CONFIDENTIAL

NOTICE OF COUNCIL MEETING

Pursuant to the provisions of section 88 (1) of the
Local Government Act 1999

Audit & Risk Committee Meeting of the

Adelaide Plains Council

will be held in

Council Chamber
Redbanks Road
Mallala

on

Monday 8 July 2024 at 2:00pm

Thomas Jones
ACTING CHIEF EXECUTIVE OFFICER

INDEX

Page Number

1 ACKNOWLEDGEMENT OF COUNTRY 3
2 ATTENDANCE RECORD 3
3 MINUTES 3
3.1 Confirmation of Minutes - Audit & Risk Committee Meeting -13 May 2024 4
4 BUSINESS ARISING 12
5 DECLARATION OF MEMBERS' INTEREST 12
6 REPORTS FOR DECISION 13
6.1 Draft - 2024/2025 Annual Business Plan & Budget - Update 13
6.2 Update - Audit & Risk Committee Annual Works Program 2023/2024 117
6.3 Draft - Annual Work Program - 2024/2025 Financial Year 126
7 REPORTS FOR INFORMATION 134
7.1 Procurement Policy Exemptions - January to June 2024 134
7.2 Chief Executive Officer - Credit Card Expenditure - 1 January 2024 to 30 June 2024 137
7.3 Interim Audit 2023/2024 - Management Report 139
7.4 Review of Internal Financial Controls 163
7.5 Draft Strategic Plan 2025 - 2028 167
7.6 Committee Resolutions 304
7.7 Update - Council Policy Reviews 307
8 QUESTIONS WITHOUT NOTICE 309
9 MOTIONS WITHOUT NOTICE 309
10 URGENT BUSINESS 309
11 CONFIDENTIAL ITEMS 310
11.1 Information Technology Update 312
11.2 Two Wells Town Centre - Project Governance Framework 317
11.3 Summary of Procurement Savings - December 2023 to June 2024 329
12 NEXT MEETING 332
13 CLOSURE 332

1 ACKNOWLEDGEMENT OF COUNTRY

The Audit and Risk Committee acknowledges that we meet on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land and we acknowledge that they are of continuing importance to the Kaurna people living today.

2 ATTENDANCE RECORD

3 MINUTES

3.1 Confirmation of Minutes - Audit & Risk Committee Meeting - 13 May 2024

“that the minutes of the Audit and Risk Committee Meeting held on Monday 13 May 2024 (MB Folios 303 to 310, inclusive), be accepted as read and confirmed.”

MINUTES

of the

Audit and Risk Committee Meeting

Held, pursuant to the provisions of the
Local Government Act 1999, in the

Council Chamber
Redbanks Road
Mallala

on

Monday 13 May 2024 at 2:00pm

The Chairperson formally declared the meeting open at 2:00pm.

1 ACKNOWLEDGEMENT OF COUNTRY

The Audit and Risk Committee acknowledges that we meet on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land and we acknowledge that they are of continuing importance to the Kaurna people living today.

2 ATTENDANCE RECORD

2.1 Present

Mr Alan Rushbrook (Chairperson)

Mr Peter Fairlie-Jones (Independent Member)

Mr Peter Scargill (Independent Member)

Mayor Mark Wasley

Also in Attendance

Acting Chief Executive Officer	Mr Rajith Udugampola
Director Development & Community	Mr Michael Ravno
Director Infrastructure & Environment	Mr Thomas Jones
Manager Governance	Ms Rachel Kammermann
Accountant	Ms Carmel Vandermolen
Executive Assistant to the Chief Executive Officer & Mayor (Minute Taker)	Ms Susan Cook
Chief Executive Officer (*entered from 2:46pm via electronic means due to leave, specifically for Item 6.1*)	Mr James Miller

2.2 Apologies

Deputy Mayor Marcus Strudwicke

3 MINUTES

3.1 CONFIRMATION OF MINUTES - AUDIT & RISK COMMITTEE MEETING - 12 FEBRUARY 2024

COMMITTEE RESOLUTION 2024/18

Moved: Mr Fairlie-Jones
Seconded: Mayor Wasley

"that the minutes of the Audit and Risk Committee Meeting held on Monday 12 February 2024 (MB Folios 291 to 296, inclusive), be accepted as read and confirmed."

CARRIED

3.2 CONFIRMATION OF MINUTES - SPECIAL AUDIT & RISK COMMITTEE MEETING - 4 MARCH 2024

COMMITTEE RESOLUTION 2024/19

Moved: Mr Scargill
Seconded: Mayor Wasley

"that the minutes of the Special Audit and Risk Committee Meeting held on Monday 4 March 2024 (MB Folios 297 to 302, inclusive), be accepted as read and confirmed."

CARRIED

4 BUSINESS ARISING

Nil

5 DECLARATION OF MEMBERS' INTEREST

Nil

6 REPORTS FOR DECISION

The Chairperson sought leave of the meeting to alter the order of business and defer Item 6.1– *2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034* to a later time in the meeting to allow the attendance of the Chief Executive Officer.

Leave was granted.

6.2 UPDATE ON AUDIT & RISK COMMITTEE ANNUAL WORKS PROGRAM 2023/2024

COMMITTEE RESOLUTION 2024/20

Moved: Mayor Wasley
Seconded: Mr Fairlie-Jones

"that the Audit and Risk Committee, having considered Item 6.2 – *Update on Audit & Risk Committee Annual Works Program 2023/2024*, dated 13 May 2024, receives and notes the report and in doing so recommends to Council that it acknowledge the progress made to complete the activities identified for Audit and Risk Committee during 2023/2024 Financial Year with the addition of:

1. **A report providing an update on risk management framework and procedures be provided to the next meeting; and**
2. **A target meeting date be provided for item 11.1."**

CARRIED

6.3 AUDIT & RISK COMMITTEE - TERMS OF REFERENCE REVIEW

COMMITTEE RESOLUTION 2024/21

Moved: Mr Fairlie-Jones
Seconded: Mr Scargill

"that the Audit and Risk Committee, having considered Item 6.3 – *Audit & Risk Committee - Terms of Reference Review*, dated 13 May 2024, receives and notes the report and in doing so endorses the updated Audit and Risk Committee Terms of Reference and recommends to Council that the Audit and Risk Committee Terms of Reference, presented as Attachment 1 to this report be adopted subject to the following amendments:

1. **In 2.1 (b) change the word 'or' to 'and'; and**
2. **In 3 (a) add the words 'subject to the discretion of council' at the end of the paragraph."**

CARRIED

6.4 POLICY REVIEW - DISPOSAL OF LAND AND OTHER ASSETS POLICY

COMMITTEE RESOLUTION 2024/22

Moved: Mr Scargill
Seconded: Mayor Wasley

"that the Audit and Risk Committee, having considered Item 6.4 – *Policy Review - Disposal of Land and Other Assets Policy*, dated 13 May 2024, receives and notes the report and in doing so recommends to Council that the current Disposal of Land and Other Assets Policy as presented in Attachment 1 to this report be revoked, and the draft Disposal of Land and Other Assets Policy presented as Attachment 2 to this report be adopted, subject to the following changes:

1. **6.3.3 change 'will' to 'may'; and**
2. **Inclusion of a definition of community groups in Item 3."**

CARRIED

The Chief Executive Officer entered the meeting at 2:46pm (*via electronic means*).

6.5 POLICY REVIEW - BUDGET MANAGEMENT POLICY

COMMITTEE RESOLUTION 2024/23

Moved: Mr Scargill
Seconded: Mr Fairlie-Jones

"that the Audit and Risk Committee, having considered Item 6.5 – *Policy Review - Budget Management Policy*, dated 13 May 2024, receives and notes the report and in doing so recommends to Council that the current Budget Management Policy presented as Attachment 1 to this report be revoked, and the draft Budget Management Policy presented as Attachment 2 be adopted, subject to the following changes:

1. **Item 6.1.2 be renumbered included as 6.2.3 and the following changes will be made to that paragraph:**
    a. **Deletion of the words 'and 10% for those below'; and**
    b. **Replace 'at the first available opportunity' with the words 'at the next Ordinary Council Meeting'."**

CARRIED

6.6 POLICY REVIEW - FUNDING POLICY

COMMITTEE RESOLUTION 2024/24

Moved: Mayor Wasley
Seconded: Mr Scargill

"that the Audit and Risk Committee, having considered Item 6.6 – *Policy Review - Funding Policy*, dated 13 May 2024, receives and notes the report and in doing so recommends to Council that the current Funding Policy presented in Attachment 1 to this report be revoked, and the draft Funding Policy presented as Attachment 2 to this report be adopted, subject to the following changes:

1. **6.3 (b) replace the word 'and' with ',' and include the words 'and required Council contribution' immediately before the end parentheses; and**
2. **6.4 include the words 'and charge for the provision of private works' after the words 'rate revenue'."**

CARRIED

6.7 GIFTS AND BENEFITS POLICY FOR COUNCIL EMPLOYEES

COMMITTEE RESOLUTION 2024/25

Moved: Mayor Wasley
Seconded: Mr Fairlie-Jones

"that the Audit and Risk Committee, having considered Item 6.7 – *Gifts and Benefits Policy for Council Employees*, dated 13 May 2024, receives and notes the report and in doing so recommends to Council that the *Gifts and Benefits Policy for Council Employees,* presented as Attachment 1 to this report, be revoked."

CARRIED

6.8 REGISTER OF INTERESTS POLICY

COMMITTEE RESOLUTION 2024/26

Moved: Mayor Wasley
Seconded: Mr Fairlie-Jones

"that the Audit and Risk Committee, having considered Item 6.8 – *Register of Interests Policy*, dated 13 May 2024, receives and notes the report and in doing so recommends to Council that the *Register of Interests Policy*, presented as Attachment 1 to this report, be revoked."

CARRIED

7 REPORTS FOR INFORMATION

7.1 FIXED ASSETS REVALUATION AS OF 1 JULY 2023

COMMITTEE RESOLUTION 2024/27

Moved: Mr Scargill
Seconded: Mayor Wasley

"that the Audit and Risk Committee, having considered Item 7.1 – *Fixed Assets Revaluation as of 1 July 2023*, dated 13 May 2024, receives and notes the report and in doing so recommend to the Council that appropriate provisions are made for depreciation expenses in the 2024/2025 budget based on unit rates review undertaken as of 1 July 2023."

CARRIED

7.2 LGFA LOAN COVENANTS

COMMITTEE RESOLUTION 2024/28

Moved: Mr Fairlie-Jones
Seconded: Mayor Wasley

"that the Audit and Risk Committee, having considered Item 7.2 – *LGFA Loan Covenants*, dated 13 May 2024, receives and notes the report."

CARRIED

7.3 COMMITTEE RESOLUTIONS

COMMITTEE RESOLUTION 2024/29

Moved: Mayor Wasley
Seconded: Mr Fairlie-Jones

"that the Audit & Risk Committee, having considered Item 7.3 – *Committee Resolutions*, dated 13 May 2024, receives and notes the Report."

CARRIED

7.4 UPDATE - COUNCIL POLICY REVIEWS

COMMITTEE RESOLUTION 2024/30

Moved: Mr Scargill
Seconded: Mayor Wasley

"that the Audit and Risk Committee, having considered Item 7.4 – *Update - Council Policy Reviews*, dated 13 May 2024, receives and notes the report and in doing so acknowledges the progress made to update Council's policies and procedures."

CARRIED

The Chairperson sought leave to adjourn the meeting for 5 minutes.

Leave was granted.

The Chairperson adjourned the meeting at 3:35pm.
The Chairperson resumed the meeting at 3:40pm.

6.1 2024/2025 DRAFT BUDGET AND REVISED LONG TERM FINANCIAL PLAN 2025-2034

COMMITTEE RESOLUTION 2024/31

Moved: Mayor Wasley
Seconded: Mr Scargill

"that the Audit and Risk Committee, having considered Item 6.1 – *2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034*, dated 13 May 2024, receives and notes the report and in doing so the Committee has the view that the budget as presented in the report would be suitable for inclusion in the Draft Annual Business Plan being developed for public consultation and the Committee encourages Council to identify additional options for reducing the deficit (which has a consequence of also reducing borrowings in 2024/2025)."

CARRIED

COMMITTEE RESOLUTION 2024/32

Moved: Mr Fairlie-Jones
Seconded: Mayor Wasley

"that the Audit and Risk Committee, having considered Item 6.1 – *2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034*, dated 13 May 2024, notes that the Long-Term Financial Plan projections updated for the period 2025-2034 indicates that Council's:

1. **Council's target long-term Operating Ratio will not be achieved in the short term; and**
2. **Noting the Audit Committee's recommendation on 3 April 2023 that the deficit be eliminated in 4 years, the Committee recommend to Council the development of strategies to maintain financially sustainable debt level and eliminate the deficit within a maximum of 3 years.**
3. **Update assets renewal expenditure to be based on indexed infrastructure and asset management plan forecast."**

CARRIED

8 QUESTIONS WITHOUT NOTICE

Nil

9 MOTIONS WITHOUT NOTICE

Nil

10 URGENT BUSINESS

Nil

11 NEXT MEETING

Monday, 8 July 2024 at 2:00pm.

12 CLOSURE

There being no further business, the Chairperson declared the meeting closed at 5:25pm.

Confirmed as a true record.

Chairperson:.....

Date: ____/____/____

4 BUSINESS ARISING

5 DECLARATION OF MEMBERS' INTEREST

6 REPORTS FOR DECISION

6.1 DRAFT - 2024/2025 ANNUAL BUSINESS PLAN & BUDGET - UPDATE

Record Number: D24/25715

Author: Chief Financial Officer

Authoriser: Acting Chief Executive Officer

Attachments: 1. **Draft Annual Business Plan and Budget 2024/2024 Released for Public Consultation**

EXECUTIVE SUMMARY

- The purpose of this report is to provide for Audit & Risk Committee's information and consideration Draft 2024/2025 Annual Business Plan (the Draft ABP) and Budget (the Draft Budget) before the final consideration by the Council on 22 July 2024.
- At a Special Council meeting held on 3 June 2024, Council resolved that the Draft ABP and the Budget be released for public consultation. It forecast an operating surplus of $0.061m which consists of recurrent budget surplus of $0.506m and operating project budget of $0.445m
- In addition, draft documents also identified:
  - Capital project budget of $4.876m;
  - Average rate increase of 5.50% plus growth of 6.20%;
  - Increase in fixed charge from $185 to $278;
  - New borrowings of $0.334m.
- As of 30 June 2024, the development growth is 6.78 % and the updated budget position now is as follows:
  - Operating Surplus of $0.145m;
  - Average rate increase of 5.50% plus growth of 6.78%;
  - New borrowings of $0.250m.
- Review of Long Term Financial Plan has been deferred until Council complete the review of Strategic Plan & the Infrastructure & Assets Management Plan and the adoption of 2024/2025 budget.

RECOMMENDATION

"that the Audit & Risk Committee, having considered Item 6.1 – *Draft - 2024/2025 Annual Business Plan & Budget - Update*, dated 8 July 2024, receives and notes the report and in doing so recommends to Council that it adopts consulted Draft 2024/2025 Annual Business Plan and Budget as contained in Attachment 1, subject to the following changes:

1. Updated final valuation reports from the Valuer-General; and

2. ……."

BUDGET IMPACT

Estimated Cost:	$ 0.145m operating surplus
Future ongoing operating costs:	Interest expenses associated with new borrowings to finance new capital expenditure
Is this Budgeted?	Yes (In the draft budget estimates)

RISK ASSESSMENT

Financing Risk

Council's current short-term borrowing capacity with the Local Government Finance Association (LGFA) is $14.973m. As of 30 June 2024 Council had outstanding short-term borrowings of $8.855m. Therefore, proposed borrowings identified in this report will reduce the ability to borrow more funds for future activities of the Council.

As part of a recent borrowing, LGFA has mandated that *'Council must have achieved an Operating Surplus Ratio of greater than -5% by 30 June 2026'* (i.e. by 2025/2026 FY).

DETAILED REPORT

Purpose

The purpose of this report is to provide for Audit & Risk Committee's information and consideration Draft 2024/2025 Annual Business Plan (the Draft ABP) and Budget (the Draft Budget) before the final consideration by the Council on 22 July 2024.

Background

The Audit & Risk Committee at its meeting held on 13 May 2024 resolved as follows:

6.1 2024/2025 DRAFT BUDGET AND REVISED LONG TERM FINANCIAL PLAN 2025-2034

COMMITTEE RESOLUTION 2024/31

Moved: Mayor Wasley
Seconded: Mr Scargill

"that the Audit and Risk Committee, having considered Item 6.1 – 2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034, dated 13 May 2024, receives and notes the report and in doing so the Committee has the view that the budget as presented in the report would be suitable for inclusion in the Draft Annual Business Plan being developed for public consultation and the Committee encourages Council to identify additional options for reducing the deficit (which has a consequence of also reducing borrowings in 2024/2025)."

CARRIED

COMMITTEE RESOLUTION 2024/32

Moved: Mr Fairlie-Jones
Seconded: Mayor Wasley

"that the Audit and Risk Committee, having considered Item 6.1 – 2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034, dated 13 May 2024, notes that the Long-Term Financial Plan projections updated for the period 2025-2034 indicates that Council's:

1. ***Council's target long-term Operating Ratio will not be achieved in the short term; and***
2. ***Noting the Audit Committee's recommendation on 3 April 2023 that the deficit be eliminated in 4 years, the Committee recommend to Council the development of strategies to maintain financially sustainable debt level and eliminate the deficit within a maximum of 3 years.***
3. ***Update assets renewal expenditure to be based on indexed infrastructure and asset management plan forecast."***

CARRIED

At the Special Council meeting held on 3 June 2024, Elected Members resolved as follows: -

4.1 DRAFT 2024/2025 ANNUAL BUSINESS PLAN AND BUDGET - PUBLIC CONSULTATION

RESOLUTION 2024/1

Moved: Councillor Boon
Seconded: Councillor Strudwicke

"that Council, having considered Item 4.1 – Draft 2024/2025 Annual Business Plan and Budget - Public Consultation, dated 3 June 2024, receives and notes the report and in doing so:

1. ***Instructs the Chief Executive Officer to undertake public consultation in relation to the Draft 2024/2025 Annual Business Plan and Budget (presented as Attachment 1 to this report), subject to minor editorial changes, in accordance with section 123 of the Local Government Act 1999 and Council's Public Consultation Policy; and***
2. ***Instructs the Chief Executive Officer to bring back a report on the outcome of public consultation for Council's consideration."***

CARRIED

Public Consultation

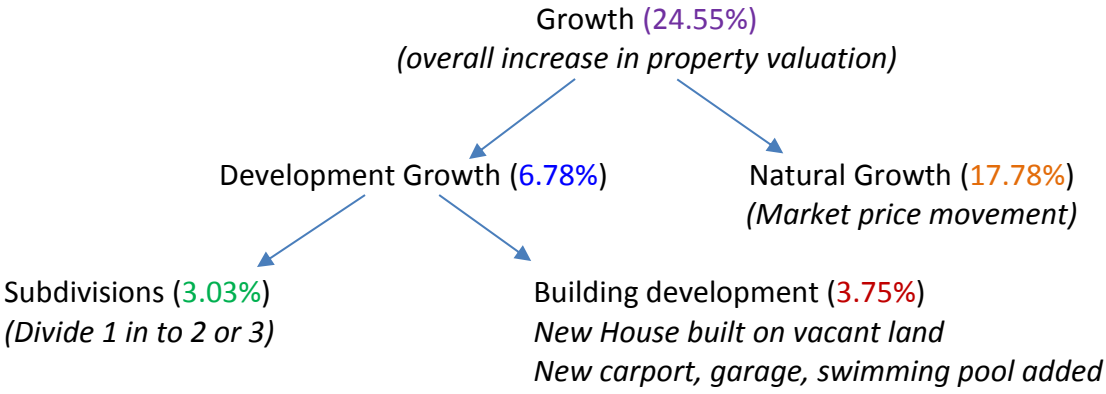
Public consultation is being undertaken from 9am Wednesday, 12 June 2024 to 9am, Tuesday 9 July 2024. In addition, as part of the public consultation process, a Special Council Meeting will be held at the Mallala Council Chamber on Monday, 8 July from 6.00pm to 7.00pm, to receive verbal submissions on the Draft 2023/2024 ABP and the Budget.

Attachment 1 contains a copy of the consulted Draft 2023/2024 ABP and the Budget.

Discussion

Growth as defined by Valuer-General (VG) – From 1 July 2023 to 30 June 2024

Weekly valuation information provided by the VG has identified following percentage increases in property valuations within the APC district compared to 30 June 2023.



Above information has been used in the rates modelling illustrated below.

Property Valuation – 30 June 2024

An extract from the property valuation data (as of 30 June 2024) available from VG is given below in **Table 1** in comparison to similar information for prior years. Additional rates income from the subdivision growth is 2.92% which is slightly higher than 2.75% factored in the LTFP.

Table 1: Valuation data from the VG

Description	2024	2023	2022	2021	2020
Increase in number of properties through subdivision	217	125	146	257	173
Subdivision Growth (valuation increase) - $'Mn	89	26	29	39	24
Building Development Growth (valuation increase) - $'Mn	111	67	76	27	54
Total Development Growth - $'Mn	200	93	105	66	78
Total Development Growth - % of 2023/2024 valuation	6.78	3.82	4.73	3.20	2.04
Increase in Rates income due to Subdivision - $'Mn	0.358	0.170	0.179	0.256	0.197
Natural Growth - %	17.78	16.78	5.04	4.46	1.86

Given a significant increase in 'Natural Growth', to achieve 5.50% increase in average rates, rate in the dollar has been reduced by 9.30% in the rates modelling calculations. However, this will also benefit properties that have reported an increase in valuations due to 'Development Growth'. In addition, the fixed charge has been increased by 50% to 278.

Growth from development

While growth bring in new income it creates many financial challenges as a result of $5m worth of assets donated by the developers every year for the past few years. Additional costs of growth are:-

- Cost of watering new open space areas;
- Electricity cost of new public lighting;
- Depreciation of assets donated by the developers; and
- New labour required to maintain new open space areas.

Therefore, from sound financial management perspective, additional income from growth should be used to fund growth related expenses.

Draft Statement of Comprehensive Income (Profit & Loss Statement)

As shown in **Table 2** below, based on a 5.50% increase in average rates and 6.78% growth, it is estimated that for 2024/2025 Financial Year, there will be an Operating Surplus of $0.145m from recurrent and operating project activities.

Table 2: Draft Statement of Comprehensive Income ($'000)

Description	2023/2024 Adopted Budget ($)	2024/2025 Draft Budget ($)	(%)	Budget Movement $	%
RECURRENT INCOME					
Rates					
- General Rates - Existing Assessments	12,060	13,893	71	1,833	15
- General Rates - New Assessments	167	348	2	181	
- Rate Rebates	(116)	(121)	(1)	(4)	(4)
- Waste Levy	898	969	5	71	8
- Regional Landscape Levy	319	344	2	25	8
- Other Rates Income	105	117	1	12	11
- CWMS Charges	281	302	2	21	8
Statutory charges	520	500	3	(20)	(4)
User charges	229	232	1	3	1
Grants, subsidies & contributions	2,240	2,727	14	488	22

Interest Income	3	3	0	-	-
Reimbursements	139	171	1	32	23
Other Income	48	38	0	(9)	(19)
TOTAL RECURRENT INCOME	16,892	19,524	100	2,632	16
RECURRENT EXPENSES					
Employee Costs	7,075	7,655	40	(580)	(8)
Materials, contracts and other	5,736	6,252	33	(516)	(9)
Including legal expenditure	*150*	*200*	*1*	*(50)*	*(33)*
Depreciation	3,517	4,223	22	(706)	(20)
Interest Expenses	820	725	4	96	12
Share of loss from GRFMA	79	79	0	-	-
TOTAL RECURRENT EXPENSES	17,226	18,933	100	(1,707)	(10)
RECURRENT (DEFICIT)/SURPLUS	(334)	590		925	277
Funding for growth initiatives/OPs	(511)	(445)		66	13
OPERATING (DEFICIT)/SURPLUS	**(845)**	**145**		**990**	**117**

Proposed Operating Project Program 2024/2025

The Operating Projects budget encompasses programs and activities that are outside the 'business as usual' services and are considered discretionary in nature, i.e. the Council is under no obligation to provide the services, activities or programs or if required to undertake the activity, are irregular in nature (For example, Local Government Elections). Operating Projects may be one off activities or programs, an expansion of an existing service or program or proposals to introduce a new service or program.

Operating projects are funded mainly from rate income from growth. The cost of the draft Operating Project program as summarised in **Table 3** below is estimated to be $0.445m.

Table 3: Proposed Operating Projects Program for 2024/2025 ($'000)

	Operating Project Name	Rationale	Risk	Cost
1.	Street/Verge Tree Planting	C	Low	30
2.	Business Support Program	A/D	Low	10
3.	Business Case for TW Oval Master Plan Grant Application	C/D	Medium	20
4.	Heritage Code Amendment consultation	B/D	Medium	5
5.	Content Manager Patch Upgrade - EDRMS	D	High	6
6.	Two Wells Town Centre	A/B	High	80
7.	Two Wells Cemetery - landscaping	C	Low	30
8.	TW Library - Salt damp treatment (Grant to be applied)	C	Medium	60
9.	Community Partnership Funding	A	Low	5
10.	New labour	B/D	High	120
11.	New Cemetery Management System	D	Medium	54
12.	Revaluation of Land & Buildings for Insurance & Accounting Purposes	D	High	25
Total Estimated Costs				445

Rationale

A. Previous Council resolutions/Council Members' feedback;
B. Investment for growth/Economic Development;
C. Infrastructure and Assets Management Plans; and
D. Staff initiatives to reduce cost, statutory compliance and improve productivity/service standards.

Proposed Capital Project Program for 2024/2025

The Capital Works budget encompasses projects which renew, upgrade or create new infrastructure assets. Examples of projects are the Civil Infrastructure Whole-of-Life Program (renew), streetscape (New).

Renewal Capital Projects are funded through Rate Revenue, via the depreciation charge, with new or upgrade works being funded through new borrowings.

Draft 2024/2025 capital programme is summarised below. The estimated cost of the capital works program is $4.876m of which $4.245m (87%) would be spent on assets renewals in line with Council's assets management plans. The remaining expenditure of $0.631m (13%) is proposed to be spent on new assets in line with Council's strategic objectives.

Table 4: Proposed Capital Works Program ($'000)

Project Description	24/25 (LTFP)	24/25 (Updated)
Plant, Fleet & Equipment	1,415	1,075
Street Scape	100	61
Site Improvements	1,550	290
Sealed Roads	800	1,228
Unsealed Roads	1,000	1,532
Car Parks & Traffic Control	60	-
Pram Ramps	10	10
Other Assets	-	540
Building	-	15
Kerbing	565	30
Stormwater	110	10
CWMS	25	85
Total Capital Expenditure	5,635	4,876

Project Description	24/25 (LTFP)	24/25 (Updated)
New/Upgrade	1,665	631
Renewal	3,970	4,245
Total Capital Expenditure	5,635	4,876

Total Proposed Budget for 2024/2025

Table 5 below shows the total budget proposed for next financial year including Recurrent, Operating and Capital projects.

Table 5 – Proposed Total Budget ($'000)

Description	Recurrent Budget	Operating Projects	Capital Projects	Total Budget
Rates	15,852	-	-	15,744
Statutory charges	500	-		500
User charges	232	-	-	232
Grants, subsidies and contributions	2,727	-	-	2,727
Investment Income	3	-	-	3
Reimbursements	171	-	-	171
Other Income	38	-	243	281
TOTAL INCOME	19,524	-	243	19,658
Employee Costs	7,655	120	537	8,312
Materials, contracts and other services	6,331	325	4,340	10,970
Depreciation	4,223	-	-	4,223
Interest Expenses	725	-	-	725
TOTAL EXPENSES	18,933	445	4,876	24,230
(Deficit)/Surplus	590	(445)	(4,633)	(4,572)
Operating Surplus		145		

Kerbside Waste Collection Services

For 2024/2025 Financial Year, it is estimated that the total cost of the kerbside waste collection program is expected to be increased by 9% to $0.959m (inclusive of new services) including $0.040m for the waste education program. Therefore, the annual waste collection service charge is expected to increase from $206 to $210, an increase of 2%.

CWMS Charges

CWMS charges for both Mallala and Middle Beach is proposed to increase by 7% to $792 and $522 respectively in order to cover the costs associated with operation of the scheme including maintenance and loan repayments.

Financing the budget

At the end of the 2023/2024 Financial Year, Council's total outstanding borrowings is $10.598m of which $8.855m are short-term cash advance facilities and the remaining $1.743m is a long-term debenture loan obtained for Mallala CWMS.

An operating surplus means Council has extra funds to pay for capital expenses. However, this is not enough to cover all the capital expenses including existing loan repayment. Therefore, if the Council decides to continue the same level of service and draft project program as included in this report with an average rate increase of 5.50%, it has to borrow $0.250m to deliver projects identified above and meet its loan repayment obligations as summarised in the **Table 6** below. The new borrowings will be utilised entirely to fund proposed new asset purchases.

Table 6: Funding Shortfall for 2024/2025 ($'000)

Description	Amount
Excess cash due to Operating Surplus	145
Cash injection from sale of surplus/replaced assets	205
Share of operating loss from GRFMA (non-cash transactions)	79
To fund capital Program - Money available through depreciation	4,223
- Proposed assets renewal expenditure	(4,245)
- Proposed new capital expenditure	(631)
Loan Repayment	(25)
Total estimated funding shortfall for 2024/2025	(250)

While the maximum amount estimated to be borrowed is $0.250m, the timing of the actual borrowings would depend on the progress of the capital works program.

Consumer Price Index (CPI) or Local Government Price Index (LGPI) – Which one should be used for rates decisions?

- What's CPI?

CPI measures changes in the price of a 'basket' of good and services which account for a high proportion of expenditure by metropolitan households

- What's Local Government Price Index?

LGPI measures price movements faced by Councils in SA in respect of their purchases of goods and services.

In recent years, LGPI had been slightly higher than CPI as shown in the below table. For example, over the last 10 years, on aggregate, LGPI is 1.17% higher than CPI.

Table 7: Variance between LGPI & CPI

Financial Year	LGPI	CPI	LGPI - CPI
2013/14	2.30	2.57	(0.27)
2014/15	1.70	1.60	0.10
2015/16	0.90	0.90	-
2016/17	1.80	1.50	0.30
2017/18	2.90	2.30	0.60
2018/19	2.60	1.50	1.10
2019/20	1.40	1.80	(0.40)
2020/21	0.40	1.50	(1.10)
2021/22	4.10	4.20	(0.10)
2022/23	6.50	7.90	(1.40)
Aggregate difference between LGPI & CPI			(1.17)

Council's expenses are summarised under four (4) categorise. They are: -

a) Employee Costs;

b) Material, Contract & Other Expenses;

c) Depreciation;

d) Interest expenses.

However, LGPI does not monitor the price movement of 'Depreciation' and 'Interest Expenses'. Therefore, while the CPI/LGPI is a good starting point for rates estimates, it doesn't cover depreciation and interest expenses specially when there is an unusual hike in those two (2) expenses.

For example, in the next year budget following additional amounts have been included as expenses.

Table 8 – Increase in Expenses due to new road sealing

Description	$
Interest on Local Government Infrastructure Partnership Program (LGIPP) related loan ($2.340m @ 5.40%)	126,000
Additional depreciation on 30km of sealing unsealed roads	130,000
Total additional (over & above normal) expenses	256,000

Therefore, if the Council increase rates only by CPI/LGPI, there won't be enough income to pay for above additional expenses. In addition, Council also need to find money to repay $2.340m that it borrowed to fund Council share of the LGIPP.

Potential changes to the forecast operating results

Forecast operating surplus of $0.145m includes $0.307m allocated for Two Wells Town Centre (TWTC) Development project. Elected Members have indicated in previous budget discussions that any expenditure on the TWTC should not be funded by general ratepayers as the project itself is expected to generate positive cash flows once it is completed.

Therefore, in order to reduce the impact of rates increases on the community, Elected Members may decide to have an average rate increase lower than 5.50% (excluding growth).

Furthermore, $0.145m surplus forecast in the report has been achieved mainly through extraordinary development growth occurred within the Council area over the last 12 months. To provide further rate relief to the community, Elected Member may also decide to share the benefit of growth with ratepayers by way of lower rate rises.

Therefore, Elected Members have the option of reducing rates income by a total of $0.452m ($0.145m + $0.307m) which will see a significant reduction in the average rate increase to 1.92% (excluding growth) as summarised in **Table 9** below.

Alternatively, Elected Members may decide to use additional income from growth ($0.145m) to reduce Council's borrowings made in recent years such as $2.340m borrowed under LGIPP to seal 19km of unsealed roads.

Options in **Tables 9** has been developed based on 30 June property valuations.

Option 1 : Continue with 5.50% increase in average rates + development growth of 6.78% and allocate extra income from growth to reduce $2.340m loan obtained to fund new road sealing under LGIPP.

Option 2 : Maintain an operating deficit of $0.307m (which is equal to TWTC related expenses not covered by rates) and share the benefits of growth with all ratepayers excluding vacant lands.

Table 9 – Rates Modelling options

Description	Public Consultation	30/06/2024 Option 1	30/06/2024 Option 2
Relativity between LUC			
1) Residential	1.00	1.00	1.00
2) Commercial	1.45	1.45	1.33
3) Commercial – Other	1.45	1.45	1.40
4) Industrial - Light	1.45	1.45	1.45
5) Industrial – Other	1.45	1.45	1.58
6) Primary Production	0.98	0.98	0.88
7) Vacant Land	1.20	1.20	1.23
8) Other	1.00	1.00	1.00
Reduction in rate in the dollar	-9.37%	-9.30%	-9.30%
Increase in Fixed Charge	50%	50%	50%
New Fixed Charge	278	278	278
% Increase in average rate (Including growth)			
Residential	8.70	9.07	9.07
Commercial	15.27	15.35	7.01
Commercial - Other	10.60	10.68	7.08
Industry - Light	6.93	7.00	7.00
Industry - Other	(1.48)	(1.41)	7.09
Primary Production	17.41	18.24	7.00
Vacant Land	20.31	22.03	24.50
Other	11.29	11.25	11.25
All Land Use Codes (Including Growth)	11.70	12.28	8.70
Less : Development Growth	(6.20)	(6.78)	(6.78)
All Land Use Codes (Excluding Growth)	5.50	5.50	1.92
% of Total Ratepayers with less than 5.50% increase in rates	30%	28%	38%
Operating Results ($'000)			
Recurrent Surplus	506	590	138
Operating Projects Expenses	(445)	(445)	(445)
Operating (Deficit)/Surplus	61	145	(307)
New Borrowings ($'000)	334	250	702

Review of Long Term Financial Plan (LTFP)

The review of LTFP has been put on hold until the Council complete the review of its Strategic Plan & the Infrastructure & Assets Management Plans.

In addition, the adoption of the 2024/2025 budget also will have a significant impact on the LTFP and therefore the process to review LTFP will commence after the adoption of next year budget.

Conclusion

The Draft Budget and the Draft LTFP as presented in this report is based on the Council continuing to deliver its existing services, program and activities and 5.50% in average rate increase plus growth of 6.78% albeit with options if the Council wish to lower the average rate increase.

To ensure that a responsible budget is set, the Council has adopted at its February 2024 meeting a series of Budget Parameters, to guide Council Staff in preparing their respective budget estimates. As detailed in this report, the Draft Budget has been delivered with reference to these guidelines and where the parameters have not been achieved, the reasons have been provided.

2024/2025 will be particularly challenging year given the impacts that world events are having on the cost of delivering services with the Consumer Price Index (CPI) currently at 4.3% for South Australia and expected to be around 3.5% in 2024/2025 Financial Year.

Given the costs of delivering services in Local Government often exceed CPI, the focus of the Draft Budget has been to review expenditure to enable the impact on rates, which are Council's primary source of revenue, to be held at CPI in 2024/2025 while investing in growth related programs and projects.

Financial sustainability underpins the Council's Financial Goals and Outcomes, which are set out in the Long-Term Financial Plan. In general terms, financial sustainability is ensuring that the Council has the financial resources to meet the long-term service and infrastructure needs of the community, without any unexpected sharp increases in rate revenue or cuts in service provision and standards.

Decisions regarding the Draft Budget need to take into account the impact on the Council's ability to continue to meet its operational and financial outcomes and achieve objectives identified in Council's strategic documents.

References

Legislation

Section 123 (13) of the Local Government Act 1999

Local Government (General) Regulations 2013

Regulation 9 of the Local Government (Financial Management) Regulations 2011

Council Policies/Plans

Budget Management Policy

Council Vehicle Policy

Funding Policy

Treasury Management Policy

Strategic Plan 2021-2024 (Adopted on 27 January 2021)

Infrastructure and Asset Management Plan (Adopted on 25 October 2021)

Long Term Financial Plan 2024-2033 (Adopted on 28 August 2023)

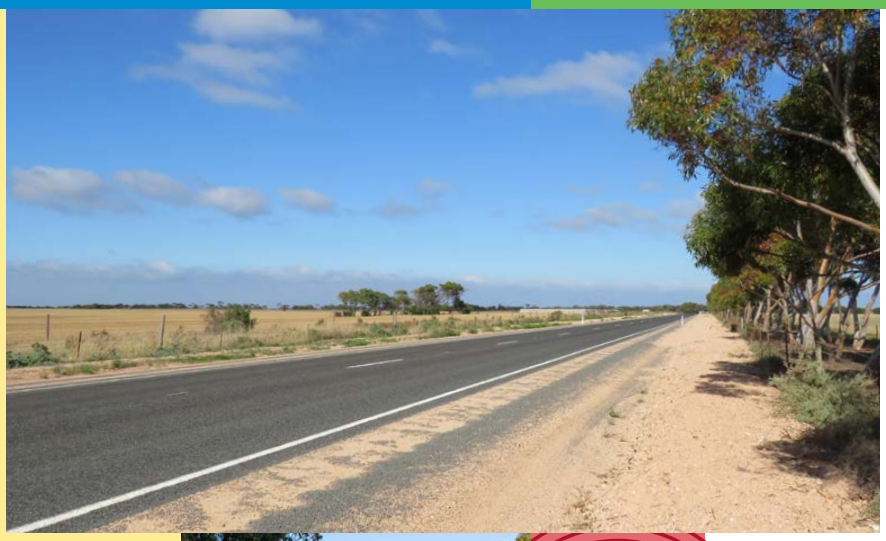
Adelaide Plains Council

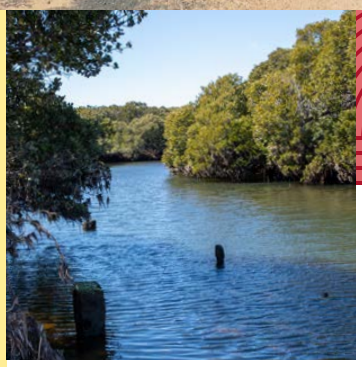
2024/25

draft

ANNUAL BUSINESS PLAN & BUDGET

for public consultation





ADELAIDE PLAINS COUNCIL

Published 12 June 2024

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This Draft Annual Business Plan and Budget 2024/2025 can be viewed on our website.

A printed copy can be viewed or requested at our Council offices:

Mallala Principal Office
2a Wasleys Road, Mallala SA 5502, Monday to Friday 9am to 5pm*

Two Wells Service Centre
69 Old Port Wakefield Road, Two Wells SA 5501,
Monday to Friday 9am to 5pm*

*closed public holidays

ACKNOWLEDGEMENT OF COUNTRY

Adelaide Plains Council acknowledges that we are located on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land and we acknowledge that they are of continuing importance to the Kaurna people living today.

Front cover image - Top: Middle Beach Road, Bottom: Port Gawler



HAVE YOUR SAY

The Draft 2024/2025 Annual Business Plan and Budget is our key annual operational and financial planning document. It describes what services and projects we plan to deliver to our community and how those planned services and projects will be financed.

Your feedback towards this document is important. Community consultation on this opens at 9am on Wednesday, 12 June 2024 and closes at 9am on Tuesday, 9 July 2024.

Feedback will be presented to Council for consideration before the final document and budget is adopted.

This document is still a work in progress. Minor amendments may be made to this draft after consultation, as new information is made available—such as updated growth figures or grant funding. The information within this document is correct as at the date of publication (12 June 2024). If any amendments are made to the final document, it will be clearly explained.

GIVE FEEDBACK

Write to us

E info@apc.sa.gov.au
PO Box 18, Mallala SA 5502

Send feedback online

W www.apc.sa.gov.au/have-your-say

Attend a Special Council meeting

6pm, Monday 8 July 2024

NEED MORE INFORMATION?

Contact: Chief Financial Officer

T (08) 8527 0200
E info@apc.sa.gov.au

Consultation on the Draft 2024/2025 Annual Business Plan and Budget is being undertaken in accordance with our legislative requirements under section 123(4), 151 and 156 of the Local Government Act and our *Public Consultation Policy*. The adopted Annual Business Plan and Budget will inform our long term financial planning. Following adoption of the budget for 2024/2025, we will seek feedback on the revised Long Term Financial Plan.

CONTENTS

HOW TO READ THIS **ANNUAL BUSINESS PLAN AND BUDGET** 4

1 **INTRODUCTION** 6

1.1 Message from the Mayor 6

1.2 Message from the CEO 8

1.3 Strategic planning framework 10

2 **OVERVIEW** 12

2.1 Our region 12

2.2 Our vision 14

2.3 Our strategic approach 15

2.4 Key achievements in 2023/2024 16

2.5 Business Plan and Budget 2024/2025 summary 18

2.6 How we will measure our performance 21

3 **BUSINESS** PLAN 22

3.1 Services and programs 22

3.2 New projects 25

4 **BUDGET** OVERVIEW 26

4.1 Budget snapshot 28

4.2 Influences and assumptions 32

4.3 Recurrent income and expenditure 36

4.4 Operating projects 44

4.5 Capital projects 46

4.6 Loan borrowings 50

4.7 Rates 54

4.8 Measuring our financial performance against our budget - financial indicators 62

5 **DRAFT BUDGET** 2024/2025 64

6 **APPENDICES** 70

APPENDIX 1: **DRAFT RATE REVENUE AND POLICY** 70

What are **Rates?** 70

Strategic **focus** 70

Method used to **value land** 70

Adoption valuation method 71

Differential **general rates** 71

Regional **landscape levy** 72

Payment of Rates 72

APPENDIX 2: **ESCOSA REPORT** 74

VERSION	DATE	DETAILS
V1	3 June 2024	For 3 June 2024 special Council meeting.
V1.1	12 June 2024	For public consultation.

HOW TO READ THIS **ANNUAL BUSINESS PLAN AND BUDGET**

Our Annual Business Plan and Budget 2024/2025 is our key annual operational and financial planning document. It describes what services and projects we plan to deliver to our community and how those planned services and projects will be financed.

Councils must prepare a business plan and budget each financial year, under section 123 of the *Local Government Act 1999*. This document has been prepared to meet these legislative requirements for Adelaide Plains Council, including for public consultation. A council's budget must be considered as part of its annual business plan. We publish our draft annual business plan, budget and Rating Policy together in one document, as they are informed by each other.

This document is presented in 6 parts:

1

INTRODUCTION

An opening message from the Mayor and CEO, information on how this document was created and its relationship to other plans and strategies.

2

OVERVIEW

Information about Council and our region. We will also provide an overview of some of the commitments made in our Annual Business Plan and Budget 2023/2024.

3

BUSINESS PLAN

This is our key annual operational planning document. It describes what projects and services we plan to deliver in the financial year.

4

BUDGET OVERVIEW

An overview of our budget. It describes how we will finance the projects and services we plan to deliver in the financial year, what has influenced the budget, how rates will be calculated and provides an overview of our income and expenses.

5

DRAFT BUDGET 2024/2025

This is our key annual financial planning document that contains our Budgeted Financial Statements.

6

APPENDICES

Our draft rate revenue and policy in detail and a copy of the Essential Services Commission of South Australia (ESCOSA) report from 2023.

LEGISLATION

We refer to several legislative Acts and Regulations throughout this report. This table provides an overview of how we will refer to them.

ACT OR REGULATION	REFERRED TO AS
Local Government Act 1999	Local Government Act
Local Government (General) Regulations 2013	Local Government (General) Regulations
Local Government (Financial Management) Regulations 2011	Local Government (Financial Management) Regulations
Landscape South Australia Act 2019	Landscape Act

COMMON TERMS USED IN THIS DOCUMENT

TERM	REFERS TO
CPI	Consumer Price Index
Strategic management plans	Strategic Plan 2021–2024, Infrastructure & Asset Management Plan and Long Term Financial Plan.
Strategic Plan 2021–2024	Our Strategic Plan 2021–2024, adopted by Council on 27 January 2021.
Infrastructure & Asset Management Plans	Our Infrastructure & Asset Management Plans 2021, adopted by Council on 25 October 2021.
Long Term Financial Plan	Our Long Term Financial Plan 2023–2033, adopted by Council on 28 August 2023.
CWMS	Community Wastewater Management Scheme
Financial Year	The 2024/2025 Financial Year, from 1 July 2024 to 30 June 2025 (unless other years are specified).

1 INTRODUCTION

1.1 MESSAGE FROM THE MAYOR

Council continues to be positive, proactive and focusing on how to meet the wants and demands of a rapidly growing population, which includes people who have moved to our rural living lifestyle from suburbs and cities both here and interstate.

Our towns and settlements are going through a time of change like no other. State Government has identified our area as one to see rapid urban growth. Facilities and infrastructure have to quickly grow from non-existent to a reality to keep up with development and Council cannot do that alone. Partnerships with State Government, developers and local businesses need to be further enhanced to meet the demand.



The 2024/25 Annual Business Plan and Budget has been developed over many months of meetings and workshops with the elected members to find the balance of meeting the demands of the community. The challenge is we are being asked to deliver more and more. When considering the rate increases do not just look at the percentage... take the time to work out what the actual dollar value is to you – per week, per month. The dollar figures are important to our household budgets. The Adelaide Plains community is dealing with the variables of inflation, interest rates and cost of living like everyone else in the nation.

The coming 12 months will see further changes to our landscape with projects coming online that have significant benefits to the local and wider community of the Adelaide Plains. Be positive, be supportive and let's work together to weather the economic situation of the state and indeed the country.

Take time to read this document. It contains a lot of useful information and may well answer many questions about what Council has done, is doing and the plans for the future.

MARK WASLEY
MAYOR

Be positive, be supportive and let's work together to weather the economic situation



1.2 MESSAGE FROM THE CEO

Preparation of the 2024/2025 Annual Business Plan and Budget has certainly presented its fair share of challenges. Just as households are experiencing nation-wide, councils, too, are not immune from the rising costs of living and the price of doing business currently burdening our communities.

Fortunately, however, since the onset of COVID-19 in early-2020 where we saw inflation jump to record high levels, Adelaide Plains Council (APC) has managed to continue to offer services to the community in a financially responsible manner; a point no better emphasised than by the Essential Services Commission of South Australia in which it found that **APC is a financially sustainable council.**

As the fastest growing council in South Australia, we have a mountain of challenges to grapple with. The draft Greater Adelaide Regional Plan will only place a greater spotlight on our Council and add to the already significant workload for staff and elected members as we plan for the future in an orderly and economically sustainable manner while striving to continue to deliver services for our community of today.

Add to that, our growth is currently sitting at 6.2 per cent, the Two Wells township residential expansion is motoring along, Mallala will soon see work commence on a 500+ lot residential estate, while Dublin has recently seen the Minister give the green light to advance a code amendment process that would see in excess of 400 hectares of land rezoned for employment purposes.

So against this backdrop, Council has been diligently working towards the release of a financially responsible Annual Business Plan and Budget which will see a continued focus on the delivery of our capital expenditure program of $4.876 million of which $4.245 million will be spent on asset renewals. Our ongoing commitment to maintain a vast asset base has ensured that we **do not have a backlog of programmable works** that will ultimately result in a deterioration of our assets and, further, will safeguard Council from having to play 'catch-up' in the years ahead through increasing rates significantly.



Other features of this draft 2024/2025 Annual Business Plan and Budget include: -

- an average rate increase of 5.5 per cent, excluding growth of 6.2 per cent (as it stands currently)
- Council's operating program to comprise $445,000
- forecast operating surplus of $60,873 (as it currently stands)
- new loan borrowings of $334,000
- a two per cent increase for kerbside collection
- a seven per cent increase to the CWMS annual service charges for Mallala and Middle Beach
- delivery of Council's Strategic Plan, Infrastructure and Asset Management Plan and Long Term Financial Plan
- advancing with Leyton Property the Two Wells Town Centre project
- advancing the Gawler River Flood Mitigation Business Case through affiliation on the Gawler River Floodplain Management Authority.

As CEO, I commend the draft Annual Business Plan and Budget to you, our community, and look forward to receiving feedback on the document throughout the month of June.

JAMES MILLER
CHIEF EXECUTIVE OFFICER



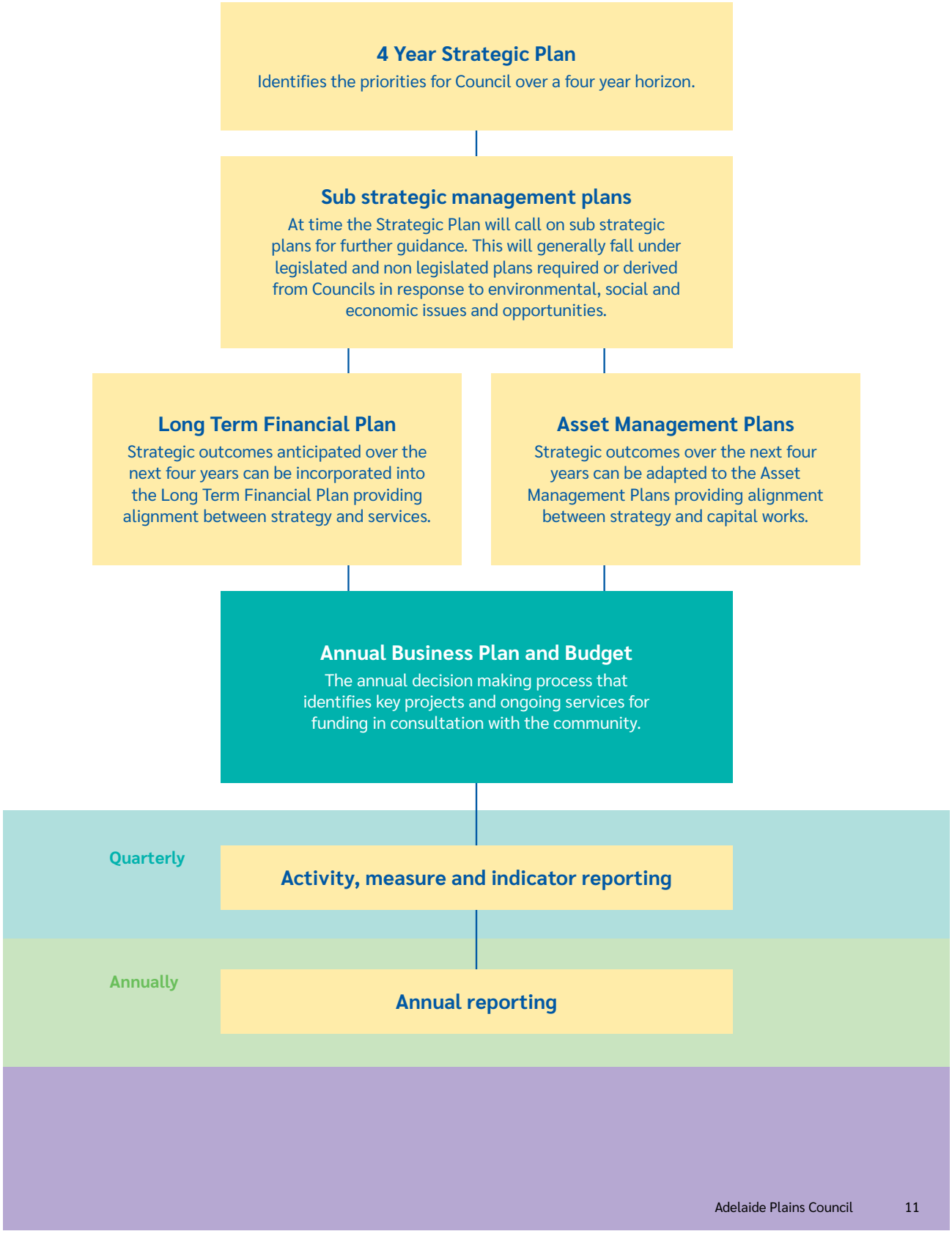
1.3 STRATEGIC PLANNING FRAMEWORK

How we made this document

Our Annual Business Plan and Budget is developed in consultation with Council Members and our community, our Infrastructure & Environment Committee, Audit & Risk Committee and Council management.

It is informed by our Strategic Plan 2021–2024, Long Term Financial Plan, Infrastructure & Asset Management Plan and other related strategic plans.




4 Year Strategic Plan
Identifies the priorities for Council over a four year horizon.
Sub strategic management plans
At time the Strategic Plan will call on sub strategic plans for further guidance. This will generally fall under legislated and non legislated plans required or derived from Councils in response to environmental, social and economic issues and opportunities.
Long Term Financial Plan
Strategic outcomes anticipated over the next four years can be incorporated into the Long Term Financial Plan providing alignment between strategy and services.
Asset Management Plans
Strategic outcomes over the next four years can be adapted to the Asset Management Plans providing alignment between strategy and capital works.
Annual Business Plan and Budget
The annual decision making process that identifies key projects and ongoing services for funding in consultation with the community.
Quarterly
Activity, measure and indicator reporting
Annually
Annual reporting
Adelaide Plains Council 11

2 OVERVIEW

2.1 OUR REGION

Adelaide Plains Council represents a proud community with vibrant townships and remarkable landscapes.

We represent an estimated population of 10,932[1] people across 935 square kilometres connected to the Barossa, South Australian coast and Adelaide.

The Light and Gawler Rivers pass through the region creating rich, fertile plains ideal for supplying primary produce to local, national and international markets. The expanse of farmland is a common thread that connects each township's unique character.

Adelaide Plains is a place where people can choose to work and live locally, with quality services, facilities and open space that supports community wellbeing and resilience.

With a growing population and economy, Council undertakes strategic and financial planning to support an enviable lifestyle, emerging economy, remarkable landscapes and proactive leadership for the community and environment of the Adelaide Plains council area.



10,932 residents

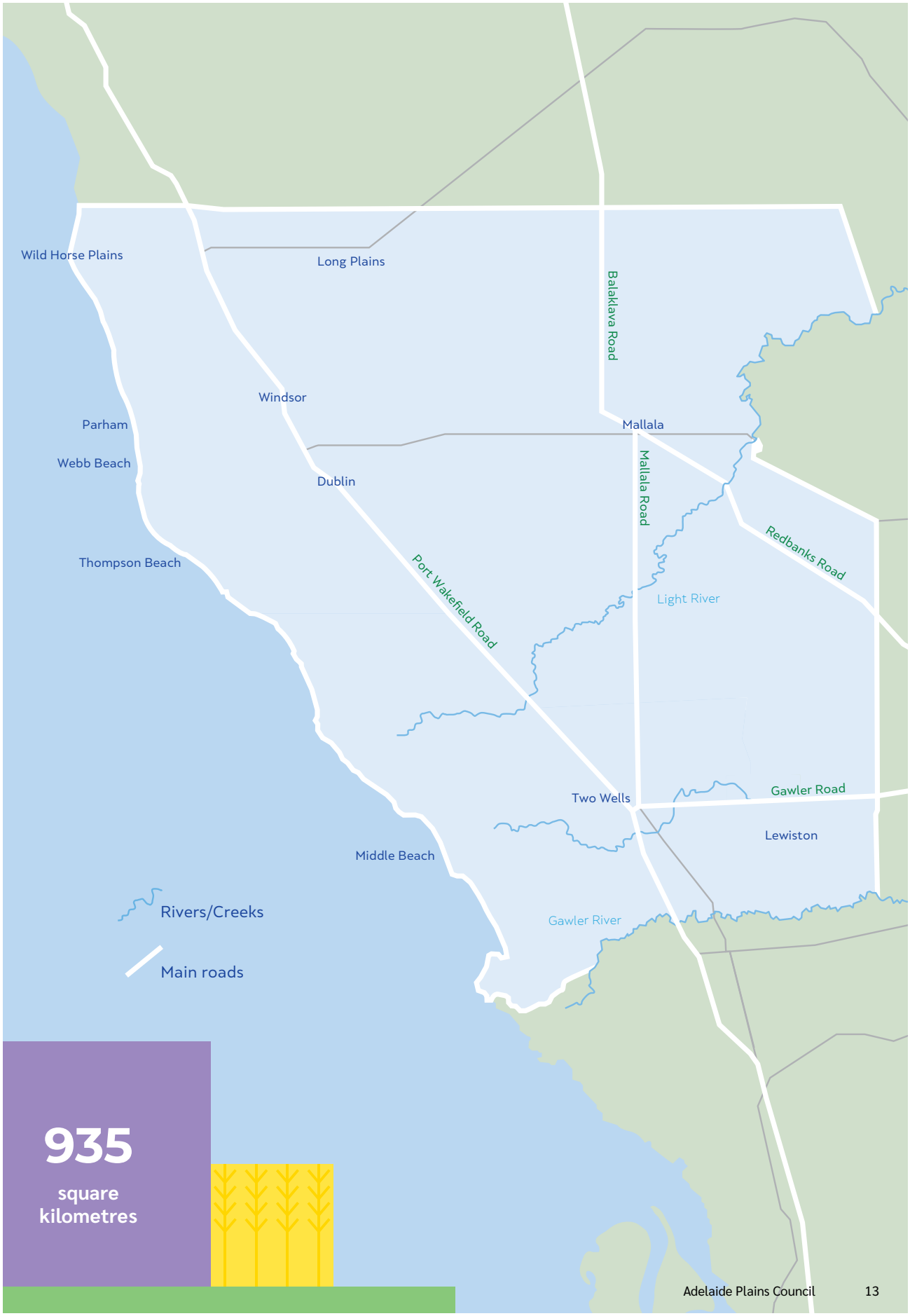
5,933 rateable properties

860 local businesses

193 kilometres of sealed roads

803 kilometres of unsealed roads

[1] Estimated Resident Population 2023, Australian Bureau of Statistics


Wild Horse Plains
Long Plains
Balaklava Road
Windsor
Parham
Mallala
Webb Beach
Dublin
Mallala Road
Redbanks Road
Thompson Beach
Port Wakefield Road
Light River
Two Wells
Gawler Road
Lewiston
Middle Beach
Gawler River
Rivers/Creeks
Main roads
935
square
kilometres
Adelaide Plains Council 13

2.2 OUR VISION

Adelaide Plains is...

