



## ORDINARY COUNCIL MEETING

### NOTICE OF MEETING

To: Mayor Jan-Claire Wisdom

Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Nathan Daniell
Councillor Pauline Gill
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Louise Pascale
Councillor Melanie Selwood

Notice is given pursuant to the provisions under Section 83 of the *Local Government Act 1999* that the next meeting of the Council will be held on:

**Tuesday 12 November 2024**

**6.30pm**

**63 Mt Barker Road Stirling**

A copy of the Agenda for this meeting is supplied under Section 83 of the Act.

Meetings of the Council are open to the public and members of the community are welcome to attend. Public notice of the Agenda for this meeting is supplied under Section 84 of the Act.

A handwritten signature in black ink, appearing to read 'GG', is positioned above the name of the Chief Executive Officer.

**Greg Georgopoulos**  
**Chief Executive Officer**



## ORDINARY COUNCIL MEETING

**AGENDA FOR MEETING**  
**Tuesday 12 November 2024**  
**6.30pm**  
**63 Mt Barker Road Stirling**

### ORDER OF BUSINESS

**1. COMMENCEMENT**

**2. OPENING STATEMENT**

2.1. *Acknowledgement of Country*

Council acknowledges that we meet on the traditional Country of the Peramangk and Kurna people. We pay our respects to Ancestors and Elders past and present as the Custodians of this ancient and beautiful land.

2.2. Together we will care for this place for the generations to come and in this context the decisions we make should be guided by the principle that nothing we do should decrease our children's ability to live on this land.

**3. APOLOGIES/LEAVE OF ABSENCE**

3.1. Apology  
Apologies were received from .....

3.2. Leave of Absence  
Cr Louise Pascale 29 October to 18 November 2024  
Cr Leith Mudge 11 November to 14 November 2024

3.3. Absent

**4. MINUTES OF PREVIOUS MEETINGS**

Council Meeting – 22 October 2024

*That the minutes of the ordinary meeting held on 22 October 2024 as supplied, be confirmed as an accurate record of the proceedings of that meeting.*

**5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL**

**6. MAYOR'S OPENING REMARKS**

**7. QUESTIONS ADJOURNED/LYING ON THE TABLE**

- 7.1. Questions Adjourned  
Nil
- 7.2. Questions Lying on the Table  
Nil

**8. PETITIONS / DEPUTATIONS / PUBLIC FORUM**

- 8.1. Petitions
- 8.2. Deputations
- 8.3. Public Forum

**9. PRESENTATIONS (by exception)**

**10. QUESTIONS ON NOTICE**

Nil

**11. MOTIONS ON NOTICE**

- 11.1. Period Poverty – Cr Melanie Selwood
  - 1. *The CEO investigate options for a trial to provide ethically sourced period products at council managed toilets;*
  - 2. *The investigation includes options to create partnerships with existing social enterprises such as TABOO or Share the Dignity;*
  - 3. *That a report regarding trial options be returned to Council by 1 May 2025.*
  
- 11.2. Stirling Hospital Inc. Discretionary Rate Rebate - Cr Adrian Cheater
  - 1. *To revoke Council's decision on 25 June 2024 (res 224/24) to decline the Stirling Hospital Inc's request for a discretionary rate rebate.*
  - 2. *To grant Stirling Hospital Inc (20 Milan Terrace Stirling – Assessment No. 11270) a discretionary rebate on the basis that they meet the criteria set out in subsection 166(1)(b), subsection 166(1)(f), subsection 166(1)(g), and subsection 166 (1)(j) of the Local Government Act 1999, having taken into account the criteria set out in subsection 166(1a) of the Act.*
  - 3. *To grant the rebate at a rate of 100% for the 2024/2025 financial year*
  - 4. *To request that the Chief Executive Officer advise the applicant of Council's decision.*

**12. ADMINISTRATION REPORTS – DECISION ITEMS**

- 12.1. Draft Strategic Plan 2024 for Adoption
  - 1. *That the draft Strategic Plan 2024 for adoption report be received and noted.*
  - 2. *To receive and note the Draft Strategic Plan 2024 Community Engagement Outcomes Report as contained in Appendix 2.*

3. *To adopt the Strategic Plan 2024, as contained in Appendix 1, in accordance with Section 122 of the Local Government Act 1999.*
4. *That the CEO, or delegate, be authorised to:*
  - a. *Make any necessary formatting, nomenclature or other minor changes to the Plan prior to being published and*
  - b. *Determine the publishing timings, format, and media processes while ensuring consistency and compliance with the provisions of applicable legislation.*

12.2. Service Review Biannual Report

1. *That the Service Review Biannual Report be received and noted.*
2. *That the Service Review Biannual Report – Civil Services report (Appendix 1) be received and noted*
3. *That the Service Review Biannual Report – Development Services (Appendix 2) be received and noted*
4. *To suspend the current schedule of biannual reporting on the 2022 and 2023 service reviews until October 2025, pending the outcomes of the proposed organisation wide service review process which is anticipated to commence in late 2024/early 2025.*

12.3. Community Bushfire Reference Group

Decision 1

1. *That the report be received and noted.*
2. *To note that the CEO will establish the Community Bushfire Reference Group according to the Terms of Reference as per Appendix 1.*
3. *To determine that the method of selecting the Council's representative on the Community Bushfire Reference Group be by an indicative vote using the process set out in clause 4.7 of the Code of Practice for Council Meeting Procedures.*
4. *To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred person as the Council's representative on the Community Bushfire Reference Group and for the meeting to resume once the results of the indicative vote have been declared.*

Decision 2

1. *To appoint \_\_\_ as the Council's representative on the Community Bushfire Reference Group for a term to commence from 12 November 2024 and conclude in November 2026 at the end of the council term.*

12.4. CAP Council Member and Deputy Council Member Appointment

Decision 1

1. *That the report be received and noted.*
2. *That the method of selecting the Council Member and Deputy Council Member to be appointed to the Council Assessment Panel be by an indicative vote utilising the process set out in this Agenda report.*
3. *To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred*



*persons for the Council Assessment Panel Council Member and Deputy Council Member roles and for the meeting to resume once the results of the indicative vote have been declared.*

Decision 2

- 1. To appoint \_\_\_\_\_ as the Council Member and \_\_\_\_\_ as Deputy Council Member of the Council Assessment Panel for a term to commence on 30 November 2024 and conclude at the end of the Council term.*

12.5. Draft Representation Review Report

- 1. To receive and note the report titled "Draft Representation Review Report" (Agenda item 12.5, 12 November 2024 Council Meeting).*
- 2. To approve the draft representation report in Appendix 1 of the Draft Representation Review Report (Agenda Item 12.5, 12 November 2024 Council Meeting) for public consultation, in compliance with the provisions of Section 12 (7) of the Local Government Act 1999.*
- 3. To delegate to the Chief Executive Officer the discretion to make any formatting, nomenclature or other minor changes to the draft Representation Review Report for consultation purposes.*
- 4. To delegate to the Chief Executive Officer the discretion to determine the final consultation dates, for a period not less than three (3) weeks.*

12.6. Confidential Items Review

DECISION 1

- 1. To receive and note the report titled "Confidential Items Review" (Agenda item 12.7, 12 November 2024 Council Meeting).*
- 2. To note the items held as confidential in the Confidential Items Register (Appendix 1 of Agenda item 12.7, 12 November 2024 Council Meeting).*

DECISION 2 – Resolution 303/22 – Surplus Government Land Notification

- 1. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:*
  - The report, related attachments and minutes of 20 December 2022, Item No. 18.1, Surplus Government Land Notification, 303/22 unless previously released, remain confidential until further order and that this order be reviewed every twelve (12) months.*

*On the grounds that the document(s) (or part) relates to commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest.*

2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

DECISION 3 – Resolution PRP26/23 Motion Without Notice

1. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) and (h) of the Act:
  - The Report, Related Attachments, Minutes and Other (presentation, documents or similar) of 12 December 2023, Item No. 9.2, Motion Without Notice, PRP26/23 unless previously released remain confidential until further order and that this order be reviewed every twelve (12) months.

*On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this.*

2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

DECISION 4 – Resolution PRP27/23 CEO Probation Review Process

1. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) and (h) of the Act:
  - The Report, Related Attachments, Minutes and Other (presentation, documents or similar) of 12 December 2023, Item No. 9.3, CEO Probation Review Process, PRP27/23 unless previously released remain confidential until further order and that this order be reviewed every twelve (12) months.

*On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this.*

2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full

*to the Chief Executive Officer.*

DECISION 5 – Resolution 345/23 CEO Performance Review Process

1. Pursuant to Section 91(7) of the Local Government Act 1999, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) and (h) of the Act:
  - The Report and Related Attachments of 19 December 2023, Item No. 19.4, CEO Performance Review Process, 345/23 unless previously released remain confidential until further order and that this order be reviewed every twelve (12) months.

*On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this.*

2. Pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

**13. ADMINISTRATION REPORTS – INFORMATION ITEMS**

- 13.1. Southern and Hills Local Government Association Regional Public Health and Wellbeing Plan Progress Report 2022-2024

**14. CORRESPONDENCE FOR NOTING**

- 14.1. Letter from Hon Joe Szakacs MP - 2023/24 operating results

**15. QUESTIONS WITHOUT NOTICE**

**16. MOTIONS WITHOUT NOTICE**

**17. REPORTS**

- 17.1. Council Member Function or Activity on the Business of Council
- 17.2. Reports of Members/Officers as Council Representatives on External Organisations
- 17.3. CEO Report

**18. REPORTS OF COMMITTEES**

- 18.1. Council Assessment Panel  
Nil
  
- 18.2. Audit Committee – 21 October 2024  
*That the minutes of the Audit Committee meeting held on 21 October 2024 as supplied, be received and noted.*
  
- 18.3. CEO Performance Review Panel  
Nil
  
- 18.4. Boundary Change Committee  
Nil

**19. CONFIDENTIAL ITEMS**

- 19.1. Community Renewables Program
- 19.2. Grant Opportunity
- 19.3. Proposed CEO Leave Policy
- 19.4. Work, Health and Safety Update

**20. NEXT MEETING**

Tuesday 26 November 2024, 6.30pm, 63 Mt Barker Road, Stirling

**21. CLOSE MEETING**

## Council Meeting & Workshops 2024

DATE	TYPE	LOCATION	MINUTE TAKER
<b>JANUARY 2024</b>			
Wed 10 January	CAP	Stirling	Karen Savage
Tues 23 January	Council	Stirling	Rebekah Lyons
Tues 30 January	Workshop	Stirling	N/A
<b>FEBRUARY 2024</b>			
Mon 5 February	Workshop	Woodside	N/A
Tues 13 February	Council	Stirling	Rebekah Lyons
Wed 14 February	CAP	Stirling	Karen Savage
Mon 19 February	Audit Committee	Stirling	Jody Atkins
Tues 20 February	Professional Development	Stirling	N/A
Thurs 22 February	CEO PRP	Stirling	Jody Atkins
Tues 27 February	Council	Stirling	Rebekah Lyons
<b>MARCH 2024</b>			
Mon 4 March	Workshop	Woodside	N/A
Tues 12 March	Council	Stirling	Rebekah Lyons
Wed 13 March	CAP	Stirling	Karen Savage
Tues 19 March	Professional Development	Stirling	N/A
Tues 26 March	Council	Stirling	Rebekah Lyons
<b>APRIL 2024</b>			
Tues 2 April (Easter Monday)	Workshop	Woodside	N/A
Wed 10 April	CAP	Stirling	Karen Savage
Tues 16 April	Professional Development	Stirling	N/A
Mon 15 April	Audit Committee	Stirling	TBA
Mon 22 April	Boundary Change Committee	Stirling	Zoë Gill
Tues 23 April	Council	Stirling	Rebekah Lyons
<b>MAY 2024</b>			
Mon 6 May	Workshop	Woodside	N/A
Wed 8 May	CAP	Stirling	Karen Savage
Tues 14 May	Ordinary Council	Stirling	Rebekah Lyons
Mon 20 May	Audit Committee	Stirling	TBA
Tues 21 May	Professional Development	Stirling	N/A
Thur 23 May	CEO PRP	Stirling	Kelley Jones Lawyers
Tues 28 May	Council	Stirling	Rebekah Lyons
<b>JUNE 2024</b>			
Mon 3 June	Workshop	Woodside	N/A
Tues 11 June	Ordinary Council	Stirling	Rebekah Lyons
Wed 12 June	CAP	Stirling	Karen Savage
Tues 18 June	Professional Development	Stirling	N/A
Tues 25 June	Ordinary Council	Stirling	Rebekah Lyons

