

Strategic Plan 2020-24



A brighter future





Council acknowledges that we undertake our business on the traditional lands and waters of the Peramangk and Kaurna people.

We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land.

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Cover: Sarah Hunt, Community Development Officer
Adelaide Hills Council

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Mayor's Message

A community we can be proud of

A catastrophic bushfire tore through the Adelaide Hills Council district in December 2019 closely followed by a global coronavirus pandemic.

These crises showed us the worst of nature but also the best of humanity as our community pulled together. However, with ongoing climate change events and a global outlook of economic recession over the next four years, many in our community feel insecure, uncomfortable and uncertain about their future. This progressive Strategic Plan provides a structured way forward with a focus on recovery.

The Strategic Plan was conceived and shaped by community consultation and feedback prior to these unprecedented events. On review, Council believes that the plan remains sound. What has changed is our need to continually view it from a 'recovery' perspective. This means balancing the four pillars of recovery: our community, our natural environment, our local economy, and our built environment and infrastructure. While our goals and objectives remain unchanged, from time to time Council's focus and priorities may shift in response to changing community needs.

We want to provide our community with the necessary tools and environment to survive and thrive in this new paradigm. We will do this by investing more in systemic resilience, embracing and building on community solidarity and connectivity, and helping people prepare for the new employment options being created. We aim to be more sophisticated and flexible in our use of technology and to cater for the community's renewed appreciation for the outdoors, natural environment and local sporting and cultural activities.

The Adelaide Hills community has nurtured an incredible sense of community and self-support of which they can be proud. If we hold fast to the values that bind us and carry us through ongoing crises – we can look forward to a brighter future.

The next four years will continue to be a time of great change, challenge and uncertainty. The Adelaide Hills Council is here to support you.

Dr Jan-Claire Wisdom
Mayor Adelaide Hills Council



A brighter future

We deliver services to our residents, visitors and businesses that support the distinctive culture, creativity and accessibility of our community and region. Our aspiration for 2024 is to make it easier for our community to prosper while maintaining and enhancing the unique environment, character and liveability of our area.

To accomplish this we will focus on achieving the strategic objectives under our five goals.

"We want Adelaide Hills' residents, business owners and visitors to feel safe and supported in their communities; to connect with each other; to enjoy our unique natural environment and local culture; and to be ambitious for a brighter future"

Dr Jan-Claire Wisdom

Mayor Adelaide Hills Council



Our goals



A functional Built Environment

B1 Our district is easily accessible for community, our businesses and visitors

B2 Preserve and enhance the unique character of the Hills for current and future generations

B3 Consider external influences in our long term asset management and adaptation planning

B4 Sustainable management of our built assets ensures a safe, functional and well serviced community



Community Wellbeing

C1 A community for everyone – that is inclusive, welcoming and accessible

C2 A connected, engaged and supported community

C3 A community that grows together

C4 An active, healthy, thriving and resilient community

C5 Respect for Aboriginal Culture and values

C6 Celebrate our community's unique culture through arts, heritage and events



A prosperous Economy

E1 Support and grow our region's existing and emerging industries

E2 Provide local infrastructure to drive growth and productivity

E3 Encourage, attract and retain a creative, talented and skilled workforce in our region

E4 Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention



A valued Natural Environment

N1 Conserve and enhance the regional natural landscape character and amenity values of our region

N2 Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts

N3 Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment

N4 Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework

N5 Assist our community to reduce the impact of waste to landfill on the environment



A progressive Organisation

O1 We have the right people with the right knowledge and skills in the right jobs and they are supported and developed

O2 Our customers find it easier to interact and do business with Council and have an improved customer experience

O3 Our organisation is financially sustainable for both current and future generations

O4 We actively represent our community

O5 We are accountable, informed, and make decisions in the best interests of the whole community

O6 Technology and innovation is utilised to better meet our community's expectations and deliver value for money

What is the Strategic Plan?

The Strategic Plan sets out the Council's key areas of focus for the next four years. It doesn't include everything we do, but it highlights the main areas under attention and where we will be directing our resources over the period.

To make sure the plan reflects the needs of our local community we've held meetings and online consultations with our residents, visitors and businesses to capture what are the most important elements to include.

