativity in seeking solutions
- Lack of imagination or drive to solve the problem.

The quality of housing was a significant discussion. The matters that arose were the same for both rental and purchase.

- Rental – the message was consistent across all participants that the quality of the long-term rental stock was okay but could be improved. The issues that were consistently identified were as follows:

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- Minimal rental stock available
- Price of rentals was extraordinarily high
- Multiple participants noted that attention and timing of repairs by landlords was slow and difficult. This was primarily because of challenges in accessing trades.
- The majority of stock available for rent was 3-bedroom houses on traditional size lots and there was little variety in stock available.
- It was also noted that the waiting list for price appropriate quality rental was 5 times the quantity of properties available.
- Purchase – the existing dwellings (as opposed to new builds) for purchase were limited and expensive.

Housing hindering employment - Lack of affordable housing is a significant factor for many groups including care and allied health workers, seasonal workers and new workers to the area. The lack of choice of housing was also a hinderance, that is no diversity of housing types including townhouses and small units.

Professionals – Many employers who were seeking to draw new professionals to the region noted that the lack of quality and quantity of rental housing was a significant deterrent for applicants.

The quantum of housing is a significant factor – to the extent that for many professionals working in the area, a mortgage was cheaper than rent because of the high demand for limited rental stock.

Employers noted that professionals who they were seeking to attract were younger people who had spent time in capital cities and had expectations about the type of housing that would be suitable. Many discussed the potential for alternate housing types such as town houses. It was also noted that many of these young professionals wanted to live within a short walk, if not actually in, the centre of the towns in which they were relocating to.

Employers noted that Council should help facilitate the alternate housing types. They also noted that the Council may receive backlash from existing residents but action is required to help attract professionals to towns that had considerable ageing problems.

Seasonal workers – this is a broad category and includes those who work in tourism, hospitality and agriculture, as well as maintenance crews who move across manufacturing businesses undertaking both responsive and programmed maintenance to plant and equipment.

Without exception, each of the businesses represented noted that the lack of appropriate housing in towns was a fundamental problem. It would appear from discussions that many operators were prepared to be agile in timing for works around tourism and the seasonal harvest to ensure they could access appropriate accommodation in key towns. Industries could have planned maintenance shutdowns in the off-peak tourism season.

Nearly all employers noted that the accommodation should be in towns with services and that transport to the employment/job location could be managed – that is, the accommodation should not be on the job site (primarily this was about issues relating to socialising/alcohol consumption/driving). Ideally, small accommodation such as single bedrooms with shared facilities or tiny homes were what was nominated, with small communal areas. Council could play a role in facilitating a coordinated schedule of workers across the various industries to ensure that the seasonal worker accommodation is fully utilised. Council could also work with industry to seek an investor for tiny homes on a model that is similar to Student Housing.

The problem is significant and well known with many seasonal maintenance and agriculture worker business nominating that the employer must source suitable housing. This places additional strains on businesses.

New permanent workers – it was noted by multiple employers that affordable rental housing was not available for new workers or if the price was affordable the quality of the dwelling was very poor. Many of the employers had resorted to renting properties through AirBnB or having direct relationships with real estate agents where the offer was to pay slightly above market to secure housing.

Another matter that has arisen from the lack of rental housing is the displacement of some of the very-low and low income workers out of housing with landlords knowing that they can achieve higher rents from the professional market. Several businesses reported that labouring and lower paid workers had been displaced on many occasions and, on the verge of homelessness, if not actually homeless. Some of the production businesses noted that their labouring employees had

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spent time in caravan parks because they had been displaced from rental accommodation on more than one occasion.

Providing choice - In essence, the lack of imagination in the development of housing is tied to the quality, quantum and housing options. Multiple employers noted that existing community members were afraid of losing the essence of their towns that German wine making history, but failed to realise that, unless the towns adapted, the towns would be lost because key workers would not want to relocate to the Barossa LGA. Many noted that Council needed to take a leading role in helping the community understand that the need for alternate housing types (in both form and tenure) as a part of keeping the communities as vibrant and great places to live. Participants felt that the "Barossa" charm was being tied to built form when in fact it was a cultural/community feeling. Participants felt that Council Officers could benefit from studying lead examples elsewhere and then applying it to both existing and new townships for example "shop top housing" etc.

Overwhelmingly, all the participants felt that Council needed to take a very active role in trying to solve what was seen as an increasing problem. All the participants felt, as a minimum, that Council should be semi interventionist in the creation of housing options and outcomes.

Further many encouraged Council to take a very active role in advocating for funding for key worker housing from both the state and federal government.

6.2 ENGAGEMENT WITH COMMUNITY HOUSING

All states have endorsed and agreed to the National Housing Regulator. The Regulator manages the compliance and financial readiness of the Registered Housing Entities. The Regulator has the Registered Housing Agencies divided into Tier 1 (housing associations) and Tier 2 (housing providers). The division is based upon capacity to grow, financial resources and management of tenancies.

Housing Associations are not-for-profit corporations that own and/or manage community housing and are registered by Federal and/or State Housing Regulators.

Housing Associations are seen by Government as organisations that:

- Own, manage and develop affordable rental housing
- Provide housing support and assistance to clients
- Are viable businesses, partnering with government and the community
- Have met registration criteria and meet ongoing regulatory compliance against performance standards.

Housing Associations have differing rent policies, starting from 25 per cent to 30 per cent of pension income and increasing to 75 per cent of market rent/30 per cent of employment income.

The Housing Associations and Providers that have properties in the Barossa LGA and do not have properties were interviewed. For simplicity all are called housing providers.

All declared that they would welcome properties in the Barossa LGA given the identified growing need.

During the data collection, Urbanxchange engaged 3 housing providers based within South Australia asking 5 generalised questions in regard to social and affordable housing within the Barossa LGA and if not present a generalised answer for South Australian social and affordable housing.

2 out of 3 of the Housing providers were present in the Barossa LGA.

1 housing provider had **28 properties within Barossa**

A second housing provider had **42 properties within the Barossa**

2 out of 3 Housing providers preferred to build **2- & 4-Bedroom dwellings**.

- There reasoning for this was larger families or small families are more likely to be seeking social and affordable housing.

All housing providers indicated that demographics that were missing out included

- Youth (people under 21)
- Domestic violence victims including single persons and families
- Women aged 55+

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All the housing providers indicated that Council could

- Build infrastructure using local workers and council workers
- Identify excess council and government land and make council land available
- Explore alternatives such as land management agreement and 25-year leases
- Allow concepts of property maintenance done by housing providers while council looks after tenants.
- Explore alternatives such as caravan parks for short term housing
- Create strategy plans for *types of dwellings, people* and a genuine valuable cost for *land value and cost to build* as all indicated information was lacking within the Barossa LGA
- Explore the concept of modular buildings.

All housing providers indicated that the following were STOPPING further housing

- Zoning within the council, specifically land overlays and community overlays
- The cost to build was significantly higher than Metro Adelaide
- Funding and subsidising were not being promoted within councils (in general) and state and federal governments were making funding difficult to attain.
- Government wait list were incurring bottlenecks and limiting the amount of people getting housed.
- Seasonal workers were not being addressed and were a significant factor in dwelling numbers.
- Local community were not being encouraged to *DEVELOP AND GROW* rental markets in the region.

6.3 ENGAGEMENT WITH SUPPORT SERVICES

Interviews were held with key service providers within the Barossa. The clear outcome was the overwhelming requirement for significant and rapid increases in social and affordable housing. Housing is required across the spectrum from crisis (for a variety of groups including women and children, youth and those with a disability), transitional and long term. Each agency had a slightly different take on the needs, but there were reoccurring themes as outlined below. All agencies

noted the increasing need for housing and social support associated with the rising cost of living.

The housing situation in the Barossa LGA is dire. There is no rental availability, (public, private or not-for-profit) for the most vulnerable and homelessness is increasing. Increasing rents and the lack of options is now seeing low-income workers also being driven into homelessness or having to relocate outside the Barossa and travel longer distances to work.

Those members of the community who are homeless are unable to positively contribute to the community. The longer a person is homeless, the more significant the issues become and the greater the supports that are required once housing is found to counter the deterioration in both physical and mental health.

Barossa LGA does not have suitable crisis accommodation. There is a shortfall of social housing and minimal affordable housing. There was support for variety of outcomes, including tiny homes, studios and 1- and 2-bedroom dwellings.

Council can have a direct impact by encouraging development and focusing on providing more housing across the spectrum. This includes a diversity of housing types from, 1-, 2- and 3-bedroom dwellings in medium density and low-density configurations.

It was noted that Council Officers had been extremely supportive of opportunities to address homelessness.

Council should actively encourage development and not be perceived to block opportunities. To that end, Council should try to ensure that there is a continuous stream of opportunities for good development, this may even include tiny homes. Council also needs to support all parts of the affordable housing spectrum because focus on one area at the expense of others will only exacerbate matters. For example, women leaving family violence may be able to afford a small property through shared equity; this then allows others to rent what may have been the women's option.

Council has undertaken an audit of its own sites and that provides sites for social housing development (see Attachment 7). Equally Council should audit all government land and encourage underdeveloped or vacant land to be used for social housing. This can include ensuring that South Australian Housing Trust dwellings are maintained and tenanted.

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Council can become an active participant in advocacy to state and federal government on the needs of vulnerable members of the community. Council needs to have a deep understanding of all the service network and agree to a position that it can advocate on for more housing in the Barossa. This should include housing types across the spectrum from crisis to transitional and long-term housing.

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7 AFFORDABLE HOUSING

7.1 WHAT DOES AFFORDABLE HOUSING LOOK LIKE?

There is a variety of affordable housing delivery models available to meet the housing needs of different income groups, as conceptually illustrated in Figure 3 below. The level of government subsidy associated with each model is proportional to the income band and, therefore, the capacity of the household to pay market rent or a mortgage.

The models identified in Figure 4 provide a simple conceptual framework for considering the relationship between income groups, tenure types and the relative level of government subsidy that might be needed for each model to be applied.

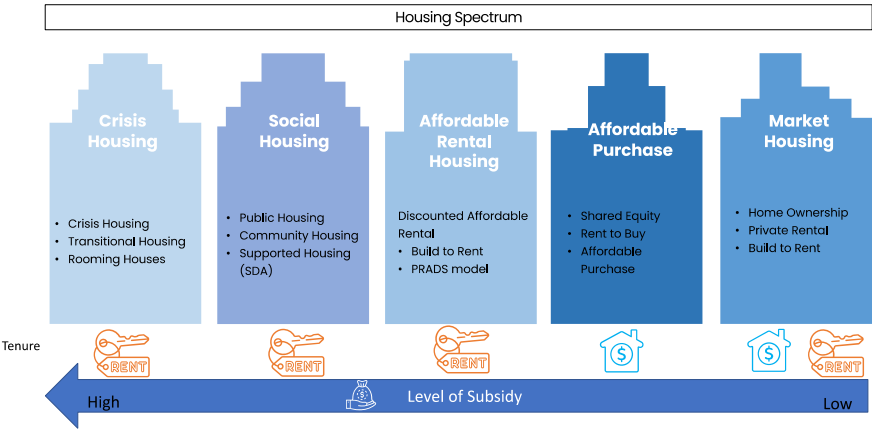


Figure 3 - Income ranges to affordable housing models and depth of subsidy

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Any affordable housing outcomes differ depending on the identified occupiers as shown in Figure 4.

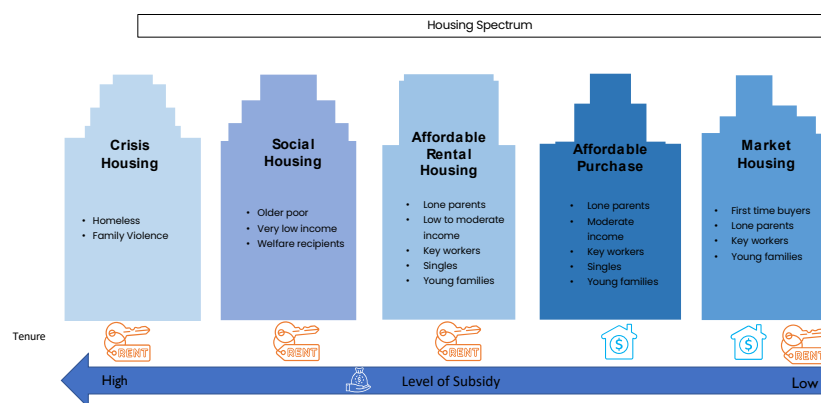


Figure 4 - Occupiers of tenure types of affordable housing

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It is on this basis that affordable purchase mechanisms need to be considered. An outline of some of these models is provided:

Affordable by design – This is small lot and medium density housing that is designed to be affordable to purchasers.

Affordable purchase – This is a form of price-controlled purchase housing that is accessible for purchase by those on defined incomes. So far, only South Australia has fully recognised affordable purchase as a mechanism for providing affordable housing, as a part of the State Government procedure. The key principles of affordable purchase models are as follows:

- The dwelling must be offered for sale at or below a nominated "affordable" price
- The dwelling must be offered for sale to eligible buyers who meet the GIC criteria as outlined earlier
- The discount for affordable housing for the first purchaser is preserved for future purchasers.

In Victoria, The Nightingale housing model has a transparent process for documenting land purchase and development costs. The purchase price is based on the development achieving a return of 15 per cent. This is a private initiative by socially minded developers.

The price of housing in the Nightingale model is not always "affordable" as defined under Victorian Government's definition (although some of the projects under this model do have an explicit affordable housing component). However, it is delivering "high value for money" housing by reallocating the cost-savings associated with removing items such as car-parking, marketing costs, etc. into other design and building features. The principle of price control for the first and subsequent purchasers is established.

Under this model, there is a system to control purchase price as well as mechanisms to prevent the first purchaser having a windfall gain at the expense of future owners. Title covenants have been developed that provide a formula for the resale of the property. The model recognises capital growth for each progressive purchaser/seller, and it also recognises that the market opportunity provided to the

first purchaser should be transferred. The time period of the covenant must be considered but usually covenants have a life of 15 to 20 years.

Shared equity – These arrangements cover a range of products, schemes and initiatives that enable the division of the value of a dwelling between a purchaser and a second party who also holds equity in the dwelling. The essential feature of shared equity models is that the buyer shares the capital cost of purchasing a home with an equity partner, thereby permitting households to buy a home with lower income levels than would otherwise be required. In simple terms, this umbrella term is used to encompass government-backed and private sector-led schemes based on arrangements whereby the purchaser enters into an agreement with a partner to share the cost of purchasing a property.

Rent to buy – The homes are offered at a fixed (sometimes below market) rent for a minimum of five years and let on assured short-hold tenancies for a fixed term. The model being adapted in Australia is that, after five years of renting, the tenant has first option to purchase the dwelling at price agreed at the commencement of the five-year term. If the tenants don't want to buy, the landlord can retain the property as rented housing or sell it on the open market.

For those who will require affordable rental, consideration needs to be given to both build to rent and social housing, both of which are described below.

Affordable Build to rent – Developers and their financiers build multi-unit buildings and, instead of selling the units, retain them to let to tenant households. Rents may be set at market rent or, for affordable and social housing, at an appropriate discount to market rents.

There are two scenarios to be considered with the private build to rent model: one is the institutional investor who will build a whole building for 100% build to rent; the other option to be considered is the developer who retains or sells a portion of the dwellings to be rented at a below market rent to eligible renters.

Social housing – This is owned by state government or by a community housing organisation. Community housing organisations are not-for-profit corporations that own and/or manage community housing and are registered by Federal and/or state housing regulators.

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7.2 MEETING THE NEEDS OF DIFFERENT INCOME GROUPS

The variety of housing models should be considered in terms of their potential to assist different income groups, as illustrated in the following table:

Table 5- Application of housing models to income groups

Type	Very Low Income	Low Income	Moderate Income
Alternative models (co-housing, relocatable housing etc)		✓	✓
Affordable Purchase			✓
Affordable by Design			✓
Shared Equity			✓
Build to Rent		✓	✓
Rent to Buy			✓
Social Housing	✓	✓	

The application of these models of affordable housing to the different income groups is shown below:

Table 6 – Application of affordable housing models and required discounts

Category	Model	Target Group	Discount to market price
Assisted home ownership	- Shared equity - Rent to buy - Restricted purchase	Moderate income earners – 25–39 years	Usually 10 – 20%
Below market rental	- Build to rent (below market) - NDIS/SDA	- Low to Moderate income earners - 25– 45 years - Disability housing	Usually 25%
Public, community or indigenous housing	- Public/state housing and associated renewal programmes - Housing Associations, including bond aggregators	Low to very low-income groups – all age groups – particularly the ageing community and those with disabilities	Usually 50%

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8 CASE STUDIES

To explore potential options for affordable housing, a literature review was undertaken to identify how this issue is being addressed elsewhere in Australia and globally. The review is grouped around four themes as follows:

- How other jurisdictions address affordable housing
- How the use of housing for short-term accommodation is being addressed elsewhere (to counteract the "Airbnb effect")
- How specialist workforces are housed, using tourism and mining staff accommodation as examples
- How flexibility in housing types can be addressed
- Other potentially relevant housing trends.

8.1 HOW AFFORDABLE HOUSING IS BEING ADDRESSED ELSEWHERE

Bowden Brompton, SA

Bowden Urban Village (BUV) is one of South Australia's flagship urban renewal projects. The project is being delivered through the Urban Renewal Authority (URA). The URA is acting as the master developer and selling super lots to developers. The site includes the Unity Housing apartments, which are being sold to key workers on moderate incomes who meet affordability criteria set by the government. Unity Housing also has social housing on the site that houses very low-income people. Unity Housing partners with support agencies to provide services to the people tenanted in the social housing to assist in maintaining housing tenure.

The affordable housing within the BUV Project has not been concentrated into any one area. The affordable housing is covering many tenures – community rental, (social rental through a RHA), private rental at a discount to market, financial products such as shared equity, low-cost purchase and purchase. This was seen as important to recognise that the various tenure types will allow various sections of the community access to housing to meet their needs. It was

also considered important that any affordable housing be indistinguishable in quality from all other housing in the community. The financial and low-cost purchase options in recent releases have been purchased almost exclusively by healthcare workers at the nearby new Adelaide Hospital.

Tatiara District Council

Tatiara District Council identified that Bordertown has minimal vacancy rates for rental dwellings. This was having an impact on local industries being able to secure employees and limiting future growth. Council identified vacant land in its ownership. Council worked with Unity Housing to deliver affordable housing dwellings for workers in local industries. The land has been transferred to Unity Housing.

Karoonda East Murray Council

Karoonda East Murray Council identified it was a significantly aging community and that it needed to sustain the population of its community and with younger families. Council identified land that was in its ownership and placed the land on the market for sale to families with a rebate of 90% of the land price. The requirements to access the rebate were:

- Young families
- Owner occupier
- Longer term occupation

Council reached this decision because without the young families it was in danger of losing vital social infrastructure that would have then disadvantaged the broader community.

Renmark Paringa Council

The Renmark Paringa Council's Residential Land Expansion Incentive was aimed at addressing the limited availability of residential land by offering rebates on rates to developers of new subdivisions. Specifically, the council provided a maximum 75% rebate on General and Community Waste Management Scheme (CWMS) rates for unsold land parcels within new subdivisions of six or more

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allotments for up to three years. This incentive was designed to encourage development and increase the supply of residential land within the council area.

City of Ryde, NSW

The City of Ryde's Affordable Housing Policy focuses on "Council's determination to address housing affordability for essential key workers" by:

- Identifying what is meant by affordable housing
- Identifying which segments of the community are classified as key workers
- Detailing the extent of the housing affordability issue for these people in Ryde
- Setting out the role of local government to advocate for, facilitate and provide affordable housing and some of the mechanisms available
- Identifying 21 projects to support the Policy's vision and goals under the following themes:
 - State Government Affordable Housing Stock Program
 - Council-Facilitated Affordable Housing Stock Program
 - Planning Controls Review Program
 - Affordable Housing Planning Incentives Program
 - Affordable Housing Policy Review Program
 - Affordable Housing Communication Program
 - Affordable Housing Partnership Program.

Pilbara Cities, WA

"Pilbara Cities" is the Western Australian Government's vision to transform two mining towns into vibrant urban areas. The initiatives include the following:

- General Practitioner Housing Project, where seven 3- and 4-bedroom dwellings were constructed in Port Hedland and rented to general and medical practitioners at a subsidised rate. The project has increased the retention of medical staff in the area
- City of Karratha Staff Housing Project, where twelve dwellings were constructed to provide guaranteed accommodation for highly qualified technical and professional City of Karratha staff.

City of Melbourne, VIC

City of Melbourne's "Homes for People" housing strategy recognises that housing prices affect everybody from the very low income through to higher paid key workers and that subsidised housing is necessary. One method that City of

Melbourne use to incentivise the provision of affordable housing is via development bonuses.

The City of Melbourne Central City Built Form Controls (Amendment C270) include a mechanism to allow developments to exceed the specific Floor Area Ratio (FAR 18:1) where it is demonstrated that the development provides a demonstrable benefit to the broader community. This is known as a Floor Area Uplift (FAU), and the nominated categories of "public benefit" under this policy include affordable housing within the proposed building.

The value of the FAU of is measured as 10 per cent of the gross realisation value per square metre (GRV/m²) for all additional floor area above the allowable 18:1 floor area ratio. The scheme requires that planning permits include a condition(s) requiring the public benefit to be secured under a Section 173 Agreement.

Byron Shire Council, NSW

Byron Shire Council is currently exploring a wide range of solutions for housing affordability within its municipality. For its community - including very low, low income, key workers, especially those in the tourism industry - they are considering:

- Group accommodation (co-living, "dorms for grownups" and boarding houses)
- Relocatable homes
- Community land trusts.

Royal Albert Wharf, London

Notting Hill Housing (a Registered Housing Association) purchased a site from the Council at a heavily discounted price on the basis that at least 40 per cent would be affordable housing. The scheme delivered 1856 dwellings with a blend of tenures/rents as follows:

29 Social Rent
 37 London Affordable Rent
 87 London Living Rent
 243 Affordable Rent
 73 Market Rent
 398 Shared Ownership
 989 Private Sale.

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8.2 HOW SPECIALIST WORKFORCES ARE HOUSED

Isaac Regional Council Adaptive Communities, QLD

The “adaptive communities” process arose after the refusal of approval for urban expansion areas, which delayed the construction of housing stock when 2,500 workers were coming into the area for the Caval Ridge Mine development near Moranbah. The community consultation process considered options for mine worker accommodation, including the following:

- Permanent or temporary dwellings
- Self-contained (e.g. on-site retail, mess) or core services only
- Dispersed (multiple locations) or single location
- Located either in an existing urban area, on the urban fringe or adjacent to a rural highway.

The approved Buffel Park Accommodation Village has been constructed adjacent to the Peak Downs Highway and is a self-contained temporary village.

Mt Hotham/Mt Buller/Falls Creek, VIC

Victoria's ski fields provide dorm-style staff accommodation for staff, with rent being automatically taken out of their pay. There are on-site and off-site options, with some providing staff buses for the off-site accommodation.

Whistler ski resort, Canada

The Whistler Housing Authority, which is an independent municipally owned corporation of the Resort Municipality of Whistler, provides affordable rental and ownership housing options for workers.

Milford Sound, NZ

Milford Sound includes a number of tourism businesses operating from within a national park. The distance from the nearest town (Te Anau) means that it is not feasible for staff to live off-site, so staff accommodation is provided by private companies on land leased from the government. Once such company (Real Journeys) is proposing to redevelop a 1950s staff housing block to provide group accommodation for seasonal/junior staff and micro units for managers/long term staff.

8.3 OTHER POTENTIALLY RELEVANT HOUSING MODELS

UKO Co-Living

The UKO development in Stanmore, Sydney, was opened in 2019 as Australia's first co-living facility. It offers furnished studio apartments for rent, and features communal spaces and amenities, an on-site host, and community activities. The apartments are around 25 to 30sqm in area, and the rent covers bills, Internet, bed linen, smart TV and kitchenware. UKO now have four more facilities open or under development.



Homeshare

Homeshare (homeshare.com.au) helps people seeking affordable accommodation to live with older households or householders with a disability who are seeking practical assistance and companionship. The householder provides a bedroom and shared facilities, and the homesharer provides

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approximately 10 hours per week of practical assistance such as cooking, cleaning, shopping and gardening, as well as providing company and a sense of security to the householder(s) from having another person present in the dwelling.

Homeshare does not provide a matching service, but provides coordinators who help parties to match up, including interviews, police checks and written agreements tailored to each individual situation.

This approach could be relevant to the the Barossa LGA where older households may not be incentivised to downsize their dwellings due to stamp duty implications. Where moderate income earners do not have time to provide practical assistance, they could instead pay rent and provide companionship only.

Council Housing Trust

When formed, the City of Port Phillip owned several dwellings. These dwellings were leased at social rents to members of the community who were at risk of homelessness. Council formed the Port Phillip Housing Trust and appointed HousingFirst as the manager of the Trust. The objective was to grow social housing in the City of Port Phillip. Over a 25-year period, the Trust has grown to a value of \$100m. A CHT may have a potential application in the Barossa LGA to address affordable housing concerns, increase the range of housing tenure options available, foster community development and social capital, and maintain a stock of perpetually affordable housing options.

The key features of the CHT that must be met for successful implementation are:

- Non-profit, tax-exempt corporation
- Dual ownership
- Leased land
- Perpetual affordability
- Community
- Tripartite governance
- Flexible
- Resale formulae
- Maintenance and improvements.

8.4 COUNCIL RELEASES OF LAND

Below is a summary of how other Councils have managed the development of social housing and the commercial transactions.

Port Phillip Council

The project commenced in 2000 over 4 stages and combines 240 private and community housing dwellings across six buildings on a 1.25-hectare site in St Kilda, Melbourne. Each unit and building have been designed based on sustainable design principles, including solar orientation, natural ventilation, and water recycling. The development has a relatively low site coverage ratio and includes Australia's largest on-site residential grey water recycling system which can be remotely monitored over the internet.

Council contributed the land to the development in return for the construction and transfer of 28 housing units as consideration for the land and at no construction cost to the Council. The development was a joint venture between the City of Port Phillip and Inkerman Developments and is now managed by HousingFirst.

Council noted that the initial requirements of outcomes that were sought by Council were high and needed to be pared back to achieve the desired priority, which was social housing.

It is noted that Council did have significant resources to facilitate the transaction.

The ownership of the units went to the Trust.

Hobsons Bay Council

Hobsons Bay Council purchased the land from the Victorian Government for the purposes of developing a park for the Laverton Community and supplying the community with both affordable and social housing. Council also undertook an audit of Council land and identified redundant land parcels that would be suitable for housing. It explored the creation of air right titles over at grade car parks. Council implemented its Affordable Housing Policy in 2016, that provided leverage for affordable and social housing contributions through the planning scheme. To ensure

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	the contributions Council was making and leveraging were captured, Council established the Hobsons Bay Housing Trust. Council has appointed Housing First as its manager of the Trust.	nominal rent to a community housing provider who will fund, manage the construction, secure tenants and collect rental income. This development is considered a high priority for Council and is an opportunity for community housing providers to partner with Council to deliver high-quality built form, which integrates with the surrounding environment while delivering on critical social housing outcomes for the local community. Council has partnered with Launch Housing to deliver the social housing. The method Council engaged was to ensure certainty of outcome for both the commercial housing and social housing while removing risk from Council and minimising commercial exposure. Council suggest that the developments have both been undertaken in a manner that would reflect a Development Agreement. This is a lease of land model with a specific requirement for housing outcomes.
Whitehorse Council	Whitehorse Council had three Aged Hostels for disadvantaged members of the community. All three were in poor condition Council had sought to redevelop the sites but risk and constraints made Council seek alternate solutions. Council then elected to present an alternate Council site that had capacity for significant development beyond rehousing the members of the community in the Aged Hostels. Council had a low-risk appetite and sought commercial terms to reflect this position. Council offered the site for sale to Registered Housing Associations who could then select their developer partners through an EOI and RFP process. Council required that 55 social housing apartments were delivered in the new development and several criteria in relation to ESD and design. The EOIs were reviewed against criteria including design, commercial and financial capacity and social housing outcomes. The RFP was provided to three Housing Associations (and their partner developers). The successful party was HousingFirst with MAB. They will deliver 75 social housing dwellings and 220 apartments in total. Council sold the site (at a significant discount to reflect the cost of the social housing) and has secured its interest in the social housing via a section 173. This is a sale of land model with a specific requirement for housing outcomes.	Knox Council Council owned a site adjoining the Kingston Golf Course, which had been sold for redevelopment. In addition, Council sought to achieve funds for community projects and a rehabilitation of the open space surrounding the redundant Council land. Council was seeking a demonstration project that would achieve medium density design, ESD initiatives and social housing. Council held an EOI process for the development industry and from this selected four developers for the RFP process. Developers were asked to detail the ESD and design outcomes, social housing delivery and commercial and financial terms. The commercial structure is that Council retains ownership of the land and Stockland undertakes the development under a development agreement. The transfer of the title is directly from Council to the end owner. Council originally sought 10 per cent of the dwellings to be social housing; however, the impact of the financial return to Council was considered too high in the assessment and this was reduced to 5 per cent through the negotiation period.
Banyule Council	Banyule Council, in the redevelopment of Bellfield, committed to the delivery of a community centre and social housing on land adjacent to the proposed Bellfield Community Hub and relocated Community Garden. Approximately half of the site was sold to a private developer through an EOI and RFP process for medium density housing. As a part of the EOI for the social housing, Council required that a minimum of thirty dwellings be built. Council offered a long-term (up to 50 years) ground lease at a	

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Stockland, the successful developer, chose not to have a Housing Association partner, but rather engaged Council in running an RFP process with the Housing Associations. This provided Council with transparency. HousingFirst has been engaged to pay 50 per cent of market value for the social housing at completion. Council will secure its interest via a section 173 on the social housing.