DATE	TYPE	LOCATION	MINUTE TAKER
<b>JULY 2024</b>			
Mon 1 July	Workshop	Woodside	N/A
Tues 9 July	Ordinary Council	Stirling	Rebekah Lyons
Wed 10 July	CAP	Stirling	Karen Savage
Tues 16 July	Professional Development	Stirling	N/A
Tues 23 July	Ordinary Council	Stirling	Rebekah Lyons
<b>AUGUST 2024</b>			
Mon 5 August	Workshop	Woodside	N/A
Tues 13 August	Ordinary Council	Stirling	Rebekah Lyons
Wed 14 August	CAP	Stirling	Karen Savage
Mon 19 August	Audit Committee	Stirling	TBA
Tues 20 August	Professional Development	Stirling	N/A
Thur 22 August	CEO PRP	Stirling	Kelley Jones Lawyers
Tues 27 August	Ordinary Council	Stirling	Rebekah Lyons
<b>SEPTEMBER 2024</b>			
Mon 2 September	Workshop	Woodside	N/A
Tues 10 September	Ordinary Council	Stirling	Rebekah Lyons
Wed 11 September	CAP	Stirling	Karen Savage
Tues 17 September	Professional Development	Stirling	N/A
Tues 24 September	Ordinary Council	Stirling	Rebekah Lyons
<b>OCTOBER 2024</b>			
Tues 1 October (Public Holiday)	Workshop	Woodside	N/A
Tues 8 October	Ordinary Council	Stirling	Rebekah Lyons
Wed 9 October	CAP	Stirling	Karen Savage
Tues 15 October	Professional Development	Stirling	N/A
Mon 14 Oct	Audit Committee	Stirling	TBA
Tues 22 October	Ordinary Council	Stirling	Rebekah Lyons
<b>NOVEMBER 2024</b>			
Mon 4 November	Workshop	Woodside	N/A
Tues 12 November	Ordinary Council	Stirling	Rebekah Lyons
Wed 13 November	CAP	Stirling	Karen Savage
Mon 18 November	Audit Committee	Stirling	TBA
Tues 19 November	Professional Development	Stirling	N/A
Tues 26 November	Ordinary Council	Stirling	Rebekah Lyons
<b>DECEMBER 2024</b>			
Mon 2 December	Workshop	Woodside	N/A
Wed 11 December	CAP	Stirling	Karen Savage
Tues 17 December	Ordinary Council	Stirling	Rebekah Lyons

*Meetings are subject to change, please check agendas for times and venues. All meetings (except Council Member Professional Development) are open to the public.*

## Council Member Attendance 2024

### Information or Briefing Sessions

Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
19.03.2024 (PD)	LOA	F	F	F	F	F	AP	F	F	F	F	F	F
23.03.2024 (WS)	LOA	P	F	F	F	F	P	P	F	F	F	AP	F
02.04.2024 (WS)	LOA	AP	F	F	F	F	F	P	A	F	F	P	P
09.04.2024 (WS)	LOA	F	F	F	F	LOA	F	F	A	F	F	LOA	F
16.04.24 (WS)	LOA	F	P	F	AP	LOA	LOA	LOA	F	F	F	F	F
06.05.2024 (WS)	LOA	F	F	F	F	F	A	F	LOA	F	F	F	F
21.05.2024 (WS)	F	F	F	F	F	P	LOA	F	LOA	F	F	AP	F
3.06.2024 (WS)	AP	AP	F	F	F	F	AP	F	F	F	F	AP	F
18.06.2024 (PD)	F	F	F	F	F	F	F	AP	F	F	F	AP	F
01.07.24 (WS)	AP	F	AP	F	F	AP	AP	F	AP	F	P	P	F
09.07.24 (WS)	AP	F	F	F	LOA	F	F	F	AP	F	F	LOA	F
16.07.2024 (PD)	F	F	F	AP	F	F	LOA	F	AP	F	F	LOA	F
05.08.24 (WS)	A	F	F	F	F	P	A	F	F	A	F	F	F
20.08.24 (WS)	LOA	F	F	AP	F	F	F	AP	F	F	F	F	F

Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
26.08.24 (PD)	LOA	F	F	F	F	F	F	F	F	F	F	F	F
02.09.24 (WS)	LOA	F	P	F	F	AP	AP	F	A	AP	F	F	F
16.09.24 (WS)	AP	F	AP	F	F	F	AP	F	F	F	F	F	F
17.09.24 (PD)	P	F	AP	F	F	AP	AP	AP	F	F	F	F	F
30.09.24 (WS)	A	LOA	F	F	F	F	LOA	F	F	F	F	AP	F
1.10.24 (WS)	F	LOA	F	AP	F	F	AP	AP	F	F	F	AP	F
15.10.24 (PD)	F	F	F	F	F	F	LOA	LOA	AP	F	F	F	F
28.10.24 (WS)	F	LOA	F	F	F	LOA	F	LOA	F	AP	F	AP	F
4.10.24 (WS)	F	LOA	F	F	F	LOA	F	F	F	F	F	AP	F

Index: Workshop (WS) / Professional Development (PD) / F = Full Attendance / P = Partial Attendance / AP = Apology / LOA = Leave of Absence / A = Absent



## Council Member Attendance 2024

### Council Meetings (including Special Council Meetings)

Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
26.03.2024	LOA	AP	F	F	F	P	LOA	F	F	AP	F	AP	F
9.04.2024	LOA	F	F	F	F	LOA	F	F	P	F	F	LOA	F
23.04.2024	LOA	F	F	F	F	LOA	F	F	AP	F	F	F	F
14.05.2024	LOA	F	F	F	F	F	LOA	AP	LOA	F	F	F	F
28.05.2024	F	F	F	F	F	AP	F	LOA	LOA	F	F	F	F
11.06.2024	F	F	F	F	F	F	F	LOA	F	F	F	AP	F
17.06.2024	F	F	F	F	F	F	AP	F	F	F	F	F	F
25.06.2024	F	AP	F	F	F	F	F	F	AP	F	F	F	F
01.07.2024	F	F	AP	F	F	AP	F	F	AP	F	F	F	F
09.07.2024	AP	F	F	F	LOA	F	F	F	AP	F	F	LOA	F
23.07.2024	LOA	F	F	F	F	LOA	F	F	LOA	F	F	LOA	F
13.08.2024	F	F	F	F	F	F	F	F	F	F	F	F	F
27.08.2024	LOA	AP	F	F	F	P	F	F	P	F	P	F	F
10.09.2024	LOA	F	LOA	F	LOA	F	F	F	LOA	F	F	F	F
24.09.2024	F	F	F	F	F	F	F	F	F	F	F	F	F
15.10.2024	F	F	F	F	F	F	LOA	LOA	AP	F	F	F	F
22.10.2024	F	LOA	F	F	F	LOA	P	F	F	F	F	F	F

Index: F = Full Attendance / P = Partial Attendance / AP = Apology / LOA = Leave of Absence / A = Absent

# Conflict of Interest Disclosure Form

**CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS**

Date: \_\_\_\_\_

**Meeting Name (please tick one)**

- |                              |                          |                           |                          |
|------------------------------|--------------------------|---------------------------|--------------------------|
| Ordinary Council             | <input type="checkbox"/> | Audit Committee           | <input type="checkbox"/> |
| Special Council              | <input type="checkbox"/> | Boundary Change Committee | <input type="checkbox"/> |
| CEO Performance Review Panel | <input type="checkbox"/> | Other: _____              | <input type="checkbox"/> |

**Item No**                      **Item Name:**  
 \_\_\_\_\_

(Only one conflict of interest entry per form)

I, Mayor / Cr \_\_\_\_\_ have identified a conflict of interest as:

**GENERAL**

**MATERIAL**

**GENERAL**

In considering a General Conflict of Interest (COI), an impartial, fair-minded person might consider that the Council Member’s private interests might result in the Member acting in a manner that is contrary to their public duty.

**MATERIAL**

In considering a Material Conflict of Interest (COI), a member of a council has a material conflict of interest in a matter to be discussed at a meeting of the council if a class of persons as defined in s75(1)(a-l) in the Act would gain a benefit, or suffer a loss, (whether directly or indirectly and whether of a personal or pecuniary nature) depending on the outcome of the consideration of the matter at the meeting.

**The nature of my conflict of interest is as follows:**

(Describe the nature of the interest, including whether the interest is direct or indirect and personal or pecuniary)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**I intend to deal with my conflict of interest in the following transparent and accountable way:**

- I intend to **stay** in the meeting (please complete details below)
- I intend to **stay** in the meeting as exempt under s75A (please complete details below)
- I intend to **leave** the meeting (*mandatory if you intend to declare a Material conflict of interest*)

**The reason I intend to stay in the meeting and consider this matter is as follows:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(This section must be completed and ensure sufficient detail is recorded of the specific circumstances of your interest.)

**Office use only: Council Member voted FOR / AGAINST the motion.**

## 8. DEPUTATIONS

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*For full details, see Code of Practice for Meeting Procedures on [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au)*

1. A request to make a deputation should be made by submitting a Deputation Request Form, (available on Council's website and at Service and Community Centres) to the CEO seven clear days prior to the Council meeting for inclusion in the agenda.
2. Each deputation is to be no longer than ten (10) minutes, excluding questions from Members.
3. Deputations will be limited to a maximum of two per meeting.
4. In determining whether a deputation is allowed, the following considerations will be taken into account:
  - the number of deputations that have already been granted for the meeting
  - the subject matter of the proposed deputation
  - relevance to the Council agenda nominated – and if not, relevance to the Council's powers or purpose
  - the integrity of the request (i.e. whether it is considered to be frivolous and/or vexatious)
  - the size and extent of the agenda for the particular meeting and
  - the number of times the deputee has addressed Council (either in a deputation or public forum) on the subject matter or a similar subject matter.

## 8.3 PUBLIC FORUM

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*For full details, see Code of Practice for Meeting Procedures on [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au)*

1. The public may be permitted to address or ask questions of the Council on a relevant and/or timely topic.
2. The Presiding Member will determine if an answer is to be provided.
3. People wishing to speak in the public forum must advise the Presiding Member of their intention at the beginning of this section of the meeting.
4. Each presentation in the Public Forum is to be no longer than five (5) minutes (including questions), except with leave from the Council.
5. The total time allocation for the Public Forum will be ten (10) minutes, except with leave from the Council.
6. If a large number of presentations have been requested, with leave from the Council, the time allocation of five (5) minutes may be reduced.
7. Any comments that may amount to a criticism of individual Council Members or staff must not be made. As identified in the Deputation Conduct section above, the normal laws of defamation will apply to statements made during the Public Forum.
8. Members may ask questions of all persons appearing relating to the subject of their presentation.

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# **Minutes of Council**

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**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 22 October 2024  
63 MT BARKER ROAD STIRLING**

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In Attendance

**Presiding Member:** Mayor Jan-Claire Wisdom

**Members:**

Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Nathan Daniell
Councillor Pauline Gill
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Melanie Selwood

In Attendance:

Greg Georgopoulos	Chief Executive Officer
Gary Lewis	Director Corporate Services
Jess Charlton	A/Director Community and Development
David Waters	Director Environment and Infrastructure
Zoe Gill	Executive Governance Officer
Rebekah Lyons	Minute Secretary
Tom Portas	Technical Support

**1. COMMENCEMENT**

The meeting commenced at 6.30pm

**2. OPENING STATEMENT**

Council acknowledges that we meet on the traditional Country of the Peramangk and Kurna people. We pay our respects to Ancestors and Elders past and present as the Custodians of this ancient and beautiful land.

Together we will care for this place for the generations to come and in this context the decisions we make should be guided by the principle that nothing we do should decrease our children's ability to live on this land.

**3. APOLOGIES/LEAVE OF ABSENCE**

**3.1 Apology**

Nil

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Mayor \_\_\_\_\_ 12 November 2024

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**Leave of Absence**

Cr Kirsty Parkin, 8 October to 31 October 2024, approved by Council at its meeting of 15 October 2024.

Cr Louise Pascale, 17 October to 27 October 2024, approved by Council at its meeting of 15 October 2024.