PRODUCTIVE

A leading supplier of primary produce to local, national and international markets.

DIVERSE

A more diverse community with access to a greater mix of local opportunities.

LOCATION

A lifestyle location connected to the Barossa, Coast and Adelaide.

WELCOMING

A proud, spirited and generous community.

AMBITION

Advancing infrastructure and technology to foster a competitive local economy.

LEADERSHIP

A decisive and proactive Council.

ATTRACTIVE

A place of choice for businesses, residents and visitors.



2.3 OUR STRATEGIC APPROACH

Our strategic approach to reach our vision is organised under 4 key themes.

ENVIABLE LIFESTYLE

- Manage growth to sustain and activate our townships.
- Provide, support and acquire facilities, assets, services and programs that build community capacity, health and connection.
- Advocate for increased health, education, aged care and youth services, welfare and emergency facilities and services.

EMERGING ECONOMY

- Support the growth of primary industries and the introduction of value-add employment generators.
- Facilitate greater access to local opportunities from public and private investment.
- Reinforce Adelaide Plains Council as a place of choice for business, residents and visitors.

REMARKABLE LANDSCAPES

- Protect and enhance our coastal and riverine landscapes, native vegetation and heritage.
- Mitigate the impacts of adverse natural events on the community.
- Improve resource recovery and carbon and waste management.

PROACTIVE LEADERSHIP

- Actively seek funding and partnerships to deliver Council initiatives.
- Actively engage with and inform our communities.
- Strategic and sustainable financial management.
- Proactively engage in local government reform and continuous improvement.

2.4 KEY ACHIEVEMENTS IN 2023/2024

Table 1: Assessment of the 2023/2024 strategic objectives

	OPERATING PROJECT	STATUS
ENVIABLE LIFESTYLE		
1	**Street/tree verge planting** Continue to deliver trees to local streets.	In progress*
EMERGING ECONOMY		
2	**Two Wells Land development** Continue to engage consultants to develop 2 land parcels in Two Wells purchased from the State Government.	Completed
3	**Additional labour resources** To address growth and current gaps to mitigate risk and improve business efficiency, productivity and service levels.	In progress
4	**Parham Foreshore Master Plan** Develop the foreshore at Parham between First Street and South Terrace.	In progress*
5	**Undergrounding of power – Two Wells Main Street (stage 2)**	In progress**
REMARKABLE LANDSCAPES		
6	**GRFMA Business Case** Provision of financial contributions toward completion of the Department for Environment and Water, (Gawler River) Business Case.	Completed
7	**Deliver an annual capital construction and renewal program**	In progress*
8	**Delivery of annual plant/fleet replacement program**	In progress*
PROACTIVE LEADERSHIP		
9	**Community and Civic Hub Investigation – Phase 2** Develop a strategy/plan (including governance, risk management, procurement etc.) based on information and feedback gathered from the community with regard to the next phase and direction of the Community and Civic Hub Investigation.	Completed
10	**Donaldson Road – Design to include water sensitive urban design and open space elements** Investigations/design to address stormwater management issues identified within the Two Wells Stormwater Management Plan.	In progress*

* Expected to be completed by 30 June 2024
** Expected to carry-over to 2024/2025 Financial Year



2.5 BUSINESS PLAN AND BUDGET 2024/2025 SUMMARY

The 2024/25 Annual Business Plan and Budget has been developed over many months of meetings and workshops with Council Members to find the balance of meeting the demands of our community with the challenge of needing to deliver more.

$4.245m

in asset renewals

(capital works) including 39km of road resheeting and 13km of road resealing.

$0.631m

in new or upgraded assets

(capital works) including new footpaths, kerbing street trees, dog park shelter in Lewiston.

$0.445m

in new growth initiatives

(operating projects) including a new business support program, continued work towards the Two Wells Town Centre and updates of corporate systems.

5.50%

average rate increase

excluding any increases due to development growth.

GRANT FUNDING

- $1.984m in Financial Assistance Grant
- $0.463m in Roads to Recovery Grant
- $0.137m in Supplementary Local Road Funding
- $0.112m from Green Adelaide to continue Coastal Conservation work
- $0.031m to support the operation of Council Libraries

Find out how every $100 of revenue is spent on page 28



PROJECTS TO LOOK FORWARD TO

FOR AN ENVIABLE LIFESTYLE

- Street/verge tree planting
- Two Wells Cemetery landscaping
- Development of a business case for a Two Wells Sports and Recreation Precinct Master Plan
- Community partnership funding

FOR AN EMERGING ECONOMY

- Business support program
- Continuation of the Two Wells Town Centre project
- New labour resources addressing current gaps, to mitigate risk and improve efficiency

FOR REMARKABLE LANDSCAPES

- Heritage Code Amendment consultation
- Salt damp treatment for the Two Wells Library building

FOR PROACTIVE LEADERSHIP

- Upgrade to corporate records management software
- New cemetery management software
- Revaluation of land and buildings for insurance and accounting purposes

CAPITAL WORKS PROGRAM

- 39km of road resheeting
- 13km of road resealing
- 330m of new footpaths



FINANCIAL SUMMARY

Figure 1: Total operating income

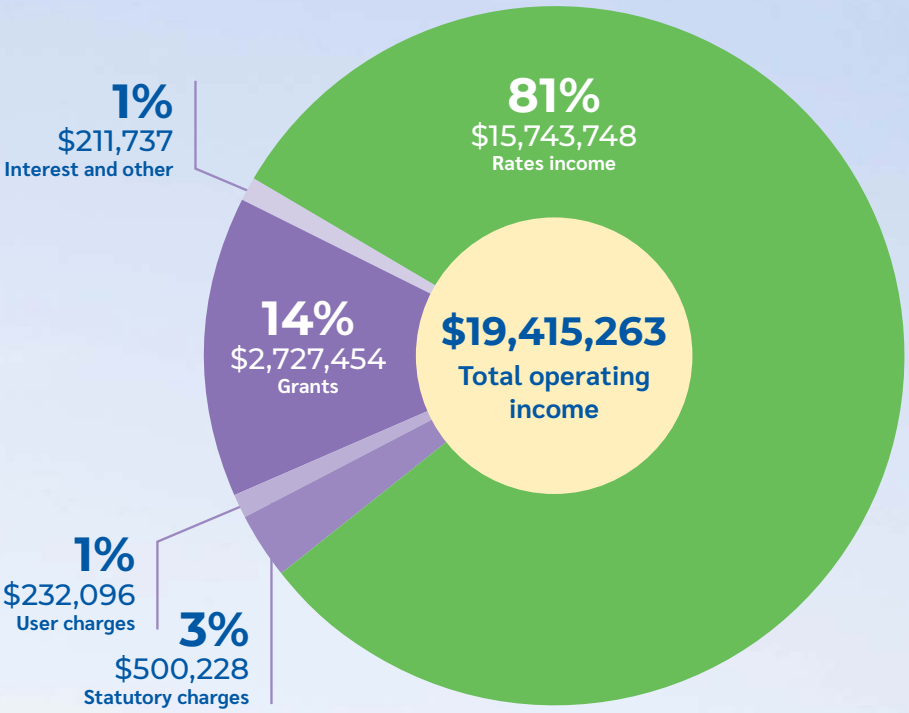
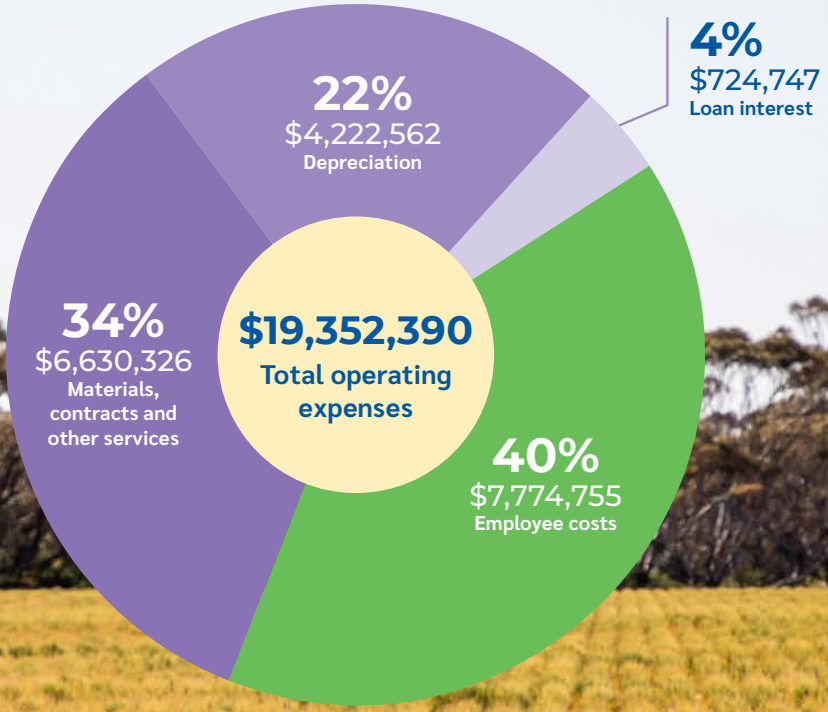


Figure 2: Total operating expenses



2.6 HOW WE WILL MEASURE OUR PERFORMANCE

We measure our financial performance and success by the achievement of strategic objectives as outlined in our Strategic Plan 2021–2024 and through various processes including:

- Regular financial reporting to Council and our Audit & Risk Committee.
- Annual review and public consultation of the draft Annual Business Plan and Budget.
- Production of an Annual Report with audited Financial Statements.
- Quarterly budget reviews in accordance with legislation.
- Monthly project progress and outstanding resolution reports to Council.
- Annual Audit & Risk Committee works program endorsed by Council and our Audit & Risk Committee.
- Outstanding resolution report to our Audit & Risk Committee.
- Annual progress reports on the previous financial year's objectives in the Annual Business Plan and Budget.
- A periodic community survey.
- Customer requests, complaints and feedback.
- Financial Sustainability oversight by Essential Services Commission of South Australia every 4 years.

In addition to these processes and our strategic outcomes, indicators of financial performance are detailed in our budget, on page 62 of this document.

3 BUSINESS PLAN

Our business plan is our key annual operational planning document. It describes what projects and services we plan to deliver within the financial year.

It has been developed in the context of delivering our long term strategic direction as set out in our Strategic Plan 2021–2024 and Infrastructure & Asset Management Plan.

3.1 SERVICES AND PROGRAMS

We have responsibilities under the Local Government Act and other relevant legislation to provide specific services or programs – referred to as statutory services. In response to community needs, we also provide additional services and programs.

There will be no significant changes to our existing services and programs in the next financial year.



FOR AN EMERGING ECONOMY

Economic and tourism development

Providing support or advice to local businesses and tourism operators, supporting business breakfast events.

FOR AN ENVIABLE LIFESTYLE

Amenities
Playgrounds, public toilets and other infrastructure.

Community development
Providing support and advice, community transport, volunteers, units and events.

Facilities and property
Building maintenance, property management, sporting facilities and community land management.

Footpaths and verges
Maintaining footpaths and kerbs, weed control.

Infrastructure and assets
Maintenance of depot plants, stormwater drainage, bridges and culverts, street lighting and CWMS.

Libraries
Two Wells and Mallala library services and events, like author talks and children's programs.

Open spaces
Reserves, parks, wetlands and cemeteries.

Planning and development
Development applications, building safety assessments, planning and development compliance.

Public and environmental health
Food safety, mosquito management and wastewater.

Regulatory and community safety
Animal management, dog and cat registrations and control, fire prevention and illegal dumping.

Roads
Maintenance and cleaning of roads.



FOR REMARKABLE LANDSCAPES



Floods and stormwater
Flood prevention planning and stormwater management.

Heritage
Adelaide Plains Historical Committee.

Rubbish
Kerbside waste collection and Two Wells Resource Recovery Centre.

Trees and native vegetation
Planting and maintaining street trees, coastal conservation and preservation of our native vegetation.

FOR PROACTIVE LEADERSHIP

Administration and corporate services
Customer service, information management (records), corporate systems and IT, finance and accounting, procurement, and human resources.

Governance
Administration, advice and Council Member support.

Growth planning
Strategic planning to sustainably manage growth.



Rates
Setting and administration of rates.

Work health safety and risk management

The budget for these operational services is detailed in our Draft Budget 2024/2025 overview on page 42.

3.2 NEW PROJECTS

New operational projects we will focus on in 2024/2025

Street/verge tree planting

Continue to deliver trees to local streets.

Two Wells Cemetery landscaping

Development of a business case for a Two Wells Sport and Recreation Precinct Master Plan

Pending achieving support for a master plan from community and existing lessees, these funds would enable a business case to be prepared justifying an application to the Australian Government for potentially up to $20M of grant funding.

Community partnership funding

Provide financial assistance to local community group to deliver community projects.

Business support program

Implement 'ProsperityPath' program to support existing and attract new businesses to Adelaide Plains.

Two Wells Town Centre

Continue to engage consultants and Leyton Property to develop 2 land parcels in Two Wells.

New labour resources

To address growth and current gaps to mitigate risk and improve business efficiency, productivity and service levels.

Heritage Code Amendment consultation

Heritage Code Amendment - public consultation on proposed heritage listed properties and heritage expert to review owner submissions.

Two Wells Library building salt damp treatment

Protect heritage listed Two Wells library building from salt damp and enhance the overall functionality, longevity and aesthetics of the library building.

Upgrade Council records management software

The software upgrade will ensure the integrity and security of Council's records management system.

New cemetery management system software

Digitise cemetery records and documents to provide better service to the community.

Revaluation of land and buildings for insurance and accounting purposes

Ensure Council's assets insurance coverage is adequate and assets values meet the requirements to Australian Accounting Standards.

Capital works program

- 39km of road resheeting
- 13km of road resealing
- 330m of new footpaths
- Renewal of or upgrades of assets to improve playgrounds, reserves, cemeteries, or public amenities.

- for an enviable lifestyle
- for an emerging economy
- for a remarkable landscape
- for proactive leadership
- identified in our Infrastructure & Asset Management Plan
- investment for growth or economic development
- Council resolution
- staff initiatives to reduce cost, statutory compliance and improve productivity or service standards

The full capital works program, including the road, reserve, or other asset, is detailed on page 48.

4 BUDGET OVERVIEW

Our budget is how we fund the services and projects we plan to deliver in our Annual Business Plan. The full financial statements for the budget can be found on page 64.

This budget has been developed in consultation with Council Members and our community, our Infrastructure & Environment Committee, Audit & Risk Committee and Council management. It is informed by our Strategic Plan 2021–2024, Long Term Financial Plan, Infrastructure & Asset Management Plan and other related strategic plans.

We aim to deliver a budget that not only contributes to our strategic objectives, but is also financially sound and allows us to meet our financial commitments derived from operating activities without:

a) burden on ratepayers through excessive and/or ad-hoc rate revenue increases; or

b) borrowing money to deliver current Council services that will create **intergenerational inequality.**

The focus of this year's budget is ensuring that we can maintain the service standards for our existing services (business as usual) and that those services receive appropriate funding, balanced with ensuring that the community does not face significant/ad-hoc increases in their annual rates contribution in the next year or future years.

To achieve this, we apply **'zero based budgeting'** by reviewing our current actual level of income and expenditures and comparing it with proposed activities for the next financial year to estimate the appropriate level of income and expenditure.



Our budget has 3 parts:

- **Recurrent**

  The Recurrent Budget includes the amount of operating income that Council will receive in 2024/2025 Financial Year from general rates, service charges, government grants, fees and charges and investment. It also includes operating expenditures to provide Council's day-to-day operations and services in the course of its normal operating activities (on a 'business as usual' basis) such as kerbside rubbish collection, street lighting, parks and ovals maintaining and issuing building consents. Recurrent budget also includes costs related to the capital expenditure program such as interest on loan obtained for capital program, maintenance of Council assets and depreciation.

- **Operating projects**

  Some programs/activities of Council are categorised as Operating Projects rather than Recurrent Budget, where that program or activity does not make up part of Council's regular core services or there is a finite funding life required.

- **Capital projects**

  The expenditure included in the Capital Projects category is the amount of money Council will invest in renewing and upgrading existing assets or in the creation of new assets in accordance with the Council's Strategic Plan objectives and Infrastructure and Asset Management Plans.



4.1 BUDGET SNAPSHOT

How we spend every **$100** of revenue:

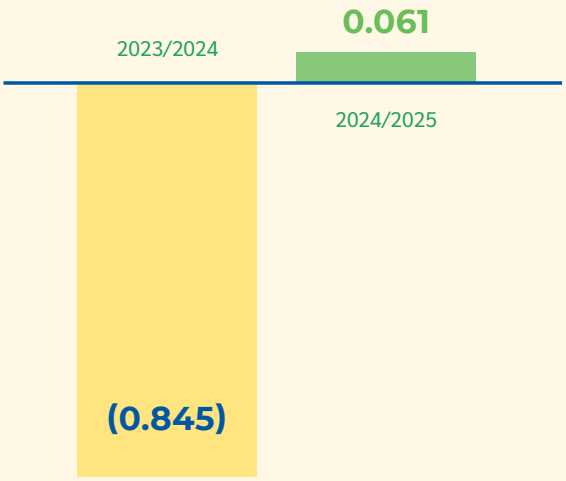


Note

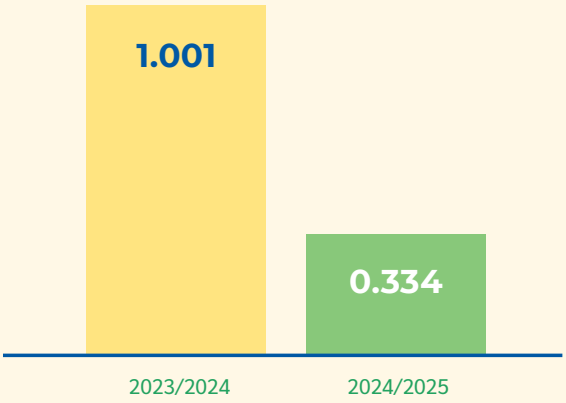
Revenue includes rates, grant funding and fees and charges. Amounts provided include the administrative costs associated with providing the service (refer to page 22 for a description). Services have been categorised for the purpose of this summary. The budget for operational services is detailed in our Draft Budget 2024/2025 overview on page 42.


Adelaide Plains Council 29

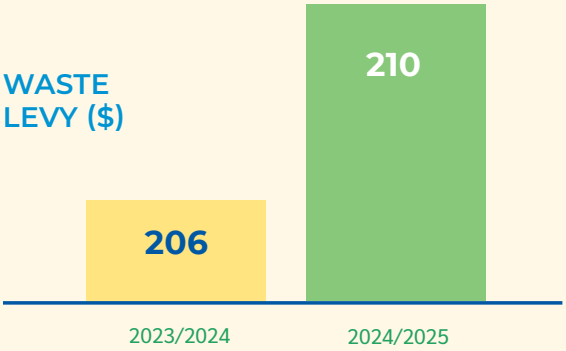
OPERATING (DEFICIT)/SURPLUS ($'MN)



NEW BORROWINGS ($'MN)

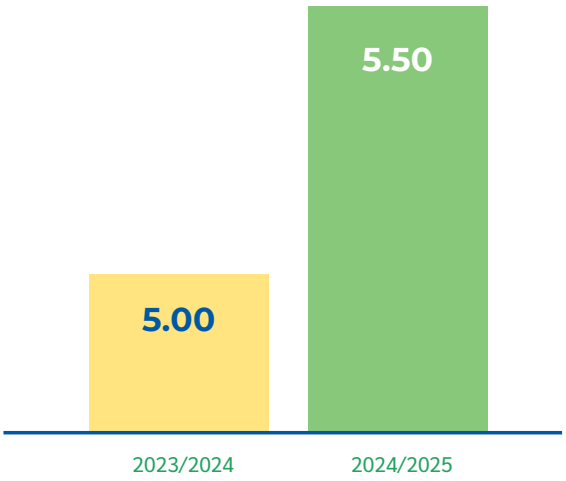


WASTE LEVY ($)

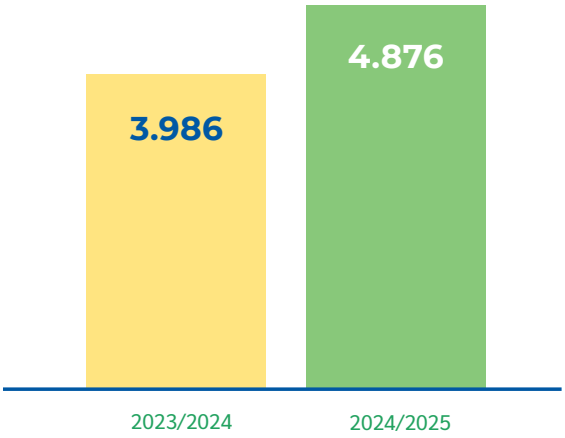




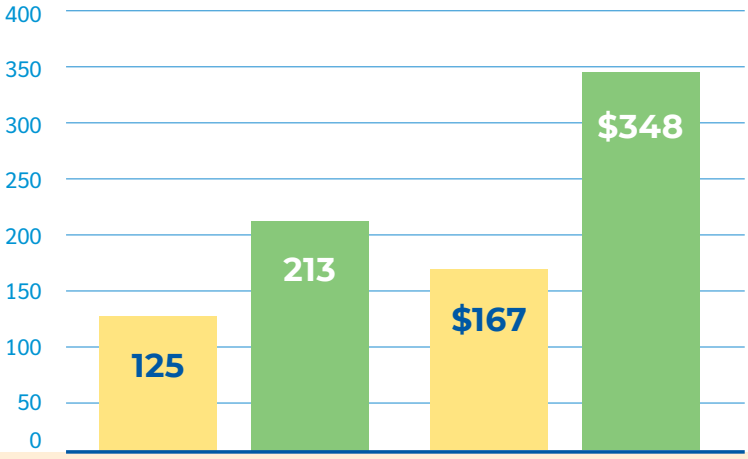
AVERAGE RATE INCREASE EXCLUDING GROWTH (%)

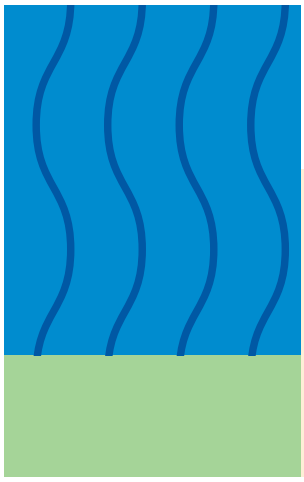


INVESTMENT IN INFRASTRUCTURE/ASSETS ($'MN)



GROWTH FROM DEVELOPMENT





4.2 INFLUENCES AND ASSUMPTIONS

We have considered several significant factors and assumptions that have influenced the creation of this budget, both external and internal (Council).

4.2.1 EXTERNAL

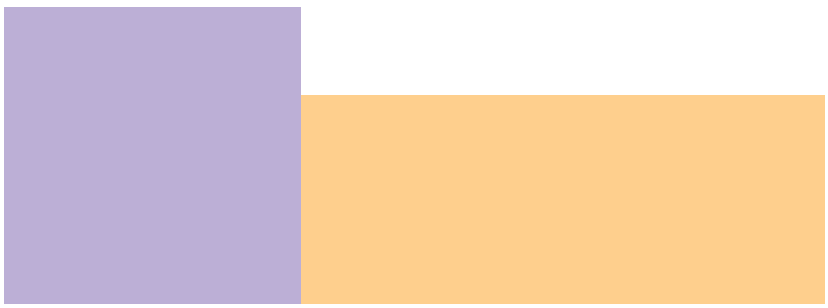
- The Reserve Bank of Australia has an inflationary target of between 2.00% and 3.00% per annum. It has indicated that it will continue to maintain higher cash rates until the inflation is within its target range.
- The 2024–25 Federal Budget released in May 2024 predicts that the CPI for Australia will be 2.75% through the year to June 2025.
- Australian unemployment is expected to remain under 4.50% in 2024–25.
- Superannuation will increase by 0.50% (to 11.50%) from 1 July 2024.
- The CPI for South Australia in 2024/2025 is forecast to be 3.50%.
- There will be an increase in population due to new residents moving in to the Council region. For example, following new rateable properties were created by the Council in recent years: -
    - 2019/2020 Financial Year: 173 + donated assets of $5.3m
    - 2020/2021 Financial Year: 257 + donated assets of $5.4m
    - 2021/2022 Financial Year: 146 + donated assets of $4.7m
    - 2022/2023 Financial Year: 125 + donated assets of $3.7m
    - 2023/2024 Financial Year: 213 for the period July – May 2024. In the similar period last year, it was 117 properties.



- Increase in community demand for new assets such as sealing of unsealed roads and stormwater drainage. For example, the following roads have been approved for sealing in recent years by the Council.

ROAD	FINANCIAL YEAR	KMS	TOTAL COST ($'MN)	EXTERNAL FUNDING
Shannon Rd	19-21	4.00	0.686	53% funded by SLR Grant
Carslake Rd	20/21	3.44	0.734	100% funded by grant
Coats Rd	21/22	1.42	0.473	100% funded under LRCIP
Cheek Rd	21/22	2.73	0.683	50% funded under LGIPP
Glover Rd	22/23	1.42	0.470	93% funded under LRCIP
Buckland Park Rd	22/23	0.90	0.236	93% funded under LRCIP
Aerodrome Rd	21-23	2.90	0.852	50% funded under LGIPP
Barabba Road	21-23	4.55	1.001	50% funded under LGIPP
Middle Beach Rd	22-24	8.97	2.390	50% funded under LGIPP
TOTAL		**30.33**	**7.525**	

- As per Australian Bureau of Statistics (ABS) census, Adelaide Plains Council population has increased from 8,801 in 2016 to 9,835 in 2021, a growth of nearly 12%.
- The Estimated Resident Population within the district as per ABS is 10,932 as of 30 June 2023.
- Commitments to projects and partnership initiatives continuing over more than one year e.g. Regional Procurement Group, Regional Development Australia Barossa Inc, Central Local Government Region of South Australia and Local Government Association of South Australia.
- Potential flood mitigation works by Gawler River Floodplain Management Authority that is expected to cost a significant amount of money, however the GRFMA's current policy position is such that no capital costs for the proposed Northern Floodway are borne by constituent councils.



4.2.2 INTERNAL

- Cost of maintaining infrastructure assets handed over to the Council from new housing development. Budget for next financial year will be developed on the assumption that the new infrastructure will have same service level as previously provided by the developer unless Council decides otherwise.
- Increase in overdue rates (as summarised below) which requires Council to rely on short-term borrowings to delivery its services to the community.
    - 30/06/2020 $0.810m
    - 30/06/2021 $1.050m
    - 30/06/2022 $0.922m
    - 18/04/2023 $1.094m
    - 17/05/2024 $1.128m
- Additional depreciation expenses associated with significant infrastructure spending in 2022/2023 and 2023/2024 Financial Years and significant increase in unit rates since 1 July 2023.
- Increase in salaries/wages as per a new Enterprise Bargaining Agreement currently being negotiated.
- Council's long-term financial objective of being financially sustainable by achieving an operating break-even position and the need to exercise prudent financial management practices to ensure financial sustainability.
- Requirements to maintain and improve infrastructure assets consistent with our Infrastructure and Asset Management Plans (Council doesn't have an infrastructure backlog).

We are committed to ongoing reviews of our operations in order to provide optimum benefit to our community and also to ensure that Council delivers quality services in the most cost-effective and efficient manner. Therefore, we will aim to:

- Continuously review, prioritise and validate current services and programs; and
- Continuously review systems and procedures to ensure that internal operations are effective and efficient.



Figure 3 shows operating expenditure growth since the 2018/2019 Financial Year. While **employee costs** have remained consistent (around $4.800m from 2018/2019 to 2019/2020), it has increased since 2020/2021 to strengthen our internal capacity to respond to significant increases in economic development opportunities and residential growth within the region.

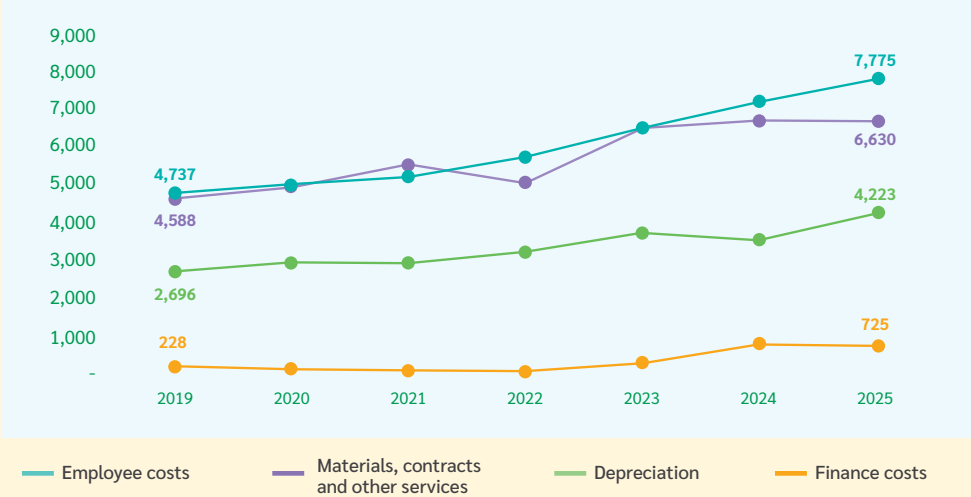
Material, contracts and other expenses are showing an upward trend over the period – mainly due to increased costs associated with high inflation in relation to contracting kerbside waste collection and disposal services, fuel, information technology, general maintenance, water, electricity, insurance, legal fees and the delivery of several new initiatives partially funded by the Federal/State Governments.

Interest expenses have decreased over the years until 2022 – mainly due to a reduction in our short-term loan. However, since 2023, interest expenses have increased mainly due to growth-related borrowings.

Depreciation expenses have increased by $0.706m, or 20%, in 2024/2025 compared to the 2023/2024 Financial Year mainly due to:

- increase in value of Council's infrastructure assets due to inflation; and
- additional depreciation associated with new assets handed over to Council by developers following the completion of initial maintenance obligations and the impact of higher inflation.

Figure 3: Growth in operating expenses ($'000)



4.2.3 INFRASTRUCTURE & ASSET MANAGEMENT PLAN

One of our proactive leadership strategies is 'strategic and sustainable financial management'. A key service that contributes to this is long term asset management and financial planning.

According to sound asset management principles, Council should (on average) spend annually on assets renewal an amount equal to our annual depreciation expenses. Updates to our Infrastructure & Asset Management Plan made it evident that the gap that previously existed between the annual capital works program and the Long Term Financial Plan, caused by asset renewal deferral and the compounding effect into future capital works programs, has now closed.

The assets renewal strategy and funding allocations outlined in this report attempt to undertake asset renewal close to their expiry date over a 10-year period, with consideration given to current internal resource capacity to deliver such a program.

4.3 RECURRENT INCOME AND EXPENDITURE

The recurrent budget includes the amount of operating income that we will receive in the Financial Year from general rates, service charges, government grants, fees and charges and investment.

It also includes operating expenditure for our day-to-day operations and services in the course of our normal operating activities (on a 'business as usual' basis) such as kerbside rubbish collection, street lighting, parks and ovals maintenance and issuing building consents. The recurrent budget also includes costs related to the capital expenditure program such as interest on the loan obtained for the capital program, maintenance of assets and depreciation.

4.3.1 REVENUE SOURCES

In order to fund its operations and programs, council's collect revenue from sources such as general rates, fees and charges levied on services ('statutory charges' and 'user charges'), grants from state and federal governments, interest income from investing excess cash in short-term investments, reimbursements and other sundry revenue sources. **Figure 4** illustrates the main sources of our estimated revenue in the Financial Year.

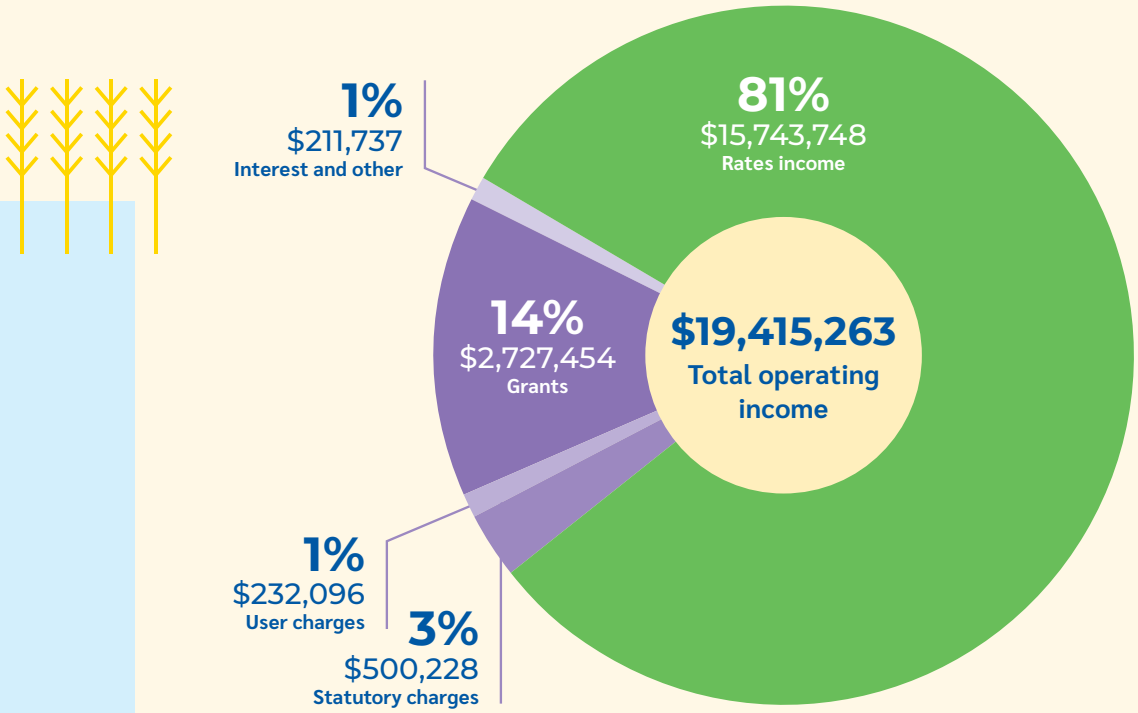


Figure 4: Distribution of the 2024/2025 Draft Operating Income

Rates

Rates are our main source of funding. A total of $15.744m ($13.714m in 2023/2024) is to be collected in the Financial Year to help pay for essential, non-discretionary services such as road maintenance, public lighting, kerbside waste collection and disposal, citizenship ceremonies, and public health and safety – as well as discretionary services such as Council libraries, parks and garden, outdoor cinemas, and assistance to community programs and events.

Statutory charges

Statutory charges relate mainly to fees and fines levied in accordance with legislation and include development application fees, animal registrations, health act registrations and parking fines. It is estimated that Council will collect statutory charges of $0.500m in this Financial Year ($0.520m in 2023/2024).

User charges

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of our services. These include rent income from Mallala Aged Homes, charges for the use of Council facilities, library printing and photocopy charges, Section 7 property searches and burial fees. User charge income is expected to increase by 1% from $0.229m in the 2023/2024 Financial Year to $0.232m in the 2024/2025 Financial Year.

Grants, subsidies and contributions

Grants include monies received from state and federal sources for the purpose of funding the delivery of our services to ratepayers. Grants income has been budgeted based on confirmed funding only. The main sources of grants to be received are;

Table 2: Estimated operating grants income ($'000)

GRANT PROGRAM	AMOUNT
Financial Assistance grant (FAG) from Federal Government	1,984
Roads to Recovery (R2R) grant from Federal Government *	463
Supplementary Local Road Funding	137
Coastal Conservation Officer Grant (Green Adelaide formerly NRM Board)**	112
Library operating grant from State Government	31
TOTAL GRANTS, SUBSIDIES AND CONTRIBUTIONS INCOME	**2,727**

* For accounting purpose R2R grant is recorded as operating income. However, as per R2R guidelines, grant should be spent on roads renewal/upgrades (Capital).

** Approximately 33% of the Regional Landscape Levy collected from Adelaide Plains Council is invested back in the region through this grant.

Reimbursement, interest and other income

Council is estimated to receive reimbursements, interest and other income of $0.212m in the Financial Year.

4.3.2 RECURRING EXPENSES
HOW REVENUE IS SPENT

Depreciation, amortisation and impairment

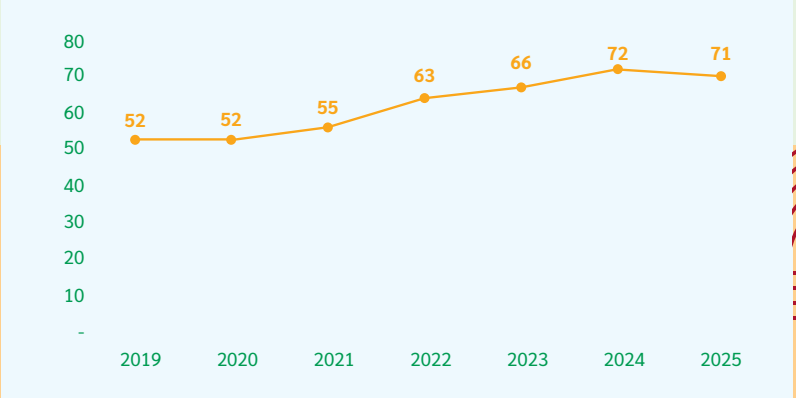
Depreciation is an accounting charge which measures the usage of our property, plant and equipment (including infrastructure assets such as roads and drains) over the estimated effective useful life of the assets. In 2024/2025 the forecast amount of depreciation is $4.223m compared to $3.517m for 2023/2024 – an increase of $0.707m or 20%, mainly due to new depreciation expenses associated with infrastructure assets handed over from developers after the initial maintenance period and increase in value of our infrastructure assets due to inflation.

Employees

Employee expenses include all labour related expenditure such as salaries, wages, allowances and on-costs (such as annual leaves, long service leaves, superannuation, or workers compensation insurances). In this Financial Year employee costs are expected to increase to $7.775m compared to $7.164m in 2023/2024 – an increase of 9%. This increase has been reported due to Employee Bargaining Agreement/contract increases, reclassifications, growth planning and increase in superannuation contribution from 11% to 11.50% in 2024/2025.

Figure 5 shows our actual staff levels at the end of each financial year from 30 June 2019 and the budgeted staff numbers on 30 June 2024 and 30 June 2025 on a full-time equivalent (FTEs) basis including temporary contract positions. The number of FTEs budgeted for next financial year is 71 (inclusive of new positions proposed for the next year), a reduction of 1 FTEs over current year.

Figure 5: Adelaide Plains Council workforce (FTEs) as at 30 June 2024.



Financial charges

Finance charges relate to interest charged by the Local Government Financing Authority on funds that have been borrowed by Council. Interest costs have been estimated based on our loan portfolio as at June 2024 and expected new borrowings for the Financial Year.

Interest costs are expected to reduce by 12% from $0.820m in the 2023/2024 Financial Year to $0.725m in 2024/2025, mainly due to the combined impact of;

- interest being paid reduced progressively when repaying loan instalments over time;
- additional interest expenses on new borrowings made in the current year; and
- interest expenses associated with estimated new borrowings required for 2024/2025.

Materials, contracts and other expenses

Materials include items such as electricity, water, fuel, road products, library books, printing and stationery costs. Contracts relate to the provision of Council services by external providers and include items such as kerbside waste collection, street sweeping, security, leases and infrastructure repairs and maintenance.

Other expenses relate to a range of unclassified items including staff training, postage, legal fees, bank charges, advertising, insurances, motor vehicle registrations, payment of the Regional Landscape Levy and other miscellaneous expenditures.

It is estimated that we will spend $6.630m in the Financial Year on materials, contracts and other expenses, compared to $6.582m in the 2023/2024 Financial Year – a marginal increase of $0.048m – mainly due to increases in fuel, electricity, infrastructure maintenance, insurance, water, cleaning, Regional Landscape Levy and kerbside waste collection and disposal costs.

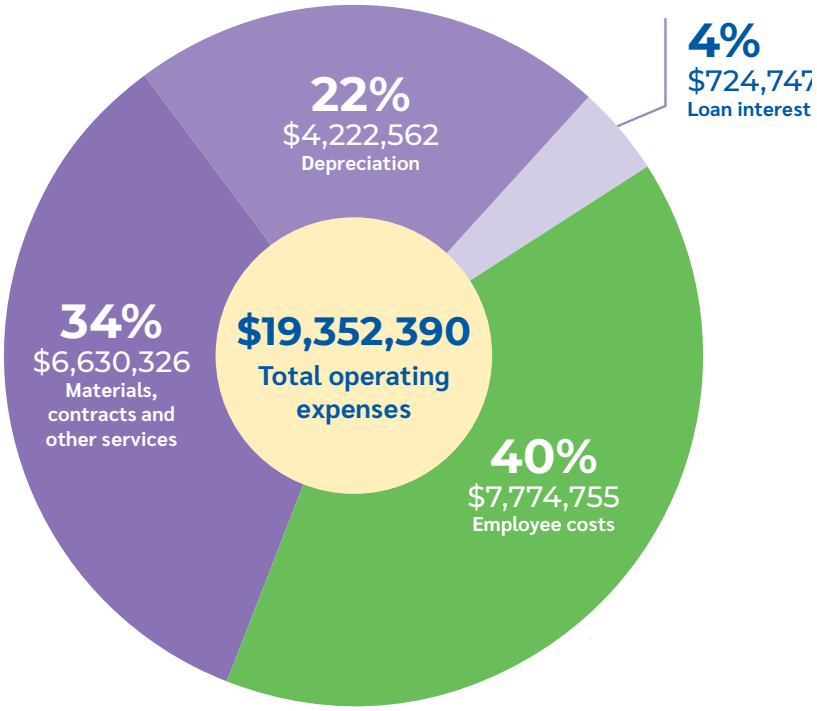


Figure 6: Distribution of 2024/2025 Draft Operating Expenses



4.3.3 BUDGETED STATEMENT OF COMPREHENSIVE INCOME

The estimated operating surplus for the Financial Year is $0.061m from recurrent and operating project activities, based on a 5.50% increase in average rates and growth of 6.20% from development occurring with new/existing properties. The estimated operating surplus consists of:

- Recurrent budget surplus of $0.506m; and
- Operating project budget expenditure of $0.445m.

Table 3: Statement of Comprehensive Income ($'000)

DESCRIPTION	2023/2024 BUDGET ($)	2024/2025 BUDGET ($)	(%)	BUDGET MOVEMENT ($)	(%)
OPERATING INCOME					
Rates					
General Rates - Existing Assessments	12,060	13,810	71	1,750	15
General Rates - New Assessments	167	348	2	181	
Rate Rebates	(116)	(119)	(1)	(3)	(3)
Waste Levy	897	950	5	53	6
Regional Landscape Levy	319	338	2	19	6
Other Rates Income	105	117	1	12	11
CWMS Charges	281	300	2	19	7
Statutory charges	520	500	3	(20)	(4)
User charges	229	232	1	3	1
Grants, subsidies & contributions	2,240	2,727	14	487	22
Interest Income	3	3	0	-	-
Reimbursements	139	171	1	32	23
Other Income	48	38	0	(10)	(19)
TOTAL INCOME	**16,892**	**19,415**	**100**	**2,523**	**15**
OPERATING EXPENSES					
Employee Costs	7,075	7,655	40	(580)	(8)
Materials, contracts and other	5,736	6,227	33	(491)	(9)
Including legal expenditure	*150*	*200*	*1*	(50)	(33)
Depreciation	3,516	4,223	22	(707)	(20)
Interest Expenses	820	725	4	95	12
Share of loss from GRFMA	79	79	1	-	-
TOTAL EXPENSES	**17,226**	**18,909**	**100**	**(1,683)**	**(10)**
RECURRENT (DEFICIT)/SURPLUS	(334)	506		840	
Cost of growth initiatives (Operating Projects)	(511)	(445)		66	
OPERATING (DEFICIT)/SURPLUS	**(845)**	**61**		**906**	


RAIL CROSS
WAY
STOP
LOOK FOR TRAINS
S76 SMG
ROAD PLANT AHEAD
ROAD PLANT AHEAD
Adelaide Plains Council 41

4.3.4 OPERATING INCOME AND EXPENDITURE BY COUNCIL FUNCTION/SERVICE

Table 4 shows the operating income and expenditure for the Financial Year by the Council function/service **including** operating projects.

Table 4: Operating income and expenditure by Council function/service ($'000)

NATURE OF SERVICE	COUNCIL SERVICES/FUNCTIONS	INCOME	EXPENSES	NET COSTS
Statutory	Roads Maintenance	(1)	3,904	3,903
Statutory	Planning & Compliance	(202)	1,464	1,262
Statutory	WHS and Risk Management	(163)	1,214	1,051
Discretionary	Information Technology	-	925	925
Statutory	Kerbside Waste Collection	(950)	948	(2)
Discretionary	Parks, Gardens and Reserves	-	954	954
Statutory	Plant Maintenance	-	798	798
Discretionary	Bank Interest	(3)	647	644
Statutory	Council Administration	-	528	528
Statutory	Depot operation	(12)	737	725
Discretionary	Accounting & Finance	(15)	801	786
Statutory	Governance	-	841	841
Discretionary	Libraries	(32)	550	518
Statutory	Rates Administration	(14,518)	511	(14,007)
Discretionary	Customer Service	-	420	420
Discretionary	Economic Development	(10)	254	244
Discretionary	CWMS	(301)	395	94
Discretionary	Building Maintenance	-	370	370
Statutory	Records Management	-	266	266
Statutory	Environmental Health	(73)	219	146
Statutory	Footpaths & kerbing Maintenance	-	208	208
Statutory	Stormwater Management	-	142	142
Discretionary	Marketing and Communications	-	186	186

NATURE OF SERVICE	COUNCIL SERVICES/FUNCTIONS	INCOME	EXPENSES	NET COSTS
Statutory	Human Resources Administration	-	188	188
Statutory	Dog & Cat Control	(213)	179	(34)
Discretionary	Community Services	-	150	150
Discretionary	Flood Prevention	-	165	165
Discretionary	Coastal Conservation	(112)	154	42
Discretionary	Cemeteries	(40)	135	95
Statutory	Property Management	(9)	124	115
Statutory	Resource Recovery Centre	(83)	112	29
Discretionary	Street Lighting	-	150	150
Statutory	Government Grants	(2,585)	-	(2,585)
Statutory	Emergency Services and fire prevention	(11)	95	84
Statutory	Community Safety	(3)	104	101
Statutory	Street Cleaning	-	92	92
Discretionary	Community Events/Bus/Donations	(1)	65	64
Discretionary	Ovals, Playgrounds & Other Sporting Facilities	-	116	116
Discretionary	Public Conveniences	-	87	87
Discretionary	Mallala Aged Units	(71)	45	(26)
Statutory	Illegal Roadside Dumping	-	40	40
Statutory	Bridges and culverts Maintenance	(6)	36	30
Statutory	Heritage	(1)	20	19
Discretionary	Children & Youth Services	-	10	10
Discretionary	Volunteer Administration	-	5	5
TOTAL INCOME AND EXPENSES		**(19,415)**	**19,354**	**(61)**
Discretionary		(585)	6,579	5,995
Statutory		(18,830)	12,775	(6,056)
TOTAL INCOME AND EXPENSES		**(19,415)**	**19,354**	**(61)**

4.4 OPERATING PROJECTS

The operating projects budget encompasses programs and activities that are outside our 'business as usual' services and are considered discretionary in nature.

In other words, Council is under no obligation to provide the services, activities or programs or if required to undertake the activity, are irregular in nature (for example, local government elections). Operating projects may be one off activities or programs, an expansion of an existing service or program or proposals to introduce a new service or program.

Operating projects are funded by rate revenue or new borrowings. The cost of the draft operating project program (**Table 5**) is estimated to be $0.445m.

Table 5: Operating Projects Program ($'000)

	OPERATING PROJECT NAME	RATIONALE	ESTIMATED COST
ENVIABLE LIFESTYLE			
1	Street/tree verge planting	C	30
2	Two Wells Cemetery landscaping	C	30
3	Develop a business case for the Two Wells Sports and Recreation Precinct Master Plan Grant application	D	20
4	Community Partnership Funding	A	5
EMERGING ECONOMY			
5	Business support program	A/D	10
6	Two Wells Town Centre	A/B	80
7	New labour resources	B/D	120
REMARKABLE LANDSCAPES			
8	Heritage Code Amendment consultation	B/D	5
9	Two Wells Library building salt damp treatment	C	60
PROACTIVE LEADERSHIP			
10	Upgrade Council records management software	D	6
11	New Cemetery Management System software	D	54
12	Revaluation of Land & Buildings for Insurance & Accounting Purposes	D	25
TOTAL ESTIMATED COSTS			**445**

Rationale

- **A** Previous Council resolutions/Council Members' feedback;
- **B** Investment for growth/Economic Development;
- **C** Infrastructure and Assets Management Plans; and
- **D** Staff initiatives to reduce cost, statutory compliance and improve productivity/service standard.


Adelaide Plains Council 45

4.5 CAPITAL PROJECTS

The expenditure included in the capital projects category is the amount of money we will invest in renewing and upgrading existing assets, or in the creation of new assets in accordance with our strategic objectives and Infrastructure & Asset Management Plans.

We are responsible for a large portfolio of assets with a value of $214m as at 30 June 2023 and an estimated depreciation expense of $4.223m (1.97% of the asset base) in next Financial Year. It is therefore critical for the long term sustainability of assets that we engage in practises that optimise assets' useful lives for the benefit of our community.

The capital works budget encompasses projects which renew, upgrade or create new infrastructure assets. Examples include the civil infrastructure whole-of-life program (renew) and streetscape (new). Capital expenditure is funded through: -

- Rate Revenue; and/or
- the depreciation charge; and/or
- new or upgrade works being funded through borrowings.

The estimated cost of the capital works program is $4.876m, of which $4.245m (87%) will be spent on asset renewals in line with our Infrastructure & Assets Management Plans. The remaining capital expenditure of $0.631m (13%) is proposed to be spent on new assets.

The Financial Year's capital program is planned to deliver;

- 39 km of road resheeting;
- 13km of road resealing;
- 330m of new footpath.



Table 6: Draft Capital Works Program summary ($'000)

PROJECT DESCRIPTION	ESTIMATED COST
Plants replacement	1,075
Street Scape	61
Site Improvements	290
Sealed Roads	1,228
Unsealed Roads	1,532
Pram Ramps	10
Other Assets	540
Building	15
Kerbing	30
Stormwater	10
CWMS	85
TOTAL CAPITAL EXPENDITURE	**4,876**

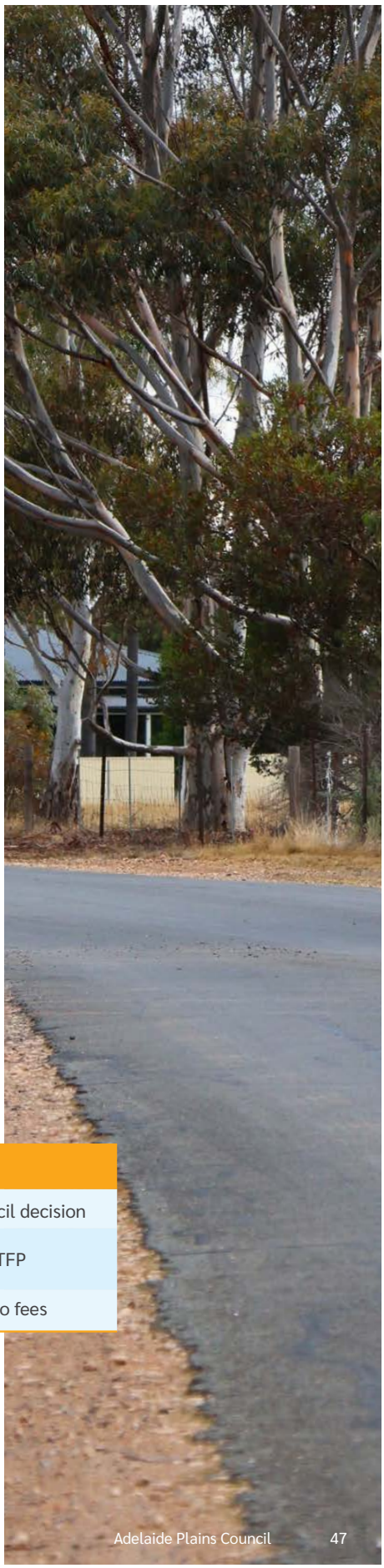
CAPITAL PROJECT CATEGORY	24/25 (UPDATED)
New/Upgrade	631
Renewal	4,245
TOTAL CAPITAL EXPENDITURE	**4,876**

New assets to be delivered in the Financial Year

New assets to the value of $0.631m will be funded from new borrowings.