It is noted that Council did have significant resources to facilitate the transaction.

This would be a Development Agreement.

Northern Grampians Council	Northern Grampians Council rezoned a parcel of their land in Stawell for residential purposes and then invited developers to submit proposals for the purchase and development of the land for residential purposes. The Council set terms and conditions, which included the provision of a diverse range of housing on the site. A \$500,000 grant was also secured from the State Government's Regional Infrastructure Fund with an equivalent matched funding contribution from the Council to extend services to the site



9 COUNCILS ROLE IN FACILITATING HOUSING

The provision for the opportunity of affordable housing outcomes will depend on the intervention that Council is prepared to undertake. Urbanxchange has categorised each option within this report as passive, semi- intervention or proactive, which is defined as follows:

- Passive: Council facilitates the affordable housing by others
- Semi-intervention: Council contributes to the development of affordable housing
- Proactive: Council is actively involved in the development of affordable housing.

This section will examine what options may be available through, passive, semi and proactive interventions.

There are many ways that Council can influence the supply of affordable housing in the municipality, ranging from indirect methods such as advocacy right through to direct investment in housing. Table 7 – Options for Council to influence the supply sets out the options and is followed by a discussion of each of these in the Barossa LGA context. Further explanations of some options are provided in the discussion of housing models (Section 7) and the case studies (Section 8).

Table 7 – Options for Council to influence the supply affordable housing

Area of Influence	Action
Advocacy, research and information	Advocacy
	Research
	Collation of data
	Developer education
	Community engagement and education
Planning	Land supply and availability
	Planning policies and strategies
	Streamlined approval processes
	Planning concessions
	Limit the duration of time that dwellings can be used as short-term accommodation

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Area of Influence	Action
Financial	Voluntary affordable housing contributions (covenant)
	Reduced development contributions, planning charges and Council rates
	Increasing rates on unoccupied properties
	Use of Council land to facilitate development
	Creation of housing trusts
	Direct investment in housing supply

9.1 ADVOCACY, RESEARCH AND INFORMATION

Regarding **advocacy** and **research**, while the primary policy and funding levers for housing are managed by the State and Commonwealth Government, although many councils are active in the debate around future housing policy – either individually or through industry associations, networks and other groups. The current project is an example of a research project that quantifies the issue and explores potential solutions, to then be used for lobbying regarding affordable housing issues.

Community engagement is a way to inform the community about the importance and challenges of providing affordable housing. This could assist future development proposals for affordable housing where the typology is different to the current character or is social housing.

Guidelines on specific affordable housing typologies can provide **education for developers** who may be looking to develop these (e.g. build to rent).

Some key examples include:

- Investigate and provide vacant State and Federal Government land to be developed for affordable housing. To lower the cost of development and encourage investment in affordable housing requires the removal of some costs. The supply of land to be developed and targeted at affordable and appropriate housing for low, moderate and key workers is critical. Council should work with Federal and State Government to identify land that is not developed or underdeveloped and could be developed for housing. The land could be contributed for a period of 50 years on a peppercorn lease. The contribution of the land would be on the basis that housing is developed for a build to rent program. Alternatively, the land could be leased to a RHA to build affordable housing. This would equally apply to the redevelopment of existing public housing that is in a poor state of repair and no longer offering suitable accommodation.
- Support the access and consider appropriateness of waiving stamp duty for over 65s. An identified problem is the low turnover of housing stock, with one of the contributing causes being that older people are not moving to more appropriate housing even though some are willing to move. The sale of the existing home and purchase of the new home, including stamp duty, means that there is considerably reduced financial benefit when stamp duty is taken into consideration. Waiving of stamp duty on the purchase of new properties within the region for long-term owner occupiers remaining within the region would encourage the turnover of stock. However smaller appropriate housing stock needs to be available.
- Quantify residential development opportunities and constraints. Council has identified all the land that is available (both public and private) for residential development within the municipality via the URPS report. *Barossa Growth and Infrastructure Investment Strategy – Phase 1*. However, it did not include and could include Council car parks that have the ability to be subdivided to all for an air rights title that could then be developed as housing for affordable housing. Identified land parcels

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should then have a preliminary yield study undertaken to quantify the number of dwellings that could be developed. Council should undertake a review of all permits issued for development that have not been progressed to construction in order to better understand the specific barriers to creating housing outcomes in each given location. Where acting on such approvals is being prevented by factors that Council or other levels of government can influence (e.g., access to trunk infrastructure), then actions should be taken to facilitate the commencement of such developments.

9.2 PLANNING

It is recommended that, at a basic level, Council positively influence the development of housing by ensuring an efficient housing market through a sufficient and ongoing **supply of land for residential development**. It can also encourage the creation of a diversity of housing and the location of medium density housing (town houses) and small lot housing near transport and services.

Specifically mentioning the importance of affordable housing in **planning policies and strategies** will signal to developers that these kinds of development proposals will be welcomed and will assist Council in prioritising these projects.

There is a range of **planning concessions** that Council could provide for affordable housing proposals. The most effective of these are building height and density bonuses.

Council can offer **streamlined approval processes** for affordable housing projects, such as fast-tracked applications and the processing of applications by senior staff. Quick turnarounds on planning permits can reduce holding costs and thus enable applicants to direct more funds to the provision of dwellings.

Some jurisdictions are considering **limiting the length of time that dwellings can be used as short-term accommodation**. Section 8 identifies the limits being used or considered elsewhere in Australia and other countries. However, there is potentially limited applicability of this approach. The short-term use of dwellings in the region is highly seasonal, and it is feasible for owners to earn significantly more by renting their dwellings for just a few weeks at peak times than they may potentially obtain via a permanent rental agreement.

The South Australian Planning Act provides for responsible authorities to enter into **voluntary agreements with developers for the provision of affordable housing** on certain types of pf development. This provision will apply at Concordia. This could be used for affordable housing by Council; however, councils generally only have leverage to seek contributions where an uplift in development capacity is provided (e.g., via rezonings or increases to density/height planning controls). Council will need to establish a strategic evidence base of local affordable housing need on which to then base their policies and negotiations with landowners.

9.3 FINANCIAL

Where a Council has not had a traditional interest and role in affordable housing, this is a challenging concept for Councillors attempting to meet the escalating service and infrastructure costs facing local government.

Council can provide **reduced development contributions, planning charges and Council rates concessions** to affordable housing not-for-profit developers, providers and/or tenants.

Council can also **increase rates on unoccupied properties** to discourage their use for holiday dwellings and thus encourage their use for permanent rental housing (that can then potentially be used by those who are eligible for affordable housing).

To facilitate development on sites, **Council could provide funds to provide infrastructure to development sites**. For example, Council could construct or upgrade roads to a site if the developer agrees that affordable housing will be built.

Council has few parcels of **Council land** that are both free from other competing uses and are suitable for residential housing. However, other opportunities exist and often may not be readily apparent, being in the form of air space above Council-owned car parks or similar.

Regarding **housing trusts**, projects involving Council funds or assets generally involve development, sales, finance and counter-party risks, as well as debt and joint venture partners. Council's involvement is regulated by the South Australian Local Government Act, 1999, adding administrative complexity to individual projects. It is also important to understand that Trusts require a financial threshold of approximately \$8 million to be viable.

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Further, complex development projects are by their nature specialised and medium-to-high risk and Councils are often neither experienced or well-suited vehicles for direct involvement.

In recognition of these and other issues, as one example, the City of Port Phillip has transferred their affordable housing assets to a discretionary services management trust that is both a public benevolent institution (charity exempt from land tax and stamp duty); a tax concession charity (exempt from income tax, goods and services tax); and a deductible gift recipient (entitled to receive tax deductible donations).

The trust deed has specific provisions that ensure the assets are used for the designated charitable purpose – being the provision of housing to low-income Port Phillip residents who are also on Homes Victoria waiting list for social housing.

The Council exercises a strategic level of control through the terms of the trust deed, the appointment of the trustee (which is a registered Housing Association) and a reporting framework against financial and social outcomes for the City of Port Phillip.

The establishment of a legally compliant housing trust is complex, and the outcome must also meet the policy objectives of DFFH if it is to have any prospect of leveraging State and Commonwealth funding.

Notwithstanding this, the Port Phillip Trust has been highly successful in drawing in funding for low-income housing and overcoming difficulties faced by Council in pursuing these aims itself.

Finally, some councils have chosen to **invest directly in affordable housing**, with the best example being Port Phillip, which has invested \$13 million in affordable housing over 25 years to leverage about \$39 million of other funding. It also provides a 10-year capacity building grant of \$400,000 a year to the local Housing Association (HousingFirst).

The principle of the Port Phillip Housing Trust is that Trust vehicles can be a beneficial vehicle for Council to provide property that is then held in trust to deliver housing outcomes for designated groups. The risk and responsibility for the development and management are removed from Council and managed independently according to the Trust Deeds.

The opportunities for Council to participate in the provision of affordable housing through the provision of land need to be considered in context of Councils other objectives. Any release of Council land should be through a detailed Expression of Interest process, a guide to this is provided in Attachment 5.

- Gifting – the land title is transferred at no cost to a RHA. The provision of land as a gift should only be done if Council has certainty of what the outcome. Equally Council will need to make an appropriate adjustment to its financial statements at the loss of the asset.
- Sale at a discount – the land is sold at a heavily discounted price to a RHA. The difficulty with this process is that the market value of any development will need to exceed the costs and the lower value of dwellings in the Barossa LGA may reduce the land value below an acceptable level to Council.
- Lease of land – the land is leased on a peppercorn (\$1 pa) basis for 50years to a RHA, who then develop the housing on the land. For Council the asset value remains in the financial statements. Financiers will require quite restrictive covenants.
- Joint Ventures – Council Joint Ventures with a third party for the delivery of housing. Council may share in any financial uplift from the development but equally if there is a loss Council must share in this too.

9.4 CATEGORISATION OF OPPORTUNITIES

The table below categorises each opportunity into passive, semi-intervention and proactive to enable Council to consider which will be best suited to their preferred level of involvement. Opportunities that apply to several or all levels are indicated in multiple columns – for example, a Council that takes a proactive approach may consider both direct interventions (such as housing trusts) and passive methods (such as advocacy). There are also varying levels within some opportunities – for example, with housing trusts, a proactive approach would see the establishment of a trust, and a proactive approach would see Council transfer its own assets into a trust vehicle. This report would recommend that Council pursue a semi-intervention approach.

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Table 8 – Categorisation of opportunities - passive, semi-intervention and proactive

	Opportunities to participate	Passive	Semi Intervention	Proactive
Advocacy, research and information	Advocacy	✓	✓	✓
	Research	✓	✓	✓
	Education for developers	✓	✓	✓
	Community engagement	✓	✓	✓
Planning	Land supply and availability	✓	✓	✓
	Planning policies and strategies	✓	✓	✓
	Streamlined approval processes	✓	✓	✓
	Planning concessions	✓	✓	✓
	Limit the duration of time that dwellings can be used as short-term accommodation	✓	✓	✓
	Voluntary affordable housing contributions		✓	✓
Financial	Reduced development contributions, planning charges and Council rates		✓	✓
	Use of Council funds to provide infrastructure to development sites		✓	✓

	Opportunities to participate	Passive	Semi Intervention	Proactive
	Use of Council land to facilitate development		✓	✓
	Creation of housing trusts			✓
	Direct investment in housing supply			✓

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10 MODELS FOR INVESTING IN COUNCIL LAND

If Council has land to develop, there are several ways that Council can engage in the development. In the broadest possible sense, there are five commercial models for Council to consider as follows:

- Direct sale to the market
- Deliberative development
- Development Agreement
- Community land trust
- Council as the developer.

Direct sale to the market – Council would arrange for the sale of the property; it may include some restrictions or required outcomes, which would be managed via a covenant on title.

Deliberative Development – Council identifies the key outcomes it is seeking, including land release, affordable housing and urban design. Council then tenders for a developer to sell the site to, who enters the required agreements to meet Council's identified objectives. Alternatively, Council could lease the site for 50 years via a peppercorn lease to a RHA with the same criteria.

Development Agreement - Council identifies the key outcomes it is seeking, including land release, affordable housing and urban design. Council then seeks a partner to develop the site; this could include the land remaining with Council and the developer or RHA (referred to generically as developers) undertaking the development. The development agreements would be designed to meet Council's identified objectives.

CHT – A Trust is a form of land ownership – Council establishes a Trust with clearly defined objectives and KPIs. The site is transferred to the Trust and the Trust manager undertakes the development. To be viable a Trust must have \$8m in assets.

Council as developer – Council undertakes all the development and carries all the risk.

The aspects of each model that vary are:

- Capital requirements and finance implications
- Risk allocation
- Ensuring that the housing meets Council's agreed housing position.

Table 9 reviews each of the five commercial models against the above criteria from Council's perspective:

Table 9 - Commercial models against Council outcomes

Development Type	Council capital in development	Council risk exposure	Meeting Council policy
Direct sale	Not required	Very low risk	Not achieved
Deliberative Development	Not required	Low risk	Likely to be achieved
Development Agreement	Not required	Low risk	Can be achieved
CHT	May be required	Moderate risk	Likely to be achieved
Council as developer	Council to fund	High risk	Will be achieved

Additional mechanisms / processes that can support outcomes:

- EOI process with associated KPIs and Probity Plan
- Staged release based on achieving identified milestones
- Site/asset specific mechanisms:
 - Caveats
 - Covenants.

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10.1 GOVERNANCE CONSIDERATIONS

Governance is how you organise to achieve intended value i.e., “outcomes”. To achieve these policy outcomes, a range of generic **governance functions** are often performed, which can be **structured** in a number of ways.

In summary, the outcomes that Council is seeking are:

- Provide opportunity for new housing growth in the municipality that is staged in a manner that reflects a steady and constant opportunity for supply for new housing
- Grow levels of affordable housing in the municipality that is targeted at identified areas of need
- Maintain in perpetuity housing assets within the municipality with a long-term view to have existing government housing stock better managed and growing the social housing by RHA
- Maximise the leverage of Council resources through co-contribution
- Ensure quality assurance of urban design and housing outcomes from investment (development and on-going management).

To support the desired outcomes, governance functions need to be complied with in the areas of:

- Policy and strategy development as well as review
- Resource commitment and allocation principles
- Resource allocation: land - who/how project and procurement approach
- Management of risk, probity and equity
- Development parameters, quality standards and quality assurance
- Accountability and monitoring.

How these requirements are applied against the possible high level commercial models are described and compared in Attachment 4.

If Council were to offer land as a contribution, table 10 outlines what role and how much control council would have in achieving more affordable housing outcomes.

10.2 COUNCIL OBJECTIVES

In reviewing the objectives against the commercial model types:

Table 10 - Commercial models and achieving affordable housing

Commercial Model	New Housing	Developer Accountability	Urban Design	Grow Affordable Housing
Straight Sale	X	X	X	?
Deliberative Development	√	√	√	√
Development Agreement	√	√	√	√
CHT	X	√	√	√
Council as Developer	√	√	√	√

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The following table provides an assessment of the effectiveness of the different development types to deliver Council's desired outcomes

Table 11- Effectiveness of commercial models in achieving Council objectives

Development Type	Commentary
Direct sale to market	A direct sale would be undertaken on commercial terms and not provide Council with the opportunity to influence the staged timing release, key urban design aspects or source affordable housing outcomes
Deliberative Development/Lease	With a sale through a deliberative development, Council sets the parameters as a part of the sale and secures staged timing release (set via key milestones), key urban design aspects and affordable housing outcomes via a covenant on title or some other mechanism. Council policy requirements including leverage and affordable housing outcomes are a part of the sale process. No risk to Council. Council would have a monitoring role in the finished developments with the assistance of the covenant on title.
Development Agreement	The establishment of a set of Development Agreements that meets Council policy requirements including leverage and affordable housing outcomes – the Agreement can be developed to reflect Council's position. Council will transfer risk on development and management to developer. Council would have an accountability and monitoring role including staged release and urban design and of finished developments with the assistance of a restrictions on title. Flexibility to manage changes in direction. Matters rest with Council
Trust	Establishing and maintaining a new Trust will be an additional expense and offer no revenue to Council. The advantage is that a Trust can leverage assets and debt and remove any development risk from Council. Council has limited capacity for reporting against an established set of KPIs – the requirements for periodic reporting would need to be established at the outset and a mechanism of enforcement established. Limited scope for changes for future flexibility
Council as developer	Council would have full control but also carry the full risk of development and housing. It would require additional resources to allow management. Full compliance with policy and procedure – flexible for future changes

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11 INVESTMENT IN AFFORDABLE HOUSING

A key aspect in the delivery of any housing – whether by private or not for profit operators – is to create an environment that attracts investor interest.

The delivering of new affordable housing requires a subsidy. That subsidy is even greater for social housing.

For commercial/private developers the provision of affordable housing will require a reduction in margin or increase the price of other units to pay for the affordable housing. Why? Because the financiers will not finance the construction if certain margins are not achieved.

To encourage developers to develop housing that includes affordable housing in the Council needs to be aware:

- Developers must realise commercial returns or yields within reasonable timeframes
- The size of the development opportunities (either larger development sites or a pipeline of development projects) that warrants making a sizable capital investment in development is a risk because if they do not get approvals that money is lost
- The rising cost of construction and the lowering of market values means that it is less likely that developments will be financially viable
- Certainty over development yields and approvals process is critical to success
- Council needs policy that is supporting growth.

To attract investors for both the capital development and the long term for affordable housing, market interventions are required. The interventions to attract long-term investors require contributions or discounts.

There are two aspects to property development that need to be considered, being:

- The capital development costs, i.e., the cost to develop and (maybe) then sell the dwellings

- Operational costs – some of the housing tenures not only require capital development but will also require operational costs to deliver the housing long term.

When reviewing an application Council needs to be aware of whether it is a market sale (capital development only) or long-term investment (operation costs), the table below outlines the two types.

Table 12 - Housing Tenure Capital/Operational requirements

Type	Capital Development	Operation Costs
Alternative models	✓	X
Affordable Purchase	✓	X
Affordable by Design	✓	X
Shared Equity	✓	X
Build to Rent	✓	✓
Rent to Buy	✓	✓
CHT	✓	✓
Social Housing	✓	✓

All the affordable housing outlined above will require capital to develop and deliver housing. For those tenures that are outlined as also having operational costs, the costs of developing, in the form of debt, will be carried over to the operating business. The only opportunity in all cases to achieve satisfactory financial outcomes, as would be dictated by financial institutions, is in the capital development phase through either savings in development costs or grants. The grants can be in the form of land or cash.

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11.1 HOUSING FUNDING FLOW

When Council is considering applications for affordable and social housing that will be operated by an investor, it needs to be sensitive to the financial constraints that such developments create for the investor.

The operational costs and the debt associated with the business will be subject to a set of criteria by financial institutions that enables business to get loans to operate. The operational costs include rates and taxes but also maintenance and due allowance for replacements over the life of the property – this is referred to as asset maintenance.

Regarding the economics of developing affordable and social housing, a financial assessment would consider the following:

- Investment costs
- Combine the funding elements (funding)
- Estimate the income (money inflows)
- Estimate the long-term ownership costs (money outflows)
- Forecast the likely future cash flows
- Undertake sensitivity analysis.

In addition to the items noted above financial institutions will require several complex financial metrics to be met on an ongoing basis.

For almost all affordable housing options, it is about the balance between the debt that can be raised and how much equity can be contributed, with the shortfall being potentially met by grants.

Consideration needs to be given to the source of the grant because it will often have requirements about who is to be housed. Possible and current potential funding streams are listed below in Section 11.2.

If a subsidy is required to achieve the housing outcomes, for example by the rezoning of the land to provide opportunity for development, then any initial subsidy needs to be preserved for the longer term. This can be done by encumbrances such as a covenant on title that preserves the affordable housing for future owners.

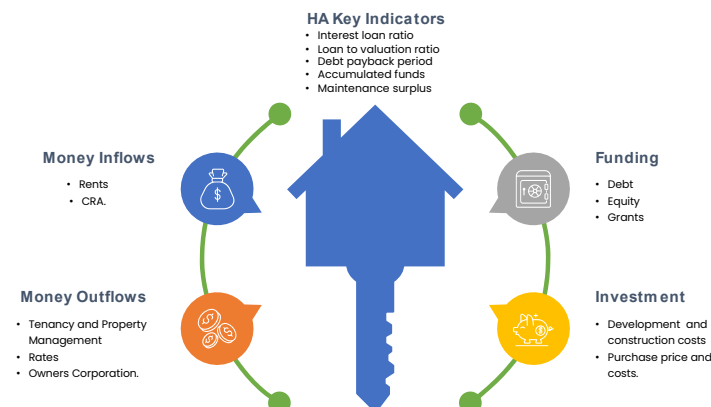


Figure 5 – Life cycle model for RHA

11.2 FEDERAL GOVERNMENT SOURCES

The Federal and State Governments periodically run regionally focused programs through which Councils can seek funding for projects that could assist with the provision of affordable and key worker housing. These could include the installation of infrastructure and grants to demolish the existing buildings to lower the cost of development for affordable housing.

The cost of infrastructure is prohibitive for projects with marginal feasibilities, creating a disincentive for development. Regional infrastructure grant programs would provide the opportunity to contribute to the construction of key infrastructure items such as road, sewage, water and/or stormwater to encourage the cost of infrastructure headworks to be paid, again lowering the cost for the development of affordable housing.

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In the current government cycle, Council should be advocating strongly for assistance in getting sites development ready.

This advocacy action relates to encouraging Federal and State Government to consider running new programs in the future. Any of the other recommended actions that require Council funds to proceed could potentially be eligible for such grant programs.

The Housing Affordability Future Fund (HAFF) will commence round 3 in the final quarter of 2025. The HAFF program will continue through the current Federal Government term. As an outline:

- A policy position to assist in the delivery of 30,000 affordable and social housing dwellings over 5 years through the establishment of a Housing Future Fund
- HAFF is an annuity payment to the nominated provider to make the difference between market rent and affordable rent
- Key target areas are key workers, regional housing, family violence and older women
- Only 6,000 of the dwellings will be social housing
- The introduction of a build to rent model that would provide a subsidy over a 20-year period to provide housing for key workers.

The Federal Government, in the final days of the last parliament, succeeded in getting its legislation for Shared Equity Scheme through the senate. The program sits with the Department of Treasury and Finance who are now reviewing how the program will be implemented.

11.3 SOUTH AUSTRALIAN GOVERNMENT POSITION

The South Australian Government's position on development for the Barossa is covered in by:

Regional Blueprint

The Regional Blueprint 2024 – 25 nominates for the Barossa, Gawler Light and Adelaide Plains its priorities

- Priority 1 - Housing – unlocking latent housing supply, increasing rental housing, affordable housing and housing diversity.

- Priority 3 – Infrastructure and Land Use Planning – provision of data for priority of infrastructure to support planned growth
- Priority 4 – Water – planning for and access to water

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12 REGISTERED HOUSING AGENCIES

South Australia has a number of Tier 1 and 2 Registered Housing Agencies (RHA). The Tier 1 RHA are:

- Believe Housing – a division with the Anglicare social services – particular focus on social housing
- Community Housing Limited – Australian wide RHA – generalist provider
- Housing Choices Australia - Australian wide RHA – generalist provider with some focus on disability
- Junction Housing – Independent South Australian provider – generalist provider
- Unity Housing - – Independent South Australian provider – generalist provider

The Tier 2 RHA's are:

- Amelie Housing – A division of the Catholic Church social services – focus on the provision of social housing
- Common Equity Housing – apart of Common Equity nationally – focus on housing co-operatives
- Westside Housing - Independent South Australian provider – generalist provider with a focus on the western suburbs of Adelaide
- Your Place Housing - Independent South Australian provider – with a focus on the provision of disability housing
- YWCA - Australian wide RHA – with a focus on housing women and women and children

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13 CONSIDERATIONS

The Barossa LGA has multiple needs for affordable housing to meet the community's needs. The housing needs of the community are many and varied and not a single homogenous grouping but include:

- The Barossa LGA, like many areas of Australia has problems associated with an ageing population, rapid growth in house prices and not enough new housing stock or smaller houses being built. An additional consideration concerns older people and their legacy. Many of the older people in the community will see their home as an asset for the next generation so consideration needs to be given as to how the money from the sale of their home is provided and how this may or may not affect their access to pensions and benefits. This matter needs to be fully explored.
- The Barossa LGA has a need for key workers who include:
 - Professionals to run emergency, health and education services
 - Seasonal Workers this is a broad category and includes those who work in wine and other beverage production, tourism, and agriculture, and also maintenance crews who move across manufacturing businesses undertaking both responsive and programmed maintenance to plant and equipment
 - New Permanent workers, working in businesses and government
- Low-income workers who often do not realise that they qualify for affordable housing or are too embarrassed to apply. The lack of long-term rental properties sees many paying substantial portions of their income on accommodation or living in very compromised accommodation.
- Very low-income earning and the need for social housing is also growing across several groups. This includes people over 55 years of age who had paid work and rented a home. In retirement, they can no longer afford a private rental

- Those affected by Family Violence and those with disabilities also require access to social housing

The types of housing needed to satisfy the varying groups requiring affordable and appropriate housing needs to be considered. The current demographics note that 56.8% of households are lone person or couples without children but only 15.0% of dwellings are one or two bedrooms. Over 76% of lone households are women. In essence, the lack of imagination in the development of housing is tied to the quality, quantum and housing options. The housing stock needs to reflect the different nature of the community. The housing stock to be considered are:

- Increase of smaller dwellings of 2 bedrooms to meet the aging community's needs, this would also meet the needs of young professionals from service industries.
- Increase of small lot housing that is smaller and affordable
- Medium density housing for the low income and very low income, where economies of scale can be achieved
- Modular housing / accommodation in towns with services. Ideally, small accommodation such as single bedrooms for seasonal workers (when not in use by seasonal worker it could be used for holiday accommodation but must be set aside for peak seasonal worker periods)
- Small accommodation with shared facilities or tiny homes with small communal areas on a model that is similar to Student Housing.

Where can this growth happen in existing towns? There are multiple opportunities as follows:

- Council owns 9 sites across two towns, Tanunda and Angaston, Council may consider various opportunities to enable housing development on those parcels of land to achieve housing outcomes for identified cohorts in need.
- The South Australian Housing Trust owns considerable stock in Barossa towns, much of it is grouped in streets and is aging requiring maintenance and upgrade. Council could seek for this to be placed with a

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Registered Housing Agency on the basis that it is redeveloped through a program like Restoring our Streets and Suburbs program (ROSAS). The housing can be targeted at very-low and low-income households while also increasing the housing stock.

- Most of the towns have multiple religious buildings that are no longer fully utilised, including structured conversations with these congregations based on housing as a part of their mission. Council could facilitate conversations with appropriate RHA's.

The Barossa LGA has very clear delineation between township boundaries and adjoining agricultural land. On a regular basis Council should review this delineation to ensure that the adjoining agricultural land is still productive. If the land is no longer productive Council should consider the rezoning of land for the purposes of community benefit.

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14 ATTACHMENT 1 – COMMUNITY OVERVIEW

14.1 OVERVIEW OF POPULATION IN THE BAROSSA LGA

The Information presented in the community overview is derived from the Australian Bureau of Statistics 2021 census data. The table below is of five-year age groups within the Barossa LGA from the 2021 Census data compared with Greater Adelaide. The data shows that there were a higher proportion of people in the Barossa LGA aged above 35years old then compared with Greater Adelaide by 5% indicating an ageing community within the council area.

Table 13 - 5 years age grouping of Barossa LGA to Greater Adelaide (ABS 2021)

Five year age gap (grouped)	Number of People	Barossa LGA As a %	Great Adelaide as a %
0-4 Years	1,184	5%	5%
5-14 Years	3,213	13%	12%
15-19 Years	1,462	6%	6%
20-24 Years	1,114	4%	7%
25 -34 Years	2,330	9%	14%
35-44 Years	3,007	12%	13%
45-54 Years	3,451	14%	13%
55-64 Years	3,604	14%	12%
65-74 Years	3,262	13%	10%
75-84 Years	1,755	7%	6%
85 Years and Over	669	3%	3%
Total	25,051	100%	100%

Jobs held within the Barossa as industries

An analysis of the jobs held by the population of the Barossa LGA in 2021 shows the below five most popular industries for occupations which accounted for 39% of the population's occupations, with accommodation and food services and agriculture featuring in the top 7 categories, accounting for a total of 69%.