**3.2 Absent**

Nil

**4. MINUTES OF PREVIOUS MEETINGS**

**4.1 Council Meeting – 15 October 2024**

**Moved Cr Nathan Daniell**

**S/- Cr Chris Grant**

**372/24**

**Council resolves that the minutes of the Ordinary Council meeting held on 15 October 2024, as supplied, be confirmed as an accurate record of the proceedings of that meeting.**

<b>Carried Unanimously</b>
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**5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL**

**5.1 General Conflict of Interest, Cr Melanie Selwood, Item 12.2 – Stirling Hospital Inc. Discretionary Rate Rebate**

Under section 74 of the Local Government Act 1999 Cr Melanie Selwood disclosed a General (section 74) Conflict of Interest in Item 12.2.

**5.2 General Conflict of Interest, Cr Leith Mudge, Item 12.2 – Stirling Hospital Inc. Discretionary Rate Rebate**

Under section 74 of the Local Government Act 1999 Cr Leith Mudge disclosed a General (section 74) Conflict of Interest in Item 12.2.

**5.3 General Conflict of Interest, Cr Malcolm Herrmann, Item 12.4 – New Community Land Management Plan for Consultation – Johnston Memorial Park, Balhannah**

Under section 74 of the Local Government Act 1999 Cr Malcolm Herrmann disclosed a General (section 74) Conflict of Interest in Item 12.2.

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**6. PRESIDING MEMBER'S OPENING REMARKS**

The Mayor commented on the recent passing of Mr Edward John Thomas, former life member of the Stirling RSL Branch. The Mayor extended her personal condolences to Mr Thomas' family and friends.

Mayor Wisdom warmly welcomed members of the public gallery and advised them that the meeting will be recorded and that minutes would be available on the Adelaide Hills Council website in the days following the meeting. Members of the public gallery were also reminded to observe meeting procedures and protocols and to remain respectful towards all present in the Chamber throughout the meeting.

**7. QUESTIONS ADJOURNED/LYING ON THE TABLE**

**7.1 Questions Adjourned**

Nil

**7.2 Questions Lying on the Table**

Nil

**8. PETITIONS/DEPUTATIONS/PUBLIC FORUM**

**8.1 Petitions**

**8.1.1 Access to Woodside Township from Inverbrackie – David Ashton**

Moved Cr Melanie Selwood  
S/- Cr Kirrilee Boyd

**373/24**

**Council resolves:**

- 1. To receive and note the petition signed by 91 signatories requesting safe throughfare behind guard rails along Nairne/Woodside Road at army barracks so the residents of Crest Estate can access the Woodside township and public bus stop via walking or bike without the current significant safety risks.**
- 2. That the CEO advise the principal signatory of the Council's noting of the petition and of any resolutions relating to the matter.**

<b>Carried Unanimously</b>
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**8.1.2 Support to Reinstate Australia Day Celebrations – Leone Taylor**

Moved Cr Malcolm Herrmann  
S/- Cr Pauline Gill

**374/24**

**Council resolves:**

- 1. That the petition signed by 599 signatories requesting that Council reinstate the celebration of Australia Day on January 26th and return to the ‘Long Standing Tradition’ of holding citizenship and award ceremonies on the day within the communities of the Adelaide Hills Council be received and noted.**
- 2. That the CEO advise the principal signatory of the Council’s noting of the petition and of any resolutions relating to the matter.**

<b>Carried Unanimously</b>
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**8.1.3 Support councils moving citizenship ceremonies and civic awards away from Australia Day – Reconciliation Uraidla**

Moved Cr Kirrilee Boyd  
S/- Cr Leith Mudge

**375/24**

**Council resolves:**

- 1. That the petition signed by 376 signatories stating that we the undersigned:**
  - Support council decisions that foster respect and inclusion, and reduce barriers for First Nations ratepayers to safely interact with council events**
  - Support councils conducting citizenship ceremonies within three days of 26 January as outlined in the Australian Citizenship Ceremonies Code**
  - Endorse Adelaide Hills Council’s 2023 decision to move citizenship and civic ceremonies away from 26 January**
  - Urge Adelaide Hills Council Members to resist further consideration of the Jan-26 matter for the remainder of their term, and instead focus on constructive outcomes within its Reconciliation Action Plans and Strategic Plans, be received and noted.**
- 2. That the CEO advise the principal signatory of the Council’s noting of the petition and of any resolutions relating to the matter.**

<b>Carried Unanimously</b>
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**8.2 Deputations**

**8.2.1 Support of Council’s decision not to hold citizenship ceremonies and civic awards on 26 January, Reconciliation Uraidla – Caroline Michalski and Lydia Trowse**

**8.2.2 Reinstatement of citizenship ceremonies and civic awards on 26 January – AHC Action Group - Leone Taylor and Ian Bailey**

**8.2.3 Discretionary Rate Rebate – Stirling Hospital Inc. – Cathy Miller and Annette Nelson**

**8.3 Public Forum**

Through the Presiding Member, leave of the meeting was sought and granted to extend the Public Forum to 30 minutes.

Scott Brumby, Stirling, supporting discretionary rate rebate for Stirling Hospital

David Ashton, Inverbrackie, supporting cycle and pedestrian access to Woodside township from Inverbrackie

Christine Reid, Hahndorf, against council’s decision not to hold citizenship ceremonies and civic awards on 26<sup>th</sup> January.

John and Edna Tate, Birdwood, against council’s decision not to hold citizenship ceremonies and civic awards on 26<sup>th</sup> January.

Keith Bennett, Mt Torrens, against council’s decision not to hold citizenship ceremonies and civic awards on 26<sup>th</sup> January.

Michael Arbon, Oakbank, against council’s decision not to hold citizenship ceremonies and civic awards on 26<sup>th</sup> January.

Tim Gregg, Stirling, against council’s decision not to hold citizenship ceremonies and civic awards on 26<sup>th</sup> January.

Craig Jones, Greenhill, support of Council’s decision not to hold ceremonies and civic awards on 26<sup>th</sup> January.

Courtney Hunter-Hebberman, Mt Barker, support for unity.

David Booth, Mt Barker, support for unity.

Marie Toholke, Birdwood, support for consultation on council’s decision not to hold citizenship ceremonies and civic awards on 26<sup>th</sup> January.

**9. PRESENTATIONS**

Nil

**10. QUESTIONS ON NOTICE**

Nil

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**11. MOTIONS ON NOTICE**

**11.1 Pedestrian and cycle access Inverbrackie to Woodside – Cr Melanie Selwood**

Moved Cr Melanie Selwood  
S/- Cr Malcolm Herrmann

**376/24**

1. That Council notes the residents of Inverbrackie have concerns around their ability to safely walk or cycle to Woodside;
2. Council acknowledges that connecting Woodside to Inverbrackie with pedestrian and cycling infrastructure would be beneficial for the residents of Inverbrackie;
3. The CEO writes to the Department for Infrastructure and Transport to advocate for improved pedestrian and cycling safety along Nairne Road, in particular for safe throughfare behind guard rails along Nairne/Woodside Road at army barracks so the residents of Crest estate can access the Woodside township and public bus stop via walking or bike without the current significant safety risks;
4. That the CEO begins preliminary discussions with the Department for Infrastructure and Transport regarding options to improve connectivity with Woodside for pedestrians and cyclists; and
5. That a preliminary report be presented to Council by the end of March 2025, to give Council the opportunity to decide whether budget allocation should be included in the 2025/26 Annual Business Plan for further work into this matter.

<b>Carried Unanimously</b>
----------------------------

**12. OFFICER REPORTS – DECISION ITEMS**

Through the Presiding Member, leave of the meeting was sought and granted to bring forward item 12.2 on the agenda.

**12.2 Stirling Hospital Inc. Discretionary Rate Rebate**

Under section 75B of the *Local Government Act 1999* Cr Melanie Selwood disclosed a General (section 74) Conflict of Interest in Item 12.2.

- I am dealing with this matter at work

8:16pm Cr Melanie Selwood left the meeting room.

Under section 75B of the *Local Government Act 1999* Cr Leith Mudge disclosed a General (section 74) Conflict of Interest in Item 12.2.

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- I am a member of an organisation called Save the Stirling Hospital Inc. There could be a perception that I am biased on this matter and do not bring an open mind.

8:16pm Cr Leith Mudge left the meeting room.

**Moved Cr Adrian Cheater**

**S/- Cr Pauline Gill**

**377/24**

**Council resolves:**

1. **That the report be received and noted.**
2. **To note the previous decision on 25 June 2024 to decline the Stirling Hospital Inc's request for a discretionary rate rebate.**

<b>Carried Unanimously</b>
----------------------------

8:23pm Cr Melanie Selwood and Cr Leith Mudge returned to the meeting room.

**12.1 Consultation Options Citizenship, Awards Ceremonies and Australia Day Events**

**Moved Cr Adrian Cheater**

**S/- Cr Pauline Gill**

**378/24**

**Council resolves:**

1. **That the report be received and noted.**

<b>Carried</b>
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Through the Presiding Member, leave of the meeting was sought and granted to adjourn the meeting for a short break.

8:58pm the meeting was suspended.

9:16pm the meeting resumed.

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**12.3 Council Submission to Draft Greater Adelaide Regional Plan**

Moved Cr Mark Osterstock  
S/- Cr Leith Mudge

**379/24**

Council resolves:

1. That the report be received and noted.
2. That the submission (as contained in *Appendix 1*) on the draft Greater Adelaide Regional Plan, be endorsed and forwarded to Planning and Land Use Services at the Department for Housing and Urban Development.
3. That the Chief Executive Officer be authorised to make any necessary minor amendments to finalise the submission, providing the changes do not affect the intent of the submission.

<b>Carried Unanimously</b>
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**12.4 Proposal for adoption of a new Community Land Management Plan for Johnston Memorial Park, Balhannah**

Under section 75B of the *Local Government Act 1999* Cr Malcolm Herrmann disclosed a General (section 74) Conflict of Interest in Item 12.4.

- I am the President of Birdwood CFS. The Balhannah CFS occupies a portion of the park.

Cr Herrmann advised the meeting that his public interest would not result in him acting in a manner contrary to his public duty and that he will remain in the meeting when the item is discussed, participate in the debate and vote on the matter.

9:20pm Cr Adrian Cheater left the meeting room.

9:22pm Cr Adrian Cheater returned to the meeting room.

Moved Cr Malcolm Herrmann  
S/- Cr Melanie Selwood

**380/24**

Council resolves:

1. That the report be received and noted.
2. That pursuant to Section 198 of the *Local Government Act 1999*, Council undertakes public consultation on the proposal to revoke the existing Community Land

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Management Plan for Johnston Memorial Park, Balhannah, described in Certificate of Title Register Book Volume 5094 Folio 759 (that is to remove it as a site covered by "Community Land Management Plan 12 - Multi Purpose Sites") and replace it with a new standalone Community Land Management Plan as contained in Appendix 2.

3. That following public consultation, a further report be submitted to Council advising of the outcomes of the public consultation process, with a view to revoking the existing Community Land Management Plan and replacing it with the one subject to public consultation.
4. That a further report be provided to Council in due course outlining the proposed arrangements for the ongoing occupation of a portion of the Johnston Memorial Park Balhannah site by the CFS.

<b>Carried Unanimously</b>
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**12.5 Election of East Regional Grouping Representatives to GAROC**

Moved Cr Leith Mudge  
S/- Cr Adrian Cheater

**381/24**

Council resolves:

1. That the report be received and noted.
2. To vote for Mayor Michael Hewitson and Mayor Anne Monceaux as GAROC East Regional Grouping representatives.
3. To authorise the Mayor to mark the ballot paper reflecting Council's determination and authorise the CEO (or their delegate) to lodge Council's ballot paper in accordance with the process set out in Appendix 1.

<b>Carried</b>
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**12.6 2023/24 Annual Financial Statements and End of Year Report**

9:36pm Cr Mark Osterstock left the meeting and did not return.

Moved Cr Malcolm Herrmann  
S/- Cr Lucy Huxter

**382/24**

Council resolves:

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1. That the report be received and noted.
2. That, in accordance with Section 127 of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 1999*, Council adopts the General Purpose Financial Statements for the financial year ended 30 June 2024.
3. To authorise the Mayor and CEO to sign the General Purpose Financial Statements for the financial year ended 30 June 2024.

<b>Carried Unanimously</b>
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**13. OFFICER REPORTS - INFORMATION ITEMS**

Nil

**14. CORRESPONDENCE FOR INFORMATION**

**14.1 GRFMA Annual Report 2023-24**

Moved Cr Leith Mudge

S/- Cr Lucy Huxter

**383/24**

Council resolves that the correspondence is received and noted.