Table 7: Draft New Assets Program ($'000)

DESCRIPTION	BUDGET	COMMENT
Strategic Asset Purchase	540	As per previous Council decision
Street Scape (Footpath, Kerbing and Street Trees)	61	As part of I&AMP & LTFP
Lewiston Dog Park Shelters	30	Funded from Dog rego fees
TOTAL EXPENDITURE ON NEW/UPGRADED ASSETS	**631**	



4.5.1 2024/2025 CAPITAL PROGRAM IN DETAIL

Table 8: Draft Capital Project Budget ($'000)

	CAPITAL PROJECT TO ACHIEVE COUNCIL'S STRATEGIC OBJECTIVE	RATIONALE	TYPE	COSTS
1	Plant and Equipment Replacement	A	Renewal	1,075
	INVESTMENT IN PLANT & EQUIPMENT PROGRAM			**1,075**
2	Intersection upgrades - Gawler River Road (Germantown Road and Bethesda Road)	A	Renewal	100
3	Port Gawler Road - Reseal and shoulder rehabilitation	A	Renewal	615
4	Pederick Road - Gawler River Road to Dawkins Road	A	Renewal	97
5	Aunger Road - Dawkins Road to Hayman Road	A	Renewal	93
6	Harniman Road - Hayman Road to Gawler Road	A	Renewal	84
7	Elizabeth Street (Two Wells) - Old Port Wakefield Road to Donaldson Road	A	Renewal	70
8	Germantown Road - Gawler River Road to Dawkins Road	A	Renewal	106
9	Second Street (Dublin) - Old Port Wakefield Road to End	A	Renewal	41
10	Fifth Street (Dublin) - Sixth Street to End	A	Renewal	22
	INVESTMENT IN ROAD RESEALING			**1,228**
11	Streetscape - Wasleys Road (Campground to Oval Entrance)	A	New/Upgrade	32
12	Kerbing design - Redbanks Road - Butler Street to Irish Street	A	Renewal	30
13	Streetscape - Seventh Street (Second Street to Third Street)	A	New/Upgrade	29
	INVESTMENT IN STREET SCAPE (FOOTPATH, KERBING AND ST TREES)			**91**
14	Jenkin Road - Long Plains Road to House	A	Renewal	36
15	Richter Road - Boundary Road to Day Road	A	Renewal	112
16	Day Road – Gawler Road to Gregor Road	A	Renewal	256
17	Woods Road - Balaklava Road to Owen Road	A	Renewal	48
18	The Esplanade (Thompson Beach) – North End to South End	A	Renewal	111
19	Lagoon Road - Hall Road to Humphrey Road	A	Renewal	28
20	Frost Road (North) - Hayman Road to Gawler Road	A	Renewal	34
21	Porter Road - Port Wakefield Road to Navvy Hill Road	A	Renewal	56
22	Navvy Hill Road - Mallala Road to Church Road	A	Renewal	202
23	Cawrse Road - Frost Road to Curnow Road	A	Renewal	148
24	Ridley Road - Daniel Road to Bakers Road	A	Renewal	170
25	Price's Road - Secombs Road to Bakers Road	A	Renewal	46
26	Greens Road - Pederick Road to Bethesda Road	A	Renewal	35
27	Brownes Road - Port Gawler Road to Jeffries Road	A	Renewal	18
28	Hamley Bridge Road - Kain Road to Murpheys Crossing Road	A	Renewal	114
29	Davies Road - March Road to Fidge Road	A	Renewal	40
30	Boundary Road - Woolsheds Road to Bache Road	A	Renewal	28
31	Prime Street – The Esplanade to South Terrace	A	Renewal	50
	INVESTMENT IN UNSEALED RD PROGRAM			**1,532**

CAPITAL PROJECT TO ACHIEVE COUNCIL'S STRATEGIC OBJECTIVE	RATIONALE	TYPE	COSTS
32 Two Wells Mainstreet Playground Upgrade	A	Renewal	60
33 Lewiston Dog Park Shelter	A	New/Upgrade	30
34 Thompson Beach shelter - concrete floor, lighting and furniture	A	Renewal	200
35 Mallala oval – irrigation system renewal	A	Renewal	
36 Longview - Reserve paths and plantings	A	Renewal	
37 Reserve fencing – Various reserves throughout Council area.	A	Renewal	
38 Two Wells Service Centre – front door alteration	A	Renewal	
39 Parham playground shelter – steal structure treatment	A	Renewal	
40 Lewiston playground - drinking fountain & backflow	A	Renewal	
41 Mallala Playground - drinking fountain	A	Renewal	
42 Cemetery furniture – renewal and additional cemetery furniture.	A	Renewal	
43 Middle Beach toilets – rain water tank renewal and enlargement	A	Renewal	
INVESTMENT IN SITE IMPROVEMENTS PROGRAM			**290**
44 Mallala - Replacement of Property Pumps	A	Renewal	15
45 Middle Beach - Incoming Tank	A	Renewal	60
46 Middle Beach - Other Assets	A	Renewal	10
INVESTMENT IN COMMUNITY WASTE MANAGEMENT SCHEMES			**85**
47 Various Pump Station, Pump Replacements	A	Renewal	10
INVESTMENT IN STORMWATER			**10**
48 Other assets	B	New	540
INVESTMENT IN OTHER ASSETS			**540**
49 Pram Ramp renewal to DDA compliant	A	Renewal	10
INVESTMENT IN PRAM RAMP			**10**
50 Mallala CWA Entrance	A	Renewal	15
INVESTMENT IN BUILDINGS			**15**
TOTAL COUNCIL INVESTMENT IN INFRASTRUCTURE AND ASSETS IN 2024/2025 FINANCIAL YEAR			**4,876**
Renewal of existing assets as per Assets Management Plans		Renewal	4,245
New assets		New/Upgrade	631
TOTAL COUNCIL INVESTMENT IN INFRASTRUCTURE AND ASSETS IN 2024/2025 FINANCIAL YEAR			**4,876**

4.6 LOAN BORROWINGS

In developing Draft 2024/2025 Annual Business Plan and Budget, borrowing has been identified as an important funding source, particularly for bridging short-term cash flow gaps.

Borrowings are undertaken in accordance with Council's Treasury Management Policy and Funding Policy which underpin Council's decision-making, financing its operations in the context of cash flow, budgeting, borrowings and investments.

As borrowing is an important financial management tool in the overall context of funding council expenditure, our *Treasury Management Policy* links closely to our overall strategic management plans in the context of:

- Strategic planning for the future of the Council, covering short, medium and long-term spending and investment issues;
- Current and estimated future revenues and the ability to increase the revenue stream through council rates, user charges or additional grant funds;
- Intergenerational equity considerations in terms of the ratepayers who benefit from the expenditure and therefore on a user pay basis who should pay for the costs associated with such expenditure;
- Current and future funding needs for both operating and capital expenditures;
- Potential movements in interest rates; and
- Any other strategic imperative such as development of local economy that is linked to revenue and expenditure capacities (for example, sealing of major freight routes servicing commercial/farming sectors).

4.6.1 CURRENT SHORT AND LONG-TERM BORROWINGS

At the end of the 2023/2024 Financial Year, we are expected to have 2 fixed rate long-term borrowings with a value of $5.743m and short-term variable rate loans of $10.499m.

Council has already made several resolutions to borrow funds to deliver annual budgets and some of the capital programs were delivered in partnership with state or federal government. However, in compliance with our *Treasury Management Policy*, so far we have been able to meet those expenses with short-term borrowings which attract a lower interest charge compared to fixed rate long-term borrowings.





Actual borrowings

As at 9 May 2024, our total borrowings are $13.157m which have been spent on new and upgraded assets as summarised in **Table 9**.

Table 9: Summary of borrowings (9 May 2024)

FINANCIAL YEAR	LOAN PURPOSE	AMOUNT OUTSTANDING
2016	Mallala CWMS	1,910
2018	Sealing of Shannon Road (Special Local Road Program)	364
2021-2024	LG Infrastructure Partnership Program (LGIPP) - Council share	2,340
2021-2024	LG Infrastructure Partnership Program (LGIPP) - State Government share*	2,106
2023	Parham Short Stay Facility Upgrade (Building Better Region) – Council share	100
2023	LRCIP - Round 3 - Council share	55
2023	LRCIP - Round 3 - State Government stare*	173
	Other new assets construction, purchase and development (Including interest on loans obtained for those new assets)	6,932
2024	Amount unspent from grant received for undergrounding powerlines in Two Wells	(326)
2024	Amount unspent from grant received for Two Wells Stormwater Levee	(497)
TOTAL BORROWINGS		**13,157**

* While the Council contribution under LGIPP is 50% or $2.340m and under LRCIP is $0.055m, Council first need to spend the full amount budgeted (& funded from short-term borrowings) under the above programs and seek reimbursement later from the Federal/State Government. Amounts indicated above are still due from respective governments.

New borrowings

An operating surplus means Council has extra funds to pay for capital expenses. However, this is not enough to cover all the capital expenses including existing loan repayments. Therefore, if we decide to continue the same level of service and draft operating project program, as included in this report, with an average rate increase of 5.50% plus growth, Council has to make new borrowings of $0.334m which will be used to fund new/upgraded assets identified in the capital projects program above. While the maximum amount to be borrowed is $0.334m, the timing of the actual borrowings would mainly depend on the progress of the capital works program.

Table 10: Funding shortfall for 2024/2025 ($'000)

DESCRIPTION	AMOUNT
Cash shortfall due to Operating Deficit	61
Cash injection from sale of surplus/replaced assets	205
Share of operating loss from GRFMA (non-cash transactions)	79
To fund capital Program - Money available through depreciation	4,223
Proposed assets renewal expenditure	(4,245)
Proposed new capital expenditure	(631)
Loan Repayment	(25)
TOTAL ESTIMATED FUNDING SHORTFALL FOR 2024/2025	**(334)**



4.7 RATES

The proposed average rate (total rates income divided by total rateable properties) increase for the Financial Year is 5.50%, excluding growth.

Council is proposing to increase the average rate by 5.50%. Therefore, given a significant increase in 'Natural Growth', to achieve a 5.50% increase, the rate in the dollar will be reduced by 9.37%. In addition, Council is proposing to increase the fixed charge by 50% to $278. However, this will also benefit properties;

a) that have reported an increase in valuations due to 'Development Growth'; and

b) high value properties.

How rates are determined

In estimating the Financial Year's rates, we have considered our Strategic Plan 2021–2024, the estimated cost of delivering programs or activities, the current and forecast economic climate and specific issues faced by the community for the Financial Year. More information about these considerations is on page 32.

Land use categories as provided in the Local Government (General) Regulations are used as the basis of our general rate calculation.

4.7.1 IMPACT OF RATES

General rates for a property are determined by 3 factors:

- valuation of a property as determined by the Valuer-General of South Australia;
- rates in the dollar specific to land use code of the property which is determined by Council; and
- annual fixed charge.

An extract from the latest (25 May 2024) property valuation data available from the Valuer-General is provided in **Table 11** in comparison to similar information for prior years. Additional rates income from the subdivision growth is 2.85% whereas 2.75% was factored in the Long Term Financial Plan.

Table 11: An extract from the latest valuation data from the Valuer-General

DESCRIPTION	25/5/24	2023	2022	2021	2020
Increase in number of properties through sub-division	213	125	146	257	173
Subdivision Growth (valuation increase) - $'Mn	88	26	29	39	24
Building Development Growth (valuation increase) - $'Mn	95	67	76	27	54
Total Development Growth - $'Mn	183	93	105	66	78
Total Development Growth - % of 23/24 valuation	6.20	3.82	4.73	3.20	2.04
Increase in Rates income due to Subdivision Growth - $'Mn	0.348	0.170	0.179	0.256	0.197
Natural Growth - %	17.65	16.78	5.04	4.46	1.86

Refer to **Appendix 1** for information on Council's *Rating Policy.*

4.7.2 UNIFORM PRESENTATION OF EXPECTED RATES REVENUE

This information is provided as required under the Local Government (Financial Management) Regulations.

Table 12: Uniform Presentation of Expected Rates Revenue

	2023/24 (AS ADOPTED)	2024/25 (AS ADOPTED)		CHANGE	COMMENTS
GENERAL RATES REVENUE					
General Rates (existing properties)	$12,059,754	$13,810,421	(a)		For 2024/25, an expected increase in total General Rates revenue of around 15.88% is projected inclusive of estimated growth (refer n) of 3.67% from new properties that have been created over the last year.
General Rates (new properties)	$167,380	$348,031	(b)		
General Rates (GROSS)	$12,227,134	$14,158,452	(c)		
Less: Mandatory Rebates	($78,403)	($80,850)	(d)		
GENERAL RATES (NET)	**$12,148,731**	**$14,077,602** (e)=(c)+(d)	(e)	**15.88%**	
OTHER RATES (INCLUDING SERVICE CHARGES)					
Regional Landscape Levy (RLL)	$319,213	$344,247	(f)		The RLL is **not retained** by council.
Waste collection	$896,019	$958,965	(g)		$210 for standard 3 or 2 bin service.
CWMS	$280,676	$301,968	(h)		$792 and $522 for each property unit at Mallala and Middle Beach.
	$13,644,639	$15,682,782			
Less: Discretionary Rebates	($31,654)	($37,743)	(i)		
EXPECTED TOTAL RATES REVENUE	**$13,293,772**	**$15,300,792** (j)=(e)+(g)+(h)+(i)	(j)	**15.10%**	Excluding the RLL and minus Mandatory & Discretionary Rebates.

	2023/24 (AS ADOPTED)	2024/25 (AS ADOPTED)	CHANGE	COMMENTS
GROWTH IN NUMBER OF RATEABLE PROPERTIES				
Number of rateable properties	5,723 Actual	5,933 Estimated	(k) **3.67%**	Growth' is expected to account for around 2.85% of the estimated increase in General Rates Income to be collected (refer b).
'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.				
AVERAGE GENERAL RATES PER RATEABLE PROPERTY (n)=(c)/(k)				
Average per rateable property including development growth of 6.20% in 2024/25	$2,136	$2,386	(l) **11.70%**	These 'averages' are based on the **total of all rateable properties** and are therefore not necessarily indicative of either the rate or change in rates that all ratepayers will experience.
Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).				
The total rates paid by all rateable properties will equal the amount adopted in the budget.				

Notes

(d) Councils are **required** under the Local Government Act to provide a rebate to qualifying properties under a number of categories:

Health Services -100%

Religious purposes - 100%

Public Cemeteries - 100%

Educational purposes - 75%

Community Services - 75%

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(e) Presented as required by Regulation 6(1)(ea) of the Local Government (Financial Management) Regulations.

Please Note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).

(f) Councils are required under the Landscape Act to collect the levy on all rateable properties on behalf of the State Government. The Regional Landscape Levy **is not retained by council**.

(h) Community Wastewater Management Systems

(i) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(j) Expected Total Rates Revenue excludes other charges such as penalties & interest for late payment and legal and other costs recovered.

(k) 'Growth' as defined in Regulation 6(2) of the Local Government (Financial Management) Regulations.

Differential Rates	TOTAL EXPECTED REVENUE			NO. OF RATEABLE PROPERTIES		AVERAGE PER RATEABLE PROPERTY ($)			
	2023/24	2024/25	CHANGE	2023/24	2024/25	2023/24	2024/25	CHANGE	CENTS IN THE $
LAND USE (GENERAL RATES - GROSS)									
Residential	7,041,182	**8,005,631**	13.70%	3,548	**3,711**	1,985	**2,157**	**173**	**0.0034635**
Commercial	41,788	**49,891**	19.39%	28	**29**	1,492	**1,720**	**228**	**0.0050221**
Commercial - Other	177,198	**201,660**	13.80%	69	**71**	2,568	**2,840**	**272**	**0.0050221**
Industry - Light	10,445	**11,168**	6.93%	7	**7**	1,492	**1,595**	**103**	**0.0050221**
Industry - Other	93,780	**92,393**	(1.48%)	15	**15**	6,252	**6,160**	**(92)**	**0.0050221**
Primary Prod.	4,121,382	**4,869,007**	18.14%	1,451	**1,460**	2,840	**3,335**	**495**	**0.0033943**
Vacant Land	619,526	**793,118**	28.02%	546	**581**	1,135	**1,365**	**230**	**0.0041563**
Other	121,833	**135,583**	11.29%	59	**59**	2,065	**2,298**	**233**	**0.0034635**
GRAND TOTAL (GROSS)	12,227,134	14,158,452	15.80%	5,723	5,933	2,136	2,386	250	

Please note that these figures represent a considered estimate of Expected Rate Revenue based on the most current information available as at 25 May 2024. This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the 2024/2025 Annual Business Plan & Budget which is expected to occur in late July 2024.

Fixed Charge	TOTAL EXPECTED REVENUE			CHARGE			
	2023/24	2024/25	CHANGE	2023/24	2024/25		CHANGE
Fixed Charge	$984,940	**$1,540,398**	56%	$185	**$278**	(m)	**$93**

A Fixed Charge ensures all rateable properties pay a base amount to the cost of administering council activities and maintaining the services and infrastructure that supports each property. Rates based on values are then applied in addition to the fixed charge. Council is limited to the amount that can be raised by the fixed charge in that it cannot raise more than 50% of its general rate revenue from the fixed charge component. In 2024/25 council proposes to raise 11% of its general rate revenue by way of the fixed charge. This revenue amount is **included** in the General Rates GROSS figure at (c).

Adopted valuation method

Capital Value

Council has the option of adopting one of two valuation methodologies to assess the properties in its area for rating purposes:

Capital Value – the value of the land and all improvements on the land; or

Annual Value – a valuation of the rental potential of the property.

Council continues to use **Capital Value** as the basis for valuing land within the Council area. Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that taxpayers of greater wealth pay more tax than those of lesser wealth.
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

Notes

(l) Average per rateable property calculated as General Rates for category, including any fixed charge but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(m) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.



4.7.3 ACTUAL RATE RISES

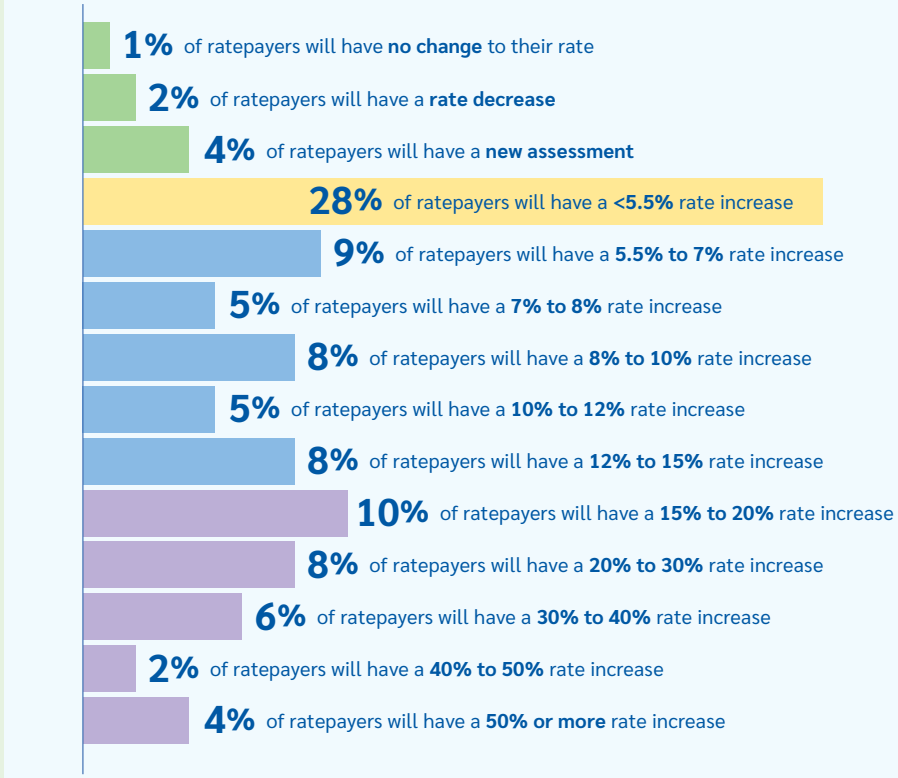
As Council rate is determined by multiplying capital value of the property (decided by the Valuer General) by the rate in the dollar (decided by Council) applicable to the property, the average rate does not show the actual general rate rises. Actual rate rises are determined by a combination of other factors such as;

a) development/improvement on the land resulting value of the property being increased;

b) general valuation increase/decrease by Valuer-General due to market conditions.

For example, **Figure 7** shows the breakdown of actual rate changes with the 5.50% average rate increase and 6.20% growth from development.

Figure 7: Breakdown of actual general rates increase by percentage (including development growth)



4.7.4 SERVICE CHARGES

Community Wastewater Management System (CWMS)

CWMS charges for both Mallala and Middle Beach are proposed to increase by 7% to $792 and $522 respectively in order to cover the costs associated with full operation of the scheme, including maintenance and loan repayments.

Notwithstanding the service fee increase, the income generated for Mallala CWMS is not sufficient to cover its operating expenses as shown in **Table 13** and not compliant with National Water Initiative Pricing Principles and the Essential Services Commission's (ESCOSA) price determination that is applicable to the CWMS.

Table 13: CWMS Budget for 2024/2025 ($'000)

DESCRIPTION		MALLALA	MIDDLE BEACH
Depreciation		180,000	9,500
Other operating costs		104,311	23,101
TOTAL OPERATING COSTS (EXCLUDING COSTS OF CAPITAL)	A	**284,311**	**32,601**
COST OF CAPITAL (COC)			
Cost of capital - 3.00% real interest		71,127	10,301
Cost of capital - 1.60% for risk premium		96,718	5,494
TOTAL COST OF CAPITAL	B	**167,845**	**15,795**
TOTAL OPERATING COSTS (INCLUDING COSTS OF CAPITAL)	C	**452,156**	**48,396**
No. of units serviced	D	345	52
Cost per connection as per ESCOSA Pricing Requirement	(C divided by D)	1,311	931
Cost per connection as per ESCOSA Pricing Requirement (Excl. CoC)	(A divided by D)	824	627
Proposed CWMS Charge for 2024/2025		792	522



Kerbside waste collection charges

For the 2024/2025 Financial Year, it is estimated that the total cost of the kerbside waste collection program is expected to be increased by 9% to $0.959m (inclusive of new services) including $0.040m for the waste education program. Therefore, the annual standard waste collection service charge is expected to increase from $206 to $210, an increase of 2%.

Table 14: Annual Waste Collection Service Charge for 2024/2025 ($)

WASTE SERVICE DESCRIPTION	AMOUNT
Standard 3-bin or 2-bin waste Service	210
Additional Organic Bin	93
Additional Recycle Bin	66
Additional General Waste Bin	102
Waste Service 1 (distance to pick up point) - 25% discount	158
Waste Service 2 (distance to pick up point) - 50% discount	105

Where the service is provided to rebated land, a service charge is still levied against the land.

Some residents may have to utilise one of 21 collection points to have their bin emptied as the waste collection truck does not traverse all roads in the district. Those residents are entitled to the following waste levy reductions if the resident's collection point is greater than 500 metres from the access point to their land:-

1. If greater than 500 metres but no more than 2 kilometres from the resident's access point to their land, 75% of the annual levy is charged;
2. If greater than 2 kilometres but less than 5 kilometres, 50% of the annual levy is charged;
3. If 5 kilometres or more from the resident's access point to their land, no annual levy is charged.

Mandatory township kerbside waste collection charges (Waste Levy)

The Waste Levy is mandatory for properties located within the townships of Mallala, Two Wells and Dublin.

4.8 MEASURING OUR FINANCIAL PERFORMANCE AGAINST OUR BUDGET – FINANCIAL INDICATORS

In addition to the strategic outcomes (page 21), Council also measures its achievements through several financial indicators, one being our future financial sustainability.

A series of financial indicators has also been developed by the local government sector to assist in determining whether a council is financially sustainable, or moving to a position of financial sustainability.

We use financial indicators recommended by the Model Financial Statements approved by the Minister for Local Governments and Local Government Association of SA:

1. Operating Surplus Ratio: the desired level is 0% and 10% on average over the long term;
2. Assets Renewal Funding Ratio: the desired level is greater than 90% but less than 110% on average over the long term; or
3. Net Financial Liabilities Ratio: the desired level is greater than 0% but no more than 100% on average over the long term.

The following graph shows Council's draft financial indicators for the Financial Year in comparisons to:-

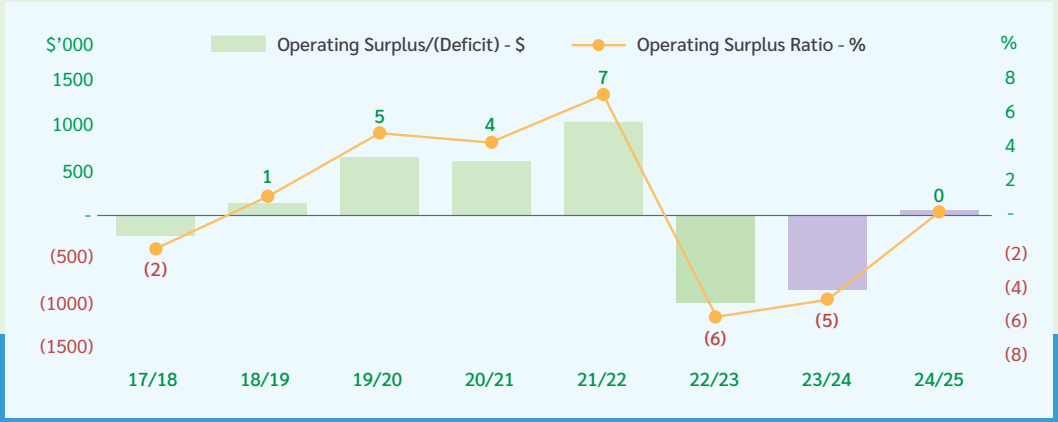
- actual financial indicators since the 2017/2018 Financial Year; and
- budgeted financial indicators for 2023/2024.

Operating Surplus (Deficit) Ratio

Council's long term financial sustainability is dependent upon ensuring that, on average over time, its operating income is higher than operating expenses (i.e. an operating surplus).

The Operating Surplus Ratio is the operating surplus (deficit) expressed as a percentage of operating income. A positive ratio indicates the percentage of operating income available to help fund planned capital expenditure. A negative ratio indicates the percentage increase in operating income or the approximate decrease in operating expenses required to achieve a break-even operating result. Council has reported an actual operating surplus throughout the period, except for in 2017/2018 and 2022/2023 Financial Years.

Figure 8: Operating Surplus/ (Deficit) Ratio

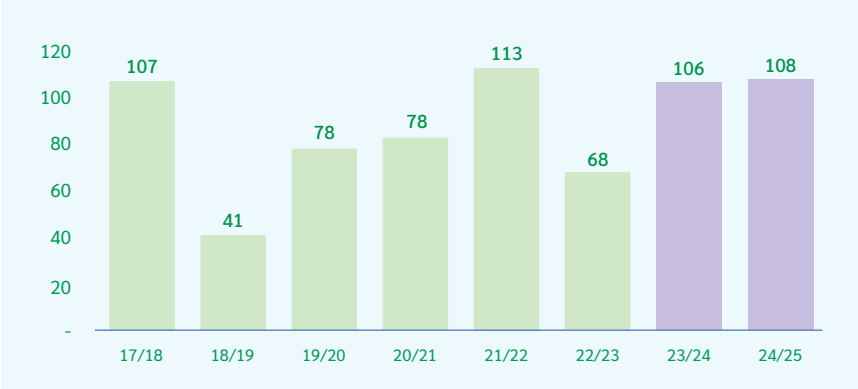


We are forecasting an operating surplus ratio of 1% for the Financial Year, which is better than the Long Term Financial Plan forecast of -5%.

Assets Renewal Funding Ratio

Assets Renewal Funding Ratio measures whether Council is renewing or replacing existing physical assets (roads, footpaths, stormwater drainage, buildings, plant and equipment and furniture and fittings etc.) at the same rate the stock of these assets is wearing out. The ratio is calculated by measuring actual capital expenditure on renewal or replacement of assets, relative to the expenditure on renewal or replacement of assets as per Council's Infrastructure and Asset Management Plan.

Figure 9: Assets Renewal Funding Ratio (%)

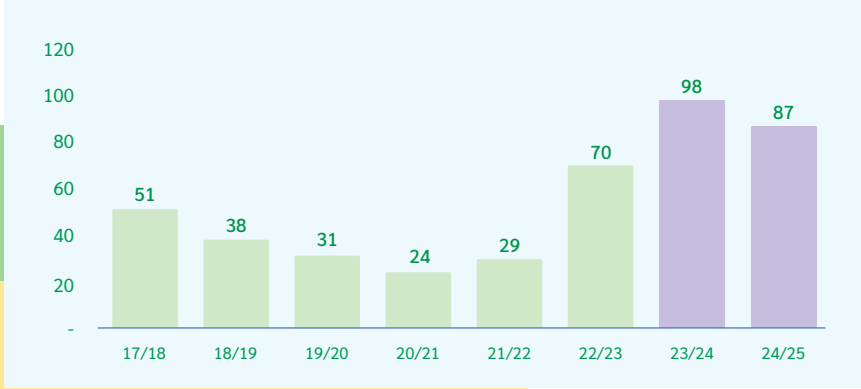


Net Financial Liabilities Ratio

This ratio indicates the extent to which the net financial liabilities of Council or its total indebtedness can be met by Council's total operating revenue. Net financial liabilities measure a council's indebtedness. It is a broader measure than net debt as it includes all of a council's obligations including provisions for employee entitlements and creditors.

The Net Financial Liabilities Ratio is calculated by expressing net financial liabilities at the end of a financial year as a percentage of operating income for the year. Net financial liabilities equals total liabilities less financial assets where financial assets include cash, investments, and loans to community groups, receivables and prepayments. Where the ratio is increasing, it indicates a greater amount of a council's operating revenues is required to service its financial obligations.

Figure 10: Net Financial Liabilities Ratio (%)



5 DRAFT BUDGET 2024/2025

Our annual budget is our statement of:

- intended operating expenses and capital expenditure as well as rate revenue and other funding sources to give effect to our annual business plan; and
- our projected financial position.

Budgeted financial statements for the 2024/2025 Financial Year are on the following pages.



ADELAIDE PLAINS COUNCIL
ADOPTED STATEMENT OF COMPREHENSIVE INCOME FOR 2024/2025

INCOME	$'000
Rates	15,744
Statutory charges	500
User charges	232
Grants, subsidies and contributions	2,727
Investment Income	3
Reimbursements	171
Other Income	38
TOTAL INCOME	**19,415**

EXPENSES	
Employee Costs	7,655
Materials, contracts and other services	6,227
Depreciation, Amortisation & Impairment	4,223
Finance Costs	725
Share of loss - joint ventures & associates	79
TOTAL EXPENSES	**18,909**
OPERATING SURPLUS / (DEFICIT)	**506**
Net Operating Project Expenses	(445)
OPERATING SURPLUS / (DEFICIT)	**61**
Asset Disposal & Fair Value Adjustments	205
Amounts specifically for new or upgraded assets	-
Physical resources received free of charge	5,000
NET SURPLUS / (DEFICIT)	**5,266**

OTHER COMPREHENSIVE INCOME	
Changes in assets revaluation surplus	2,000
Share of other comprehensive income - GRFMA	(55)
TOTAL COMPREHENSIVE INCOME	**7,211**

ADELAIDE PLAINS COUNCIL
ADOPTED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

ASSETS	$'000
CURRENT ASSETS	
Cash and cash equivalents	417
Trade & other receivables	1,031
Inventories	154
TOTAL CURRENT ASSETS	**1,602**
NON-CURRENT ASSETS	
Financial Assets (Investment in GRFMA)	5,528
Infrastructure, Property, Plant and Equipment	165,380
Other Non-current Assets	15
TOTAL NON-CURRENT ASSETS	**170,923**
TOTAL ASSETS	**172,525**

LIABILITIES	
CURRENT LIABILITIES	
Trade & Other Payables	1,353
Borrowings	13,974
Provisions	1,009
TOTAL CURRENT LIABILITIES	**16,336**
NON-CURRENT LIABILITIES	
Borrowings	1,691
Provisions	218
TOTAL NON-CURRENT LIABILITIES	**1,909**
TOTAL LIABILITIES	**18,245**
NET ASSETS	**154,280**

EQUITY	
Accumulated Surplus	63,919
Asset Revaluation Reserve	88,410
Other Reserves	1,951
TOTAL EQUITY	**154,280**

ADELAIDE PLAINS COUNCIL
ADOPTED STATEMENT OF CASH FLOWS FOR 2024/2025

CASH FLOWS FROM OPERATING ACTIVITIES	$'000
RECEIPTS	
Rates - general & other	15,744
Fees & other charges	500
User charges	232
Investment receipts	3
Grants utilised for operating purposes	2,727
Reimbursements	171
Other revenues	38
PAYMENTS	
Employee costs	(7,654)
Materials, contracts & other expenses	(6,672)
Finance payments	(725)
NET CASH PROVIDED BY (OR USED IN) OPERATING ACTIVITIES	**4,364**

CASH FLOWS FROM INVESTING ACTIVITIES	
RECEIPTS	
Grants specifically for new or upgraded assets	-
Sale of replaced assets	205
PAYMENTS	
Expenditure on renewal/replacement of assets	(4,245)
Expenditure on new/upgraded assets	(631)
NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES	**(4,671)**

CASH FLOWS FROM FINANCING ACTIVITIES	
RECEIPTS	
Proceeds from New Borrowings	334
PAYMENTS	
Repayments of Borrowings	(25)
NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES	**309**
NET INCREASE (DECREASE) IN CASH HELD	**2**
CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD	**415**
CASH & CASH EQUIVALENTS AT END OF PERIOD	**417**

ADELAIDE PLAINS COUNCIL
ADOPTED STATEMENT OF CHANGES IN EQUITY AS AT 30 JUNE 2025

ACCUMULATED SURPLUS	$'000
Balance at end of previous reporting period	58,653
Net Result for Year	5,266
BALANCE AT END OF PERIOD	**63,919**

ASSET REVALUATION RESERVE	
Balance at end of previous reporting period	86,410
Gain on revaluation of infrastructure, property, plant & equipment	2,000
BALANCE AT END OF PERIOD	**88,410**

OTHER RESERVES	
Balance at end of previous reporting period	2,006
Share of other comprehensive income - GRFMA	(55)
BALANCE AT END OF PERIOD	**1,951**

TOTAL EQUITY AT END OF REPORTING PERIOD	154,280



ADELAIDE PLAINS COUNCIL
ADOPTED UNIFORM PRESENTATION OF FINANCES FOR 2024/2025

INCOME	$'000
Rates	15,744
Statutory charges	500
User charges	232
Grants, subsidies and contributions	2,727
Investment Income	3
Reimbursements	171
Other Income	38
	19,415

EXPENSES	
Employee Costs	7,775
Materials, contracts & other services	6,552
Depreciation, Amortisation & Impairment	4,223
Finance Costs	725
Share of loss - joint ventures & associates	79
	19,354

OPERATING SURPLUS / (DEFICIT)	**61**
Timing adjustment for grant revenue	-
ADJUSTED OPERATING SURPLUS / (DEFICIT)	**61**

NET OUTLAYS ON EXISTING ASSETS	
Capital Expenditure on renewal and replacement of Existing Assets	4,245
Add back Depreciation, Amortisation and Impairment	(4,223)
Proceeds from Sale of Replaced Assets	(205)
	(183)

NET OUTLAYS ON NEW AND UPGRADED ASSETS	
Capital Expenditure on New and Upgraded Assets	631
less Amounts received specifically for New and Upgraded Assets	-
	631

ANNUAL NET IMPACT TO FINANCING ACTIVITIES (SURPLUS / (DEFICIT))	**(386)**

6 APPENDICES

APPENDIX 1: **DRAFT RATE REVENUE AND POLICY**

The information provided in this appendix (along with section 4.7 of this document, from page 54) will be presented to Council in the form of a Rating Policy at the time this Draft Annual Business Plan and Budget is considered for adoption.

WHAT ARE **RATES?**

Rates are levied as a tax on property in accordance with the provisions of the Local Government Act. Rates are not a service or user charge. For example, some property owners may choose to not use the library, but nevertheless make a contribution to the service through their rates. Because rates are levied on the value of property, those in higher valued properties pay more in rates than those in lower valued properties.

General Rates are the principal source of funding for Council services representing approximately 81% of total operating income in 2024/2025.

STRATEGIC **FOCUS**

In estimating rates for the 2024/2025 Financial Year, Council will consider its Strategic Plan 2021-2024, estimated cost of delivering programs/activities, the current and forecast economic climate and specific issues faced by the community for the Financial Year.

Land use categories as provided in the Local Government (General) Regulations are used as the basis of Council's general rate calculation.

METHOD USED TO **VALUE LAND**

All land within a council area is rateable, except for land specifically exempt e.g. Crown land, council occupied land. Council continues to use capital value as the basis for valuing land within the council area. Council considers that this method of valuing land provides the fairest method of distributing the rates across all ratepayers because:

- Property value is a relatively good indicator of market value of a property, providing the fairest method of calculating rates and therefore, it is the most appropriate measure of relative wealth in the community;
- As a measure of wealth it most closely reflects property owners' capacity to pay; and
- It accords with the taxation principle, that people should contribute to the community social and physical infrastructure, in accord with their capacity to pay, as measured by property wealth.

Other valuation method available is annual value (value of rental potential of property). This is not considered appropriate with regard to Adelaide Plains Council.

Council will be adopting the valuations made by the Valuer-General and which are applicable for the financial year commencing 1 July 2024. If a property owner is dissatisfied with a property valuation, then an objection may be made to the Valuer-General in writing, within 60 days of the date of the rate notice, explaining the basis for the objection. Further contact details can be obtained from Council's Rates Officer on (08) 8527 0200. It is important to note that Council has no role in the valuation process.

ADOPTED VALUATION METHOD

CAPITAL VALUE

Council has the option of adopting one of two valuation methodologies to assess the properties in its area for rating purposes:

- Capital Value: the value of the land and all improvements on the land; or
- Annual Value: a valuation of the rental potential of the property.

Council continues to use Capital Value as the basis for valuing land within the Council area.

DIFFERENTIAL **GENERAL RATES**

Every resident will benefit from the general amenity of the Council area in some way, whether that is at the present time or in the future. The amenity includes the local economy, general Council operations and the option to use Council facilities.

It is acknowledged that the system of council rates is in essence a system of taxation against property prescribed through the provisions of the Local Government Act. However, Council has assessed that the level of differential rating imposed is governed in part by the ability to pay, the potential for income tax deductions and the perception of accessibility or useability of council services by the residents and consumers. To this end, Council has determined the following.

COMMERCIAL PROPERTIES

Commercial properties generally have available to them, their employees and customers the same services as other ratepayers. However, in most cases commercial users have a greater impact on the main services such as road maintenance and generally derive a greater benefit from the services provided. In addition, commercial properties have potential taxation benefits.

INDUSTRIAL PROPERTIES

Industrial properties generally have available to them, their employees and customers the same services as other ratepayers. However, in most cases industrial users have a greater impact on the main services such as road maintenance and generally derive a greater benefit from the services provided, particularly where, for example, large amounts of raw or unrefined product is delivered to site for processing utilising Council's infrastructure. Similar to commercial properties, industrial properties have potential taxation benefits.

PRIMARY PRODUCTION PROPERTIES

Primary Production properties tend to be more remote from some of the services provided by Council. In terms of infrastructure adjacent to their properties, they may not have sealed or formed roads, footpaths or street lighting. However, they do have capacity to enjoy the formed roads, footpaths or street lighting and enjoy the same level of amenity as other residents of the Council area. Primary production properties also have potential taxation benefits.

REGIONAL **LANDSCAPE LEVY**

The whole of the Council area is located within the boundaries of the Northern & Yorke Natural Resource Management Board. An estimated contribution of $0.344m are sought for 2024/2025 Financial Year ($0.319m in 2023/2024). Council is operating as a revenue collector for the Northern & Yorke Natural Resource Management Board in this regard. It does not retain this revenue or determine how the revenue is spent.

PAYMENT OF RATES

Under section 181 of the Local Government Act, Council must provide the opportunity for all ratepayers to pay rates by quarterly instalments. Council's proposed payment dates for the 2024/2025 Financial Year will be 6 September 2024, 6 December 2024, 7 March 2025 and 6 June 2025.

LATE PAYMENT OF RATES

The Local Government Act provides that Council may impose an initial penalty of 2% on any payment for rates, whether by instalment or otherwise, that is received late. A payment that continues to be late is then charged an interest rate, set each year according to a formula in the Local Government Act, for each month it continues to be late. Council allows a further three working days after the due date for payment as a grace period. Thereafter late payment penalties are applied in accordance with the Local Government Act.

Council issues a final notice for payment of rates when rates are overdue i.e. unpaid by the due date. Should rates remain unpaid more than 28 days after the issue of the final notice, then Council will refer the debt to their debt collection agency for collection. All Court costs incurred by Council in the recovery of outstanding rates and fines are payable by the ratepayer. When Council receives a payment in respect of overdue rates, Council applies the money received as follows:

a) firstly – in payment of any costs awarded to, or recoverable by, the Council in any court proceedings undertaken by the Council for the recovery of the rates;

b) secondly – in satisfaction for any liability for interest;

c) thirdly – in payment of any fine;

d) fourthly – in satisfaction of liabilities for rates in the order in which those liabilities arose in payment of rates, in date order of their imposition (starting with the oldest account first).

REMISSION AND POSTPONEMENT OF RATES

Postponement of Rates – Hardship

Section 182 of the Local Government Act permits Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates, they are invited to contact Council's Rates Officer, on (08) 8527 0200 to discuss the matter. Such enquiries are treated confidentially by Council.

Seniors Rate Postponement

Section 182A of the Local Government Act provides the option for State Senior Card holders to apply to postpone part of their council rates on a long term basis. The deferred amount is subject to a monthly interest charge, with the accrued debt being payable on the disposal or sale of the property. Postponement is similar to a reverse mortgage by relying on the equity in the property. A ratepayer who has a State Seniors Card may apply for postponement of a portion of the council rates payable on property they own if it is their principal place of residence and if no other person other than their spouse has an interest as owner of the property and there is appropriate equity in the property. Further information can be obtained from Council's Rates Officer on (08) 8527 0200.



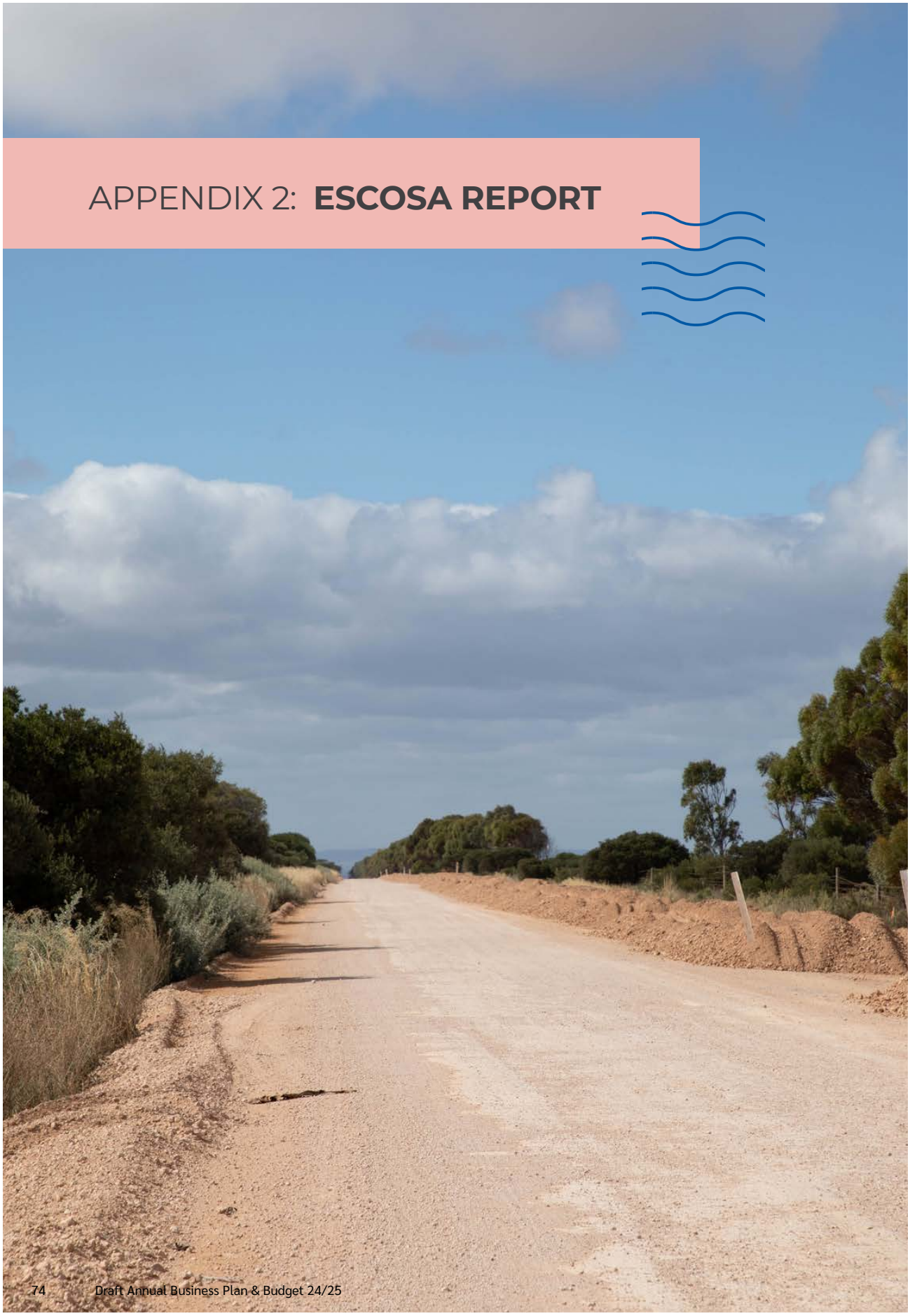
REBATE OF RATES

The Local Government Act requires councils to rebate the rates payable for certain land uses. This includes a 100% rate rebate granted on places of worship, public cemeteries, hospitals and land occupied by universities, and 75% rate rebates have been granted on educational facilities (subject to some qualifications).

Discretionary rebates may be applied by the Council under section 166 of the Local Government Act. Council annually considers many applications for rate rebates and has in the past, and is again for the 2024/2025 Financial Year intend to rebate rates charged to various district community and sporting organisations.

SALE OF LAND FOR NON-PAYMENT OF COUNCIL RATES

The Local Government Act provides that a council may sell any property where the rates have been in arrears for three years or more. The Council is required to provide one months' notice to the principal ratepayer and the owner (if not the same person) of the land of its intention to sell the land and provide the owner with details of the outstanding amounts. If payment of the outstanding amount is not received within one month the property may be sold. Except in extraordinary circumstances, Council enforces the sale of land for arrears of rates, in accordance with the Local Government Act.


APPENDIX 2: ESCOSA REPORT
74 Draft Annual Business Plan & Budget 24/25

OFFICIAL



Advice

Local Government Advice

Adelaide Plains Council

February 2023

OFFICIAL

OFFICIAL

Enquiries concerning this advice should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
Freecall: 1800 633 592 (SA and mobiles only)
E-mail: advice@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit www.escosa.sa.gov.au.

Table of contents

Glossary of terms ii
1 The Commission's key advice findings for the Adelaide Plains Council 3
2 About the advice 4
2.1 Summary of advice 4
2.2 Detailed advice findings 6
2.2.1 Advice on material plan amendments in 2022-23 7
2.2.2 Advice on financial sustainability 8
2.2.3 Advice on current and projected rate levels 10
2.3 The Commission's next advice and focus areas 11

Glossary of terms

ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
Commission	Essential Services Commission, established under the *Essential Services Commission Act 2002*
CPI	Consumer Price Index (Adelaide, All Groups)
Council	Adelaide Plains Council
CWMS	Community Wastewater Management System
ESC Act	*Essential Services Commission Act 2002*
F&A	Local Government Advice: Framework and Approach – Final Report
FTE	Full Time Equivalent
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	*Local Government Act 1999*
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019
LGGC	Local Government Grants Commission
LGPI	Local Government Price Index
LTFP	Long-term financial plan
Regulations	*Local Government (Financial Management) Regulations 2011*
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
SG	Superannuation Guarantee
The scheme or advice	Local Government Advice Scheme

1 The Commission's key advice findings for the Adelaide Plains Council

The Essential Services Commission (**Commission**) finds the Adelaide Plains Council's (**Council's**) current financial position sustainable with a small operating surplus achieved historically and growing surpluses forecast. The Council's projected improvement to its financial performance is reliant on a period of service consolidation, at a minimum, and continued rate increases above inflation.

The Commission suggests the following steps to ensure that the Adelaide Plains Council annually reviews its long-term financial plan, manages its costs and growth profile efficiently, renews its asset base to meet sustainable service levels, and ultimately, constrains the extent of further rate increases:

Governance considerations

1. **Review** its long-term financial plan annually (including its 10-year projections and all relevant assumptions (including for inflation)) to better inform its decision-making and any relevant consultation processes.

Budgeting considerations

2. **Review** the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.
3. **Report** its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.
4. **Improve** the transparency and consistency of borrowing assumptions in its long-term financial plan, particularly in the calculation of 'net lending/borrowing' as per the Uniform Presentation of Finances.

Refinements to asset management planning

5. **Consider** including bridges, and plant and equipment assets in new or existing asset management plans to support the prioritisation of renewal expenditure in its long-term financial plan.
6. **Review** the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset expenditure and better align with the allocations in its long-term financial plan as necessary, including the estimate for asset lives and valuations feeding into the forecast rates of asset consumption and depreciation expenses.

Containing rate levels

7. **Review** and consider limiting future increases above inflation on its average residential rates (for which average rate levels are high) to help reduce any emerging affordability risk in the community.
8. **Consult** directly with its community about future rate increases and service levels (for example through a community survey or discussion forum).

2 About the advice

The Essential Services Commission (**Commission**), South Australia's independent economic regulator and advisory body, has been given a role by the State Government to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans (**SMPs**) and on the proposed revenue sources, including rates, which underpin those plans.[1]

One of the main purposes of the Local Government Advice Scheme (**advice** or **the scheme**) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (**LTFP**s) and infrastructure and asset management plans (**IAMP**s)[2] – both required as part of a council's SMP.[3] Financial sustainability is considered to encompass intergenerational equity,[4] as well as program (service level) and rates stability in this context.[5] The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, outlined in the LTFP.[6] In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.[7]

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 15 councils for advice in the first scheme year (2022-23), including the Adelaide Plains Council (**Council**).

This report provides the Local Government Advice for the Adelaide Plains Council in 2022-23.

The Council is obliged under the *Local Government Act 1999* (**LG Act**) to publish this advice and its response, if applicable, in its 2023-24 Annual Business Plan (including any draft Annual Business Plan) and subsequent plans until the next cycle of the scheme.[8] It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website[9]), nor is it compelled under the LG Act to follow the advice. The Commission thanks the Adelaide Plains Council for providing relevant information to assist the Commission in preparing this advice.

2.1 Summary of advice

Historically, the Adelaide Plains Council's community has had strong rateable property growth accompanied by strong infrastructure growth and increasing contributions from ratepayers and government grants. In general, the Commission finds the Council's current financial position sustainable, on balance, with a small operating surplus achieved historically and growing surpluses forecast. However, there are some significant risks to the income and expense forecasts.

The Adelaide Plains Council cost base is expected to rise rapidly in the short term, driven by further growth projections, with the Council anticipating an average of 150 new properties each year to

1 Amendments to the *Local Government Act 1999* (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).
2 Commonly referred to as asset management plans.
3 The objectives of the advice with reference to a council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMPs.
4 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.
5 Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.
6 LG Act s122(1f)(a) and (1g)(a)(ii).
7 LG Act s122(1f)(b) and (1g)(b).
8 LG Act s122(1h).
9 The Commission must publish its advice under LG Act s122(1i)(a).

2031-32. This cost growth will become embedded into the underlying cost base of the Council. In addition, the Council has factored this growth into its additional rate revenue estimates. Therefore, the future sustainability of the Council is strongly linked to its expectations regarding the further development of the community.

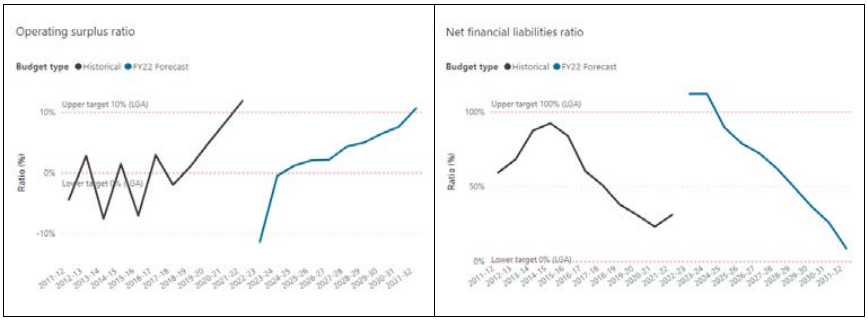
In the short term (to 2023-24), the Adelaide Plains Council is estimating that its capital expenditure will significantly increase with annual operating deficits accordingly. The Council's longer-term projections from 2024-25, comprise a decline in capital expenditure from these levels and an improving financial sustainability outlook, because operating revenue growth outpaces expense growth, with:

- continued rate increases on the community, above the rate of forecast inflation
- lower longer-term average cost growth than it has experienced over the past 10 years, and
- a moderate level of new borrowings of $4.5 million in the 2022-23 adopted budget.

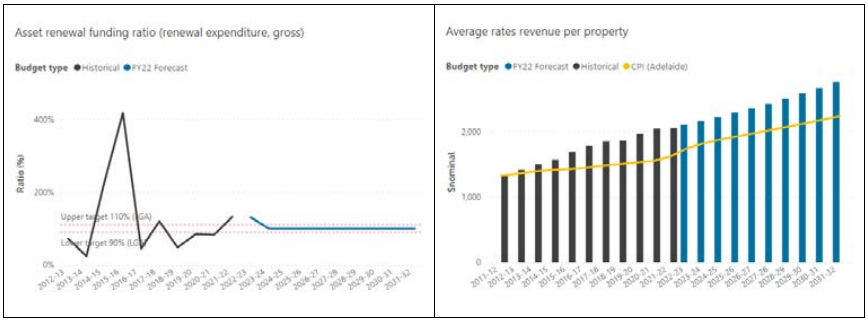
The Commission considers that there may be opportunities to achieve greater savings and efficiencies in the Council's recurrent budget and encourages it to review and report on this. This includes a review of the asset-related assumptions feeding into its estimated depreciation expenses. In general, a focus on managing its growth-related assumptions and consulting with its community about rate contributions and service levels, should help the Council to identify and act upon opportunities to reduce affordability risk to the community.

The charts below of the Adelaide Plains Council's past and projected operating surplus ratio, net financial liabilities ratio, asset renewal funding ratio, and average rate revenue per property, together support these findings.

The 'heat map' diagram over the page summarises the Commission's findings with reference to whether the Council has met the suggested Local Government Association (LGA) target ranges for the three main financial sustainability indicators[10] and the level of cost control and affordability risk identified for the Council over time.



[10] The suggested LGA target range for the ratios are discussed in more detail in the attachment.



Summary of the Adelaide Plains Council's financial sustainability performance and the Commission's risk assessment

Financial sustainability indicators:	Last 10 years from 2011-12 (Actual performance)		2021-22 estimate	Next 10 years from 2022-23 (Council forecasts)	
Operating surplus ratio (target 0-10%)	Operating deficits ——>	Improved performance ——>		Operating deficits	Surpluses projected from 2024-25 ——>
Net financial liabilities ratio (target 0-100%)	Ratio met historically ——>			Exceeds target	Ratio projected within target from 2024-25 ——>
Asset renewal funding ratio (target 90-110%)	Volatility in renewal works spending & some years below target range ——>	Ratio below target range	Higher renewal works spending in 2021-22 and 2022-23 and ratio within target range for remaining projections ——>		
Identified Risks:					
Cost control risk	Operating expenses per property average growth 3.1% p.a. to 2021-22 (CPI 2.0%) ——>			Budget pressures (2022-23)	On average, operating expenses growth in line with forecast CPI ——>
Affordability risk	High rates revenue per property average growth of 4.4% p.a. to 2021-22 (CPI 2.0%) ——>			Projected rate revenue per property average growth above forecast CPI (CPI 2.8%) ——>	

Ratio outside suggested LGA target range or higher risk

Ratio close to suggested LGA target range or medium risk

Ratio within suggested LGA target range or lower risk

2.2 Detailed advice findings

The next sections summarise the Commission's more detailed observations and advice findings regarding the Adelaide Plains Council's material changes to its 2022-23 plans, its financial sustainability (in the context of its long-term operating performance, net financial liabilities, and asset renewals expenditure) and its current and projected rate levels.

In providing this advice, the Commission has followed the approach it previously explained in the Framework and Approach – Final Report (**F&A**). The attachment explores these matters further.[11]

[11] The attachment will be available on the Commission's website with the Advice.

2.2.1 Advice on material plan amendments in 2022-23

The Adelaide Plains Council has not proposed any amendments to the forward projections in its 2022-23 LTFP, nor is there an updated 2021-22 LTFP to use as a basis of comparison. The Council's Audit Committee considered updating the previous LTFP at its meeting on 12 April 2021, however the Council choose to defer this until various strategic documents were updated and initiatives costed, such as the IAMPs and Tourism and Economic Development Strategy.[12]

As such, the Commission provides commentary on the most recent material changes (identified by the Commission) arising from the 2022-23 budget,[13] as follows:

- Reduction in 'project operating expenses' by $1.0 million due to the deferral of some projects to 2023-24, for example the Two Wells Main Street – Underground Powerlines, and the Relocation of the Two Wells Waste Transfer Station.[14]
- Reduction in total capital expenditure by 9.5 percent to $8.1 million. The changes in the budget reflect an increase in asset renewals expenditure of $0.4 million to $4.6 million; offset by a decrease in new asset expenditure of $1.3 million, to $3.5 million.
- Reduction in new borrowings to $4.5 million, compared to $10.3 million proposed in the LTFP.

The Commission also notes significant cost increases in the 2022-23 budget (compared to the 2021-22 unaudited estimates) for 'employee' expenses and 'materials, contracts and other' expenses, by 18.1 percent and 24.0 percent, respectively.