Our strategic planning framework

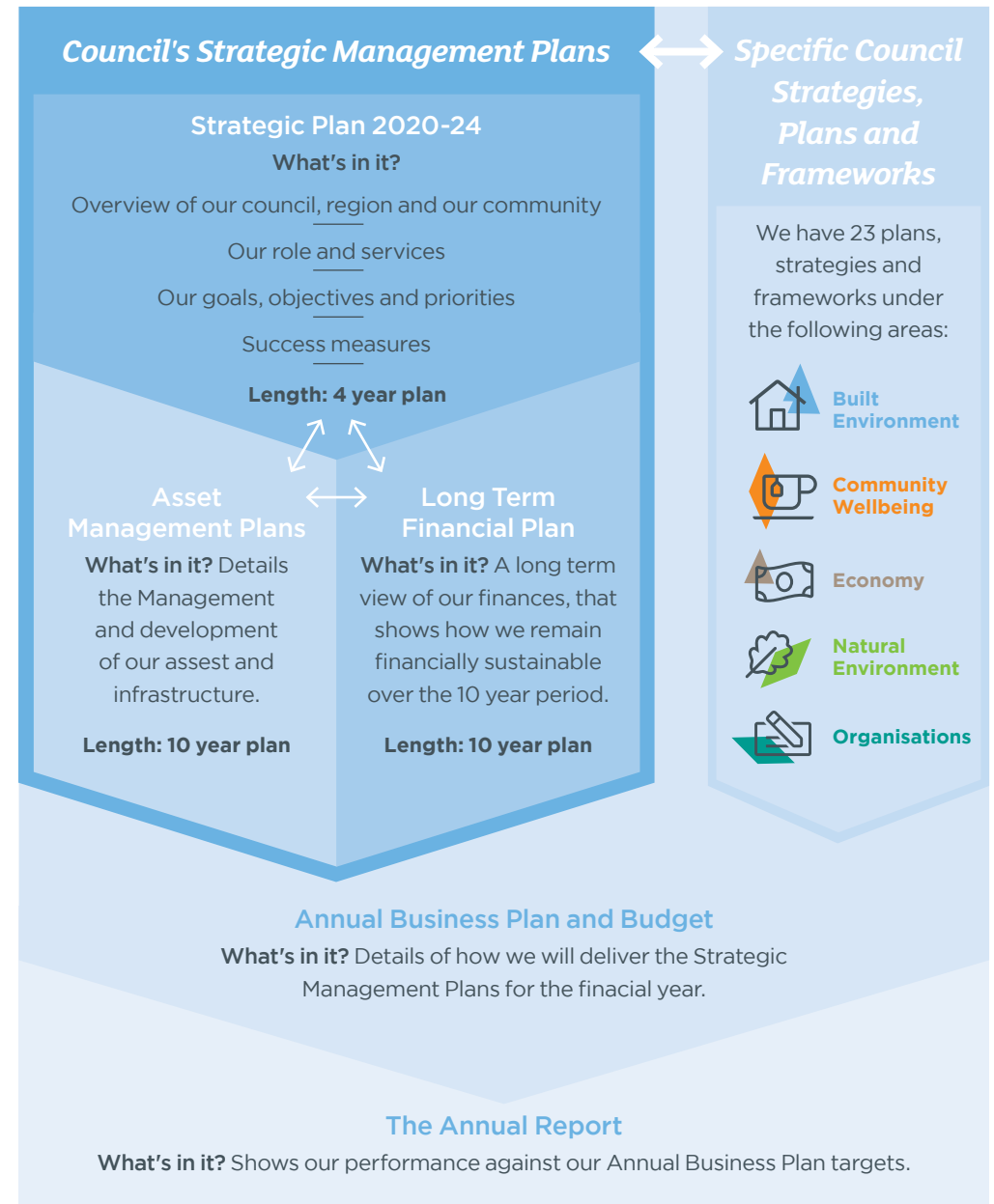
The Strategic Plan is influenced and supported by a range of strategies and plans as shown in Figure 1.

Section 122 of the *Local Government Act 1999* requires all councils to have strategic management plans. The Strategic Plan is part of this suite of strategic management plans along with the Long Term Financial Plan and the Asset Management Plans.

When designing the Strategic Plan, we consider the environment we operate in, that is the strategic risks and the community profile and trends, as well as the organisational capability we would need to deliver our goals.

Each year the Council uses these strategies and plans to determine the priorities and allocate resources through the Annual Business Plan and Budget process. During this process, a suite of corporate performance indicators are incorporated which are then used in regular Council reporting and Annual Report to show how our performance against the Strategic Plan are monitored and assessed.

Figure 1: Strategic Planning Framework



Our profile

Total population
39,793

District Area
795km²

Sparse density
0.5 persons/
hectare

Sealed roads
640km

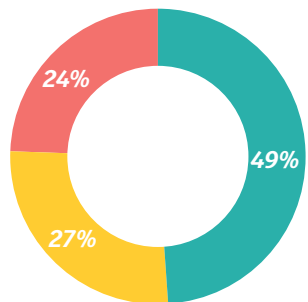
Households
15,478

Playgrounds
38

Townships
57

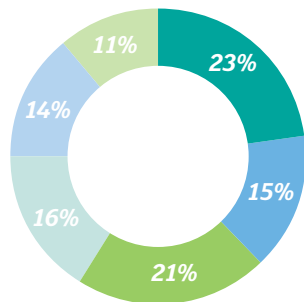


14,361
tonnes of waste per year



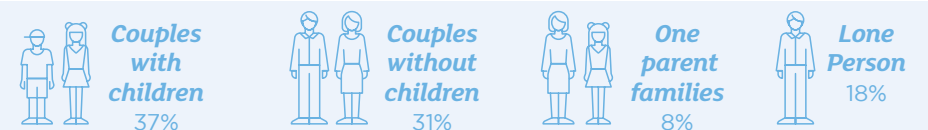
● Green
● Recycling
● General
Public bins 476