<b>Carried Unanimously</b>
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**15. QUESTIONS WITHOUT NOTICE**

Cr Malcolm Herrmann asked for an update about discussions with the Department for Infrastructure and Transport regarding stormwater issues at Balhannah.

Cr Chris Grant sought clarification about an animal rescue group being established at Friends of Woorabinda.

**16. MOTIONS WITHOUT NOTICE**

Nil

**17. REPORTS**

**17.1 Council Member Function or Activity on the Business of Council**

**Cr Kirrilee Boyd**

- 21 September 2024, Fabrik Arts + Heritage Official Opening, Lobethal
- 21 October 2024, Citizenship Ceremony, Coventry Library, Stirling

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**Cr Melanie Selwood**

- 12 October 2024, Onkaparinga Valley Archive Celebration of 100 years of the Balhannah Soldiers' Memorial Hall
- 19 October 2024, Public Forum at Fabrik, Lobethal
- 20 October 2024, Charleston Emergency Response and Recovery Group Flood Preparedness Event
- 21 October 2024, Citizenship Ceremony, Coventry Library, Stirling

**Cr Malcolm Herrmann**

- 6 October 2024, Opening of Treasures Op Shop, Gumeracha
- 21 October 2024, Citizenship Ceremony, Coventry Library, Stirling

**17.2 Reports of Members as Council/Committee Representatives on External Organisations**

**Cr Malcolm Herrmann**

- 17 October 2024, GRFMA Board Meeting, Mallala

**17.3 CEO Report**

Greg Georgopoulos, CEO, provided Council with a verbal update, including:

- Confirmation that construction works will commence in December 2024 at Adelaide Hills War Memorial Swimming Centre.
- Recent appointments to key positions including Finance Manager, People and Culture Manager, Risk, Audit and Insurance Office and Policy Officer

**18. REPORTS OF COMMITTEES**

**18.1 Council Assessment Panel**

**Moved Cr Leith Mudge  
S/- Cr Nathan Daniell**

**384/24**

**Council resolves that the minutes of the Council Assessment Panel meeting held on Wednesday 9 October 2024, as distributed, be received and noted.**

<b>Carried Unanimously</b>
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**18.2 Audit Committee**

Nil

**18.3 CEO Performance Review Panel**

Nil

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**18.4 Boundary Change Committee**

Nil

**19. CONFIDENTIAL ITEMS**

Nil

**20. NEXT ORDINARY MEETING**

The next ordinary meeting of the Adelaide Hills Council will be held on Tuesday 12 November 2024 from 6.30pm at 63 Mt Barker Road, Stirling.

**21. CLOSE MEETING**

The meeting closed at 9.52pm.



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## **Motions on Notice**

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
AGENDA BUSINESS ITEM**

**Item:** 11.1 Motion on Notice

**Originating from:** Cr Melanie Selwood

**Subject:** Period Poverty

---

**1. MOTION**

**I move that:**

- 1. The CEO investigate options for a trial to provide ethically sourced period products at council managed toilets;**
- 2. The investigation includes options to create partnerships with existing social enterprises such as TABOO or Share the Dignity;**
- 3. That a report regarding trial options be returned to Council by 1 May 2025.**

**2. BACKGROUND**

Period poverty is a significant issue that affects a substantial number of individuals who menstruate, particularly those from low-income backgrounds. It refers to the inability to access and afford adequate menstrual products, which can lead to numerous negative consequences, including compromised hygiene, missed school or work, and adverse effects on physical and mental well-being.

Addressing period poverty is crucial for promoting gender equality, ensuring basic human rights, and fostering a more inclusive and equitable society. By providing access to essential menstrual products, individuals can maintain their dignity, participate fully in educational and professional pursuits, and reduce the stigma and shame often associated with menstruation.

The [Period Pride report](#) from Share the Dignity, an organisation dedicated to ending period poverty, found that more than 1 in 5 (22%) people who menstruate have had to improvise on period products due to the cost.

Additionally, close to half (49%) of respondents admitted that they have worn a pad or tampon for more than four hours because they didn't have enough products to get by.

This motion seeks to explore practical solutions to alleviate period poverty within the Adelaide Hills community. The proposed motion aims to investigate options for a trial program to provide ethically sourced period products at council-managed toilets. This initiative would not only increase accessibility to these essential items but also raise awareness about the challenges faced by those experiencing period poverty.

Furthermore, the motion proposes exploring partnerships with existing social enterprises, such as TABOO or Share the Dignity, which specialise in addressing period poverty. Collaborating with these organisations can leverage their expertise, resources, and established networks, ensuring the effective implementation and sustainability of the proposed trial program.

By undertaking this investigation and presenting a comprehensive report to the Council by 1 May 2025, the Council demonstrates its commitment to addressing this critical issue and taking tangible steps towards promoting menstrual equity and empowering individuals who menstruate within the local community.

Ultimately, this motion represents a proactive approach to tackling period poverty, recognising the far-reaching implications and the urgent need for action. By providing access to essential menstrual products and fostering partnerships, the Council will help create a more inclusive and supportive environment, ensuring that no individual is hindered from fully participating in society due to the lack of access to these necessities.

### 3. OFFICER'S RESPONSE – David Waters – Director Environment and Infrastructure

#### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal Community Wellbeing

Objective C1 A community for everyone – that is inclusive, welcome and accessible.

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

#### ➤ Legal Implications

Not applicable.

#### ➤ Risk Management Implications

Investigating the feasibility and implications of the supply of period products in order to make an informed decision will assist in mitigating the risk of:

*Poorly informed decisions on expenditure and service provision leading to a waste of public funds.*

Inherent Risk	Residual Risk	Target Risk
High	Medium	Low

#### ➤ Financial and Resource Implications

The investigation and report contemplated in the motion can be undertaken by staff within existing resource allocations.

The matter of providing period products in the community would likely have up front and ongoing financial implications and this would be addressed in the report.

➤ **Customer Service and Community/Cultural Implications**

The background provided Cr Selwood outlines the potential community implications of the matter.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Not applicable.

**4. ANALYSIS**

The investigation and report contemplated by the motion can be undertaken by staff within existing resource allocations.

**5. APPENDICES**

Nil.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
AGENDA BUSINESS ITEM**

**Item:** 11.2 Motion on Notice

**Originating from:** Cr Adrian Cheater

**Subject:** Stirling Discretionary Rate Rebate

---

**1. MOTION**

I move:

1. To revoke Council's decision on 25 June 2024 (res 224/24) to decline the Stirling Hospital Inc's request for a discretionary rate rebate.
2. To grant Stirling Hospital Inc (20 Milan Terrace Stirling – Assessment No. 11270) a discretionary rebate on the basis that they meet the criteria set out in subsection 166(1)(b), subsection 166(1)(f), subsection 166(1)(g), and subsection 166 (1)(j) of the Local Government Act 1999, having taken into account the criteria set out in subsection 166(1a) of the Act.
3. To grant the rebate at a rate of 100% for the 2024/2025 financial year
4. To request that the Chief Executive Officer advise the applicant of Council's decision.

**2. BACKGROUND**

The previous resolution of Council 224/24 outlines that Stirling Hospital Inc (Assessment number 11270) request for a discretionary rebate was declined on the basis that they “not meet the criteria set out in Council's Rating Policy”.

The members of Council have been provided greater details on the Stirling Hospital, its function, financial structure and its role in the community as a non-for-profit Health Provider. Importantly, details on the criteria for eligibility as set out in the *Local Government Act 1999* s166 have also been explored in the relevant report received as part of resolution 377/24. The report extracted more specific aspects of the Act for consideration and reinforces the Act as the superior measure of eligibility.

In the above-mentioned report, there are clear indications of the Stirling Hospital Inc eligibility for a rate rebate from Council. Furthermore, it indicates that the Stirling Hospital may meet more than one sub-section to which the application should be assessed.

The following points may assist the Council in its considerations:

- Burnside Hospital receives a 100% rate rebate (Burnside Council owns this land)
- Campbelltown Council does not support the North Eastern Community Hospital with a rate rebate

- There are a variety of services from external providers such as physio, medical imaging and pathology offered at the site. Some of which offer bulk billing facilities
- 40% of the hospitals engaged suppliers are located in the Adelaide Hills
- In FY24 over 50% of patients were over the age of 65, supporting the districts ageing population
- Hosts meetings for community groups such as the Stirling Community Shop and Witty Knitters Craft Group
- Enables people from the community and surrounding districts to access healthcare facilities closer to their community, families, and support networks
- Supports a variety of local businesses through procurement and staff uptake of local services.

In summary, the Stirling Hospital Inc and administrative report have demonstrated how the criteria as outlined in S166 of the Local Government Act have been satisfied.

### 3. OFFICER’S RESPONSE – Gary Lewis, Director Corporate Services

As detailed in the background above, at the 22 October 2024 Council meeting a report was bought to Council on request of the Stirling Hospital after the Hospital requested a review of Council’s original decision. It is open to Council to make the proposed resolution. If Council were to make the proposed resolution, it would not be contrary to the Section 166 criteria nor Council’s current rating policy. The 22 October 2024 Council report explores this reasoning in further detail and is attached to this motion as **Appendix 1**.

#### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal 5	A Progressive Organisation.
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community.
Priority O5.1	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations.
Priority O5.2	Make evidence-based decisions and prudently assess the risks and opportunities to our community before acting.

#### ➤ Legal Implications

The primary legislative provisions in the *Local Government Act 1999* relating to discretionary rate rebates are section 166.

#### ➤ Risk Management Implications

Managing discretionary rate rebates in accordance with both the *Rating Policy* and Section 166 of the *Local Government Act 1999* will assist in mitigating the risks of:

*Failure to manage, improve and develop financial resources available to Council and failure to provide for the welfare, well-being and interests of the community.*

Inherent Risk	Residual Risk	Target Risk
Extreme	Medium	Medium

➤ **Financial and Resource Implications**

Applications for a discretionary rate rebate relating to Section 166 are required to be received on or before 30 April prior to the rating year so that the financial impact of any rebate granted can be considered when setting rates for the next financial year.

If there is a revision of Council's earlier decision regarding Stirling Hospital receiving a rate rebate, this will impact Council's total rate revenue for 2024-25.

As the original application for a rebate was declined, the Council's 2024-25 revenue budget was based on the full rate for Stirling Hospital (\$25,207.12) being payable. As such, if the Council now resolves to revise its decision and grant a 100% discretionary rebate, there will be an unfavourable impact on the Council's operating position for 2024-25 of \$25,207.12. If Council now resolves to revise its decision and grant a 75% discretionary rebate, there will be an unfavourable impact on the Council's operating position for 2024-25 of \$18,905.34.

➤ **Customer Service and Community/Cultural Implications**

Not applicable.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not applicable.
<i>Council Workshops:</i>	Not applicable.
<i>Advisory Groups:</i>	Not applicable.
<i>External Agencies:</i>	Not applicable.
<i>Community:</i>	Not applicable.

**4. ANALYSIS**

Council may decide to grant the discretionary rate rebate on any or all the grounds listed in the proposed motion.

Section 166 – Discretionary rebates of rates of the Local Government Act sets out the 15 reasons for granting discretionary rebates, amongst these the following are relevant:

(b) where the rebate is desirable for the purpose of assisting or supporting a business in its area

(f) where the land is being used for a hospital or health centre

(g) where the land is being used to provide facilities or services for children or young persons

(j) where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community

If the rebate is granted under Sub Section 166(1)(f), (g) or (j) the rebate may be granted for the 2024-25 financial year.

If the rebate is granted under Sub Section 166(1)(b) Council can select a period exceeding one year but not exceeding the last rating period commencing within this Council's term, i.e. 2026-27 (Sub Section 166 (3a)).

## **5. APPENDICES**

(1) Review of Decision – Discretionary Rate Rebate for Stirling Hospital Inc



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**Appendix 1**  
*Review of Decision – Discretionary Rate Rebate for Stirling  
Hospital Inc*

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 22 October 2024  
AGENDA BUSINESS ITEM**

**Item:** 12.2

**Responsible Officer:** David Waters  
Director Environment and Infrastructure

**Subject:** Review of Decision – Discretionary Rate Rebate for Stirling Hospital Inc

**For:** Decision

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**SUMMARY**

This report is provided to Council for the purposes of conducting a review of a prior decision to decline an application for a discretionary rates rebate as requested by the Stirling Hospital Inc.