- Manufacturing 18.5%
- Health care and social assistance 11.5%
- Retail trade 9%
- Education and training 8.5%
- Construction 8.1%

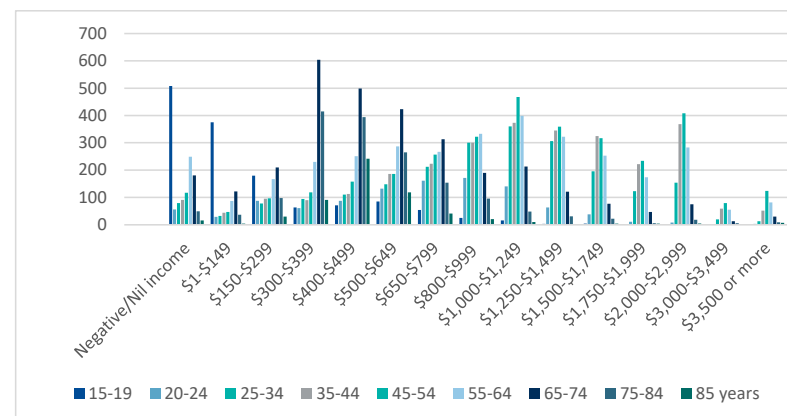


Figure 6 - Income per week per 5 year age category Barossa LGA 2021

The individual income in age categories per week is shown above, with an indication that the Barossa LGA has an increasing age population that is living off pension and/or Centrelink with more 65-75 years earning below \$649 a week.

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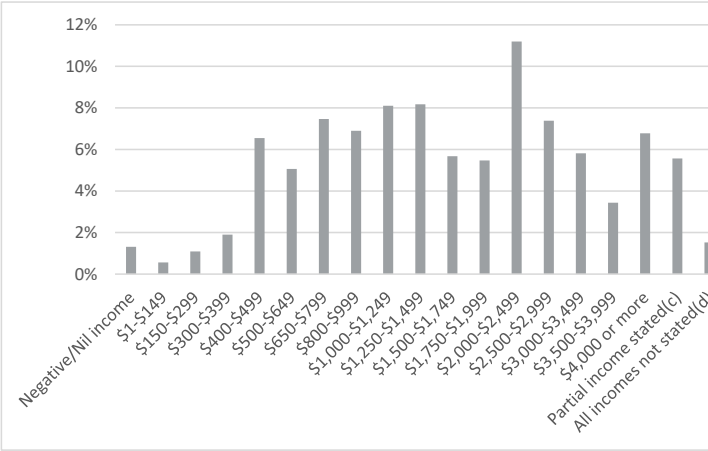


Figure 7 - Income per week per household types in Barossa LGA 2021

Income per week in households indicates that the majority of houses are earning less than \$1,500 a week, meaning that some homes who do have more than 1 person living in them a subject to minimum and even Centrelink wage levels, while we can see a spike in high growth households indicating minimal moderate-income households.

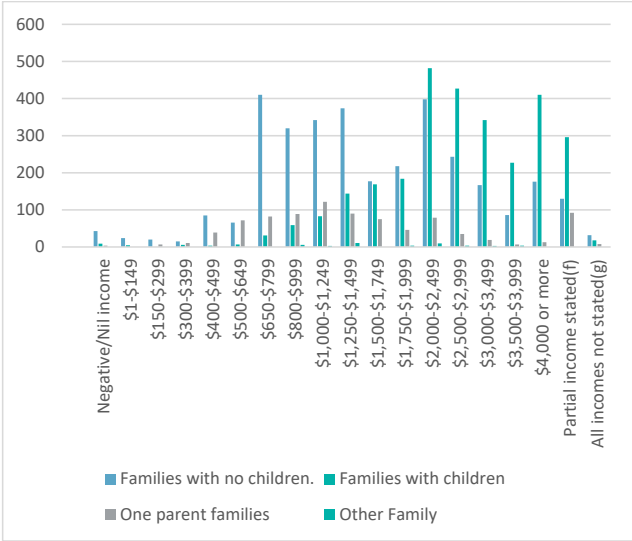


Figure 8 - Income distribution across family types in Barossa LGA 2021

Income distribution across family types shows that many families with no children are earning less than families with children. This could indicate a structured community for families, while lower earners may not have the ability to have children due to wage problems or there is a significant community of retirees. It should also be noted that one parent families have a higher percentage below \$1,300 a week meaning much of this money will be going directly back into the cost of living and raising said child.

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Housing in the Barossa

Tenure	Barossa LGA%	Greater Adelaide %
Owned	37%	31%
Mortgage	41%	37%
Rent	17%	28%
Other/Unknown	5%	4%

Table 14 - Housing tenure in Barossa LGA compared with Greater Adelaide 2021

It should be noted that only 2% of the rental market is social or community housing within the Barossa LGA compared with 6% in greater Adelaide. Overall, the Barossa LGA has a higher % of homes owned compared with greater Adelaide however a lower level of social and community housing options.

Number of Persons usually residing	Barossa LGA %	Greater Adelaide %
1 Person	26%	28%
2 Person	38%	34%
3 Person	14%	16%
4 Person	14%	15%
5 Person	6%	5%
6 or more persons	2%	2%

Table 15 - Household sizes in Barossa LGA compared with Greater Adelaide 2021

Barossa LGA has a great stock of houses exceeding three-bedroom homes, compared with Greater Adelaide, specifically with 4-bedroom homes at 11% more and 7% less 2-bedroom homes than Greater Adelaide.

Households by type	Barossa LGA %	Greater Adelaide %
Couples with children	30%	31%
Coupled without Children	34%	27%
One parent families	9%	12%
Lone person	26%	29%

Table 16 - Household compositions in Barossa LGA compared with Greater Adelaide 2021

Dwelling size	Barossa LGA %	Greater Adelaide %
1 Bedroom	2%	3%
2 Bedroom	12%	19%
3 Bedroom	49%	52%
4 Bedroom	32%	21%
5 Bedroom	4%	4%
6 Bedroom or more	1%	1%

Table 17 - Dwelling size in Barossa LGA compared with Greater Adelaide 2021

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14.2 TOWNS WITHIN BAROSSA LGA

Six major towns have been identified within the council region of the Barossa with the following information showcasing which towns are demonstrating specific demographic data that has been discussed above. These towns are:

- Nuriootpa
- Tanunda
- Angaston
- Williamstown
- Lyndoch
- Mount Pleasant

Analysis of the 5 year age groups across the 6 towns within the Barossa LGA in 2021.

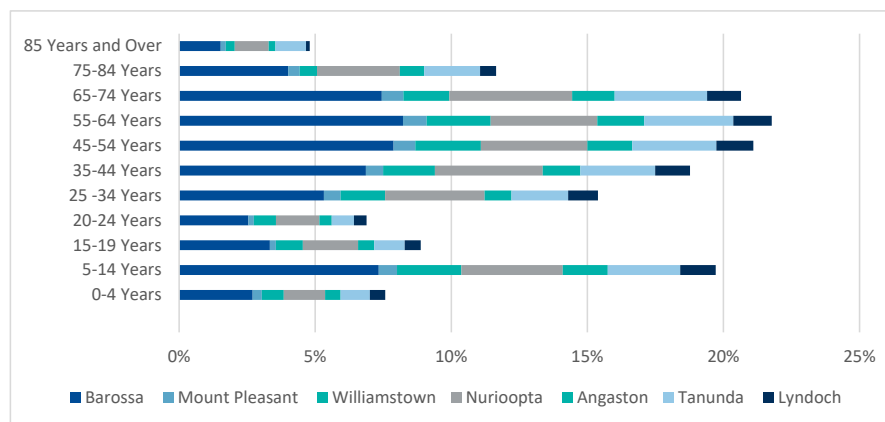


Figure 9 - Five-year age groups across towns as a %

The below data indicates

- Tanunda, Lyndoch and Mount Pleasant have older populations within the council demographics
- Nuriootpa has the largest demographic under 24years indicating younger population with young families
- Williamstown and Angaston have some established families but are ageing more than Nuriootpa.

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- Analysis of individual incomes levels in the 6 towns compared with Barossa LGA
- Tanunda has the highest rate of individual income within the 6 major towns
 - Nuriootpa, Lyndoch have the lowest earners below \$500 a week.
 - Angaston, Williamstown and Mount Pleasant all have average median wages in comparison with the council.

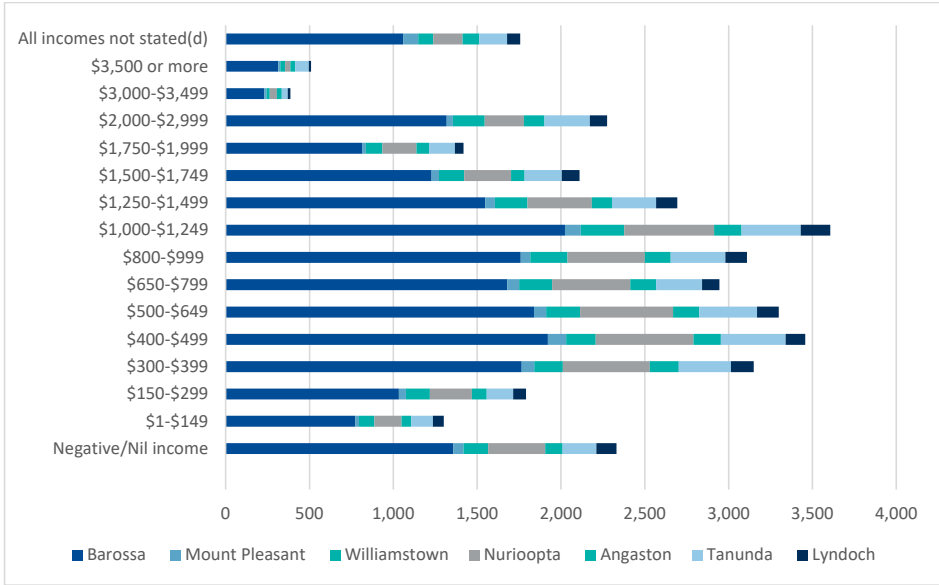


Figure 10 - Individual incomes distribution across towns

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Analysis of household incomes

It should be noted that household incomes include both family homes and non-family homes in the data. Data below indicates:

- Tanunda and Nuriootpa have stronger economic hubs
- Mount Pleasant and Lyndoch have stagnated to decline economic household incomes
- Angaston and Williamstown have many households with an income below \$1,500 indicating lower economic hubs within the towns.

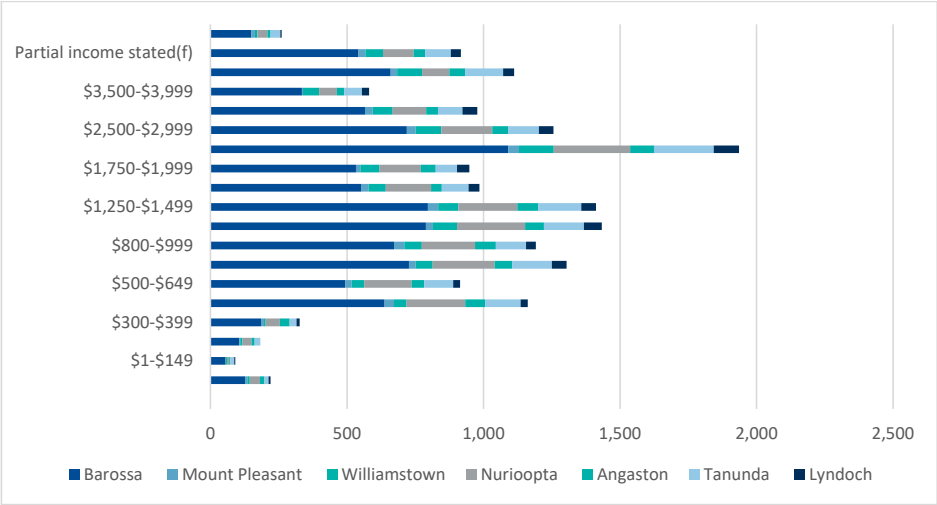


Figure 11 - Analysis of household incomes 2021 across Barossa LGA and 6 towns.

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Housing tenure across 6 major towns shows that the level of rental properties is low in most towns.

Table 18 - Tenure within the 6 major towns.

Tenure Type	Tanunda %	Williamstown %	Nuriootpa %	Angaston %	Lyndoch %	Mount Pleasant %
Owned	41%	32%	34%	37%	37%	41%
Mortgage	34%	53%	36%	35%	48%	45%
Renting	20%	11%	23%	24%	14%	11%
Other Tenure types	4%	2%	6%	3%	1%	1%

Housing tenure types across the 6 major towns shows large numbers of one and two person households

Table 19 -Housing occupation within the 6 major towns

Number of Persons usually residing	Tanunda %	Williamstown %	Nuriootpa %	Angaston %	Lyndoch %	Mount Pleasant %
1 Person	29%	20%	32%	29%	18%	28%
2 Person	40%	34%	37%	38%	41%	39%
3 Person	12%	17%	14%	14%	15%	13%
4 Person	13%	18%	11%	12%	16%	13%
5 Person	4%	9%	4%	5%	7%	5%
6 or more persons	1%	3%	2%	2%	2%	2%

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5 to 10 year difference - Persons

Below is a low-level analysis of Data from 2021 census against the 2016 and 2011 census data to showcase the current trends within the Barossa LGA over the past decade from ABS data.

5-year age groups

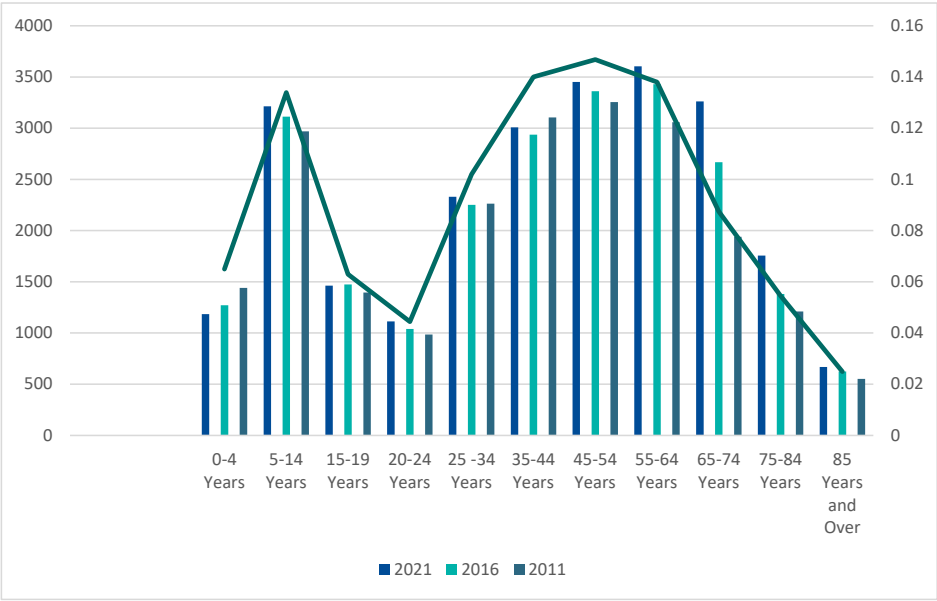


Figure 12 - 5 year age group comparison over a decade 2021 to 2011.

5 year age group shows an indication in growth however, a larger more sustainable growth in the populations above 45+ indicating an ageing population, with an overall 12% growth in the Barossa going from 22,169 in 2011 to 25,051.

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Jobs held within Barossa LGA by Industry

Overall comparison between industries

2021

- Manufacturing 18.5%
- Health care and social assistance 11.5%
- Retail trade 9%

2016

- Manufacturing 20.2%
- Healthcare and social assistance 10.4%
- Retail trade 9.4%

2011

- Manufacturing 23%
- Retail trade 10.2%
- Health care and social assistance 10.1%

Overall manufacturing has sustained as the main economic driver in the Barossa for the past decade, however changes in the greater economy have shifted other industries, specifically healthcare and social assistance and retail trade.

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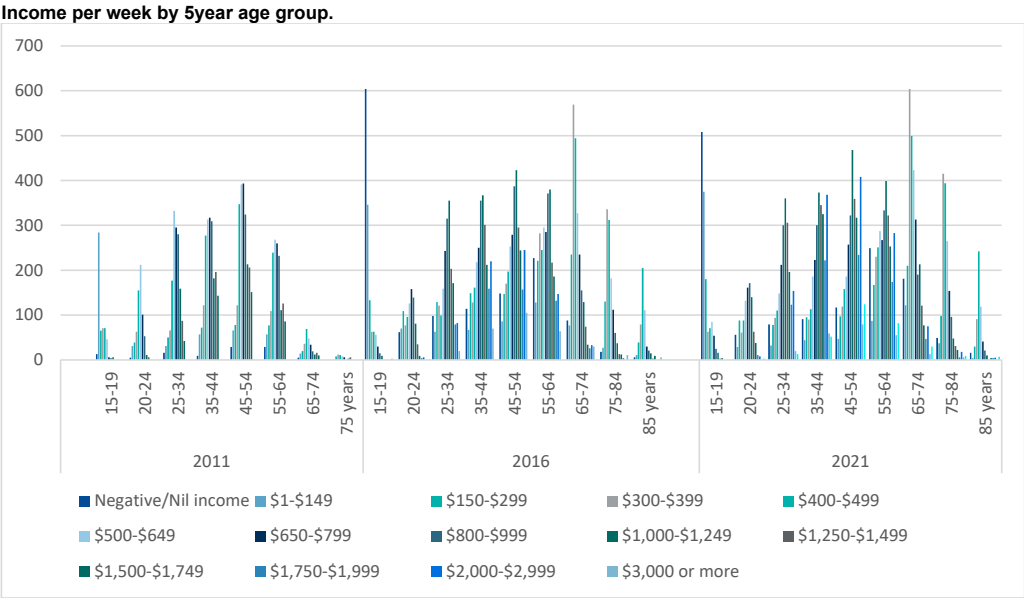


Figure 13 - Income per week 5 year age gap from 2011 to 2021

The graph shows that in 2011 the highest weekly income in the Barossa LGA was \$2,000 and more, where in 2021 the highest was \$3,500 indicating an overall increase in older people earning more while younger people below 35 are earning less than \$1,000 a week,

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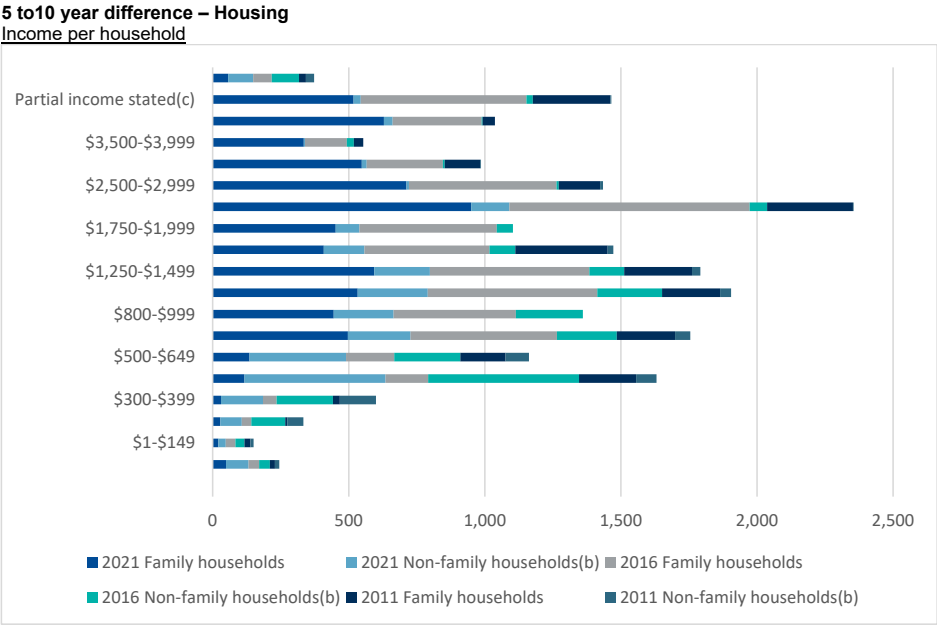


Figure 14 - Income per Household per week from 2011 to 2021.

Income per household per week has slowly increased, however this could be combating increased cost of living and wage growth, while 2011 census data would indicate minimum middle class family income.

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Housing tenure in Barossa LGA

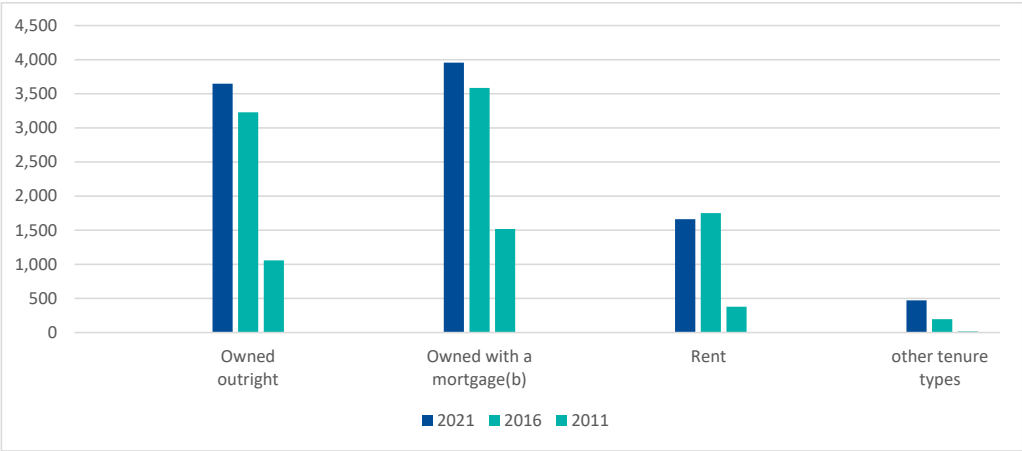


Figure 15 - Housing tenure in Barossa LGA from 2011 to 2021.

Housing tenure in the Barossa LGA across past decade indicates a growth in the rental market and increased mortgage market, indicating a growing housing market, however with increased debt across the community.

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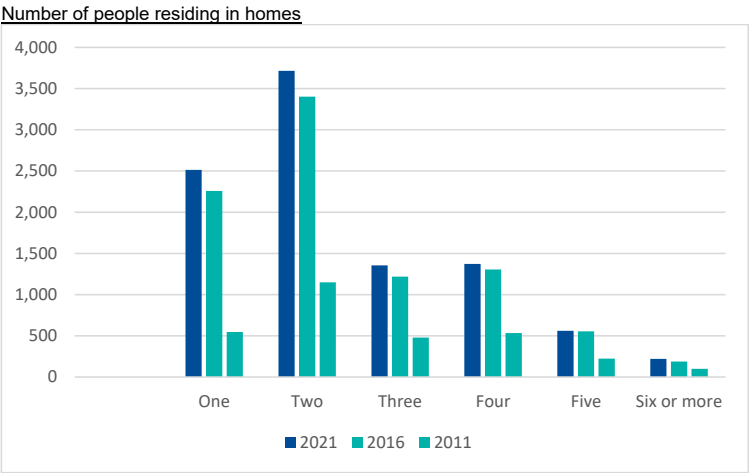


Figure 16 - Number of people residing in homes 2011 to 2021.

Number of people residing in dwellings across the past decade within the Barossa LGA, demonstrates that there has been a significant increase in lone person and couple only households as the community ages.

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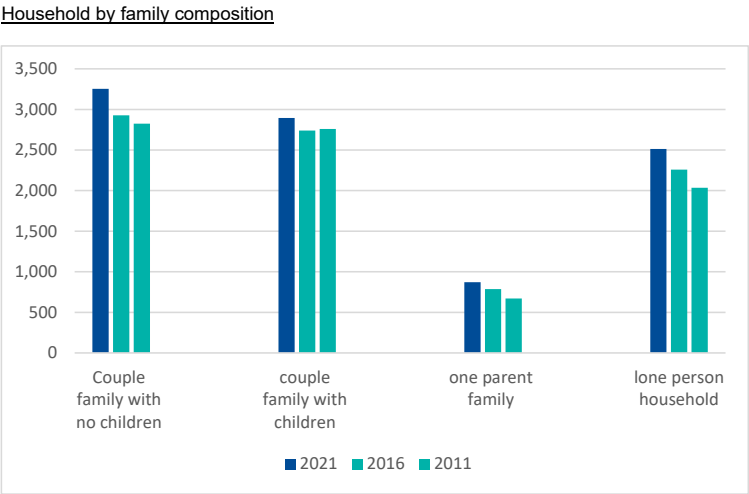


Figure 17 -Households by family composition 2011 to 2021.

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Household types by bedroom number

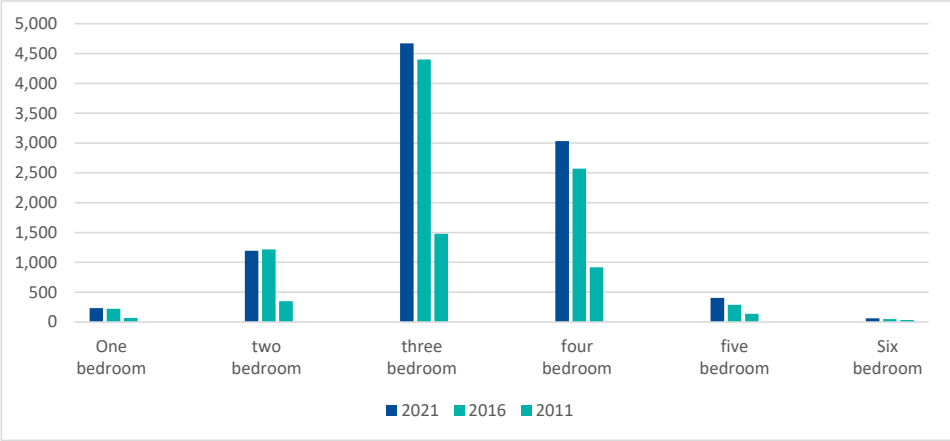


Figure 18 - Household types by number of bedrooms 2011 to 2021

Household types again have not varied, with only significant increase in 3 and 4 four bedroom homes.

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So, what does this mean in terms of affordability and pricing for housing? The following table outlines what 30 per cent of income represents for rental or mortgage payments (based on 10% deposit and av5% interest rate on repayments), in \$5,000 increments.

Table 20 - Housing cost to incomes based on low to moderate ranges on \$5,000 increments

Income (\$)		Housing cost @ 30% of income (\$)			Purchasing capacity (\$)
Per week	Per annum	Per week	Per month	Per annum	
577	30,000	173	750	9,000	NA
673	35,000	202	875	10,500	NA
769	40,000	231	1000	12,000	NA
865	45,000	260	1125	13,500	NA
962	50,000	288	1250	15,000	NA
1058	55,000	317	1375	16,500	330,000
1154	60,000	346	1500	18,000	360,000
1250	65,000	375	1625	19,500	390,000
1346	70,000	404	1750	21,000	420,000
1442	75,000	433	1875	22,500	450,000
1538	80,000	462	2000	24,000	480,000
1635	85,000	490	2125	25,500	510,000
1731	90,000	519	2250	27,000	540,000
1827	95,000	548	2375	28,500	570,000
1923	100,000	577	2500	30,000	600,000
2019	105,000	606	2625	31,500	630,000
2115	110,000	635	2750	33,000	660,000

Income (\$)		Housing cost @ 30% of income (\$)			Purchasing capacity (\$)
Per week	Per annum	Per week	Per month	Per annum	
2212	115,000	663	2875	34,500	690,000
2308	120,000	692	3000	36,000	720,000
2404	125,000	721	3125	37,500	750,000
2500	130,000	750	3250	39,000	780,000
2596	135,000	779	3375	40,500	810,000
2692	140,000	808	3500	42,000	840,000
2788	145,000	837	3625	43,500	870,000
2885	150,000	865	3750	45,000	900,000
2981	155,000	894	3875	46,500	930,000
3077	160,000	923	4000	48,000	960,000
3173	165,000	952	4125	49,500	990,000
3269	170,000	981	4250	51,000	1,020,000
3365	175,000	1010	4375	52,500	1,050,000
3462	180,000	1038	4500	54,000	1,080,000
3558	185,000	1067	4625	55,500	1,110,000
3654	190,000	1096	4750	57,000	1,140,000
3750	195,000	1125	4875	58,500	1,170,000

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15 ATTACHMENT 2 – DETAILS ON AFFORDABLE HOUSING MODELS

15.1 AFFORDABLE PURCHASE

The challenge for developers seeking to deliver new housing is to be able to achieve sale prices that support an acceptable return on development costs.

Rarely a developer has the straight equity (cash) to undertake a development without seeking finance. Developers need to satisfy their financiers' requirements generally being, in the current financial environment, for a development project:

- 65% debt/35% equity (developers on money)
- Return or profit of 20% before overheads and corporate costs
- 70% presales contracts on residential (of which only 30 per cent can be to overseas buyers)
- 70+% sales or lease on commercial/retail components.

Most costs are relatively fixed as a proportion of development costs. These include:

- Design costs
- Construction costs
- Statutory authority charges
- Finance costs.