Age profile of Adelaide Hills Council

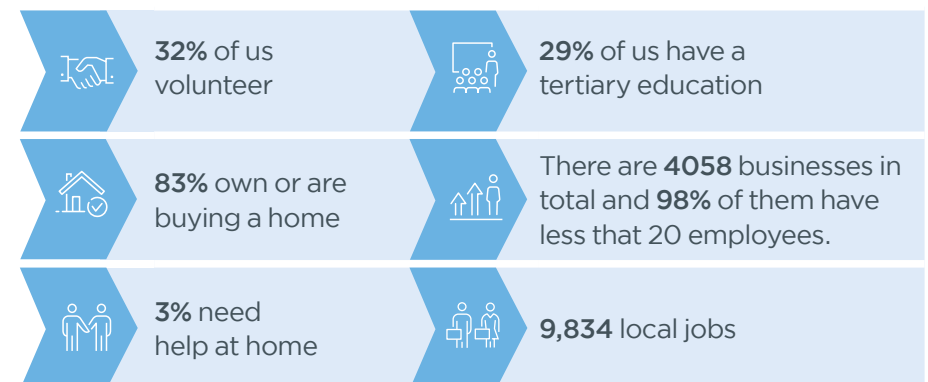


● 0-17 ● 50-59
● 18-34 ● 60-69
● 35-49 ● 70+

Household types



Did you know?



Trends and considerations

Our district is well known for its natural environment and rural/village character, wineries, eateries and range of attractions and events.

Our community have exhibited a strong desire, through numerous engagement opportunities, to preserve the hills character as paramount to the way of life within the hills. This combined with our large geographic region, contributes to the challenges we face with limited public transport, an ageing population, a changing agricultural and economic base and some difficulties in accessing services.

Despite this, our dispersed population is well provided for with numerous facilities and community services including libraries, community centres, recreation facilities and halls. Some of these are Council owned while many are community owned and/or managed.

The Strategic Plan has been developed recognising the many challenges and opportunities faced by our district and its community.

Population

The resident population of the Adelaide Hills has remained stable over the past decade with an estimated net increase of 569 residents over 2006 to 2018 (an average of 0.1% increase per year).

The 30 year plan for greater Adelaide anticipates overall population growth of 545,000 across the region, which equates to a yearly average of 1.3%. Much of the district is within the Adelaide Watershed and as such, development is largely restricted and our population growth will remain much lower.

The impacts of this low growth rate is less development pressure on our natural and agrarian landscapes, but the Council's rate income base which makes up the majority of revenue, will continue to grow slower than other regions and therefore may limit our ability to keep up with increasing community expectations.

Another consequence of less development is that there is a limited housing supply which results in raising house values in the region.

Cultural diversity

17% of our population was born overseas with the largest groups being from the United Kingdom, Germany and New Zealand. At home, 5.6% of our residents speak a language that is not English. We also recognise that in addition to those born overseas there are significant numbers of people who identify with ancestry of another country or culture.

Aboriginal culture

220 people identify as being Aboriginal or Torres Strait Islander which is up 16 since 2011. The region's first people are the Peramangk and Kurna people and we recognise that there are many traditional custodians with a strong connection to country who live outside the region. We also know that the recognition of Aboriginal culture and heritage is important to many people in our region.

Ageing

Greater Adelaide has more people aged over 65 than the national average and the growth of this age group is faster than average. In the Adelaide Hills region, we have seen a 3.9% increase in our population aged over 60 since 2011. These trends indicate that the demand for smaller accommodation, aged care and flexible 'age in place' options will continue to grow, along with the need for an increased level of associated support services and infrastructure requirements related to ageing.

Young people

We have a high proportion of school aged children but a lower than average proportion of young people in the post-high school ages. This suggests that it is a good area to raise children but people growing up in the district may leave after secondary education. This may be influenced by low levels of affordable housing, limited public transport options, limited access to support services, and a narrow range of local employment opportunities and/or options for local tertiary education.



Workforce

The majority of our population drive to work with 66% of them working outside the area. We have a comparatively high rate of people working from home, many who depend on online resources to do their job. Our unemployment rate is low and there is a high level of volunteers in our community.

Business & Tourism

We have a small business dominated economy with the majority employing less than 20 people. Our key industries driving growth in the Adelaide Hills are tourism, viticulture and horticulture.

An estimated 718,000 people chose to visit the Adelaide Hills in the 2018-19 financial year. The most popular reasons for visiting were to visit friends and family, eat at restaurants and cafes, shop, and go sightseeing.

Digital connectivity

Digital connectivity, speed and reliability is an essential requirement for both home and business users. The hills geography presents challenges to connectivity resulting in a higher than average percentage of satellite users.

Climate change

In March 2019, we declared a climate emergency and made a commitment to provide leadership to our community in addressing climate change. With an increase in average temperature, reduction in annual rainfall and increasing extreme weather events, changes to services and infrastructure will need to be considered for new and renewal projects.

Bushfires

Bushfires are the largest risk to our region and are likely to increase in regularity and severity. The importance of ensuring the safety of our community through bushfire mitigation while conserving the biodiversity of our region continues to be a critical balance. Restoration following significant bushfire events, such as the Cudlee Creek bushfires, will have significant impact on the strategic plan over the next four years.

Biodiversity

Adelaide Hills has a diverse natural ecosystem with numerous threatened species and communities. Our region is sensitive to possible biodiversity threats in the future and requires ongoing conservation management to preserve and regenerate our habitats.