The applicant has requested that the earlier decision be reviewed by Council and has provided a new application and further supporting documentation and information to support the request. At the request of the applicant, the matter has not been treated as a formal review of a Council decision under the Internal Review of Council Decisions Policy. Nevertheless, the matter has been reviewed by a senior officer (in this case the Director Environment and Infrastructure) who was not involved in prior considerations of this request.

As the rate rebate is discretionary, this report is aimed at providing the Council with a fresh analysis of the application and provide the Council with its options. It is at Council's discretion whether or not to provide a rebate.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
  2. To note the previous decision on 25 June 2024 to decline the Stirling Hospital Inc's request for a discretionary rate rebate.
  3. *See options section of the report*
  4. That the Chief Executive Officer advise the applicant of Council's decision.
-

## 1. BACKGROUND

### Stirling Hospital Discretionary Rate Rebate Application

Stirling Hospital Inc submitted an application for a discretionary rate rebate on 4 December 2023. This request was presented to Council at the 25 June 2024 Council meeting, and at this time Council resolved to decline the application on the basis that the Stirling Hospital Inc did not meet the criteria for a discretionary rate rebate under the *Rating Policy*.

Moved Cr Malcolm Herrmann  
S/- Cr Kirsty Parkin

224/24

#### Council resolves:

1. That the report be received and noted.
2. That a discretionary rate rebate requested by the following applicants under Section 166 of the Local Government Act 1999 be declined on the basis that they do not meet the criteria set out in Council's Rating Policy:
  - a) Stirling Hospital Inc – 20 Milan Terrace Stirling – Assessment No. 11270
3. The applicant be formally advised by the CEO, or his delegate, of Council's decision.

Carried
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### Discretionary Rate Rebates

The *Local Government Act 1999* (the Act) has provision for the application of discretionary rate rebates under Section 166.

In recent years, Council has updated its discretionary rate rebate position within its *Rating Policy* to provide greater clarity in relation to determining the eligibility for a discretionary rate rebate in accordance with the:

- Requirements of the *Local Government Act 1999* (the Act),
- Rating principles in relation to fairness, equity and consistency, and
- Approval of discretionary rebates only being granted for a maximum period of the Council term (4 years).

Section 166 covers a number of different rebate categories. This includes rebates made under Section 166(1)(b) and (d) to (j)

Due to the complexities involved in the application of discretionary rate rebates under Section 166(1)(l) to (o), any application relating to these elements is subject to a separate report to Council to consider the appropriateness of such a rebate or dealt with as part of the Annual Business Plan and Budget process.

## 2. ANALYSIS

- Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal 5	A Progressive Organisation.
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community.
Priority O5.1	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations.
Priority O5.2	Make evidence-based decisions and prudently assess the risks and opportunities to our community before acting.

➤ **Legal Implications**

The primary legislative provisions in the *Local Government Act 1999* relating to discretionary rate rebates are:

Section 166 – Discretionary rebates of rates detailed in **Appendix 1**.

Council has adopted a *Rating Policy* that provides direction and guidance to the Administration on discretionary rate rebates. This can be referred to in **Appendix 2**.

In considering discretionary rebates of rates it is important to consider the below:

*166(3b) A council should give reasonable consideration to the granting of rebates under this section and should not adopt a policy that excludes the consideration of applications for rebates on their merits.*

➤ **Risk Management Implications**

Managing discretionary rate rebates in accordance with both the *Rating Policy* and Section 166 of the *Local Government Act 1999* will assist in mitigating the risks of:

*Failure to manage, improve and develop financial resources available to Council and failure to provide for the welfare, well-being and interests of the community.*

Inherent Risk	Residual Risk	Target Risk
Extreme	Medium	Medium

➤ **Financial and Resource Implications**

Applications for a discretionary rate rebate relating to Section 166 are required to be received on or before 30 April prior to the rating year so that the financial impact of any rebate granted can be considered when setting rates for the next financial year.

On 4 December 2023 the Stirling Hospital requested a rebate on council rates (**Appendix 4**).

If there is a revision of Council's earlier decision regarding Stirling Hospital receiving a rate rebate this would have not be accounted for in setting the 2024-25 rates.

As the original application for a rebate was declined, the Council’s 2024-25 revenue budget was based on the full rate for Stirling Hospital (\$25,207.12) being payable. As such, if the Council now resolves to revise its decision and grant a full discretionary rebate, there will be an unfavourable impact on the Council’s operating position for 2024-25 of \$25,207.12. If Council now resolves to revise its decision and grant a 75% discretionary rebate, there will be an unfavourable impact on the Council’s operating position for 2024-25 of \$18,905.34.

➤ **Customer Service and Community/Cultural Implications**

Not applicable.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not applicable.  
*Council Workshops:* Not applicable.  
*Advisory Groups:* Not applicable.  
*External Agencies:* Not applicable.  
*Community:* Not applicable.

➤ **Additional Analysis**

Section 166 (3b) of the *Local Government Act 1999*

*166 (3b) A council should give reasonable consideration to the granting of rebates under this section and should not adopt a policy that excludes the consideration of applications for rebates on their merits.*

The current *Rating Policy* is designed to outline Council’s approach towards rating its community in line with the requirements of the Act, although a rebate may be granted on such conditions as a Council thinks fit under section 166(2), Council does hold a responsibility to ensure that reasonable consideration applies to all applications on their individual merits.

Section 11 of the *Rating Policy* (**Appendix 2**) outlines Councils policy position in relation to discretionary rebates. It is the view of the Administration that in its current form the *Rating Policy* may result in applications not receiving reasonable consideration and that the Stirling Hospital Inc’s may not have received reasonable consideration in the initial application of the *Rating Policy*.

In conducting this review it has been identified that there are opportunities to review and refine the *Rating Policy* to ensure the policy aligns with the legislative requirements and affords reasonable consideration of discretionary rates rebates and provides. The policy will be reviewed and brought to Council early in 2025.

Section 166 (1a) of the *Local Government Act 1999*

*(1a) A council must, in deciding whether to grant a rebate of rates or charges under subsection (1)(d), (e), (f), (g), (h), (i) or (j), take into account—*

*(a) the nature and extent of council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in its area; and*

*(b) the community need that is being met by activities carried out on the land for which the rebate is sought; and*

*(c) the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons,*

The threshold decided for considering applications under the Act is that a Council must take into account each of the above subsections, not that each of these must apply for a discretionary rebate to apply.

#### Rating Policy

Council has adopted a policy position under the *Rating Policy* that provides guidance in considering Rates Rebate applications under the Section 166 provisions of the Act. The guidelines do not clearly articulate how individual applications are to receive reasonable consideration on their individual merits as is contemplated under the Act.

The Policy contains the following approach:

**Council's specific policy positions to meet discretionary rate rebates eligibility are as follows:**

- **An organisation needs to meet one of the criteria listed under Section 166 d) to j).**
- **An organisation needs to be not-for-profit.**
- **A rebate of 100% will only be granted where a community organisation seeking a rebate provides a service that would be required to be provided by Council if not undertaken by the organisation.**
- **A rebate of 75% will be granted if the organisation provides a community service that supports the disadvantaged or sections of the community that require assistance, as defined,**
- **Where an organisation does not meet the above criteria, it is still eligible for a 75% rebate where it meets all of the following criteria:**
  - **limited capacity to raise funds;**
  - **meets a “community need”, as defined; and**
  - **undertakes services and activities that are not primarily the responsibility of Federal or State Government.**

In light of the above, the current consideration of the application has taken into account both section 166(1a) of the Act as well as the Council's Policy position, noting that the policy position could not prevent a merits review of the application.

### Merits Review of Rates Rebate Request

The Stirling Hospital have requested that Council consider reviewing their previous decision and consider granting them a 100% rebate.

The Stirling Hospital may meet the criteria listed under section 166(1) and is a not for profit organisation.

As Stirling Hospital do not provide a service that Council would otherwise provide, a rebate of 75% would meet the criteria set out in the *Rating Policy*.

Additionally, Stirling Hospital does provide community services (healthcare) to disadvantaged or sections of the community that require assistance, if this definition is expanded beyond a narrow definition of financial disadvantage, to include the frail and ill. The Stirling Hospital may be eligible for a rebate on this basis. The applicant has provided additional information to allow the administration to undertake a review of the request on the individual merits of the application.

#### 1(b) where the rebate is desirable for the purpose of assisting or supporting a business in its area

The Stirling Hospital attracts a large number of people to the township of Stirling on a daily basis. As one of the largest commercial entities in the township, Council should take into consideration additional visitation to the township generated by the hospital. On a daily basis the hospital would expect to receive an average of approximately 100 people to the site.

There may be positive financial impacts to local businesses in the region who benefit from incidental spending by employees and visitors to the Stirling Hospital. Particularly, after the Woolworths fire and the resulting impacts on small businesses in the region it is important to support any incidental expenditure.

Additionally, of the suppliers engaged by the hospital, 40% of those businesses are located in the Adelaide Hills.

The *Rating Policy* considers primary production properties but does not determine a criteria for assessing other requests for rebate under Section 166 (1b). In considering the application of the Act, a rebate may be granted under section 166 (1b) however it is difficult to identify how this business entity warrants a rebate under this provision any more than any other visitor attracting business in the district.

#### (f) where the land is being used for a hospital or health centre

The Stirling Hospital falls within section 166 (1)(f) as a hospital or health centre.

Stirling Hospital offers a range of surgical services, including Gastroenterology, Ophthalmology, Orthopaedics, Gynaecology, Dental (including paediatric), Dermatology Plastic and Reconstructive Surgery, General Surgery, Hand Surgery, ENT, and Urology. Additionally, the community has access to supporting services within the Hospital, such as Radiology, Physiotherapy, Pathology, Respiratory Services, Audiology, Dietetics, Cardiology, Endocrinology, Geriatric Medicine, Podiatry, Haematology, Radiation Oncology, and Speech

Pathology. A Comprehensive Respiratory Service, including a new sleep study service, commence this year.

The following are the only services available in the Stirling region:

- Radiology services
- Respiratory services
- Sleep study lab
- Dermatology services
- Dental surgery, including for paediatric patients
- Haematology services
- Radiation Oncology services

A rebate may be granted under section 166 (1)(f).

(g) The land is being used to provide facilities and services for children and young persons

The Stirling Hospital provides facilities for patients who fit within this category. In the 2023-24 financial year 231 patients aged under 18 years, accounting for 5.45% of total admissions, accessed facilities and services at the hospital.

In addition to all regular surgical, medical and allied health services being available to children and young people, in particular paediatric specialists include ENT, dental, gastroenterology, general and dermatology surgeries.

A rebate may be granted under section 166 (1)(g).

(j) The land is being used by an organisation which provides a benefit or service to the local community

In addition to the healthcare services provided to the local community, the Stirling Hospital Boardroom hosts a number of community groups including:

- Stirling Community Shop meetings
- Summit Health Board, Finance and Governance meetings
- Witty Knitters Craft Group meetings
- GP and Medical Education events, including CPR courses
- Hills Dental Group meetings

A rebate may be granted under section 166(1)(j).

For any of the categories outlined above, with the exception of section 166 (1)(b) the Act requires the Council to take into account three specific aspects when deciding whether or not to grant a rebate. These are outlined below.

(a) the nature and extent of council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in its area; and

It is difficult to provide a direct comparison of Council services provided to similar entities by Council as there is only one other Hospital within the Adelaide Hills Council area, and this is a public hospital (Gumeracha Districts Soldiers Memorial Hospital).



Notwithstanding this difficulty in ascertaining a direct comparison, Council services provided to the Stirling Hospital are no more or less than those provided to other commercial entities in the area, and it is unlikely that a rebate granted to the Stirling Hospital on the basis of a differentiation in service provided comparative to other similar entities would be warranted.

(b) the community need that is being met by activities carried out on the land for which the rebate is sought; and

The Act does not provide a definition for Community Need, however the term is defined in Council's *Rating Policy* as:

**Community need refers to those services and activities that are aligned to the achievement of one or more of Council's strategies resulting in a direct benefit to the residents of Adelaide Hills Council and a significant proportion of users are Adelaide Hills residents.**

*Strategic Plan 2020-24 – A brighter future*

*Goal 2                      Community wellbeing*

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

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

*Objective C2              A connected, engaged and supported community*

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

Of the 4212 total patient admissions in the 2023-24 financial year, 52.4% of patients were aged over 65 years. This demonstrates a significant community need for the district's ageing population to access health services locally and the provision of this service by Stirling Hospital is directly aligned with this strategic objective and is a direct benefit to residents.