The Council states this is to strengthen its internal capacity to respond to significant increases in economic development opportunities and residential growth within the district. The Commission notes that the Council experienced growth of 4.9 percent in rateable property numbers in 2021-22 (with 254 more properties), following 1.2 percent average annual growth in the preceding 9 years.[15] Further, the Council noted how it has been accumulating significant new assets which must be managed, including $5 million per annum in donated assets over the last three years.[16]

Additionally, as there was a period where the Council's LTFP was not updated, it is not clear whether the community understands the potential implications of the LTFP, the importance of the Adelaide Plains Council's forecasts of rateable property growth and economic activity in supporting the outcomes of LTFP, or the risks to ratepayers and the Council if these forecasts do not occur. An annual review of the LTFP should cover the Council's assumptions concerning growth as well as inflation and other relevant factors.

Therefore, the Commission would encourage the Council to:

[12] Adelaide Plains Council, *Ordinary Council Meeting Agenda – 27 April 2021*, *Item 14.1 Draft 2021/2022 Annual Business Plan and Budget for Public Consultation*, p. 76, available at https://www.apc.sa.gov.au/__data/assets/pdf_file/0024/883014/Agenda-Ordinary-Council-Meeting-27-April-2021.pdf.

[13] Adopted by the Council in July 2022. The Commission has taken this approach as the Council's prior LTFP (the pre-2022-23 LTFP) was not updated since the 2018-19 LTFP was adopted on 9 July 2018.

[14] Adelaide Plains Council, *2022/2023 Annual Business Plan and Budget*, July 2022, p. 73, available at https://www.apc.sa.gov.au/__data/assets/pdf_file/0021/931611/2022-2023-Annual-Business-Plan-and-Budget.pdf.

[15] Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

[16] Adelaide Plains Council, *2022/2023 Annual Business Plan and Budget*, July 2022, p. 9.

1. **Review** its long-term financial plan annually (including its 10-year projections and all relevant assumptions (including for inflation)) to better inform its decision-making and any relevant consultation processes.

2.2.2 Advice on financial sustainability

Operating performance

The Adelaide Plains Council has run a mix of operating surpluses and operating deficits[17] historically but the average from 2011-12 to 2020-21 is a small surplus of 0.1 percent. Growth in the average expenses per property has been 3.1 percent per annum over this period, higher than average Consumer Price Index (**CPI**) growth (of 1.7 percent per annum),[18] and led by growth of 5.8 percent per annum, on average, in 'materials, contracts and other' expenses.

In the last four years, the operating surplus ratio has averaged 6.9 percent per annum.[19] The ratio is not forecast to meet the suggested LGA target range (with a surplus) until 2024-25 (when it will be 1.5 percent), and then it progressively trends towards the upper level of the suggested LGA target range by 2031-32 (then reaching 10.7 percent).[20]

Looking forward to 2031-32, following the step change in costs in 2022-23, the Council has estimated a reduction in the rate of growth in operating expenses (to average 2.5 percent per annum, which is lower than the Reserve Bank of Australia (**RBA**)-based forecast inflation of 2.8 percent[21]). In combination with higher rate increases (which are discussed more in section 2.2.3 below), the Council's operating performance gradually improves, resulting in a positive operating surplus ratio from 2024-25. In future years, this might provide an opportunity for the Council to restrict further rate increases to reduce the extent of the surpluses forecast.

Average operating expenses per rateable property are projected to be stable in nominal terms, therefore declining in real terms by the amount of inflation. At the same time, average operating income per property is forecast to increase by 2.5 percent (nominally), still below the impact of forecast inflation. These projections indicate the importance of the forecast growth in rateable properties in minimising the impact of rising costs on households. The reduced costs and revenue per property in real terms is reliant on the Council's assumed average growth of 2.4 percent per annum (to 2031-32) in rateable properties, which is notably higher than historical growth of 1.5 percent per annum (10 years to 2021-22).

If this forecast growth does not occur, the operating expenses per rateable property will rise, if the Council cannot reverse the increases in costs in the short-term (if contracts are locked in), and this could place further pressure on rate levels. Also, the Commission notes the LTFP was last updated 12 months ago (in February 2022) and the economic environment facing the Adelaide Plains Council

[17] This means the Council's operating expenses (including depreciation) have exceeded operating income (including rates and other revenue sources but excluding capital grants, subsidies, and contributions).

[18] CPI (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 1.9 percent), available at https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index.

[19] The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income. The general target is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent (Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised*, May 2019 (**LGA SA Financial Indicators Paper**), p. 6).

[20] Adelaide Plains Council, *2023-2032 Long Term Financial Plan*, February 2022, p. 20, available at https://www.apc.sa.gov.au/__data/assets/pdf_file/0029/1113995/Long-Term-Financial-Plan-2023-2032.pdf.

[21] The forecast average annual growth in the CPI from 2022-23 to 2031-32 is estimated to be 2.8 percent based on the RBA forecasts for the CPI (Australia-wide) to June 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

may have become less favourable since then. This further emphasises the value of the Council being flexible and responsive in managing its growth-related costs. Therefore, the Commission has found that it would be appropriate for the Council to:

2. **Review** the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.
3. **Report** its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

Net financial liabilities

The Adelaide Plains Council has consistently used borrowing and other financing options to supplement any annual shortfall of funds, and over time, this has been within the suggested LGA target range for the net financial liabilities ratio.[22] The Council's net debt has historically averaged $4.5 million annually, or 72.6 percent of its net financial liabilities. On 30 June 2022, net debt was $2.6 million, or 53.5 percent of net financial liabilities.

In its 2022-23 LTFP, the Council is projecting to initially increase borrowings, in part to fund its relatively large capital expenditure programme in 2022-23. The projections show that the ratio will decrease from a peak of 112.2 percent (exceeding the suggested LGA target) in 2022-23 to 8.9 percent to 2031-32. The reduction is projected to come from a progressive repayment of borrowings financed via higher operating income.

As noted in section 2.2.1 (above) the Council's 2022-23 budget materially reduces its borrowing requirements to $4.5 million (compared to $10.3 million in the LTFP). This appears to be related to cash flow inconsistencies identified in the Council's Uniform Presentation of Finances (included in the LTFP).

To address this, the Commission has found it would be appropriate for the Council to:

4. **Improve** the transparency and consistency of borrowing assumptions in its long-term financial plan, particularly in the calculation of 'net lending/borrowing' as per the Uniform Presentation of Finances.

Asset renewals expenditure

In 2021-22, the Adelaide Plains Council spent more on new and upgraded assets than on the renewal and rehabilitation of its existing stock. Between 2011-12 and 2020-21, its spending on new or upgraded assets averaged $1.9 million per annum, compared with $1.7 million on the renewal of its asset base.

Historically, the Adelaide Plains Council's expenditure on asset renewals has been highly volatile but on average, higher than the level recommended by its AMPs. Between 2011-12 and 2020-21, the average asset renewal funding ratio (IAMP-based) was 125 percent which is above the suggested LGA target range of 90 percent to 110 percent.[23]

[22] The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

[23] The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan. The suggested LGA target range for the ratio is 90 to 110 percent (LGA SA Financial Indicators Paper, p. 9).

In 2021-22 and 2022-23, the ratio is estimated to be high (around 130 percent) before returning to 100 percent consistently from 2023-24 (with asset renewal expenditure then projected to align with the AMP-recommended expenditure). The Council's spending on renewal assets is projected to average $2.9 million per annum to 2031-32 (in nominal terms).

In the short term, one of the reasons the Council is spending more on the renewal of its assets, is that expenditure has been added to the LTFP that is outside of the AMPs. For example, the Council has advised that AMPs have not been prepared for bridge assets ($1 million renewal in LTFP; 80 percent being grant funded), and plant and fleet assets ($0.7 million renewals in LTFP). For this reason, the Commission would encourage the Council to:

5. **Consider** including bridges, and plant and equipment assets in new or existing asset management plans to support the prioritisation of renewal expenditure in its long-term financial plan.

Even with the projected spending on asset renewals aligned with its AMP requirements from 2023-24, the Council's depreciation expenses, which represent the rate of asset consumption, are projected to continue to exceed its renewal spending. Renewal spending is forecast to account for 82 percent of depreciation expenses on average to 2031-32.[24] One area that might be leading to higher depreciation expense forecasts, relative to annual asset renewal expenditure needs, is the Council's recent accumulation of new assets. Another risk that arises when depreciation expenses exceed spending on asset renewals is that the asset lives are assumed to be shorter (in the depreciation calculation) than occurs in practice. The implication of projecting higher than necessary depreciation expenses is that higher operating income (and potentially higher rates revenue) is required to generate an operating surplus for the Council.

Therefore, it would be appropriate for the Council to:

6. **Review** the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset expenditure and better align with the allocations in its long-term financial plan as necessary, including the estimate for asset lives and valuations feeding into the forecast rates of asset consumption and depreciation expenses.

Further, the Council is budgeting for higher capital expenditure on new or upgraded works that is larger than the $3.8 million per annum average over the last 10 years. Practically and logistically, this maybe challenging to achieve.

2.2.3 Advice on current and projected rate levels

The Adelaide Plains Council has a history of high rate rises with average annual growth of 4.4 percent in rate revenue per property between 2011-12 and 2021-22. As a result, its residential rates are relatively high.[25] The Council implemented a 6.2 percent increase to its rates in 2022-23, higher than previously consulted upon (3.25 percent).[26] And the 2022-23 LTFP forecasts an average increase of $655 to

[24] The Council's asset renewal funding ratio by the depreciation-based method (where asset renewal/replacement expenditure is divided by depreciation expenses) is forecast to average 87 percent to 2031-32. This ratio shows the extent to which capital expenditure on the renewal and replacement of assets matches the estimated rate at which these assets are used or consumed.

[25] Refer to Councils in Focus rates data for 2019-20 available at https://councilsinfocus.sa.gov.au/councils/adelaide_plains_council. The Commission is not relying on these rate comparisons for its advice; the data source provides just one indicator, among many, which has informed its advice on the appropriateness of the rate levels.

[26] Adelaide Plains Council, *2022/2023 Annual Business Plan and Budget*, July 2022, p. 49.

existing rates by 2031-32 (to $2,758), which represents an increase of approximately $200 above the Council's assumed inflation growth.[27]

Residential ratepayers (contributing approximately 57 percent of general rates revenue) are estimated to pay an average increase of 5.5 percent. Lower increases were levied on primary production ratepayers (4.0 percent), which account for approximately 34 percent of general rates revenue.

The Council has forecast average rate revenue per property growth of 3.1 percent to 2031-32, which is higher than RBA-based average forecast inflation growth (2.8 percent). Given that the Council has assumed high growth in rateable properties over this period, the total rates revenue growth will be higher – averaging 5.6 percent per annum. As stated, this revenue estimate relies on growth of 150 properties per annum being achieved.

Affordability risk for the increases currently appears moderate. The Commission notes that the Adelaide Plains Council area has a high Socio-Economic Indexes for Areas (**SEIFA**) ranking with relativity strong access to economic resources and higher capacity to pay for higher rate levels than some other areas.[28] However, the current economic environment is putting more pressure on most communities' capacity to pay for further rate increases, including Adelaide Plains. Further, it is not evident that the Council has tested the support for the rate increases through community consultation (for example, with a survey or discussion forum about rate increases and service levels). Given that residential rates are already comparatively high in the Council area,[29] the Commission considers that it would be appropriate for the Adelaide Plains Council to:

7. **Review** and consider limiting future increases above inflation on its average residential rates (for which average rate levels are high) to help reduce affordability risk in the community.
8. **Consult** directly with its community about future rate increases and service levels (for example, through a community survey or discussion forum).

2.3 The Commission's next advice and focus areas

In the next cycle of the Scheme, the Commission will review and report upon the Adelaide Plains Council's:

- ongoing performance against its LTFP estimates (including review of growth assumptions)
- progress in improving the accuracy and consistency in its LTFP, and alignment of capital expenditure estimates included in its plans.
- actions to address any misalignment between the capital expenditure and depreciation estimates in its LTFP and various AMPs, and
- how it has sought to reduce any affordability risks.

[27] The Council's projected CPI inflation is 2.25 percent plus an allowance of 0.25 percent to fund new assets/programs (Adelaide Plains Council, *2022-23 to 2031-32 Long Term Financial Plan*, February 2022, p. 6). This is different to the CPI line in charts throughout this Advice which are based on RBA forecasts and then, a return to long run averages from 2025-26 (with growth of 2.5 percent per annum).

[28] The Adelaide Plains Council area is ranked 65 among 71 South Australian '*local government areas*' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics Socio-Economic Indexes for Areas Index of Economic Resources (2016), where a lower ranking (eg, 1) denotes relatively lower access to economic resources in general, compared with other areas, available at https://www.abs.gov.au/ausstats/subscriber.nsf/log?openagent&2033055001%20-%20lga%20indexes.xls&2033.0.55.001&Data%20Cubes&5604C75C214CD3D0CA25825D000F91AE&0&2016&27.03.2018&Latest.

[29] See footnote 25.



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ADELAIDE PLAINS COUNCIL'S **RESPONSE TO THE SMP ADVICE**

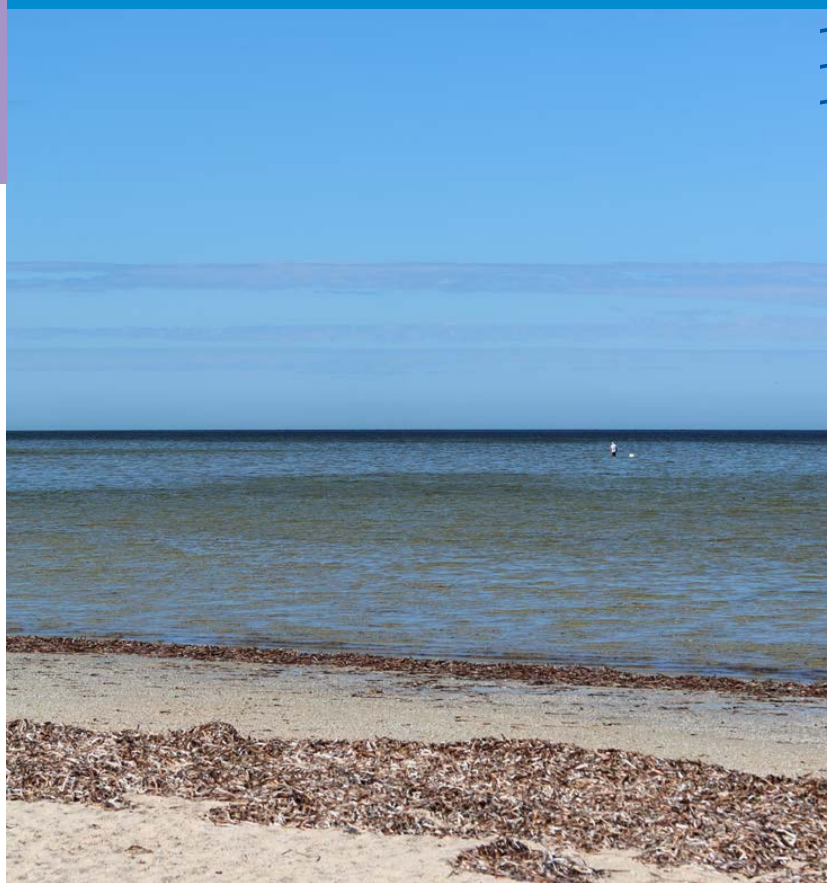
Adelaide Plains Council (the Council) acknowledges the receipt of Essential Services Commission of South Australia's (ESCOSA) strategic management plans (SMP) Advice dated 28 February 2023.

The Council has reviewed the advice provided by ESCOSA and makes the following response/commentary for the Advice.

ESCOSA ADVICE	COUNCIL COMMENT	IMPLEMENTATION TIMEFRAME
GOVERNANCE CONSIDERATIONS		
1 **Review** its long-term financial plan annually (including its 10-year projections and all relevant assumptions (including for inflation)) to better inform its decision-making and any relevant consultation processes.	Due to uncertainties surrounding the impact of COVID-19, Council deferred updating LTFP in 2020. It was deferred again in 2021 until various strategic documents were updated and costed.	LTFP is currently being updated as part of 2023/2024 budget process. Expected to be completed by July 2023.
BUDGETING CONSIDERATIONS		
2 **Review** the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.	As part of developing 2023/2024 budget, rateable property growth is being reviewed. If the projected growth does not occur, Council will adjust growth related expenditure specially in the area of new labour resources.	As part of 2023/2024 budget process and ongoing every year.
3 **Report** its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.	Past and future cost savings will be reported in the 2023/2024 Annual Business Plan and Budget as recommended.	As part of 2023/2024 budget process and ongoing every year.
4 **Improve** the transparency and consistency of borrowing assumptions in its long-term financial plan, particularly in the calculation of 'net lending/borrowing' as per the Uniform Presentation of Finances.	Uniform Presentation of Finances will be updated to ensure transparency in the calculation of net lending/borrowing.	As part of 2023/2024 budget process and ongoing every year.

ESCOSA ADVICE	COUNCIL COMMENT	IMPLEMENTATION TIMEFRAME
REFINEMENTS TO ASSET MANAGEMENT PLANNING		
5 **Consider** including bridges, and plant and equipment assets in new or existing asset management plans to support the prioritisation of renewal expenditure in its long-term financial plan.	Transport - Infrastructure Asset Management Plan updated in 2021 has already covered bridges. Assets management plan will be updated to include all major plant and equipment assets when next comprehensive review of Council's assets management plans occurs following the review of strategic plan.	As part of next update to the Council's assets management plan. Expect to occur in 2024.
6 **Review** the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset expenditure and better align with the allocations in its long-term financial plan as necessary, including the estimate for asset lives and valuations feeding into the forecast rates of asset consumption and depreciation expenses.	Assumptions will be reviewed as part of the next review of Council's asset management plans.	In 2024.
CONTAINING RATE LEVELS		
7 **Review** and consider limiting future increases above inflation on its average residential rates (for which average rate levels are high) to help reduce any emerging affordability risk in the community.	Some of the Council's expenses have increased by more than inflation in recent years (For example, fuel, electricity, insurance, road construction/maintenance). In addition, APC is a growth Council, resulting more and more high value new houses being built every year. Therefore, average residential rates could be increased above inflation, however, this will mostly impact residential properties with increased value. For example, although average residential rates were increased by 5.46% in 2022/2023, 34% of the residential rate payers had their rates increased by less than 5.46%. (The inflation in the December 2022 quarter is 8.6% in Adelaide).	As part of 2023/2024 budget process and ongoing every year.
8 **Consult** directly with its community about future rate increases and service levels (for example through a community survey or discussion forum).	With a dedicated Marketing and Communications Officer on board, Council will explore options/avenues to directly engage with the community about future rate increases and service levels.	In 2024 as part of 2024/2025 budget process.





Adelaide Plains Council

6.2 UPDATE - AUDIT & RISK COMMITTEE ANNUAL WORKS PROGRAM 2023/2024

Record Number: **D24/26943**

Author: **Accountant**

Authoriser: **Chief Financial Officer**

Attachments: **1. Audit & Risk Committee Annual Work Program - Updated for 8 July 2024**

EXECUTIVE SUMMARY

- The purpose of this report is to provide the Audit and Risk Committee (the Committee) with the progress update on the activities identified in the Committee's Annual Works Program for 2023/2024 Financial Year.

RECOMMENDATION

"that the Audit & Risk Committee having considered Item 6.2 – *Update - Audit & Risk Committee Annual Works Program 2023/2024*, dated 8 July 2024, receives and notes the report and in doing so recommends to Council that it acknowledge the progress made to complete the activities identified for Audit & Risk Committee during 2023/2024 Financial Year."

BUDGET IMPACT

Estimated Cost:	Not applicable
Future ongoing operating costs:	Not Applicable
Is this Budgeted?	Not applicable

RISK ASSESSMENT

The Committee must ensure the Annual Work Program addresses the statutory obligations and focuses on the adequacy of the Councils' systems and practices with respect to risk management, financial reporting, the internal control environment and other financial management systems. The ongoing monitoring of the Annual Work Program assist minimisation of exposure to associated risks allowing for adequate resourcing for mitigation strategies by the Council.

DETAILED REPORT

Purpose

The purpose of this report is to provide the Audit & Risk Committee (the Committee) with the progress update on the activities identified in the Committee's Works Program for 2023/2024 Financial Year.

Background

At its meeting on 4 September 2023, the Committee approved the work program for 2023/2024 Financial Year and resolved as follows:

> ***COMMITTEE RESOLUTION 2023/1***
> ***Moved: Mr Fairlie-Jones***
> ***Seconded: Councillor Panella***
> ***"that the Audit Committee, having considered Item 6.4 – Draft Annual Work Program for 2023/2024 Financial Year, dated 4 September 2023, receives and notes the report and in doing so adopts Draft 2023/2024 Audit Committee Work Program and instructs the Chief Executive Officer to bring back a report to the next meeting of the Audit Committee setting out timeframes and priorities."***
>
> ***CARRIED***

At its meeting on 13 November 2023, the Committee received and noted the updated report and resolved as follows:

> ***COMMITTEE RESOLUTION 2023/68***
> ***Moved: Councillor Panella***
> ***Seconded: Acting Mayor Strudwicke***
> ***"that the Audit Committee, having considered Item 6.2 – Update on Audit Committee Annual Work Program 2023/2024, dated 13 November 2023, receives and notes the report and in doing so recommends to the Council that the Council acknowledges the progress made to complete the activities identified for Audit Committee during 2023/2024 Financial Year. Consideration be given to the inclusion of budget reviews and impact of the draft asset revaluations in the Audit Committee Annual Work Program."***
>
> ***CARRIED***

At its meeting on 12 February 2024, the Committee received and noted the updated report and resolved as follows:

> ***COMMITTEE RESOLUTION 2024/4***
> ***Moved: Mr Scargill***
> ***Seconded: Mr Fairlie-Jones***
> ***"that the Audit & Risk Committee, having considered Item 6.2 – Update on Audit & Risk Committee Annual Works Program 2023/2024, dated 12 February 2024;***
> ***1. receives and notes the report;***
> ***2. (a) include a review of the annual report by the CEO as required by section 126(4)(g)(ii) of the Local Government Act 1999 in relation to the polices and process adopted by Council to evaluate the effectiveness of its internal control practices and Procedures; and***
> ***(b) include a report after each meeting by the Chairperson summarising the work of the Audit & Risk Committee during the period preceding meeting and outcomes of the meeting as required by section 126(8)(a) of the Local Government Act 1999;***
> ***3. And recommends Council acknowledge the progress made to complete the activities identified for Audit & Risk Committee during 2023/2024 Financial Year."***
>
> ***CARRIED***

At its meeting on 13 May 2024, the Committee received and noted the updated report and resolved as follows:

COMMITTEE RESOLUTION 2024/20

Moved: Mayor Wasley
Seconded: Mr Fairlie-Jones

"that the Audit and Risk Committee, having considered Item 6.2 – Update on Audit & Risk Committee Annual Works Program 2023/2024, dated 13 May 2024, receives and notes the report and in doing so recommends to Council that it acknowledge the progress made to complete the activities identified for Audit and Risk Committee during 2023/2024 Financial Year with the addition of:

1. ***A report providing an update on risk management framework and procedures be provided to the next meeting; and***
2. ***A target meeting date be provided for item 11.1."***

CARRIED

Discussion

To ensure the requirements of the *Local Government Act 1999* and the Terms of Reference of the Committee are fulfilled, the Committee must develop a Work Program each year.

A regular update on the 2023/2024 Work Program will assist the members of the Committee to monitor their planned activities and the **Attachment 1** shows progress to date. Since November 2023, the Committee received following reports.

- **13 November 2023 meeting**
  - ✓ Final audit for 2022/2023 has been completed and draft audited financial statements, audit report on financial statements and internal controls;
  - ✓ Details of Council insurance policies; and
  - ✓ A report on the review of audited financial results of 2022/2023 against the adopted budget.

- **12 February 2024 meeting**
  - ✓ 2024/2025 Annual Business Plan, Budget and 2025-2034 LTFP development framework and timetable;
  - ✓ Financial Performance for the period July-December 2023;
  - ✓ CEO Credit Card expenditure for the period July-December 2023;
  - ✓ Exemptions from the Procurement Policy; and
  - ✓ The currency of Council policies.

- At special meeting held on **4 March 202**4, the Committee received a confidential report titled 'the Two Wells Town Centre Market Engagement - Adelaide Plains Council and Preferred Proponent Land Facilitation Agreement'

- **13 May 2024 meeting**
  - ✓ 2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034;
  - ✓ Review of: -
    - Gifts and Benefits Policy for Council Employees;
    - Register of Interests Policy;

  - Disposal of Land and Other Assets Policy;
  - Budget Management Policy; and
  - Funding Policy;
- ✓ Review of Audit & Risk Committee Terms of Reference;
- ✓ Results of Fixed Assets Revaluations as of 1 July 2023; and
- ✓ An update on Council's policy review program.
- ✓ LGFA Loan covenants

- Agenda for the **8 July meeting** contains the following reports:
  - ✓ Update on the draft 2023/2024 ABP & Budget;
  - ✓ Review of: -
    - Internal Financial Controls;
    - Draft Annual Works Program for 2025/2026 Financial Year;
  - ✓ Draft 2025 – 2028 Strategic Plan;
  - ✓ Results of Interim Audit 2023-2024;
  - ✓ Information Technology Update;
  - ✓ Bi-annual report on CEO Credit Card Expenses;
  - ✓ An update on Council's policy review program.
  - ✓ Bi-annual report on procurement exceptions;
  - ✓ Bu-annual report on procurement savings;
  - ✓ Two Wells Town Centre – Project Governance Framework;

As indicated in the **Attachment 1**, some of the reports do not have a 'target meeting' date as emergence of particular information is not time-bound. However, as and when the information become available, the Committee will be provided with relevant report as an ongoing basis.

Conclusion

This is the forth progress update report since the adoption of the 2023/2024 Annual Works Program.

References

Legislation

Section 126 of the Local Government Act 1999

Local Government (Financial Management) Regulations 2011

Council Policies/Plans

Audit & Risk Committee Terms of Reference.

Audit & Risk Committee Annual Works Program 2023-2024

Audit & Risk Committee Annual Work Program 2023/2024

Activity	Target Meeting	Current Status/Outcome	Date Completed
1. Financial Reporting - LGA Act 1999 – Section 126(4)(a)			
1.1 Review Council's Annual Financial Statements, the application of Australian Accounting Standards and Council's policies with Council Management and the external auditor and provide a recommendation to the Council on whether Annual Financial Statements present a true and fair view of the Council's financial position at year end and the results of its operations and cash flows for the financial year.			
▪ Review of draft audited financial statements	November 2023	Completed	13/11/2023
▪ Review of assets revaluation results – methodology, unit rates, expired assets and the depreciation impact on the annual budget and Long-Term Financial Plan	April 2024	Agenda of the 13 May 2024 meeting	13/05/2024
1.2 Review and make recommendations to the Council regarding any other significant financial, accounting and reporting issues as deemed necessary by the Audit & Risk Committee, the Council or Council Administration.			
▪ Impact on new accounting standards/changes to existing standards on Council's operations	Ongoing	Ongoing	
▪ Accounting of significant income, expenses, assets and liabilities	Ongoing	Ongoing	
1.3 Consider and provide comment on the financial and risk related issues associated with any Council business referred to it by the Council for such comment.			
▪ Financial and risk relates issues associated with GRFMA flood mitigation work	Ongoing	Ongoing	
2. Strategic Management and Annual Business Plans - LGA Act 1999 – Section 126(4)(b)			
2.1 Review and provide recommendations/comment on Council's Strategic Management Plan, LTFP, Annual Business Plan and Infrastructure & Asset Management Plans.			
▪ Review of strategic management plan (SMP)	April & June 2024	Agenda of the 8 July 2024 meeting contains a report of Strategic Plan Review	
▪ Review of infrastructure & assets management plan (I&AMP)			
▪ Review of Long-Term Financial Plan (LTFP)			
▪ Annual Business Plan (ABP)			
2.2 Monitor and review the effective delivery of these plans.			
▪ Progress update on strategic management plan initiatives	Ongoing	Ongoing	
▪ Progress update on infrastructure & assets management plan implementation			
▪ Progress update on the achievement of LTFP targets			

ıl: D24/19953

Audit & Risk Committee Annual Work Program 2023/2024

2.3 Review and make recommendations to the Council regarding the assumptions, financial ratios and financial targets in the Long-Term Financial Plan.	April & June 2024	Agenda of the 13 May 2024 meeting	13/05/2024
2.4 Provide commentary and advice on the financial sustainability of the Council and any risks in relation to, as part of the adoption of the Long-Term Financial Plan, Annual Budget and periodic Budget Reviews.	April & June 2024	Agenda of the 13 May 2024 meeting	13/05/2024
3. Continuous improvement - LGA Act 1999 – Section 126(4)(c)			
3.1 Monitoring the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by a council's external auditor.	November 2023 September 2024	Agenda of the 8 July 2024 meeting contains a report on the 2023/2024 Interim Audit findings	8/7/2024
4. Exercise of Powers under Section 130A - LGA Act 1999 – Section 126(4)(d)			
4.1 Determine whether a recommendation to the Council is required to request its auditor or some other person to examine and report on any matter considered significant relating to financial management or the efficiency and economy of the management of Council's resources that would not be addressed or included as part of the annual audit.	Ongoing		
5. Liaising with External Auditor - LGA Act 1999 – Section 126(4)(e)			
5.1 Consider and recommend to the Council on the appointment of an external auditor including the terms of engagement and fees of the external auditor at the start of each audit contract.	September 2024	Completed	13/11/2023
5.2 Make recommendation to the Council on the scope of work, reports and activities of the external auditor.	November 2023	Completed	13/11/2023
5.3 Ensure compliance with regulation 22 (1) of the *Local Government (Financial Management) Regulations 2011* which prevent a Council from engaging its auditor to provide any services to the Council outside the scope of the auditor's functions under the Local Government Act.	November 2023	Completed	13/11/2023
5.4 Review the findings of the annual and interim audits with the external auditor.	November 2023 June 2024	Completed	13/11/2023

ıI: D24/19953

Audit & Risk Committee Annual Work Program 2023/2024

5.5 Meet with the external auditor at least annually without the Council administration being present to enable discussion of any issues arising out of the external audit program during the year: ▪ assess the appropriateness of the Council's response to matters raised by the auditors; ▪ discuss any qualifications raised in the most recent audit or comments made in the accompanying management letter; ▪ assess the appropriateness of the Council's response to matters so raised.	November 2023	Completed. Due to multiple participants attending the November meeting via Zoom, Audit and risk committee Independent Chair and the external auditors organised to meet up at another time	TBA
6. Internal Controls - LGA Act 1999 – Section 126(4)(f)			
6.1 Reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.	November 2023 September 2024	Completed	13/11/2023
6.2 Review of self-assessment of internal financial controls.	February 2024	Agenda of the 8 July 2024 meeting	8/7/2024
7. Review of Chief Executive Officer Internal Controls Report - LGA Act 1999 – Section 126(4)(g) (ii)			
7.1 Reviewing and commenting on an annual report provided by the CEO in relation to the policies and processes adopted by the council to evaluate and improve the effectiveness of its internal control practices and procedures.	November 2024		
8. Review of strategic, financial and operational risks - LGA Act 1999 – Section 126(4)(h)			
8.1 Reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.	July 2024	The scheduled Risk Workshops with elected members has been postponed until the 'Court of Disputed Returns" is resolved. Once these workshops have been completed management will be in apposition to provide a further update.	
8.2 Annually review Council's insurance program for adequacy having regard to business and insurable risks associated with Council's business.	November 2023	Completed	13/11/2023

ᴍ: D24/19953

Audit & Risk Committee Annual Work Program 2023/2024

8.3 Two Wells Town Centre Project Risk be reassessed throughout the life of the project	Ongoing		
9. Reviewing any report obtained by the council under section 48(1) - LGA Act 1999 – Section 126 (4) (i)			
9.1 Prudential issues associated with Gawler River Floodplain Management Authority flood mitigation works.	Ongoing		
9.2 Review any other report obtained by the Council under section 48(1) of the LGA Act 1999	Ongoing		
10. Performing any other function determined by the council or prescribed by the regulations - LGA Act 1999 – Section 126 (4) (j)			
10.1 Monitor and review the governance arrangements for Council's subsidiaries and provide advice on the effectiveness of such arrangements as they pertain to financial and other risk exposures to Council.	Ongoing		
11. Public Disclosure Act 2018			
11.1 Review and comment on the adequacy of Council's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or any other matters.	Ongoing	Scheduled for Agenda of the November 2024 meeting	
11.2 Ensure these arrangements allow independent investigation of such matters and appropriate follow up action.	Ongoing		
12. Governance matters			
12.1 Review the adequacy and the currency of all policies of the Council.	February 2024	Completed	12/2/2024
12.2 Periodic review of finance-related policies.	Ongoing	Ongoing	
12.3 Legislative compliance review.	TBC	LGA is currently working on developing a framework to provide guidance to support Councils achieving compliance with obligations in relevant legislation with initial focus on the Local Government Act	
13. Other Functions			

ıl: D24/19953

Audit & Risk Committee Annual Work Program 2023/2024

13.1 Risk Management of Major Projects.	Ongoing		
13.2 Review of Council's Investments and Borrowings.	September 2024		
13.3 Review of overdue Council rates.	September 2024		
13.4 Review of Council's leave liability.	February & September 2024		
13.5 Review Information Technology updates.	June 2024	Agenda of the 8 July 2024 meeting	
13.6 Annual Review of Audit & Risk Committee Terms of Reference.	February 2024	Completed	
13.7 Quarterly budget reviews	June 2024		
14. Reporting			
14.1 Ensure progress of the outstanding Audit & Risk Committee resolutions are followed up regularly.	Ongoing		
14.2 Ensure that significant, urgent matters identified through the work program are formally and promptly reported to Council.	Ongoing		
14.3 Report to the Council after each Audit & Risk Committee meeting summarising the work of the committee during the period preceding the meeting and the outcomes of the meeting	November 2023, February, April & June 2024	Ongoing, first report provided to 26 February 2024 Council meeting	
14.4 Provide an annual report to the council on the work of the committee during the period to which the report relates; ▪ outlining outputs relative to the Audit & Risk Committee's Annual Work Program and the results of a self-assessment of performance for the preceding period including whether it believes any changes to its Terms of Reference are appropriate; ▪ outlining any identified training needs; ▪ Audit & Risk Committee Self-Assessment Survey ▪ advise on future work program proposals; and invite comment from the Council on all of the above.	April 2023		

ıl: D24/19953

6.3 DRAFT - ANNUAL WORK PROGRAM - 2024/2025 FINANCIAL YEAR

Record Number: **D24/30070**

Author: **Chief Financial Officer**

Authoriser: **Acting Chief Executive Officer**

Attachments: **1. Draft Audit & Risk Committee Annual Work Program 2024-2025**

EXECUTIVE SUMMARY

- The purpose of the report is to provide the Audit & Risk Committee (the Committee) with the Draft Work Program for the year ending 30 June 2025 for review and comment by the Committee members before being implemented by the Council management.
- It reflects the yearly activities of the Council as required under section 126 of the Local Government Act 1999 and the Committee's Terms of Reference.

RECOMMENDATION

"that the Audit Committee, having considered Item 6.3 – *Draft - Annual Work Program - 2024/2025 Financial Year*, dated 8 July 2024, receives and notes the report and in doing so adopts Draft 2024/2025 Audit Committee Work Program."

BUDGET IMPACT

Estimated Cost:	Not Applicable
Future ongoing operating costs:	Not Applicable
Is this Budgeted?	Not applicable

RISK ASSESSMENT

The Audit & Risk Committee must ensure that the Annual Work Program addresses the statutory obligations and focuses on the adequacy of the Councils' systems and practices with respect to risk management, financial reporting, the internal control environment and other financial management systems. The ongoing monitoring of the Annual Work Program aids minimisation of exposure to associated risks allowing for adequate resourcing of mitigation strategies by the Council.

DETAILED REPORT

Purpose

The purpose of the report is to provide the Audit & Risk Committee (the Committee) with the Draft Work Program for the year ended 30 June 2025 for review and comment by the members before being implemented by the staff during 2024/2025 Financial Year.

Background

Pursuant to section126 (4) of the *Local Government Act 1999* and as detailed under 2.1 of the Committee's Terms of Reference, the Committee is responsible for following functions:-

a. reviewing annual financial statements to ensure that they present fairly the state of affairs of the council; and

b. proposing, and providing information relevant to, a review of the council's strategic management plans or annual business plan; and

c. monitoring the responsiveness of the council to recommendations for improvement based on previous audits and risk assessments, including those raised by a council's auditor; and

d. proposing, and reviewing, the exercise of powers under section 130A; and

e. liaising with the council's auditor in accordance with any requirements prescribed by the regulations; and

f. reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis; and

g. —

   i. if the council has an internal audit function—

      (A) providing oversight of planning and scoping of the internal audit work plan; and
      (B) reviewing and commenting on reports provided by the person primarily responsible for the internal audit function at least on a quarterly basis; or

   ii. if the council does not have an internal audit function, reviewing and commenting on an annual report provided by the chief executive officer in relation to the policies and processes adopted by the council to evaluate and improve the effectiveness of its internal control practices and procedures; and

h. reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis; and

i. reviewing any report obtained by the council under section 48(1); and

j. performing any other function determined by the council or prescribed by the regulations.

Discussion

To ensure that the requirements of the *Local Government Act 1999* and the Terms of Reference of the Committee are fulfilled, it must develop a Work Program each year. A draft 2024/2025 Work Program, based on above requirements is contained in **Attachment 1**. The Committee can either endorse the Work Program or amend the document as appropriate.

Conclusion

Adoption of the work program for 2024/2025 Financial Year allows the members of the Committee to monitor their activities in a formal way while providing a clear reporting framework to the staff to support the activities of the Committee for 2024/2025 Financial Year.

References

Legislation
Local Government Act 1999.
Local Government (Financial Management) Regulations 2011.

Council Policies/Plans
Audit & Risk Committee Terms of Reference.
LGA Financial Sustainability Information Paper 3 - Audit & Risk Committees

Audit & Risk Committee Annual Work Program 2024/2025

Activity	Target Meeting	Current Status/Outcome	Date Completed
1. Financial Reporting - LGA Act 1999 – Section 126(4)(a)			
1.1 Review Council's Annual Financial Statements, the application of Australian Accounting Standards and Council's policies with Council Management and the external auditor and provide a recommendation to the Council on whether Annual Financial Statements present a true and fair view of the Council's financial position at year end and the results of its operations and cash flows for the financial year.			
▪ Review of draft audited financial statements	November 2024		
▪ Review of assets revaluation results – methodology, unit rates, expired assets and the depreciation impact on the annual budget and Long-Term Financial Plan	April 2025		
1.2 Review and make recommendations to the Council regarding any other significant financial, accounting and reporting issues as deemed necessary by the Audit & Risk Committee, the Council or Council Administration.			
▪ Impact on new accounting standards/changes to existing standards on Council's operations	Ongoing		
▪ Accounting of significant income, expenses, assets and liabilities	Ongoing		
1.3 Consider and provide comment on the financial and risk related issues associated with any Council business referred to it by the Council for such comment.			
▪ Financial and risk relates issues associated with GRFMA flood mitigation work	Ongoing		
2. Strategic Management and Annual Business Plans - LGA Act 1999 – Section 126(4)(b)			
2.1 Review and provide recommendations/comment on Council's Strategic Management Plan, LTFP, Annual Business Plan and Infrastructure & Asset Management Plans.			
▪ Review of strategic management plan (SMP)	April & June 2025		
▪ Review of infrastructure & assets management plan (I&AMP)			
▪ Review of Long-Term Financial Plan (LTFP)			
▪ Annual Business Plan (ABP)			
2.2 Monitor and review the effective delivery of these plans.			
▪ Progress update on strategic management plan initiatives	Ongoing		
▪ Progress update on infrastructure & assets management plan implementation			
▪ Progress update on the achievement of LTFP targets			

ıl: D24/30410

Audit & Risk Committee Annual Work Program 2024/2025

2.3	Review and make recommendations to the Council regarding the assumptions, financial ratios and financial targets in the Long-Term Financial Plan.	April & June 2025		
2.4	Provide commentary and advice on the financial sustainability of the Council and any risks in relation to, as part of the adoption of the Long-Term Financial Plan, Annual Budget and periodic Budget Reviews.	April & June 2025		
3.	Continuous improvement - LGA Act 1999 – Section 126(4)(c)			
3.1	Monitoring the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by a council's external auditor.	November 2024 June 2025		
4.	Exercise of Powers under Section 130A - LGA Act 1999 – Section 126(4)(d)			
4.1	Determine whether a recommendation to the Council is required to request its auditor or some other person to examine and report on any matter considered significant relating to financial management or the efficiency and economy of the management of Council's resources that would not be addressed or included as part of the annual audit.	Ongoing		
5.	Liaising with External Auditor - LGA Act 1999 – Section 126(4)(e)			
5.1	Consider and recommend to the Council on the appointment of an external auditor including the terms of engagement and fees of the external auditor at the start of each audit contract.	June 2024		
5.2	Make recommendation to the Council on the scope of work, reports and activities of the external auditor.	November 2024		
5.3	Ensure compliance with regulation 22 (1) of the *Local Government (Financial Management) Regulations 2011* which prevent a Council from engaging its auditor to provide any services to the Council outside the scope of the auditor's functions under the Local Government Act.	November 2024		
5.4	Review the findings of the annual and interim audits with the external auditor.	November 2024 June 2025		

ıl: D24/30410

Audit & Risk Committee Annual Work Program 2024/2025

5.5 Meet with the external auditor at least annually without the Council administration being present to enable discussion of any issues arising out of the external audit program during the year: ▪ assess the appropriateness of the Council's response to matters raised by the auditors; ▪ discuss any qualifications raised in the most recent audit or comments made in the accompanying management letter; ▪ assess the appropriateness of the Council's response to matters so raised.	November 2024		
6. Internal Controls - LGA Act 1999 – Section 126(4)(f)			
6.1 Reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.	November 2024 June 2024		
6.2 Review of self-assessment of internal financial controls.	February 2025		
7. Review of Chief Executive Officer Internal Controls Report - LGA Act 1999 – Section 126(4)(g) (ii)			
7.1 Reviewing and commenting on an annual report provided by the CEO in relation to the policies and processes adopted by the council to evaluate and improve the effectiveness of its internal control practices and procedures.	November 2024		
8. Review of strategic, financial and operational risks - LGA Act 1999 – Section 126(4)(h)			
8.1 Reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.	November 2024		
8.2 Annually review Council's insurance program for adequacy having regard to business and insurable risks associated with Council's business.	November 2024		
8.3 Two Wells Town Centre Project Risk be reassessed throughout the life of the project	Ongoing		
9. Reviewing any report obtained by the council under section 48(1) - LGA Act 1999 – Section 126 (4) (i)			
9.1 Prudential issues associated with Gawler River Floodplain Management Authority flood mitigation works.	Ongoing		
9.2 Review any other report obtained by the Council under section 48(1) of the LGA Act 1999	Ongoing		

ıl: D24/30410

Audit & Risk Committee Annual Work Program 2024/2025

10. Performing any other function determined by the council or prescribed by the regulations - LGA Act 1999 – Section 126 (4) (j)			
10.1 Monitor and review the governance arrangements for Council's subsidiaries and provide advice on the effectiveness of such arrangements as they pertain to financial and other risk exposures to Council.	Ongoing		
11. Public Disclosure Act 2018			
11.1 Review and comment on the adequacy of Council's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or any other matters.	Ongoing		
11.2 Ensure these arrangements allow independent investigation of such matters and appropriate follow up action.	Ongoing		
12. Governance matters			
12.1 Review the adequacy and the currency of all policies of the Council.	February 2025		
12.2 Periodic review of finance-related policies.	Ongoing		
12.3 Legislative compliance review.	TBC		
13. Other Functions			
13.1 Risk Management of Major Projects.	Ongoing		
13.2 Review of Council's Investments and Borrowings.	June 2025		
13.3 Review of overdue Council rates.	June 2025		
13.4 Review of Council's leave liability.	February & June 2025		
13.5 Review Information Technology updates.	TBC		
13.6 Annual Review of Audit & Risk Committee Terms of Reference.	February 2025		
13.7 Quarterly budget reviews	February & June 2025		
14. Reporting			
14.1 Ensure progress of the outstanding Audit & Risk Committee resolutions are followed up regularly.	Ongoing		

ıl: D24/30410

Audit & Risk Committee Annual Work Program 2024/2025

14.2 Ensure that significant, urgent matters identified through the work program are formally and promptly reported to Council.	Ongoing		
14.3 Report to the Council after each Audit & Risk Committee meeting summarising the work of the committee during the period preceding the meeting and the outcomes of the meeting	Ongoing		
14.4 Provide an annual report to the council on the work of the committee during the period to which the report relates; ▪ outlining outputs relative to the Audit & Risk Committee's Annual Work Program and the results of a self-assessment of performance for the preceding period including whether it believes any changes to its Terms of Reference are appropriate; ▪ outlining any identified training needs; ▪ Audit & Risk Committee Self-Assessment Survey ▪ advise on future work program proposals; and invite comment from the Council on all of the above.	November 2024		

ıl: D24/30410

7 REPORTS FOR INFORMATION

7.1 PROCUREMENT POLICY EXEMPTIONS - JANUARY TO JUNE 2024

Record Number: **D24/25187**

Author: **Procurement Advisor**

Authoriser: **Chief Financial Officer**

Attachments: **1. Register of Purchases Exempt from Procurement Policy - January to June 2024**

RECOMMENDATION

"that the Audit & Risk Committee, having considered Item 7.1 – *Procurement Policy Exemptions - January to June 2024*, dated 8 July 2024, receives and notes the report."

Purpose

The purpose of this report is to provide the Audit & Risk Committee (the Committee) with an update of procurement processes which have been exempt from the Procurement Policy (the Policy).

Background

Per clause 8 of the Policy, exemptions are reported to the Committee on a bi-annual basis for Committee Members' information.

Presented as **Attachment 1** to this report is a 'Register of Purchases exempt from the Procurement Policy'. The register contains procurement activities exempt from the Policy from January 2024 to June 2024.

Discussion

Council employees procure in line with the Policy for the majority of the required procurement activities. However, in some circumstances such as an emergency or where the tender process will not necessarily deliver best outcome for the Council and other market approaches may be more appropriate, an exemption may be sought.

All exemptions to the Policy are required to be approved by the Chief Executive Officer as stated in the Policy, appropriate documentation and justification is recorded in Council's record management system.

A column for market research has been included upon feedback from the February 2024 Committee meeting and will be reported ongoing.

Conclusion

The Policy Exemptions Register report is a transparent and efficient reporting tool, ensuring Committee Members are updated in relation to procurement activities undertaken that require an exemption.

References

Legislation
Local Government Act 1999

Council Policies/Plans
Procurement Policy

Exemptions to the Procurement Policy - 2023/2024

Procurement Description	Date the Procurement was initiated	Expected Value of Procurement	Market research	Reasons for Exemption	Date of CEO Approval
Communication Newsletter - Winter Edition	17/06/2024	$10,345	Council are currently in the process of establising a panel arrangement for Graphic Design. However due to workload have been unable to establish the panel prior to the winter edition.	As the panel arrangement has not been established as yet, an exemption is sought to produce the winter edition of the Communicator as normal with the current provider, prior to a workshop with Council Members regarding future production of the publication.	21/06/2024
Wasta data collection	29/04/2024	$32,290	Limited candidates in the market who can provide a whole of service that local government requires.	Consultant works closely with a significant portion of Councils and has the expertise to undertake waste data collection, and develop strategies for Council to improve its waste management performance.	30/04/2024
Mapping Licence	4/04/2024	$16,000 p.a.	Limited candidates in the market identified during initial market research, who can provide the service/product that local government requires.	Council have had a licence for a mapping program for the previous 3 years. Initial market research resulted in limited suppliers in the market to meet local government requirements. The current licence agreement is expiring in June 2024 and staff are seeking to renew the agreement for an initial 12 months with a further 2 x 1 year extensions available (3 years in total). The software is performing well and meeting requirements, therefore staff are seeking an exemption to direct purchase from the current supplier.	5/04/2024
Local Heritage Review	6/03/2024	$15,000	The consultant was engaged in 2021 through a request for quote process in line with the policy/threshold requirements.	The services are required as part of the initial process for proposed local heritage listing, provided to the Minister for Planning. Following the proposal, the Heritage Sub-Committee of the State Planning Commissions has requested further information. Due to the new scope requiring refining and additions to the original scope, Council staff consider it the best value for money to engage the consultant who completed the initial scope of work. The quote is within exepected rates for the services and the consultant achieves results in a timely manner.	14/03/2024

CM Reference: D23/40491

Last updated 21/06/2024

7.2 CHIEF EXECUTIVE OFFICER - CREDIT CARD EXPENDITURE - 1 JANUARY 2024 TO 30 JUNE 2024

Record Number: **D24/25653**

Author: **Accountant**

Authoriser: **Chief Financial Officer**

Attachments: **Nil**

RECOMMENDATION

"that the Audit & Risk Committee, having considered Item 7.2 – *Chief Executive Officer - Credit Card Expenditure - 1 January 2024 to 30 June 2024*, dated 8 July 2024, receives and notes the report."

Purpose

The purpose of this report is to provide members of the Audit & Risk Committee with information on CEO credit card expenses occurred during the 6 months period from 1 January 2024 to 30 June 2024.

Background

Clause 3.19 of the Credit Card Policy approved by the Council on 27 February 2023 states as follows:-

2.2 A report containing the details such as 'Supplier', 'Amount' and 'Description' is presented to the Audit Committee on the Chief Executive Officer's credit card transactions, on a 6-montly basis.

Discussion

CEO's credit card expenditure summary is given below in **Table 1**.

Total expenditure of $1,460.71 (Incl. GST) has been made via CEO's credit card during the reporting period as summarised in the below table.

Date	Supplier	Amount ($)	Description
18/01/2024	News Limited	28.00	The Advertiser Digital Membership
23/01/2024	City of Adelaide	10.20	Parking - meeting with BDO Australia to discuss Organisation Development matters
28/01/2024	Banwala Brothers Norwood	150.00	Detailing of CEO vehicle prior to Governor's Visit
29/01/2024	Upark Wyatt Street Adelaide	17.00	Parking - meeting with Holmes Dyer - Civic and Community Hub Investigation
2/02/2024	Pirie Flinder car park	20.00	Executive Leadership Training LGS House
10/02/2024	Happytel	109.86	IT Mobile phone device accessories
13/02/2024	News Ltd	28.00	The Advertiser Digital Membership
15/02/2024	Pirie Flinders Car Park	21.00	Parking - Unchartered Leadership training at LG House
26/02/2024	Adelaide Central market Car Park	13.00	Parking CEO and Governance Manager attended Court matter

4/03/2024	Auto Park	10.15	Parking - meeting with BDO
12/03/2024	News Pty	28.00	The Advertiser Digital Membership
9/04/2024	News Pty Ltd	28.00	The advertiser digital membership
24/04/2024	City of Adelaide Upark	5.10	Parking to attend meeting with Mcarthur's
26/04/2024	Commercial Motor Adelaide	928.75	Carry out 72 months / 120,000 km service of CEO vehicle
7/05/2024	News Pty Ltd	28.00	The Advertiser Digital Membership
6/06/2024	UPark	7.65	Parking to attend LG Awards Night
6/06/2024	News Pty Ltd	28.00	The Advertiser Digital Membership
	Total	1,460.71	

Conclusion

Total expenditure incurred via CEO credit card for the period 1 January 2024 – 30 June 2024 is $1,460.71.

References

Legislation

Section 124 (Accounting Records to be Kept) of the Local Government Act 1999
Section 125 (Internal Control Policies) of the Local Government Act 1999
Financial Internal Controls Policy

Council Policies/Plans

Financial Internal Controls Policy
Human Resource Management Policy
Procurement Policy
Credit Card Policy

7.3 INTERIM AUDIT 2023/2024 - MANAGEMENT REPORT

Record Number: **D24/25669**

Author: **Accountant**

Authoriser: **Chief Financial Officer**

Attachments: **1. Interim Management Report 2023/2024 Issued by Galpins**

RECOMMENDATION

"that the Audit & Risk Committee, having considered Item 7.3 – *Interim Audit 2023/2024 - Management Report*, dated 8 July 2024, receives and notes the report."

Purpose

The purpose of this report is to present to the members of the Audit & Risk Committee, management report issued by Council's Auditor Galpins following their interim audit visit for the 2023/2024 Financial Year that took place from 3 April 2024 to 4 April 2024.

Background

The objectives of the interim audit as advised by Galpins are to: -

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

Section 129 (Clause 3) of the *Local Government Act 1999* states as follows with regard to audit opinion on internal financial controls: -

(3) The auditor must provide to the council—

(a) an audit opinion with respect to the financial statements; and

(b) an audit opinion as to whether the controls audited under subsection (1)(b) are sufficient to provide reasonable assurance that the financial transactions of the council have been conducted properly and in accordance with law.

(4) The auditor must also provide to the council written advice on particular matters arising from an audit.

(5) The auditor must specifically identify in the advice under subsection (4) any irregularity in the council's accounting practices or the management of the council's financial affairs identified by the auditor during the course of an audit.

(5a) The auditor will provide the opinions under subsection (3) and the advice under subsection (4)—

(a) to the principal member of the council (who must ensure that copies of the documents are provided to the chief executive officer, and that copies are provided to the other members of council for their consideration at the relevant meeting under subsection (5b) or subsection (5c)); and

(b) to the council's audit committee.

Discussion

During the interim audit, the main focus was on Council's internal financial controls and its effectiveness in order to determine if there were any matters or concerns that would impact the decision-making ability of the users of the Council's annual financial report.

Galpins assessed 65 internal financial controls of the Council to ensure compliance with the *Local Government Act 1999* and *Local Government (Financial Management) Regulation 2011* and their 2023 findings are summarised in the table below in comparison to 2022 and 2021.

Business cycles	Controls Reviewed	Operating Effectively				2024 Findings			
		2024	2023	2022	2021	H	M	L	BP
Purch/Procur/Contracting	7	7	5	5	6	-	-	-	-
Fixed Assets	8	7	8	8	6	-	1	-	-
General Ledger	8	8	7	7	5	-	-	-	-
Accounts Payable	8	8	8	7	7	-	-	-	-
Rates / Rates Rebates	8	8	8	7	7	-	-	-	-
Payroll	11	10	11	11	10	-	-	1	-
Banking	5	5	5	5	5	-	-	-	-
Credit Cards	5	5	5	5	4	-	-	-	-
Debtors	3	3	3	3	3	-	-	-	-
Receipting	2	2	2	2	2	-	-	-	-
Total	**65**	**63**	**62**	**60**	**55**	**-**	**1**	**1**	**-**

As indicated in the above table, Galpins have brought to the attention of the Council management two (2) 'Moderate and Low Risk Weaknesses' in internal financial controls. They are;

1) Fixed Assets - Roads and building assets require updated condition assessment; and
2) Payroll - An instance where a document providing written evidence of the hourly rate paid to an employee was not found on file;

Please refer to the Interim Management Letter contained under **Attachment 1** for the responses provided by the Council management for the two (2) controls weaknesses identified by Galpins.

Following the interim audit visit, Galpins have concluded that *'that there is a high likelihood of issuing an unmodified controls opinion at the end of the financial year. This will depend on the Council demonstrating continued progress towards addressing identified control weaknesses, ensuring that the existing core controls in place continue to operate effectively and that the annual internal control activities are performed at year end.'*.

The final audit visit is expected to occur from 9 October to 11 October.

References

Legislation
Local Government Act 1999
Local Government (Financial Management) Regulation 2011

Council Policies/Plans
Audit & Risk Committee Annual Work Program 2023/2024
Audit & Risk Committee Terms of Reference

Galpins

Accountants, Auditors & Business Consultants

Financial Controls Review

Adelaide Plains Council

2023/24 Interim Management Letter

Adelaide Plains Council

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Table of Contents

1. EXECUTIVE SUMMARY 3
1.1 Background 3
1.2 Objectives and scope 3
1.3 Category of findings 5
1.4 Overall review of the Council's internal controls 6
1.5. Summary of findings 7
2. DETAILED AUDIT FINDINGS 8
2.1 FIXED ASSETS 8
2.2 PAYROLL 10
APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS 12

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1. EXECUTIVE SUMMARY

1.1 Background

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

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

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

The audit opinion is restricted per s129 of the Act to the application of s125 as it relates to financial internal controls, specifically the controls exercised by the Council during the relevant financial year in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities.