Legislation changes

Changes are expected to impact us following legislative changes as part of local government reform, planning and development reform and boundary realignment changes.

Waste and recycling

The cost of managing waste has dramatically increased due to State Government imposed charges and the cost of processing recycled materials which, until the change in The China National Sword Policy, had provided us with a rebate. This will require Council to support residents so they avoid, reduce and reuse, in order to minimise the impact on the environment and rates.

COVID-19 Pandemic

Our community and economy has been challenged like never before by the pandemic and this will have a significant effect on the strategic plan over the next four years as we work to understand the full impact and provide support through the recovery.

Above: Recovery from Cudlee Creek Bushfire; Lenswood

Goal 1



A functional Built Environment

Our Aspiration

Ensure that all decisions regarding the built environment recognise our unique character and natural environment to maintain and enhance liveability for our community.

Good functional facilities and infrastructure provide places for people to meet, connect and participate. These range from grounds for organised sport and community spaces for meeting friends, to Council buildings where people can participate in group or individual activities.

Built spaces like libraries, community halls and centres provide hubs for people to come together, learn and interact. These spaces should have the capacity to be adaptive and evolve to meet new and changing needs in a sustainable manner. A unique 'sense of place' can be created with input from the people who interact or do business in our Council area. These communities know what a place needs, who will use it and how it can be enhanced.

Measuring success

Our success will be demonstrated through service based performance measures and customer feedback in delivering what our community needs and what we aspire to achieve under our Capital Works Program, Civil Zone Maintenance Program, Asset Management plans, and Energy usage targets.



Above: Fabrik Arts + Heritage, Lobethal

Goal 1 — Our objectives

Objectives

B1 Our district is easily accessible for community, our businesses and visitors

B1.1 Increase accessibility to our district through the development and delivery of high priority trails and routes for all cyclists (on-road, off road, commuters, recreational) and pedestrians

B1.2 Improve outcomes for the elderly by incorporating Council's Age Friendly Strategic Plan into built environment design and delivery

B1.3 Progress state-wide and inter-regional connectivity of cyclist routes by partnering with neighbouring councils

B1.4 Ensure that the key road network is accessible for heavy vehicles used by the primary production, tourism and construction sectors through engagement with industry and Government

B1.5 Provide accessibility for the full range of users by ensuring Council's road, footpath and trails network is adequately maintained and service levels for all users are developed and considered

Priorities

B2 Preserve and enhance the unique character of the Hills for current and future generations

B2.1 Continue to embrace and support community led public place revitalisation across our district

B2.2 Incorporate Water Sensitive Urban Design principles within Council developments and projects and advocate for other developments within the region to do the same

B2.3 Proactively work with developers to ensure that built form complements or enhances existing local character whilst preserving the character and amenity of our towns, historic buildings and scenic environment

B2.4 Ensure our planning framework, council policies and guidelines support privately owned local heritage places

B2.5 Continue to collaborate with other councils and stakeholders in pursuing our World Heritage Bid to protect the landscapes, sites and facilities that represent the State's aboriginal and early colonial history

B2.6 Support communities recovering from natural disasters with expedited development assessment services

B3 Consider external influences in our long term asset management and adaptation planning

B3.1 Improve water security by maximising water reuse opportunities, reducing reliance on ground water and improving water efficiencies for open space irrigation and building facilities

B3.2 Aim to achieve 100% renewable energy use for our corporate operations and strive towards carbon neutrality

B3.3 Investigate and source recyclable materials for asset renewal projects wherever practical and in doing so promote the circular economy

B3.4 Proactively adapt our built environment to changes in social and environmental factors to minimise the impact from natural hazards such as fire and flood

B4 Sustainable management of our built assets ensures a safe, functional and well serviced community

B4.1 Ensure the long term management of the built form and public spaces occurs in consideration of the relevant financial, social and environmental management matters

B4.2 Embrace innovative and new technology solutions to proactively maintain our built assets that further enhance the provision of efficient services to the community

B4.3 Ensure Council owned or managed assets, including staff accommodation, are functional and adaptive to meet service requirements. Also, where appropriate and endorsed by Council, equitably assist community owned site (halls and recreation sites) to ensure their facilities are functional and meet service standards

B4.4 Improve road safety through a safe system approach to road design, construction and maintenance including on-going applications to the State and Federal Road Blackspot program

B4.5 Explore and provide the infrastructure to support Electric Vehicles (EV) and investigate infrastructure requirements for emerging technological transport such as Connected and Automated Vehicles (CAV)



Community Wellbeing



Above: Caroline Sullivan,
Customer Service Officer
Adelaide Hills Council

Our Aspiration

An inclusive and prosperous community with the capacity to flourish and fulfil their potential through opportunities to engage, connect, participate and enhance wellbeing.

The Adelaide Hills offers a unique environment and lifestyle for residents, business owners and visitors who value quality of life and wellbeing.

High levels of community wellbeing are essential to enable communities to flourish and fulfil their potential. This has never been more important in the wake of the 2019-20 bushfire and the COVID-19 pandemic. Wellbeing is determined by a broad range of factors including social and health determinants which lead to safe, engaged, healthy, inclusive, culturally rich, vibrant, creative and supported communities.