A rate rebate may assist the Stirling Hospital to remain financially viable and contribute to its sustainability in remaining in the district to meet this community need.

*Strategic Plan 2020-24 – A brighter future*

*Goal 3                      A prosperous Economy*

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

*Priority 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.*

The Stirling Hospital is a significant business entity in the district and it is reasonable to suggest its presence has knock-on economic benefits to the broader township and

community. A rate rebate may assist the Stirling Hospital to remain financially viable and contribute to its sustainability in remaining in the district.

(c) the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons,

Again, the Act does not provide a definition of disadvantaged persons, however in Council's *Rating Policy* the term is defined as:

**Disadvantaged persons** refers to persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability.

Of the 4212 total patient admissions in the 2023-24 financial year, 52.4% of patients were aged over 65 years. Noting that this does refer to age only, patients in this age group are disadvantaged by reasons of frailty and illness and many patients have significant medical illnesses, mental, intellectual and physical disabilities.

Stirling hospital provides a number of services that cater to disadvantaged persons. Noting that in the previous report a narrow definition of assistance or relief was applied, with the approach that as a private hospital Stirling Hospital does not provide services for economically disadvantaged or vulnerable members of the Adelaide Hills community, however a broader definition of disadvantage beyond financial should be applied.

The services offered at Stirling Hospital site that cater for disadvantaged persons include acute surgical and medical services, and radiology, pathology and physiotherapy services:

- Radiology SA have a newly upgraded CT scan in June 2024, and also offer ultrasound, x-rays, and mammography services
- Flex Physio offer physio care and Pilates and clinical exercise classes, including running GLA:D classes for clients with Osteoarthritis. The physiotherapist also educates people on how they can manage chronic conditions such as arthritis with exercise
- Clinpath Pathology offer blood tests, ECG, and blood pressure monitoring
- Additional supporting services within the Hospital include Respiratory Services, Audiology, Dietetics, Cardiology, Endocrinology, Geriatric Medicine, Podiatry, Haematology, Radiation Oncology, and Speech Pathology

#### Comparable examples

While the Council's Policy does not require the consideration of comparable examples, the following is provided for information regarding private hospitals in neighbouring councils.

Burnside Council provides a 100% rate rebate to the Burnside Hospital. The Burnside Hospital is on land owned by the Burnside Council and is subject to a ground lease to the Burnside Hospital.

Campbelltown Council does not provide a rate rebate to the North Eastern Community Hospital.

#### Conclusion

The review of the initial Council decision concludes that there are sufficient aspects of the Stirling Hospital that meet the legislated criteria and Council's own policy to enable the Council to *consider* a discretionary rebate. These mainly pertain to the land being used as a hospital or health care centre and the community need that is being met by the activities carried out on the land.

It is important to note that the rebate is still discretionary and there is no obligation for Council to award one.

In considering its decision, Council should take into account not only the content of this report but the information provided by the applicant as contained in **Appendix 3** and **Appendix 4**.

### 3. OPTIONS

Council has discretion to determine whether or not to grant a rate rebate to the Stirling Hospital, and if it does, to determine the quantum. Broadly speaking, the options may be as follows:

#### Option 1 (accept)

1. That a discretionary rate rebate requested by Stirling Hospital Inc (20 Milan Terrace Stirling – Assessment No. 11270) under Section 166 of the Local Government Act 1999 be accepted on the basis that they meet the criteria set out in subsection 166(1)(b) **and/or** subsection 166(1)(f) **and/or** subsection 166(1)(g) **and/or** subsection 166 (1)(j) of the Act, having taken into account the criteria set out in subsection 166(1a) of the Act:
2. That the rate rebate be set at x% of the owed rate and apply for the remainder of the term of the Council.

#### Option 2 (decline)

That a discretionary rate rebate requested by Stirling Hospital Inc (20 Milan Terrace Stirling – Assessment No. 11270) under Section 166 of the Local Government Act 1999 be declined.

### 4. APPENDICES

- (1) Legislation – *Section 166 of the Local Government Act*
- (2) Rating Policy
- (3) Stirling Hospital Rate Rebate Application
- (4) Letter from Stirling Hospital Providing Additional Information and Letters of Support

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# **Appendix 1**

*Legislation – Section 166 of the Local Government Act*

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## 166—Discretionary rebates of rates

- (1) A council may grant a rebate of rates or service charges in any of the following cases (not being cases that fall within a preceding provision of this Division):
  - (a) where the rebate is desirable for the purpose of securing the proper development of the area (or a part of the area);
  - (b) where the rebate is desirable for the purpose of assisting or supporting a business in its area;
  - (c) where the rebate will conduce to the preservation of buildings or places of historic significance;
  - (d) where the land is being used for educational purposes;
  - (e) where the land is being used for agricultural, horticultural or floricultural exhibitions;
  - (f) where the land is being used for a hospital or health centre;
  - (g) where the land is being used to provide facilities or services for children or young persons;
  - (h) where the land is being used to provide accommodation for the aged or disabled;
  - (i) where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the *Aged Care Act 1997* (Cwlth) or a day therapy centre;
  - (j) where the land is being used by an organisation which, in the opinion of the council, provides a benefit or service to the local community;
  - (k) where the rebate relates to common property or land vested in a community corporation under the *Community Titles Act 1996* over which the public has a free and unrestricted right of access and enjoyment;
  - (l) where the rebate is considered by the council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to—
    - (i) a redistribution of the rates burden within the community arising from a change to the basis or structure of the council's rates; or
    - (ii) a change to the basis on which land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations;
  - (m) where the rebate is considered by the council to be appropriate to provide relief in order to avoid what would otherwise constitute—
    - (i) a liability to pay a rate or charge that is inconsistent with the liabilities that were anticipated by the council in its annual business plan; or

- (ii) a liability that is unfair or unreasonable;
  - (n) where the rebate is to give effect to a review of a decision of the council under Chapter 13 Part 2;
  - (o) where the rebate is contemplated under another provision of this Act.
- (1a) A council must, in deciding whether to grant a rebate of rates or charges under subsection (1)(d), (e), (f), (g), (h), (i) or (j), take into account—
- (a) the nature and extent of council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in its area; and
  - (b) the community need that is being met by activities carried out on the land for which the rebate is sought; and
  - (c) the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons, and may take into account other matters considered relevant by the council.
- (2) A rebate of rates or charges under subsection (1) may be granted on such conditions as the council thinks fit.
- (3) A rebate of rates or charges under subsection (1)(a), (b) or (k) may be granted for a period exceeding one year, but not exceeding 10 years.
- (3a) A rebate of rates or charges under subsection (1)(l) may be granted for a period exceeding one year, but not exceeding three years.
- (3b) A council should give reasonable consideration to the granting of rebates under this section and should not adopt a policy that excludes the consideration of applications for rebates on their merits.
- (4) A council may grant a rebate under this section that is up to (and including) 100 per cent of the relevant rates or service charge.

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# **Appendix 2**

*Rating Policy*

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## COUNCIL POLICY

 <p><b>Adelaide Hills</b> COUNCIL</p>	<h3 style="margin: 0;">RATING</h3>
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<b>Policy Number:</b>	<b>FIN-02</b>
<b>Responsible Department(s):</b>	<b>Financial Services</b>
<b>Other Relevant Policies:</b>	<b>None</b>
<b>Relevant Procedure(s):</b>	<b>None</b>
<b>Relevant Legislation:</b>	<i>Local Government Act 1999</i> <i>Valuation of Land Act 1971</i> <i>Landscape South Australia Act 2019</i> <i>Aged Care Act 1997 (Commonwealth)</i> <i>Community Housing Providers (National Law) (South Australia) Act 2013</i> <i>Community Titles Act 1996</i> <i>Education and Childrens Act 2019</i> <i>Health Care Act 2008</i>
<b>Policies and Procedures Superseded by this policy on its Adoption:</b>	<b>Version 7.0 Rating Policy 28 June 2022, Item 12.2 1.11, 152/22</b>
<b>Adoption Authority:</b>	<b>Council</b>
<b>Date of Adoption:</b>	<b>27 June 2023</b>
<b>Effective From:</b>	<b>1 July 2023</b>
<b>Minute Reference for Adoption:</b>	<b>Council Resolution 173/23, Item 12.3, 1.11</b>
<b>Next Review:</b>	<b>June 2024</b>



**Version Control**

<b>Version No.</b>	<b>Date of Effect</b>	<b>Description of Change(s)</b>	<b>Approval</b>
1.0	01/07/16	Update to Rating Policy, minor changes only	Council Res 122/16 28 June 2016 Item 14.9, 1.11
2.0	01/07/17	Update to Rating Policy, minor changes only	Council Res 130/17 27 June 2017 Item 14.3, 1.11
3.0	01/07/18	Update to Rating Policy, minor changes only	Council Res 138/18 26 June 2018 Item 12.3, 1.11
4.0	01/07/19	Update to Rating Policy Section 4.5 Rebates of Rates Update of Discretionary Rate Rebate Position	Council Res 156/19 25 June 2019 Item 12.2, 1.11
4.1	25/02/2020	Amendments to clause 3.10 to provide consistency with changes to Council Petitions Policy	Council - Res 47/20 25 Feb 2020
5.0	01/07/2020	Update to Rating Policy Section 4.3 Components of Rates Update to reflect change from NRM Levy to Regional Landscape Levy Section 4.6 Rate Relief Updated to highlight Council options available to address financial hardship	Council Res 124/20 30 June 2020 Item 7.1, 1.11
6.0	01/07/2021	Update to Rating Policy Section 4.4 Rates Capping Not apply a rates cap under Section 153(3) principal place of residence and replace with discretionary rate rebate under Section 166 (1) (l) for all land uses Section 4.5 Rebate of Rates Implement a Revaluation Relief Rebate Special Discretionary Rebate under Section 166 (1) (l) Section 6 Delegations Updated for discretionary rate rebate delegations	Council Res 123/21 22 June 2021 Item 12.6, 1.11
7.0	01/07/2022	Update to Rating Policy, minor changes Included renumbering of Sections	Council Res 152/22 28 June 2022 Item 12.2, 1.11
8.0	01/07/2023	Update to Rating Policy including: Section 9 Components of Rates Change in Rating Structure for Differential Rating Section 11 Rate Rebates Special Discretionary Rebate Section 166 (1)(l) changed to residential and primary production only Changes to Rate Rebates CWMS for Community Halls offering public toilet facilities Section 12 Rate Relief Minor changes to Senior Postponement Postponement of Rates on a long term basis section added	Council Res 173/23 27 June 2023 Item 12.3, 1.11

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## RATING POLICY

### 1. INTRODUCTION

Delivering services and facilities relies on the rates collected from ratepayers within a council's boundaries. Council rates are a form of property taxation, and as the main source of funding for councils, rates are essential in enabling council to deliver all the services and facilities that the community relies on.

Rates are administered by each council in line with the *Local Government Act 1999* (the Act) which allows council some flexibility to make decisions that suit its local community.

### 2. PURPOSE

The purpose of this policy is to outline Council's approach towards rating its community in line with the requirements of the *Local Government Act 1999* (SA) (the Act).

Section 123 of the Act requires Council to have a rating policy that must be prepared and adopted as part of the Annual Business Plan each financial year in conjunction with the declaration of rates.

### 3. DEFINITIONS

**Act** refers to the *Local Government Act 1999* (SA).

**CADR** refers to the cash advance debenture rate for that financial year.

**Capital value** refers to the value of the land including improvements.

**Community need** refers to those services and activities that are aligned to the achievement of one or more of Council's strategies resulting in a direct benefit to the residents of Adelaide Hills Council and a significant proportion of users are Adelaide Hills residents.

**Council** refers to the elected Council body.

**CWMS** refers to the Community Wastewater Management System within the Council area.

**Disadvantaged persons** refers to persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability.

**Differential rate** refers to a rate that may be applied to a category of land that is different to the rate applied to other land categories.

**Disadvantaged persons** refers to persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability.

**Exemption** refers to free from an obligation or liability to which others are subject to.

**Fixed charge** refers to a charge that must apply equally to each separate piece of rateable land in the area under Section 152(1) of the Act.

**General rate** refers to a rate that applies to rateable land.

**Prescribed percentage (P)** is calculated as  $P = \frac{\text{CADR} + 3\%}{12}$

**Rebate** refers to an amount paid by way of reduction, return or refund on what has already been paid or contributed.

**Separate rate** refers to a charge levied on ratepayers in addition to general rates and used to fund specific activities.