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

1.2 Objectives and scope

The objectives of our interim audit were to:

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

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

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

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

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

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

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

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

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

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

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

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

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1.3 Category of findings

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

We assessed each business cycle using our risk assessment which was focused on the risk of finding material weaknesses which could lead to a modified controls opinion in the 2023/24 financial year. An overall assessment of the risk of a potential modified audit opinion per business cycle is provided in item 1.5 of this report.

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

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

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

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

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1.4 Overall review of the Council's internal controls

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

During our interim visit we found that the majority of key internal controls reviewed were in place and were operating effectively (63 out of 65 core controls reviewed).

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

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

Business cycles	Controls Reviewed	Operating Effectively				2024 Findings			
		2024	2023	2022	2021	H	M	L	BP
Purch/Procur/Contracting	7	7	5	5	6	-	-	-	-
Fixed Assets	8	7	8	8	6	-	1	-	-
General Ledger	8	8	7	7	5	-	-	-	-
Accounts Payable	8	8	8	7	7	-	-	-	-
Rates / Rates Rebates	8	8	8	7	7	-	-	-	-
Payroll	11	10	11	11	10	-	-	1	-
Banking	5	5	5	5	5	-	-	-	-
Credit Cards	5	5	5	5	4	-	-	-	-
Debtors	3	3	3	3	3	-	-	-	-
Receipting	2	2	2	2	2	-	-	-	-
Total	**65**	**63**	**62**	**60**	**55**	**-**	**1**	**1**	**-**

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

Audit have concluded that there is a high likelihood of issuing an unmodified controls opinion at the end of the financial year. This will depend on the Council demonstrating continued progress towards addressing identified control weaknesses, ensuring that the existing core controls in place continue to operate effectively and that the annual internal control activities are performed at year end.

1.5. Summary of findings

Business Cycle	Findings	Risk
Fixed Assets	2.1.1 Roads and building assets require updated condition assessment	M
Payroll	2.2.1 An instance where a document providing written evidence of the hourly rate paid to an employee was not found on file	L
Purch Procurement/ Contracting	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
General Ledger	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
Accounts Payable	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
Rates	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
Banking	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
Credit cards	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
Debtors	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A
Receipting	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act	N/A

2. DETAILED AUDIT FINDINGS

2.1 FIXED ASSETS

2.1.1 Roads and building assets require updated condition assessment	Moderate
Control	Relevant staff review useful lives, residuals, valuations, depreciation methodology and test for impairment to ensure that methods used are still appropriate and significant changes are incorporated into Asset Management Plans.
Risk	Fixed Assets are not valued correctly initially or on subsequent revaluation.

Finding	Recommendations	Management Response
Last comprehensive condition assessments of roads and buildings were completed in 2019. Roads are valued based on their depreciated replacement cost, which comprises 2 components - the gross replacement cost and the accumulated depreciation of these assets. Gross replacement cost is determined by the confirmation of physical characteristics / measurements and revaluation of unit rates of these assets, which was completed as of 1 July 2022. Accumulated depreciation is based on estimated total and remaining useful lives of these assets, informed by the condition assessments conducted in 2019. Buildings are valued based on market value (where a market value can be reliably determined) or on their depreciated replacement cost (where there is no active market due to the specialised nature of the assets and the service they provide). The depreciated replacement cost comprises 2 components - the gross replacement cost and the accumulated depreciation of these assets. Gross replacement cost is determined by the confirmation of physical characteristics / measurements and estimated costs for which a substitute asset with similar service potential could be constructed, which was completed as of 1 July 2022.	Ensure that a comprehensive condition assessment of roads and building assets is conducted as soon as practical, and used to inform a review of the appropriateness of useful life estimates informing the valuation and depreciation of these assets.	APC has already engaged Tonkin to perform a comprehensive condition assessment of roads and buildings. On the 8 April 2024 Tonkin advised that their field personal had made significant progress with the data collection and were half way through the process. At this point in time Tokin we anticipating that the field data collection would be completed by Mid-June. Tonkin are expecting to have the final report ready for Council by October 2024 results of which will be reflected in 2024/2025 Financial Statements.

Accumulated depreciation is based on estimated total and remaining useful lives of these assets, informed by the condition assessments conducted in 2019. To ensure that asset valuation data is maintained at an appropriate quality to inform asset management and long term financial planning decisions, it is critical that key valuation inputs – including both gross replacement cost and condition – are reassessed regularly. Common practice in local government is for these inputs to be comprehensively reviewed by an independent third party every 3-5 years. Whilst council staff perform condition assessments of roads and buildings on a sample basis as part of their ongoing processes, reducing the risk of significant discrepancies in the asset condition data, this is not a substitute for a comprehensive condition assessment of all road and building assets.		

2.2 PAYROLL

2.2.1 An instance where a document providing written evidence of the hourly rate paid to an employee was not found on file	Low
Control	All calculations for generating payroll payments are verified for accuracy.
Risk	Payroll expense is inaccurately calculated.

Finding	Recommendations	Management Response
During our interim audit, a sample of 13 employees was selected for a recalculation of their payroll payments, including reviewing employee files (e.g. contracts), the 2023 APC Employee Relations Agreement and timesheets. In one instance, the Council was unable to provide any written documentation substantiating the hourly rate paid to the selected employee (employee #88). The documents provided to the auditors included: • 'Offer – Change of Position…' issued on March 1, 2013, which determined their classification (General Officer Level 6) and the corresponding hourly rate as per the 2012 District Council of Mallala Employee Relations Agreement. • 'Organisation Restructure – Position Title Change' issued on August 12, 2019, which informed that, in accordance with clause 6 of the APC Administrative Employee Relations Agreement 2017, the position title was changed. However, this document did not mention the hourly rate to be paid to the employee.	Council to ensure that current classifications and hourly rates paid for all employees are formally documented and signed by both Council and the employee, and retained in Council's records management system.	Council's record management practices with regard to employee records have changed since April to ensure correct classification of employee data as well as capturing all the information in an effect way. In addition, when the new Enterprise Bargaining (EB) agreement is finalised for the period 1 July 2024 to 30 June 2027, Council management will ensure that all pay rates covered by the relevant EB are provided as an attachment to the EB.

The documents above do not provide evidence of the current hourly rate paid to the employee, because the employee is currently receiving an hourly rate higher than that stipulated by the 2023 APC Employee Relations Agreement for General Officer Level 6. This may be appropriate, as their classification may have changed since the 2013 offer, however this is not evidenced in the paperwork provided.		

APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS

Galpins

Adelaide Plains Council

Purchasing and Procurement

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

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

CONTRACTING

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

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

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Adelaide Plains Council

FIXED ASSETS

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

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

GENERAL LEDGER

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

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

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Adelaide Plains Council

ACCOUNTS PAYABLE

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

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

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Adelaide Plains Council

RATES / RATES REBATES

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

RISKS	Control	Control Type
R3	Access to the Property master file is restricted to appropriately designated personnel, with a process in place to ensure changes are in line with policies and procedures.	Core
R2	All rate rebates and adjustments including write offs are appropriately authorised, with reference to Delegations of Authority and source documents.	Core
R2	Annual valuation update is balanced prior to the generation of rates; all mismatches resolved prior to finalising rate generation.	Core
R2	Employees responsible for processing rate payments and rebates cannot process their own payments or rebates unless the transaction is approved by someone independent of the process	Core
R4	There is a Process in place to ensure that rates are collected in a timely manner and overdue rates are followed up.	Core
R1	Rates are automatically generated by the rate system, including the calculation of rate rebates and other parameters as applicable.	Core
R2	Rates are generated and tested for accuracy of calculation methodology prior to the rates billing run.	Core
R1	There is a rating policy in place that is reviewed annually that provides clear guidance on rating methodology and relevant rebates and remissions in line with legislation.	Core

PAYROLL

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

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

BANKING

Risks

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

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

CREDIT CARDS

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

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

DEBTORS

Risks

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

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

RECEIPTING

Risks

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

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

7.4 REVIEW OF INTERNAL FINANCIAL CONTROLS

Record Number: **D24/26777**

Author: **Accountant**

Authoriser: **Chief Financial Officer**

Attachments: **Nil**

RECOMMENDATION

"that the Audit & Risk Committee, having considered Item 7.4 – *Review of Internal Financial Controls*, dated 8 July 2024, receives and notes the report."

Purpose

The purpose of this report is to provide the Audit and Risk Committee with the results of the self-assessment of Internal Financial Controls carried out by the Council Management in March 2024.

Background

Section 129(1) of the *Local Government Act 1999* (the Act) was amended in 2009 to include a new requirement for council's auditors to undertake an audit of: -

- the controls exercised by the council during the relevant financial year in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities (Section 129(1)(b)); and
- the auditor must provide to the council an audit opinion as to whether the controls audited under subsection (1)(b) are sufficient to provide reasonable assurance that the financial transactions of the council have been conducted properly and in accordance with law (Section 129(3)(b)).

The Better Practice Model – Financial Internal Controls Framework (the Framework) has been developed, for these purposes, by the SA Local Government Financial Management Group and Deloitte, in close co-operation with the SA Local Government Auditor's Group, the Local Government Association of South Australia (LGA), and the Office for State/Local Government Relations.

Council auditors are required to express an opinion each year, on the adequacy of a council's internal financial controls - whether these controls have been 'sufficient to provide reasonable assurance that the financial transactions of the council have been conducted properly and in accordance with law'.

Council's first self-assessment of Internal Financial Controls was undertaken in 2015 using an excel based spreadsheet. Due to time-consuming nature of such manual assessment, ControlTrack software was purchased by the Council in 2018 to streamline the review of internal controls.

<u>September 2018 Self-Assessment</u>

First self-assessment using ControlTrack software was completed in September 2018. The assessment was carried out by Council staff using 118 controls that span over six main categories and twenty-four processes.

An overall score of 4.58 out of 5.00 was recorded with four controls requiring improvements.

April 2021 Self-Assessment

Second assessment on ControlTrack was completed in April 2021 with the assessment of 151 core controls. It showed that most of Council's core financial controls are between 'Majority effective' and 'Effective' (an overall score of 4.65) with two financial controls requiring improvements.

January 2023 Self-Assessment

Third assessment was commenced in December 2022 and completed in January 2023 with the assessment of 154 core controls across twenty-four processes. This Assessment again showed that most of Council's core financial controls are between 'Majority effective' and 'Effective' (an overall score of 4.95) with one financial controls requiring improvement

March 2024 Self-Assessment

Forth assessment was commenced in March 2024 and completed in April 2024 with the assessment of 154 core controls across twenty-four processes. This Assessment again showed that most of Council's core financial controls are between 'Majority effective' and 'Effective' (an overall score of 4.97).

Discussion

To meet the legislative requirements with regard to the implementation of sound internal financial controls, Council management utilised ControlTrack software that was developed based on Better Practice Model – Financial Internal Controls Framework.

For this assessment, 154 core controls have been included for mitigating financial risks outlined in the framework. Initially an assessor was allocated for each control and they were asked to rate the effectiveness of the Council's internal financial controls using the ranking below: -

1. Ineffective;
2. Requires significant improvement;
3. Partially effective;
4. Majority effective; and
5. Effective.

A reviewer was assigned against each control who in most instances was the relevant team leader or manager of the assessor. This reviewer analysed the assessor's rating before determining their own rating and where the rating is 3 or below an action plan was developed/required. As no rating has scored 3 or below, there have been no action plans developed.

Accordingly, results show that most of Council's controls are between 'Majority effective' and 'Effective' (an overall score of 4.97).

The following graph shows the average score assigned by the reviewer to each control category. All categories have an average score of above 4.00 (majority effective).

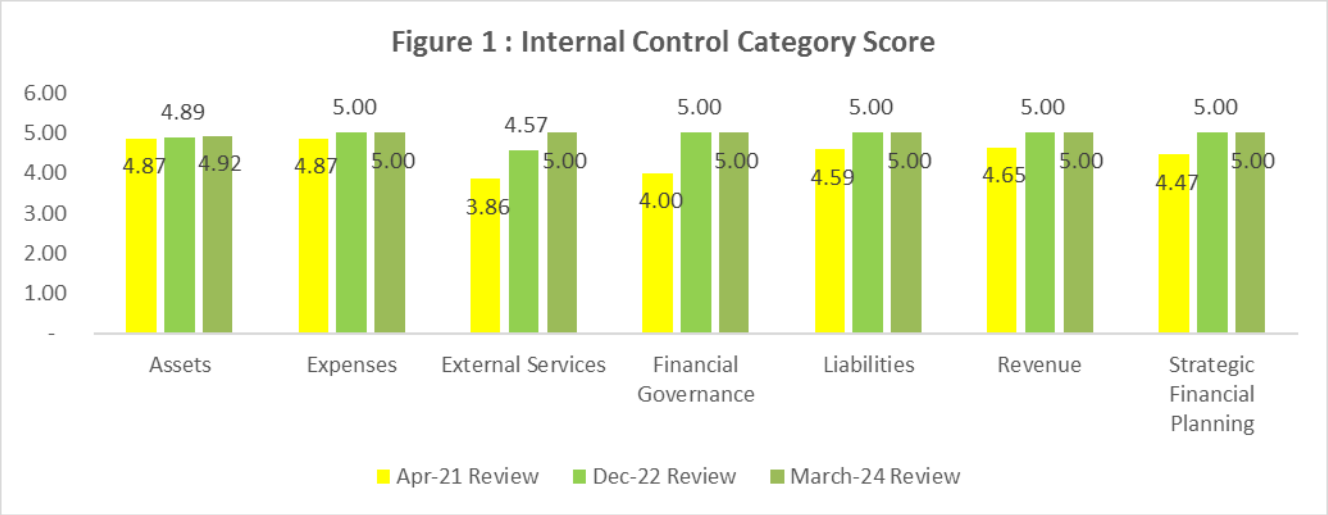
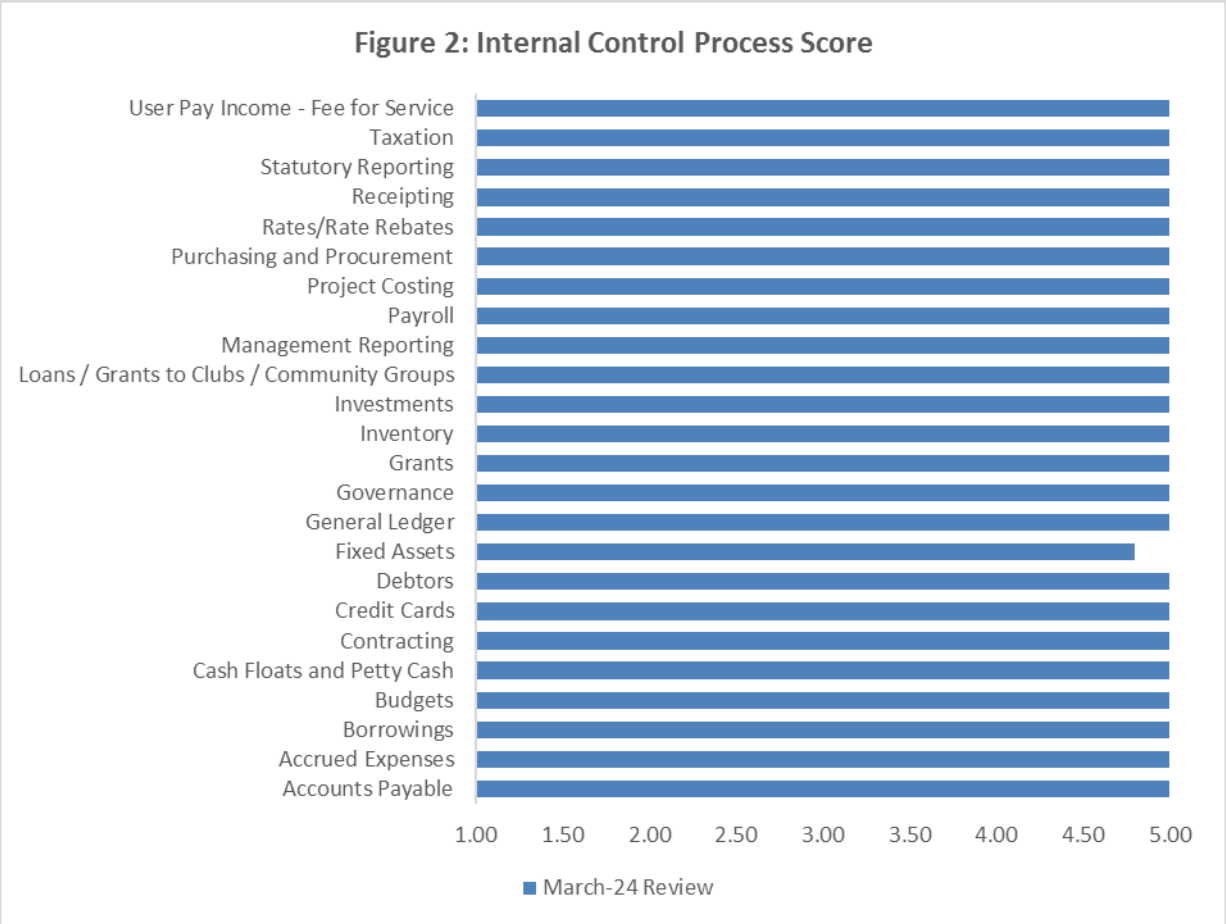


Figure 2 below summarises the score of 24 internal financial control processes following March 2024 review and all of the processes have a score of 4.00 or higher.



Internal Controls improvement plan

While all ratings are above 4 over the years (i.e. not requiring an improvement plan), Council management has been continually improving the internal control processes.

Currently the focus is on improving the timing of assets capitalisation process (Fixed Assets score of 4.80), which both the assessor and review have assessed controls with a more critical view than in previous years resulting a score of less than 5.00.

Conclusion

Self-assessment of Council's internal financial controls shows that majority of Council's financial controls are between 'Majority effective' and 'Effective'.

References

Legislation
Section 129 of the Local Government Act 1999.

Council Policies/Plans
Internal Financial Control Policy

Other
Audit Committee Terms of Reference.
LGA Information Paper 21-Internal Financial Controls
Audit Committee Annual Works Program 2023/2024

7.5 DRAFT STRATEGIC PLAN 2025 - 2028

Record Number: D24/28343

Author: Manager Growth & Investment

Authoriser: Director Development & Community

Attachments:
1. **Strategic Plan for Stage 2 Consultation**
2. **Discussion Paper for Consultation (includes Review of current Strategic Plan)**
3. **Engagement Report Stage 1**

OVERVIEW

Council is well progressed in preparing a Strategic Plan for 2025 – 2028.

Stage 1 consultation, staff engagement and Council Member input informed a Draft Plan (**Attachment 1**). This was endorsed by Council at its meeting on 24 June for Stage 2 consultation. The actual Plan to be released for consultation will be in a graphics form.

The approach to resourcing the Plan has been and remains under consideration. Audit committee consideration is part of that.

Achieving what is proposed in the Plan (should it be adopted following Stage 2 consultation) is being managed in several ways. Principally a prudent approach to intended actions over 2025 – 2028 and continuing to work with partners and seek grant applications.

RECOMMENDATION

"that the Audit & Risk Committee, having considered Item 7.5 – *Draft Strategic Plan 2025 - 2028* , dated 8 July 2024, receives and notes the report."

Purpose

To enable the Committee to consider the draft 2025 – 2028 Strategic Plan.

Background

Statutory Obligation

A priority for 2024 is preparing a new Strategic Plan by November along with reviewing the Long-Term Financial Plan (LTFP) and Asset Management Plan (AMP). This enables Council to fulfil the *Local Government Act 1999* obligation to review its 'strategic management plans' within two years of the 2022 local government election.

The Act obliges the review to consider:

- Demographic and development trends.
- Input from government regionally, SA wide and nationally. This includes having 'particular reference' directions in State Planning Policies and emerging through Greater Adelaide Regional planning.
- Council's role in services, infrastructure and financial sustainability.

The Act obliges Council's strategic plan to identify:

- objectives for the area over a period of at least four years
- principal activities to achieve its objectives
- measures (financial and non-financial) to monitor the performance of Council against its objectives over the relevant period
- the means by which its activities are to be carried out (including clarity about regulatory/non regulatory activities).

In conjunction with preparing a new Strategic Plan, the Act obliges Council to develop and adopt a LTFP and AMP.

Progress

Work to date has included:

- Review of the current Strategic Plan and a Discussion Paper (**Attachment 2**)
- Stage 1 consultation centred around a stakeholder based workshop along with opportunity for submissions (**Attachment 3**)
- All staff workshop
- Director and EMT discussions
- Formal reports to Council in February, May and June.

Draft Plan

At its June meeting, Council endorsed a draft Plan for Stage 2 consultation (**Attachment 1**). Subject to being put into a graphics form, the draft Plan is intended to start consultation in latter July.

The draft Plan:

- Contains a succinct vision statement.
- Continues high level themes of enviable lifestyle, emerging economy, remarkable landscapes and proactive leadership.
- Has outcome statements for each theme painting a picture of what success looks like in 2028.
- Each outcome statement is supported by a range of explicit actions proposed to be progressed over 2025 – 2028.
- The draft has 75 actions.

The Plan includes 15 Major Infrastructure projects. For each project, information provided includes:

- What each Major Infrastructure Project is
- The total cost range (less than $2m, $2 – 10m, or >$10m). Where understood, this section documents APC role and potential for grants
- A summary of community benefit
- The 2025 – 2028 'action' that APCs role aims to deliver over the life of this Plan.

Resourcing the Plan

The approach to resourcing the Plan has been and remains under consideration. Audit committee consideration is part of that.

Achieving what is proposed in the Plan (should it be adopted following Stage 2 consultation) is being managed in several ways. These are explained in the Table 'Measures to Support Achievement of the Plan'.

Measures to Support Achievement of the Plan	
Measure	Explanation
Acknowledging cost of living	Under 'Factors Influencing Adelaide Plains', cost of living pressures are acknowledged by the Plan stating 'Inflation means cost of living pressures are likely to continue.'.
Reasonably achievable actions	In a context of prudent ongoing rate based resources, the Plan's actions are drafted to be reasonably achievable over the four years by Council Members and staff, either directly, working with partners or with support of grants.
Clarity of the Plan's Role regarding Council Funds	In order to manage the risk of lack of clarity on the role of the Plan regarding Council funds, the Plan states 'This Plan in and of itself does not directly allocate Council funds. However, this Plan is used by Council Members and staff to inform Council's infrastructure asset management and long term financial plans, the annual business plan and budget, partnering with others, and in considering and applying for grants.'.
Staff and EMT Involvement	Staff involvement in the Plan entails increased understanding about the actions as well ownership to support future delivery. The Plan has and is being prepared with regular EMT input. This assists in the provision of an orderly approach to updating, in due course, the Long Term Financial Plan and Infrastructure Asset Management Plan.
Annual Progress 'Information' Report to Council Members.	Staff intend to do an annual progress report by way of an 'Information Report' to Council Members. This will assist in tracking progress annually over the four years and will also more readily inform the annual business planning process.
Reporting through Annual Report.	Reporting about strategic plan progress to the wider community through the annual report will continue.
Alignment with strategic planning analysis in Council Reports	Officers are investigating adjusting report templates for information/decision reports to seek analysis about the strategic alignment of what the report is about. Along with staff involvement in preparing the Plan, adjusting report templates to seek analysis about the alignment with strategic documents helps support achievement. Whilst the Strategic Plan is seen as the lead strategy for Council, there are other legally required plans (e.g. Infrastructure Asset Management Plan, Public Health Plan and Disability Access and Inclusion Plan), and non-legally required plans (e.g. Tourism and Economic Development Strategy), that the analysis should consider.

Prepare an Investment Prospectus	RDA Barossa officers have offered to support council officers in preparing an investment prospectus that can be used in advocacy with other levels of government in particular seeking funding to support infrastructure outcomes.

Discussion

A key benefit of preparing a Strategic Plan is the opportunity to pause and consider what are the priorities to work on in the next four years that in turn influence the subsequent four years.

A consistent theme is the challenge around planning for and delivering a variety of services and infrastructure across three major towns, 11 settlements, and extensive rural areas that are experiencing business growth and sizeable population growth. This includes services and infrastructure by Council itself (in part or in full), as well as services and infrastructure provided by others (in part or in full).

Noting the role of the Strategic Plan to inform Council's asset and long term financial planning, as a fast growing Council area, the need to plan ahead over multiple years to eventually deliver – often with non-rates funding sources – major infrastructure projects, is articulated within the Plan.

The need to plan ahead for further growth foreshadowed to be in the draft Greater Adelaide Regional Plan to be consulted on from September is also a factor, noting the obligation for the Strategic Plan to have 'particular regard' to regional planning.

The draft Plan can both guide Council in what Council delivers as well as what Council advocates to others about.

The other consistent theme is live, work and play locally. The benefits for local business growth, workforce, residential living, and community relationships (be it recreation, sport or community groups) of living, working and playing locally were observed in Stage 1 consultation.

Live, work, play locally aligns with the three town service model in Council's Growth Strategy as well as the 'Live Local' vision in the Greater Adelaide Regional Plan Discussion Paper.

November 2026 is the next Council elections and by November 2028, the next Strategic Plan will need to be prepared and endorsed by Council. The range of measures to date to set the council up collectively to reasonably achieve the actions in the Plan provides confidence that Council Members, with staff and partners, should be able to achieve the 70 or so actions over 2025 – 2028.

Staff can prepare an investment prospectus to talk with State/Federal MPs. RDA Barossa have offered expertise to review.

Conclusion

The Plan gives confidence as to where Adelaide Plains is going over the next four years and the important 'actions' as to how to get there. 'Actions' better guide staff work across all outcome areas and can guide reports for Council consideration

References

Legislation
Local Government Act 1999

Council Policies/Plans
Strategic Plan 2021 - 2024
Public Consultation Policy

Draft 2025 - 2028 Strategic Plan

For Council Meeting 24 June 2024

This document is the same as circulated informally to Council Members in early June. There were no informal comments received from that informal circulation.

Bright green text from Council Member Feb Workshop and also draws on the February Council adopted submission to the Adelaide North Transport Study by DIT. Blue arises from Stage 1 consultation. Orange staff input generally including from Review of 2020 – 2024 Strategic Plan, all staff workshop and EMT.

Black text:

- Draws from the 2020 – 2024 Strategic Plan (in high level themes)
- Is based on the structure of the more structured Strategic Plan of Wakefield Regional Council.

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Acknowledgement of Country

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

Contents

Acknowledgement of Country 1
Welcome to Our Strategic Plan 3
Factors Influencing Adelaide Plains 4
Demographics 5
Our Vision 6
Our Values 6
Our Themes & Outcomes 7
Council's Role 8
Enviable Lifestyle 9
Emerging Economy 12
Approaching Major Infrastructure Projects 15
Remarkable Landscapes 18
Proactive Leadership 20
Strategic Indicators 22
Implementing and Reporting 23
Our Planning Framework 24

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March 2024	MS Word Draft DB
April May 2024	MS Word for EMT and staff May workshop
June	MS Word for Members

Welcome to Our Strategic Plan

PHOTO COUNCIL MEMBERS

This Plan outlines the aspirations and priorities for Adelaide Plains and the projects and services Council will deliver between 2025 and 2028.

A key benefit of Council preparing a Strategic Plan is the opportunity to pause and consider what are the priorities to work on in the next four years to achieve the kind of community we are after.

A key aspiration we hear is residents and businesses want to live, work and play locally. This boosts local business growth, variety in local jobs, country lifestyle, and community connections, be it through recreation, sport or community groups.

Every year, around 400 new people call Adelaide Plains home, and new businesses look to invest. Long term, the State Planning Commission is flagging even further growth.

An ongoing challenge is planning for and delivering a variety of Council services and infrastructure across three towns, 11 settlements, and rural areas that are experiencing business and population growth.

By working with partners, residents, businesses, and government, Council aims to deliver this Plan in order to achieve the kind of lifestyle we are after.

A lot of this is about delivering the basics, such as roads, waste and maintenance. We also need to plan ahead. Properly planning in the next four years enables over time the delivery of the more significant infrastructure that enables the aspired liveability, economic and environmental outcomes.

This Plan in and of itself does not directly allocate Council funds. However, this Plan is used by Council Members and staff to inform Council's asset and long term financial plans, the annual business plan and budget, partnering with others, and in considering and applying for grants.

Preparing this Plan has been informed by community engagement and a review of our previous Strategic Plan. We thank everyone who participated.

The following pages show:

- Vision – our long term vision
- Outcomes – the results we will see if we are successful
- Strategies – the key approaches
- Actions – the more detailed actions
- Indicators – methods we will use to track important trends

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Factors Influencing Adelaide Plains

Enviable Lifestyle

1. Local jobs, health services, township rejuvenation, roads, waste/recycling and flood prevention are important to residents based on the 2022 residents survey.
2. Around 400 new residents call Adelaide Plains home every year. Around 300 are at Two Wells.
3. Inflation means cost of living pressures are likely to continue.
4. 2016 – 2021 has brought more houses, residents with mortgages, 3 car households, increased employment and casual employment.
5. Most new dwellings are detached. Adelaide Plains has little medium density or small lot housing.
6. 72% of working residents travelled outside Adelaide Plains for work, a much higher percent than the 39.4% of Barossa residents. A basic level of community transport exists.

Emerging Economy

7. Between 2016 and 2021, the labour force increased by 647 or 14.7%. This rate is higher than the 11.93% population increase over the same time. A higher proportion of Adelaide Plains population is in the labour force (63.3%) compared with Greater Adelaide (61.7%). Almost 1800 residents leave Adelaide Plains to work in the northern suburbs.
8. Agribusiness and related sectors are a foundational strength of Adelaide Plains, with town centres and the coast playing an important role. Both need ongoing targeted support.
9. Lack of potable water and grid connected power in the north of Adelaide Plains is a key barrier.

Remarkable Landscapes

10. Higher temperatures, more dangerous fire weather, drier times, warmer oceans, and more intense rainfall are anticipated longer term.
11. Net Zero & climate change is big and going to get bigger – Climate anomalies are accepted as taking place. The impacts are costly and action on the ground is still lagging. However, net zero for businesses will become more of an issue to tackle.

Proactive Leadership

12. Enviable lifestyle, emerging economy, remarkable landscape, and proactive leadership align with Outcomes for Greater Adelaide in the State Planning Commission's 2023 Discussion Paper.
13. Current planned growth envisages Adelaide Plains in 2040 being around 18000, with Two Wells at about 11000, and Mallala around 2000. Two Wells could be around 5000 in 2028.

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14. Key utilities barriers to business and living investment include lack of potable water, costs to access recycled water, and inadequate energy infrastructure.
15. The State Planning Commission's Greater Adelaide Regional Plan Discussion Paper of 2023 flagged investigating even further housing to the north of Two Wells and investigating employment development to the west of Port Wakefield Highway at Two Wells. The Discussion Paper flagged further local growth at Mallala and Dublin.
16. Greater certainty around the plan for 'further' long term growth will be known when the draft Greater Adelaide Regional Plan itself is released in late 2024.

Demographics

In 2023, Adelaide Plains estimated resident population was 10,932.

Between 2021 and 2023, 957 more people called Adelaide Plains home. This is an increase of almost 10% from 2021.

Looking forward, it is anticipated around 400 more people every year will call Adelaide Plains home.

In 2021:

- Adelaide Plains had a higher proportion of children (under 18) and a lower proportion of persons aged 60 or older than Greater Adelaide.
- The largest age group was 55 to 59 year olds. The group that changed the most since 2016 was 25 to 29 year olds, increasing by 189 people.
- 13.1% of people were born overseas, compared with 27.6% in Greater Adelaide.
- 14.4% of the population reported doing some form of voluntary work in 2021. This was a smaller proportion than Greater Adelaide.
- 34.2% of households were made up of couples with children in 2021, compared with 28.6% in Greater Adelaide.
- 3,478 (72.0%) working residents travelled out of Adelaide Plains to work. Salisbury, Playford and Port Adelaide Enfield are where high numbers travel to for work.

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Our Vision

Adelaide Plains is a thriving community with a great lifestyle, innovative economy, and valued environment.

(Note below statements were tested during consultation and the all staff workshop was warmest to the above. Thriving is seen as including growing)

~~(1) Adelaide Plains is a welcoming community honouring our past, with an enviable lifestyle, diversified agricultural based economy, and remarkable landscapes.~~

~~(2) Adelaide Plains is a welcoming and thriving community, with an innovative agricultural based economy, cherished heritage and beautiful environment.)~~

Our Values

Honesty and Integrity	Innovative and Open-minded	Leadership and Diplomacy	Professionalism	Respect	Teamwork
Building trust and loyalty with the community and within Council.	Being proactive in continually improving our services.	By acting strategically and effectively managing our relationships.	Through commitment, quality and timeliness of work delivered.	For others, acting with humility and empathy.	Through unity, cooperation and support.

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Our Themes & Outcomes

Drawing on our past Strategic Plan, community, staff and Council Member engagement. These are the key themes and outcomes we will focus on to bring our vision to life.

Theme	Outcomes - What Success Will Look like in 2028
Enviable Lifestyle	A welcoming, proud and generous community, where Kaurna country is acknowledged, community connection is strong and health and wellbeing fostered. A growing, younger and more diverse community with access to a greater mix of local employment, retail, health and education facilities, and affordable housing. Older community members supported through compact living with ease of access to improved retail and services in townships. Town vibrancy fostered through events, volunteering, community initiative funds or service support. A variety of local movement options including walking and cycling.
Emerging Economy	A leading supplier of agribusiness produce to local, national and international markets. A growing value added primary industry, circular and renewables based economy. Growing businesses and local employment based on proximity to markets and workers, research, suitable infrastructure, and capitalising on opportunities arising from the Northern Adelaide Irrigation Scheme. Our townships provide a growing range of services, facilities, activities and accommodation, and are inviting, cared for, and filled with character. Experiences for tourists are curated across Adelaide Plains and with increased awareness.
Remarkable Landscapes	Honouring our past through fostering understanding about Kaurna Country and conserving First and Second Nations heritage. Rural landscapes maintained. Coastal and riverine landscapes, and native vegetation conserved. Townships with good climate amenity for residential living. The impacts of adverse natural events mitigated. A plan secured for Government investment in the Gawler River Catchment. Improved resource recovery and waste management services contributing to the circular economy.
Proactive Leadership	A proactive Council founded on values of honesty and integrity, being innovative and open minded, leadership and diplomacy, professionalism, respect and teamwork. Council Members share a vision founded on engagement, sustainable financial plans, leadership and good governance. Proactive collaborating with existing and new partners, and pursuit of new funding opportunities will create value for Adelaide Plains community and environment. Setting a strategic agenda with regard to financial sustainability ratios will open up opportunities to deliver the Strategic Plan. Organisational change and management provides resources to deliver the Strategic Plan.

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Council's Role

Council will support and partner with business, residents, government and other organisations to realise this Plan. Understanding Council's role is important as Council's involvement impacts resources (staff, equipment, funding etc).

Applying the below roles to each action provides clarity in determining future plans, including budget and personnel provisions.

Role	Description	Examples
Leader (L)	The Council sets direction through policy, strategies and plans.	Growth Strategy Tourism and Economic Development Strategy
Advocate (A)	The Council advocates to government or other organisations for certain things to happen; this could range from a single event (such as writing to a Minister) through to an ongoing campaign.	Gawler River Flood Management advocacy Public transport advocacy
Partner & Facilitator (PF)	Council works with others to work out a solution to an issue or to realise a vision. This can involve Council funding another body to meet part of the cost to provide a service, or Council receiving funding from another body (usually government) to meet part or all of the cost of Council delivering it.	Northern Areas Community Transport Two Wells Oval Master Planning
Regulator (R)	The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants)	Waste, animal and public health management
Owner & Custodian (OC)	As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc.), the Council has responsibility for capital, operating and maintenance costs.	Roads Library
Nil	Council chooses not to have a role in relation to a particular service or activity.	

The following strategies underpin the ways in which Council will approach delivering this plan:

1. Community engagement, communication and reporting.

2. Customer service, rating and efficiency reviews, sustainable asset plans and prudent financial plans that deliver value for money.

3. Leadership and good governance through transparent decision making and Council Members, employees and the community collaborating and working responsibly.

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Enviable Lifestyle

This section identifies the actions to be progressed in order to achieve the outcomes. Roles are as identified in Council's Role.

Outcomes	Strategies	Actions	Role
A welcoming, proud and generous community, where Kaurna country is acknowledged, community connection is strong and health and wellbeing fostered. A larger, younger and more diverse community with access to a greater mix of local employment, retail, health and education facilities, and affordable housing. Older community members supported through compact living with ease of access to improved retail and services in townships.	Walk with Kaurna community.	Consider opportunities for further acknowledgement, understanding and learning.	PF
	Foster community connection, health and wellbeing, creativity and capacity.	Ensure a range of activities about: • Youth • Arts and culture • Recreation and sport.	PF
		Continue to support community volunteering.	PF
		Deliver Council lead events, e.g. Australia Day	
		Investigate and engage to update policy for community lead events.	PF
		Progress Lighthouse Project priorities in the Regional Public Health Plan • Community and public transport, walking and cycling • Mental health and suicide prevention • Community participation.	PF
		Provide a range of relevant Library services and events, including digital library services.	PF OC
		New Civic Community Hub at Two Wells Service Centre and Library site – Undertake preliminary community facilities investigations and design work.	PF
		Anticipating ongoing population growth and change, undertake a community facility audit (including privately owned, faith based, and by Council). Undertake investigations and prepare a high level community facilities plan for a range of facilities across Adelaide Plains three towns and settlements and timed with anticipated population growth over next 5 – 10 years. Use the Community Facilities Plan to inform advocating to service providers, such as health, education, arts and culture, aged care and youth services, welfare and emergency services, and postal.	L & A

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		Progress Dog and Cat Management projects.	PF & R
	Foster increased housing choice including aged care, small lot, and specialized disability.	Advocate for housing needs analysis and diverse housing types in planning for new growth areas and land divisions.	A
		Work with not for profit housing sector to consider diverse housing opportunities in growth areas as well as existing towns.	PF
		Produce and make available research data mapped to demographic needs, as well as research about emerging housing and development models to inform community understanding about how housing need can be met.	PF
		Enable increased housing choice and main street business development by progressing common sewer in original township at Two Wells, noting delivery may be by an entity other than Council.	L & A PF
		Subject to finalisation of the Greater Adelaide Regional Plan, investigate options for common sewer in original townships at Dublin.	L & A PF
	Plan ahead for population growth	Draw on the Growth Strategy and Action Plan 2023 to inform actions.	L & A
		Update the Growth Strategy and Action Plan 2023 to reflect actions achieved and when finalised during 2025, directions in the Greater Adelaide Regional Plan.	L
		Subject to directions established and extent of engagement for the Greater Adelaide Regional Plan during 2024 and 2025, consider need to prepare township growth plans for Dublin, Mallala and Two Wells.	L
Town vibrancy fostered through events, volunteering, community initiative funds or service support.	Provide a range of recreation, sports, community facilities and events.	Two Wells Oval Development – Work with Clubs to prepare an overall master plan with a view to both short and long term stages. Seek grant funding.	PF OC
		Hart Reserve Development – Finish master plan and apply for grants.	PF OC
		Investigate and engage about recreation and sport facilities and activities to inform open space	PF OC

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A variety of local movement options including walking and cycling.		enhancements for current planned growth at Two Wells.	
		Mallala Oval – work with Clubs on minor improvements.	PF OC
		Dublin Oval - progress implementing Concept Plan with Cricket Club and seek grants.	PF OC
		Thompson Beach Foreshore Park Precinct Upgrade - Investigate and engage to prepare master plan.	PF OC
		Parham Foreshore Park Upgrade – Apply for grants to implement adopted master plan.	PF OC
		Salt Creek Restoration Middle Beach - Work with interested groups to seek grant funding to prepare proposal with necessary professional expertise.	PF OC
		Middle Beach Precinct Park Area Upgrade delivered IE	PF OC
		Implement Two Wells Walking Cycling Plan, including improving safety on Gawler and Mallala Roads.	PF
		Complete settlement plans for coastal and rural settlements, and also Lewiston. Investigate a whole of Lewiston trail network connecting key open spaces and to Two Wells. Progress emerging actions.	L PF
		Support Two Wells Golf Club in preparing physical and business plans to underpin long term redevelopment.	PF
		Investigate opportunities and advocate for a larger range of community based movement services.	A PF
		Continue improving township public lighting to increase night time community activity.	OC
		Update Community Land Management Plan as needed.	L R

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Emerging Economy

This section identifies the actions to be progressed in order to achieve the outcomes. Roles are as identified in Council's Role.

Outcomes	Strategies	Actions	Role
A leading supplier of agribusiness produce to local, national and international markets. A growing value added primary industry, circular and renewables based economy. Growing businesses and local employment based on proximity to markets and workers, research, suitable infrastructure, and capitalising on opportunities arising from the Northern Adelaide Irrigation Scheme.	Improve accessibility to markets and workers.	Advocate for and support a coordinated approach to transport acknowledging growing townships, agribusiness and freight needs, public and active transport, and the roles of Department of Infrastructure and Transport and Australian Rail Track Corporation.	L & A
		Properly maintain surfaces of existing Council road network. Seek grant funding to seal key freight roads that are currently unsealed. IE	PF OC
		Advocate for and investigate improving bypass options from Redbanks Road to Port Wakefield Highway with the outcome of reducing the impact of trucks within increasing residential living of Two Wells and Mallala whilst improving freight connectivity.	L & A
		Advocate for the role of the train line long term for public transport in the northern region and for increasing freight movement from business growth within Adelaide Plains.	L & A
		Advocate for and support a network of quiet country roads enabling walking, cycling, and horse-riding connections across Adelaide Plains and connecting to the wider region.	L & A
		Advocate for daily public transport services between Two Wells, northern Adelaide and the CBD.	L & A
		Foster increased access to diverse employment opportunities and university pathways.	PF
	Facilitate energy, water and communications infrastructure to	Advocate for energy and water (potable and recycled) infrastructure in partnership with key partners, investment interests, and as part of rezoning investigations. Consider opportunities associated with SA's hydrogen interests.	A PF

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	match planned growth.	Progress sustainability outcomes in Council capital projects e.g. building design, renewables, recycled water, such as new lighting, buildings and oval precinct/park upgrades.	OC
	Encourage on farm value-add employment generating activities.	Work with key partners and interested businesses to foster value-add opportunities, such as food production, packaging and agritourism, and use of environmental offsets. Key partners include RDA Barossa Gawler Light Adelaide Plains, Northern Adelaide Plains Food Cluster and Adelaide Plains Business Group.	PF
Our townships provide a growing range of services, facilities, activities and accommodation, and are inviting, cared for, and filled with character.	Activation of our townships through increasing diversity of businesses.	Working with traders, owners and key partners, pursue opportunities to support diversifying and growing main street businesses in light of changing business and growth dynamics in Mallala, Dublin and Two Wells.	PF
		Two Wells Town Centre - Progress working with Leyton Property to enable the 8HA development whilst fostering the overall main street.	PF
		Foster creative networks (profit and not for profit) in arts, digital, film, and music. Investigate improved digital outcomes.	PF
Experiences for tourists across Adelaide Plains curated and with increased awareness.	Enhance the appeal and visitor experience.	Work with key partners and businesses to foster Kaurna and cultural tourism, agritourism, nature and adventure tourism, and a range of tourist accommodation.	PF
		Ensure tourism experiences have appropriate profile through regional and State wide tourism organisations.	A PF
		Ensure visitor planning at coastal settlements aligns with, and augments, visitor planning by National Parks and Wildlife Service for the Adelaide International Bird Sanctuary National Park - Winaityinaityi Pangkara. Investigate preparing a coastal visitor plan, such as marketing or branding.	L PF
	Collaborate with key	Deliver needed services with key partners, e.g. advocacy, business planning, networking, and	PF

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	partners on identifying and delivering suitable services and advocacy. e.g. RDA Barossa, Northern Adelaide Plains Food Cluster, Adelaide Plains Business Group, Northern and Yorke Landscape Board, and Clare Tourism Board.	sharing information e.g. market trends, development growth, infrastructure projects.	
		Facilitate greater access to local opportunities (including Council procurement) from public and private investment.	PF
		Investigate cost effective ways to get better Adelaide Plains business and tourism data.	PF
		Draw on the Tourism and Economic Development Strategy 2022 – 2025 to inform actions. Update TEDS to reflect actions achieved.	L

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Approaching Major Infrastructure Projects

Major infrastructure projects are important for the community benefit that is derived, be it social connection, health and wellbeing, disaster preparation or better services.

As a council area growing in population by some 400 residents every year, there are a range of major infrastructure challenges that call on councils funding and resources in different ways.

Major infrastructure projects can be defined as those that need more than $0.2M of Adelaide Plains capital funding to deliver. Infrastructure capital projects less than $0.2M are considered as able to be delivered through annual planning.

Council needs to work with others, often State and Australian Governments, local groups themselves, or in some cases, land and property developers, to achieve these major infrastructure projects in the long term.

Major infrastructure projects need to be approached in stages. Stages often occur over multiple years. Stages involve:

- Scoping
- Technical investigations
- Master planning
- Community and stakeholder engagement
- Business case development
- Grant applications
- Securing statutory and funding approvals.

This is all prior to on-ground delivery commencing. On ground delivery itself can also occur in stages.

Acknowledging the 2025 – 2028 Strategic Plan informs Council's asset and long term financial plans, it is important for the Strategic Plan to articulate how to approach these challenges.

Table 1 Approaching Major Infrastructure Projects sets out:

- What the Major Infrastructure Projects are
- The cost range (less than $2m, $2 – 10m, or >$10m)
- The community benefit
- The proposed action over 2025 – 2028 by Council.

Articulating the '2025 – 2028 Action' can set up these projects for further work in subsequent Strategic Plans. In some cases, these projects may be delivered during 2025 – 2028.

We seek your support and assistance in bringing these about.

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Table 1: Approaching Major Infrastructure Projects					
	Major Infrastructure Project	Cost Range	Community Benefit	2025 – 2028 Action	2029 - 2033
1.	Raise Bruce Eastick Dam Wall as part of Gawler River Flood Management Authority	$195M across 6 councils, State, Federal (APC portion to be determined)	Community prepared for disaster	Advocate for solution with a prudent approach to APC funding portion.	2025 – 2028 Actions progresses these projects. In some cases, work over 2025 – 2028 sets projects up for more detailed investigations or on-ground delivery in 2029 - 2033 In some cases, these projects may be delivered during 2025 – 2028.
2.	Two Wells Original Township Community Waste Water Management Scheme	>10M (possible funding via private, SA Water, or National Housing infrastructure grant). APC portion to be determined)	Increased housing choice, main street development and health	Advocate for technical and funding solution. Investigate options and when appropriate, engage with land owners and wider community.	
3.	Thompson Beach Esplanade sealing & traffic calming	<2M	Improved safety and less dust leading to better water quality	Consult on design and investigate funding and grant options	
4.	Parham Esplanade sealing & traffic calming	<2M	Improved safety and less dust		
5.	Webb Beach Road sealing (1.9km)	<2M	Improved ease of access		
6.	Two Wells Oval Development	>20M (APC portion to be determined)	Health and social benefits from increased range of recreation, sport and community activities	Work with Clubs to prepare an overall master plan with a view to both short and long term stages. Seek grant funding.	
7.	Two Wells Hart Reserve Development	2 – 10M (part grants)	Health and social benefits from increased range of recreation activities	Finish master plan and apply for grants	
8.	Parham Foreshore Park Upgrade	<2M (part grants)		Apply for grants to implement adopted master plan.	
9.	Thompson Beach Foreshore Park Precinct Upgrade	<2M (part grants)		Investigate and engage to prepare master plan	

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10.	Salt Creek Restoration Middle Beach	<2M (part grants)		Work with interested groups to seek grant funding to prepare proposal with necessary professional expertise	
11.	Middle Beach Precinct Park Area Upgrade	<2M (part grants)		Deliver	
12.	Redevelop Mallala Transfer Station including incorporating Two Wells waste function (105 Limerock)	2 – 10M	Contemporary waste services facility centrally located to growth	Investigate, engage and prepare proposal.	
13.	Two Wells Depot – relocate from adjacent main street to a location in outer Two Wells	<2M	Opens up existing depot land adjacent main street for purposes, such as town centre or community activities. Continues to enable efficient servicing of Two Wells	Investigate, engage and prepare proposal.	
14.	Community & Civic Hub Development (Two Wells Library - Service Centre land)	>10M	Contemporary collocated Council main library, community and civic facilities to serve the growing population	Preliminary community facilities investigations, engagement and design work.	
15.	Develop Mallala & Dublin Community Hubs	2 – 10M	Contemporary Council community and library facilities timed with envisaged short and long term growth at Dublin and Mallala.	Preliminary community facilities investigations and engagement.	

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Remarkable Landscapes

This section identifies the actions to be progressed in order to achieve the outcomes. Roles are as identified in Council's Role.

Outcomes	Strategies	Actions	Role
Honouring our past through fostering understanding about Kaurna Country and conserving First and Second Nations heritage.	Walk with Kaurna community. Progress research and protection measures for cultural heritage.	Consider opportunities for further understanding and recognition about history and heritage.	PF
		Increase understanding, such as through research, about First Nations heritage.	PF
		Progress Second Nations heritage.	PF
		Manage the history and heritage in Council's six cemeteries in accordance with relevant legislation.	OC
Rural landscapes maintained. Coastal and riverine landscapes, native vegetation conserved	Work responsibly and with partners on landscape conservation measures.	Administer statutory responsibilities about rural landscape character, coastal conservation and native vegetation.	R
		Work on pest plant and pest animal management initiatives with key partners, such as Northern and Yorke Landscape Board, NPWS and Green Adelaide.	PF OC
		Work with agribusinesses, community and volunteers on information and programs about landscape conservation.	PF OC
Townships with good climate amenity for residential living.	Increase township greening and water capture and use.	Maintain existing greening. Continue street tree planting and greening programs. Seek grant funding. Grow volunteer base.	PF OC
		Capitalise on opportunities to increase water capture, use and reuse.	PF OC
		Two Wells Depot relocation – Investigate, engage and prepare proposal.	OC
		As opportunity presents, advocate to the State Government about better sustainable development outcomes in new buildings and developments.	A
The impacts of adverse natural events mitigated. A	Preventative planning and emergency management.	Advocate for Government investment in the Gawler River Catchment and a prudential approach to Adelaide Plains funding contribution.	A

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plan secured for Government investment in the Gawler River Catchment.		Liaise with and support agencies responsible for adverse event mitigation and response.	PF
		Update Asset Management Plans based on contemporary investigations for different climate change event scenarios.	L
		Investigate and engage to prepare an updated coastal adaptation plan.	L
Improved resource recovery and waste management services contributing to the circular economy.	55% residential waste diverted from landfill, based on Council endorsed 21 – 26 Waste and Resource Recovery Strategy and Action Plan	Prepare a new Waste and Resource Recovery Plan which has regard to ongoing township growth and providing cost effective putrescible, recyclable, organic and hard waste services.	L
		Support private sector and community initiatives associated with waste recovery and reuse.	PF
		Investigate redeveloping Mallala Transfer Station (105 Limerock Road) to service existing and forecast population growth at Dublin, Mallala and Two Wells. Investigate, engage and prepare proposal. Include in the investigation: • consolidating the existing near Two Wells main street transfer function to Limerock Road • infrastructure needed for Limerock Road to service Adelaide Plains long term, including sealing access roads • regard for council waste streams to support circular economy outcomes.	OC

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Proactive Leadership

This section identifies the actions to be progressed in order to achieve the outcomes. Roles are as identified in Council's Role.

Outcomes	Strategies	Actions	Role
A proactive Council founded on values of honesty and integrity, being innovative and open minded, leadership and diplomacy, professionalism, respect and teamwork. Council Members share a vision founded on founded on engagement, sustainable financial plans, leadership and good governance.	Informed decision making and policy setting.	Proactively communicate and engage with our communities and partners using easily accessible means.	L
	Proactively engage in Local Government Reform and continuous improvement.	Update policies and processes arising from anticipated reforms • Local Government Participation and Elections Review • Community Engagement Reform	L
	Organisational change and management provides resources to deliver the Strategic Plan.	Continue to change the organisation to deliver efficient and effective services whilst meeting operational obligations (such as safety). Continue workforce and succession planning, staff retention, and training and development. Operate in accordance with: • Values of honesty and integrity, being innovative and open minded, leadership and diplomacy, professionalism, respect and teamwork. • WHS and Risk Management Plan • Workforce plan • Training plans • Job and Person Specification requirements • Policies and Procedures • Emergency Management plans • Business Continuity plans	L

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Proactive collaborating with existing and new partners, and pursuit of new funding opportunities will create value for Adelaide Plains community and environment.	Work with partners to actively seek funding to deliver initiatives.	Seek grant funding for investigations, planning and capital infrastructure that aligns with the outcomes of this Plan.	L PF
Setting a strategic agenda with regard to financial sustainability ratios will open up opportunities to deliver the Strategic Plan.	Prudentially leveraging funding sources in long term financial planning. Funding sources are current rate base, rates from growth, borrowings, and grants from government and others. (rates come down a bit after the growth to support it)	Operate in accordance with the Financial Sustainability Ratios: • Target capital outlays on renewing/replacing assets are greater than 90% but less than 110% of the level in the Infrastructure and Asset Management Plan. • A target range for an operating surplus ratio of between 0 and 10% on average over time. • A target range for net financial liabilities ratio between 0 and 100% of total operating income, but possibly higher in some circumstances, on average over time.	L

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Strategic Indicators

The following long term indicators are to be monitored to track long term progress with respect to the aspired enviable lifestyle, emerging economy, remarkable landscape, and proactive leadership outcomes.

The term 'indicator' is used acknowledging each data set used only gives a partial indication of success. Only data sets that are readily available are used.

Indicator of Strategic Change	Baseline	Benefit	What Data	How Often
Population growth	Adelaide Plains has grown from 10,932 in 2023 to 12,500 in 2028 (400 residents/annum)	A growing population increases viability for a wider range of services and facilities	Community Profile[1]	Every 5 years
Residents Work Place	The 72% of working residents of Adelaide Plains in 2021 who travelled outside the area to work has reduced to between 65 and 70% by 2028.	More residents benefiting with increased personal time and less travel costs. More residents working with Adelaide Plains businesses benefiting local businesses.	Community Profile	Every 5 years
Volunteering	Volunteering for those 15 years and over has increased from 14.4% to between 16 and 20% by 2028.	More residents benefit with greater social connection. Adelaide Plains benefits through greater range of volunteer based activities and services, e.g. sports, community groups.	Community Profile	Every 5 years

[1] profile.id.com.au/adelaide-plains. As 2026 is when the next ABS Census occurs, its results should be available in latter 2027.

Implementing and Reporting

This Plan will inform Council's Asset Management and Long Term Financial Plans, Annual Business Plan and Budget and operational plans. 'Our Planning Framework' shows more detail about how this Strategic Plan relates to other Plans.

We will regularly report progress to ensure the Strategic Plans actions are on track.

Each year, our Annual Business Plan and Budget will show how the proposed Annual Business Plan and Budget delivers/relates to the Strategic Plan.

Our Annual Report will include an assessment of progress on the Strategic Plan.

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Our Planning Framework

The Strategic Plan, along with Council's asset management and long term financial plans, form Council's 'strategic management plans'. This is as envisaged by the *Local Government Act 1999*.

The 'Planning Framework' (Figure 1) shows how the strategic management plans relate to other strategies and plans (some statutory). The Table 'Various Types of Plans' describes the role of the various plans.