We seek to empower local communities to identify their needs, shape and create change and influence the decisions which impact their lives. Working alongside our residents helps us build relationships and provide opportunities for them to connect, learn, participate, grow and develop resilience against unexpected challenges. We do this through the arts, heritage, Reconciliation, volunteering, grants, libraries, sporting and recreation facilities, youth programs, events, positive ageing services, health planning and community centre activities.

Measuring success

We demonstrate our success by using service based performance measures and customer feedback in areas of community participation and volunteering, community development programs and support, ageing support, library usage and the achievement of our disaster recovery objectives.

Goal 2 — Our Objectives

Objectives

C1 A community for everyone – that is inclusive, welcoming and accessible

C1.1 Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities

C1.2 Support and promote opportunities for social inclusion and celebration of our cultural diversity

C1.3 Make the district more accessible and welcoming for all with a focus on youth participation, positive ageing, disability inclusion and multiculturalism

C1.4 Seek opportunities to improve transport options for those who need it most

C1.5 Encourage more housing opportunities where provided for in the Development Plan

Priorities

C2 A connected, engaged and supported community

C2.1 Work with community to provide a range of programs and opportunities to connect and engage around shared interests

C2.2 Support our ageing community to access services and continue to participate and contribute to community life

C2.3 Facilitate opportunities for our youth to develop skills, build resilience and be actively involved in and connected to their community

C2.4 Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them

C2.5 Continue to work with government agencies and non-governmental organisations to support the community recovery from natural disasters and the COVID-19 pandemic

C3 A community that grows together

C3.1 Provide and support programs and services that encourage and enhance personal growth, lifelong learning and professional development

C3.2 Support volunteering both organisationally and in the community as an essential element in delivering community outcomes and building wellbeing

C3.3 Empower our community groups and leaders to shape and determine change in their community through the provision of training opportunities, grants that meet strategic priorities, building relationships and supporting communities to be cohesive in progressing local projects

C3.4 Build partnerships with community and other stakeholders to enhance our capacity to provide and support opportunities for them to thrive

C4 An active, healthy, thriving and resilient community

C4.1 Support community wellbeing through our contribution to public health planning, disaster recovery activities and the implementation of strategies that aim to measure and enhance wellbeing

C4.2 Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy

C4.3 Recognise that trails are a destination in their own right and support both commuter and recreational trail opportunities

C4.4 Support clubs and groups to continue to provide sport and recreation activities to the community

C4.5 Take an all hazards approach to emergency management so we can support the emergency services and the community before, during and after disaster events

C5 Respect for Aboriginal Culture and values

C5.1 Partner with the Aboriginal and Torres Strait Islander community to develop our second Reconciliation Action Plan (Innovate) and actively participate in Reconciliation Week

C5.2 Celebrate and recognise Aboriginal culture and heritage through participation in and the delivery of programs and activities that engage our community in cultural experience and learning

C6 Celebrate our community's unique culture through arts, heritage and events

C6.1 Develop Fabrik as a vibrant cultural hub for the Adelaide Hills, fostering community connections and creativity and presenting the significant history of the Woollen Mill site

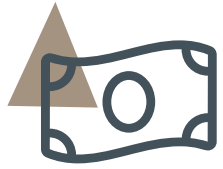
C6.2 Develop, support or bring events to our district that have social, cultural, environmental or economic benefits

C6.3 Recognise, encourage and support artists, emerging artists, writers and performers through promotion of the Arts and supporting opportunities to exhibit and perform

C6.4 Foster the development of Public Art that adds value to public spaces and supports place making in our community



Above: Ivan-Tiwu Copley OAM, JP, performing a smoking ceremony



A prosperous Economy



Above: Orchard in Forest Range.

Our Aspiration

Our region's economy is diverse and sustainable with a reputation for quality, niche products, services and experiences underpinned by a culture of creativity and innovation.

Business (including primary production activities) is an important part of the Adelaide Hill's community, with over 4,000 registered businesses operating in the region. Supporting sustainable long-term economic growth through the retention of existing business and the attraction of new business and investment encourages greater economic diversity, local job opportunities and is a key element to enhancing our community's quality of life.

The local economy has been challenged like never before, with the 2019-20 bushfire and the COVID-19 pandemic hitting hard. It is vital that we work with businesses to understand the full impact of these extraordinary events and support them through recovery.

Economic prosperity is also necessary for the region to be competitive in both a national and international context. As our economy evolves from predominantly production-based to one based on creativity and innovation, it is important that we change in a way that strengthens our industries, creates good jobs and encourages investment in the region.

Economic development is not pursued for its own sake but rather for what it contributes to community wellbeing in all its dimensions.

The role for Council in economic development is essentially one of improving the flow of information and bringing relevant parties together (including business, industry representative groups, all levels of government) to use this information for greater economic benefit. Our role is therefore largely one of facilitator, information provider, advocate and in some cases, leader.

Measuring success

Getting feedback from our business community as well as analysing business demographic, growth and visitor data will help to show where our services are assisting local businesses and overall economic prosperity.