The variable cost factor is the price paid for the land. Just about all affordable housing outcomes require a subsidy and, in providing affordable housing, the developer will remove the subsidy cost of supplying the affordable housing from the cost paid for the land.

The only capacity available, in a commercial development model, to achieve a dwelling at an affordable price is for there to be a discount to the price of the land.

The key consideration relating to purchase capacity is the requirement for low- to moderate-income earners to obtain finance from a financial institution. In general, the existing requirements for a potential purchaser who is at, or above the 50 per cent of income earners nationally include:

- Steady savings pattern for 12 months
- Funds to service all purchase costs (stamp duty, insurance, rates and conveyancing)
- A minimum deposit of 10 per cent of value
- A full-time employment history of five years
- However, for potential individual purchasers who earn below the 50 per cent income benchmark (generally considered \$54,000), financial institutions require:
 - A steady savings pattern for 18-24 months
 - Funds to service all purchase costs (stamp duty, insurance, rates and conveyancing)
 - A minimum deposit of 20-25 per cent of value
 - Full-time employment history of five years.

It is reasonable to argue that it is exceptionally unlikely that a person earning less than \$52,000 per year is in the market to purchase because they will have considerable difficulty in raising finance from a reputable financial institution.

The criteria for designating housing to a key worker might be:

- Be over 18 years of age
- Be a resident of the area
- Be a key worker employed in an identified industry in the local area
- Be an owner occupier
- Be living in rental accommodation (public or private), or with family or friends, or be homeless.

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15.2 SHARED EQUITY

Shared equity arrangements cover the products, schemes and initiatives that enable the division of the value of a dwelling between more than one party. The essential feature of shared equity models is that the buyer shares the capital cost of purchasing a home with an equity partner, thereby permitting households to buy a home with lower income levels than would normally be required. In simple terms, this umbrella term encompasses government-backed and private sector-led schemes based on arrangements whereby the purchaser enters into an agreement with a partner to share the cost of purchasing a property. This approach is considered because:

- Compared with conventional mortgage arrangements, shared equity can enhance affordability for homebuyers by reducing both deposit requirements and ongoing housing costs
- It may provide mortgage lenders with opportunities to expand into new markets and offer equity investors a more flexible opportunity to invest in residential real estate other than through direct investment
- More broadly, shared equity approaches can contribute to policy reform and offer a means of leveraging in more, and more appropriate, forms of affordable housing. To achieve this outcome, equity investment is required.

Inevitably, these benefits have risks associated with them, and the viability and relative attractiveness of shared equity depends upon favourable financial and housing market contexts.

Shared equity initiatives are closely integrated within and connected to the housing markets in which they operate. Individual and community equity schemes relate to and depend on housing market contexts in different ways; the nature of this relationship acts as a defining characteristic between them.

Community equity arrangements seek to preserve affordability over time within the housing stock and, arguably, a distinct sub-market would be established tied to that supply.

If and when residents move home, then issues regarding the interface between scheme and market at the time of exit will have an impact on options available for mobility in the market.

Individual equity arrangements have a more explicit link to the market context in which they operate. In effect, they seek to work within the parameters of market values and aim to assist households meet those values.

These concepts are outlined in this diagram:

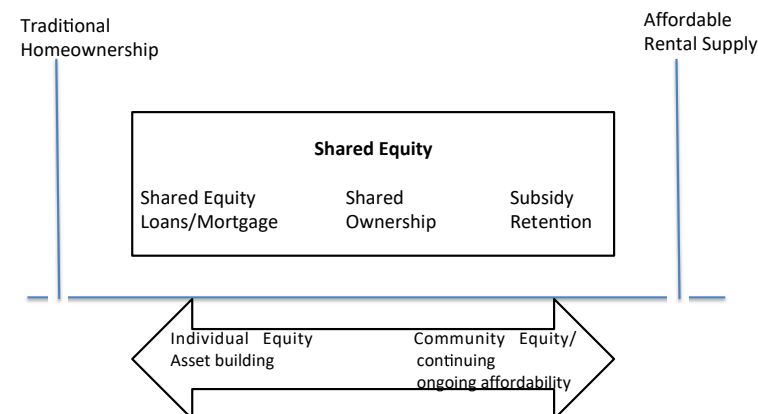


Figure 19 - Shared equity – market positioning

15.3 BUILD TO RENT

Build to rent is the process whereby developers and their financiers build multi-unit buildings and, instead of selling the units, retain them to let to tenant households. Rents may be set at market prices or, for affordable and social housing, at an appropriate discount to market rents.

The ABS defines “private rental housing” and “renter: private landlord” as an economic relationship between a household and landlord; that is:

“... a household paying rent to a landlord who is a real estate agent; a parent or other relative not in the same household; or another person not in the same household”. (ABS, 2017b).

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The profile of build to rent mostly tends towards apartments, small households and people on lower incomes, but the degree of difference between build to rent and the broader housing system varies between household incomes and locations.

Build to rent is an established practice in both the UK and the US but has yet to be fully taken up in Australia. However, it is understood that the Federal Government is investigating build to rent schemes and that the Federal opposition has noted that it will continue to support a build to rent model for institutional investment. The Federal opposition noted it would seek a model that will offer either a tax incentive or subsidy to provide properties at a discounted rent to eligible renters (eligibility will be defined via income ranges). It is also noted that the Property Council and Urban Development Institute are both supportive of such models and have commenced a campaign for consideration with the Federal Government.⁷

Systems

Private

There are two scenarios to be considered with private build to rent – one is the institutional investor that will build a whole building for 100% build to rent as discussed above; the other option to be considered is the developer who retains or sells a portion of the dwellings to be rented at a below market rent to eligible renters.

Another option is the model that some the inner Melbourne Councils are considering, a model developed by Robert Pradolin (Prads model). The rent would be charged at 75 per cent of market rent of the local area (being either the LGA or ABS Geographic Statistical Division). Renters would be those defined as low to moderate income earners, on the basis of the legislative framework. The maximum returns the investor would get would be 75 per cent of the full market rent. The affordability would remain on the dwellings for the economic life of the building (usually 25 years).

To entice an Australian investor to purchase a dwelling that has a discounted rent, the purchase price would also need to be discounted proportionately. Typically, this would be about 20 percent of the purchase price.

The ongoing affordability aspect of this model would be managed via a caveat agreement on title.

The developer would be expected to select a RHA/entity to administer the rentals and associated reporting.

Management

One consideration in any future build to rent scheme would be management of the properties. Council may consider that a RHA manage them. However, a private rent to build could have an entity such as a registered real estate agent manage the properties. The key considerations for Council are:

1. The need to be satisfied that the organisation has demonstrated experience and a proven track record in managing affordable housing and tenancies in an integrated development.
2. That the tenancy and property managers assigned to the dwellings are trained and have experience in managing client groups in an integrated development.
3. That the entity has the capability to undertake all the reporting requirements that may be necessary in any restrictions on title.

15.4 RENT TO BUY

⁷ Could 'Build to rent' create affordable rental housing? | AHURI

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In Australia, rent to buy describes a private vendor (i.e. non-government) scheme whereby a tenant pays rent and the costs associated with an option to buy the rental property in the future (usually at an inflated “future” price to cover anticipated property price rises) from the vendor. The rent to buy contract requires the tenant to source finance from a bank or other mainstream lender so as to buy out the vendor at a determined future date. This is known as the MAKE/Assemble model.

The Consumer Action Law Centre identifies that tenants are usually lower-income householders who are not able to get a loan from a mainstream bank or credit society because they don't have a large enough deposit, can't afford the mortgage repayments or have a poor credit history.

The key to a successful implementation of a rent to buy scheme will be to ensure that the tenant has the financial capacity to enter into such a transaction. With Australia's state-based income levels, such a scheme's implementation could prove difficult. In most instances, for a single person the minimum would be \$52,000 per year but a more likely commencement benchmark would be \$60,000 per annum for individuals and \$100,000 for households.

To date, there have been no replicable models in Australia. However, with the Assemble model now being implemented – and containing encumbrances concerning the inflationary growth of the property during the rent period, the rent being at or below market and the option to purchase being fair and reasonable – it is a model that could be considered.

The Assemble model provides a market niche that allows it to be considered, as the potential purchasers initially enter a residential tenancy on an apartment that they may consider purchasing some five years later. An option to purchase is entered into at the time of the residential tenancy agreement. However, the option is also available for the tenant/purchaser to opt out at any point during the tenancy.

The key investment factors for consideration in a rent to buy scheme such as the Assemble model are:

- Sizable investment opportunities and product base. The model is easily replicable across inner and middle ring suburbs in major cities
- Active asset management

- Potential for development activity.

15.5 SOCIAL HOUSING

All states, excluding Victoria, have endorsed and agreed to the National Housing Regulator. The Regulator manages the compliance and financial readiness of the Registered Housing Entities. The Regulator has the registered housing agencies divided into Tier 1 and Tier 2. The division is based upon capacity to grow, financial resources and management of tenancies.

Registered housing agencies are not-for-profit corporations that own and/or manage community housing and are registered by Federal and/or State Housing Regulators.

Tier 1 Housing Associations are seen by Government as organisations that:

- Own, manage and develop affordable rental housing
- Provide housing support and assistance to clients
- Are viable businesses, partnering with government and the community
- Have met registration criteria and meet ongoing regulatory compliance against performance standards.

Housing Associations have differing rent policies, starting from 25 per cent to 30 per cent of pension income and increasing to 75 per cent of market rent/30 per cent of employment income.

Housing Associations and Providers are usually tax concession charities and, subject to meeting certain requirements, are exempt from income tax, capital gains tax, fringe benefits tax and GST. They may also be exempt from stamp duty, land tax and, in some cases, council rates. Housing Associations may also have Deductible Gift Recipient status, meaning donations to them are tax deductible by the donor.

Housing Associations have financial and operating benefits not available to State housing organisations and private developers, most notably:

- They do not pay GST on the cost of constructing housing
- They have greater flexibility in the sale and re-investment of property
- Their tenants are eligible for Commonwealth Rent Assistance whereas State Government housing tenants are not.

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The opportunity offered by a development structure with a Housing Association as a Tax Concession Charity and excluding the GST as a part of the costs, will be a key point in achieving an outcome that is financially sustainable for the development.

Housing Associations can raise debt to purchase dwellings. However, the capacity to raise debt is limited by:

- The tenant profile, as dwellings are leased at a submarket rent and thus income to repay is greatly reduced
- The requirement by financial institutions for the Housing Associations to meet commercial hurdles of two times earnings; that is, they must cover repayments with double the income) to achieve funding. Consequently, this reduces the amount that can be borrowed.

The Housing Associations in South Australia have limited equity and have multiple calls on that equity.

Housing Associations will consider the following commercial options (or variations of them) to develop/acquire dwellings:

- Acquisition of newly built dwellings on the open market when they reach completion (at a considerably reduced price)
- Acquisition of existing units, which may require upgrade work (at a considerably reduced price)
- Purchase of dwellings from a developer/builder with progress payments made during construction
- Development of new dwellings by the Housing Associations themselves, involving land purchase, financial approval, engagement of consultants, design, approvals, tendering and construction, all under the control of the Association and at the Association's risk.

However, with the restrictions in rents to income appropriate rents and escalating costs, the opportunities are exceptionally restricted.

While key workers are unlikely to be tenants of social housing, increasing the supply of this housing in the region will help address wider housing affordability issues.

Table 21 - Social housing amenity requirements

Amenity	Site Requirements General
Access to shops	Retail facilities (supermarket, butcher, F&V) should be within 800m of the dwellings.
Access to education	Primary school within 800m. Secondary College within 1.5km of the dwellings and on bus route.
Access to community services	Community Services should be within 800m.
Access to recreational services	Recreational services within 800m of the dwelling.
Access to health services	Medical centre within 800m. A major hospital is available within 8km.
Access to Employment	Employment opportunities are established within area.
Support Services	Recognised Family Violence support services within 2km or able to undertake site visits Recognised specialist support services, such as mental health or drug and alcohol

15.6 AFFORDABLE BY DESIGN

Affordable by design dwellings are developed using a standard development process to create small lots and compact dwelling designs that can be delivered at lower price points. Given that there are many fixed costs in the development process and that the quality of dwellings also needs to be maintained, there are limitations as to how far the price can be lowered. Design costs, construction costs, finance costs and statutory authority charges are relatively fixed, and the most variable cost factor is the price paid for the land. Including sustainable design features should also be a consideration to enable lower running costs for all kinds of affordable housing.

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The benefit for the Barossa LGA is that it will provide alternate housing types within a small market.

15.7 ALTERNATIVE HOUSING MODELS

Group accommodation such as co-living, "dorms for grownups", and boarding houses provide private bedrooms (with ensuites or shared bathrooms) or micro-apartments with shared living rooms and cooking facilities. In large cities where there are high rents and a lack of housing choice, this provides flexible, community-driven housing and is attractive to a young, urban, professional and mobile population. The co-living model continues to move further away from long-term commitment with the model evolving from signing a lease to being provided only with a "membership" to provide access to a furnished bedroom and common areas.

Relocatable housing has also been traditionally provided in the resources industries. A newer trend for relocatable housing is tiny houses on wheels ('THOWs'), many of which are designed to be "off-grid" from any reticulated services. Tiny houses can provide temporary or longer term affordable housing options and can be suitable for location in urban areas (in backyards or on separate titles), on rural properties, or on vacant land prior to its development for other purposes. There is also a growing interest in creating tiny house communities where several dwellings are clustered together in rural or urban settings.

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16 ATTACHMENT 3 – PLANNING CONSIDERATIONS

16.1 OVERVIEW

An incentive approach is one which encourages developers to include affordable housing within their developments by reducing other project costs or increasing the allowable yield for a site. It can also be utilised for wholly affordable housing projects to increase project viability and potentially increase the number of units that can be provided on a site.

However, there are limits on what incentives can reasonably be offered, and it is important to ensure that more intense development outcomes do not have adverse impacts on adjoining properties, or that substandard housing is built. There also needs to be a clear strategic basis for how the base level of development rights is defined, and for the extent of any incentive parameters.

It is also important that any incentives are attractive enough so that developers will give them consideration. If an incentive will only provide a very nominal “bonus” to the developer, they may not see it as worthwhile, and the take-up may be minimal. From our experience with other feasibility studies, the most material incentive to a development will be increases in floorspace and yield. Whilst fast-tracked processes save some cost, unless there is a guarantee over approval times (via removing third party rights) then the saving is marginal. Reduced carparking or open space requirements can materially save costs but, depending on the location, there are likely to be practical limits (for both the developer and Council) to how far this might be applied.

However, incentives for the developers of affordable housing (i.e., Registered housing agencies) will assist them to get better “bang for buck”. Given the number of affordable housing units that may need to be built in the Barossa LGA in the coming years as it accommodates the planned growth, this could result in significant efficiencies.

The following sections discuss and provide examples of the following incentives:

- Approval process advantages and cost reduction strategies
- Reduced development contributions, planning charges and Council rates

- Additional building height
- Reduced building setbacks
- Reduced car parking
- Reduced open space requirements.

Some incentives relate to encouraging the inclusion of affordable housing units in a private development, and others relate to planning concessions and reduced costs for both projects that wholly constitute affordable housing and that include a mix of private and affordable dwellings.

16.2 APPROVAL PROCESS ADVANTAGES AND COST REDUCTION STRATEGIES

Potential delays in the planning process and associated expenditure associated with appeals processes and holding costs can have significant impacts on projects that include affordable housing. Streamlined approval processes that advantage certain forms of affordable housing and/or registered housing agencies can help to minimise project costs and deliver affordable housing more quickly to the community. Maintaining transparency is important and obtaining local feedback can improve project outcomes, so an “all or nothing” approach does not need to be adopted in regard to involvement by third parties.

While this potential process may not be desired by Council they are suggested for the purposes of facilitating affordable housing, including:

- Utilising a Standard Advisory Committee process to maintain independent review process
- Running consultation processes at the early stages of project development to allow the subsequent formal planning approval process to proceed in an expedited manner
- Providing fast-tracked application processes within set timeframes
- Ensuring applications are processed by experienced senior staff
- Design codes for certain kinds of affordable dwellings such as granny flats, secondary suites, and medium density housing, with

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developments that meet the codes potentially being provided with fast-tracked application processes

- Providing Council or State Government land for moveable housing projects to reduce costs (e.g., Transition Housing)
- Council or State Government assistance in assembling land parcels
- Council or State Government assistance for infrastructure installation.

Griffith University has identified that interest in “tiny houses” (which are usually “tiny houses on wheels (THOWs)” that can be moved, and which may or may not be connected to reticulated services) is growing especially for older women, a demographic that is experiencing a marked increase in homelessness. Tiny houses can provide temporary or longer-term affordable housing options and can be suitable for location in urban areas (in backyards or on separate titles), on rural properties, or on vacant land prior to its development for other purposes. There is also a growing interest in creating tiny house communities where several dwellings are clustered together in rural or urban settings.

It is recommended that Council consider several approval process advantage and cost reduction strategies to achieve the best “bang for buck” discussed above. Exploring ways to become a “tiny house friendly” municipality could also keep the Barossa LGA at the forefront of this new model of affordable housing.

Key Considerations:

- **Should Council provide a fast-track planning permit process for affordable housing?**
- **Is Council willing to provide approval process incentives for affordable housing projects such as using informal consultation processes**
- **Is there land that Council could provide for affordable housing projects, either for permeant dwellings or movable dwellings?**
- **Should the Barossa LGA become a “tiny housing” friendly municipality?**

16.3 REDUCED DEVELOPMENT CONTRIBUTIONS, PLANNING CHARGES AND COUNCIL RATES

Another option for increasing project viability is to reduce or waive the payments that developers and registered housing agencies are usually required to make. This can include reductions in or waivers of development contributions, planning application fees, and Council rates.

For example, the City of Melbourne provides a 35 per cent rate reduction to Registered Housing Agencies

Subject to Council being satisfied that this would not impact its wider budgetary goals, using one or more of the above approaches would assist Registered Housing Agencies with the development and/or ongoing costs of their dwellings, and potentially their tenants.

Key considerations:

- **Should Council provide reduced or waived development contributions for affordable housing projects?**
- **Should Council waive planning permit and/or building permit fees for affordable housing projects?**

16.4 ADDITIONAL BUILDING HEIGHT/FLOORSPEACE

Allowing additional building floorspace via increased building heights (otherwise expressed as density bonuses in other jurisdictions that utilise plot ratios) can provide developers with additional yield to incentivise their delivery of affordable housing. Intensity or floor space bonuses probably function most effectively in planning systems that utilise capped floor space ratios. It is acknowledged that the Barossa has a country feel but double storey and even triple storey may provide smaller dwellings in a cost-effective manner. Providing a “preferred” and “mandatory maximum” height bonus may be perceived as artificially constraining yields on sites that do not provide affordable housing, or alternatively, that overdevelopment will occur if the bonus height option is exercised.

However, given that buildings in Barossa towns are unlikely to consist of anything higher than low-rise apartments, this incentive may only have limited applicability.

Key consideration:

- **Would Council be willing to allow greater building height for projects that include affordable housing?**

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16.5 REDUCED BUILDING SETBACKS

Like increased building heights, reduced building setbacks can increase the development yield on a site. However, avoiding impacts on neighbouring properties should still be the key planning consideration.

Key consideration:

- **Would Council be willing to allow reduced building setbacks for projects that include affordable housing?**

16.6 REDUCED CAR PARKING

Empirical research shows that social and community housing tenants have low car ownership rates, so developments that include this kind of housing can be provided with parking dispensations.

Key consideration:

- **Would Council be willing to allow reduced car parking rates for projects that include affordable housing?**

16.7 REDUCED OPEN SPACE REQUIREMENTS

Allowing smaller yards or balconies can provide another mechanism to encourage the development of affordable units.

Key consideration:

- **Would Council be willing to allow reduced open space for projects that include affordable housing?**

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17 ATTACHMENT 4 – DETAILS OF GOVERNANCE

Governance is how you organise to achieve intended value i.e., “outcomes”. To achieve these policy outcomes, a range of generic **governance functions** are often performed, which can be **structured** in a number of ways.

In summary, the outcomes that Council is seeking are:

- Provide opportunity for new housing growth in the municipality that is staged in a manner that reflects a steady and constant opportunity for supply for new housing
- Grow levels of affordable housing in the municipality that is targeted at identified areas of need
- Maintain in perpetuity housing assets within the municipality with a long-term view to have existing government housing stock better managed and growing the social housing by registered housing agencies
- Maximise the leverage of Council resources through co-contribution
- Ensure quality assurance of urban design and housing outcomes from investment (development and on-going management).

To support the desired outcomes, governance functions need to be complied with in the areas of:

- Policy and strategy development as well as review
- Resource commitment and allocation principles
- Resource allocation: land - who/how project and procurement approach
- Management of risk, probity and equity
- Development parameters, quality standards and quality assurance
- Accountability and monitoring.

17.1 COUNCIL OBJECTIVES

In reviewing the objectives against the commercial model types:

Table 22 - Commercial models and achieving affordable housing

Commercial Model	Progressive land sales	Developer accountability	Urban design	Affordable housing
Straight Sale	X	X	X	?
Deliberative Development	√	√	√	√
Development Agreement	√	√	√	√
CHT	X	√	√	√
Council as developer	√	√	√	√

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Table 23 - The application of affordable housing via the commercial models:

	Direct sale to market	Deliberative Development	Development Agreement	Trust	Council as developer
Affordable by Design	√	√	√	X	√
Affordable Purchase	X	√	√	X	√
Shared Equity	X	X	X	√	√
Rent to buy	X	X	√	X	√
Build to rent	X	√	√	√	√
Social Housing	X	√	√	√	√

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17.2 ASSESSMENT

The following table provides an assessment of the effectiveness of the different development types by outcomes.

Table 24 - Commercial development types and achieving Council objectives

Outcomes	Development Types				
	Direct sale to market	Deliberative Development	Development Agreement	Trust	Council as developer
Housing growth in the municipality	No control over the staged release or any urban design outcomes beyond statutory requirements	Opportunity to manage (through agreement) key aspects: - Land release - Urban design - Affordable housing	Opportunity to manage key aspects: - Land release - Urban design - Affordable housing	Opportunity to input into key aspects: - Land release - Urban design - Affordable housing	Council controls all key aspects: - Land release - Urban design - Affordable housing
Grow levels of affordable housing in the municipality	Opportunities would be very limited and would only get affordable housing by design	Opportunity to grow known affordable housing in affordable purchase and affordable rentals	Opportunity to grow known affordable housing in affordable purchase and affordable rentals	Council call for EOI for trust manager to maximise outcomes. Would require Council to participate in maximising growth but allow Council oversight	Council could facilitate all the affordable housing types – however this is a significant risk for Council
Maintain in perpetuity housing assets within the municipality	No opportunity to retain affordability	The company would use: Restrictive Covenants or Caveats on title	The company would use: Restrictive Covenants or Caveats on title	Trust Deeds would need to be explicit and require affordability be maintained	The company would use: Restrictive Covenants or Caveats on title

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Outcomes	Development Types				
	Direct sale to market	Deliberative Development	Development Agreement	Trust	Council as developer
Maximise the leverage of Council resources through co-contribution	Can Council insist – no	Developer will deliver affordable housing outcomes from the discount on Council land	Developer can raise debt and leverage assets through applying funds. Can Council insist – no	New Trust can raise debt and leverage assets through applying funds. Can Council insist – no	Yes – Council can raise debt and undertake development to achieve desired outcomes
Ensure quality assurance of housing outcomes from investment (development and on-going management)	No opportunity for Council	Restrictive Covenants or Caveats on title mechanism could require reporting mechanism on design of new and maintenance	Restrictive Covenants or Caveats on title mechanism could require reporting mechanism on design of new and maintenance	Trust Deed would state KPIs and require reporting on design of new and maintenance. Once established, limited or no opportunity to change in the future	Restrictive Covenants or Caveats on title mechanism could require reporting mechanism on design of new and maintenance
Ensure quality assurance of housing outcomes from investment (development and on-going management)	Company would manage all development risk and management of properties Council could suffer reputational risk	Developer would manage all development risk and management of properties	Developer would manage all development risk and management of properties	Trust or partners would manage all development risk and management of properties	Risk for development and management sits with Council

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The following table provides an assessment of the effectiveness of the different development types by governance function:

Table 25 - Commercial development models and meeting Council Governance requirements

Outcomes	Development Types				
	Direct sale to market	Deliberative Development	Development Agreement	Trust	Council as developer
Policy and strategy development as well as review	No opportunity for Council	Agreement with developer reporting and review can be altered to reflect Council changes in position	Agreement with developer reporting and review can be altered to reflect Council changes in position	Limited ability to influence how trust assets are used. KPIs included but once Trust is established, opportunities for significant change are very limited	Council as owner and developer establishes policy and strategy
Resource commitment and allocation principles	Cost of establishing Agreements and reviewing EOI submissions	Cost of establishing Agreements and reviewing EOI submissions	Cost of establishing Agreements and reviewing EOI submissions	Costs involved in establishing new trust (significant)	Resource and administrative cost carried by Council
Resource allocation: land / who/which project and procurement approach	All resources allocated to the Agreement via developer and outlined in EOI	All resources allocated to the Agreement via developer and outlined in EOI Monitoring and liaison on key aspects	All resources allocated to the Agreement via developer and outlined in EOI Monitoring and liaison on key aspects	All resources allocated to the Trust. Trust uses resources as per charter Council or new Trust can operate	Council allocates or direct allocation of its own outcomes

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Outcomes	Development Types				
	Direct sale to market	Deliberative Development	Development Agreement	Trust	Council as developer
Management of risk, probity and equity	No opportunity for Council	Removes risk from Council – risk is with developer	Organisation would establish own process to do this, and Council may have limited oversight – removes risk from Council – risk is with developer	Trust would establish own process to do this, and Council may have limited oversight unless established in initial phase – removes risk from Council as Trust is independent	Council would bear full risk but have oversight of probity and equity
Development parameters, Quality standards and Quality assurance	Council would rely on the planning scheme only	Agreement with developer Council may have limited oversight	Agreement with developer allocated funds would establish own process to do this and Council may have limited oversight	Trust would establish own process to do this and Council may have limited detailed oversight	Council would have complete control of development parameters but needs to accept all risk
Accountability and monitoring	No opportunity for Council	Council can set overview and accountability in Agreement	Council can set overview and accountability in Agreement	Annual reports to Council on KPIs	Full overview and accountability

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18 ATTACHMENT 5 EXPRESSIONS OF INTEREST

The Expression of Interest (EOI) process needs to be explicit on the outcomes that Council is seeking in relation to matters concerning the affordable housing.

It is proposed that Council would establish a selection panel of four people that would establish the selection criteria and weightings, review, and rank submissions based on an agreed common criteria and established scale of meeting requirements. This group would conduct interviews and jointly reach agreement on the most suitable party to work with Council.

It is proposed that each member of the selection panel individually review and assess each respondent's response to the weighted criteria. Each criterion will be rated between 0 and 5 in accordance with the following tables.

Scale 0 - 5

0	Poor	Did not address the criteria
1	Inadequate	Insufficient or unclear information
2	Acceptable	Partially meets the criteria
3	Good	Meets the criteria but with some deficiencies
4	Very Good	Meets the criteria and no deficiencies
5	Excellent	Greatly exceeds criteria

Description of the score

0	Inadequate or non-appropriate offer, many deficiencies but does not meet the criteria	Unacceptable high risk to Council
1	Marginal offer, some deficiencies partly meets the criterion	High risk to Council
2	Fair offer, few deficiencies, almost meets criterion	Medium risk to Council
3	Good offer, no deficiencies meets the criterion	Medium to low risk to Council
4	Very Good offer, exceeds criterion	Low risk to Council
5	Outstanding offer, greatly exceeds criterion	Very low risk to Council

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This Expression of Interest Guide has been created by Urbanxchange to assist Councils with the assessment of Expressions of Interest (EOI).

Criteria	Guide to Scoring	
The experience of the RHA in working with or on a development of type, scale and environment envisaged	0	Vague and unsupported by documentation/No information on similar experience
	1	Vague and standard company information
	2	Supported by standard documentation/pro forma information on similar developments
	3	Similar development experience
	4	Many similar experiences in dealing with or managing developments of similar size and scale
The experience of the RHA in delivering affordable housing in an integrated tenure blind manner	5	Majority of work is with in dealing with or managing developments with similar size and scale
	0	Vague and unsupported by documentation/No information on similar experience
	1	Vague and standard company information
	2	Supported by standard documentation/pro forma information on similar developments
	3	Similar development experience
	4	Many similar experiences in dealing with or managing developments with affordable housing
	5	Majority of work is with in dealing with or managing developments with affordable housing

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Criteria	Guide to Scoring	
The specific people to be engaged in development; their experience (particularly in relation to the affordable housing mentioned for the above criterion), expertise and nominated tasks; how they will be managed and coordinated. Consideration has to be given to the RHA recognition of their responsibility to the development process	0	Vague and unsupported by documentation/No information on the diversity of skills or similar experience
	1	Vague and standard CV's /Limited information on the diversity of skills or similar developments
	2	Supported by standard documentation/pro forma information on the diversity of skills and one example of experience
	3	Staff provided but contain motherhood statements /Some diversity of staff and experience
	4	Staff provided/have the required skills and criteria
A statement on understanding of the issues surrounding the particular affordable housing and tailoring the sequence of activities to ensure that the desired outcome is achieved. Having identified members of the community and critical key worker groups and their ability to reach and house these groups. The ability to effectively communicate key activities and steps to be performed.	5	Commitment by senior staff to personally manage the development in a strategic in working for all and representing their interests demonstrated
	0	Vague and unsupported by documentation/No information on the methodology
	1	Vague and standard information /Limited information on the methodology and how it would work for Council
	2	Supported by standard documentation/pro forma information on the methodology but no attempt to tailor for Council
	3	Methodology provided but contains motherhood statements /Some Attempts to tailor for Council circumstances
	4	Methodology provided and tailor for Council circumstances
	5	Methodology provided/ strategic understanding of how to manage Council risks and opportunities and achieve a better program outcome.