#### 4. **POLICY STATEMENT**

Council's powers to raise rates are found in Chapter 10 of the Act which provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices.

At all times, the rating policy should be fair and equitable, recognising that all ratepayers have access to core goods and services and should contribute towards the costs.

This Council's policy directions are guided by the theme "A brighter future" and is central to achieving our vision for:

- A prosperous economy
- A functional built environment
- A valued natural environment
- Community wellbeing
- A progressive organisation

#### 5. **PRINCIPLES OF TAXATION**

Rates are not fees for services. They constitute a system of taxation on the community for Local Government purposes.

This Policy represents the Council's commitment to balancing the five main principles of taxation with the need to raise revenue for the purpose of providing the goods and services the community requires.

*Benefits received* – ratepayers who receive more benefits (services provided, or resources consumed) should pay a higher share of tax.

*Capacity to Pay* – a ratepayer who has less capacity to pay should pay less, and ratepayers of similar means should pay similar amounts.

*Administrative simplicity* – minimal costs are involved in applying and collecting the tax and the tax is difficult to avoid.

*Economic efficiency* – whether or not the tax distorts economic behaviour.

*Policy consistency* – the tax should be internally consistent, and based on transparent, predictable rules that are easily understood and accepted by ratepayers.

In applying these principles, any decision with respect to rating should consider:

- the financial effects of the decisions made today on the future generations of tomorrow.
- the achievement of Council's policy outcomes as referenced in Council's adopted policies.

A Council's operating deficit implies that today's ratepayers are paying less than the cost of the services they are consuming, and this is inequitable to the ratepayers of the future.

## 6. VALUATION OF LAND

Council is permitted to adopt one of three valuation methodologies to value the properties in its area (Section 151 of the Act):

- **Capital Value** – the value of land, buildings and other improvements.
- **Site Value** – the value of the land excluding structural improvements.
- **Annual Value** – the value of the rental potential of the property.

The Council has adopted the use of capital value as the basis for valuing land. Council considers that this method provides the fairest way to distribute the rates burden across all ratepayers on the following basis:

- the 'capacity to pay' principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- the 'property value' is a relatively good indicator of wealth (when lifetime incomes, including incomes from capital gains, are taken into account). Capital value approximates the market value of a property and provides the best indicator of overall property value.

Council does not determine property valuations but chooses to exercise the right under Section 167 of the Act to adopt the capital valuations as assessed by the Valuer-General through the State Valuation Office.

## 7. OBJECTIONS TO VALUATION

Ratepayers who wish to dispute the valuation of their property may lodge an objection in writing to the Valuer-General within 60 days after the date of service of the first rates notice.

The Valuer-General may extend the 60 day objection period where it can be shown there is reasonable cause to do so by the person making the objection.

Council plays no role in the objection process. It is important to note that the lodgement of an objection to the valuation does not change the due date for the payment of rates.

## 8. EXEMPTIONS

Council's practice is to identify and value all land in the council area. Once identified, each separate piece of land is assessed for rateability. Section 147 of the Act specifies those types of property which will be exempt from council rates.

- Crown Land – public properties used or held by the Crown for a public purpose,
- University Land – properties occupied by a University,
- Recreation Grounds – properties satisfying the criteria set out in the *Recreation Grounds Rates and Taxes Exemption Act 1981*,
- Council Land – public properties occupied or held by the Council,
- Emergency Services – properties satisfying the criteria set out in the *Fire and Emergency Services Act 2005*,
- Another Act – properties specifically exempt from council rates by virtue of another Act (either Commonwealth or State).

Council is mindful that wherever properties become exempt from paying council rates, or where a rebate is applied, those rates foregone must be contributed by the rest of the ratepayer community.

The principles of equity dictate that Council remains diligent in only awarding exemptions where they are warranted.

It is Council's practice to adopt valuations for all exempt properties. Where an exempt property becomes rateable part way through the financial year, rates will be calculated and recovered.

## 9. COMPONENTS OF RATES

### **Fixed Charge or Minimum Rate**

Council has discretion to apply either (but not both):

- a fixed charge (applying equally to all rateable properties); or
- a minimum rate (to lower-value properties)

Adelaide Hills Council will apply a fixed charge this financial year as in previous years.

Council considers a fixed charge to be the most fair and equitable means of ensuring that all ratepayers contribute equally to the administration of council's services and the development and maintenance of the community's infrastructure.

In addition, the fixed charge provides a mechanism to adjust the rates contributions across high and low valued properties. This redresses the balance and equity of the rates system.

Council is unable to raise more than 50% of total rate revenue by the imposition of a fixed charge component of general rates as per Section 151(10) of the Act.

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### **Differential Rating**

The largest component of rates levied is calculated by reference to the value of property. Property values reflect, among other things, the relative availability of, and access to council services. This applies to all types of land use, and to land in all locations.

The Act allows Council to 'differentiate' rates based on the use of the land, locality of the land, the use and locality of the land or on some other basis determined by Council.

The Council is proposing that differential rates be applied to all rateable properties based on their predominant land use. This is a change in rating structure from previous years where Council had a separate higher differential rate for Commercial and Industrial that was based on the differential rate for Residential, Primary Production, Vacant Land and Other land uses. This change to differentially rate each land use separately will allow Council to ensure that the proposed average rate increase for existing ratepayers is consistent across all land uses before other factors relating to the cost of services for individual land uses are considered.

In formulating the rating structure, Council has considered issues of consistency and comparability of other Councils and across council areas in the imposition of rates on various sectors of the business and wider community. Currently Council's average residential rate is high by comparison to other Councils whereas the average commercial, industrial and vacant rate is low. As a result Council proposes phasing in higher differential rates in relation to Commercial, Industrial and Vacant Land land use categories across a three year period.

The percentage of total rate revenue required from each land use category will be used to determine the rate in the dollar (differential rate) for each category.

Definitions of the use of the land are prescribed by regulation and are categorised as:

- Residential
- Commercial – Shop
- Commercial – Office
- Commercial - Other
- Industrial – Light
- Industrial - Other
- Primary Production
- Vacant Land
- Other

In accordance with Section 148 of the Act, Council assesses any piece or section of land subject to separate ownership or separate occupation.

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection may be made with Council.

### **Commercial and Industrial Light Differential Rate**

It is proposed that those properties categorised as commercial or industrial light will pay a higher differential rate in the dollar than residential with the increase of 35% relative to the current differential rate to be phased in over three years.

Council has considered the higher amount payable by the commercial and industrial light sectors with reference to the commercial and industrial light differential rates of other councils, costs of the economic development function as well as the services and activities that the sector does not regularly use.

#### **Industrial Other Differential Rate**

It is proposed that those properties categorised as Industrial Other will pay a higher differential rate in the dollar than residential with an increase of 60% relative to the current differential rate to be phased in equally over three years.

Council has considered the higher amount payable by the Industrial Other land use with reference to the industrial differential rates of other councils, costs of the economic development function, increased environmental impact as well as the higher impact on Council infrastructure.

#### **Vacant Land (within townships) Differential Rate**

It is proposed that those properties categorised as Vacant Land within township zones as defined by Council will pay a higher differential rate in the dollar than residential with an increase of 30% relative to the current differential rate to be phased in equally over three years.

Council has considered the higher amount payable by Vacant Land within township zones with reference to the vacant land differential rates of other councils and discouraging ratepayers from long-term speculating (seeking future commercial gains) rather than developing the land for the benefit of the whole community.

#### **Separate Rate**

Under Section 154 of the Act, a Council may declare a separate rate on rateable land within a part of the area of the council for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area.

Council has determined that the use of the separate rate provisions of the Act will be limited to the use of a separate rate for:

- Marketing and promoting the Stirling Business Area
- Sealing of Verrall Road, Upper Hermitage
- Recovery of the funding requirements of the Hills Fleurieu Regional Landscape Board

#### **Stirling Business Separate Rate**

A separate rate for businesses in Stirling will be applied to carry out the activity of promoting and enhancing business viability, profitability, trade and commerce within the zone.

This rate is levied on all properties within the precinct known as the Stirling Suburban Mainstreet Zone, as defined, excluding land attributed a land use category (residential) and government owned land.

Council also sets a maximum amount ('top') and a minimum amount ('tail') per property each financial year for this separate rate with the top and tail adjusted each year with reference to the Consumer Price Index.

The amount raised is distributed to the Stirling Business Association to promote Stirling as a destination, the 'Gateway to the Hills'.

### **Verrall Road Separate Rate**

A separate rate for Verrall Road, Upper Hermitage at a value of \$858 will be applied for a period of 10 years to 2023-24. As such, this is the last year that the Verrall Separate Rate will be levied.

This rate provides for the sealing of the northern end of the road in 2014-15 and is levied on all properties that use that section of road.

### **Regional Landscape Levy**

On 1 July 2020, the *Landscape South Australia Act 2019* came into effect replacing the former *Natural Resources Management Act 2004*. Natural Resource Management (NRM) levies have been replaced with Regional Landscape (RL) levies.

The levy helps to fund the operations of regional landscape boards that have responsibility for the management of the State's natural resources. These responsibilities include regional landscape planning, water allocation planning, community capacity building, education and compliance activities.

The Regional Landscape (RL) Levy is a state tax paid by all ratepayers and is collected on behalf of the Hills and Fleurieu Regional Landscape Board by the Department for Environment and Water who will invoice council quarterly for the respective share of the levy.

The levy applies to all rateable land in the council area and is fixed and calculated to raise exactly the same amount as the council's share to be contributed.

### **Community Wastewater Management System**

Council provides Community Wastewater Management Systems (CWMS) to some areas within the council district. Under Section 155 of the Act, the treatment or provision of water, is a prescribed service.

To fund the provision of this service Council imposes a service charge to recover the cost to the council of establishing, operating, maintaining, improving and replacing the infrastructure in its area (including future capital works and depreciation of any assets).

Annually, an independent consultant is engaged to provide a review of:

- Council's compliance with the Essential Services Commission' (ESCOSA) Minor to Intermediate Retailers Price Determination and the National Water Initiative (NWI) Pricing Principles,
- The pricing model for future CWMS price setting.

This review includes the annual service charge for both occupied and vacant properties.



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**10. MAXIMUM INCREASE IN GENERAL RATES CHARGES**

Council's valuations used for rating purposes are undertaken by the Office of the Valuer-General.

In terms of legislation, Section 153(3) of the Act requires a council to decide each year whether to apply a maximum rate increase to a ratepayer's principal place of residence.

As Council considers that rate relief is required across some land uses and therefore more than a ratepayer's principal place of residence, Council will not apply a maximum under Section 153(3) but rather maintain a discretionary rate rebate under Section 166 (1) (l) as referenced below.

**11. RATE REBATES**

The Act provides for ratepayers to apply for a mandatory and/or discretionary rebate on council rates as follows:

**Mandatory rebates**

A rebate of rates will be granted to ratepayers who satisfy the eligibility criteria for a mandatory rebate under Section 159 to Section 165 of the Act.

A 100% rebate must be applied to land used for:

- Health services
- Religious purposes
- Public cemeteries
- The Royal Zoological Society.

A 75% rebate must be applied to land used by:

- Community services
- Educational purposes.

Where a "community services organisation" is eligible for the mandatory rebate, and Council has declared a distinct residential rate, then the residential rate must be applied to the land to which the rebate applies in accordance with Section 161(2) of the Act.

Where the Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rate rebate, the Council will grant the rebate accordingly.

Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application form with such information as stipulated and any other information that the Council may reasonably require.

Applicants who satisfy the criteria for a mandatory rebate will be granted the rebate at any time provided the application is lodged prior to 30 June of the rating year and entitlement to the rebate existed at 1 July of the rating year.

Council will confirm the continuation of a person or body's eligibility for a mandatory rebate on a regular basis (at least biennially) to ensure that rebates are only granted where they are warranted.

This will require the relevant person or body to lodge another application form with such information as stipulated and any other information that the Council may reasonably require to confirm the continuation of eligibility.

Where applications do not meet the eligibility criteria for a mandatory rebate, an applicant may apply for a rebate of rates under the discretionary rebate criteria.

### **Discretionary rebates**

As identified in Section 166 of the Act, Council may grant a discretionary rebate of rates up to and including 100% of the relevant rates under a number of criteria and for a period not exceeding the timeframes.