Goal 3 — Our Objectives

Objectives

E1 Support and grow our region's existing and emerging industries

E1.1 Support and encourage local and international tourists to visit the Adelaide Hills

E1.2 Take advantage of the full potential of our region's primary production and associated value adding activities

E1.3 Support and encourage the growth and development of our region's creative industry micro businesses

E1.4 Promote, support and encourage our existing and emerging businesses to respond to economic changes by being creative, innovative, productive and resilient to unexpected impacts

E1.5 Engage and assist our region's key business and industry groups to be resilient, proactive and successful

E1.6 Encourage and facilitate local supplier participation in all level of Government tendering processes

E2 Provide local infrastructure to drive growth and productivity

E2.1 Work with all levels of Government to ensure the region's infrastructure needs are understood and prioritised

E2.2 Explore and advocate for the opportunities that new technologies could bring to our region

E2.3 Support changes to planning and development that leverages and encourages sustainable economic development

E2.4 Manage and maintain Council assets to maximise their utilisation and benefit to the community

E3 Encourage, attract and retain a creative, talented and skilled workforce in our region

E3.1 Attract and encourage professional and business development and networking activities

E3.2 Understand the nature of skills our region's businesses will require to prosper into the future

E3.3 Work with our local communities and businesses to create active, attractive and vibrant places

E3.4 Enable start-ups and home based business through services, information and networking opportunities

E4 Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention

E4.1 Work with key stakeholders to develop a realistic, yet inspiring, collective vision to connect the region and its industries

E4.2 Work with our communities and businesses to encourage co-ordinated and strategic regional projects that enhance and support the regional identity

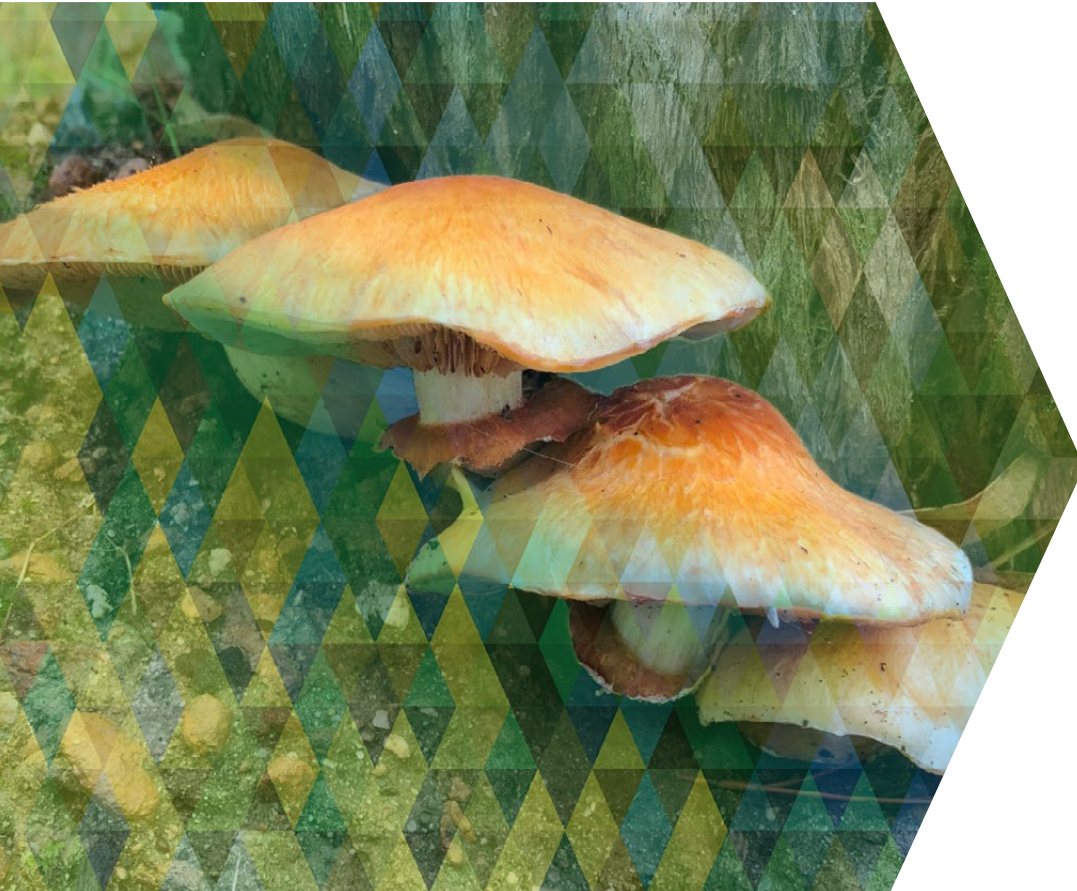
E4.3 Support and encourage events that supports the region's identity and generates social, cultural and economic benefits

E4.4 Support the continued development and community engagement for the World Heritage nomination of the region

Priorities



A valued Natural Environment



Above: Spectacular Rust Gill
(*Gymnopilus junonius*)
(credit: Tonia Brown), at Heathfield

Our Aspiration

The natural environment of the Adelaide Hills contributes significantly to the character of the region and is greatly valued by our local community and visitors.