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Criteria	Guide to Scoring	
A demonstration that the RHA has a commitment to the Barossa LGA, the region and awareness of the need to growth. This may also include timing issues relevant opportunities for growth, and these might be applied	0	Vague and unsupported by documentation/No information on the opportunity for a growth program
	1	Vague and standard information /Limited information on the opportunity for a growth program
	2	Supported by standard documentation/pro forma information on the on the opportunity for a growth program, but no attempt to tailor for Council
	3	Program opportunities provided but contains motherhood statements /Some Attempts to tailor for Council circumstances
	4	Program growth opportunities provided and tailor for Council circumstances
Demonstrated ability to of the RHA for efficient delivery, are supportive of the needs of Council, contribute to the strategic direction and creation of a quality environment	5	Program provided/ strategic understanding of how to manage Council risks and opportunities and achieve a better program outcome.
	0	Vague and unsupported by documentation/No information on the governing knowledge demonstrated
	1	Vague and standard information /Limited information on the governing knowledge demonstrated
	2	Supported by standard documentation/pro forma information on the governance knowledge, but no attempt to tailor for Council
	3	Governance knowledge provided but contains motherhood statements /Some Attempts to tailor for Council circumstances
	4	Governance knowledge provided and tailor for Council circumstances
	5	Program provided/ strategic understanding of how to manage Council risks and opportunities and achieve a better governance outcome.

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Criteria	Guide to Scoring	
Demonstrated ability to develop, design and deliver housing that meets the need and is supportive of the needs of the various building occupants, contribute to the creation of a quality environment, are efficient to operate and maintain	0	Vague and unsupported by documentation/No information on the development knowledge demonstrated
	1	Vague and standard information /Limited information on the development knowledge demonstrated
	2	Supported by standard documentation/pro forma information on the development knowledge, but no attempt to tailor for Council
	3	Development knowledge provided but contains motherhood statements /Some Attempts to tailor for Council circumstances
	4	Development knowledge provided and tailor for Council circumstances
	5	Development methodology provided/ strategic understanding of how to manage for Council.
Affordable Housing	Mandatory	
Insurance	Mandatory - Details provided and current	
Financials	Mandatory - Details provided	
Compliance	Mandatory - RHA is compliant with the Housing Registrar and meets a minimum compliance score to be nominated.	

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18.1 WEIGHTING

The following is the suggested weighting. Council should decide its preferred weighting based on achieving its clearly defined outcomes for the site.

Table 26 - Suggested EOI weightings

Criteria	Weighting
The experience of the RHA in working with or on a development of type, scale and environment envisaged	10
The experience of the RHA in delivering affordable housing in an integrated tenure blind manner	15
The specific people to be engaged in development; their experience (particularly in relation to the affordable housing mentioned for the above criterion), expertise and nominated tasks; how they will be managed and coordinated. Consideration has to be given to the RHA recognition of their responsibility to the development process	10
A statement on understanding of the issues surrounding the particular affordable housing and tailoring the sequence of activities to ensure that the desired outcome is achieved. Having identified critical groups and key worker groups and their ability to reach and house these groups. The ability to effectively communicate key activities and steps to be performed.	20
A demonstration that the RHA has a commitment to the Barossa LGA, the region and awareness of the need to growth, and having considered the particular issues around housing the key workers. This may also include timing issues relevant opportunities for growth, and these might be applied	15
Demonstrated ability to of the RHA for efficient delivery, are supportive of the needs of Council, contribute to the strategic direction and creation of a quality environment	20
Demonstrated ability to develop, design and deliver housing that meets the need and is supportive of the needs of the various building occupants and visitors, contribute to the creation of a quality environment, are efficient to operate and maintain.	10
Registration – copy of registration as a RHA	Mandatory
Insurance Please provide the information as indicated below on your company's insurance arrangements. ☐ Name of Insurer	Mandatory

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Criteria	Weighting
☐ Policy Number(s) ☐ Expiry Date ☐ Limit of Liability.	
Compliance Acknowledgement that the consultant is prepared to sign the Contract	Mandatory
Financial Financials provided and RHA is verified as financially able by an independent body such as (Corporate Score Card)	Mandatory

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19 ATTACHMENT 6 – STAKEHOLDER QUESTIONS

Conversations with stakeholders will be confidential and on a non-attributable basis.

The conversations will take the following structure:

- The area that the project covers
- An outline of how the project arose
- An overview of the work Urbanxchange is undertaking
- Discussion of the needs that have arisen for those trying to achieve housing, experiences of clients in the housing market and any potential issues because of housing.

The main themes we will be exploring include:

- What is being provided and by whom – who are all the stakeholders?
- Quality of housing available (including market housing, subsidised market housing (affordable housing), social housing)
- Quantum of housing
- Housing options in terms of size and amenity
- Slowness and detailed process in dealing with approvals for development
- Who is most in need of affordable housing (focusing on very low/low/moderate income households, key workers, people with specific housing needs and people experiencing homelessness)?
- Identification of the most suitable service models to meet local needs.

Key Business

- What is your key business?
- How does housing affect your business and employees?
- What's available and what's missing – what is working well and what isn't?
- What do you think needs to happen (i.e., type of housing, service models, innovation, etc.)?
- What are some examples of what would work well in Barossa?
- What difference would safe secure housing and accommodation make to your staff?

Service Partners

- What is your key business?
- How does housing affect services delivery?
- What's available and what's missing – what is working well and what isn't?
- What do you think needs to happen (i.e., type of housing, service models, innovation, etc.)?
- What are some examples of what would work well in Barossa?
- What difference would safe secure housing and accommodation make to your clients?
- What difference would safe secure housing and accommodation make to your staff?

Local Government

- What is your position on affordable housing?
- What do you see as being the key opportunities for increasing the supply of affordable housing and accommodation in the Barossa LGA?
- Any strategic sites that you're aware of that would be suitable?
- When and how did it develop?
- Lessons learnt

Developers/Real Estate Agents

- How are you thinking about affordable housing?
- What does affordable housing look like?
- If a percentage was imposed, what would that look like?
- What incentives could be offered (within the realms of Council's control)?
- What is the rental vacancy current? How many applications for each property? How long do they sit on the market?

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Housing Associations and Providers

- Are you present in Barossa?
- How do you prefer housing (mixed, in one place, types)?
- Value proposition
- Who is missing out and why?
- How can Council help?

Interest Groups

- What is your key objective?
- How can this report help deliver messages?
- If there was one key outcome you would be seeking, what is it?
- What does affordable housing look like?
- If a percentage was imposed, what would that look like?
- What do you think Council role is?
- What incentives could be offered (within the realms of Council's control)?

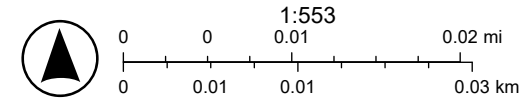
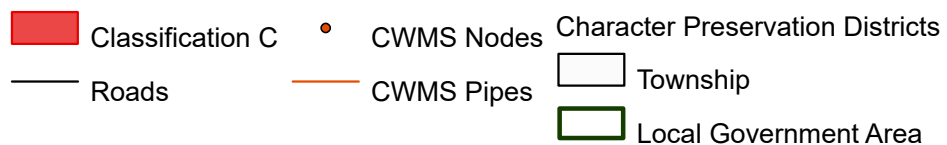
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20 ATTACHMENT 7 – COUNCIL LAND AVAILABLE FOR DEVELOPMENT

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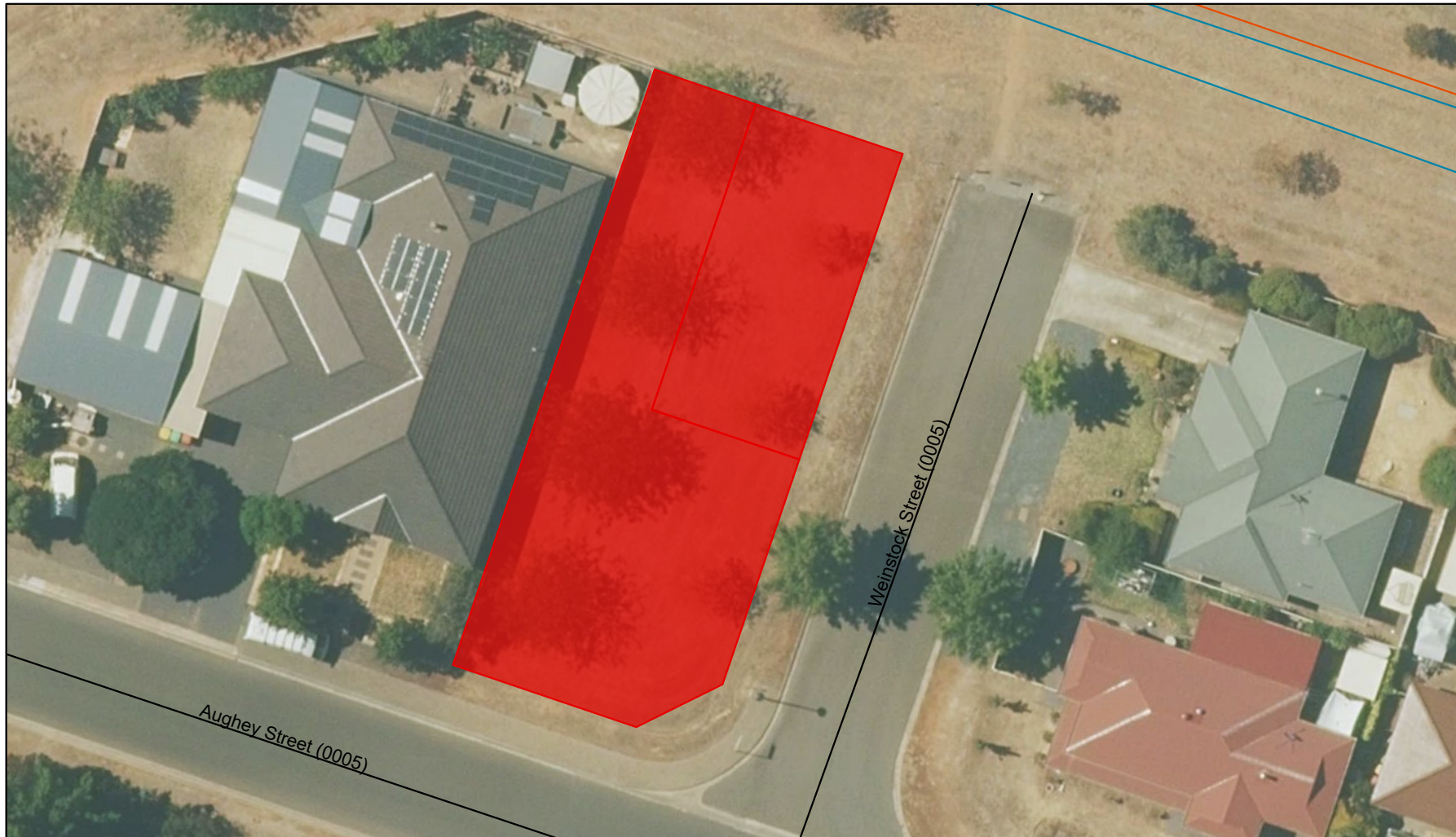


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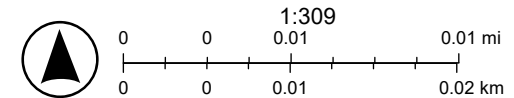
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- Classification C
- Stormwater Pits
- Roads
- Stormwater Drains
- Character Preservation Districts
- Township
- CWMS Pipes
- Local Government Area

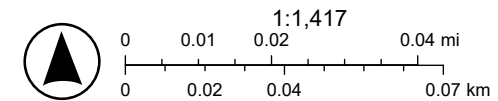
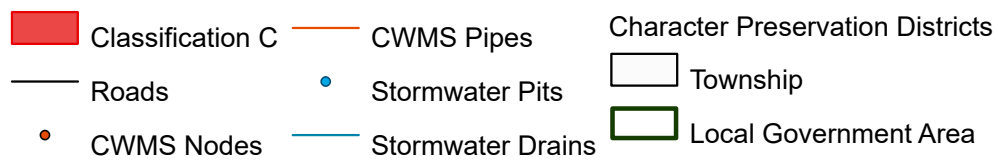


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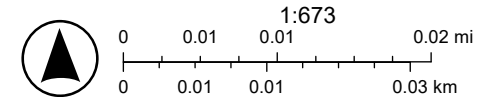
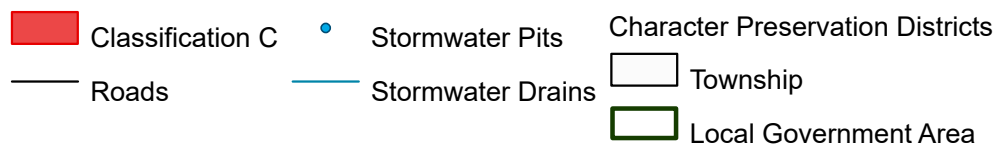


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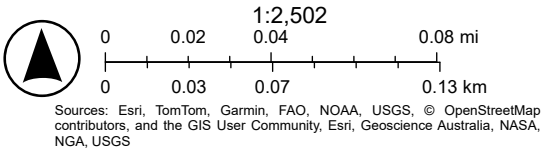
Roads

Watercourses
- Stormwater Pits

Stormwater Drains

Character Preservation Districts
- Township

Local Government Area



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ABS	Australian Bureau of Statistics.	Australian Government	needs of a range of very low to moderate income households, and priced so that these households are able to meet other basic living costs such as food, clothing, transport, medical care and education
Affordable Housing – Barossa Council	Housing that is owned or rented <u>that is</u> occupied by households in the lower 70 % of the income distribution scale and/or an identified key worker in the region <u>providing</u> housing choices that are of appropriate size, liveable, affordable to occupy, accessible, secure in tenure and located in good proximity to employment services and critical infrastructure such as transport. The housing can be: Private home ownership where the purchaser's mortgage costs do not exceed 35 % of the gross household income of the occupant Rental housing that is owned and managed by private individuals or corporations and where rent does not exceed 30% of the income of the gross household occupant Rental housing that is owned and managed by the state housing authority Rental housing that is owned or managed by a not for profit housing organisation	Affordable by Design	Affordable design – compact lots and housing that can be delivered by the market at an affordable price point, and with sustainable design features that result in lower running costs
		AHURI	Australian Housing and Urban Research Institute.
		Alternative Housing	Alternative housing models. In recent years, alternative housing models such as co-living and tiny houses have started to become more prevalent as potential “disrupters” to traditional houses and apartments. While they will not suit all households, the ability to lower housing costs by living in small and/or shared spaces is attractive to some.
		Bond Aggregator	To raise money at lower rates from the wholesale bond market for not-for-profit community housing providers. It also allows Registered Housing Associations to borrow at lower rates.
		Build to Rent	Build to rent – developers and their financiers build dwellings and, instead of selling them, retain them to let to tenant households. Rents may be set at market rent or, for affordable and social housing, at an appropriate discount to market rents. The NRAS was a build to rent model.
Affordable Housing – South	Affordable housing is a home where the household is generally paying no more than 30% of their annual income to rent or buy a home. This ensures that affordable housing is appropriate for the	CLT	Community Land Trust - The land upon which the dwelling is located is held in a Trust. The payment for the occupation of the land is via a peppercorn lease. The land is held in a Trust for Individuals, NFP or Private company to develop dwellings, finance

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	only needs to be sought for the built form and not the land – the savings are reflected in lower rents or purchase prices	NFP	Not for profit.
CRA	Commonwealth Rent Assistance is a non-taxable, income supplement payment added to the pension, allowance, or benefit of eligible income support customers who rent in the private rental market. RHAs are considered to be part of the private rental market, but state-owned public housing is not.	Public housing	Public or social housing that is owned or leased by the State Governments of Australia
Deductible gift recipient	Deductible gift recipient status means that donations to recipients are tax-deductible by the donor.	Registered Housing Association (RHA)	Registered housing agencies are not for profit organisations that provide affordable rental housing for low-income households, registered as either Housing Associations or Housing Providers under State Housing Act.
ESD	Environmentally Sustainable Design.		Housing Associations and Providers are independent companies that are overseen by a skills-based board.
Housing Australia	Originally, National Housing Finance and Investment Corporation. Established by the Federal Government to manage the Bond Aggregator and other federal grants related to affordable housing.	Registered Housing Provider (RHP)	RHAs are classed by government as organisations that: own, manage and develop affordable rental housing; provide housing support and assistance to clients; are viable businesses partnering with government and the community; and have met registration criteria and meet ongoing regulatory compliance against performance standards. Housing Providers are managers of housing portfolios (not developers)
Key worker	A key worker is <i>An employee who provides a vital service, especially in the essential services, health, or education sectors.</i> In the study area, this includes: • <i>Providers of services to residents – e.g. teachers, doctors, nurses, health care workers, pharmacists, Council staff</i> • <i>Providers of services to visitors/tourists – e.g. hospitality, tourism, retail, workers at tourist attractions</i> • <i>Workers in key local industries – e.g. wine and other beverage manufacturing and grape growing, agriculture and associated industries.</i>	Rent to Buy	Rent to buy – the homes are offered at a reduced rent for a minimum of five years and let on assured short-hold tenancies for a fixed term. The model being adapted in Australia is that, after five years of renting, the tenant has first option to purchase the dwelling at price agreed at the commencement of the five years. If the tenants do not want to buy, the landlord can retain the property as rented housing or sell it on the open market.

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Restricted Purchase	Restricted or Affordable purchase – price controlled housing that is made available for purchase by those on defined incomes. The key principles are that: • The dwelling must be offered for sale at or below the appropriate price • The dwelling must be offered for sale to eligible buyers • The discount for affordable housing for the first purchaser is preserved for future purchasers, either in perpetuity or for a fixed period of time.
SEIFA	Socio-Economic Index for Areas, produced by the ABS.
Shared equity schemes	Financing arrangements where the equity required for home ownership is shared between the occupant (often a former tenant) and government or a NFP community housing provider.
Social housing	Social housing is an umbrella term that covers both public and community housing. Its provision usually involves some degree of subsidy.
Tiny Homes	Tiny homes/relocatable housing – compact dwellings that are manufactured off site (now often they architecturally designed studio units) to allow high quality control that deliver good quality and reliable homes at a cost-effective price point. The dwellings are place on serviced lots with prepared foundations

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Affordable Housing Recommendations Report

The Barossa Council

July 2025



July 2025

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1 EXECUTIVE SUMMARY

1.1 OVERVIEW

The Barossa Council (Council) recognises the growing demand for affordable housing within its municipality. Council is undertaking research and analysis via the preparation of this background report on affordable housing and the impact housing has on the Barossa community and businesses. The Recommendations Report has a companion document, the Affordable Housing Analysis - Background Report.

The purpose of the Recommendations Report is to provide Council with opportunities available that could increase the supply of affordable housing in the Barossa Local Government Area (LGA).

This report addresses the following:

- Defining key workers and affordable housing
- What can Councils do to facilitate key worker housing?
- Review of approaches to key worker housing in Australia and overseas
- Outline of affordable housing models
- Exploration of the potential affordable housing delivery options

1.2 DEFINITION

A key worker is

An employee who provides a vital service, especially in the essential services, health, or education sectors.

In the study area, this includes:

- *Providers of services to residents – e.g. teachers, doctors, nurses, health care workers, pharmacists, Council staff*
- *Providers of services to visitors/tourists – e.g. hospitality, tourism, retail, workers at tourist attractions*
- *Workers in key local industries – e.g. wine and other beverage manufacturing and grape growing, agriculture and associated industries,*

The inclusion of workers in the wine and other beverage manufacturing and grape growing, visitor/tourism and local industries sector is appropriate because in regional areas these workers are essential to the economic sustainability of the region.

The report adopts the following definition of affordable housing to define market and non-market housing and its application to key workers:

Housing that is owned or rented

that is

occupied by households in the lower 70 % of the income distribution scale and/or an identified key worker in the region

providing

housing choices that are of appropriate size, liveable, affordable to occupy, accessible, secure in tenure and located in good proximity to employment services and critical infrastructure such as transport.

The housing can be:

Private home ownership where the purchaser's mortgage costs do not exceed 35 % of the gross household income of the occupant

Rental housing that is owned and managed by private individuals or corporations and where rent does not exceed 30% of the income of the gross household occupant

Rental housing that is owned and managed by the state housing authority

Rental housing that is owned or managed by a not for profit housing organisation

1.3 COUNCILS ROLE

The purpose of the Recommendations Report is to create pathways for public and private sector investment in housing in the Barossa LGA by utilising a combination of Federal, State and Local Government levers.

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The Councils' role in achieving these outcomes can range from advocating for Federal and State Government to change the policy and regulatory setting to facilitate investment through to Councils undertaking development. This could include Councils directly facilitating development through planning, providing land, and financial levers such as subsidies, thereby providing the private sector with the certainty that it needs to invest confidently in the Barossa LGA.

1.4 NEED FOR HOUSING

The Barossa is a world class wine producing area. The Barossa supports several key industries and has growth opportunities linked to the significant growth in agricultural industries associated with food to fibre. These are supplements to the already established tourism industries. There are several factors at play that are creating constraints to the availability of affordable housing within the region. The supply of existing and new housing stock is dominated by ownership and recent investment in holiday homes for the short-stay accommodation market. Additionally, there is a lack of alternate suitable housing being available. The combined effect of these housing dynamics is that there is a significant shortage in housing for key workers to rent or purchase right across the Barossa LGA.

The key issues facing the Barossa LGA are:

- Over 80% of the dwellings are 3 + bedrooms but 60% of households are one or two person households
- Minimal stock of quality medium density dwellings
- The long-term rentals are below the state average 17% of dwellings are for long term rental compared to 27% for South Australia
- The region has experienced slower growth in new housing stock compared with population growth
- The decrease in the number of available long-term rental properties means key workers are less likely to access suitable rental properties within the region
- The increase in median rent indicates a lack of supply of rental properties across the region

1.5 SCALE OF THE NEED

The demographics for the Barossa LGA highlight:

- Between 2016 - 2021, the Barossa LGA experienced moderate rates of population growth, increasing by approx. 2,000 residents (or 9% p.a.). The

growth was uneven with some centres having higher growth and others declining.

- The age profile is if an aging community with the median age at 45 and almost a quarter of the population over 65.
- There are approximately 11,000 dwellings in the Barossa.
- The housing stock is low density.
- Low unemployment rates at 3.4% (Mar2024)
- The average house price for sale in 2024 was \$674,000
- Almost 60% of households are lone person households or couples without children, yet only 15% of dwellings were one or two bedrooms.

The current housing prices verses purchasing capacity highlights the actual cost of housing is far greater than the average household incomes can afford or the purchasing capacity of the average household in the towns of the Barossa LGA.

Table 1 – Housing affordability v's actual house price in Barossa Towns

Town	Av. household incomes	Purchasing capacity	Av. House price
Tanunda	\$78,000 - \$91,000	\$470,000 - \$550,000	\$746,250
Nuriootpa	\$65,000 - \$78,000	\$390,000 - \$470,000	\$635,000
Angaston	\$78,000 - \$91,000	\$470,000 - \$550,000	\$635,000
Lyndoch	\$105,000 - \$130,000	\$630,000 - \$780,000	\$715,555
Mount Pleasant	\$65,000 - \$78,000	\$390,000 - \$470,000	\$465,000
Williamstown	\$91,000 - \$105,000	\$550,000 - \$630,000	\$685,000

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^ The position of 30% was established by AHURI (Yates and Gabriel, 2006) and has been adopted by all levels of government and the broader housing industry as an agreed position

Issues and barriers to affordable housing include:

- Availability and cost of housing
- Housing configuration, with lack of smaller housing types
- Quality of housing
- Seasonality of employment
- Shortage of permanent rentals
- High demand for housing, high cost of housing, growing jobs base
- Lack of housing options for temporary workers

The current gap in housing is:

- Lack of smaller dwellings for singles and couples
- Lower cost housing is needed to support workers
- Temporary or alternate housing types for seasonal workers
- Appropriate housing options for the ageing community

1.6 INTERVENTION ACTIONS

The opportunities for Council to derive housing outcomes for key workers will be dependent upon the level of intervention that the Council is prepared to leverage in the market. We have categorised each option within this report as passive, semi- intervention or proactive, which we define as follows:

- Passive: Council facilitates affordable housing by others
- Semi-intervention: Council contributes to the development of affordable housing
- Proactive: Council is actively involved in the development of affordable housing

Considerations for Council that are Proactive are:

- Investigate the construction of quality affordable rental accommodation

Considerations for Council that are semi-intervention are:

- Investigate vacant State and Federal Government land for the provision of affordable housing
- Quantify residential land development opportunities

- Investigate providing planning and other concessions for affordable housing projects
- Advocate for State Government support to fast track and streamline planning scheme amendments for residential land
- Facilitate the provision of relocatable dwellings for temporary workers via direct investment in dwellings, the provision of land and/or facilitation of temporary villages
- Facilitate and assist to develop a concept for seasonal workforce housing including seeking investors and co-ordinating usage
- Seek affordable housing contributions from developments and rezoning's

Considerations for Council that are passive include:

- Advocate to the Federal Government to allow visa holders to purchase dwellings without financial consequences
- Advocate to the State and Federal Government for a national build to rent program
- Advocate for the Federal and State Government to provide a regional grant program
- Advocate for infrastructure services authorities to reduce or waive connection fees for key worker housing projects
- Ensure that there is adequate ongoing land supply available for residential development
- Include planning scheme policies that are supportive of affordable housing
- Prepare guidance material and engage with developers
- Educate with the community on key worker and affordable housing
- Review the strategic and statutory planning controls for medium density development in towns
- Limit the duration that dwellings can be used as short-term accommodation
- Prioritise the rezoning of land identified for residential expansion
- Work with landowners to encourage the development of residential precincts

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2 INTRODUCTION

2.1 PROJECT OVERVIEW

We understand that the aim of the project is to obtain a robust action plan to help Council facilitate the delivery of affordable housing in the Barossa.

Determining the most appropriate approach to facilitating the delivery of affordable housing under any strategy arrangements requires consideration of the following factors:

- Identifying the particular housing gaps and needs within the community and municipalities.
- Establishing a clear definition of what types of housing that each Council wishes to facilitate
- Understanding the impacts of any given type of housing requirement on different development types/scales
- Establishing clear parameters for how such housing might be facilitated

The establishment of affordable housing has become essential to enabling economic growth and prosperity for the community.

The key industries in the Barossa are based on *wine and other beverage manufacturing and grape growing*, agriculture production and processing, tourism and hospitality. In addition, the support industries are health and education.

The demographics for the Barossa LGA highlight:

- Between 2016 - 2021, the Barossa LGA experienced moderate rates of population growth, increasing by approx. 2,000 residents (or 9% p.a.). The growth was uneven with some centres having higher growth and others declining.
- The age profile is of an aging community with the median age at 45 and almost a quarter of the population over 65.
- There are approximately 11,000 dwellings in the Barossa.
- The housing stock is low density.
- Low unemployment rates at 3.4% (Mar2024)
- The average house price for sale in 2024 was \$674,000

- Almost 60% of households are lone person households or couples without children, yet only 15% of dwellings were one or two bedrooms.

The projections for the Barossa LGA indicate:

- future population growth is projected to be 33,593 by 2040, which equates to 1.79% annual growth
- the population is expected to continue to age over time,
- the average household size is expected to remain at 2.4 people per household.
- demand for low density housing is high, house prices predicted to grow some 16% in 2025.

The key issues facing the Barossa LGA are:

- Over 80% of the dwellings are 3 + bedrooms but 60% of households are one or two person households
- Minimal stock of quality medium density dwellings
- The long-term rentals are below the state average 17% of dwellings are for long term rental compared to 27% for South Australia
- The region has experienced slower growth in new housing stock compared with population growth
- The decrease in the number of available long-term rental properties means key workers are less likely to access suitable rental properties within the region and thus industries will not be able to either attract or retain staff
- The increase in median rent indicates a lack of supply of rental properties across the region

The key workers and housing needs identified for the Barossa LGA are outlined below:

- Wine production (viticulture and production)
- Agriculture
- Retail
- Accommodation and food

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- Services
- Healthcare and social assistance
- Education

This report is a Recommendation Plan of items that Council may consider increasing key worker housing in its municipality.