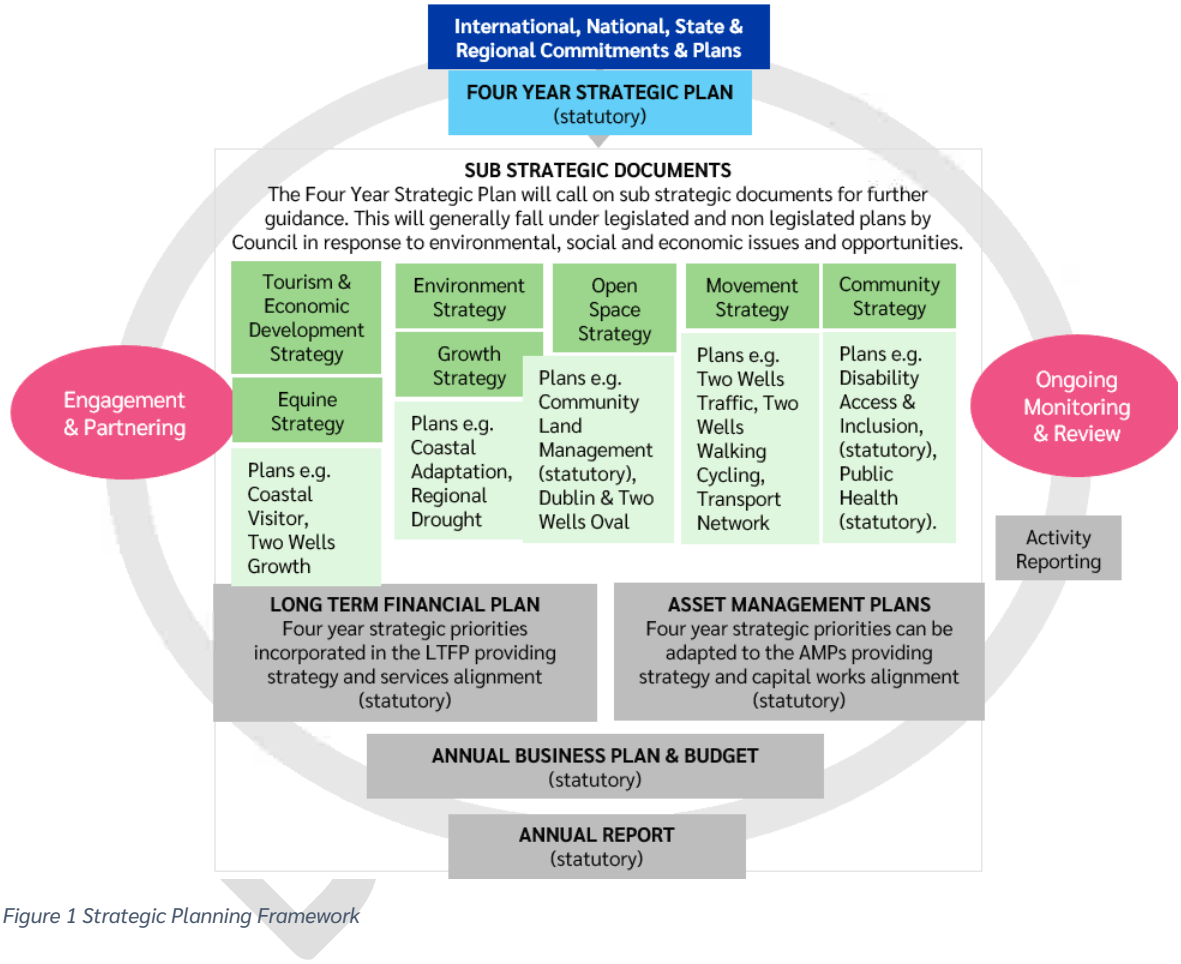


Figure 1 Strategic Planning Framework

Acknowledging various roles, each year Council will look at how it can deliver the Strategic Plan. This Plan will inform Council's asset management and long term financial plans, annual business plan and budget and operational plans. We will regularly report progress.

Table – Various Types of Plans	
Document	Definition
4 Year Strategic Plan	Priorities for Council over next four years in a long-term context. Covers whole of Adelaide Plains, is outward/community looking, and with multiple themes
Strategies	Relates primarily to one focus area (e.g., community) with a shorter time horizon. Articulates long term vision, broad policy direction, and objectives to achieve the vision
Plans	Are subordinate to a Strategy and captures the action projects and services over a rolling four-year horizon
Annual Business Plan & Budget	Annual process that decides key projects, ongoing services, and resources in consultation with the community
Asset Management Plans	Documents the relationship between the Strategic Plan and the asset objectives.
Long Term Financial Plan	Documents in financial terms proposed activities over the medium to long term to achieve objectives in strategic documents.

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STRATEGIC PLAN DISCUSSION PAPER - FOR CONSULTATION

March 2024



Adelaide Plains in 2028

- **What are the opportunities to pursue?**
- **What are the important challenges to address?**
- **How are we together going to achieve them?**

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

PURPOSE

This paper outlines key economic, social and environmental factors influencing Adelaide Plains. It aims to prompt discussion about where Adelaide Plains is going, what are the important challenges to address, what are the opportunities to pursue, and how are we together going to achieve them.

The discussions will inform the actions and strategies in Council's Strategic Plan 2025 - 2028 (working title).

This paper also includes the Review of the 2020 – 2024 Strategic Plan and the Proposed Approach to preparing the document that will form the 2025 – 2028 Strategic Plan.

The draft Strategic Plan document will be consulted about in the middle of 2024.

In considering what Council may or may not do, Council has a variety of roles.

Role	Description
Leader	Setting the direction through policy, strategies and plans
Partner/Facilitator	Bringing stakeholders together to deliver community actions
Planner	Checking in regularly to ensure our actions are appropriate for current and future needs
Regulator	Ensuring the health, safety and legislative compliance of Council and out community as we deliver our actions
Advocate	Representing the community and negotiating with key decision makers for improved outcomes for Adelaide Plains
Owner/Custodian	Delivering sustainable assets on behalf of the community

Date	Version
March 2024	For Consultation
February 2024	Draft for Council meeting

Contents

PURPOSE 2
OBSERVATIONS 4
Major Trends Shaping Greater Adelaide and Adelaide Plains 5
Resident Priorities 7
Population Growth 9
Households 11
Labour Force – Employment - Jobseeker 14
Business and Tourism 17
Macro-Economic Trends 17
Cultural Heritage 18
Community Facilities and Services 19
Council Community and Civic Hub Investigations 20
Parks and Recreation 21
Blue Carbon Coastal Restoration 22
Utilities and Infrastructure 22
Transport 24
Where Residents Work 25
How Residents Travel to Work 26
Car Ownership of Residents 27
Community and Public Transport 28
Climate Trends and Hazards 29
Gawler River Flood Hazard 31
Proactive Leadership 31
ATTACHMENT – Review of 2020 – 2024 Strategic Plan 32
About 33
Observations 34
Enviable Lifestyle 35
Emerging Economy 40
Remarkable Landscapes 45
Proactive Leadership 50
Review and Monitor 55
Attachment – Proposed Vision? 56
Attachment – Proposed Strategic Planning Framework? 57
Attachment – Proposed More Structured Strategic Plan? Examples from Elsewhere 58

OBSERVATIONS

1. 2016 – 2021 has brought more detached houses, residents with mortgages, 3 car households, increased employment and casual employment.
2. Between 2016 and 2021, the labour force increased by 647 or 14.7%. This rate is higher than the 11.93% population increase over the same time. A higher proportion of Adelaide Plains population is in the labour force (63.3%) compared with Greater Adelaide (61.7%). Almost 1800 residents leave Adelaide Plains to work in the northern suburbs.
3. Agribusiness and related sectors are a foundational strength of Adelaide Plains, with town centres and the coast playing an important role. Both need ongoing targeted support.
4. Whilst numbers of houses are growing, most new dwellings are detached. Adelaide Plains has little medium density or small lot housing. Lack of potable water and grid connected power in the north of Adelaide Plains is a key barrier.
5. 72% of working residents travelled outside Adelaide Plains for work, a much higher percent than the 39.4% of Barossa residents. A basic level of community transport exists.
6. Higher temperatures, more dangerous fire weather, drier times, warmer oceans, and more intense rainfall are anticipated longer term.
7. Flood prevention, health services, local jobs, township rejuvenation, roads, and waste/recycling are important to residents, based on the 2022 survey
8. Long term outcomes for Adelaide Plains about an enviable lifestyle, emerging economy, remarkable landscape, and proactive leadership align with Outcomes for Greater Adelaide in the State Planning Commission's 2023 Discussion Paper.
9. Around 450 new residents call Adelaide Plains home every year, with around 350 of those at Two Wells.
10. National inflation pressures entail discretionary spending is likely to be low for some time.
11. Net Zero & climate change is big and going to get bigger – Climate anomalies are accepted as taking place. The impacts are costly and action on the ground is still lagging. However, net zero for businesses will become more of an issue to tackle. We can expect to see impacts starting to be felt by SMEs
12. Current planned growth envisages Adelaide Plains in 2040 being around 18000, with Two Wells at about 11000, and Mallala around 2000. Two Wells could be around 5000 in 2028.
13. Growth means planning and adjusting for community facilities and services across the Council area. Council is investigating and planning ahead to develop a community and civic hub at the Two Wells Office and Library site.
14. Key utilities barriers to business and living investment include lack of potable water, costs to access recycled water, and inadequate energy infrastructure.
15. The State Planning Commission's Greater Adelaide Regional Plan Discussion Paper of 2023 flagged investigating even further housing to the north of Two Wells and investigating employment development to the west of Port Wakefield Highway at Two Wells. The Discussion Paper flagged further local growth at Mallala and Dublin.
16. Greater certainty around the plan for 'further' long term growth will be known when the draft Greater Adelaide Regional Plan itself is released in late 2024.
17. A review of the current Strategic Plan has been completed involving staff review of projects, measures and indicators. Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively

Major Trends Shaping Greater Adelaide and Adelaide Plains

Following consideration by the Department of Premier and Cabinet, industry experts and thought leaders, 12 major trends and drivers of change shaping Greater Adelaide including Adelaide Plains have emerged[1].



Figure 1 Major trends and drivers of change influencing Adelaide Plains

[1] Greater Adelaide Regional Plan Discussion Paper, State Planning Commission, 2023 pg 35



Figure 2 Proposed Outcomes for Greater Adelaide

The State Planning Commission Discussion Paper on Greater Adelaide was released for consultation in 2023.

The four outcomes proposed alignment with Council's themes from the current Strategic Plan are shown below.

Greater Adelaide Outcome	Theme
A greener, wilder and climate resilient environment	Remarkable Landscapes
A more equitable and socially cohesive place A greater choice of housing in the right places	Enviable Lifestyle
A strong economy built on a smarter, cleaner, regenerative future	Emerging Economy

Resident Priorities

A 2022 community survey[2] of Adelaide Plains residents identified:

- 41% of our residents have lived in the region for 20 years or more.
- Most important social and environmental issues are flood prevention infrastructure (rivers and coastal), health services, employment/local jobs, township growth and rejuvenation.
- Our community's priorities are roads, waste collection/recycling, stormwater drainage, development assessment.
- Our community prefers to be informed by email (38%), letter/letterbox drops (23%), Communicator newsletter (18%), and social media (15%).
- Top areas of satisfaction with council include courtesy and politeness of customer service, the way contact was handled, ovals and sporting facilities, car parking, libraries, playgrounds.
- Over 1 in 5 residents (23%) are satisfied with Council overall (In 2018 this was 20%)
- 47% of people who had contact with Council in the past 12 months were satisfied with our customer service (In 2018 this was 35%).
- 1 in 5 residents are likely to recommend living in the region. A 2022 net promoter score: -31 was significantly up on the -43 of 2018

Flood prevention, health services, local jobs, township rejuvenation, roads, and waste/recycling are important.

[2] apc.sa.gov.au/our-council/communitysurvey

2020 – 2024 Strategic Plan

A review of the current Strategic Plan has been completed (**Attachment**) involving staff review of projects, measures and indicators. Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively.

Overall observations are:

- Now having adopted Plans such as Regional Public Health, Tourism and Economic Development, Growth and Equine, Dog and Cat Management, the more detailed actions flagged in each are to be progressed.
- Fostering housing diversity remains a challenge.
- Slightly reduced satisfaction with Ovals and Library reinforces importance of oval master planning and community facilities planning.
- Working on transport across all modes remains important as business and residents grow.
- Need to consider what measures are best about tourism and economic growth and to continue working closely with the business sector.
- Decreased waste services satisfaction remains important to work on, as does the Gawler River business case, heritage protection, and water capture/reuse.

Population Growth

10,456 people call Adelaide Plains home in 2022[3]. Current forecasts are that by around 2040, Adelaide Plains could reach around 18,000 residents. If Greater Adelaide Regional Planning leads to further land being released, such as around Two Wells, Dublin and potentially through Lewiston, that number could well be higher.

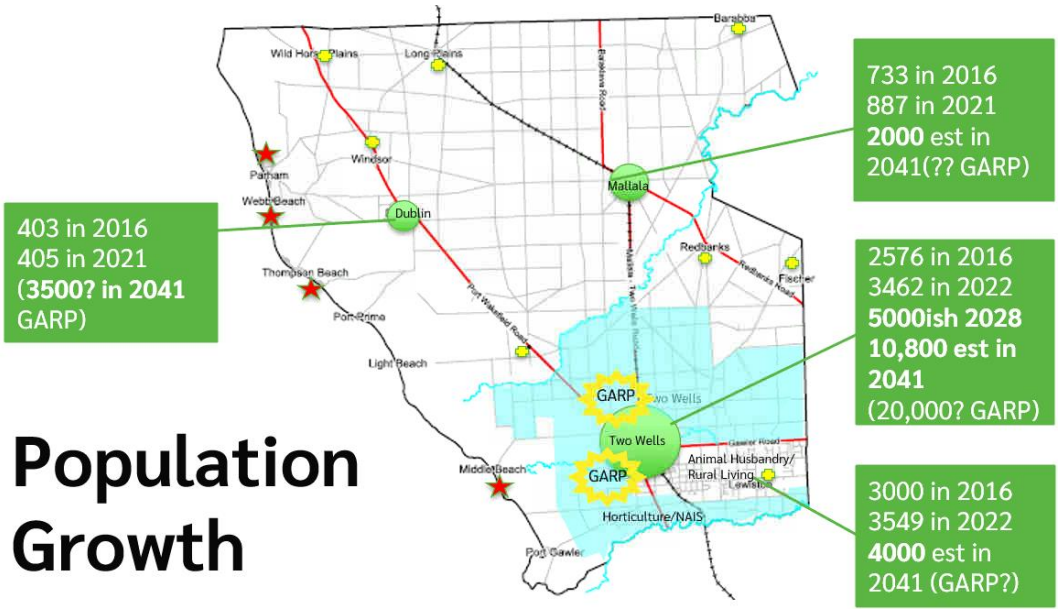


Figure 3 Envisaged population growth

Recognising Adelaide Plains is one of SA's fastest growing councils, following investigations and consultation, in 2023, Council adopted a Growth Strategy and Action Plan (GSAP)[4].

Acknowledging 80% of known population growth will occur at Two Wells, and with ongoing growth pressures at Mallala, Dublin and through Lewiston, the GSAP identifies a range of actions to address community, recreational, infrastructure, housing, and transport challenges.

The State Planning Commission released a Greater Adelaide Plain Discussion Paper flagging the long term potential for further residential growth to the north of Two Wells and employment to the west. The Paper also flaggged the potential for a level of local growth at Dublin and Mallala. Council made a submission to the 2023 Greater Adelaide Regional Plan Discussion Paper.

[3] profile.id.com.au/adelaide-plains
[4] apc.sa.gov.au/council-services/development/strategicprojects

Figure 9 – Proposed areas of investigation
Greenfield and satellite city growth

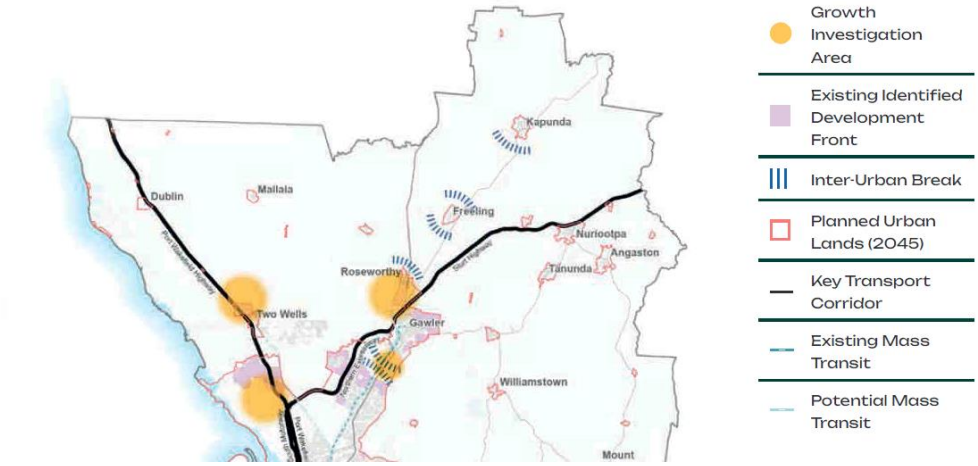


Figure 15 – Proposed areas of investigation
Employment growth

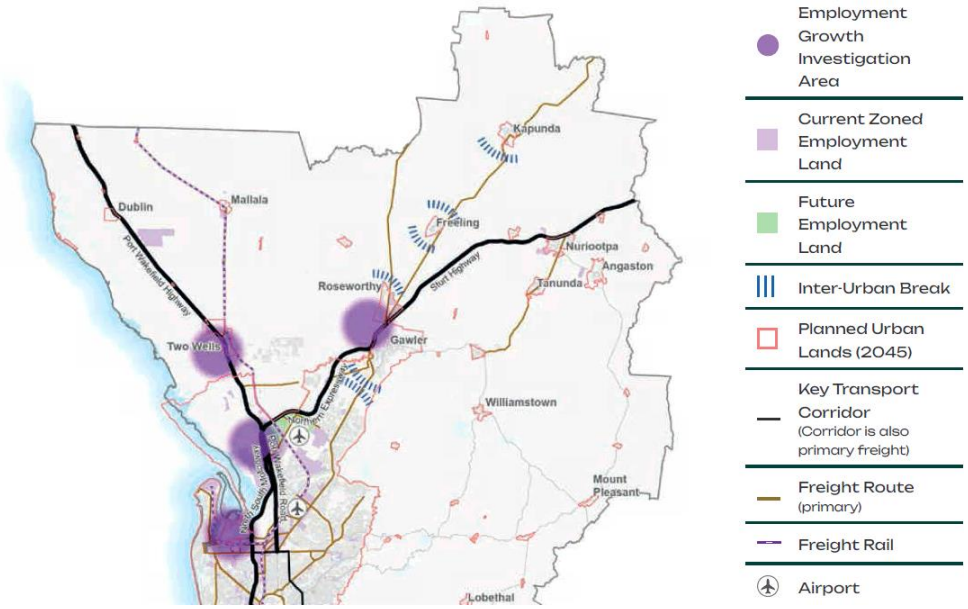
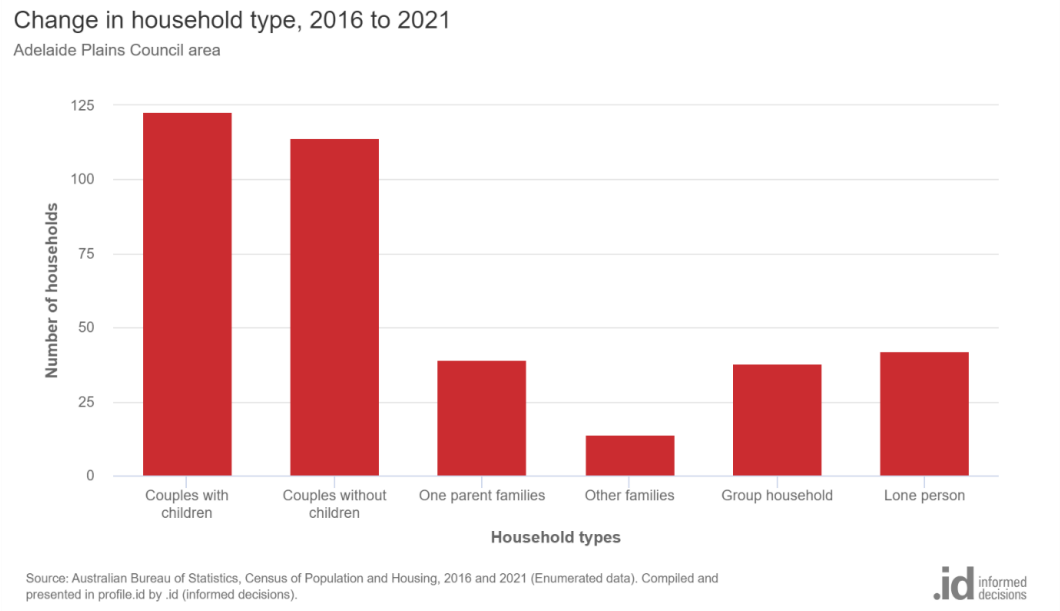
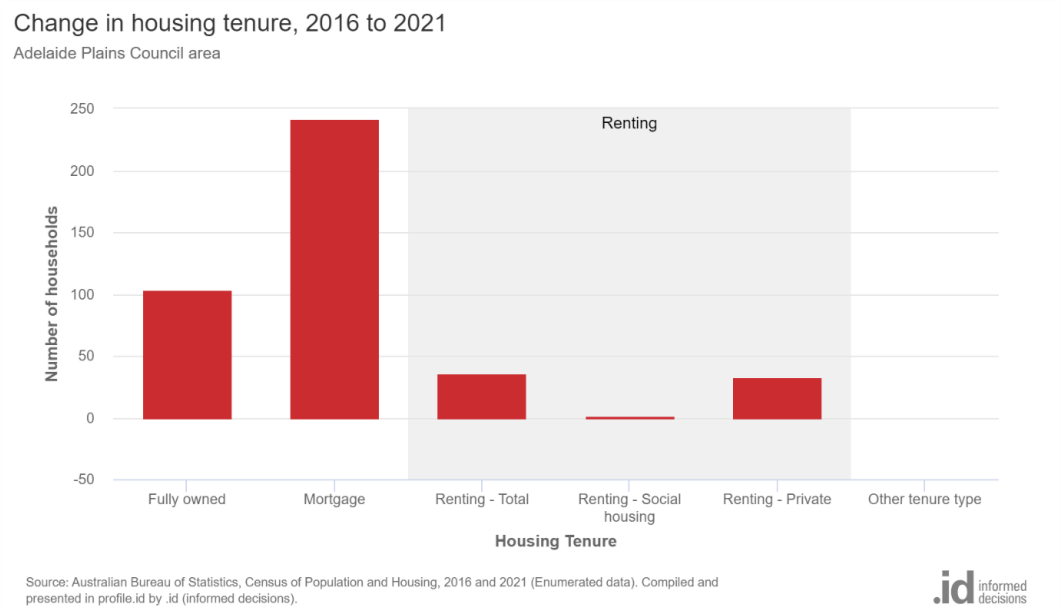


Figure 4 Long term, the State Planning Commission has flagged further residential growth to the north of Two Wells and employment to the west, as well as local growth at Dublin and Mallala.

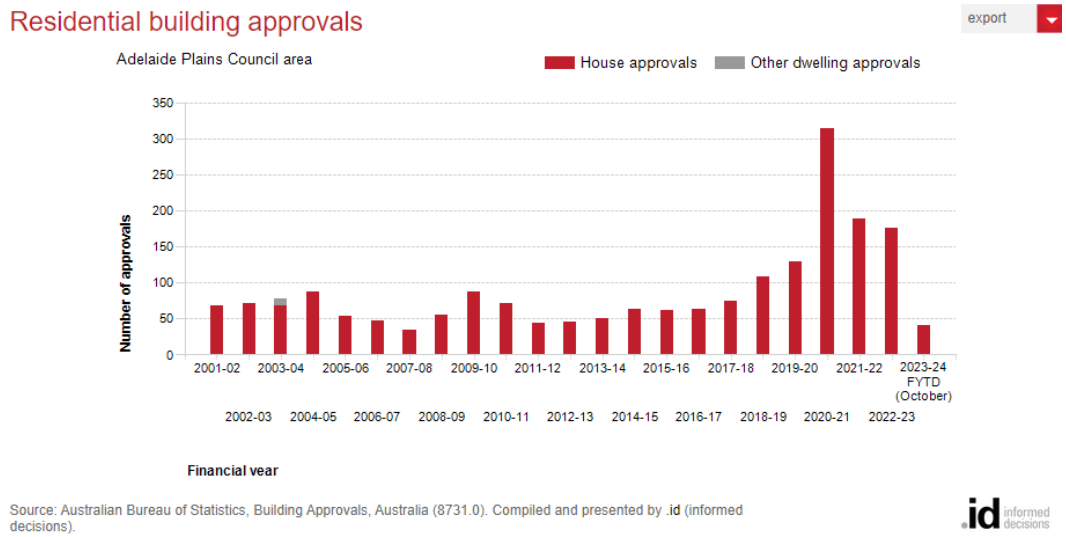
Households



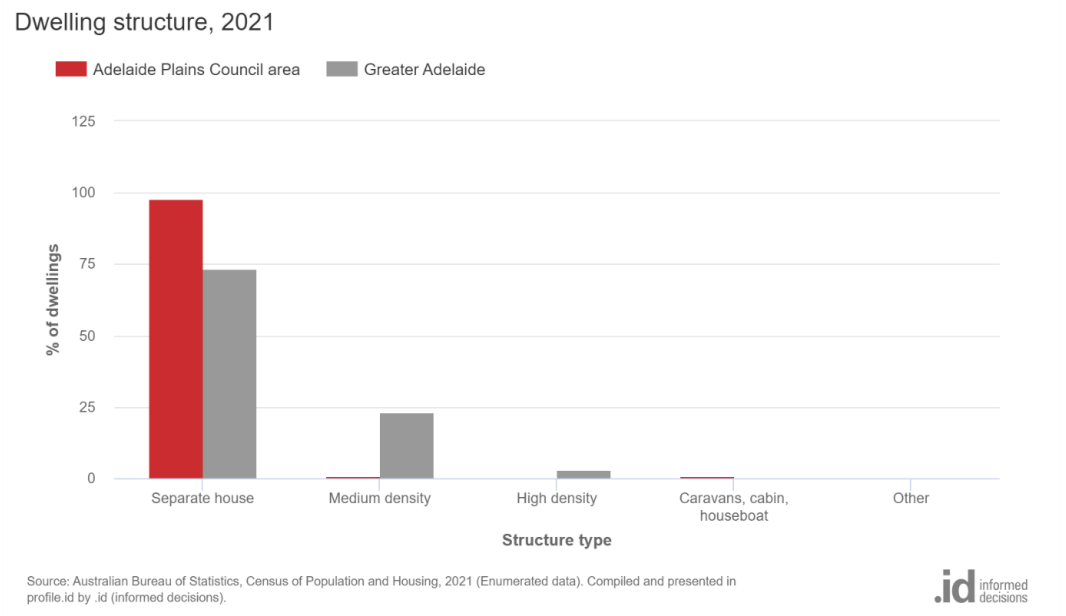
Couples and couples with children are the growing household types in Adelaide Plains.



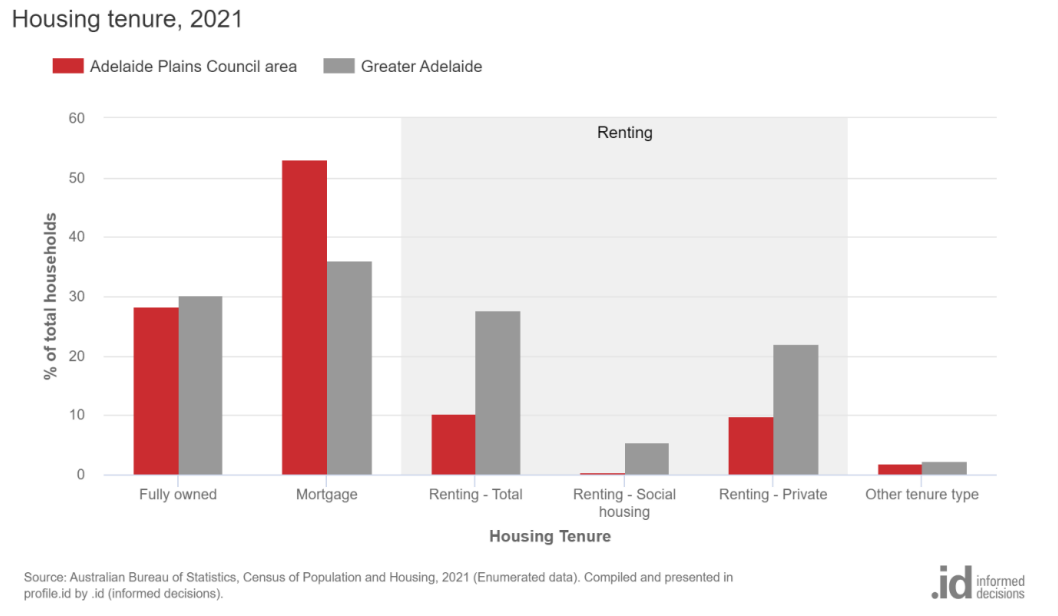
Along with increasing couples and couples with children, an increase in households with mortgages has occurred, followed by an increase in fully owned housing.



Around 160 new dwellings have been approved annually since 2021.



Whilst numbers of houses are growing, most new dwellings are detached. Adelaide Plains has little medium density or small lot housing.



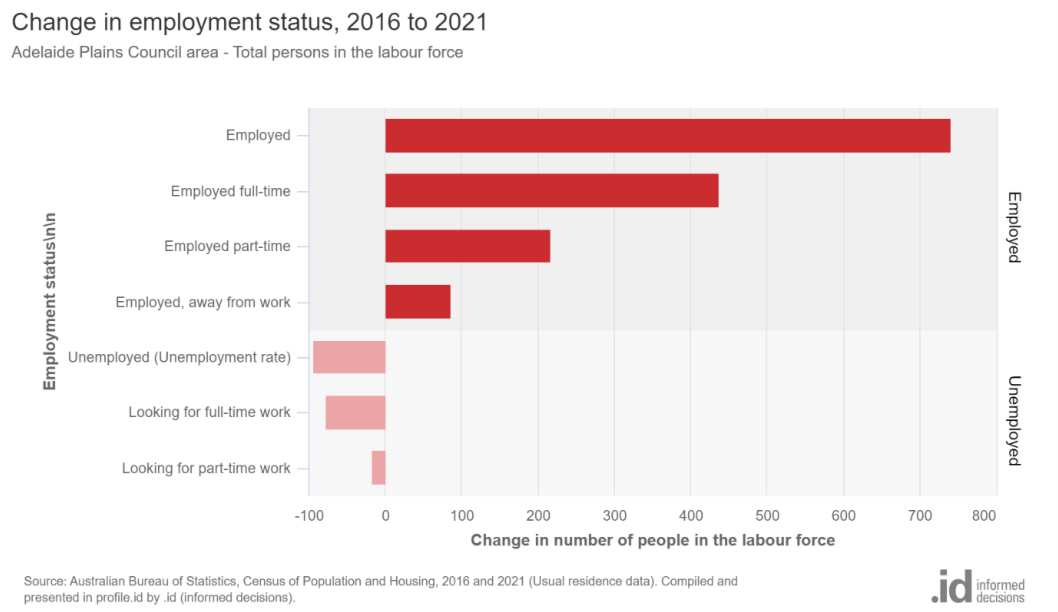
When compared to Greater Adelaide, a higher proportion of households have mortgages in Adelaide Plains.

Labour Force – Employment - Jobseeker

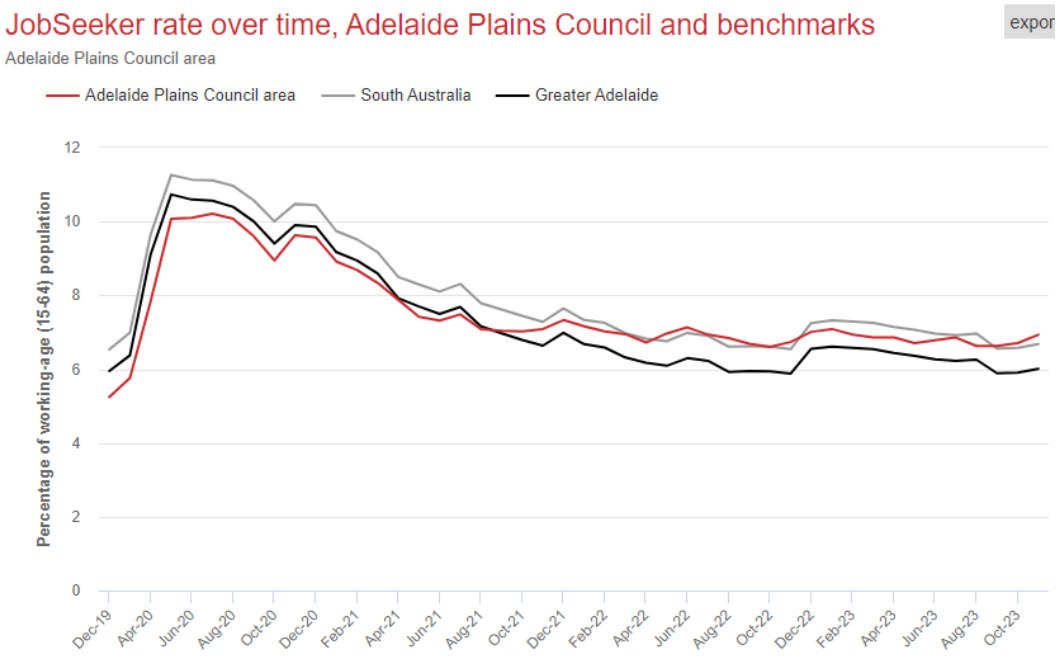
Between 2016 and 2021, the labour force increased by 647 or 14.7%. This rate is higher than the 11.93% population increase over the same time. A higher proportion of Adelaide Plains population is in the labour force (63.3%) compared with Greater Adelaide (61.7%).

The number of people employed in Adelaide Plains increased 741, and the number unemployed decreased 94.

The Adelaide Plains area's labour force in 2021 was 5,061, of which 1,581 were part-time and 2,939 were full time workers.



The unemployment rate in 2021 was 4.2%, much less than the 7% of 2016, and less than the 5.5% unemployment rate in 2021 across Greater Adelaide. Overall, 95.8% of the labour force was employed, and 4.2% unemployed, compared with 94.5% and 5.5% respectively for Greater Adelaide.



JobSeeker

export reset

Current month	December 2023		March 2020		
Region - LGA/SA2	JobSeeker and youth allowance recipients	% of 15-64 age population	JobSeeker and Youth allowance recipients	% of 15-64 age population	Change
Adelaide Plains Council area	460	7.0	378	5.8	+82
Lewiston - Two Wells	290	6.5	216	4.9	+74
Mallala	170	7.9	162	7.6	+8
South Australia	76,115	6.8	78,431	7.0	-2,316
Greater Adelaide	54,565	6.1	56,811	6.4	-2,246

Source: Department of Social Services - JobSeeker and Youth Allowance recipients - monthly profile via data.gov.au. Compiled and presented by .id - informed decisions

Jobseeker represents the number of people who are eligible recipients of JobSeeker allowance (generally aged 22+) and youth allowance (excluding students, generally aged 21 and under).

Since latter 2021, the jobseeker rate in Adelaide Plains has been higher than Greater Adelaide. An increase in 74 between 2020 and 2023 in Two Wells/Lewiston is the major change.

Adelaide Plains Population and Unemployment Change	2016	2020	2021	2023
Population	8,912		9975	
Unemployment	623 (7%)		418 (4.2%)	
Jobseeker		378		460

Analysing population and unemployment change suggests with population growth, job outcomes have improved. This could be due to increase, or good portion of population increase, being outside the unemployed cohort (e.g., children, students, retirees). It could also be due to more people gaining employment as a percentage of the population.

The ABS counts people as employed if they work at least 1 hour per week. Working 1 hour per week means you are employed, but it also constitutes ability and good reason to be on jobseeker. 2016 – 2021 including the pandemic also saw other complicating factors[5].

Jobseeker of March 2020 to December 2023 are a different timeframe to 2016 and 2021 population and unemployment data. In the absence of jobseeker data for 2016 – 2021, unemployment decreasing but jobseeker increasing 'could' be explained as follows.

The real number of people unemployed in 2016 was 623 – in 2021 it was 418. The population increased over that time by 1,146 (not necessarily all working capable). This could mean that simply, the increase in working age population came with jobs already and that 205 more people gained employment that were not previously employed (NB this does not mean they all work full time). It also would suggest that the % of the unemployed and possibly already employed population started working casual or part-time but also needed to supplement that income with jobseeker.

[5] aph.gov.au/About_Parliament/Parliamentary_departments/Parliamentary_Library/pubs/rp/rp2122/TrendsCasualEmployment

Business and Tourism

In 2022, based on research and consultation Council adopted a Tourism and Economic Development Strategy 2022 – 2025[6] (TEDS). TEDS proposes a range of actions across:

- town centres and main streets
- business support and growth
- food and primary industries
- coastal experiences
- marketing and branding.

Key entities to work with on these actions include:

- RDA Barossa
- Northern Adelaide Plains Food Cluster
- Adelaide Plains Business Group
- Clare Valley Tourism
- National Parks and Wildlife Service.

Agribusiness and related sectors are a foundational strength of Adelaide Plains, with town centres playing an important role. Both need ongoing targeted support.

The now adopted TEDS acknowledges opportunities to grow Adelaide Plains tourism role, be it in coastal experiences, or adventure, food, agribusiness or culturally based.

TEDS is progressively being implemented. An update report was considered by Council in December 2023[7].

Macro-Economic Trends

Adelaide Plains is impacted by trends involving inflation, employment, grain meat exports, migration, and net zero climate change.

1. Inflation has dropped significantly over the past year to 3.4% closer to the 2 – 3% the Reserve Bank expects (2-3%) and in line with the US. Australia has experienced 8% inflation last year and wage growth of 4%. This has hit average and below average incomes hardest. Discretionary spending is now almost absent. We are in growth mode of the economy but it is very low, and it is expected to take a long time for the wages to increase, such that discretionary income is available once again.

2. Employment is at its lowest point in decades. However, one hour per week is all that is required to be taken off the unemployed figures. More people seem to be working part-time/casual and still not earning enough to be taken off of social welfare support payments. This is exacerbated by the increase in the cost of living and more people will

[6] apc.sa.gov.au/our-council/council-documents/councilplans
[7] apc.sa.gov.au/our-council/meetings-of-council/council

want more hours. The challenge here is that, with the decrease in spending, less businesses will be able to afford to pay for more hours.

3. Exports of grains have seen three consecutive years of good volumes, quality and prices. Whilst the quality is under question and the volume is down, China coming back online as an importer as well as the Russia/Ukraine war still playing out, there is increased demand for our grains and pulses and hampered supply. Red meat exports are also starting to move in China again for SA with Thomas Foods signing a deal worth up to $60m annually – US Japan and Korea rounding out the top 4 markets. Whilst China-Australia relations are thawing and exports are starting to move again – Australia will be shy about this improvement given how quickly that market closed last time and the fact that certain industries are still feeling those impacts.

4. Inbound migration was big in 2023 and exacerbated housing supply and prices to a degree. This is expected to slow considerably in 2024 but there will still be a net increase to population and housing will continue to be a challenge.

5. Net Zero & climate change is big and going to get bigger – Climate anomalies are accepted as taking place. The impacts are costly and action on the ground is still lagging. However, net zero for businesses will become more of an issue to tackle. We can expect to see impacts starting to be felt by SMEs (Small Medium Enterprises) due to the larger players seeking to meet their net zero commitments. For example, for Coles and Woolworths to be able to claim to be net zero, they will need to commit their product (and service) suppliers to achieve the same – and as SMEs supplying Coles and Woolworths will need to be net zero accredited, they will demand the same of their suppliers and so on it goes. This ripple effect will be felt by all businesses in time and it is coming quickly. This will mean a change to infrastructure, equipment, suppliers, etc and will likely result in at least a temporary increase to some costs – not something businesses or consumers want right now, but it will happen.

Cultural Heritage

Adelaide Plains forms part of Kaurna Country. European settlement commenced as part of the European settlement of South Australia from 1836. In 1983, a Heritage Survey of the Lower North included the coastal settlements[8]. For South Australia, Taa Wika[9] is the Aboriginal heritage cultural database and 11 structures associated with European settlement are heritage listed[10]. Further heritage work by Council is underway.

[8] environment.sa.gov.au/topics/heritage/sa-heritage-register/heritage-surveys
[9] taawika.sa.gov.au/public/home
[10] taawika.sa.gov.au/public/home

Community Facilities and Services

As population grows, further planning and advocacy about community facilities and services is important.

These are provided by community groups, council, and various government agencies. Council's Growth Background Paper[11] provides preliminary analysis.

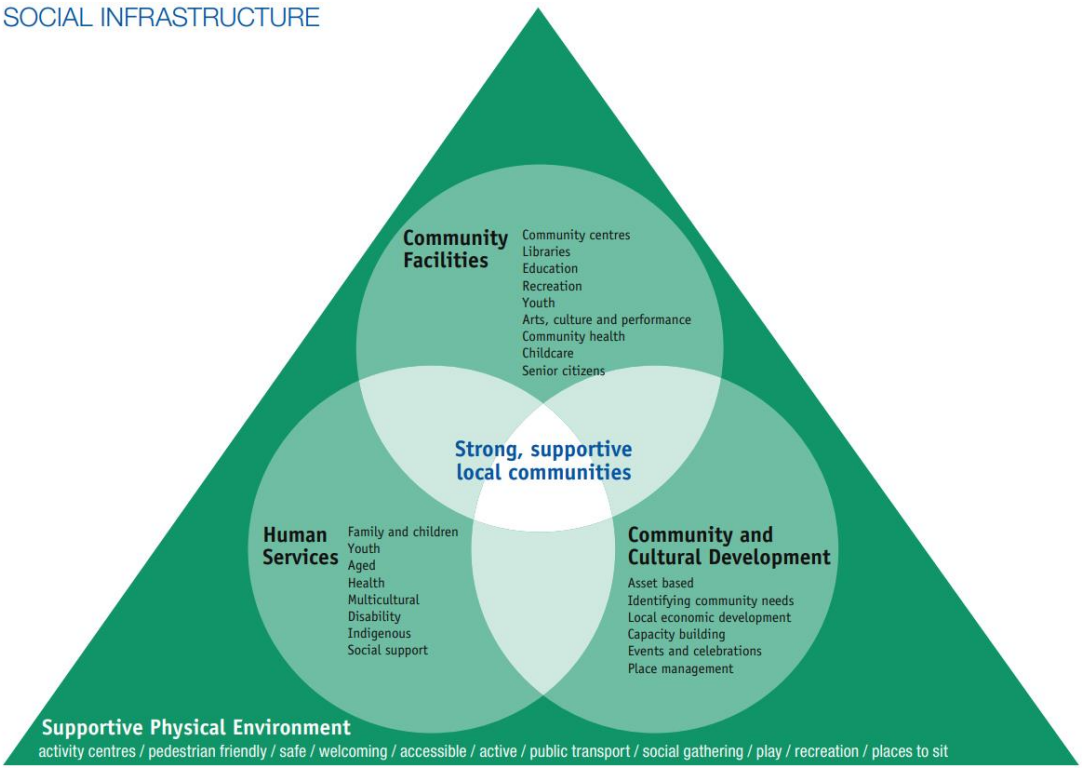


Figure 5 Social infrastructure includes community facilities, human services, and community and cultural development.

Council's Growth Strategy and Action Plan (GSAP) envisages a three town service model with a range of services – including community - reasonably convenient and accessible.

The GSAP has the following actions

- 'Council Service Hubs - Provide suitable multi-use facilities for Council services that serves the Council area as a whole.'
- 'Two Wells Community/Civic Hub - investigate needs and contemporary Council multi-use options (business, community, cultural) to inform master planning for multi-use facilities. Consider existing facilities including community centre.'

[11] apc.sa.gov.au/council-services/development/strategicprojects

Council Community and Civic Hub Investigations

In light of population growth, Council is investigating establishing a new community and civic hub[12].

The vision is to create a community and civic hub which provides for the growing needs of the community in an open, welcoming and sustainable facility. It is envisaged the facility will have adaptable and flexible spaces, while improving the efficiency, effectiveness and functionality of Council's community, administrative and civic operations through building design and service delivery.

A possible future Community and Civic Hub must:

- Optimise community and staff outcomes
- Improve and expand community facilities and services
- Provide seamless customer service
- Seek best practice building and environmental outcomes
- Optimise floor space usage and maximise efficiency
- Provide future-proof flexible/adaptable/shared spaces
- Free up existing Council sites and repurpose where possible



Figure 6 Two Wells Office and Library site was endorsed in February as the preferred location to develop a future Community and Civic Hub.

In 2022, investigations[13] identified a critical need to improve the efficiency, functionality, and space availability of Council's community and civic facilities. A key recommendation was to undertake a 'Community and Civic Hub Investigation' to establish a project vision, guiding principles, scope and plan for our future facilities. This was completed in mid-2023[14]. The investigation also looked at locations, potential costs, risks, project governance and a service delivery model.

Following further investigations and evaluation of floor space and location assessments[15], the Two Wells Office and Library site was endorsed at the 26 February 2024 Council meeting as the preferred location to develop a future Community and Civic Hub.

Further advancement has been paused to revisit in 2025 following preparation of the Strategic Plan 2025-2028 and other related projects.

[12] apc.sa.gov.au/our-council/major-projects/community-and-civic-hub
[13] apc.sa.gov.au/__data/assets/pdf_file/0026/1324187/Accommodation-and-Service-Review-Discussion-Paper-Holmes-Dyer-27-June-2022.pdf
[14] apc.sa.gov.au/__data/assets/pdf_file/0033/1456872/Community-and-Civic-Hub-Investigation-Phase-1-Report-July-2023.PDF
[15] apc.sa.gov.au/__data/assets/pdf_file/0032/1556618/Community-and-Civic-Hub-Investigation-Phase-2-Report-with-appendices-January-2024-Holmes-Dyer-Adelaide-Plains-Council-D24-5242.pdf

Parks and Recreation

Research and investigations in 2016 lead to an adopted Open Space Strategy[16]. Since then, various improvements at Mallala and Dublin Ovals have been progressed, and master planning at Two Wells Oval and Hart Reserve is underway

These coastal areas are important for conservation and environmental reasons, in particular associated with local and migratory birds.

Residents and visitors enjoy activities such as bird watching, crabbing, fishing, walking, and horse riding. For residents and visitors, these are special areas to be experienced carefully.

Adelaide International Bird Sanctuary National Park - Winaityinaityi Pangkara (AIBSNP-WP)[17] is under co-management with the Kaurna Nation. A 2016 management strategy guides decision making about the parks future. As shorebird conservation is the Park's primary purpose, careful visitor planning is needed. .

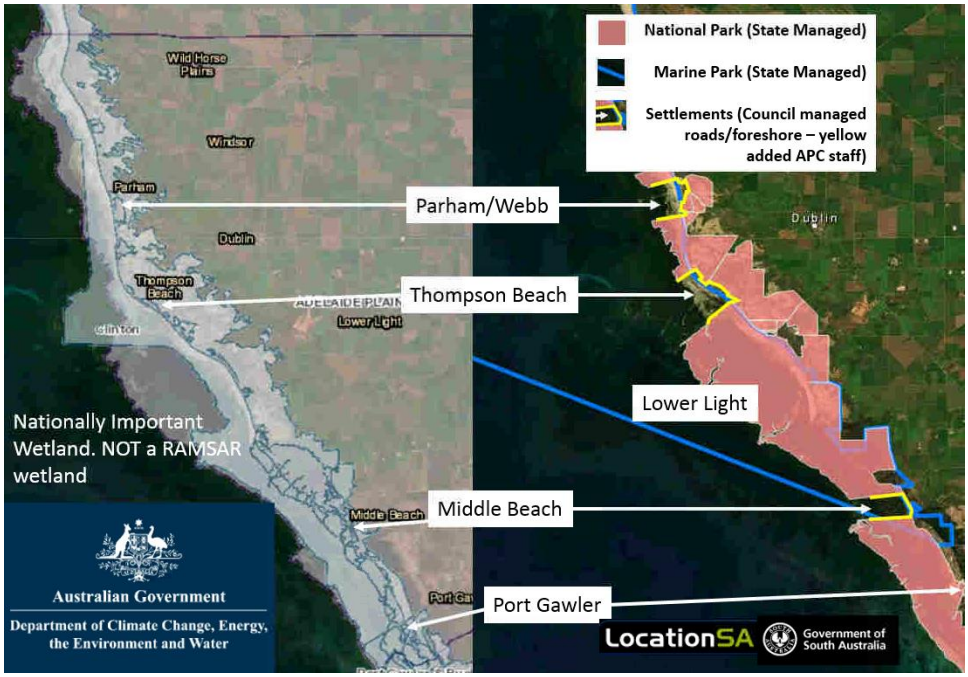


Figure 7 Coastal settlements are sited within a nationally important wetland and are encompassed by the Adelaide International Bird Sanctuary National Park (Winaityinaityi Pangkara).

[16] apc.sa.gov.au/council-services/development/strategicprojects
[17] Adelaide... - National Parks and Wildlife Service South Australia

Blue Carbon Coastal Restoration

In 2022, The Nature Conservancy Australia (TNC) announced land in the AIBSNP-WP is to be among the first blue carbon coastal wetland restoration projects registered in Australia. Delivered in partnership between TNC and the South Australian Government, this is a milestone blue carbon project that aims to restore and enhance 12,500 hectares of mangrove and saltmarsh habitats.

Blue carbon is carbon captured and sequestered by coastal wetlands (mangroves, saltmarshes and seagrasses). This carbon can remain in the sediment for thousands of years, making it one of the longest-term natural solutions to climate change. This project, which has been supported by the Australian Government, is an example of outcomes sought in the State Government's Blue Carbon Strategy[18].

The full list of project partners is Kaurna, Department for Environment and Water, Adelaide Plains Council, Flinders University, The University of Adelaide, Birds SA, Birdlife Australia, and the Northern and Yorke Landscape Board.

Utilities and Infrastructure

Both Council's Tourism and Economic Development and Growth Strategies acknowledge significant infrastructure barriers to investment, be it for business or living purposes. Key barriers include particular utilities such as potable water, recycled water and energy.

The Greater Adelaide Regional Plan Discussion Paper[19] flags that in peri-urban locations like Adelaide Plains, funding infrastructure is more costly when compared to metropolitan Adelaide.

[18] environment.sa.gov.au/topics/climate-change/government-action-on-climate-change/climate-change-blue-carbon-strategy
[19] plan.sa.gov.au/regional-planning-program/how-to-get-involved

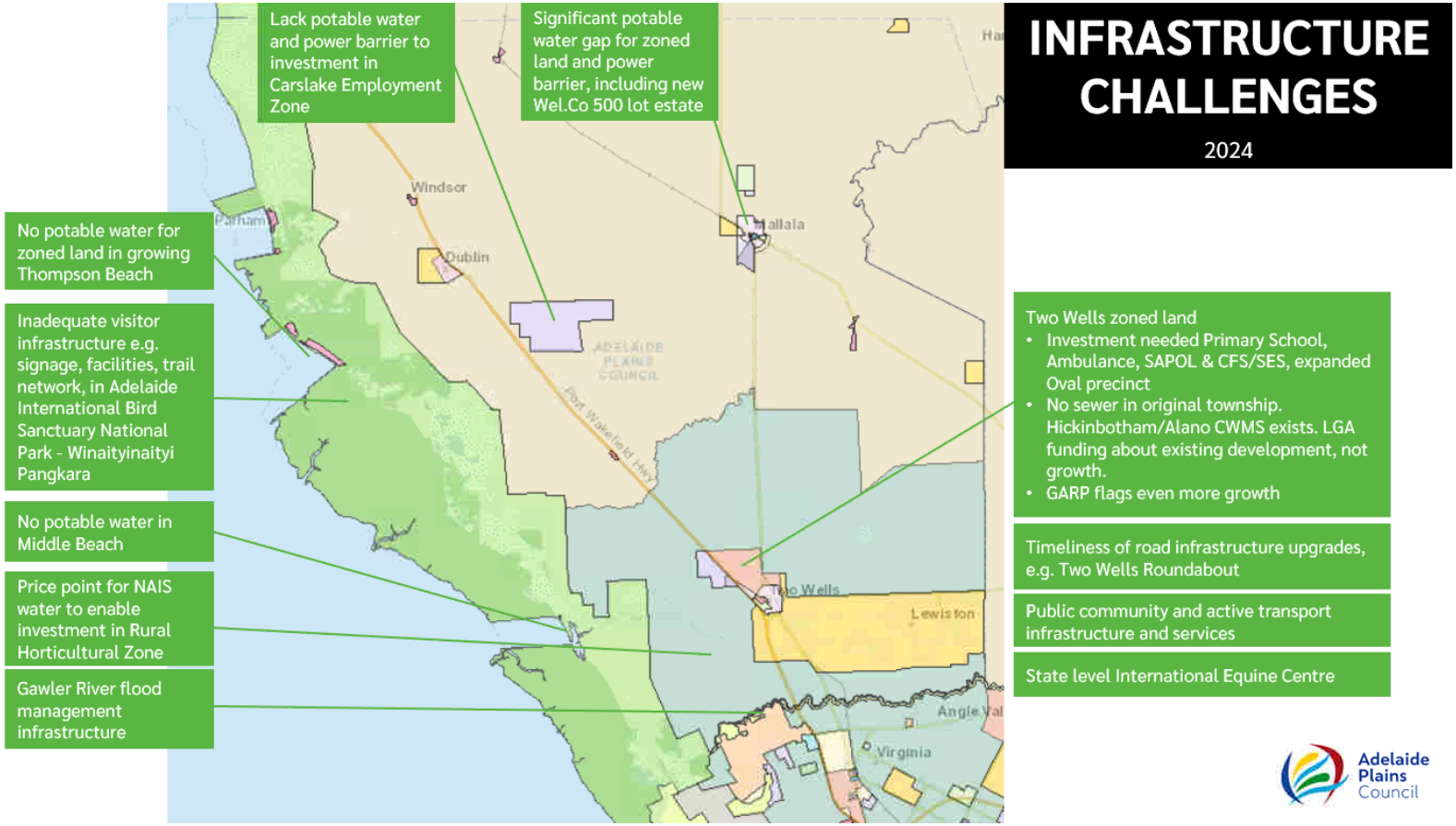


Figure 8 Infrastructure Challenges exist across Adelaide Plains

Transport

Residential location of local workers by LGA

export reset

Adelaide Plains Council

LGA	2021 Number	2021 Percentage
Adelaide Plains	1,024	41.3
Salisbury	432	17.4
Playford	375	15.1
Port Adelaide Enfield	117	4.7
Gawler	91	3.7
Light	81	3.3
Wakefield	75	3.0
Tea Tree Gully	52	2.1
Charles Sturt	49	2.0
Barossa	36	1.5
West Torrens	20	0.8
Mildura	13	0.5
Marion	11	0.4
Onkaparinga	11	0.4
Campbelltown (SA)	10	0.4
Prospect	10	0.4

Source: Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled and presented in profile.id by .id (informed decisions).
Please refer to specific data notes for more information
Excludes residential locations with fewer than 10 people.

Figure 9 Residential Location of Local Workers

Of the 2,480 people who work in Adelaide Plains, 1,024 or 41.3% also lived in the area. This is less than the 62.6% of Barossa residents who also work in the Barossa.

Of workers who come to Adelaide Plains to work, high numbers – almost 800 – travel from Salisbury and Playford.

Where Residents Work

Employment location of resident workers by LGA

export reset

Adelaide Plains Council	2021	
LGA	Number	%
Adelaide Plains	1,024	21.2
Salisbury	709	14.7
Playford	663	13.7
Port Adelaide Enfield	622	12.9
No usual address (SA)	328	6.8
Adelaide	245	5.1
Gawler	242	5.0
Charles Sturt	172	3.6
Light	128	2.6
West Torrens	127	2.6
Tea Tree Gully	100	2.1
Wakefield	92	1.9
Barossa	82	1.7
Norwood Payneham and St Peters	42	0.9
Unincorporated SA	34	0.7
Unley	24	0.5
Marion	23	0.5
Burnside	22	0.5
Roxby Downs	17	0.4
Prospect	16	0.3

Figure 10 Employment Location of Resident Workers

Of resident workers who leave Adelaide Plains to work, high numbers – almost 1800 – travel to Salisbury, Playford and Port Adelaide Enfield.