We recognise the importance of healthy and resilient natural systems that deliver the key environmental benefits (ecosystem services) on which our quality of life depends. These include provision of clean air and water, natural elimination of waste and pollution, recycling of nutrients, carbon sequestration, pest regulation, pollination and sustained agricultural productivity.

To protect and maintain the region's distinctive native flora and fauna, unique vegetation communities, productive farming lands, urban and vibrant township communities, we are committed to managing biodiversity conservation, protecting the watershed, responding to the impacts of climate change and natural disasters, and managing waste and resources.

By engaging the community, fostering productive partnerships and through best-practice environmental stewardship, we aim to manage the known and emerging threats and opportunities to support the important natural values of the region and improve environmental outcomes.

In recognition of our international obligations we have declared a climate emergency and are firmly resolved to protect and improve the quality and resilience of our environment.

Measuring success

The services we provide and the influence we have in the community will demonstrate our success in maintaining a healthy and resilient region. In particular this will be shown through community education outcomes, achieving biodiversity targets, and service driven performance in managing animals, waste and resources, and our natural spaces.

Goal 4 — Our Objectives

Objectives

N1 Conserve and enhance the regional natural landscape character and amenity values of our region

N2 Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts

N3 Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment

N4 Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework

N5 Assist our community to reduce the impact of waste to landfill on the environment

Priorities

N1.1 Enhance and manage horticultural amenity, including succession planning for street trees that contribute to and reinforce our distinctive streetscapes and villages

N1.2 Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts

N2.1 Monitor and manage areas of high biodiversity or habitat value on Council reserves and Native Vegetation Marker Scheme (NVMS) sites using best practice methodologies

N2.2 Explore opportunities and take appropriate actions to monitor current and emerging threats to biodiversity including feral cats and Phytophthora

N2.3 Mitigate bushfire risks across the landscape by undertaking fuel reduction activities including woody weed control, maintenance of asset protection zones and educate & enforcement to reduce fuels on private property

N2.4 Work with supporting organisations and agencies to foster the restoration of native flora and fauna habitat following the 2019-20 bushfire

N3.1 Increase knowledge and environmental awareness within the community through engagement and education

N3.2 Collaborate and engage with public and private organisations, schools and community members (including the Aboriginal community as the first nation peoples), to improve biodiversity outcomes and land management practices

N3.3 Continue to work in partnership with the Resilient Hills and Coasts region to build Council and community resilience to the impacts of climate change

N4.1 We will work with partners to analyse the benefits and feasibility of introducing a fee incentive to property owners to produce less waste in relation to the kerbside bin service

N4.2 We will explore more Green Organics options to achieve improved environmental and financial outcomes

N4.3 We will provide specific education to the community to increase their level of food scrap recycling

N4.4 Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community

N5.1 Encourage and educate the community to help minimise the generation of household waste by advocating the principles of the Waste Management Hierarchy to avoid, reduce and reuse

N5.2 Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins



A progressive Organisation



Above: Mark Visser, Ranger
Adelaide Hills Council

Our Aspiration

Council is recognised for its skilled and agile workforce, for its representative and accountable governance, its commitment to cost effectiveness and efficient service delivery.

Council exists to provide services and facilities to its community in a representative, informed and responsible manner. Our organisation and our people need to be both agile and capable of delivering the Council's long term community objectives and annual priorities in a financially sustainable way. We are aware of the substantial impact that events such as the 2019-20 bushfire and the COVID-19 pandemic have on our community, and look to ensure that any organisational response is financially sustainable over the long term.

With a culture built on continuous improvement and a commitment to open and transparent decision making, we remain focused on consistently delivering an excellent customer experience.

Measuring success

A well-designed and transparent experience makes it easier for the community to access the services they need and increases the confidence they have in us. As an organisation, our measures of success include service-driven performance measures, achievement of financial targets, evidence of our corporate governance, implementation of innovative processes and technology, and organisational development achievements.

Goal 5 — Our Objectives

Objectives

01 We have the right people with the right knowledge and skills in the right jobs and they are supported and developed

01.1 Progressively enhance our safe systems of work to maintain emotional and physical safety of our people

01.2 Continue to develop a positive culture through supporting an equitable, diverse and continuously improving work environment

01.3 Support our people leaders in further developing the skills necessary to lead engaged and productive teams

01.4 Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals

02 Our customers find it easier to interact and do business with Council and have an improved customer experience

02.1 Develop our digital channels to better meet customers' current and future needs

02.2 Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive

02.3 Build the capabilities of our people through a focus on two-way communication, cooperation and placing customers at the centre of everything we do

02.4 Continuously strive to measure and improve performance and service delivery across all functions

03 Our organisation is financially sustainable for both current and future generations

03.1 Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long term targets for a sustainable operating surplus and level of debt

03.2 Ensure that renewal of assets and the associated maintenance is based on current asset management plans which consider reviewed service levels and whole of life costing

03.3 Actively pursue alternative funding opportunities to reduce reliance on rates income

03.4 Assess the range and level of services undertaken to ensure they fulfil Council's legislative and strategic intent

04 We actively represent our community

04.1 Optimise opportunities for the community to access and provide input into the decision-making processes

04.2 Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community

04.3 Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region

04.4 Explore council boundary reform options that best serve the community

05 We are accountable, informed, and make decisions in the best interests of the whole community

05.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

05.2 Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action.