2.2 IMPLEMENTING THE ACTIONS

The purpose of the Recommendations Report is to create a “shopping list” of ideas to facilitate the development of affordable housing in Barossa LGA. The Recommendations Report nominates which jurisdiction (s) are required to facilitate the outcome, being Federal, State or Council.

The opportunities for Council to derive affordable housing outcomes will be dependent upon the level of intervention that the Council is prepared to leverage in the market. We have categorised each option within this report as passive, semi- intervention or proactive, which we define as follows:

- Passive: Council facilitates the affordable housing by others
- Semi-intervention: Council contributes to the development of affordable housing
- Proactive: Council is actively involved in the development of affordable housing

The application of the actions to develop affordable housing could be delivered across timeframes that are:

- Short term –actions that are easy to implement and would be able to be actioned and potential outcomes achieved within a 12 month period
- Medium term –actions will take a period to develop and implement and would typically take one to four years
- Long term –actions to achieve greater outcomes and require time to implement typically 5 or more years.

The Recommendations Report assigns timeframes that the action should be implemented within.

The actions will designate both a champion with responsibility for overseeing the implementation of actions and a manager who will deliver the actions to achieve the desired outcome.

The implementation of actions is to encourage both public investment and private investment (developers or investors) in the region that meet investment criteria that include:

- Ability to realise attractive commercial returns or yields within reasonable timeframes
- Availability of sizeable development opportunities (either larger development sites or a pipeline of development projects) that warrants making a sizable capital investment in development in the Barossa – for example, an active pipeline of 50 dwellings per year for 3–5 years.
- Sufficient depth of market and likely trading volumes to justify mobilising capital and development resources in each location
- Certainty over development yields and the approvals process
- Ability to offer and have accepted alternate housing types and tenures
- Time-effective development approval processes
- Government policy that supports growth.

Actions have been developed with the need to satisfy the above criteria in mind.

2.3 OPPORTUNITIES FOR INTERVENTION

The opportunities for Council to derive housing outcomes for key workers is summarised in Table 2 – Options for Councils to influence the supply key worker housing.

Table 2 – Options for Councils to influence the supply key worker housing

	Opportunities to participate	Passive	Semi	Proactive
Advocacy, research and information	Advocacy	✓	✓	✓
	Research	✓	✓	✓
	Education for developers	✓	✓	✓
	Community engagement	✓	✓	✓
Planning	Land supply and availability	✓	✓	✓
	Planning policies and strategies	✓	✓	✓
	Streamlined approval processes	✓	✓	✓
	Planning concessions	✓	✓	✓

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	Opportunities to participate	Passive	Semi	Proactive
	Limit the duration of time that dwellings can be used as short term accommodation	✓	✓	✓
	Voluntary affordable housing contributions		✓	✓
Financial	Reduced development contributions, planning charges and Council rates		✓	✓
	Use of Council funds to provide infrastructure to development sites		✓	✓
	Use of Council land to facilitate development		✓	✓
	Creation of housing trusts		✓	✓
	Direct investment in housing supply			✓

The interventions in the market are explored in the Recommendation Plan, together with recommendations for implementation

There is a growing recognition that low and moderate income and key workers in key service industries require help to continue to live close to where they work. The social, economic and environmental implications if this is not addressed are profound.

Sustainable communities are only achieved when a mix of tenures and people live and work in a community. To enable a sustainable community to flourish a variety of housing types and tenures is required.

Affordable housing can cover many tenures, social rental, private rental, rent-to-buy, low cost purchase and purchase. It is important to recognise that various tenure types will allow various sections of the community access to housing to meet needs from key workers, too low to moderate income earners.

There are many models to consider including:

Alternative housing models – in recent years, alternative housing models such as co-living and tiny houses have started to become more prevalent as potential “disrupters” to traditional houses and apartments. While they will not suit all

households, the ability to lower housing costs by living in small and/or shared spaces is attractive to some.

Affordable design – compact lots and housing that can be delivered by the market at an affordable price point, and with sustainable design features that result in lower running costs.

Restricted or Affordable purchase – price-controlled housing that is made available for purchase by those on defined incomes. The key principles are that:

- The dwelling must be offered for sale at or below the appropriate price
- The dwelling must be offered for sale to eligible buyers
- The discount for affordable housing for the first purchaser is preserved for future purchasers, either in perpetuity or for a fixed period.

Community Land Trust (CLT) – the land upon which the dwelling is located is held in a Trust. The payment for the occupation of the land is via a peppercorn lease. The land is held in a Trust for Individuals, not for profit (NFP) or Private Company to develop dwellings, finance only needs to be sought for the built form and not the land – the savings are reflected in lower rents or purchase prices.

Shared equity - the essential feature of all shared equity models is that the buyer shares the capital cost of purchasing a home with an equity partner, thereby permitting households to buy a home with lower income levels than would otherwise be required.

Build to rent – developers and their financiers build dwellings and, instead of selling them, retain them to let to tenant households. Rents may be set at market rent or, for affordable and social housing, at an appropriate discount to market rents. The NRAS was a build to rent model.

Social housing – this is housing owned by a state government or by a community housing organisation. Typically, community housing organisations will seek to develop and build units or apartments.

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The variety of housing models should be considered against the income groups and could be considered as follows:

Table 3 – Application of housing tenures to income groups

Type	Very Low Income	Low Income	Moderate Income	Key Workers
Alternative models		✓	✓	✓
Affordable Purchase			✓	✓
Affordable by Design			✓	✓
Shared Equity			✓	✓
Build to Rent		✓	✓	✓
Community Land Trusts	✓	✓	✓	✓
Social Housing	✓	✓		✓

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3 RECOMMENDATIONS

The matters and actions, to facilitate affordable (including for key workers) housing, that will contribute to the delivery of housing for members of the Barossa community across the LGA.

Recommendation 1: Council to decide the role it wishes to take in the provision of affordable housing.

The Council's role in achieving these outcomes can range from advocating for Federal and State Government to change the policy and regulatory setting to facilitate investment through to Councils undertaking development. This could include Councils directly facilitating development through planning, providing land, and financial levers such as subsidies, thereby providing the private sector (including registered housing agencies) with the certainty that it needs to invest confidently in the Barossa.

Equally, Council needs to determine which cohorts (ie key workers, seasonal workers, moderate income, low income or very low income) it wishes to direct its efforts towards.

Timing: Short term

Responsibility: Council

Intervention: Passive

Recommendation 2: Advocate for infrastructure service authorities to reduce or waive connection fees for key worker housing projects

The capital development costs in most locations allow for a reasonable financial return but not the higher returns that would attract developers and investors to invest in the Barossa LGA. To lower the cost of development and encourage developers to invest in the Barossa LGA requires the removal of some costs. Currently, statutory authorities require fees for new connections of services to new properties¹. The region should seek to have all statutory authorities reduce or waive fees for new residential developments associated with key worker or affordable housing. The equivalent of the statutory authority fees must be focused

on achieving land at affordable rates for development of housing for owner occupier or build to rent key workers. Alternatively, grants could be provided for necessary trunk infrastructure (i.e. main sewer branches or substations) to enable development. In addition, Council should ensure that the standards applied to infrastructure provision are current, best practice and appropriate.

Timing: Short term

Responsibility: Council, State Government

Intervention: Passive

Recommendation 3: Support the access and consider appropriateness of waiving stamp duty for over 65s

An identified problem has been the low turnover of housing stock, with one of the contributing causes being that older people are not moving to more appropriate housing even though some are willing to move. The sale of the existing home and purchase of the new home, including stamp duty, means that there is no benefit when the stamp duty is considered. Waiving of stamp duty on the purchase of new properties within the region for long-term owner occupiers remaining within the region would encourage the turnover of stock.

Timing: Short term

Responsibility: Council, State Government – Department of Treasury and Finance

Intervention: Passive

Recommendation 4: Limit the duration that dwellings can be used as short-term accommodation

Discussions with key stakeholders have identified the impact of short-term holiday rentals on the housing availability. Many long-term rentals have been converted to short term holiday rentals. It is feasible for owners to earn significantly more by renting their dwellings for just a few weeks at peak times than they may otherwise earn via a permanent rental agreement. However, setting limits could still have

¹ AHURI Bulletin Issue 125

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some impact and would signal that the Councils prefer a mix of permanent and holiday rentals in their municipalities. The case studies in NSW and Tasmania (Section 7, Affordable Housing Report) show that this issue has been addressed at a state-wide level through requirements for some short-term accommodation to obtain planning permits. Limitations may be sought via local laws, similar to how the use of caravans is limited through permits obtained under local laws.

Timing: Short term

Responsibility: Council

Intervention: Passive

Recommendation 5: Prioritise the rezoning of land identified for residential expansion

Consider the expansion of townships be expanded through the rezoning of additional residential land, and this be the principal location for key worker housing, particularly for tourism and wine and beverage industry workers. To provide as many opportunities as possible for appropriate dwellings to be constructed, the rezoning of this land should be prioritised. The State Government should, if possible, provide additional resources to help fast track the rezoning process. For example, towns such as Moculta, Taunton and Springton.

Timing: Short term

Responsibility: Council

Intervention: Passive

Recommendation 6: Investigate vacant State and Federal Government land for the provision of key worker and affordable housing

The capital development costs in most locations allow for a reasonable financial return, but not the higher returns that would attract developers and investors to invest in the Barossa LGA. To lower the cost of development and encourage developers to invest in the Barossa LGA requires the removal of some costs. The supply of land to be developed and targeted at affordable and appropriate housing for key workers is critical. Council should work with Federal and State Government to identify land that is not developed or underdeveloped (including car parks for air right titles) and could be developed for housing. The land could be contributed to a housing association for a period of 50 years on a peppercorn lease. The contribution of the land would be on the basis that housing is developed for a build to rent program or the development of key worker housing. The housing must be provided to key workers. This could be ensured through a covenant on title or through the land lease documents.

Any dwellings created through this process could be rented at a reduced market rent that is appropriate for the key workers. An example is London Liveable Rents, where properties are rented at 50 -80% of market value to identified key workers, with the outcome being that no more than 30% of income is paid in rent.

Council could work with the South Australian Government to establish a program, on the vacant land, that supports affordable tenancies for key workers. The program could see housing developed with a housing association developing, maintaining and managing the housing specifically for key workers (allowing for the housing associations to raise debt associated with the development costs). The State Government would provide capital grants between the debt the housing associations could raise for development and the actual cost of the development. Active asset management of any rental properties would be critical to any long-term success of a key worker housing program.

Timing: Short- medium term

Responsibility: Council, State and Federal Government

Intervention: Semi Intervention

Recommendation 7: Include planning policies that are supportive of affordable housing

Council should ensure the planning policies reflects the importance of providing key worker and affordable housing and addressing wider affordable housing issues. This will signal to developers and registered housing associations that these kinds of development proposals will be welcomed and will assist Council in prioritising these projects.

Council should engage with Registered Housing Associations that have a presence in Regional South Australia, to encourage innovative thinking that meets the needs of the Barossa Council community.

Timing: Short to Medium term

Responsibility: Council

Intervention: Passive

Recommendation 8: Investigate providing planning and other concessions for affordable housing projects

There is a range of planning and other concessions that Council can provide for affordable housing proposals, including:

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- Approval process advantages and cost reduction strategies
- Reduced development contributions, planning charges and Council rates
- Additional building height
- Reduced building setbacks
- Reduced car parking
- Reduced open space requirements

Council could investigate whether there are any that they are willing to apply to such projects.

Timing: Short to Medium term

Responsibility: Council

Intervention: Semi Intervention

Recommendation 9: Prepare guidance material and engage with developers

Councils should leverage of work undertaken by other Councils in preparing guidance material on specific key worker typologies and affordable housing projects. This could also include a guide on quality smaller dwellings. Council could engage with local developers to encourage proposals for key worker and affordable housing and assist developers in the preparation of any necessary approval application documentation.

Council should actively engage with developers who work in the Barossa Council and region to ensure that Council Officers understand the commercial matters and literacy.

Timing: Short to Medium

Responsibility: Council

Intervention: Passive

Recommendation 10: Review the strategic and statutory planning controls for medium density development in towns

Undertake a qualitative review to identify opportunities for more medium density housing in each of the towns that will provide more housing options for key workers. The provision of medium density housing options would assist with lower cost housing. Future structure plans of any town should identify opportunities for medium density housing, including the development controls and design guidelines needed to manage a quality medium density outcome.

Timing: Short to Medium term

Responsibility: Council

Intervention: Passive

Recommendation 11: Develop a concept for seasonal workforce housing including seeking investors and co-ordinating usage

While preparing the case studies for this report, several stakeholders identified that opportunities may exist to deliver alternative forms of housing. In particular, the type of housing product is expected to meet the housing needs of key workers who are residing in the area for an extended period (but not permanently), such as those involved in construction projects, industrial maintenance, tourism or agricultural activities. Individually, the industries are not able to support the provision of housing for their temporary workers.

Council has the opportunity to develop and place quality modular construction on Council owned caravan parks. This modular housing should be based on Barossa Industries having first access.

Council could facilitate coordination across industry groups to assure occupancy of properties for most of the year. For example, those involved in industrial maintenance can be scheduled around tourism and agriculture. The built form would need to be cost-effective to deliver and located within towns.

The co-ordination of the occupancy in a continuous cyclical manner will provide confidence that there is sufficient need and occupancy to attract investors. The land for such developments will need to be within a reasonable commute of the required industries. This could be land that is on Council land leased for 50 years.

The types of housing to be considered including:

- Student accommodation style (single rooms) with shared facilities
- Studio apartment with large common area

Timing: Short to medium term

Responsibility: Council

Intervention: Semi Intervention

Recommendation 12: Seek affordable housing contributions from developments and rezoning's

Current State Government legislation provides for local government to seek contributions for affordable housing on a voluntary basis. Council could develop

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an affordable housing policy document and planning scheme amendment to set out the basis for seeking such amendments for new developments.

Where a opportunities for new planning controls on a site and an agreement is reached that the rezoning is contingent on providing an affordable housing contribution, the new zone and/or overlay schedules can refer to this as a requirement.

Any proposed policy needs to define the anticipated need for affordable housing and the types of considerations that Council will consider in determining what might be an acceptable contribution. As set out in Table 3, there is a range of tenure models that could be considered.

Timing: Short to Medium term

Responsibility: Council

Intervention: Semi Intervention

Recommendation 13: Advocate for the Federal and State Government to provide a regional grant program to facilitate infrastructure required for relevant projects

The Federal and State Governments periodically run regionally focused programs through which Councils can seek funding for projects that could assist with the provision of key worker housing. These grants could include the installation of infrastructure and grants to low to moderate income households looking to purchase dwellings.

For some towns where land costs are lower, the cost of infrastructure is prohibitive for projects with marginal feasibilities, creating a disincentive for development. Regional infrastructure grant programs would provide the opportunity to contribute to the construction of key infrastructure items such as road, sewage, water and/or stormwater to encourage landowners to develop their land rather than "land bank".

This advocacy action relates to encouraging Federal and State Government to consider running new programs in the future. Any of the other recommended actions that require Council funds to proceed could potentially be eligible for such grant programs.

Timing: Short to, Long term

Responsibility: Council

Intervention: Passive

Recommendation 14: Ensure that there is adequate ongoing land supply available for residential development

It is important that the land supply (beyond Concordia) is in areas of demand and in sections that are sizeable development opportunities (either larger development sites or a pipeline of development projects) that warrants a developer making a sizable capital investment in development in the region – for example, an active pipeline of 50 dwellings per year for 3–5 years.

Council needs to continually monitor and confirm that Protective Land classification and ensure that land is still required under that classification. If not, Council can consider the best future of the land.

Timing: Short to Long term

Responsibility: Council and State Government

Intervention: Semi Intervention

Recommendation 15: Educate the community on the need for key worker and affordable housing

Explaining the importance and challenges of providing key worker and affordable housing to the community will assist when there are future development proposals for affordable housing, especially if that housing takes a different form to current housing typologies. It is critical to personalise the message to remove the current stigmas involved. Informed developers and local communities are more willing to accept different affordable housing solutions if they understand the need for it and have any concerns allayed regarding what types of tenants may live in the dwellings. Increasing community awareness of and support for affordable housing could potentially also help to create greater pressure on developers to commit to voluntary affordable housing provision.

This action could include the release of publications and articles and the use of public relations opportunities to promote affordable housing (particularly for key workers) in a positive manner to residents in the region. For example, including articles on key workers who have struggled to find appropriate and affordable housing or businesses facing staff shortages because they cannot attract workers due to the lack of appropriate and affordable housing.

In some municipalities where there has been community resistance to change, this has formed part of a wider education campaign on the importance of

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providing diverse housing typologies and price points that include medium density housing options.

Timing: Short to Long term

Responsibility: Council

Intervention: Passive

Recommendation 16: Advocate for State Government support to fast track and streamline planning scheme amendments for residential land

The availability of land in a timely and expedient manner for residential development in rural towns is important, including for affordable and key worker housing. The time and resources needed to carry out strategies and rezone land can be extensive. Council needs to be supported by State Government in strategic planning and fast tracked and streamlined rezoning processes to drive new investment.

Timing: Short to Long term

Responsibility: State Government and Council

Intervention: Semi Intervention

Recommendation 17: Develop a Council Policy on Affordable Housing

Council needs to document a clear position on affordable housing that provides an outline of its vision, strategic objectives and implementation for all stakeholders.

Timing: Short - Medium

Responsibility: Council

Intervention: Proactive

Recommendation 18: Investigate the construction of quality rental accommodation for key workers

Council and State Government could investigate constructing and renting out housing for key workers, as per the Pilbara Cities case study (refer to Section 8.1, Affordable Housing Analysis and Background Report). The purpose of providing such housing would be to provide new quality housing that is rented at either market rates those able to pay or at a discount to market to ensure that the occupant is paying no more than 30% of their income on housing costs. Funding

and/or ownership of the housing could be via a joint approach from Council, State Government.

Timing: Medium to Long term

Responsibility: Council, State Government

Intervention: Proactive

Recommendation 19: Facilitate the provision of relocatable dwellings for temporary workers via direct investment in dwellings, the provision of land and/or facilitation of temporary villages

Council can consider where it could provide designated land for temporary housing for seasonal workers. The securing of designated land with infrastructure would allow for co-contribution by industry on housing types.

This could lead to investment in relocatable dwellings such as tiny houses that could be used throughout the year for seasonal agricultural and tourism workers. If these are partially or fully off grid, they can potentially be moved around as temporary villages where the various workforces are located (e.g., Tanunda for harvest, and locations at other times of the year for agricultural workers).

Council and/or State Government could potentially provide any vacant land they may have available or help identify locations where the dwellings could be located (including future development sites or sites only used part time such as the show grounds). Council could also assist with any planning approvals needed if it is determined that these temporary villages require permits. Private landowners could also be encouraged to provide relocatable dwellings on their properties (e.g., single units in back yards) to increase the availability of such accommodation.

Timing: Short to Long term

Responsibility: Council

Intervention: Semi Intervention

Recommendation 20: Work with landowners to encourage the development of smaller dwellings

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Council has identified that developers do not consider smaller dwellings as alternate Work with the developers to demonstrate quality smaller dwellings. Also provide developers with demographic data showing the need for smaller dwellings for over 65's.

Timing: Short to Long term

Responsibility: Council

Intervention: Passive

Recommendation 21: Develop an Advocacy group of other Councils in the Northern PeriUrban/Regional

The situation of a shortage of affordable and appropriate housing for key workers is an issue felt across most parts of regional and rural South Australia. In other regions Councils have formed coalitions to advocate for funding and change.

Barossa Council should establish a coalition of like-minded Councils to advocate for all matters in relation to affordable housing for key workers.

Timing: Short to, Long term

Responsibility: Council

Intervention: Passive

Recommendation 22: Quantify the residential land development opportunities

Council has identified the land that is available (both public and private) for residential development within the municipality the land in the major towns. A copy of the identified sites and associated information is in attachment 7 of the Affordable Housing Analysis – Background Report. This could include Council car parks that can be subdivided for an air rights title that could then be developed as housing for key workers. Identified land parcels should then have a preliminary yield study undertaken to quantify the number of dwellings that could be developed – this study should include conventional, small lot and medium density styles.

Council should undertake a review of all permits issued for development that have not been progressed to construction in order to better understand the specific barriers to creating housing outcomes in each given location. Where acting on such approvals is being prevented by factors that Council or other levels of government can influence (e.g., access to trunk infrastructure), then actions should be taken to facilitate the commencement of such developments. Council can undertake a review of all its assets and consider whether there are

any sites that would be available for residential use and, if so, sell the sites using a deliberative development model that would see the sites sold for use of housing for key workers that is affordable and appropriate or lease the sites (at a peppercorn rent) to a housing association for development.

The review should also include at grade car parks and consider creating air right titles. Council can consider offering any of its sites via an EOI process or peppercorn lease to developers and registered housing associations for development. The land can be sold or could be offered as a lease for 50 years to a RHA on the basis that the housing developed is rented to key workers. The RHA may require additional grant funding for the capital development; this money should be sought from the State Government.

Councils can also leverage partnerships with large employer groups to be co contributors to housing outcomes through a registered housing association.

Timing: Medium term

Responsibility: Council

Intervention: Semi Intervention – Proactive

Recommendation 23: Continue to undertake and publish research into regional key worker housing issues

This recommendation plan is an example of a research project that quantifies the problem, explores potential solutions and provides a resource that can be used for advocacy regarding key worker housing issues. To track progress on the actions being undertaken, ensure that up-to-date data is on hand, and identify any additional actions that could assist in addressing key worker housing issues, research should be undertaken at key milestones (such as the release of updated census data).

Timing: Medium to long term Responsibility: Councils, State Government

Responsibility: Council, State Government

Intervention: Passive

Recommendation 24: Advocate to the State and Federal Government for expansion of the Housing Affordability Future Fund (HAFF) for regions

The broader property industry and its representative industry bodies have been advocating for expansion of the HAFF (a national Build to Rent) program for affordable housing to house key workers. Making this model attractive to investors requires contributions or subsidy from Federal or State Government. At scale.

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Studies have shown the need for the development of quality, appropriate and affordable housing for key workers and members of the community, but in almost all areas there is a need for a subsidy to make the housing affordable on the basis that they are paying no more than 30% of their income on housing costs. Councils could participate in this advocacy campaign with an emphasis on achieving outcomes within the Barossa LGA. The low number of dwellings for rent emphasises the need for rental housing within the Barossa LGA.

Timing: Medium to Long term

Responsibility: Council, Federal Government

Intervention: Passive

Recommendation 25: Directly invest in the supply of key worker housing

If by contributing land and other support mechanisms it still does not result in affordable and/or key worker housing Council can also consider undertaking the development of housing itself or investing in development as a contributor. On the basis that the housing is targeted at affordable housing for key workers and members of the Barossa community, Council should consider relationships with registered housing associations who can raise debt, have the benefit of Not for Profit (NFP) status and much lower margins for return on monies invested and thus deliver developments at a lower cost. Council could undertake an EOI process to establish which RHA would be suitable. The EOI process can highlight the contribution required to achieve the development of housing. Council could consider contributions to make up the additional funds required to enable the development of housing for key workers. Council's investment could be controlled and protected via covenant on title.

Timing: Long term

Responsibility: Council

Intervention: Proactive

Recommendation 26: Advocate to the State Government for redevelopment of Housing Trust assets

The SAHT has land holdings in both Tanunda and Nuriootpa – many of the dwellings are aging and not representative of the needs of the community. Advocate to the SHAT to redevelop the assets to reflect the needs of the community.

Timing: Medium to Long term

Responsibility: State Government

Intervention: Passive

Recommendation 27: Develop a strategy and implement for expansion of existing townships

Consider smaller rural communities for expansion into townships, by reflection on the previous expansions (1970-80's) of towns such as Lyndoch and Stockwell. What are the next towns (beyond Concordia) that can be expanded with the Barossa to allow for affordable homes and build communities.

Timing: Medium to Long term

Responsibility: Council and State Government

Intervention: Proactive

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4 SUMMARY

No.	Recommendation	Timing	Responsibility	Intervention
1	Council to decide the role it wishes to take in the provision of affordable housing	S	Council	Passive
2	Advocate for infrastructure services authorities to reduce or waive connection fees for key worker housing projects	S	Council - State	Passive
3	Support the access and consider appropriateness of waiving stamp duty for over 65s	S	Council - State	Passive
4	Limit the duration that dwellings can be used as short-term accommodation	S	Council	Passive
5	Prioritise the rezoning of land identified for residential expansion	S	Council	Passive
6	Investigate vacant State and Federal Government land for the provision of key worker and affordable housing	S - M	Council – State - Federal	Semi Intervention

No.	Recommendation	Timing	Responsibility	Intervention
7	Include planning scheme policies that are supportive of key worker and affordable housing	S – M	Council	Passive
8	Investigate providing planning and other concessions for key workers and affordable housing projects	S – M	Council	Semi Intervention
9	Prepare guidance material and engage with developers	S – M	Council	Passive
10	Review the strategic and statutory planning controls for medium density development in towns	S – M	Council	Passive
11	Develop a concept for seasonal workforce housing including seeking investors and co-ordinating usage	S – M	Council	Semi Intervention
12	Seek affordable housing contributions from developments and rezoning's	S – M	Council	Semi Intervention
13	Advocate for the Federal and State Government to provide a regional grant	S – L	Council	Passive

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No.	Recommendation	Timing	Responsibility	Intervention
	program to facilitate infrastructure required for relevant projects			
14	Ensure that there is adequate ongoing land supply available for residential development	S – L	Council - State	Semi Intervention
15	Educate the community on the need for key worker and affordable housing	S – L	Council	Passive
16	Advocate for State Government support to fast track and streamline planning scheme amendments for residential land	S – L	Council - State	Semi Intervention
17	Develop an affordable housing policy	S - M	Council	Proactive
18	Investigate the construction of quality rental staff for key workers	M – L	Council - State	Proactive
19	Facilitate the provision of relocatable dwellings for temporary workers via direct investment in dwellings, the provision of land and/or facilitation of temporary villages	S – L	Council	Semi Intervention

No.	Recommendation	Timing	Responsibility	Intervention
20	Work with landowners to encourage the development of smaller dwellings	S – L	Council	Passive
21	Develop an Advocacy group of other Councils in the Northern PeriUrban/Regional	S – L	Council	Passive
22	Quantify the residential land development opportunities	M	Council	Semi Intervention - Proactive
23	Continue to undertake and publish research into regional key worker housing issues	M – L	Council - Federal	Passive
24	Advocate to the State and Federal Government for expansion of the Housing Affordability Future Fund (HAFF) for regions			
25	Directly invest in the supply of key worker housing	L	Council	Proactive
26	Advocate to the State Government for redevelopment of Housing Trust assets	L	State	Passive
27	Develop a strategy and implement for expansion of existing townships	M – L	Council - State	Proactive

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Timing
S = Short term
M = Medium term
L = Long term

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5 GLOSSARY

ABS	Australian Bureau of Statistics.	Affordable by Design	Affordable design – compact lots and housing that can be delivered by the market at an affordable price point, and with sustainable design features that result in lower running costs
Affordable Housing – Barossa Council	Housing that is owned or rented <u>that is</u> occupied by households in the lower 70 % of the income distribution scale and/or an identified key worker in the region <u>providing</u> housing choices that are of appropriate size, liveable, affordable to occupy, accessible, secure in tenure and located in good proximity to employment services and critical infrastructure such as transport. The housing can be: Private home ownership where the purchaser's mortgage costs do not exceed 35 % of the gross household income of the occupant Rental housing that is owned and managed by private individuals or corporations and where rent does not exceed 30% of the income of the gross household occupant Rental housing that is owned and managed by the state housing authority Rental housing that is owned or managed by a not for profit housing organisation	AHURI	Australian Housing and Urban Research Institute.
Affordable Housing – South Australian Government	Affordable housing is a home where the household is generally paying no more than 30% of their annual income to rent or buy a home. This ensures that affordable housing is appropriate for the needs of a range of very low to moderate income households, and priced so that these households are able to meet other basic living costs such as food, clothing, transport, medical care and education	Alternative Housing	Alternative housing models. In recent years, alternative housing models such as co-living and tiny houses have started to become more prevalent as potential “disrupters” to traditional houses and apartments. While they will not suit all households, the ability to lower housing costs by living in small and/or shared spaces is attractive to some.
		Bond Aggregator	To raise money at lower rates from the wholesale bond market for not-for-profit community housing providers. It also allows Registered Housing Associations to borrow at lower rates.
		Build to Rent	Build to rent – developers and their financiers build dwellings and, instead of selling them, retain them to let to tenant households. Rents may be set at market rent or, for affordable and social housing, at an appropriate discount to market rents. The NRAS was a build to rent model.
		CLT	Community Land Trust - The land upon which the dwelling is located is held in a Trust. The payment for the occupation of the land is via a peppercorn lease. The land is held in a Trust for Individuals, NFP or Private company to develop dwellings, finance only needs to be sought for the built form and not the land – the savings are reflected in lower rents or purchase prices
		CRA	Commonwealth Rent Assistance is a non-taxable, income supplement payment added to the pension, allowance, or benefit of eligible income support customers who rent in the private rental market. RHAs are considered to be part of the private rental market, but state-owned public housing is not.
		Deductible gift recipient	Deductible gift recipient status means that donations to recipients are tax-deductible by the donor.
		ESD	Environmentally Sustainable Design.