How Residents Travel to Work

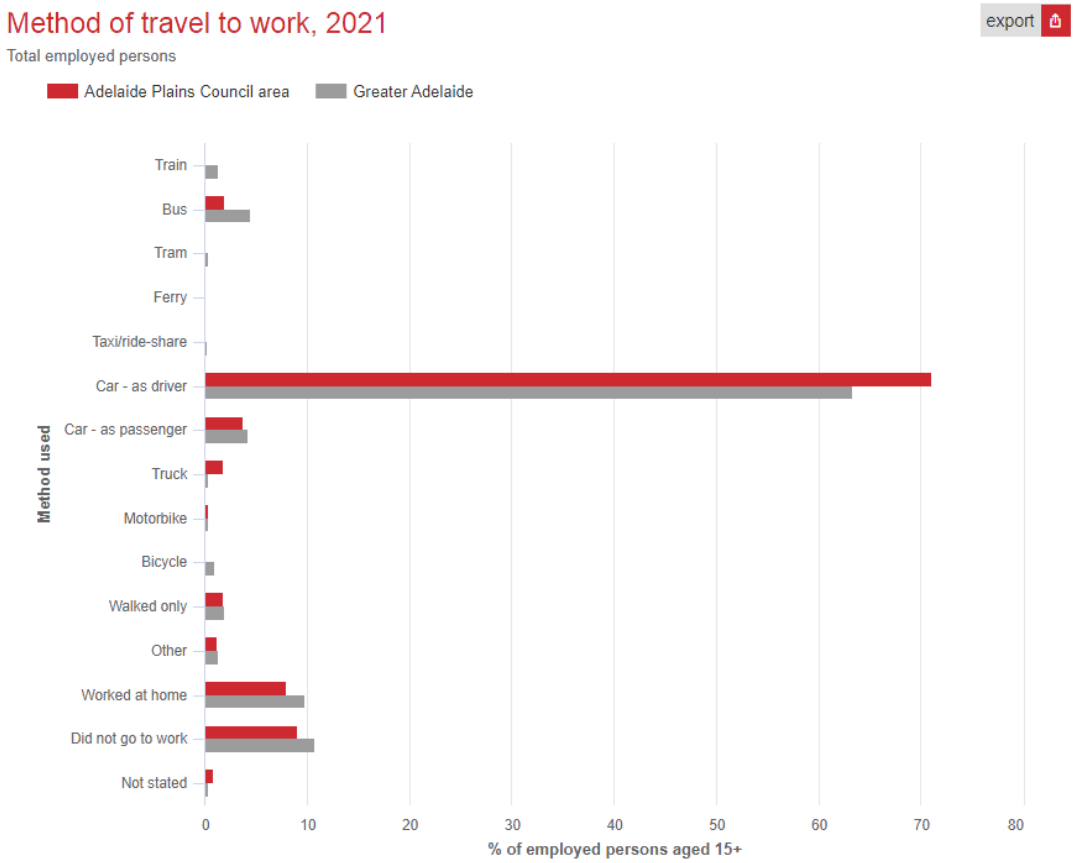


Figure 11 Method of Travel to Work

On Census Day 2021 in Adelaide Plains:

- 74.8% of people travelled to work in a private car (a higher rate when compared to 69.1% for Greater Adelaide, and only slightly higher than 73.5% in Barossa)
- 2.0% took public transport (a lesser rate when compared to 6.4% for Greater Adelaide, and greater than the 0.8% in Barossa)
- 1.9% rode a bike or walked (a lesser rate when compared to 2.9% for Greater Adelaide, and 3.1% in Barossa)
- 7.9% worked at home (a lesser rate when compared to 9.8% for Greater Adelaide, and 9.7% in Barossa)

Car Ownership of Residents

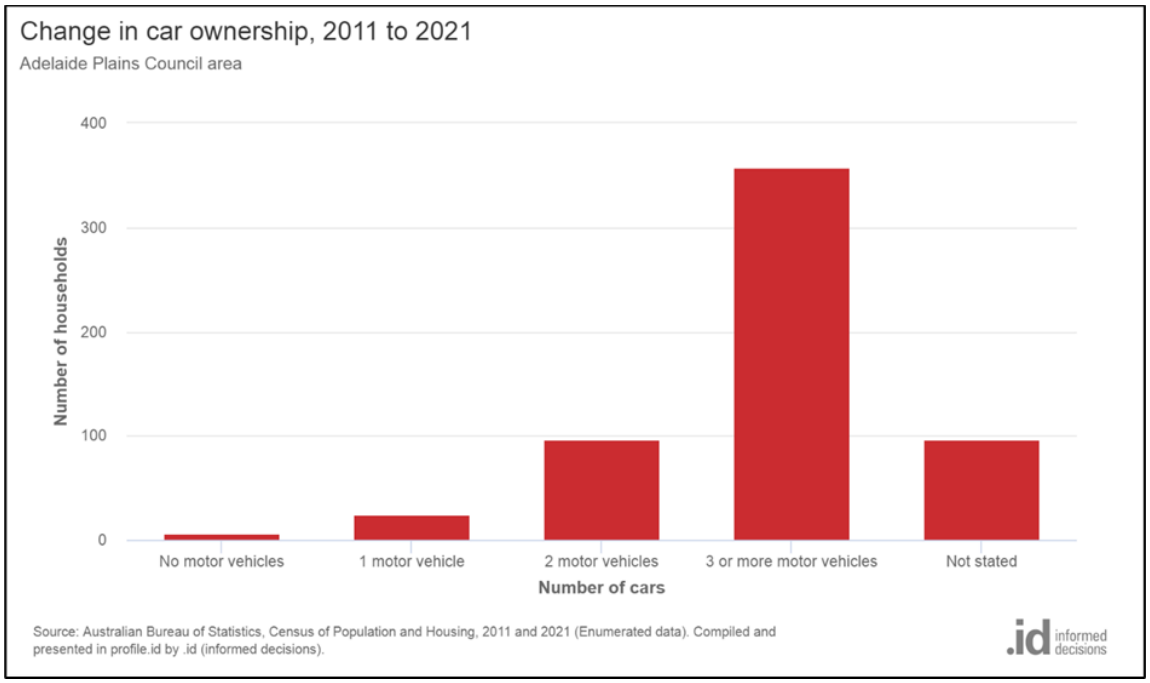


Figure 12 Car Ownership

Since 2011, Adelaide Plains increase in households has been accompanied by almost 350 more households with 3 or more cars, and 100 with 2 or more cars. Of resident workers who leave Adelaide Plains to work, high numbers – almost 1800 – travel to Salisbury, Playford and Port Adelaide Enfield.

Community and Public Transport

The Mid North Community Passenger Network[20] is a not-for-profit community organisation providing a transport service to the residents and communities encompassing the local government areas of Clare & Gilbert Valleys, Adelaide Plains, Goyder and Wakefield Regional and covers an area approximately 12,282 square kms.

Community Cars are located in each council and are available to assist transport disadvantaged residents to attend medical & health appointments locally or in metropolitan areas.

Community Car Use				
Year	Population (Estimated Resident)	Use	Trips/1000 Residents	Trips/Week
2011	8343	9		-
2012		5		-
2013		40		0.8
2014		81		1.6
2015		201		3.9
2016	8912	185	20.8	3.6
2017		86		1.6
2018		209		4
2019		239		4.6
2020		176		3.4
2021	9,975	145	14.2	2.8
2022	10,456	105	10.5	2
2023				

	Use 2023						Pop'n	Long Term Health Cond-ition	Sq Km	Person/ Sq Km	No car house-holds
	Jan	Feb	Mar	Apr	May	Jun					
Goyder	31	47	51	75	74	64	4,060	1869	2,593	1.6	50
Clare/Gilbert	23	23	31	44	83	48	9,187	3,863	1,892	4.8	131
Wakefield	19	80	94	21	26	26	6,780	2,964	1,339	5	114
Adelaide Plains	7	12	12	5	7	9	9,835	3,971	933	10.5	73

[20] passengernetwork.com.au/

Transport Goals

As part of the 2024 consultation on the Adelaide North Transport Study by the Department of Infrastructure and Transport (DIT), Council[21] provided the following comments:

(a) Supported the investigations and engagement to plan ahead for transport needs associated with envisaged population, business and agribusiness growth in Adelaide's north.

(b) Requests DIT to:

a. give priority to improving community transport and establishing public transport services to the rapidly growing Two Wells and Lewiston areas.
b. consider the role of the train line long term for public transport in the northern region and for increasing freight movement from business growth within Adelaide Plains.
c. improve safety within Two Wells on Gawler and Mallala Roads, drawing on the Two Wells Township Traffic Impact Assessment Report January 2023 by BE Engineering Solutions and the Two Wells Walking Cycling Plan.
d. investigate improving bypass options from Redbanks Road to Port Wakefield Highway reducing impact of trucks within increasing residential living of Two Wells and Mallala whilst improving freight connectivity, as Attached.
e. plan for a network of quiet country roads enabling walking, cycling, and horse-riding connections across Adelaide Plains and connecting to the wider region
f. review studies and strategies relevant to transport.

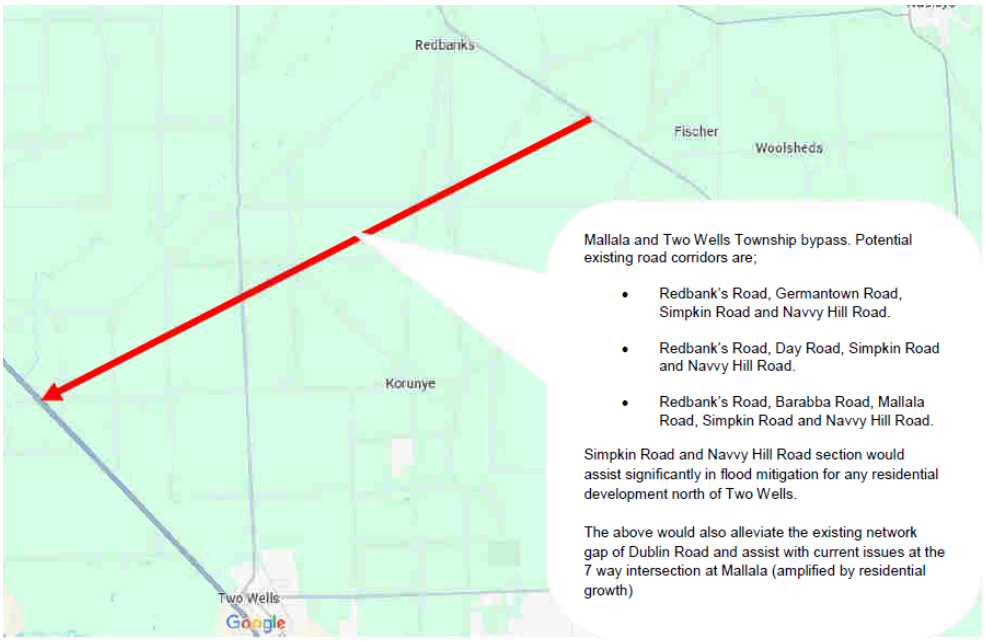
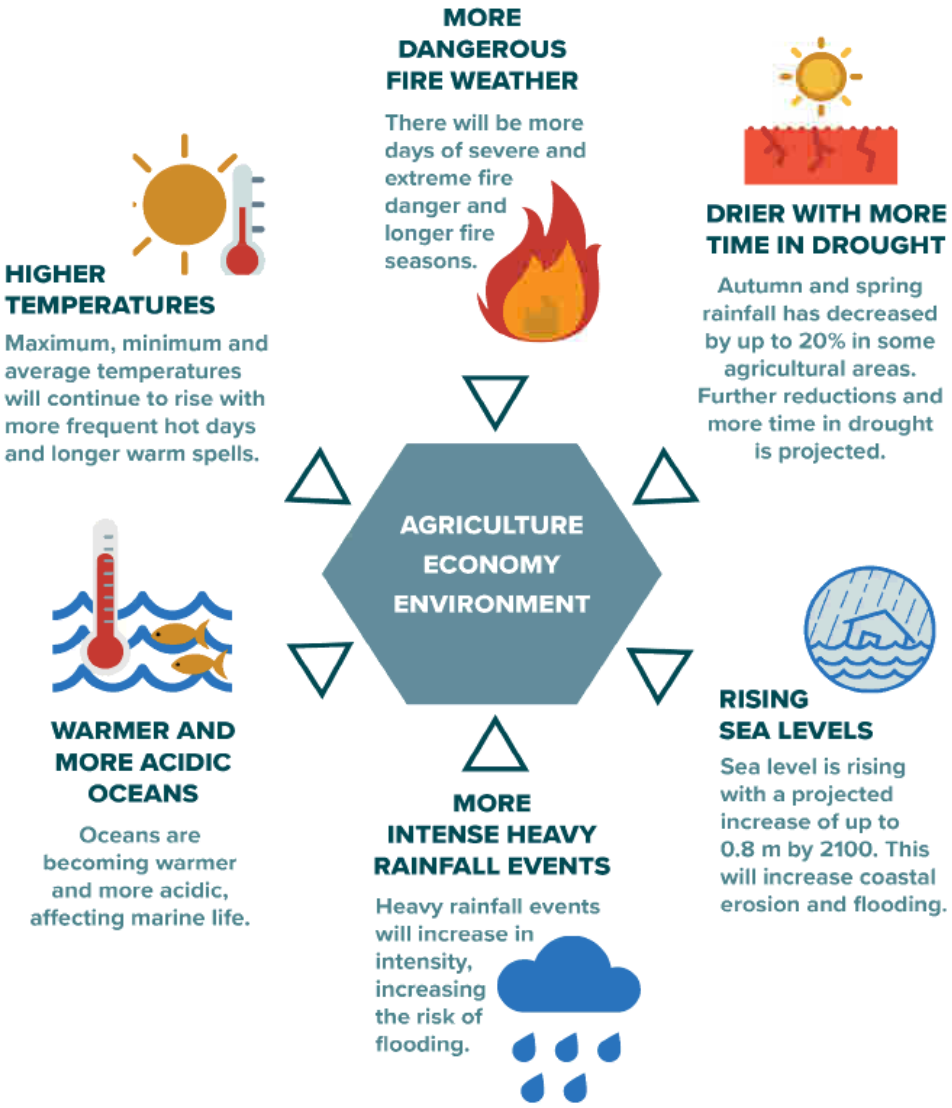


Figure 13 Redbanks Port Wakefield Connector

[21] 26 February 2024 Meeting apc.sa.gov.au/our-council/meetings-of-council/council

Climate Trends and Hazards

The changing climate presents a number of challenges. The Northern and Yorke Landscape Board, which Adelaide Plains is part of, is committed to working with the Adelaide Plains community to respond by supporting strategies for adapting to the changes, mitigating the impacts and increasing regional resilience. Higher temperatures, more dangerous fire weather, drier times, warmer oceans, and more intense rainfall are anticipated longer term[22].



Source: South Australian Government Climate Change Action Plan 2021-2025

[22] Sourced from landscape.sa.gov.au/ny/about-us/our-regions-plan

Working with communities and Council, the Northern and Yorke Landscape Board works on biodiversity, water management, sustainable agriculture and pet plant and animal control.

Gawler River Flood Hazard

Work to address the flood hazard of Gawler River continues.

The Department of Environment and Water has advanced their body of work on the Gawler River Business Case; an initiative that seeks to provide options for flood mitigation within the Gawler River catchment.

Should the option to raise the Bruce Eastick Dam be adopted, this is likely to cost in the vicinity of $190 million which is a cost that would need to be borne by all three tiers of government. Adelaide Plains Council's share of this cost is currently unknown and could equate to a significant amount of money

Advocacy and lobbying of the other tiers of government is needed to ensure a more equitable sharing of costs when factoring in ability to pay of constituent councils of the Gawler River Flood Management Authority.

Proactive Leadership

As a well-established country region, a variety of local groups and government based entities are active.

ATTACHMENT – Review of 2020 – 2024 Strategic Plan

Review of 2020-2024 Strategic Plan

February 2024

Contents

About 33
Observations 34
Enviable Lifestyle 35
Emerging Economy 40
Remarkable Landscapes 45
Proactive Leadership 50
Review and Monitor 55
Attachment – Proposed Vision? 56
Attachment – Proposed Strategic Planning Framework? 57
Attachment – Proposed More Structured Strategic Plan? Examples from Elsewhere 58

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

About

This document is a review of what has been achieved during the time of Council's 2020 – 2024 Strategic Plan.

The key deliverable items in the 2020 – 2024 Strategic Plan are projects, measures and indicators. Under each theme, this document includes projects, measures and indicators, outlines progress over 2020 2024, whether it is a Priority/Ongoing/Complete, and makes a Comment for 2025 – 2028.

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.

Below is an example:

	2024 Review		
Project	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Review of Council's Long Term Asset Management Plan	Strategic Asset Management Plan adopted by Council 25 October 2021	O	O



Figure 14 2020 - 2024 Strategic Plan

Observations

1. Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively.
2. More detailed observations are:
    1. Now having adopted Plans such as Regional Public Health, Tourism and Economic Development, Growth and Equine, Dog and Cat Management, the more detailed actions flagged in each are to be progressed.
    2. Fostering housing diversity remains a challenge
    3. Slightly reduced satisfaction with Ovals and Library reinforces importance of oval master planning and community facilities planning
    4. Working on transport across all modes remains important as business and residents grow
    5. Need to consider what measures are best about tourism and economic growth and to continue working closely with the business sector
    6. Decreased waste services satisfaction remains important to work on, as does the Gawler River business case, heritage protection, and water capture/reuse
    7. Council working with community and partners remains central, underscoring the importance of fostering a culture within Adelaide Plains and Council itself of 'Proactive Leadership'. Related for Council is ongoing sound governance, prudential long term financial planning and seeking grant funding related to strategic priorities.
3. From review of other council plans and staff discussion, areas to refine in the Strategic Plan are:
    1. Refine the 'vision' from seven paragraphs to 1 - 2 lines that are easier to remember. A proposed vision words form an Attachment
    2. Use a more structured approach to 'outcomes, strategies, priority actions, targets, measures'. This includes some 10 year framing for the 4 year priorities, as well as having several strategic level targets which are served by tracking operational measures. Examples of more structured plans from elsewhere form an Attachment
    3. Involve staff so their roles in operationalizing are better understood, be it agenda reports, annual business plan proposals
    4. Simplify context and consultation input, with detail in Background Paper
    5. Context and projects updating needed. Context e.g. ABS, resident survey. Progress on known projects, e.g. Community Civic Hub, 8HA town centre,
    6. Current Strategic Plan themes appear sound - emerging economy, enviable lifestyle, remarkable landscape and proactive leadership.
4. A refined strategic planning framework would assist with staff and council understanding how all the different plans fit together. A proposed strategic planning framework forms an Attachment.

Enviable Lifestyle

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Arrest the departure of younger population through affordable housing, access to diverse employment opportunities, regional university pathways and retail/recreation. Support retention of older community members through compact living with ease of access to improved retail and services in townships. Add to the vibrancy of towns through events, volunteering opportunities and community initiative funds or service support.

Strategies

1. Manage growth to sustain and activate our townships;
2. Provide, support and acquire facilities, assets, services and programs that build community capacity, health and connection; and
3. Advocate for increased health, education, aged care and youth services, welfare and emergency facilities and services.

Key Council Services that Contribute to Our Community's Enviable Lifestyle

- Public health and regulatory services
- Libraries
- Community development
- Social planning
- Playgrounds
- Community infrastructure planning (Footpaths, cycle paths, horse trails, walking trails, open space, community facilities and other sporting facilities)
- Arts and cultural activities
- Festival and event planning and facilitation
- Aged care facilitation
- Crime prevention through environmental design
- Community leadership and advocacy
- Dog and cat management
- Traffic management

Planned or Legislated Projects

	2024 Review		
Project	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Review the existing Regional Public Health Plan to reflect the public health priorities of a changing Adelaide Plains community	New Plan adopted	O	Progress Lighthouse Project priorities – community transport, mental health – suicide prevention and community participation. Committees formed with staff from the four councils.
Review and update Council's Animal Management Plan	New Plan adopted	C	Progress Dog and Cat Management projects
Implement Drought Funding Projects	Completed	C	-

2024 Review

In preparing the 2025 – 2028 Plan, **consider the following Projects** within Enviable lifestyle:

- Progress investigations and engagement about a **new Civic Community Hub**
- Prepare a **plan for community infrastructure** and advocate to relevant social service providers
- Prepare **a housing plan** to foster increased housing diversity including aged care
- Prepare an **updated Open Space Strategy** and Community Land Management Plan
- Complete the **Two Wells Recreation and Sport Precinct Master Plan** and progress implementing
- Prepare a **transport network plan** acknowledging growing townships, agribusiness and freight needs, regional active transport considerations, and the need for a coordinated approach with DIT
- Implement the **Two Wells Walking Cycling Plan** and create a **Mallala Walking Cycling Plan**
- Complete **settlement plans for coastal settlements and commence plans for rural settlement**

Relevant Legislation

South Australian Public Health Act 2011

Dog and Cat Management Act 1995

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards creating an enviable lifestyle.

	2024 Review		
Indicator	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Annual estimated residential population and change in population per annum	Estimated residents grew from 8,912 in 2016 to 10,456 in 2022, an increase of 257 residents/annum	O	O
Number of new dwellings per annum and change in total dwellings per annum	Number of dwellings grew from 3,617 in 2016 to 3,995 in 2021, an increase of 75 dwellings/annum	O	O
Housing diversity	From 2016 – 2021: • separate houses grew by 394 • Medium density grew by 10 • Caravans, cabin, houseboat grew by 9 • Other reduced by 22	P	Fostering increasing housing choice, be it small lot, aged, specialised disability, remains important.
Community Survey satisfaction with Council's community services and facilities	2022 Community survey show improved satisfaction with: • Parks/reserves/gardens 35% (29% 2018) • Community events 23% (17% 2018) • Community transport 11% (8% 2018) Reduced satisfaction with: • Ovals and sporting facilities 41% (43% in 2018) • Library 35% (39% • Playgrounds 34% (34% 2018).	PO	In context of ongoing residential growth, underscores value of progressing open space upgrades e.g. Two Wells Oval, Hart Reserve, as well as progressing improved community facilities, such as libraries.

Measure	Progress- 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Number of Council and community volunteers	Due to COVID, volunteer programs were suspended in 2020. In 2022, 45 people volunteered with Council. In 2024, over 30 Council volunteers, working at: • Mallala Museum • Justice of Peace at the Two Wells Library on a Saturday morning • Two Wells Community Nursery	O	Continue volunteer participation with Council
Total area of open space in hectares and change per annum	Eden and Liberty housing estates created new open space to serve the new dwellings	O	Question how valuable 'area' of open space is as a measure of wellbeing
Performance against Regional Public Health Plan measures	Project planning for the three lighthouse projects had commenced in 2023	O	Projects commenced but that is all
Number and variety of community events held	Post COVID, events resumed, with annual outdoor cinemas, Australia Day, the Mallala monument events, citizenship ceremonies, and community lead events such Christmas Parades in Mallala and Two Wells, twinkling, events in settlements such as Parham's annual sports event, and horse based events in Lewiston. Over 200 people attended the Australia Day Ceremony at the Mallala Football Club in 2023, Approx 3500 to 4000 joined in the festivities of the Two Wells Regional Action Team's first	O	Ongoing fostering of events

	Christmas Parade since COVID-19. 180 adults attended library events and 975 children participated in programs in 2023.		

Who We Could Work With

Government

- SA Health
- Department for Planning Transport and Infrastructure
- Infrastructure SA
- Department for Education
- Better Regions Fund
- SAPOL
- Office for Recreation and Sport
- State Library
- Public Libraries SA

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Country Health SA
- Country Arts SA
- Legatus
- Neighbouring Councils

Community

- Community groups and volunteer organisations
- Gracewood, Eden and Liberty Developments
- Xavier College

How This Could Contribute to Broader Policy and Legislation

30 Year Plan for Greater Adelaide

Target 1 - Containing our Urban Footprint and Protecting our Resources

90% of all new housing in the Outer Greater Adelaide will be built in established townships and designated urban development areas by 2045.

Target 6 - Greater Housing Choice

Increase housing choice by 25% to meet changing household needs in Greater Adelaide by 2045.

Emerging Economy

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Facilitate growth of the business sector through strategic advocacy, partnerships and service improvements that generate local procurement and employment opportunities, provide certainty for investment and enhance the appeal and visitor experience delivered by Council's key tourism strengths and opportunities.

Strategic Response

Partner with private and public investors to optimise infrastructure outcomes for growing townships and primary industries.

Strategies

- Support the growth of primary industries and the introduction of value-add employment generators;
- Facilitate greater access to local opportunities from public and private investment; and
- Reinforce Adelaide Plains Council as a place of choice for business, residents and visitors.

Key Council Services that Contribute to Our Emerging Economy

- Planning and development assessment
- Freight route planning
- Property management assistance
- Development and Community information service
- Tourism information and support
- Short stay accommodation planning and facilitation including camp grounds
- Business support
- Administration of Heavy vehicle applications
- Promotion of Adelaide Plains regions to potential investors
- Economic planning

Planned or Legislated Projects

	2024 Review		
Project	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Tourism and Economic Development Strategy	Prepared and adopted early March 2022	C	Implementing
Business Breakfasts	Good attendance at Breakfasts. None since August 2022 but will have another February 29th 2024. 5/8/2022 – 43 19/11/2021 – 47	O	Ongoing – progress TEDS themes via breakfasts
Transition to the Planning and Design Code	Orderly transition in March 2021	C	-
Crown Land Negotiation Two Wells	8HA land sold to Council in August 2022	C	Progress working with the private sector to enable the town centre development

2024 Review

In preparing the 2025 – 2028 Plan, **consider the following Projects** within Emerging Economy:

- Progress **actioning the Tourism and Economic Development Strategy**
- Progress working with the private sector to **enable the Two Wells town centre 8HA development**
- Prepare a **transport network plan** acknowledging growing townships, agribusiness and freight needs, active transport, and the need for a coordinated approach with DIT and ARTC

Relevant Legislation

- *South Australian Local Government Act 1999;*
- *Planning, Development and Infrastructure Act 2016*
- *Crown Land Management Act 2009*

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards supporting an emerging economy.

	2024 Review		
Indicator	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Proportion of people who live and work in Adelaide Plains Council	From 2021 data – 2,480 people work in the Adelaide Plains Council area with 41.4% living in the area. No data available for 2016	O	Seek better data
Local visitation and visitor expenditure trends	Data not readily available Only data we have is from the Clare Valley Tourism and that is heavily skewed to that region only.	P	Seek better data
Square metres of commercial floor space within townships	New businesses starting in Two Wells and Dublin has given us an increase in commercial floor space.	O	Seek better data
Gross Regional Product as a proportion of Gross State Product	GRP for RDA Barossa region grew from the Covid 2020 of $3383M to $3858M in 2022 No data for Adelaide Plains available.	O	Seek better data
Number of main street vacancies	There is the Medical Centre in Two Wells vacant, which is a major loss. Vacancies seem to be minimal.	O	Main street vacancy data needed.
Value and number of local procurement contracts	Council has engaged local contractors for 4 major contracts to the value of $869,806.47. Various suppliers have identified they employ residents from Adelaide Plains	O	Officers can establish mechanisms to improve data captured on local spend.

Indicator	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Community Survey satisfaction with Council assets and infrastructure	2022 Community survey show improved satisfaction with: • Footpaths 18% (17% 2018) Reduced satisfaction with: • Waste collection 29% (34% 2018) • Public lighting 23% (24% 2018) • Stormwater drainage 14% (15% 2018).	O	Waste services a priority
Community Survey satisfaction with business support services	2022 Community survey showed 15% of businesses were satisfied, 30% neutral and 55% were not satisfied.	P	O
Attendance at business networking breakfasts;	Good attendance at Breakfasts. None since August 2022 but will have another February 29th 2024. 5/8/2022 – 43 19/11/2021 – 47	O	O
Number and variety of business support activities delivered	A range of activities provided by RDA Barossa and APC staff	O	O
LGA Road Manager Consent Performance as reported by the National Heavy Vehicle Regulator	Obligations satisfied about bigger than regular trucks	O	O
Freight route connectivity/progress of the Legatus Regional Transport Plan Road Deficiency Actions	Local Government Partnership Program in last three years progressed several freight routes as well as Middle Beach Road bituminising.	O	Ongoing actioning of the road deficiency plan.

Who We Could Work With

Government

- Department for Planning Transport and Infrastructure
- Infrastructure SA
- Department for Innovation and Skills
- Department of Primary Industries and Regions
- Department for Trade and Investment
- South Australian Tourism Commission
- Department for Environment and Water
- National Heavy Vehicle Regulator

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Legatus
- Neighbouring Councils

Community

- Kaurna Community
- Local businesses, tourism operators and primary industries
- Gracewood, Eden and Liberty Developments

Industry bodies (Eg. Mainstreet SA, Australian Road Transport Suppliers Association, fishery and agricultural peak bodies and Business SA)

How This Could Contribute to Broader Policy and Legislation

30 Year Plan for Greater Adelaide

Policy 57 Economy and Jobs Maintain and protect primary production and tourism assets in the Environment and Food Production Areas, while allowing for appropriate value-adding activities to increase investment opportunities

Policy 62 Manage the interface between townships and adjacent primary production activities and areas of nature protection

Policy 63 Provide for sustainable tourism development across Greater Adelaide by: Protecting, enhancing and promoting the qualities that attract tourism and are of value to the whole community;

Providing appropriate support infrastructure for tourism; and

Facilitating sustainably designed tourism accommodation in suitable locations.

Remarkable Landscapes

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Advocate for Government investment in the Gawler and Light River Catchments and coastal townships, liaise with and support agencies responsible for adverse event mitigation and response, maintain a mix of waste management services and increase community education and lever volunteering opportunities and multiple State agency agendas to target the enhancement of coastal visitor experiences.

Strategies

1. Protect and enhance our coastal and riverine landscapes, native vegetation and heritage;
2. Mitigate the impacts of adverse natural events on the community;
3. Improve resource recovery and carbon and waste management.

Key Council Services that Contribute to Our Remarkable Landscapes

- Environmental management
- Cemeteries
- Wetland planning
- Local Museum and heritage support
- Coastal management and planning
- Stormwater recycling
- Landcare programs
- Community Wastewater Management Schemes
- Emergency management and support during floods and fire
- Stormwater drains and Flood protection/levees
- Rubbish collection, disposal and recycling
- Illegal dumping
- vandalism
- Community Land Management

Planned or Legislated Projects

	2024 Review		
Project	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Advocacy for Government funding through the GRFMA	Council continued to advocate for a reasonable shared funding model	P O	Ongoing
Heritage Protection	Updated survey work completed and Code Amendment commenced. Further expert work needed	O	Further expert work and stages of Code Amendment, including consultation, needed.

2024 Review Add following Projects within Remarkable Landscapes for 25 - 29:

Relevant Legislation

- *South Australian Local Government Act 1999*
- *Heritage Places Act 1993*
- *Planning Development and Infrastructure Act 2016*

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards fostering remarkable landscapes.

	2024 Review		
Indicator	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Proportion of residential waste diverted from landfill	33% Driven by Council endorsed 21 – 26 Waste and Resource Recovery Strategy and Action Plan	PO	Aiming for 55%
Volume of water captured, treated and re-used	Annual water reuse from the Mallala CWMS is 20ML	PO	Opportunities to increase water capture, use and reuse remain a priority
Community Survey satisfaction with landscape management	Not measured in Community Survey 2022	O	Landscape management remains important
Area of successful pest plant management	Work closely with Green Adelaide and Northern and Yorke Board	O	Pest plant management remains important
Area of successful pest animal management	“	O	Pest animal management remains important
Number of stormwater treatment devices incorporated into township and residential development streetscapes	New estates stormwater devices at modern standards	O	Water use/reuse and flood hazard protection more important measures than number of treatment devices.
Number of trees planted	Each year 4500 seedlings have been planted in coastal areas. Two Wells Community Nursery propagated significant numbers of plants. Street	O	O

	trees also planted, with 289 planted in 2022/23.		
Measure	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Inclusion of climate change and adverse events within Council's Asset Management Plans	Updated AMP included known works to address hazards, e.g. Two Wells levee. Recycled water used in a drought hazard environment. GRFMA flood study will look at hazard from different climate change event scenarios.	O	Update AMP as appropriate with regard to planning for different climate change event scenarios
Local Heritage Listing created	Survey work undertaken and an application to commence heritage listing processes lodged with the Minister for Planning.	O	Ongoing.

Who We Could Work With

Government

- Department of Primary Industries and Regions
- South Australian Tourism Commission
- Country Fire Service
- National Parks and Wildlife South Australia (Adelaide International Bird Sanctuary – Winaityinaityi Pangkara)
- Department for Environment and Water

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Gawler River Flood Management Authority
- Nature Conservation Society of South Australia
- Northern and Yorke Landscape Board
- BirdLife Australia

Community

- Kaurna Community
- Gracewood, Eden and Liberty Developments
- Land holders
- Volunteers and community groups

How This Could Contribute to Broader Policy and Legislation

Policy 35 - Encourage the innovative and sustainable reuse of heritage places and older building stock in a way that encourages activity and entices people to visit.

Policy 91 - Protect coastal features and biodiversity including: Habitats that are highly sensitive to the direct impacts of development

Important geological and/or natural features of scientific, educational or cultural importance

Landscapes of very high scenic value.

Policy 118 - Minimise risk to people, property and the environment from exposure to hazards (including bushfire, terrestrial and coastal flooding, erosion, dune drift and acid sulphate soils) by designing and planning for development in accordance with a risk hierarchy of: Avoidance

Adaptation

Protection.

Policy 119 - Improve the integration of disaster risk reduction and hazard avoidance policies and land use planning.
Policy 120 - Decrease the risk of loss of life and property from extreme bushfires through creating buffers in new growth areas that are in or adjacent to areas identified as high risk from bushfires.

Proactive Leadership

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Proactive engagement in new and existing regional partnerships, pursuit of funding and exploration of new revenue opportunities will create value for the region and rate payers. Early engagement in reform will support opportunities for continuous improvement. Setting a strategic financial agenda with regard to sustainability ratios will open up investment opportunities for the delivery of Council's strategic plan, and a continued emphasis on engagement and consultation will raise awareness, understanding and participation by an increasingly active community regarding Council's intent and progress.

Strategies

1. Actively seek funding and partnerships to deliver Council initiatives;
2. Actively engage with and inform our communities;
3. Strategic and sustainable financial management; and
4. Proactively engage in Local Government Reform and continuous improvement.

Key Council Services that Contribute to Our Proactive Leadership

- Records management
- Work Health and Safety and Risk Management
- Human Resource Management
- Management of Council's Governance Framework, including management of Council
- Code of Conduct and complaints and handling
- Council Member Support and Training (including the provision of advice and preparation and distribution of agendas and minutes)
- Preparation of Annual Report
- Local Government Elections (preparation and assistance);
- Delegations
- Development and maintenance of statutory and other Council Registers.
- Provision of internal and external customer service (including handling customer requests, receive and distribute information, receive and transfer calls and
- IT services and support
- Communication and Community Engagement – management of all Council communication platforms, distribution of Council publications including newsletters, public consultation notices and media releases
- Prepare annual business plan and budgets and carry out quarterly budget revisions
- Apply/assist in relation to Federal and State government grant applications
- Review and completion of grant acquittals
- Long Term Asset Management and Financial Planning

Planned or Legislated Projects

	2024 Review		
Project	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Review of Council's Long Term Asset Management Plan	Strategic Asset Management Plan adopted by Council 25 October 2021	O	O
Review of Council's Long Term Financial Plan	Long Term Financial Plan 2023-2032 adopted on 28 February 2022	O	O
Implementation of Local Government Reform	*Statutes Amendment (Local Government Review) Act 2021* for commencement in stages to enable time for local government and relevant authorities to prepare. 10 stages have implemented between September 2021 and November 2023. One major change was the introduction of mandatory training and behavioural standards/management policy for Council Members.		Anticipated reforms • Local Government Participation and Elections Review • Community Engagement Reform
Representation Review	In 2020/2021 Council undertook a 'Representation Review'. The outcome, on 30 November 2021 was: Mayor retained, elected by community, 3 'wards' abolished and 9 'area councillors' introduced, all Council Members represent the whole Council area (elected by the community at Council-wide elections.	C	Next Review beyond 2029 (Reviews approximately every 8 years)

Relevant Legislation

- *South Australian Local Government Act 1999;*
- *South Australian Local Government Grants Commission Act 1992*
- *Local Government (Boundary Adjustment) Amendment Act 2017*

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards demonstrating proactive leadership.

	2024 Review		
Indicator	**Progress 2020 - 2024**	**P Priority, O ongoing, C complete**	**Comment for 2025 - 2028**
Successful grant applications	Numerous grants have been secured • Two Wells Levee $2.05M • Freight Networks $2.34M • Two Wells Powerlines Undergrounding $2.4M • Two Wells Roundabout $0.43M • Coats Rd/Middle Beach Shelter $470k • Village Green Two Wells • Toilets Parham Campground and Two Wells Oval • Lewiston Reserve • Conservation grants (many coastal) • Library Program grants • Parham Campground $100k • Better Breeder Program $60k • State Bike Fund $60k • Coastal Adaptation $60k	O	Seeking grants is ongoing. One priority is likely to be seeking grant funding to implement the Two Wells Oval Precinct Master Plan.
Community satisfaction with Council communication	2022 Community survey showed 23% satisfied (24% 2018)	O	

Measure	Progress 2020 - 2024	P Priority, O ongoing, C complete	Comment for 2025 - 2028
Community Survey satisfaction with customer service	2022 Community survey showed 30% satisfied (30% 018)	O	
Compliance with all legislation governing Council business	Ongoing work ensured compliance, noting changing nature of obligations over time.	O	Ongoing
Customer service delivery meets documented service standards	Satisfied. The Community Requests, Complaints & Feedback Policy outlines APC's approach.	O	Ongoing
Asset Sustainability Ratio	On average, the Asset Sustainability Ratio has been 82% over these four years.	O	A suitable target is capital outlays on renewing/replacing assets are greater than 90% but less than 110% of the level proposed in the Infrastructure and Asset Management Plan.
Operating Surplus Ratio	On average, the Operating Surplus Ratio has been 1% over these four years.	O	A suitable target range on average over time is an operating surplus ratio of between 0 and 10%
Net Financial Liabilities Ratio.	On average, the Net Financial Liabilities ratio has been 50% over these four years.	O	A suitable target range on average over time is a net financial liabilities ratio between 0 and 100% of total operating income, but possibly higher in some circumstances.

Who We Could Work With

Government

- Department for Planning Transport and Infrastructure (Office of Local Government)
- Local Government Association of South Australia

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Northern and Yorke Landscape Board
- Clare Valley and Yorke Peninsula Tourism Regions
- Neighbouring Councils
- Gawler River Flood Management Authority
- Legatus

Community

- Volunteers and community groups
- Community Passenger Network

How This Could Contribute to Broader Policy and Legislation

Local Government Act

Section 6 - Principal role of a council:

(a) to act as a representative, informed and responsible decision-maker in the interests of its community

(b) to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner

(c) to encourage and develop initiatives within its community for improving the quality of life of the community

(d) to represent the interests of its community to the wider community

Section 7—Functions of a council:

(a) to plan at the local and regional level for the development and future requirements of its area

(b) to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area (including general public services or facilities (including electricity, gas and water services, and waste collection, control or disposal services or facilities), health, welfare or community services or facilities, and cultural or recreational services or facilities)

Review and Monitor

How We Will Deliver and Monitor our Strategy

Framework Approach

The Strategic Plan is a high-level document that looks long into our Council's future. It contains an assessment of the current context for Adelaide Plains and summarises ideas obtained from community and stakeholder consultation.

From this we have identified strategies, potential partners, targeted measures and existing or planned activities under four key themes.

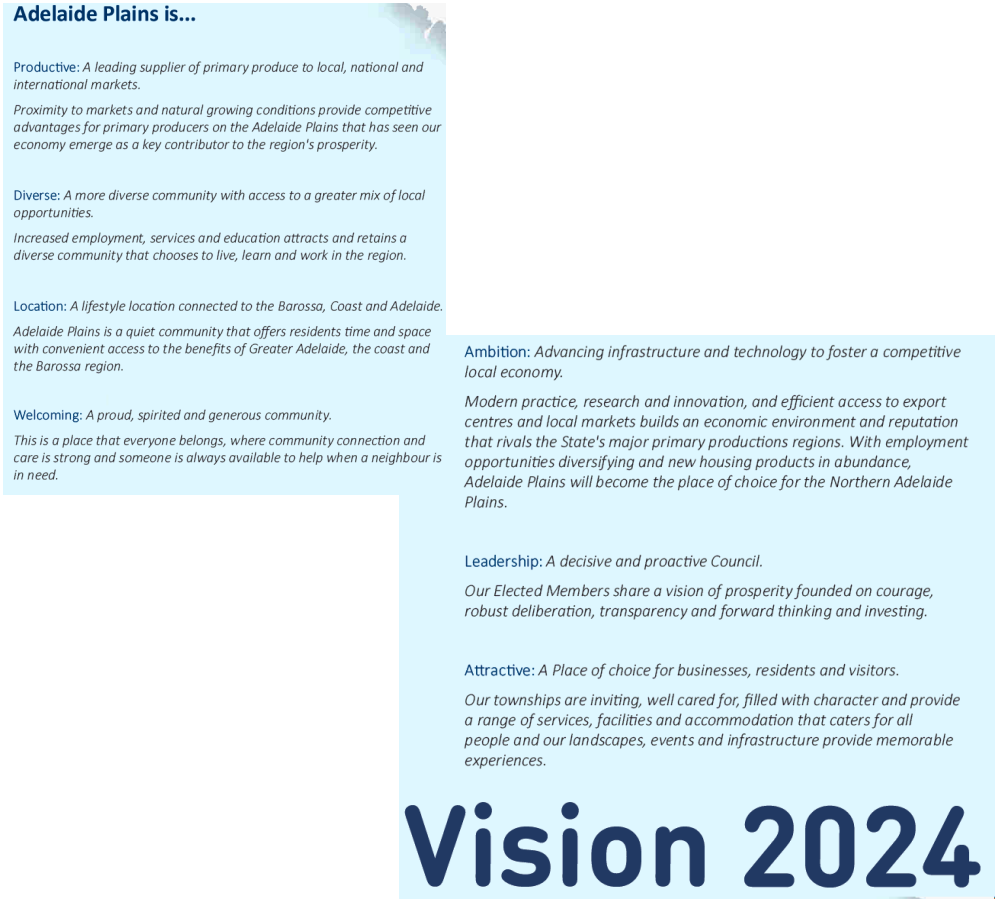
Each year Council can look at how it may deliver on the key themes and strategies of this strategic plan.

This could be through policies, projects, services, assets or advocacy and can be considered for funding as part of its Annual Business Plan and Budget process.

Progress can then be reported quarterly and annually through Council's program of quarterly and annual Reporting.

The Plan itself is required to undergo a minor and major reviews in alignment with Council terms.

Attachment – Proposed Vision?



Adelaide Plains is...

Productive: *A leading supplier of primary produce to local, national and international markets.*

Proximity to markets and natural growing conditions provide competitive advantages for primary producers on the Adelaide Plains that has seen our economy emerge as a key contributor to the region's prosperity.

Diverse: *A more diverse community with access to a greater mix of local opportunities.*

Increased employment, services and education attracts and retains a diverse community that chooses to live, learn and work in the region.

Location: *A lifestyle location connected to the Barossa, Coast and Adelaide.*

Adelaide Plains is a quiet community that offers residents time and space with convenient access to the benefits of Greater Adelaide, the coast and the Barossa region.

Welcoming: *A proud, spirited and generous community.*

This is a place that everyone belongs, where community connection and care is strong and someone is always available to help when a neighbour is in need.

Ambition: *Advancing infrastructure and technology to foster a competitive local economy.*

Modern practice, research and innovation, and efficient access to export centres and local markets builds an economic environment and reputation that rivals the State's major primary productions regions. With employment opportunities diversifying and new housing products in abundance, Adelaide Plains will become the place of choice for the Northern Adelaide Plains.

Leadership: *A decisive and proactive Council.*

Our Elected Members share a vision of prosperity founded on courage, robust deliberation, transparency and forward thinking and investing.

Attractive: *A Place of choice for businesses, residents and visitors.*

Our townships are inviting, well cared for, filled with character and provide a range of services, facilities and accommodation that caters for all people and our landscapes, events and infrastructure provide memorable experiences.

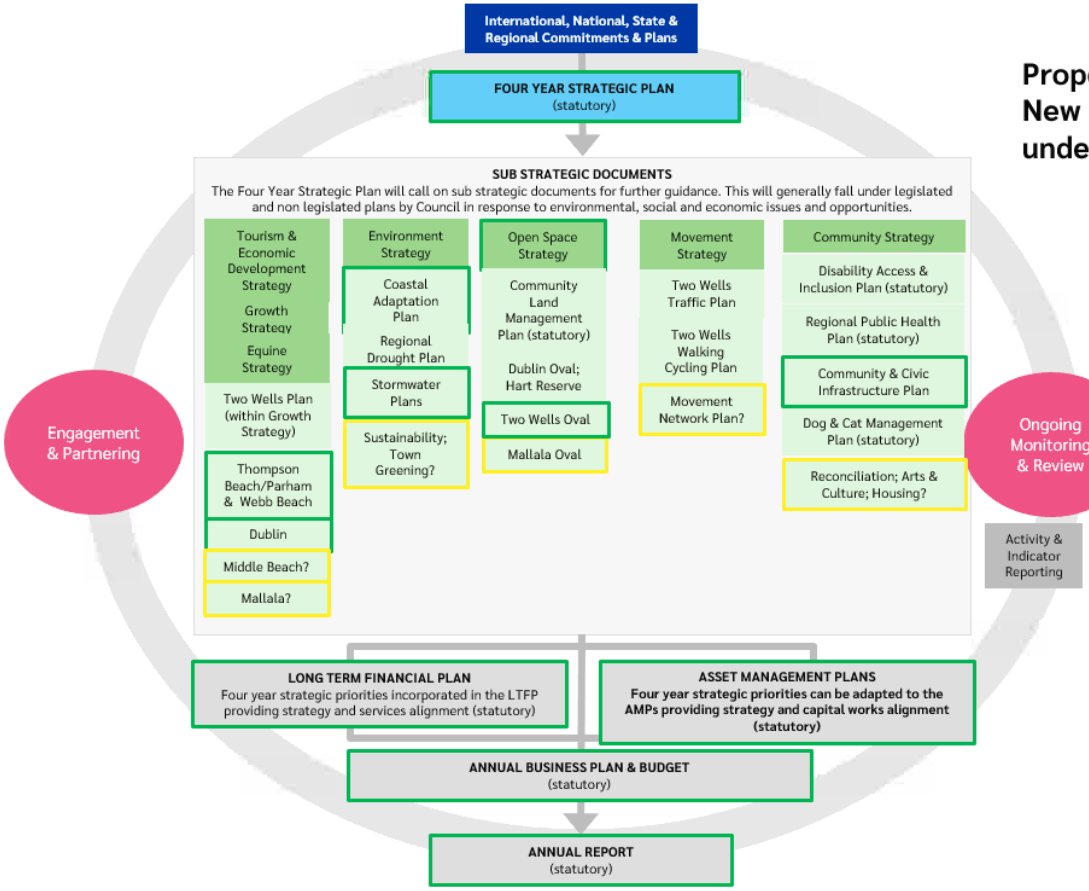
Vision 2024

Vision?

1. Adelaide Plains is a growing community with a great lifestyle, innovative economy, and valued environment.

2. Adelaide Plains is a welcoming community honouring our past, with an enviable lifestyle, diversified agricultural based economy, and remarkable landscapes.

Attachment – Proposed Strategic Planning Framework?



Proposed strategic planning framework - New is having action oriented 'plans' under 'strategies'

Document	Definition
4 Year Strategic Plan	Priorities for Council over next fours in a long term context. Covers whole of Adelaide Plains, is outward/community looking, and with multiple themes
Strategies	Relates primarily to one focus area (e.g. community) with a shorter time horizon. Articulates long term vision, broad policy direction, and objectives to achieve the vision
Plans	Are subordinate to a Strategy and captures the action projects and services over a rolling four year horizon
Annual Business Plan & Budget	Annual process that decides key projects, ongoing services, and resources, in consultation with the community
Asset Manage-ment Plans	Documents the relationship between Strategic Plan objectives and the asset objectives.
Long Term Financial Plan	Documents in financial terms proposed activities over the medium to long term to achieve objectives in strategic documents.

Planning underway in 2024

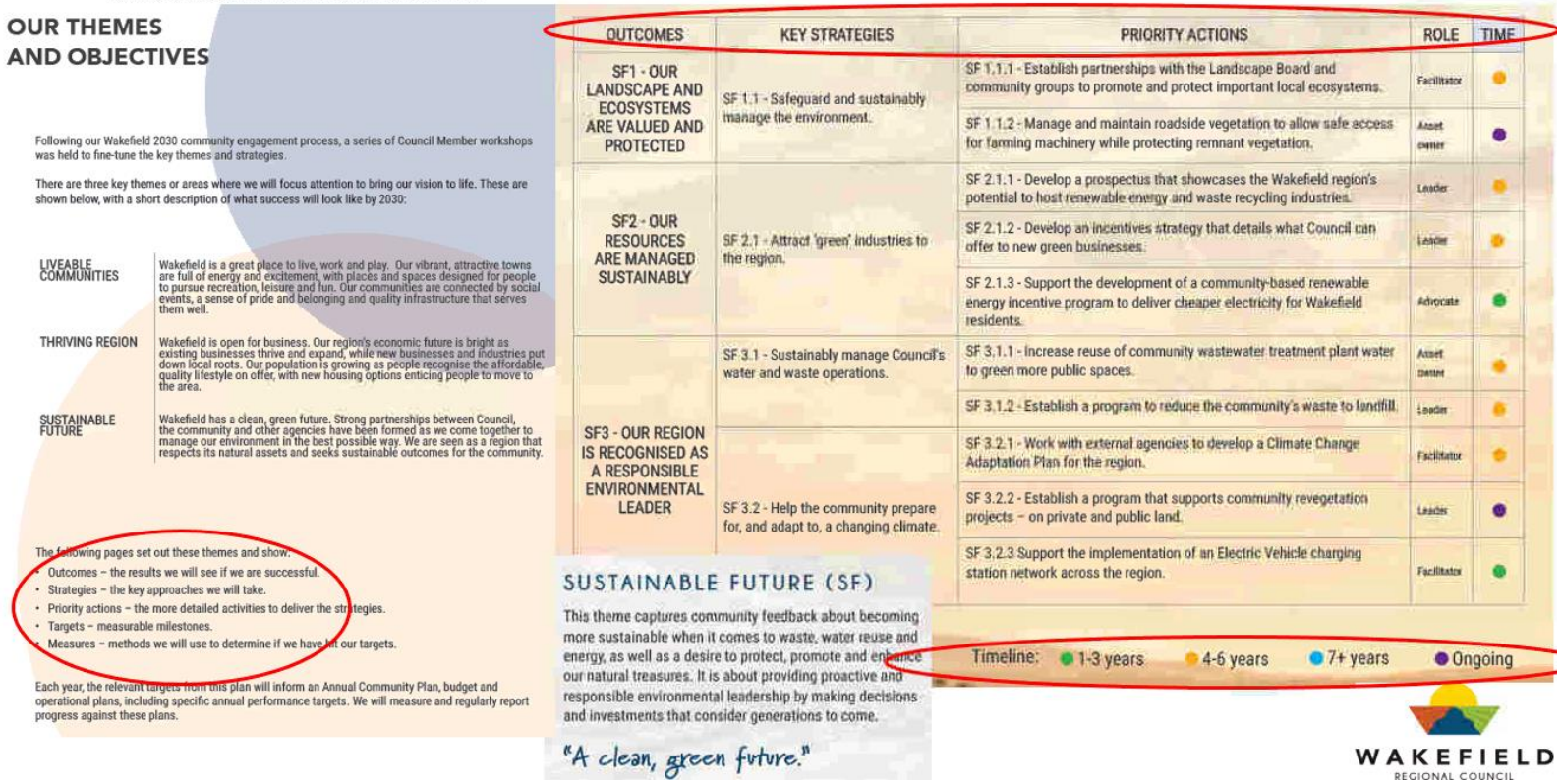
Potential future planning?

Strategic Planning Framework

Adelaide Plains Council

Attachment – Proposed More Structured Strategic Plan? Examples from Elsewhere

Background – Wakefield approach to themes, outcomes, strategies, priority actions, targets and measures. Note timeline and role articulation



OUR THEMES AND OBJECTIVES

Following our Wakefield 2030 community engagement process, a series of Council Member workshops was held to fine-tune the key themes and strategies.

There are three key themes or areas where we will focus attention to bring our vision to life. These are shown below, with a short description of what success will look like by 2030:

LIVEABLE COMMUNITIES – Wakefield is a great place to live, work and play. Our vibrant, attractive towns are full of energy and excitement, with places and spaces designed for people to pursue recreation, leisure and fun. Our communities are connected by social events, a sense of pride and belonging and quality infrastructure that serves them well.

THRIVING REGION – Wakefield is open for business. Our region's economic future is bright as existing businesses thrive and expand, while new businesses and industries put down local roots. Our population is growing as people recognise the affordable, quality lifestyle on offer, with new housing options enticing people to move to the area.

SUSTAINABLE FUTURE – Wakefield has a clean, green future. Strong partnerships between Council, the community and other agencies have been formed as we come together to manage our environment in the best possible way. We are seen as a region that respects its natural assets and seeks sustainable outcomes for the community.

The following pages set out these themes and show:

- Outcomes – the results we will see if we are successful.
- Strategies – the key approaches we will take.
- Priority actions – the more detailed activities to deliver the strategies.
- Targets – measurable milestones.
- Measures – methods we will use to determine if we have hit our targets.

Each year, the relevant targets from this plan will inform an Annual Community Plan, budget and operational plans, including specific annual performance targets. We will measure and regularly report progress against these plans.

OUTCOMES	KEY STRATEGIES	PRIORITY ACTIONS	ROLE	TIME
SF1 - OUR LANDSCAPE AND ECOSYSTEMS ARE VALUED AND PROTECTED	SF 1.1 - Safeguard and sustainably manage the environment.	SF 1.1.1 - Establish partnerships with the Landscape Board and community groups to promote and protect important local ecosystems.	Facilitator	
		SF 1.1.2 - Manage and maintain roadside vegetation to allow safe access for farming machinery while protecting remnant vegetation.	Asset owner	
SF2 - OUR RESOURCES ARE MANAGED SUSTAINABLY	SF 2.1 - Attract 'green' industries to the region.	SF 2.1.1 - Develop a prospectus that showcases the Wakefield region's potential to host renewable energy and waste recycling industries.	Leader	
		SF 2.1.2 - Develop an incentives strategy that details what Council can offer to new green businesses.	Leader	
		SF 2.1.3 - Support the development of a community-based renewable energy incentive program to deliver cheaper electricity for Wakefield residents.	Advocate	
SF3 - OUR REGION IS RECOGNISED AS A RESPONSIBLE ENVIRONMENTAL LEADER	SF 3.1 - Sustainably manage Council's water and waste operations.	SF 3.1.1 - Increase reuse of community wastewater treatment plant water to green more public spaces.	Asset owner	
		SF 3.1.2 - Establish a program to reduce the community's waste to landfill.	Leader	
	SF 3.2 - Help the community prepare for, and adapt to, a changing climate.	SF 3.2.1 - Work with external agencies to develop a Climate Change Adaptation Plan for the region.	Facilitator	
		SF 3.2.2 - Establish a program that supports community revegetation projects – on private and public land.	Leader	
		SF 3.2.3 Support the implementation of an Electric Vehicle charging station network across the region.	Facilitator	

SUSTAINABLE FUTURE (SF)

This theme captures community feedback about becoming more sustainable when it comes to waste, water reuse and energy, as well as a desire to protect, promote and enhance our natural treasures. It is about providing proactive and responsible environmental leadership by making decisions and investments that consider generations to come.

"A clean, green future."

Timeline: 1-3 years 4-6 years 7+ years Ongoing

WAKEFIELD REGIONAL COUNCIL

58

MEASURING OUR SUCCESS

Council will review Wakefield 2030 and other strategic plans on an annual basis to ensure the plans remain relevant and all deliverables are on track.

As a strategic, guiding plan, Wakefield 2030 does not detail every step we will take to achieve our priority actions. The operational milestones we are aiming for are detailed in a supporting operational plan that will be regularly reviewed by Council, with progress reported to the community.

STRATEGIC TARGETS

The following strategic targets have been set to ensure the progress and delivery of Wakefield 2030 is carefully monitored and adjustments made as necessary to ensure we remain on track.

STRATEGIC TARGET	HOW WE WILL MEASURE	HOW OFTEN WE WILL MEASURE
The infrastructure gap on roads is reduced by a minimum of $1.2 million/year to achieve a gap of less than $5 million by 2030.	Council asset data	Annually
The volunteering rate for those aged 15 years and over has increased from 34.1% (2016 Census) to 37% by 2030.	Census	Every 5 years
Local jobs have increased from 3,060 (2018/19 figures) by a minimum of 1% (or 30 jobs) per year to achieve growth of 10% (300 new jobs) by 2030.	Economy.id	Annually
Local businesses have increased from 718 (2018/19 figures) by a minimum of 1% (or 7 businesses) per year to achieve growth of 10% (72 new businesses) by 2030.	Economy.id	Annually
Wakefield's population has grown from 6,838 (2019 figures) by a minimum of 1% (or 68 residents) per year to achieve growth of 10% (684 new residents) by 2030.	Census	Every 5 years
By 2030, the number and value of new development approvals has approximately doubled on the 10 years to 2019/20: •500 new homes valued at $90 million •400 new industrial developments valued at $140 million	Council planning data	Quarterly

Annual Community Plan
Each year, our Annual Community Plan will include the relevant annual priority actions we will need to deliver to remain on target to achieve our vision.