05.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

06 Technology and innovation is utilised to better meet our community's expectations and deliver value for money

06.1 Progressively strengthen Council's systems security to minimise the impact of cyber attack

06.2 Utilise technology to enable more evidence based and efficient delivery of services to the community

06.3 Provide more resilient business systems by utilising cloud technologies where appropriate

06.4 Utilise our online engagement tools to reach a wider range of community members to obtain their views and input.

06.5 Support the delivery of services to the community through improved utilisation and connectivity of existing business systems

06.6 Ensure the way in which we provide our digital services delivers an enhanced experience for our community



Above: Ulyana Barysionak, Customer Service Officer, and Jodie Morbey, Team Leader Library Outreach Services, Adelaide Hills Council

Our Role

We perform a broad range of functions and there are a number of roles we take on to achieve our community objectives.



Above: Darcy and his grandfather picking cherries at Harben Vale Cherries, Balhannah

Council's Role

Council will...

Lead/Empower

Lead on behalf of community; support community initiatives

Provide /Respond

Fully or partially fund, or provide a service, or respond to a need

Promote/Educate

Develop resources to promote a common understanding; provide information; Distribute and display information produced by others; refer others to information, programs or organisation that might assist

Facilitate/Connect

Bringing together stakeholders; initiate or join with other parties to collectively pursue a shared interest, service or resolve an issue

Partner/Collaborate

Formal partnerships bound by regulation, delegation or contract to deliver outcomes

Owner/Custodian

Manage community assets including building, facilities, public space, reserves on behalf of current and future generations

Regulate

Specific role in response to legislation & compliance – direct, specific or general in nature (such as duty of care)

Fund/Grant/Auspice

Collect and distribute funding from, and/or to, community (by law or policy on behalf of community)

Funding applicant/ Recipient

Apply for, receive and expend funding and/or revenues (by law or policy on behalf of community)

Advocate/Influencer

Make representations on behalf of community; engage in public policy development in the interests of community

Governance Arrangements

Council and Committees

Adelaide Hills Council was established on 1 July 1997 through the amalgamation of the District Councils of East Torrens, Gumeracha, Onkaparinga, and Stirling. Council has a Mayor and 12 Council Members elected to represent the community across two wards (see Figure 2). The Ranges Ward has seven councillors and the Valleys Ward has five councillors. Elections for Local Government are held every four years, with the next election to occur in November 2022.

The Elected Council's role is to provide for the governance and management of the Council area. It does this through representing the interests of the community; providing and coordinating public services and facilities; encouraging and developing initiatives to improve the community's quality of life; and exercising, performing and discharging its functions under legislation and its strategic management plans.

Council has established three Council Committees to assist it to discharge its responsibilities in specific areas. These are the Strategic Planning & Development Policy Committee (SPDPC), the Audit Committee and the Chief Executive Officer Performance Review Panel (CEOPRP).

Regional Subsidiaries

The Adelaide Hills Council is a member of four regional subsidiaries which assist Council in its strategic planning and service delivery activities. The subsidiaries are the Southern and Hills Local Government Association (SHLGA), the Eastern Waste Management Authority (East Waste), the Adelaide Hills Region Waste Management Authority (AHRWMA), and the Gawler River Floodplain Management Authority (GRFMA).

Administration

The Council's Administration is led by a Chief Executive Officer appointed by the Council.

The Chief Executive Officer appoints staff to carry out the functions and duties delegated to them and to implement Council decisions. The Administration is organised into directorates, each with a specific area of focus and functional responsibilities. The arrangement of the directorates provides for the separation of the regulatory activities (into the Development & Regulatory Services Directorate) from the other activities of the Council.

Collaboration on public policy setting

We foster positive relationships with other Councils, relevant State Government Ministers, and government departments and agencies. The extent to which we collaborate in public policy setting is determined by the relevance to our community and on our ability to allocate the necessary resources. This includes:

- Actively seeking face to face Minister-Council interaction on an annual basis
- Council, and the Executive Leadership Team, monitoring opportunities to comment on proposals of other levels of government via the Local Government Association's regular circulars and prioritise effort and input according to district relevance

- The Chief Executive Officer and Mayor participating in the Metropolitan Local Government Group and the Southern and Hills Regional Local Government Association, which are regular forums for collaboration and regional decision making
- Regularly invite senior government staff to address Council and the Executive Leadership team on issues of district relevance in an informal and interactive manner

The state, national and regional objectives that were considered in the development of this plan, and the extent to which we plan to co-ordinate with State and Federal Governments on objectives, are specified in the our various functional strategies which expand on our Strategic Management plans.



Opposite: Adelaide Hills Council (L-R):
Cr Malcolm Herrmann, Cr Andrew Stratford,
Cr Ian Bailey, Cr Leith Mudge, Cr Pauline Gill,
Cr Mark Osterstock, Mayor Jan-Claire Wisdom,
Cr Nathan Daniell, Cr Kirsty Parkin, Cr Kirrilee Boyd,
Cr John Kemp, Cr Chris Grant, Cr Linda Green

Figure 2: Council Ward Structure