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Housing Australia Originally, National Housing Finance and Investment Corporation. Established by the Federal Government to manage the Bond Aggregator and other federal grants related to affordable housing.

Key worker

A key worker is

An employee who provides a vital service, especially in the essential services, health, or education sectors.

In the study area, this includes:

- *Providers of services to residents – e.g. teachers, doctors, nurses, health care workers, pharmacists, Council staff*
- *Providers of services to visitors/tourists – e.g. hospitality, tourism, retail, workers at tourist attractions*
- *Workers in key local industries – e.g. wine and other beverage manufacturing and grape growing, agriculture and associated industries.*

NFP Not for profit.

Public housing Public or social housing that is owned or leased by the State Governments of Australia

Registered Housing Association (RHA) Registered housing agencies are not for profit organisations that provide affordable rental housing for low-income households, registered as either Housing Associations or Housing Providers under State Housing Act.

Housing Associations and Providers are independent companies that are overseen by a skills-based board.

Registered Housing Provider (RHP) RHAs are classed by government as organisations that: own, manage and develop affordable rental housing; provide housing support and assistance to clients; are viable businesses partnering with government and the community; and have met registration criteria and meet ongoing regulatory compliance against performance standards.

Housing Providers are managers of housing portfolios (not developers)

Rent to Buy

Rent to buy – the homes are offered at a reduced rent for a minimum of five years and let on assured short-hold tenancies for a fixed term. The model being adapted in Australia is that, after five years of renting, the tenant has first option to purchase the dwelling at price agreed at the commencement of the five years. If the tenants do not want to buy, the landlord can retain the property as rented housing or sell it on the open market.

Restricted Purchase

Restricted or Affordable purchase – price controlled housing that is made available for purchase by those on defined incomes. The key principles are that:

- The dwelling must be offered for sale at or below the appropriate price
- The dwelling must be offered for sale to eligible buyers
- The discount for affordable housing for the first purchaser is preserved for future purchasers, either in perpetuity or for a fixed period of time.

SEIFA Socio-Economic Index for Areas, produced by the ABS.

Shared equity schemes Financing arrangements where the equity required for home ownership is shared between the occupant (often a former tenant) and government or a NFP community housing provider.

Social housing Social housing is an umbrella term that covers both public and community housing. Its provision usually involves some degree of subsidy.

Tiny Homes **Tiny homes/relocatable housing** – compact dwellings that are manufactured off site (now often they architecturally designed studio units) to allow high quality control that deliver good quality and reliable homes at a cost-effective price point. The dwellings are placed on serviced lots with prepared foundations

DEBATE REPORT

7.2 Corporate Services, Strategy and Innovation

7.2.2 MONTHLY FINANCE REPORT AS AT 30 NOVEMBER 2025

**Author: Senior Accountant
25/97151**

PURPOSE

The monthly finance report update as at 30 November 2025 provides information on the financial position and performance of the Council, including notes on material trends and transactions.

RECOMMENDATION

That Council receives and notes the monthly finance update report as at 30 November 2025, as provided at Attachment 1.

REPORT

Background

The monthly finance report as at 30 November is at Attachment 1. This report has been prepared comparing the year-to-date actuals at the end of the period, to the adopted 2025-26 budget.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Monthly Finance Report Council November 2025 [!\[\]\(aab88c0d099e5d18d6533a97b13ec28d_img.jpg\) !\[\]\(30511f8b621e91d2a09037fa36f8d30d_img.jpg\)](#)

Supporting references

Nil.

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Corporate Plan

BS6 Finance - 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

Legislative Requirements

Nil

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

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

Monthly monitoring of financial performance ensures Council is in a position to ensure budget and expenditure are aligned to meet approved levels of service.

2. SUSTAINABILITY & ENVIRONMENT

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

Nil

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

To enable Council to make effective and strategic decisions, a high-level monthly finance report is provided for Council's noting.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

Nil

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

Nil

COMMUNITY ENGAGEMENT

Community consultation was undertaken as part of the original budget adoption process for 2025-26, as required by the relevant legislation. This report is advising Council of the monthly finance position compared to that budget.

MONTHLY FINANCE REPORT

AS AT 30 November 2025

For Year Ending 30 June 2026

	Notes	% Actual Expenditure to Original Budget	Original Budget (Full-Year) \$'000	Revised Budget (Q1) (Full-Year) \$'000	Actual Result (Year-to-Date) \$'000
Uniform Presentation of Finances					
OPERATING ACTIVITIES:					
		<i>Operating</i>			
Operating revenue			52,900	51,924	43,913
Less: Operating expenses		33.83%	(53,078)	(53,551)	(17,954)
Operating Surplus / (Deficit)			(178)	(1,627)	25,959
CAPITAL ACTIVITIES:					
Net Outlays on Existing Assets					
		<i>Capital</i>			
Capital expenditure on renewal and replacement of existing	1	8.23%	(21,999)	(13,050)	(1,811)
Add back: Depreciation, amortisation & impairment			11,615	11,615	4,840
Add back: Proceeds from sale of replaced assets			344	344	21
Subtotal			(10,040)	(1,091)	3,050
Net Outlays on New and Upgraded Assets					
Capital Expenditure on new and upgraded assets	1	12.29%	(22,717)	(8,028)	(2,793)
Add back: Amounts received specifically for new and upgraded assets			5,623	2,828	1,665
Subtotal			982	(5,200)	(1,128)
Net Lending/(Borrowing) for the Financial Year			(9,236)	(7,918)	27,880
Total % Capital Budget Spent			10.30%		

NOTES

1) 2025-2026 capital expenditure to end of November includes:

	\$
- Nurioopta waste water treatment plant	953,520
- Computer hardware refresh - replacement	346,703
- Computer hardware refresh - completion of prior contract	272,791
- Creative Industries Centre	299,289
- Road resealing	776,784
- Barossa Park	192,265
- Footpath renewal	133,338
- Minor plant renewal	35,406
- Kegel club rebuild	11,962
- CWMS network pump stations renewal	10,070

DEBATE REPORT

7.2 Corporate Services, Strategy and Innovation

7.2.3 2026-2027 ANNUAL BUSINESS PLAN AND BUDGET AND 2026-2027 TO 2035-2036 LONG TERM FINANCIAL PLAN TIMETABLE AND ASSUMPTIONS FOR DEVELOPMENT

**Author: Chief Executive Officer
25/97495**

PURPOSE

To consider the assumptions and timetable for the preparation of the 2026/27 Annual Business Plan and Budget and updated Long-Term Financial Plan for 2026/27 to 2035/36.

RECOMMENDATION

That Council:

- (1) Note and approve the assumptions outlined in the report to be used in drafting the 2026/27 Annual Business Plan and Budget.
- (2) Note and approve the target timetable for Council workshops and Council meetings for the preparation and review of the 2026/27 Annual Business Plan and Budget and Long-Term Financial Plan for 2026/27 to 2035/36.
- (3) Agree that no new initiatives will be assessed in the 2026-2027 year, unless they are considered critical or legislatively required, save funds, or are offset by service or capital reductions elsewhere in the budget and long-term financial plan, due to commitments already being considered which primarily are:
 - a. costs to support Mount Torrens Football Club proposed use of Mount Pleasant oval, estimated at this time to be well into the \$100,000s of dollars;
 - b. a newly funded budget line for the long-term installation of new footpaths throughout the district estimated in the updated long-term financial plan over the 10 years of the 2026-2027 to 2035-2036 plan to total \$3.016M;
 - c. provision of a forward estimate of \$2.895M for Kalimna Road reconstruction commencing in 2030-2031;
 - d. additional costs to complete the Barossa Creative Industries Centre of at least \$1M;
 - e. Sandy Creek building renewal in 2027-2028 of \$1.75M offset with grants and allocations from existing building allocations with design in 2026-2027;
 - f. Moss Road Bridge solution up to \$1.6M;
 - g. masterplan review for Mount Pleasant Talunga Park estimated to cost \$40,000.
- (4) Approve the recommendations contained in Attachment 1 regarding other initiatives and long-term financial plan service pressures.

REPORT*Background and Introduction*

The annual development of the budget commences in December and this report forms the foundation of the work for budget calculations.

*Discussion****Indexation and Assumptions***

Each annual review process provides an opportunity to introduce new assumptions or enhance the information base as required using the indexation rates and assumptions.

The main assumptions and indexation being considered during this early stage of budget preparation is the income and expenditure indexation. As included in the draft timetable, following receipt of updated valuation data, Council will review the proposed options for rate increases to ensure they are reasonable and ensure indexation for operational expenditure is appropriate.

Council staff will provide information for the cost of delivering services and any suggested changes to service levels ensuring income or charges for the services are appropriate. The final expenditure amounts will differ from the LTFP estimates for the 2025/26 year (update December 2025) due to external influences such as service contracts and agreements or where costs are determined by external markets such as fuel prices, electricity and gas pricing contracts and State Government levies.

The approved quarter 1 (Q1) Budget from 2025/26 will be used as the base for the 2026/27 draft budget and each budget manager will then review to actual costs and trends to meet the existing service provision. If the actual costs are reduced from the base budget, it is a requirement that unless there were extenuating circumstances for the underspends, that next year's budget is also reduced. Due to budget performance year to date and ensuring we continue to work to achieve efficiencies, all non-contract-based expenditure budgets will only be indexed by less than the prevailing indexation rate. Expenditure linked to contractual and legal arrangements (like salaries and wages) will be indexed as required by those agreements.

The trimmed mean Reserve Bank of Australia CPI (RBA - consumer price index as the best measure of underlying inflation) is used as a base for the LTFP. The Local Government Price Index (LGPI) also provides guidance. The RBA measure forecast for December 2026, which was used in the updated long term financial plan for 2026/27, the subject of a separate report in this agenda, is 2.7% with it decreasing to 2.6% in the following year, which is used for the outyears of the plan (years 2-10). The LGPI increase for the 12 months to September 2025 was 2.5% (noting the quarterly Adelaide CPI for September 2025 period was 2.4%). Whilst there is a monthly measure of CPI available it is not the full assessment of cost changes and is more volatile than the quarterly results and thus is not used for budgeting estimate. For your information the monthly October 2025 rate was 3.7%. It is recommended, noting the target for efficiency and savings provisions in the long-term financial plan of 1%, and to ensure prudent budget management and to remain within the parameters of the current adopted LTFP, that in the absence of a contractual arrangement, general operating indexation will be limited to 1.7%.

Operating Income

Rating levels are set to ensure service level provision is maintained in a financially sustainable manner.

General rate revenue increases to existing ratepayers for the 2025/26 year were 3.43%; additional revenue for the growth in assessment numbers from last year was 2.43%. The rural sector had a rate freeze for the second year running. For future operating results, as detailed in Council's adopted LTFP, general rate revenue was forecast to increase at 4.3% in 2026/27 plus growth in assessment numbers of 1%. During the preparation of the 2026/27 draft budget, management will review the revenue and expenditure requirements and report this to Council. Council will then assess and approve the general rate revenue increases required to ensure Council's financial sustainability in the annual review of the LTFP.

For 2025/26, there was a 3.2% service charge increase for waste collection and disposal across the three waste services as a result of significant increases in disposal and collection costs and this is forecast to increase by 2.25% in 2026/27. Community Wastewater Management Systems (CWMS) service charge indexation rates in the adopted LTFP were budgeted to increase in 2025/26 at 2.1% and is forecast to increase by 3.25% in 2026/27.

Service charge revenue is established to recover the cost to provide the services ensuring ongoing service delivery in a sustainable manner.

The Regional Landscape Levy, collected on behalf of the state government, will be determined and advised by the Northern and Yorke Landscape Board. In 2025/26 the levy decreased by 2.7% due to the movement in valuations across all the contributing Councils resulting in the re-distribution of the levy and thus how much is charged to ratepayers. The actual estimate for 2026/27, due to the levy being directly linked to valuation outcomes across Councils, cannot be accurately predicted however is linked to the September CPI result, which was 2.4%.

Other income indexation has a base increase of 2.7%.

Operating Expenditure

Operating expenditure indexation will be assessed individually for internal and external factors. All indexation quoted is from the adopted LTFP for 2025/26 and will be reviewed.

- Employee costs for 2026/27 set in the LTFP increased by 4.5% including service growth needs. The draft budget will use the enterprise bargaining agreement rate, which is 4.5%. Unlike prior years there is no change to the superannuation rates with the new superannuation guarantee rate of 12% being reached in the 2025/26 year.
- Contractor, materials and other expenses will be reviewed to meet service requirements. The increase for these costs in 2026/27 is set at 1.7% as described earlier in this report. Indexation will be adjusted to meet existing service requirements:
 - selected costs are increased by indexation where agreements, contracts, licensing, arranged service charges, etc. provide for that option.
 - For costs outside of our control, these will be considered where the relevant service provider(s) initiates the increases i.e. fuel and postage.

- where costs will increase but the quantum is unknown a default increase in line with LGPI will be used. Some areas of expenditure may actually be the same or less than expected; and for changes to service provision, ie. increased number of services provided (eg. number of waste collection(s)) or usage (eg. water usage at parks and gardens).

New Initiatives/Ideas

It is recommended that no new initiatives be assessed for the 2026/27 financial year, unless they are required for critical, legislative or extreme risk purposes, as there are already a number of initiatives Council has requested be considered. The main instructions provided to date and embedded in the updated long-term financial plan have been outlined in the recommendation. Other known requests, along with preliminary recommendations made for Council review, are outlined in Attachment 1.

Of course, Council can alter priorities in the capital and operating programs within the significant budget allocation if it wishes to address any other priority investments.

If Council elects to have more initiatives, or open the new initiatives process, it will need to identify areas where these will be funded from as there is no discretionary capacity in the budget estimates for 2026/27. It is recommended that any new initiatives will need to be funded from the existing budget without additional borrowings, which would require deferral of asset management plan work and data-based requirements, or additional rate collections. The process would be as follows:

1. Strategic review meeting.
2. Identification of what priorities and projects Council wishes to have a more detailed assessment completed for.
3. Preliminary assessment for those proceeding to business case development.
4. Review of business cases and determination is to be included in the budget and business plan draft for consultation and how they will be funded.

Council's existing programs include but are not limited to:

- Existing service provision, governance and administration.
- Capital renewal/replacement.
- Revaluation and condition assessment of assets to update the estimated replacement cost over the LTFP. Council's understanding and management will continually refine the operating result.
- Heavy vehicle and plant utilisation review.
- Existing long-term projects including:
 - climate control – efficiency, financial and environmental benefits/requirements.
 - change program – internal program for innovative and simple systems, processes and productivity improvements.
- Infrastructure Asset Management Plans adopted in 2024 – renewal spending plans.
- Strategic Management Plans.
- The Big Project.
- Transport renewal programs.
- Asset maintenance and operational requirements.

Timetable

The proposed timetable for the annual review/update of the Long-Term Financial Plan and the consideration/adoption of the Annual Business Plan and Budget is outlined in the table below:

What	Activity	Date
Council meeting	Endorse ABP&B and LTFP timetable	16 December 2025
Council workshop	Depends on decision on new initiatives.	27 January 2026
Audit Committee	ABP&B and LTFP review To review indexing and assumptions	9 February 2026
Council - Elected Members	Depends on decision on new initiatives.	Approved at Council meeting 17 February 2026
Administrative budgets	Staff completion of administrative budgets.	27 February 2026
Council workshop	Capital Expenditure program from asset management analysis. Prepare rates report including rating analysis of other Councils and consider other Council rating strategies.	4 March 2026
Council Workshop	Depends on decision on new initiatives.	March 2026
Council Workshop	ABP&B and LTFP Review draft Operating Budgets & Capital Works submissions and LTFP	1 April 2026
Council Workshop	Rating & Valuation Forecasting, valuation changes, rebates, RI General Rate Cap, rating options Final Operating and Capital Works review	6 May 2026
Audit Committee	ABP&B and LTFP review and endorse for consultation - by email	May 2025
Special Council Meeting	Endorse draft Nuriootpa Centennial Park Authority Budget (NCPA endorsed April) Endorse draft ABP&B and LTFP for public consultation.	May 2025
Public Consultation Process	Council internet provision for web submissions, at least 21 days	May – June 2026
	Public Notice (if local papers a Wednesday) Submissions period – 21 days	May to June 2026
Meeting / Other process*	Process for the public to present/provide budget submissions in line with legislative/other requirements. *21 days after the draft A&BP is available on the website	June 2026
Council Meeting	ABP&B and LTFP Consideration of public submissions	16 June 2025

Special Council Meeting	Adopt ABP&B and LTFP, Valuation and Rating (if changes from consultation then this meeting may need to be changed.)	23 June 2026

Summary and Conclusion

With the above settings and program outlined Council is recommended to approve the draft process for the 2026/27 budget and annual business plan development and associated long-term financial plan update.

The Executive Leadership Team will review the plan and settings on 15 December 2025 and provide any further updates as required at the Council meeting.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 LTFP Pressure-Extract for Council Report December 2025 [↓](#) 

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Legislative Requirements

Section 123 of the Local Government Act 1999

Local Government (Financial Management) Regulations 2011

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

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

The budget, business plan and long-term financial plan are the basis of the operating settings to support service delivery.

2. SUSTAINABILITY & ENVIRONMENT

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

The budget, business plan and long-term financial plan are the basis of the operating settings to support service delivery.

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

There is no impact on financial and resource requirements for the development adoption of the annual operating settings. Budget outcomes will be presented throughout the process.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

Nil impact.

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

Nil impact.

COMMUNITY ENGAGEMENT

Included as part of the draft 2026/27 Annual Business Plan and Budget Plan consultation and adoption process.

Long Term Financial Plan Initiatives	Type of Investment	In LTFP	Operating	Capital	Funding Available	Ongoing 10 Year Estimate	Total 10 Year Impact	Rate Increase	Recommendation
Bushgardens masterplan and infrastructure	New increased service levels	No	30,000	4,000,000	0	749,629	4,779,629	1.08%	Not proceed low priority current infrastructure adequate considering all other needs.
Mt Pleasant masterplan review and ground upgrades for football - stage 1	New increased service levels	No	30,000	300,000	0	749,629	1,079,629	0.24%	Council has instructed a business case to be presented at January 2026 meeting.
Mt Pleasant masterplan review and ground upgrades for football - stage 2 change rooms and other upgrades/civil works	New increased service levels	No	0	1,550,000	0	499,753	2,049,753	0.46%	Will be addressed in the business case instructed by Council.
Aboriginal signage	New increased service levels	No	80,000	0	0	29,985	109,985	0.02%	Best to invest in a holistic approach to aboriginal reconciliation through a RAP which will include engagement with all relevant groups. Provision to be made in operating budget to start the process, there is \$25,000 in the base already in 2026-27 and each and every year (indexed) in the LTFP - recommend budget be drafted to increase to \$50,000 for two years to support this work.
Gymnastics centre	New increased service levels	No	0	6,200,000	0	499,753	6,699,753	1.51%	Early conversations have occurred the current utilisation is approximately 13 hours per week, this simply cannot justify a investment of this type or what ultimately is not a multi-use facility which means it is highly challenging to get grant funding. Consider other locations that meet needs with existing infrastructure.
New Depot	New increased service levels - redevelop or sell land for residential use	No	0	15,300,000	7,500,000	749,629	23,549,629	5.30%	Required and important given growth of the Barossa and Concordia. Land can be used for residential development to assist paying for the new depot. Agree to develop a project plan and bring back to Council during 2026-27 to start future design, location and market approach for solutions.
Williamstown pool upgrades	New liner to continue services	No	0	1,500,000	0	249,876	1,749,876	0.39%	Required and important for users, reputation and safety recommend new initiative be undertaken for future scheduling in LTFP not 2026-27.
Nuriootpa pool service increases and likely change and toilet refit	Service increases through additional contracted activities	No	15,000	250,000	0	199,901	464,901	0.10%	Required and important for users, reputation and safety recommend new initiative be undertaken for future scheduling in LTFP not 2026-27.
Stockwell oval new hockey clubrooms	New increased service levels	No	0	3,300,000	0	499,753	3,799,753	0.85%	Include in future review of The Big Project no new initiative required at this time given higher priority building needs but agree long term planning needs to be done for this site given its growth, could repurpose second oval funding.
Williamstown oval repurposing	New increased service levels	No	0	10,300,000	0	749,629	11,049,629	2.49%	Include in future review of The Big Project no new initiative required as business case, feasibility study and masterplan already done.
CWMS upgrades to manage growth	New increased service levels	No	0	5,000,000	0	499,753	5,499,753	1.24%	Will be assessed over the
Barossa Park Additional Toilet Block - Cricket	New increased service levels	No	5,000	210,000	0	49,975	264,975	0.06%	Required and important for users, reputation and safety recommend new initiative be undertaken for future scheduling in LTFP
Angaston Oval Refurb	Replacement	No	0	1,250,000	0	149,926	1,399,926	0.31%	Need to be schedule in the long term financial plan, is not fundamentally a new initiative it's a replacement.
Nuriootpa Oval Refurb	Replacement	No	0	1,250,000	0	149,926	1,399,926	0.31%	Need to be schedule in the long term financial plan, is not fundamentally a new initiative it's a replacement. No new initiative required.
VIC rental costs/building requirements	Critically necessary	No	65,000	0	0	649,679	714,679	0.16%	Need to be schedule in the long term financial plan, is not fundamentally a new initiative it's a replacement. No new initiative required.
Purchase VIC of Building at future date	New increased service levels	No	0	2,275,000	0	499,753	2,774,753	0.62%	For future planning needs will depending on current negotiations for lease extension, no requirement to proceed at this time.
Australian Flags Initiative	New increased service levels	No	100,000		0	999,506	1,099,506	0.25%	Council has instructed a business case to be presented at January 2026 meeting
Replace jetty behind coulthard reserve	New increased service levels	No	0	300,000	0	49,975	349,975	0.08%	Not proceed low priority and lack of evidence of needed infrastructure.
Total			325,000	52,985,000	7,500,000	8,026,031	68,836,031	15.48%	

* Please note the estimates above are very preliminary and general only they are likely to materially alter, but are provided based on current experience and basic scope understanding to provide relative context.

DEBATE REPORT

7.4 Development and Community Services

7.4.1 RESIGNATION OF COUNCIL MEMBER ON BAROSSA ASSESSMENT PANEL

**Author: Manager Development Services
25/96497**

PURPOSE

To accept the resignation of the incumbent Council Member from the Barossa Assessment Panel and to determine how it wishes to respond in relation to the vacancy.

RECOMMENDATION

That Council:

- (1) Accept the resignation of the incumbent Council Member, Cr Jane Evans from the Barossa Assessment Panel pursuant to Clause 6.5.3 of the Barossa Assessment Panel Terms of Reference; and
- (2) Resolves to seek an independent member to replace Cr Jane Evans on the fact that the future planning demands on members is best met with all members being able to contribute to the formulation of long term planning policy and not be excluded by virtue of being a member of the Barossa Assessment Panel.

REPORT

Background

The Barossa Assessment Panel is appointed by Council (a designated authority) pursuant to Section 83(1) of the *Planning, Development and Infrastructure Act 2016* (The PDI Act), to carry out its duties and functions as a relevant authority pursuant to Section 83 of the PDI Act.

The PDI Act provides that the membership must comprise not more than five members, only one of which may be a member of a Council. Cr Jane Evans has been appointed as the Council Member for the term of Council and Cr Tony Hurn as the Deputy Council Member, also for the term of Council.

Introduction

Council has received a formal resignation from the incumbent Council Member, Cr Jane Evans on 21st November 2025. As the Council Member, Cr Evans is precluded from interacting with the community in relation to planning matters, due to the potential conflict of interest arising in relation to matters that may come before the Barossa Assessment Panel. Having been appointed as the Deputy Mayor for the final year of the current Council term, Cr Evans wishes to engage more deeply with the community in relation to planning matters.

Discussion

The Panel is invited to consider how it wishes to respond in relation to the vacancy arising from Cr Evans' resignation, noting that the decision shall apply to the duration of the current term of Council. The Panel may:

- Do nothing, noting the current Deputy Council Member, Cr Tony Hurn, can attend meetings as the Council Member pursuant to Clause 4.9.2 of the Barossa Assessment Panel Terms of Reference; or
- Resolve to appoint the Deputy Council Member, Cr Tony Hurn, as the Council Member and to appoint a new Deputy Council Member pursuant to Clause 6.8 of the Barossa Assessment Panel Terms of Reference; or
- Resolve to appoint a new Council Member pursuant to Clause 6.7 of the Barossa Assessment Panel Terms of Reference and retain Cr Tony Hurn as the Deputy Council Member.
- Amend the current membership of the Panel such that a Council Member does not sit on the Panel. This would require a change to the Barossa Assessment Panel Terms of Reference as the Membership in clause 4.1 requires the Panel comprises one member of the Council.

The rationale for the resignation of Cr Evans highlights the tension between fulfilling the duties of both a Council Member and a member of the Barossa Assessment Panel.

An induction for new Council members is essential to ensure Council members have a sound understanding of their role and obligations on the Panel. Should a new Council Member be appointed, an induction would be proposed to be held with the new Member at the appropriate time.

Summary and Conclusion

Council is requested to accept the resignation of the incumbent Council Member, Cr Jane Evans from the Barossa Assessment Panel.

Council has four options in how it may respond to the vacancy. It may do nothing for the remainder of the term, it may appoint the Deputy Council Member (Cr Tony Hurn) as the Council Member and appoint a new Deputy Council Member, it may appoint a new Council Member and retain the Deputy Council Member (Cr Tony Hurn) or it may resolve to not have a member of Council on the Panel.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

Supporting references

Barossa Assessment Panel Terms of Reference

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

Our Places

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

Strategic Outcome

- Our places are planned, managed, and sustainable.

Corporate Plan

CS15 Land Use and Development - Assessment of development applications for construction, alteration or demolition of buildings, and the division of land and changes in land use.

Legislative Requirements

Planning, Development and Infrastructure Act 2016

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

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

An induction for new Council members is essential to ensure members have a sound understanding of their role and obligations to sit on the Panel. Should a new Council Member be appointed, an induction would be proposed to be held with the new Member at the appropriate time.

2. SUSTAINABILITY & ENVIRONMENT

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

Nil

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

Council is responsible for the costs and other liabilities associated with the activities of the Barossa Assessment Panel. The Panel operates in accordance with a budget allocation to account for remuneration fees for independent members. Council Members do not receive a remuneration.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

Nil

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

Council may wish to retain a Council Member on the Panel to provide for local representation in the decision making process, noting the PDI Act precludes more than one Council Member on the Panel.

COMMUNITY ENGAGEMENT

Nil

DEBATE REPORT

7.4 Development and Community Services

7.4.2 SOUTHERN BAROSSA WINERY AND TOURISM DEVELOPMENT - SUBMISSION TO THE MINISTER FOR PLANNING

**Author: Manager Development Services
25/97304**

PURPOSE

To endorse the draft submission to the Minister for Planning in respect to the Southern Barossa Winery and Tourism Development.

RECOMMENDATION

That Council endorse the draft submission contained in Attachment 1 to the Minister for Planning in respect to the Southern Barossa Winery and Tourism Development.

REPORT

Background

The Minister for Planning declared the Southern Barossa Winery and Tourism Development on 8th August 2024. Following the declaration, the Assessment Requirements for the preparation of an Environmental Impact Statement (EIS) were endorsed on 2 May 2025.

The EIS was subsequently released for public exhibition for period of 30 business days from 5 November to 17 December 2025. Council has been invited to make comment on the application pursuant to Section 113(5)(a)(iii) of the *Planning, Development and Infrastructure Act 2016*.

Introduction

This report seeks the Council's endorsement of the draft submission to the Minister for Planning in respect to the Southern Barossa Winery and Tourism Development.

The proposal seeks to establish a five-star tourist accommodation development with conference, function and spa/wellness facilities, a new (relocated and expanded) winery and cellar door, associated horticulture (vineyards) and ancillary works at Lot 102, Hoffnungsthal Road, Williamstown.

In summary, Council has had significant challenges with the development in that it presents strong arguments for support but also as a Council that has unique legislative conditions upon which it has to preserve the character and has listened to many in its community. The draft submission is balanced against improved design and infrastructure outcomes whilst raising long term rural land use policy direction and character.

The draft submission acknowledges the significant scale of the tourist development. While the proposal introduces substantive built form into a locality that is presently devoid of this form of development, the design is responsive to the site and has a low visual impact upon the locality, having regard to the visual impact assessment.

The assumption that there is sufficient demand to sustain multiple major resorts should be further considered, given there is potential for hundreds of new rooms to come online in the Barossa as a result of the proposed Nexus, Oscar, Sandy Creek Resort and this proposal. Transport availability and access to workers are also fundamental issues that warrant further consideration.

Some concerns regarding the combined wastewater and trade waste system are also identified.