Quarterly Milestone Reporting
Reports will be reviewed by Council each quarter to show how we are tracking against each of the milestones related to the priority actions.

Annual Reporting
Annual reports will be provided to Council and the community, including an assessment of progress towards each of the outcomes.

COUNCIL'S ROLE IN DELIVERING THE COMMUNITY PLAN

Councils are required by law to act as representative, informed and responsible decision-makers in the interest of its communities. We must do this in ways that are socially, environmentally and financially responsible and that improve the quality of life of our community.

Throughout our engagement with the community, Council has made it clear we cannot deliver the community's vision and plans on our own. Priority actions will include work undertaken by the community and local businesses, industries, sporting groups, town committees and other stakeholders.

Council will work hard to help deliver this plan and to serve the community over the coming 10 years in a number of ways:

- As leader – setting the direction through policy, strategies and plans;
- As partner and facilitator – bringing stakeholders together to deliver community actions;
- As planner – checking in regularly to ensure our actions are appropriate for the current and future requirements of the region;
- As regulator – ensuring the health, safety and legislative compliance of Council and our community as we deliver our actions;
- As advocate – representing the community and negotiating with key decision makers for improved outcomes for Wakefield;
- As owner/custodian - delivering sustainable assets on behalf of the community.

Wakefield 2030 is the community's strategic plan but Council must ensure it operates as an effective, customer-focused organisation to fulfil the roles outlined above and to deliver the plan.

The following four key strategies underpin the ways in which Council will deliver the vision and targets detailed in this plan:

1. Ongoing and regular community engagement, communication and reporting on our plans and projects to ensure we are a community-focused organisation, trusted to deliver on our promises;
2. Customer service, rating and efficiency reviews, sustainable asset plans and robust, responsible financial plans that make us an efficient organisation that delivers value for money services;
3. Leadership and good governance through responsible management of resources, transparent decision making and Council Members, employees and the community working as one;
4. A 'one team' approach to work health and safety and continuous improvement culture that ensures we are a safe, effective and efficient organisation.

WAKEFIELD REGIONAL COUNCIL

Background – Wakefield approach to 'strategic' targets and measures. Note role articulated

Understanding Council's role in delivering priority actions is an important consideration as Council's level of involvement may impact on its resources (staff, equipment, funding etc).

Applying the below roles matrix against each of the priority actions in Wakefield 2030 provides clarity and direction in determining future plans, including budget and personnel provisions.

BROAD ROLE	SPECIFIC ROLE	DESCRIPTION
NO ROLE	Nil	Council chooses not to have a role in relation to a particular service or activity.
ENABLER	Leader	The Council sets direction through policy, strategies and plans.
	Advocate	The Council may advocate to another government or other organisation for certain things to happen; this could range from a single event (such as writing to a Minister) through to an ongoing campaign.
	Facilitator	A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area.
PROVIDER	Regulator	The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants)
	Part funder	The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it.
	Asset owner	As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc.), the Council has responsibility for capital, operating and maintenance costs.

59

Goal 1.0 Community

Relevent United Nations Sustainable Development Goals - #3 'Good Health and Wellbeing, #4 'Quality Education' and #8 'Decent Work and Economic Growth'.

No.	Objective	Actions	Performance Indicators
1.1	Remaining an 'intact' Council area and community, undiminished by boundary reform proposals instigated by adjoining councils, to sustain service levels and capabilities.	Opposing boundary reform initiatives that would diminish the rate revenue base and community service capabilities of this Council.	• Effective advocacy • Unsuccessful boundary reform proposals from adjoining councils.
1.2	Developing a program to identify, foster and develop the next generation of community leaders.	Initiate a program to encourage community members to consider nominating to participate in and/or contribute to civic life.	• Success in attracting new interest from community members. • Quality and effectiveness of materials in conveying the role of Council. • Quality and effectiveness of materials in communicating the culture and strategic responsibilities of the Council.
1.3	Demonstrating leadership as the local public health authority.	Progressing the review of the Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan and implementing this once endorsed. Completing the Light Regional Council Disability Access and Inclusion Plan and implementing this once endorsed	• Effective implementation of plans

Background – Light have goal, objective, actions, and a lot of indicators.

Light Regional Council

Strategic Approach

Light Regional Council has progressed its strategic planning based on the following approach:



60

ENGAGEMENT REPORT- STAGE ONE - STRATEGIC PLAN 2025 – 2028

May 2024

Contents

Purpose 2
Participation 2
Submissions 3
Social Media 4
Attachment - Notes – Workshop 5
Attachment - Advertisements 19
Attachment - Engagement Plan 21
Attachment – Top Three Priority Action Forms as Completed at Workshop 23

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

Purpose

This report summarises what was heard during discussion based engagement to inform preparation of the Strategic Plan 2025 - 2028.

This Stage 1 is to inform the preparation of a draft Strategic Plan document to be released for a Stage 2 of engagement.

Stage 1 engagement was based on the Engagement Plan

Participation

Community and stakeholders were invited to comment via a workshop or providing a submission (online or hard copy). The advertisement (Attachment) provides further details. A local MP also advertised the consultation in April.

- 27 participants form a variety of backgrounds (including council staff) attended the Workshop (See Workshop Notes).
- 4 submissions received

The engagement:

- involved 3 different social media posts across Facebook, Instagram and LinkedIn
- was displayed on screens via social media 3,663 times
- 154 individuals viewed the Adelaide Plains website.

Consultation Evaluation

Whilst not formally evaluated, observations based on Stage 1 include:

- Process better to involve younger people
- Workshop enabled a variety of different perspectives to be heard from those present. Consider providing a variety of times at Stage 2.

Submissions

Review of themes from submissions:

Submission Theme	How influence draft Strategic Plan
Population and agribusiness growth entails serious consideration needed about water, energy and public transport. New dwelling should have solar and tanks. More work is needed so agribusiness growth has water. New industries should also have solar. More work should be done to get public transport associated with in particualr township growth.	Consider need for more water (potable, recycled and sewer) and Council's roles, in particular planning and advocacy Consider Council's role in fostering sustainable private development outcomes Consider transport as part of planning and advocating for improved commnity transport options. Note the Regional Public Health Plan has an Action on community transport
Seek better postal services at Two Wells	Consider as part of enviable lifestyle theme and Council's advocacy role
Seek upgraded recreation and sport facilities at Two Wells	Consider as part of enviable lifestyle theme and Council's roles in recreation, sport and open space
Seek general waste collecion weekly at Two Wells	Consider as part waste service
Like bettter trails near Dawkins/Germantown Road to make walking better	Consider as part of settlement planning for Lewistons future arising from the Growth Strategy
Seek extra dog activity features in Lewiston Dog Park.	Consider as part of settlement planning for Lewistons future arising from the Growth Strategy
Add bitumen to Germantown Road due to new businesses establishing there and many employees commuting from Mallala to Perfection Fresh	Consider as part of transport planning in Strategic Plan

Social Media

Individuals posting online are requested to provide comment via formal consultaiton means. Noting the Social Media Policy 4.5 'Innovative and open-minded' Principle includes 'Listen to feedback', a review of themes in comments on social media is below.

Social Media Theme	How influence draft Strategic Plan
Vision for Korunye, Redbanks, Lewiston	Consider in settlement planning arising from the Growth Strategy
Seek green and recycling waste services	Consider as part waste service
Better community transport for people with disabilities and older residents, train service	Consider as part of planning and advocating for improved commnity transport options. Note the Regional Public Health Plan has an Action on community transport
Do the basics well, e.g. roads, rubbish, flood mitigation	Consider as part of ongoing road maintenance and about key roads for capital improvements
Prudent financial management	Consider as part of Proactive Leadership theme, noting prudent financial management expected in the *Local Government Act 1999*.

Attachment - Notes – Workshop

Strategic Plan 2025 - 2028

Stage 1 Consultation

18 April 2024

Mallala Community Centre 1.30 – 4pm

Attendees	
Emerging Economy 1. Anita RDA Barossa 2. Ian O'Loan OAM APBG 3. Rachel Leonow NBN 4. Jamie Koch NAPFC/Carslake Road Land Owner 5. Frank Vounasis Leinad Pty ltd 6. Rick Hutchins Ekistics for Leinad Pty Ltd 7. Anne Minion Growth Investment APC 8. David Bailey Growth Investment APC 9. Josh Banks Development Community APC 10. George Jacks Development Community APC	Remarkable Landscape 21. April McInerney NPWS 22. Chris Madigan North and Yorke Landscape Board 23. Tom Jones Infrastructure and Environment APC
Enviable Lifestyle 11. Andrew Park Catholic Education SA 12. DeArne Mathews Catholic Education SA 13. Brenton Bell Mallala Lions 14. Jan Mallala Lions 15. Bob Mallala Lions 16. Alison Sanger PADAG 17. Jen Bonham Transport Action Network 18. Wendy Bell Transport Action Network 19. Anne Sawtell Library and Community APC 20. Sue Dugan Library and Community APC	Proactive Leadership 24. Penny Pratt MP 25. John Lush APRA 26. Clarisse Semler Hanlon Communications APC 27. Angie Marie Ross Corporate APC

Apologies:

- Liz P - Xavier
- Ruth V - Hickinbotham
- Hicks Land Developer
- Alvin Jenkin - PADAG
- Cr Keen and CEO due to GRFMA Meeting
- Jeanette Laughton – Adelaide Plains Kennel and Obedience Club
- Jeff Cleaver – Two Wells Fodder

PURPOSE

The purpose of the workshop was to facilitate discussion to inform the future Strategic Plan 2025 – 2028. Around 27 people attended.

After Kaurna acknowledgement, introductions and background, discussed occurred about:

- draft outcomes for Adelaide Plains in 2028
- priority actions
- major infrastructure projects
- what should be the vision

As the workshop tasks had taken participants energy, possible strategic targets and measures were presented but no discussion occurred.



Figure 1 To assist expressing views, participants used orange cards for warmth towards something and blue cards for cool.

OVERALL SUMMARY

Draft Outcomes for Adelaide Plains in 2028?
Enviable Lifestyle - The discussion critiqued categories, suggesting improvements like more elected member presence and inclusive feedback gathering. Concerns about the council's debt and ratepayer discontent arose, along with reducing car reliance and prioritising health and the environment. Strategies for engaging younger residents were flagged.
Emerging Economy - Significant hindrances were noted in the agricultural sector, with untapped potential in the NAIS system and underutilized horticultural opportunities leading to a lack of local job creation. Substantial growth potential was emphasized and Council urged to seize the opportunities. Infrastructure deficiencies, especially in transportation, were highlighted, emphasizing the urgent need for upgrades to support economic growth and connectivity.
Remarkable Landscapes - No comments.
Proactive Leadership - Some criticism about leadership was and perceived lack of elected member activity.
General discussion - Emphasized the need for improved infrastructure, particularly more coastal options. A growth discrepancy between the Two Wells shopping center and other areas was noted, raising questions about its broader community benefit. The importance of new developments generating local jobs, services, and activities to foster community participation and local spending was stressed. 'Living locally' was a recurring theme. Various perspectives were shared, highlighting the need for infrastructure improvements to meet current and future needs while preserving the environment. Discussions emphasized transparent, dynamic councils focusing on ratepayer and business concerns, along with the importance of sustaining current amenities and promoting community engagement. Calls were made for infrastructure upgrades, support for local businesses, housing diversity, and digital infrastructure to support economic growth and community capacity building.
Priority Actions for Next 4 Years?
Each participant wrote their top 3 actions for the next four years. Participants spoke to their actions from which the following themes emerged. • Community discussions included concerns about affordable housing for youth and the importance of fostering a sense of belonging through volunteering. • Financial management discussions centered on debt control and seeking state and federal grants to support infrastructure growth. • Environmental sustainability considerations involved promoting green spaces and sustainable infrastructure upgrades.

- Youth discussions underscored the importance of arts, culture, and local activities to attract residents.

- Infrastructure prioritization focused on road improvements to attract residents and equitable access to recreational spaces, emphasizing the need for infrastructure upgrades and public transport improvements.

- Discussions touched on council asset ownership versus private development, with emphasis on the benefits of asset ownership and grant funding.

How to Approach Major infrastructure projects?

A whole group discussion looked at how to approach 15 major infrastructure projects.

It was noted some projects have more direct community benefit, and some are more eligible for grant funding than others.

It was noted all projects:

- are important to varying degrees
- vary in scope and benefit
- are at various stages.

Suggestions included exploring diverse funding options and prioritizing essential infrastructure upgrades. Considerations were also given to developing community hubs as commercial enterprises and addressing the lack of focus on agribusiness in listed projects, flagging the need for road improvements.

What should be the Vision?

Attendees discussed combining two vision statements, with preference shown towards one including an "agricultural-based economy".

The proposed vision emphasized a welcoming, growing community honoring its past, with a focus on a great lifestyle, an innovative economy, diversified agriculture, and a valued environment

OUTCOMES

Attendees were asked to provide feedback on outcome statements about what success may look like in 2028 related to the four key themes.

Outcomes?

Theme	What Success Will Look like in 2028
Enviable Lifestyle	A welcoming, proud and generous community, where Kaurna country is acknowledged and community connection is strong. A larger, younger and more diverse community with access to a greater mix of local employment, affordable housing, services, retail and facilities. Older community members supported through compact living with ease of access to improved retail and services in townships. Town vibrancy fostered through events, volunteering, community initiative funds or service support.
Emerging Economy	A leading supplier of agribusiness produce to local, national and international markets. A growing value added primary industry, circular and renewables based economy. Growing businesses based on research, suitable infrastructure, and proximity to markets and workers. Our townships provide a growing range of services, facilities, activities and accommodation, and are inviting, cared for, and filled with character. Experiences for tourists are curated across Adelaide and with increased awareness.
Remarkable Landscapes	Honouring our past through fostering understanding about Kaurna Country and conserving First and Second Nations heritage. Rural landscapes maintained. Coastal and riverine landscapes, and native vegetation conserved. Townships with good climate amenity for residential living. The impacts of adverse natural events mitigated. A plan secured for Government investment in the Gawler River Catchment. Improved resource recovery and waste management services contributing to the circular economy.
Proactive Leadership	A decisive and proactive Council. Council Members share a vision founded on courage, engagement, partnering, robust deliberation, transparency, and forward planning and investing. Proactive collaborating with existing and new partners, and pursuit of new funding opportunities will create value for Adelaide Plains residents and businesses. Setting a strategic agenda with regard to financial sustainability ratios will open up opportunities for the delivery of Council's Strategic Plan.

Initial comment was made on the need for improved coastal options due to infrastructure inadequacies. Concerns were raised about the community benefits of Two Wells shopping center growth compared to other areas like Mallala.

The importance of new developments for local job creation, services, and community participation was underscored. Overall, the discussion highlighted concerns about infrastructure deficiencies, disparities in growth, and the importance of community engagement and local spending.

Enviable Lifestyle

Concerns were voiced about the council's debt structure and the importance of growth for its success, citing high rates and discontent among ratepayers. Emphasis was placed on reduced car reliance and greater emphasis on health and environmental considerations to address dissatisfied ratepayers.

The community's preference for nature-based experiences and the importance of incorporating environmental aspects into planning initiatives were highlighted.

Questions were raised about feedback mechanisms and the need for clear, actionable outcomes. The difficulty in engaging younger residents was acknowledged, and proposals were made to explore strategies to involve them in community activities and decision-making processes.

Overall, most attendees expressed warmth towards these sentiments.

Emerging Economy

Significant challenges within the growing agricultural sector were emphasized. These challenges included the untapped potential of the NAIS system and underutilized horticultural opportunities, resulting in a lack of job creation in the area.

Criticism was directed at the council for not adequately seizing opportunities for growth. Additionally, infrastructure deficiencies, particularly in transportation, were noted, highlighting a lack of interconnecting roads capable of supporting transportation needs within the council area.

This underscored the urgent need for infrastructure upgrades to facilitate economic growth and improve connectivity.

Overall, most attendees expressed warmth towards these sentiments.

Remarkable landscapes

No specific comment or discussion was had.

Proactive leadership

Criticisms were raised about the concept of "proactive leadership" and perceived shortcomings in elected member activity.

General points

Following the discussion on the four outcome statements, attendees raised various related points for further consideration which are summarized into following key headings:

Community Wellbeing and Social Support

- Suggestions to encourage affordable housing and community volunteer experiences to alleviate isolation.

Community Engagement and Social Activities

- Importance of prioritizing existing infrastructure maintenance and current amenities.
- Calls for fostering community engagement, especially among younger residents, and addressing existing deficiencies in infrastructure.

Support for Local Businesses and Housing Diversity

- Calls for greater support for local businesses and the need for housing diversity.
- Emphasis on community cohesion, inclusivity, and initiatives to promote housing diversity and support local businesses.

Tourism and Heritage Preservation

- Highlighting the potential of hidden gems to increase visitation and accommodation through infrastructure development and partnerships.
- Stressing the importance of preserving heritage to attract and retain visitors.

Balanced Infrastructure Development and Environmental Preservation

- Need for balanced infrastructure development to support growth while preserving environmental assets.
- Suggestions to enhance environmental recognition through advocacy and partnerships, aligned with sustainable infrastructure development.



Figure 2 - Attendee general discussion

Transportation and Infrastructure Planning

- Calls for a review of the road and transport system, particularly addressing heavy vehicle routes and aged care infrastructure needs.
- Emphasis on establishing infrastructure agreements before rezoning and advocating for diverse transport options and community facilities.

Infrastructure Improvements and Future Growth

- Concerns raised about addressing current ratepayer needs and advocating for infrastructure improvements.
- Suggestions to involve the state government in delivering transport services and activating the coastline while preserving the environment.

Digital Infrastructure and Service Delivery

- Importance of digital infrastructure to support economic growth and community capacity building.

- Emphasis on identifying and addressing digital gaps in the local landscape to support community needs assessment and service delivery.

Transparent Governance and Economic Vitality

- Emphasis on transparent, dynamic council focusing on ratepayer and business concerns to maintain community attractiveness.
- Concerns raised about supply chain issues in agriculture and underutilization of high-traffic areas for economic benefit.

Financial Management and External Funding

- Concerns expressed about council debt and calls for prioritizing controlling spending to reduce debt.
- Suggestions to explore external funding sources and prioritize careful financial management.

PRIORITY ACTIONS

Each attendee was asked to write down and rank their top 3 priority actions for the future strategic plan. Attendees were advised their names would be redacted for public reporting. Priority actions as expressed at the workshop are Attached.

Each attendee spoke on their identified priorities.

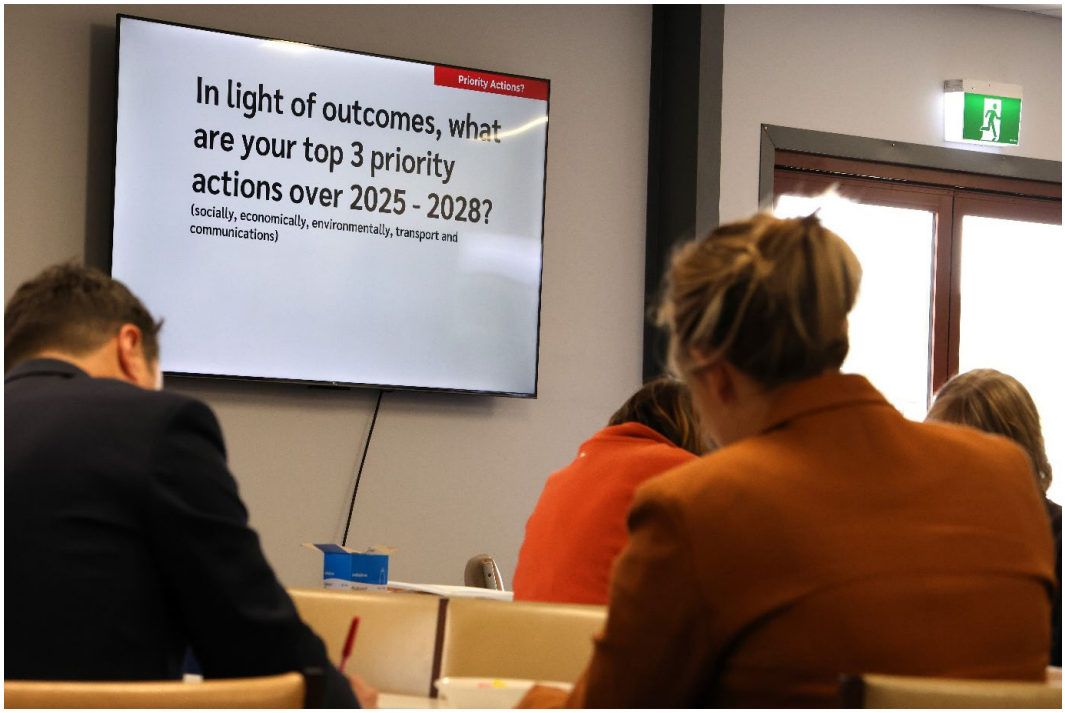


Figure 3 - Attendees writing top 3 priorities

Arising from each attendee and general discussion, the following themes emerged:

Infrastructure and Development Models: Attendees discussed the necessity for the council to own buildings like council chambers and offices, with suggestions for private development with leasing options. While some highlighted the benefits of asset ownership and grant funding pathways, others emphasized potential economic boosts through local procurement.

Infrastructure Prioritization and Community Needs: There was emphasis on spending on road improvements to attract people to the area over investing in relocating council offices. Discussions also revolved around the need to align public transport services with population growth and ensure equitable access to recreational spaces. Strong points were made regarding infrastructure upgrades, public transport, and creating more draw cards for recreation to enhance the appeal of the region.

Community Engagement and Services: Various points were raised concerning community engagement, housing diversity, and heritage preservation. Concerns were voiced regarding the need for affordable housing to facilitate opportunities for youth, along with the importance of encouraging community engagement and volunteering to foster a sense of belonging.

Financial Management and Funding: Discussions centered on managing council debt and controlling spending to ensure financial sustainability. Attendees highlighted the potential for state and federal grants/funding, as well as partnerships with other levels of government, to support infrastructure growth without overburdening council and ratepayers.

Environmental Sustainability and Infrastructure Upgrades: Considerations were made for climate change resilience, advocating for the promotion of green spaces and sustainable infrastructure. There were also calls for improved infrastructure upgrades, such as in solid waste management, transportation, education, and healthcare.

Youth Engagement and Cultural Opportunities: Participants emphasized the importance of youth engagement, arts, and culture in fostering vibrant communities. The need for activities that attract people to the area and encourage them to live and work locally was highlighted as vital for community vitality and cohesion.

MAJOR INFRASTRUCTURE PROJECTS

Attendees considered a list of 15 major infrastructure projects and how these should be approached over the next four years

	How to approach Major Infrastructure Projects over 2025 – 2028 noting some are 5 – 10 Years	Rough Cost
1	Raise Bruce Eastick Dam Wall as part of Gawler River Flood Management Authority	>10M (total cost $195m across 6 councils, State, Fed)
2	Community & Civic Hub Development (Two Wells Library - Service Centre land)	>10M
3	Two Wells Original Township Community Waste Water Management Scheme	>10M (possible private or SA Water fund)
4	Two Wells Oval Development	>10M (APC may need to find upto 5M)
5	Redevelop Mallala Transfer Station including Two Wells waste function (105 Limerock)	2 – 10M
6	Develop Mallala and Dublin Community Hubs	2 – 10M (part grants)
7	Two Wells Hart Reserve Development	2 – 10M (part grants)
8	Relocate Two Wells Depot to a new location at Two Wells	<2M
9	Thompson Beach Foreshore Park Precinct Upgrade	<2M (part grants)
10	Thompson Beach Esplanade bitumen and traffic calm	<2M
11	Parham Foreshore Park Upgrade	<2M (part grants)
12	Parham Esplanade bitumen and traffic calm	<2M
13	Webb Beach Road bitumen (1.9km)	<2M
14	Middle Beach Precinct Park Area Upgrade	<2M (part grants)
15	Salt Creek Restoration Middle Beach	<2M (part grants)

Figure 4 The 15 projects considered at the workshop



Figure 5 Infrastructure discussion

Taking into account the earlier conversation on outcomes and priorities, participants extensively discussed these projects and endeavored to sort them according to their significance for progress between 2025 and 2028, noting this time period influences their progress over longer timeframes.

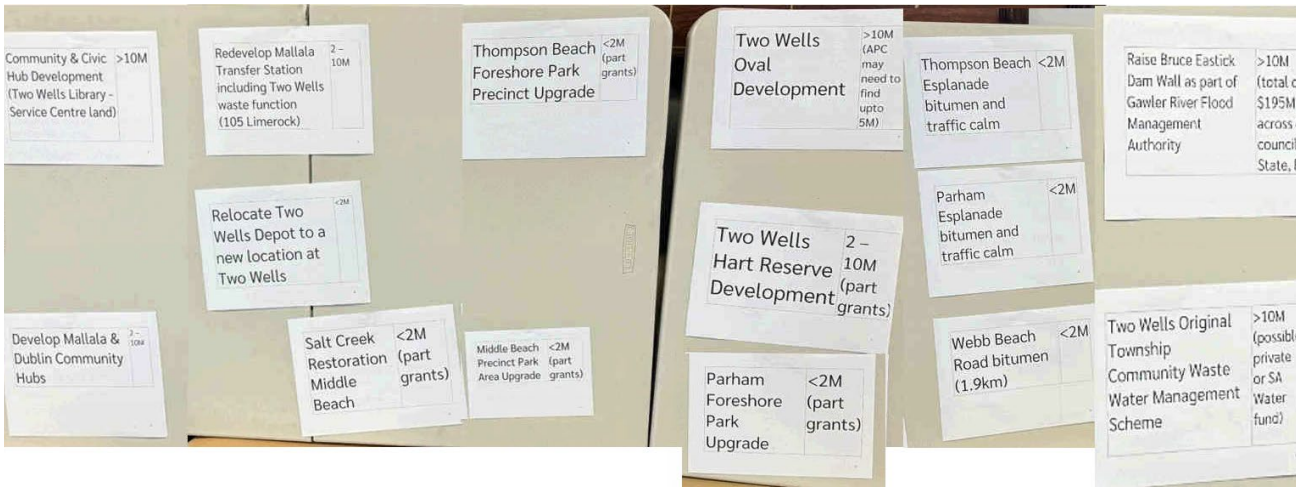


Figure 6 – Sorting of major infrastructure projects at workshop. Comparative greater cost higher up. Comparative greater importance to the right

The sorting is shown above. It was noted participants understandably had varying levels of understanding about the various projects and their status.

As part of the sorting, the following comments were made:

Infrastructure Funding and Asset Ownership

Suggestions were made regarding funding options for infrastructure projects, including the amortization of costs over time and exploring state, federal, and private funding avenues. Questions were raised about the necessity for Council to own civic centers, proposing leasing options instead to increase affordability.

Approach to Major Infrastructure Projects

Participants emphasized the importance of prioritizing existing projects, such as road sealing, traffic management, and tourism initiatives, over new developments like relocating council buildings. The consensus leaned towards prioritizing essential infrastructure upgrades that directly benefit the existing community.

Community and Civic Hub Development

Consideration was given to developing community and civic hubs as commercial enterprises, incorporating co-working spaces to foster community engagement and boost employment opportunities. Concerns were raised about the lack of co-working spaces and the need to identify existing resources in the community.

Local Recreation and Tourism Initiatives

Discussions highlighted the need for comprehensive planning and development of local recreational facilities, such as parks and foreshore areas, to meet community needs and enhance tourism opportunities. Questions were raised about the engagement of land developers in constructing infrastructure and the potential benefits for the community as part of their land developments.

Agribusiness and Infrastructure Development

Participants expressed frustration over the lack of focus on existing agribusiness in listed projects, emphasizing its significant value to the community. Concerns were raised about insufficient road infrastructure to support agribusiness, prompting discussions on specific road improvement needs and the importance of integrating agribusiness considerations into the strategic plan.

VISION STATEMENTS

Attendees considered two draft vision statements



The suggestion was made to combine the statements resulting in: "Adelaide Plains is a welcoming and thriving community, cherishing its heritage, embracing a vibrant lifestyle, fostering an innovative economy, promoting a diversified agricultural-based economy, and preserving its valued environment."

Overall, there was a notably positive response towards the second statement due to its inclusion of the term "agricultural-based economy," which resonated well with attendees.

NEXT STEPS

The workshop concluded outlining these notes being prepared, and the input being considered in preparing a draft Strategic Plan document for Stage 2 consultation.

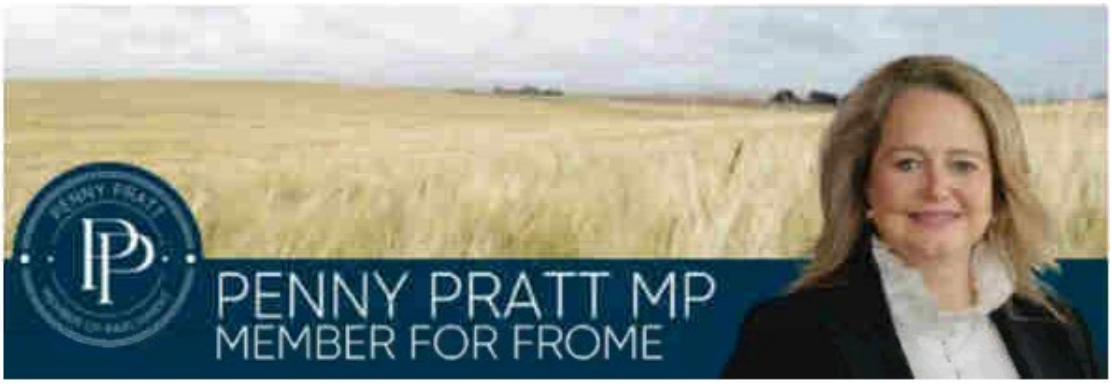
Attachment - Advertisements



PLAINS PRODUCER, WEDNESDAY, 3 APRIL, 2024

Dublin Newsletter April 2024

Penny Pratt



Adelaide Plains Strategic Planning Consultation
Community consultation for the Adelaide Plains new Strategic Plan (2025-2028) has opened. The purpose of the plan is to identify the priorities of the area. This will determine where resources are directed.

The Adelaide Plains is growing rapidly and this consultation will be pivotal in influencing the liveability and sustainability of the area for future generations.

Last week I attended a workshop in Mallala which brought together Council, businesses, stakeholders and residents. I encourage you to get involved and have your say on the future of the area.

You can find the Strategic Plan Discussion Paper on Council's website www.apc.sa.gov.au. If you would like my team to post you a copy, please make contact via email frome@parliament.sa.gov.au or phone 8842 3403.

As always, if you think I can be of assistance please don't hesitate to make contact.

Kind regards

Penny

Attachment - Engagement Plan

Strategic Plan 2025 – 2028 – Stage 1 Strategic Plan Review Consultation - Engagement Plan

March 2024

Outcome	How
Stakeholders and community have opportunity to influence the strategic plan in an ordered way	Two stage engagement with discussion around strategic themes (Stage 1) followed by consultation on a draft (Stage 2)

Finish Stage 1 engagement with:

1. **Enough content to prepare a draft Strategic Plan**:
    a. Vision
    b. Themes, and under each, outcomes, strategies, priority actions, roles, timeframe
    c. Strategic Targets (Wakefield have reduced road infrastructure gap, increased volunteering rate, increased local jobs, increased local businesses, population growth, doubling of development approvals)
2. **Opportunity for input and discussion on economic, social and environmental opportunities and challenges** shaping the next 5 – 10 years
3. Discussion about '**In 2028, looking back, how has Adelaide Plains changed?**'
    a. Socially, in terms of residents
    b. Economically, in terms of workers and businesses
    c. Environmentally, in terms of landscape, net zero, and hazard planning
    d. **Transport and communications** weaves through them all
4. Noting Council's role in services and infrastructure, and importance of financial sustainability, **what priority actions should Council pursue:**
    a. As a regulator?
    b. As a planner?
    c. As advocate?
    d. As owner/custodian of assets?
5. Comfort with more structured 'Plan' and updated strategic planning framework
6. Sense of excitement about the future and relationships fostered

Stage 1 Key Stakeholders List is arranged on theme with external and staff interests. A forum with up-to 50 will require a forum plan	
Emerging Economy 21. Leonie RDA 22. Zac RDA 23. Barrie Oloan NAPFC	Remarkable Landscape 1. Tony Fox NY Landscape Board 2. April NPWS 3. DIT

21

24. Jamie NAPFC 25. Ian O APBG 26. Invest SA 27. Colin IWS 28. Frank Lepore Dublin Circular Growth 29. Anne Minion Growth and Investment APC 30. David Bailey Growth and Investment APC 31. Mike Development and Community APC 32. Josh Development and Community APC 33. George Development and Community APC 34. XX	4. Tom Jones Infrastructure and Environment APC 5. Brad Norman Infrastructure and Environment APC 6. XX 7. XX 8. XX
Enviable Lifestyle 35. Kaurna 36. Hickinbotham 37. Hicks 38. Welco 39. Leinad Pty ltd 40. TWRAT 41. Plains Community Group 42. Middle Beach PA 43. TBPA 44. PADAG 45. Mallala Lions 46. Dublin History 47. Dublin History 48. Long Plains 49. Xavier 50. TWPS 51. Mallala PS 52. Riverbanks 53. Planning and Land Use Services 54. Anne S Library and Community APC 55. Sue D Library and Community APC (Nick Hicks)	Proactive Leadership 56. Mayor 57. CM 58. CM 59. CM 60. CM 61. CM 62. CM 63. Xx 64. Xx 65. xx 66. James CEO 67. Clarisse Comms 68. Amy Corporate 69. Angie Marie 70. Raj Finance 71. Audit Committee Chair? (Alan Rushbrook?)

Engagement Tools Stage 1

- Webpage
- Public Notice
- Invitations (mostly email) to Key Stakeholders
- Discussion Forum
- Opportunity for Submissions (Written and Online)

Attachment – Top Three Priority Action Forms as Completed at Workshop

[redacted]

Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name?

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Equity of access – - public transport / cost of living - active travel	- ensuring developers
Local opportunities – employment, rec. leisure, health/education/services,	
~~Building community~~ Resilience in face of changing climate – - addressing urban heat - ~~concern~~ minimising disaster risk	

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
4 Regulator (R) – ensuring the health, safety and legislative compliance of Council and out community as we deliver our actions
5 Advocate (A) – representing the community and negotiating with key decision makers for improved outcomes for Adelaide Plains
6 Owner & Custodian (OC) – delivering sustainable assets on behalf of the community

at UniSA ← – Transport researcher & former planning academic
– Listen to peoples ideas + interested in how our city develops.
→ TAN

3

Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name?

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Collaboration with partner state & regional Seeks planning & transport services	Planning Transport 2
Refusal of new (freeze) residential development until services planning completed & commitments provided by key agencies	#3 CEO
Employ staff with skills to facilitate the above	

public transport
Health
Education

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
4 Regulator (R) – ensuring the health, safety and legislative compliance of Council and out community as we deliver our actions
5 Advocate (A) – representing the community and negotiating with key decision makers for improved outcomes for Adelaide Plains
6 Owner & Custodian (OC) – delivering sustainable assets on behalf of the community

[redacted]

3

Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name [redacted]

Conta

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
ADOPT A SMALLER TO BIGGER PROGRAM TO IMPROVE AND SUSTAIN PROSECTS FOR LOCAL COMMUNITY.	PF/P/A.
MORE EMPHASIS ON SUSTAINMENT OF DEVELOPED BUSINESSES IF 72% WORK OUT OF AREA, COMPETITION WILL FORCE SMALL BUSINESS OUT OF BUSINESS.	L/PF/R/P
EMPHASIS ON VARIATION OF ACCOMODATION e.g. TOURISM etc.	L/PF/P/OC.

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
4 Regulator (R) – ensuring the health, safety and legislative compliance of Council and out community as we deliver our actions
5 Advocate (A) – representing the community and negotiating with key decision makers for improved outcomes for Adelaide Plains
6 Owner & Custodian (OC) – delivering sustainable assets on behalf of the community

3

Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Meet the needs & expectations of current ratepayers	Roads (L) (P) Rates Rubbish/Waste/Effluent Postal services
Pursue State Govt & deliver public transport services	(A) (L)
Activate the coastline for ratepayers and visitors	(L) (PF) (OC) (A)

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
4 Regulator (R) – ensuring the health, safety and legislative compliance of Council and out community as we deliver our actions
5 Advocate (A) – representing the community and negotiating with key decision makers for improved outcomes for Adelaide Plains
6 Owner & Custodian (OC) – delivering sustainable assets on behalf of the community

3

Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact D

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
HAVE TRANSPARENT DYNAMIC COUNCIL WITH RATEPAYER & BUSINESS FOCUS AND A AFFORDABLE RATE STRATEGY	MANAGEMENT L
HAVE BETTER MAINTAINED UNSEALED ROADS.	ELECTED MEMBERS & EXEC MANAGEMENT L
HAVE A INFRASTRUCTURE DEVELOPMENT ON COAST FOR TOURISM	TOURISM DEV PLAN P

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Infrastructure holding back economic growth	A PF
Economic sustainability	L
Health, community facilities, aged care requirements for growing townships	L PF P A OC

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Support for businesses to grow in the population + pathways for new businesses - increased employment opportunities - access to infrastructure (power, water, transport) - opening up supply chains	Advocate
Connected Community - Living locally - Engagement - Youth, Arts + Culture - Social infrastructure / Education	
Housing Diversity inc options for aged residents to downsize or aged care	

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact D

Today or return to info@apc.sa.gov.au by 1 May

	What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
1	With rapid growth being experienced & this factor increasing. A strategic approach to how the region will cope ie- infrastructure needs, health needs, school needs etc etc.	1, 3, 5
2	looking at growth sectors such as waste, recovery, hydrogen & net zero policy – how does the region position to become a champion in this region	5
3	~~Match~~ Ensuring that employment capability Matches the housing growth – keeping residents employed within the region. & active	1, 5, 3

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact [redacted]

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Improved infrastructure vs growth - Roads - R. R.	OC.
~~Improved~~ Expanded Partnerships govt agencies to deliver priority community Actions - sust. ag. by NRMs - Boards - opportunities	P.
Improved recognition + investment in environmental assets / SC coast (strategies + plans) / health & lifestyles	OC. / L

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact [redacted]

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Review road transport system including Monument roundabout in Mallala. Heavy vehicle detour Temby Rd T/wy	Transport. P. F.
Age care Village & Medical consulting	Social – Leader A.
Institute infrastructure in areas that have been rezoned without same and no plan to institute	P & L

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
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3

Strategic Plan Consultation Stage 1

Top Thr[redacted]

Name? [redacted]

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Suitable Infrastructure - open space - comm. - Transport - walking / cycling - public realm	L / OC
Sustainable initatives - waste - water - power - landscapes	L / OC
Local Employment - increase	A.

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
(1) Infrastructure - Water - Power - Connectivity - Development	(1+2)
(2) Increase local Employment - keep people local	(3-2)
(3) Be bold, Be different to attract a new demographic	= better for environment (1+5)

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact D

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Foster partnerships to enable opportunities. ↳ with local community, govt agencies, infrastructure providers.	Partner + facilitator.
Infrastructure – focus on enhancing infrastructure.	Owner + Custodian. Partner + facilitator
Increase local employment. - APC is well positioned to leverage off growing agribusiness + green economy sectors.	Advocate.

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact D

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
To ~~build~~ increase Tourism visitations thru accommodation and experiences. Showcasing the hidden gems of the coastline and Country	Emerging Economy
Good infrastructure being developed through partnerships, enabling innovative practices to solve lack of water, power and ~~transpat~~.	Emerging Economy
Strong sense of heritage Main Streets that are unique and links with new ~~Tourism~~ Development and encourages people to walk, explore, shop and experience.	Enviable Lifestyle.

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact De

Today or retu

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Consider incorporating an digital strategy component into the strategic plan	L OC PF P
which will assist with identifying current gaps in the digital landscape & where future demands may lie which can lead to strong economic growth.	

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact [redacted]

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Provide more affordable homes/starter homes for 1st time buyers (ie not for property developers)	L
Encourage more community/volunteer projects + experiences e.g. better supported "Mens Sheds" to alleviate loneliness + isolation	PF A
Set up green waste collection for outlying areas.	L PF

Council Roles:

1. Leader (L) – setting the direction through policy, strategies and plans
2. Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3. Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
4. Regulator (R) – ensuring the health, safety and legislative compliance of Council and out community as we deliver our actions
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name?

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Increase access to services in local area – don't have to leave to access or – ability to attend &	
Transport options – Community Bus – accessed by com. groups used socially/sport/ed etc.	
Youth – services, activities, arts/culture, – spaces	

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name?

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Infrastructure to support growth (CWMS, transport, health etc.)	
Employment opportunities	
Community/Social engagement - youth engagement	

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
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3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Infrastructure upgrades to support Growth of development.	- Approval process, Construction timelines
Transport improvements to support Growth. Both Vehicular & pedestrian, cycle - etc.	Provide Public transport services.
Expansion of Community facilities, that support the Social needs, of all ages, School, Childcare & health.	Funding, faster approvals.

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact D [redacted]

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
* Infrastructure upgrades to support the growth.	Approval process - time Cash injection.
* Increased Engagement with local community. & Community and school. * Increased Engagement - increased.	Cross-promotional Events - similar
* Community projects focused on entertainment for the youth of today. - Techology based?	Build an outside family. " pokies regime"

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
Develop Infrastructure to support growth (current townships, business): - leisure, coastal, tourism, walking trails - transport options - jobs - connection services (youth, aged care, health)	P, R, A, L
Building relationships (partnerships/trust) with the community and other stakeholders (advocacy, state govt) to assist with growth and provide services for current and future rate payers.	A, PF, L
ensuring Council is financially able to deliver on this strategic plan, annual business plan and long term financial plan. - Looking at how we can gain additional funding.	P, L, OC, A

Council Roles:

1. Leader (L) – setting the direction through policy, strategies and plans
2. Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3. Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name?

Contact Details?

Today or return to info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
THEY ALL SEEM TO BE HANDBALLING. PROJECTS OFF TO SOMEONE ELSE. INSTEAD OF DEALING WITH ANY ISSUES THEMSELVES.	5

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contact Details?

Today or return to info@apc.sa.gov.au by **1 May**

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
In this time of economics Council need to consider the ratepayers + reduce spending and control debt.	Leader.
See more support from elected members	Advocate.
Reduce Council Staffing	Owner & Custodian

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
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Strategic Plan Consultation Stage 1

Top Three Priority Actions?

Name? [redacted]

Contac

Today or return to Info@apc.sa.gov.au by 1 May

What are your Top Three Priority Actions for Council over 2025 – 2028?	What Council roles does this priority best fit?
-more services, to growing population, particularly reflecting the changing dynamics eg: children, youth, events, library + facilities for current implementing	P F L P
-health - including the Regional Public Health Plan, expanding & supporting sporting organisations, increased & attracting health practices to the area	L PF A
-a growing & vibrant economic environment - encouraging people to shop locally & for residents to work in area. & advocate for public transport	P F A.

Council Roles:

1 Leader (L) – setting the direction through policy, strategies and plans
2 Partner & Facilitator (PF) – bringing stakeholders together to deliver community actions
3 Planner (P) – checking in regularly to ensure our actions are appropriate for current and future needs
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7.6 COMMITTEE RESOLUTIONS

Record Number: **D24/30278**

Author: **Accountant**

Authoriser: **Chief Financial Officer**

Attachments: **1. Outstanding Audit & Risk Committee Resolutions**

RECOMMENDATION

"that the Audit & Risk Committee, having considered Item 7.6 – *Committee Resolutions*, dated 8 July 2024, receives and notes the report."

Purpose

The purpose of this report is to provide an update to the Audit & Risk Committee (the Committee) on outstanding resolutions of the Committee, yet to be actioned.

Discussion

The Committee resolutions that require actioning by Council management are captured in the Committee's Resolution Register and presented to each meeting of the Committee.

One (1) resolution remains outstanding from the February 2020 meeting which requires staff to develop a new policy framework in relation to Council's credit card and travel expenditure.

In addition, 2 resolutions remain outstanding from the 13 May 2024 meeting.

References

Legislation
Local Government Act 1999

Council Policies/Plans
Audit and Risk Committee Annual Work Program 2023/2024

2020 Audit & Risk Committee Resolution Register

D23/29063

Meeting Date	Items No.	Title	Resolution Description	Resolution Number	Responsible Department	Status	Comment	Date Completed
10-Feb-20	9.1	Committee Resolution	"that the Audit Committee, recommend to Council that a report be prepared reviewing the adequacy of current Council policies in light of the recent Ombudsman reports on credit card and travel expenditure."	2020/016	Finance and Corporate Services	Ongoing	Progress update was provided to 7 November 2022 meeting. Refer to the agenda item 7.3 titled 'Reporting of Credit Card Transactions'. Of note, are the additional annual reporting requirements included in the LG reforms in relation to credit card reporting and interstate/international travel. Gifts and Benefits for council employees have also been elevated directly into the LG Act (as opposed to the previous Code of Conduct) and so no policy is required for this. In November 2023, LGA issued "Employee Recognition Guidlines'. Council is currently working on developing an internal guidline for staff based on above document from LGA.	

2024 Audit & Risk Committee Resolution Register								
Meeting Date	**Items No.**	**Title**	**Resolution Description**	**Resolution Number**	**Responsible Department**	**Status**	**Comment**	**Date Completed**
13/05/2024	6.1	2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034	"that the Audit and Risk Committee, having considered Item 6.1 – 2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034, dated 13 May 2024, receives and notes the report and in doing so the Committee has the view that the budget as presented in the report would be suitable for inclusion in the Draft Annual Business Plan being developed for public consultation and the Committee encourages Council to identify additional options for reducing the deficit (which has a consequence of also reducing borrowings in 2024/2025)."	2024/31	Finance	Ongoing		
13/05/2024	6.1	2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034	"that the Audit and Risk Committee, having considered Item 6.1 – 2024/2025 Draft Budget and Revised Long Term Financial Plan 2025-2034, dated 13 May 2024, notes that the Long-Term Financial Plan projections updated for the period 2025-2034 indicates that Council's: 1. Council's target long-term Operating Ratio will not be achieved in the short term; and 2. Noting the Audit Committee's recommendation on 3 April 2023 that the deficit be eliminated in 4 years, the Committee recommend to Council the development of strategies to maintain financially sustainable debt level and eliminate the deficit within a maximum of 3 years. 3. Update assets renewal expenditure to be based on indexed infrastructure and asset management plan forecast."	2024/32	Finance	Ongoing		

7.7 UPDATE - COUNCIL POLICY REVIEWS

Record Number: **D24/30496**

Author: **Manager Governance**

Authoriser: **Acting Director Corporate Services**

Attachments: **Nil**

RECOMMENDATION

"that Council, having considered Item 7.7 – *Update - Council Policy Reviews*, dated 8 July 2024, receives and notes the report and in doing so acknowledges the progress made to update Council's policies and procedures."

Purpose

The purpose of this report is to provide the Audit and Risk Committee an update in relation to Council's *Policy Review Schedule* and the progress made to update Council's overdue policies and procedures.

Discussion

As Council now has a dedicated governance team, we are currently undertaking a thorough review of all Council Policies.

Since the last update to the Committee, Council has:

Adopted

- Disposal of Land & Other Assets Policy
- Budget Management Policy
- Funding Policy
- Code of Practice–Meeting Procedures
- Community Requests, Complaints & Feedback Policy
- Request for Services Procedure
- Complaints & Feedback Procedure
- Internal Review of Decision Procedure
- Public Consultation Policy
- Order Making Policy
- Council Member Training & Development Policy
- Information Management Policy; and
- Information Management Procedure for Council Members

Revoked

- Gifts & Benefits Policy for Council employees

- Gifts & Benefits Policy for Council Members
- Register of Interests Policy
- Complaints Handling Policy
- Request for Services Policy
- Internal Review of Decision Policy; and
- Induction Policy

Further, it is intended the following policies are to be presented to Council at the 22 July 2024 Ordinary Council Meeting:

- Short Stay Accommodation Policy
- Delegations Policy;
- Code of Practice – Access to Meetings & Documents; and
- Public Interest Disclosure Procedure
- Rating Policy

Conclusion

The governance team is dedicated to getting Council policies and procedures up to date and reflecting current practice and compliance with legislation.

8 QUESTIONS WITHOUT NOTICE

9 MOTIONS WITHOUT NOTICE

10 URGENT BUSINESS

11 CONFIDENTIAL ITEMS

11.1 INFORMATION TECHNOLOGY UPDATE

RECOMMENDATION

"that:

1. **Pursuant to section 90(2) of the *Local Government Act 1999*, Council orders that all members of the public, except:**
   - **Acting Chief Executive Officer;**
   - **Chief Financial Officer;**
   - **Acting Director Corporate Services;**
   - **Director Development & Community;**
   - **Acting Director Infrastructure & Environment;**
   - **Manager Governance;**
   - **Accountant;**
   - **Procurement Advisor;**
   - **Executive Assistant to the CEO/Mayor;**
   - **Senior Information Technology Officer (*via electronic means*);**
   - **Information Technology Officer (*via electronic means*); and**
   - **Governance Administration Officer/Minute Taker;**

   be excluded from attendance at the meeting of Council for Item *11.1 Information Technology Update*;
2. **Council is satisfied that pursuant to section 90(3)(e) of the *Local Government Act 1999,* Item *11.1 Information Technology Update* concerns information of a confidential nature, the disclosure of which would involve the unreasonable disclosure of matters affecting the security of Council, Members or employees of Council, or Council property; or the safety of any person; and**
3. **Council is satisfied that the principle that Council meetings should be conducted in a place open to the public has been outweighed by the need to keep the information, matter and discussion confidential."**

RECOMMENDATION

"that Council, having considered Item *11.1 Information Technology Update* in confidence under section 90(2) and (3)(e) of the *Local Government Act 1999*, resolves that:

1. **the report pertaining to Item *11.1 Information Technology Update*, remain confidential and not available for public inspection until further order of Council;**
2. **Pursuant to section 91(9)(a) of the *Local Government Act 1999*, the confidentiality of the matter will be reviewed every 12 months; and**
3. **Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke this confidentiality order to the Chief Executive Officer."**

11.2 TWO WELLS TOWN CENTRE - PROJECT GOVERNANCE FRAMEWORK

RECOMMENDATION

"that:

1. **Pursuant to section 90(2) of the *Local Government Act 1999*, Council orders that all members of the public, except:**
   - **Acting Chief Executive Officer;**
   - **Chief Financial Officer;**
   - **Acting Director Corporate Services;**
   - **Director Development & Community;**
   - **Acting Director Infrastructure & Environment;**
   - **Manager Governance;**
   - **Accountant;**
   - **Procurement Advisor;**
   - **Executive Assistant to the CEO/Mayor;**
   - **Senior Information Technology Officer (via electronic means);**
   - **Information Technology Officer (via electronic means); and**
   - **Governance Administration Officer/Minute Taker;**

   be excluded from attendance at the meeting of Council for Item *11.2 – Two Wells Town Centre – Project Governance Framework*;
2. **Council is satisfied that pursuant to sections 90(3)(b)(i)(ii) of the *Local Government Act 1999*, Item *11.2 – Two Wells Town Centre – Project Governance Framework* concerns information of confidential nature, the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of Council and on balance would be contrary to public interest;**

3. **Council is satisfied the principle that Council meetings should be conducted in a place open to the public has been outweighed by the need to keep the information, matter and discussion confidential."**

RECOMMENDATION

"that Council, having considered the matter of Item *11.2 – Two Wells Town Centre – Project Governance Framework* in confidence under sections 90(2) and (3)(b)(i)(ii) of the *Local Government Act 1999*, resolves:

1. **That:**
   - **The report;**
   - **Attachment 1**

   pertaining to Item *11.2 – Two Wells Town Centre – Project Governance Framework*, remain confidential and not available for public inspection until further order of Council;
2. **Pursuant to section 91(9)(a) of the *Local Government Act 1999*, the confidentiality of the matter will be reviewed every 12 months; and**
3. **Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke this confidentiality order to the Chief Executive Officer."**

11.3 SUMMARY OF PROCUREMENT SAVINGS - DECEMBER 2023 TO JUNE 2024

Release from Confidence

RECOMMENDATION

"that:

1. **Pursuant to section 90(2) of the *Local Government Act 1999*, the Council orders that all members of the public, except:**

    - **Acting Chief Executive Officer;**
    - **Chief Financial Officer;**
    - **Acting Director Corporate Services;**
    - **Director Development & Community;**
    - **Acting Director Infrastructure & Environment;**
    - **Manager Governance;**
    - **Accountant;**
    - **Procurement Advisor;**
    - **Executive Assistant to the CEO/Mayor;**
    - **Senior Information Technology Officer (*via electronic means*);**
    - **Information Technology Officer (*via electronic means*); and**
    - **Governance Administration Officer/Minute Taker;**

    be excluded from attendance at the meeting of Council for Item *11.3 Summary of Procurement Savings - December 2023 to June 2024;*

2. **Council is satisfied that pursuant to sections 90(3)(k) of the *Local Government Act 1999,* Item *11.3 Summary of Procurement Savings - December 2023 to June 2024 c*oncerns information of a confidential nature, the disclosure of which would involve the unreasonable disclosure of tenders for the supply of goods, the provision of services or the carrying out of works;**

3. **Council is satisfied the principle that Council meetings should be conducted in a place open to the public has been outweighed by the need to keep the information, matter and discussion confidential."**

Release from Confidence

11.3 SUMMARY OF PROCUREMENT SAVINGS - DECEMBER 2023 TO JUNE 2024

Record Number: D24/25202

Author: Procurement Advisor

Authoriser: Chief Financial Officer

Attachments: 1. Summary of Procurement Savings - December 2023 to June 2024

RECOMMENDATION

"that the Audit & Risk Committee, having considered Item 11.3 – *Summary of Procurement Savings - December 2023 to June 2024*, dated 8 July 2024, receives and notes the report and in doing so acknowledges a savings of $158,143."

Purpose

The purpose of this report is to provide the Audit & Risk Committee (the Committee) with an update on completed major procurement activities undertaken from December 2023 to June 2024 which resulted in significant cost savings for the Council.

Background

Council undertake various procurement activities throughout the year in line with its Procurement Policy (the Policy).

Discussion

Presented as **Attachment 1** to this report is a register of 'Procurement Savings'. The register contains a summary of large or significant procurements completed in line with the Policy, benchmarking the cost against the budget.

The register contains procurement activities undertaken since 13 December 2023, when the new Procurement Advisor commenced with Council. Council has achieved a saving of $158,143 from 6 procurements undertaken since December 2023.

Conclusion

The Summary of Procurement savings register is a transparent and efficient reporting tool, ensuring Committee Members are updated in relation to procurement savings achieved by the Council.

References

Legislation
Local Government Act 1999

Council Policies/Plans
Procurement Policy
Internal Financial Controls Policy

Release from Confidence

RECOMMENDATION

"that Council, having considered the matter of *Item 11.3 – Summary of Procurement Savings – December 2023 to June 2024* in confidence under sections 90(2) and (3)(k) of the *Local Government Act 1999*, resolves that:

1. **Attatchment 1 pertaining to *Item 11.3 – Summary of Procurement Savings – December 2023 to June 2024,* remain confidential and not available for public inspection until further order of Council;**

2. **Pursuant to section 91(9)(a) of the *Local Government Act 1999*, the confidentiality of the matter will be reviewed every 12 months; and**

3. **Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke this confidentiality order to the Chief Executive Officer."**

Release from Confidence

Summary of Procurement Activities (December 2023 to June 2024)					*Pricing excludes GST*
Procurement Name	Description	FY	Budget Allocation	Actual	Estimated savings
Grace Plains Cremation Wall	Supply, deliver and install 36 plots	2023/24	50,000	45,040	4,961
Street Tree Planting Program	Purchase and planting of street trees	2023/24	30,000	19,078	10,922
Town entrance signage #	Manufacture and install 4 single sided and 4 double sided Welcome/Farewell signs	2023/24	113,313	68,907	44,406
Banking Services**	Council's banking requirements to operate as a business	2024/25	31,393	26,201	5,192
Cleaning Services	Cleaning of Council assets & provider supplying own chemicals	2024/25	204,000	119,408	84,592
Stationery and consumables*	Supply and delivery of office supplies and consumables i.e. hand towel, toilet paper etc.	2024/25	36,703	28,633	8,070
Total			465,409	307,265	158,143

Further $5,000 may be required to remove several old signs

**Schedule of rates provided, variance is an estimate saving or loss off current rates.

Release from Confidence

12 NEXT MEETING

13 CLOSURE