If approved, an infrastructure agreement with Council will be essential to facilitate road upgrades required to support the development.

Overall, the draft submission does not object to the development.

Discussion

Staff have undertaken a detailed assessment of the proposed development and prepared the draft submission according to their professional opinion. The comments are largely focused on the hotel component of the development, noting many of the aspects of the development are appropriate and meet standards.

It should be noted the development is not bound to assessment only against the provisions of the Planning & Design Code. The decision is ultimately at the discretion of the Minister and the Minister is required to have regard to the EIS, assessment requirements, public submissions, proponent's response, assessment report as well as:

- Expected environmental, social and economic effects of the development;
- Expected effects of the development on the climate and any proposed measures to mitigate or address those effects;
- Extent to which the expected effects of the development are consistent with the provisions of any relevant State Planning Policy and the Regional Plan.

Further consideration of the proposal is contained below under headings:

The Proposal

The proponent is Strategic Alliance and Commercial Pty Ltd.

The proposal incorporates two main components, being:

- Five star tourist accommodation development up to 150 rooms and 6 storeys in height with conference, function and spa/wellness facilities, restaurant, outdoor event space and car parking.
- Winery cellar door and vineyard comprising relocation and expansion of an existing winery of up to 500 tonnes, tasting room and function space, planting of new vines with total area of vineyard in order of 10-11 ha.

The construction investment is expected to be \$110 million and will generate 461 full time equivalent (FTE) jobs during construction and 150 FTE jobs during operations to run the hotel and 79 indirect FTE jobs.

Site and Locality

The site of the development is Lot 102, Hoffnungsthal Road, Williamstown, located approximately 3kms south-east of the Lyndoch township. The site is approximately 21.5ha in size and has frontage to Hoffnungsthal Road and Menzel Road. The site is occupied by vineyards and grazing land and is traversed by two watercourses.

The site is situated at the lower reaches of the Barossa Ranges escarpment and is clustered amongst several tourist attractions including Barossa Helicopters and the Lavendar Farm. Access is gained to the site via Lyndoch Valley Road (a Department of Infrastructure and Transport road) to Hoffnungsthal Road (a council road).

The site is located within the Rural Zone under the Planning & Design Code.

Demand for the project

The proposed tourist accommodation resort is stated to fill a known gap in the market for luxury, branded accommodation and is expected to attract new visitor segments, including international guests and conference delegates. The market analysis suggests that even if other approved projects proceed, there will be sufficient demand to sustain multiple providers.

Hotel demand for the project has been assessed on the basis of a Scoping Study undertaken by Hotellerie in 2023, and examined tourism trends, accommodation performance and market gaps in the Barossa. This Scoping Study remains confidential and it is therefore difficult to validate the market analysis regarding demand, especially in relation to the multiple proposals that are currently approved/proposed.

The assumption that there is sufficient demand to sustain multiple major resorts should be further considered, given there is potential for hundreds of new rooms to come online in the Barossa as a result of the proposed Nexus, Oscar, Sandy Creek Resort and this proposal. While competition among proposals is part of ordinary market dynamics, there is a need to avoid oversupply.

Notwithstanding above, it is noted the development of a 4-5 star accommodation product is a priority of the SA Regional Visitor Strategy.

Size of development

The scale of the proposed hotel far exceeds the numerical standard quoted in DPF 6.3 of the Rural Zone of 100m² and it is noted this is one of the reasons for the declaration of the development as an Impact Assessed development, given that the project cannot be properly considered under existing pathways (ie. as a code assessed development against the Planning & Design Code). Pursuant to the judgement of Geber, resort scaled development should be located in Tourism Development Zones.

Performance Outcome 6.3 of the Rural Zone seeks:

PO 6.3

Tourist accommodation is associated with the primary use of the land for primary production or primary production related value adding industry to enhance and provide authentic visitor experiences.

The proposal will be associated with the use of the land for viticulture, albeit it is substantially larger in scale than anticipated in the Rural Zone.

It is noted the Greater Adelaide Regional Plan (GARP) released on 17th March 2025 proposes a Code Amendment for the Character Preservation District to support local government in pursuing improvements to the Character Preservation District Overlay to reinforce the character values in the Barossa Valley whilst supporting primary industries. In this regard, The Barossa Council is committed to working with the State to undertake the necessary investigations to support this Code Amendment. As part of this work, there is a need to review the criteria for resort scaled development.

The review of the Character Preservation District also has synergies with the proposed action within the GARP to undertake a Code Amendment focused on 'Tourism Development' within wine regions to protect valued landscaped character.

Scale, siting and design

The scale, siting and design of the hotel is one of the most challenging aspects of the proposed development. It is acknowledged the design element in particular is highly subjective and that opinions may differ widely in relation to the acceptability of the architectural design for the site.

The building is proposed to be six storeys in height, set well within the site and below the ridgeline, with the objective of minimising visual prominence. It is noted an amendment to the design has occurred since the original design was conceived to lower the eastern building flank by 3m.

The building is arranged in response to the site's topography, with the building being terraced along the contour lines to preserve existing views and facilitate passive solar access. The architecture adopts a low-profile horizontal massing strategy, utilising natural and locally sourced materials such as timber and stone.

It is noted the building has gone through two rounds of design review with the Office for Design and Architecture SA (ODASA). While the Design Review advice is not provided within the EIS documentation, the EIS notes feedback supports the project's ambition to integrate architecture and landscape site cultural sensitivity, site-specific design and connection to country.

The ODASA comments suggest there are elements of the design that should be further refined to better anchor the hotel within the landscape and to reduce visual dominance. It is considered the overall design is considered to be broadly acceptable but there is opportunity to further respond to ODASA's feedback.

It is noted the proposal includes the preservation of the vineyard frontage together with a strong landscape strategy that incorporates use of vegetated buffers. These elements further seek to limit the visual impact of the hotel in the landscape, in particular, the southern elevation visible to the land upslope at the rear.

In relation to the winery development, the building incorporates articulation in the form of the broken up gable roof forms. This is broadly acceptable. It is noted the development incorporates fire tanks, rainwater tanks and a pump room forward of the building which are prominent and could be re-sited to reduce their visual impact to the street.

Landscape and visual impact assessment

A Landscape and Visual Impact Assessment (LVIA) has been prepared by Landskap that provides an assessment of the suitability of the development in the existing landscape context. The LVIA concludes the proposed hotel will have a low visual impact on the local area noting that:

- Limited public views will occur only along short sections of Hoffnungsthal Road and Menzel Road. Long range views will be extremely limited due to existing vegetation and ridges to the east, south and west of the site.
- The development is set below the skyline and incorporates balanced cut and fill approach.
- Materials will comprise muted colours and low reflective finishes that complement the surrounding landscape;
- Extensive new planting is proposed.

The LVIA notes the development will have high visual notability from several adjacent properties. Given the scale of the hotel of some 150 rooms, it is to be expected there would be some localised visual notability.

The conclusions drawn in the LVIA are considered to be reasonable and reflect the unique siting of this proposal which has relatively limited viewshed impacts due to the position of adjacent ridgelines and which significantly preclude views and generally do not allow views beyond 2km radius.

Character Preservation Act 2012

The site is located within the Character Preservation District established under the *Character Preservation Act 2012*. Section 6 of the Act states that:

6 – Objects

(1) The objects of this Act are –

- (a) To recognise, protect and enhance the special character of the district while at the same time providing for the economic, social and physical well being of the community; and*
- (b) To ensure that activities that are unacceptable in view of their adverse effects on the special character of the district are prevented from proceeding; and*
- (c) To ensure that future development does not detract from the special character of the district; and*
- (d) Otherwise to ensure the preservation of the special character of the district.*

- (2) *A person or body involved in the administration of an Act must, in exercising powers and functions in relation to the district, have regard to and seek to further the objects of this Act.*

7 – Character values of district

- (1) *The following character values of the district are recognised:*

- (a) The rural and natural landscape and visual amenity of the district;*
- (b) The heritage attributes of the district;*
- (c) The built form of the townships as they relate to the district;*
- (d) The viticultural, agricultural and associated industries of the district;*
- (e) The scenic and tourism attributes of the district.*

- (2) *The character values of the district are relevant to –*

- (a) Assessing the special character of the district; and*
- (b) The policies to be developed and applied by any state planning policy and the Planning and Design code under the Planning, Development and Infrastructure Act 2016 in relation to the district.*

The Character Values include the rural and natural landscape and visual amenity of the district, the viticultural and associated industries of the district and the scenic and tourism attributes of the district. It is noted the GARP acknowledges tourism is a legislated element of the special character of the Barossa Character Preservation District. The Barossa is internationally recognised for the wine produced and continues to be valued for the authenticity of experience. The GARP further notes the combination of wine and food activities, historic townships, attractive rural landscapes, conservation parks and forest reserves that work together to attract visitors to the district.

The EIS states *“The proponent seeks to embody the tangible and intangible values of the Barossa region through every layer of its design and delivery”*. Further, the proposal seeks to respond to these tangible and intangible values through its siting and architectural expression, integrating built form into the rolling hills and preserving ephemeral creek lines. Materials embodied in the development comprise local stone for retaining walls, landscaping and footpaths, timber and earth-toned materials. Horizontal architectural language is proposed to settle the buildings into the land and approximately 10-11ha of vineyard will be retained, revitalised or replanted.

Having regard to the above and the earlier stated commentary regarding the design and landscape visual impact assessment, it is considered the proposal will not have an adverse effect on the special character of the district.

Housing needs for workers

The EIS notes that during construction, the project will support over 460 FTE equivalent jobs across traders, suppliers and professional services. For ongoing operations, it is forecast that the development will employ 150 people.

There is limited consideration within the EIS given to the current shortage of housing availability to cater for the workers during construction and ongoing operations. If workers accommodation is proposed on-site, further details regarding this aspect should be provided for assessment.

Transport services

The proposed development is expected to increase demand for local food, wine, transport and event services, thereby helping to strengthen the broader Barossa economy. Notwithstanding, the EIS is silent on public transport needs and current issues being experienced by visitors regarding lack of transport options and a lack of uptake on ride share platforms such as Uber.

Given the scale of the development, how is it anticipated that demand for transportation to and from the site will be serviced.

Traffic and Access

A Traffic and Access assessment has been prepared by traffic consultants, Cirqa. Early engagement with Council's Infrastructure & Environmental Services Directorate has taken place in relation to necessary upgrades that are required to the road network. These include:

- At the Lyndoch Valley Road and Hoffnungsthal Road intersection – channelised right turn intersection and auxiliary left turn treatment;
- Hoffnungsthal Road and Lindner Road intersection – shoulder widening and sealing for two-way movements;
- Hoffnungsthal Road – recommendation to reduce the speed limit to at least 80km/h;
- Sealing of Menzel Road.

Council's Infrastructure & Environmental Services Directorate suggest the proposed road upgrade works are generally appropriate, subject to entering into an Infrastructure Agreement. In addition, the following comments are identified in the draft submission as it relates to the traffic and access:

- Potential conflict of visitor vehicles and commercial winery operation vehicles (up to articulated vehicles) is undesirable.
- Any tree removal to accommodate the driveway access is subject to separate approval of Council.
- The driveway access point to the tourist accommodation facility should be amended so that it is perpendicular to Menzel Road to minimise potential high speed ingress/egress vehicle movements.
- The proposal to reduce speed limits on Hoffnungsthal Road is subject to Department for Infrastructure and Transport approval.
- Measures should be in place to prevent vehicles larger than 11m rigid from accessing the loading dock.

Integration with trails

The EIS is silent in respect to the opportunity to integrate the development with nearby trails, however, page 2 of the fact sheet released in relation to the consultation states *"Publicly accessible amenities, including a cellar door, restaurant, day spa and walking trails will invite both visitors and residents to engage with the site"*.

Given this, will the proposal integrate with walking trails on public/Council land, such as linkages to the Heysen Trail? If so, further consideration of this matter will be required and agreement with Council.

Environmental Health Matters

In relation to wastewater, the EIS highlights that the proposed wastewater system is subject to approval from SA Health. The following matters should be clarified in relation to the wastewater design:

- The watercourse runs through the position proposed for the ABSORBS bed. Being a lined bed, the 50m mandatory setback may not apply. SA Health should clarify this as part of their assessment;
- More detailed information in relation to the dimensions of the ABSORBS bed should be provided;
- A soil category should be confirmed in relation to the evapotranspiration of the ABSORBS bed;
- More detailed information is needed to enable calculation of the maximum secondary treatment capacity ie. maximum hydraulic load and the maximum organic load for the ABSORBS;
- There are concerns in relation to the collection of wastewater in the storage dam together with trade wastewater. The wastewater irrigation area should be separated from the trade wastewater irrigation areas. The soil category for the wastewater irrigation areas also needs to be confirmed and there are restrictions on-site due to watercourses which do not appear to have been fully considered in the report.
- Council does not typically approve water balancing methods as they are not generally accepted in South Australia.

If approved, the wastewater system should be subject to a full assessment by SA Health and the Environment Protection Authority pursuant to the *SA Public Health Act 2011* and *Environment Protection Act 1993* and appropriate approval granted.

A food safety review will be necessary in relation to the proposed restaurant for the hotel. Detailed layout of the restaurant areas will be required to ensure that these areas comply with Food Safety Standards under the *Food Act 2001*. In addition, the public pool and spa will need to be registered.

Summary and Conclusion

Council is requested to endorse the draft Submission contained in Attachment 1 to the Minister for Planning in respect to the Southern Barossa Winery and Tourism Development.

At the close of the consultation period, all submissions will be provided to the proponent for consideration and response. An assessment report will be prepared for the Minister for Planning who will make a decision in respect to the proposal.

A further report will be brought back to Council at that time to inform Council of the final decision.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Draft Submission to Minister for Planning - Southern Barossa Winery and Tourism Development [↓](#) 

Supporting references

[Southern Barossa Winery and Tourist Accommodation Project | PlanSA](#)

[Southern Barossa Winery and Tourist Accommodation Project – Environmental Impact Statement | YourSAy](#)

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan



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

Strategic Outcome

- We have a healthy respect for our diversity, character and history and are welcoming and supportive of all people.



Supporting a sustainable Barossa.

Strategic Outcome

- We support actions that manage our environment for future generations.



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

Strategic Outcome

- Our places are planned, managed, and sustainable.

Legislative Requirements

Planning, Development and Infrastructure Act 2016

RISK MANAGEMENT CONSIDERATIONS

These statements are qualitative in nature and designed to provide an indication of Council's general position when deciding to take or retain risk in pursuit of its objectives.

1. SERVICE DELIVERY

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

If approved, an infrastructure agreement with Council will be essential to facilitate road upgrades required to support the development.

2. SUSTAINABILITY & ENVIRONMENT

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

The EIS has considered in detail the environmental effects of the development and notes the following:

- Native vegetation on the site will be retained;
- Rehabilitation of the watercourse through removal of pest species, planting of native vegetation and erosion management;
- Landscaping strategy focused on achieving amenity and aesthetics, screening while managing bushfire;
- Extension of the distribution main to meet water supply needs;
- Connection to the 150mm Barossa Infrastructure Limited recycled water main for non-potable irrigation needs.

3. FINANCIAL

Refers to planning and control of Council's budget to align with the sustainable achievement of the desired outcomes articulated in its Community Plan.

The construction investment is declared at \$110 million and the modelled annual total output of approximately \$61.62 million.

4. PEOPLE

Relates to recruitment, retention, wellbeing and safety of employees and volunteers and engagement and management of contractors as well as the wellbeing and safety of the community.

During construction, the project will support over 460 full-time equivalent jobs across trades, suppliers and professional services. Ongoing, it is forecast that the development will employ 150 people.

The draft submission highlights there is limited consideration given to the current shortage of housing availability to cater for the workers during construction and ongoing operations.

5. REPUTATION

Relates to policy, decisions, actions and circumstances that may cause Council to lose credibility with the community, ratepayers, key stakeholders, other levels of government and its own employees and contractors.

The proponent suggests the consequences of the project not proceeding would represent not only a short-term economic setback but also a long-term missed opportunity to reinforce the Barossa's reputation as a premier destination and support broader regional development objectives.

Some views in the community suggest the proposal will threaten the Barossa's reputation as a premier destination by diluting the Barossa's premium reputation and undermining the long-term sustainability of the region's tourism sector.

COMMUNITY ENGAGEMENT

The Environmental Impact Statement was released for public exhibition for a period of 30 business days from 5 November to 17 December 2025. A Yoursay page was established with the EIS, fact sheets, FAQ and survey available. In addition, an in-person information session was held at Barossa Park on Thursday 27 November 2025 and an online information session on 3 December 2025.

Reference: LAP/225/25

17 November 2025

Attention: Minister for Planning
c/- Mr Robert Kleeman
Manager – Crown and Impact Assessment
Department for Housing and Urban Development

By email: spcreps@sa.gov.au

Dear Hon Minister Champion MP,

Strategic Alliance EIS Submission

Thank you for the requesting Council's comment in relation to the Southern Barossa Winery and Tourism Accommodation project pursuant to Section 113(5)(a)(iii) of the *Planning, Development and Infrastructure Act 2016*.

This submission provides Council's considered opinion in relation to the proposed development and provides detailed comments under key headings.

Summary

In summary, Council has had significant challenges with the development in that it presents strong arguments for support but also as a Council that has unique legislative conditions upon which it has to preserve the character and has listened to many in its community, the overall submission is balanced against improved design and infrastructure outcomes whilst raising long term rural land use policy direction and character.

The comments are largely focused on the hotel component, however, raise that no matter your decision and with community input and work Council is undertaking in 2026 clear character policy with the Planning and Design Code in partnership with your commitment in the Greater Adelaide Regional Plan (GARP) to address these issues in 2027.

We welcome the opportunity to make comment and outline caution in your decision making to ensure the balance of development and character is maintained.

This submission acknowledges the significant scale of the tourist development. While the proposal introduces substantive built form into a locality that is presently devoid of this form of development, the design is responsive to the site and has a low visual impact upon the locality.

The assumption that there is sufficient demand to sustain multiple major resorts should be further considered, given there is potential for hundreds of new rooms to come online in the Barossa as a result of the proposed Nexus, Oscar, Sandy Creek Resort and this proposal. Transport availability and access to workers are also fundamental issues that warrant further consideration.

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Some concerns regarding the combined wastewater and trade waste system are also identified.

If approved, an infrastructure agreement with Council will be essential to facilitate road upgrades required to support the development.

Demand for the project

The proposed tourist accommodation resort is stated to fill a known gap in the market for luxury, branded accommodation and is expected to attract new visitor segments, including international guests and conference delegates. The market analysis suggests that even if other approved projects proceed, there will be sufficient demand to sustain multiple providers.

Hotel demand for the project has been assessed on the basis of a Scoping Study undertaken by Hotellerie in 2023 and examined tourism trends, accommodation performance and market gaps in the Barossa. This Scoping Study remains confidential and it is therefore difficult to validate the market analysis regarding demand, especially in relation to the multiple proposals that are currently approved/proposed.

The assumption that there is sufficient to sustain multiple major resorts should be further considered, given there is potential for hundreds of new rooms to come online in the Barossa as a result of the proposed Nexus, Oscar, Sandy Creek Resort and this proposal. While competition among proposals is part of ordinary market dynamics, there is a need to avoid oversupply.

Notwithstanding above, it is noted the development of a 4-5 star accommodation product is a priority of the SA Regional Visitor Strategy.

Size of development

The scale of the proposed hotel far exceeds the numerical standard quoted in DPF 6.3 of the Rural Zone of 100m² and it is noted this is one of the reasons for the declaration of the development as an Impact Assessed development, given that the project cannot be properly considered under existing pathways (ie. as a code assessed development against the Planning and Design Code). Pursuant to the judgement of Geber, resort scaled development should be located in Tourism Development Zones.

Performance Outcome 6.3 of the Rural Zone seeks:

PO 6.3

Tourist accommodation is associated with the primary use of the land for primary production or primary production related value adding industry to enhance and provide authentic visitor experiences.

The proposal will be associated with the use of the land for viticulture, albeit it is substantially larger in scale than anticipated in the Rural Zone.

It is noted the GARP released on 17th March 2025 proposes a Code Amendment for the Character Preservation District to support local government in pursuing improvements to the Character Preservation District Overlay to reinforce the character values in the Barossa Valley whilst supporting primary industries. In this regard, The Barossa Council is committed to working with the State to undertake the necessary investigations to support this Code Amendment. As part of this work, there is a need to review the criteria for resort scaled development.

The review of the Character Preservation District also has synergies with the proposed action within the GARP to undertake a Code Amendment focused on 'Tourism Development' within wine regions to protect valued landscape character.

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Scale, siting and design

The scale, siting and design of the hotel is one of the most challenging aspects of the proposed development. It is acknowledged the design element in particular is highly subjective and that opinions may differ widely in relation to the acceptability of the architectural design for the site.

The building is proposed to be six storeys in height, set well within the site and below the ridgeline, with the objective of minimising visual prominence. It is noted an amendment to the design has occurred since the original design was conceived to lower the eastern building flank by 3m.

The building is arranged in response to the site's topography, with the building being terraced on the contour lines to preserve existing views and facilitate passive solar access. The architecture adopts a low-profile horizontal massing strategy, utilising natural and locally sourced materials such as timber and stone.

It is noted the building has gone through two rounds of design review with the Office for Design and Architecture SA (ODASA). While the Design Review advice is not provided within the EIS documentation, the EIS notes feedback supports the project's ambition to integrate architecture and landscape site cultural sensitivity, site-specific design and connection to country.

The ODASA comments suggest there are elements of the design that should be further refined to better anchor the hotel within the landscape and to reduce visual dominance. It is considered the overall design is considered to be broadly acceptable but there is opportunity to further respond to ODASA's feedback.

It is noted the proposal includes the preservation of the vineyard frontage together with a strong landscape strategy that incorporates use of vegetated buffers. These elements further seek to limit the visual impact of the hotel in the landscape, in particular, the southern elevation visible to the land upslope at the rear.

In relation to the winery development, the building incorporates articulation in the form of the broken up gable roof forms. This is considered broadly acceptable. It is noted the development incorporates fire tanks, rainwater tanks and a pump room forward of the building which are prominent and could be resited to reduce their visual impact to the street.

Landscape and visual impact assessment

A Landscape and Visual Impact Assessment (LVIA) has been prepared by Landskap that provides an assessment of the suitability of the development in the existing landscape context. The LVIA concludes the proposed hotel will have a low visual impact on the local area noting that:

- Limited public views will occur only along short sections of Hoffnungsthal Road and Menzel Road. Long range views will be extremely limited due to existing vegetation and ridges to the east, south and west of the site.
- The development is set below the skyline and incorporates balanced cut and fill approach.
- Materials will comprise muted colours and low reflective finishes that complement the surrounding landscape;
- Extensive new planting is proposed.

The LVIA notes the development will have high visual notability from several adjacent properties. Given the scale of the hotel of some 150 rooms, it is to be expected there would be some localised visual notability.

The conclusions drawn in the LVIA are considered to be reasonable and reflect the unique siting of this proposal which has relatively limited viewshed impacts due to a position of adjacent ridgelines and which significantly preclude views and generally do not allow views beyond 2km radius.

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Having regard to the above and the earlier stated commentary regarding the design and landscape visual impact assessment, it is considered the proposal will not have an adverse effect on the special character of the district.

Housing needs for workers

The EIS notes that during construction, the project will support over 460 full time equivalent jobs across traders, suppliers and professional services. For ongoing operations, it is forecast that the development will employ 150 people.

There is limited consideration within the EIS given to the current shortage of housing availability to cater for the workers during construction and ongoing operations. If workers accommodation is proposed on-site, further details regarding this aspect should be provided for assessment.

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Given the scale of the development, how is it anticipated that demand for transportation to and from the site will be serviced.

Traffic and Access

A Traffic and Access assessment has been prepared by traffic consultants, Cirqa. Early engagement with Council's Infrastructure & Environmental Services Directorate has taken place in relation to necessary upgrades that are required to the road network. These include:

- At the Lyndoch Valley Road and Hoffnungsthal Road intersection – channelised right turn intersection and auxiliary left turn treatment;
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- Sealing of Menzel Road.

The proposed road upgrade works are considered to be generally appropriate, subject to entering into an Infrastructure Agreement with Council. In addition, the following comments are identified:

- Potential conflict of visitor vehicles and commercial winery operation vehicles (up to articulated vehicles) is undesirable.
- Any tree removal to accommodate the driveway access and any road upgrade works is subject to separate approval of Council.
- The driveway access point to the hotel should be amended so that it is perpendicular to Menzel Road to minimise potential high speed ingress/egress vehicle movements.
- The proposal to reduce speed limits on Hoffnungsthal Road is subject to Department for Infrastructure and Transport approval.
- Measures should be in place to prevent vehicles larger than 11m rigid from accessing the loading dock.

Integration with Trails

The EIS is silent in respect to the opportunity to integrate the development with nearby trails, however, page 2 of the fact sheet released in relation to the consultation states “Publicly accessible amenities, including a cellar door, restaurant, day spa and walking trails will invite both visitors and residents to engage with the site”.

Given this, will the proposal integrate with walking trails on public/Council land, such as linkages to the Heysen Trail? If so, further consideration of this matter will be required and agreement with Council.

Environmental Health matters

In relation to the wastewater, the EIS highlights that the proposed wastewater system is subject to approval from SA Health. The following matters should be clarified in relation to the wastewater design:

- The watercourse runs through the position proposed for the ABSORBS bed. Being a lined bed, the 50m mandatory setback may not apply. SA Health should clarify this as part of their assessment.
- More detailed information in relation to the dimensions of the ABSORBS bed should be provided.
- A soil category should be confirmed in relation to the evapotranspiration of the ABSORBS bed.
- More detailed information is needed to enable calculation of the maximum secondary treatment ie. maximum hydraulic load and the maximum organic load for the ABSORBS.
- There are concerns in relation to the collection of wastewater in the storage dam together with trade wastewater. The wastewater irrigation area should be separated from the trade wastewater irrigation areas. The soil category for the wastewater irrigation areas also needs to be confirmed and there are restrictions on-site due to watercourses which do not appear to have been fully considered in the report.
- Council does not typically approve water balancing methods as they are not generally accepted in South Australia.

If approved, the wastewater system should be subject to a full assessment by SA Health and the Environment Protection Authority pursuant to the SA *Public Health Act 2011* and *Environment Protection Act 1993* and appropriate approval granted.

A food safety review will be necessary in relation to the proposed restaurants. Detailed layout of the restaurant areas will be required to ensure that these areas comply with Food Safety Standards under the *Food Act 2001*. In addition, the public pool and spa will need to be registered.

Conclusion

Thank you again for the opportunity to provide comment in relation to the Southern Barossa Winery and Tourism Accommodation project.

Should you wish to discuss this matter further, please contact Aaron Curtis, Senior Manager – Development Services, acurtis@barossa.sa.gov.au or 8563 8492.

Yours faithfully

Martin McCarthy
Chief Executive Officer

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COVER SHEET

CONFIDENTIAL REPORT

16 December 2025

Council Meeting

8.1 Office of the Mayor and CEO

8.1.1 CONCORDIA LAND DEVELOPMENT - PRUDENTIAL MANAGEMENT REPORT - INITIAL REPORT AND SOCIAL INFRASTRUCTURE DEED WITH SUPPORTING LAND MANAGEMENT AGREEMENT AND FINANCIAL MODEL

There is strong public interest in enabling members of the public to observe Council's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that it contains information that is subject to a non-disclosure agreement and related to ongoing negotiations with third parties to enter into arrangements for the management of social infrastructure.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.

RECOMMENDATION

That Council:

- (1) Under the provisions of Section 90(2) of the *Local Government Act 1999*, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate Services, Strategy and Innovation, Director Development and Community Services, Acting Director Infrastructure and Environmental Services, Senior Strategy Advisor and the Minute Secretary, in order to consider in confidence a report relating to being information that must be considered in confidence pursuant to:

Section 90(3)(b) of the *Local Government Act 1999*:

information the disclosure of which-

- (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
- (ii) would, on balance, be contrary to the public interest; and

Section 90(3)(g) of the *Local Government Act 1999*:

matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;

- (2) Accordingly, on this basis, Council is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential in order that it contains information that is subject to a non-disclosure agreement and related to ongoing negotiations with third parties to enter into arrangements for the management of social infrastructure.

COVER SHEET

CONFIDENTIAL REPORT

16 December 2025

Council Meeting

8.1 Office of the Mayor and CEO

8.1.2 SUPREME COURT CASE MATTER - QUARTERLY UPDATE

There is strong public interest in enabling members of the public to observe Council's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that it contains information that is related to the Supreme Court Case between Councils and TTEG.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.

RECOMMENDATION

That Council:

- (1) Under the provisions of Section 90(2) of the *Local Government Act 1999*, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate Services, Strategy and Innovation, Director Development and Community Services, Director Infrastructure and Environmental Services and the Minute Secretary, in order to consider in confidence a report relating to being information that must be considered in confidence pursuant to:

Section 90(3)(i) of the *Local Government Act 1999*:

information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;

- (2) Accordingly, on this basis, Council is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential in order that it contains information that is related to the Supreme Court Case between Councils and TTEG.