Having considered this, Council is of the view that except in very specific circumstances outlined below, the maximum discretionary rebate should be 75% to ensure ratepayers contribute an amount towards basic service provision.

Section 166 covers a large number of different rebate categories, referred to as cases in the Act. Council in determining its rates structure has considered the following cases are relevant in setting its policy position.

#### **Assisting or supporting a business in its area.**

Council has determined pursuant to Section 166(1)(b) that those primary production properties genuinely in the business of primary production but not benefitting from a notional capital value for their property can apply for a 10% rebate on the differential rate.

Council considers this primary production rebate as part of its Annual Business Plan and Budget process.

As this rebate was implemented in 2008-09 to address the removal of a primary production differential rate, it is considered that this rebate should continue to be made to those ratepayers in the business of primary production who do not have a notional capital value assessment of their property and who have applied for and been granted this rebate in the previous year.

#### **Community Service or Need or Disadvantaged Persons**

Section 166(1) identifies a number of discretionary rebates of rates made under Section 166(1)(d) to (j) covering activities linked to community services, need or assistance or relief to disadvantaged persons.

Council has determined that applications in relation to those rebates identified under Section 166(1) should be brought to Council for decision and also that Council would receive a listing of these discretionary rate rebates for the next rating period annually.

Council in accordance with Section 166(1) will take the following matters into account in deciding whether to grant a discretionary rebate for land uses covered by Section 166 (1) (d to j):

- (a) the nature and extent of Council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in the Council's area; and
- (b) the community need that is being met by activities carried out on the land for which the rebate is sought; and
- (c) the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons and
- (d) specific policy positions considered relevant by Council.

Council's specific policy positions to meet discretionary rate rebates eligibility are as follows:

- An organisation needs to meet one of the criteria listed under Section 166 d) to j).
- An organisation needs to be not-for-profit.
- A rebate of 100% will only be granted where a community organisation seeking a rebate provides a service that would be required to be provided by Council if not undertaken by the organisation.
- A rebate of 75% will be granted if the organisation provides a community service that supports the disadvantaged or sections of the community that require assistance, as defined,
- Where an organisation does not meet the above criteria, it is still eligible for a 75% rebate where it meets all of the following criteria:
  - limited capacity to raise funds;
  - meets a "community need", as defined; and
  - undertakes services and activities that are not primarily the responsibility of Federal or State Government.

#### Special Discretionary Rebate

Council can use a discretionary rate rebate to address properties with substantial valuation increases under Section 166 (1)(l) of the Act where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to:

- (i) a redistribution of the rates burden within the community arising from a change to the basis or structure of the council's rates; or
- (ii) a change to the basis on which land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations.

Council has determined that a rebate will be applied to cap any increase in the general rates payable at 15% subject to specific criteria:

- The rebate applies to only residential and primary production land use categories.
- The rebate will be automatically applied to eligible assessments in order to minimise the administrative effort required.
- Adjusting the exclusion of change of ownership properties (excluding family transfers) to those properties sold after 30 June 2022.

The rebate will not apply where the increase in rates payable is the result of:

- An increase in valuation relating to new development, alteration or improvement made to the property since the 2022-23 valuation being those properties with a valuation change as a result of a Revisit Growth, Creation or Cancellation as defined by the Valuer-General (regardless of when the development was undertaken), unless the ratepayer is located within the Cudlee Creek bushfire scar or the January 2021 Cherry Gardens Bushfire scar as determined by Council or,
- Where there has been a change in land use of the property or,
- A change in ownership or licence to occupy during the previous financial year.

A capital improvement includes any addition, alteration or new development on the property.

As per the Act, a rebate may be granted for a period exceeding one year, but not exceeding three years. After three years, the rebate will be removed and the rates payable will reset to levels that would ordinarily apply in the absence of the rebate.

#### All Discretionary Rate Rebates

Persons who, or bodies which, seek a discretionary rebate will be required to submit an application form to the Council and provide the necessary supporting documentation.

All persons who or bodies which wish to apply to the council for a discretionary rebate of rates must do so on or before 30 April prior to the rating year unless the application is a result of a change in eligibility for a mandatory rebate or rate exemption.

In those circumstances where an application relates to a change in rebate/rate exemption in a relevant rating year, then the application will be applied for the full rating year if received within 2 months of the change in rebate/exemption being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Persons or bodies who previously received a discretionary rebate greater than 75% may apply for a phasing in period (up to 2 years) in circumstances where the above change impacts significantly on the persons or bodies' financial capacity. In these circumstances, an application will be considered if received within 2 months of the change in rebate being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Where there is no maximum timeframe specified for a rebate provided under Section 166, Council will grant a discretionary rebate to the last rating period commencing within a Council term to allow for a regular review of discretionary rate rebates.

A summary of all discretionary rebates applied for under Section 166 (1) (d) to (j), including whether they have been successful or not and the associated reasons will be reported to Council on an annual basis.

Each rebate that is granted either reduces the Council's revenue and hence its capacity to provide services, or else it effectively increases the amount that must be collected from other ratepayers. The principles of equity dictate that Council remains diligent in only awarding rebates and exemptions where they are warranted.

If a ratepayer wishes to apply for a discretionary rate rebate, they may apply by contacting the Council's Rate Administrator.

### CWMS Service Charges

Council's CWMS service charges are set to recover the cost to the council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works). As such, no rebates are provided by Council except for the very limited circumstances where the CWMS service charge relates to toilets used by the general public for Community Halls. In these circumstances a 100% rebate will be granted upon application.

### All rebates

If an entitlement to a rebate ceases or no longer applies during the course of a financial year, council will recover rates proportionate to the remaining part of the financial year.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.

The Council will, in writing, advise an applicant for the rebate of its determination of that application. The advice will state:

- if the application has been granted, the amount of the rebate; or
- if the application has not been granted, the reasons why.

Any person or body who is aggrieved by a determination of the delegated officer in respect of an application for a rebate may seek a review of that decision in accordance with Council's Internal Review of Council Decisions Policy.

### Single Farming Enterprise

The Local Government Act 1999 provides that "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".

A Single Farm Enterprise is defined in the Local Government Act -

*"A reference to a single farm enterprise is a reference to two or more pieces of rateable land*

*(a) which –*

*(i) are farm land; and  
(ii) are farmed as a single enterprise; and  
(iii) are occupied by the same person or persons,  
whether or not the pieces of land are contiguous; or*

*(b) which –*

*(i) as to all the pieces except one, are farm land farmed as a single enterprise occupied by the same person or persons; and  
(ii) as to one piece contiguous with at least one of the other pieces, is the principal place of residence of that person or one of those persons."*

In effect, this means that land can be recognised as a "single farming enterprise" and not attract a fixed charge to each of the assessments, provided:

- that if the occupier of all the land concerned is the same person, (this means that if there is a house being occupied that is not the principal place of residence, it cannot be part of the single farm enterprise)
- all of the land is used to carry on the business of primary production, and
- managed as a single unit for that purpose,

Primary producers can apply to the Council for the 'single farming enterprise' provisions of the Local Government Act.

Ratepayers should also be aware that if the grounds on which they have applied for a single farm enterprise cease to exist, the person or body who have the benefit of the provisions must immediately inform the Council of the fact.

## **12. RATE RELIEF**

Council applies rate remissions and postponement in accordance with the Act.

### Senior Postponement

In accordance with Section 182A of the Act, eligible Seniors Card holders can apply to postpone any part or all of their annual council rates in excess of \$500 on a long-term basis. The deferred amount is subject to a monthly interest charge, with the accrued debt being payable on the transfer or sale of the property. In addition, and pursuant to Section 182A(3)(b) of the Act, Council may consider—where financial hardship provisions apply—an applicant's request to include a postponement of the payment of arrears rates if they are eligible for Seniors Postponement.

Postponement is similar to a reverse mortgage by relying on the equity in the property. A ratepayer who has a Seniors Card may apply for a postponement on the property they own if it is their principal place of residence and if no other person, other than their spouse/partner has an interest as owner of the property and there is sufficient equity available.

Where an application for postponement under Section 182A is granted, a presumption of on-going annual postponement will be assumed.

However, some, or all of the debt outstanding may be paid at any time at owner's discretion.

### Financial Hardship

Ratepayers who are suffering financial hardship should contact Council's Rates Administrator to discuss the matter. All enquiries are treated confidentially and any application will be considered on its merits. Options to address financial hardship can include:

#### Flexible payment options

In addition to quarterly instalments, ratepayers can arrange with Council to pay their rates weekly, fortnightly or monthly to provide for a smaller, more regular payment option via BPAY, phone or internet.

#### Waiving of Fines and Interest

When a ratepayer has committed to a payment plan and adheres to a regular payment, Council may consider the waiving of fines and interest.

#### Discretionary Postponement of Rates for a Period

A ratepayer may apply to council to postpone the payment of rates in whole, or in part for a period of time. Any such application must be made in writing and outline the reasons why postponement is requested.

Postponement enables ratepayers to defer payment of rates until such time as the property is sold or their circumstances change. Discretionary postponements are only intended to provide temporary, flexible support to those experiencing hardship.

If a postponement is granted, council may consider the waiving of fines and interest for the same period.

As postponement may only delay financial hardship for a period of time, options involving a regular payment plan are more likely to be beneficial for ratepayers to assist in reducing rates balances outstanding over time.

#### Postponement of Rates on a long term basis

Under Section 182 of the Local Government Act a council may also consider the postponement of rates on a long-term basis with the accrued debt being payable on the transfer or sale of the property or any other conditions as determined by the council. Such a postponement may, if the council thinks fit, be granted on condition that the ratepayer pay interest on the amount affected by the postponement at a rate fixed by the council (but not exceeding the cash advance debenture rate).

As such Council will consider postponement of rates on a long term basis in the rare circumstances where a ratepayer has demonstrated serious and long term hardship and where there is no chance of improvement in the ratepayers' financial circumstances. Any such application must be made in writing and will require the ratepayer to undertake financial counselling as part of the application process. If granted, Council may require regular financial counselling to confirm that the ratepayers' financial circumstances has not changed.

### Remission of rates

Council has the discretion to partially or wholly remit (i.e. waive) rates on the basis of hardship.

Council has a charge over the land under Section 177 of the Act and therefore is likely to be able to recover rates outstanding upon sale. The granting of a remission forgoes this right and therefore is only considered as an option in circumstances where the ratepayer has demonstrated serious and long term hardship and where there is no chance of improvement in the ratepayers' financial circumstances.

Consideration must also be given to the tax burden redistribution effect on other rate payers of any remission.

For these reasons, and given the importance of ensuring fairness to other ratepayers, remission will only be considered as a last resort and only where there is no chance of improvement in the ratepayer's financial circumstances. As such, it is likely that postponement of payment of rates due to hardship has been occurred for some period to confirm the permanency of the ratepayer's situation.

### **13. PAYMENT OF RATES**

Rates are declared annually, and may be paid, at your discretion, either in one lump sum, or in quarterly instalments that fall due in September, December, March and June.

### **14. LATE PAYMENT OF RATES**

Council has determined that penalties for late payments will be imposed in accordance with the provisions of S181(8) of the Act.

Fines and interest for late payment are levied in accordance with the provisions of S181(8) and S181(17) of the Act.

If an instalment of rates is not paid on or before the date on which it falls due:

- the instalment will be regarded as being in arrears
- a fine of 2% of the amount of the instalment is payable
- on the expiration of each full month from that date, interest of the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and interest from any previous month) accrues.

Council may take legal action to recover any overdue amounts, fines and interest.

If an amount payable by way of rates in respect of land has been in arrears for three or more years, Council may sell the land in accordance with Section 184 of the Act.

When Council receives a payment in respect of overdue rates Council applies the money received in accordance with the Act as follows:

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;



- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

#### **15. NON- PAYMENT OF RATES**

A separate Debt Recovery Policy has been adopted by Council and is available for review on the Adelaide Hills Council website.

It should be noted that under Section 184(1) of the Act, if an amount payable by way of rates has been in arrears for three years or more the council may sell the property.

#### **16. CONTACTING COUNCIL'S RATES ADMINISTRATOR**

If you believe that Council has failed to properly apply this policy, you should contact the Council's Rates Administrator to discuss the matter.

If you are still dissatisfied then you should write to the Council's Chief Executive Officer at PO Box 44, Woodside SA 5244.

For further information, queries, or to lodge an application for a rate rebate, rate postponement or remission please contact the Council's Rates Administrator on:

Phone: 8408 0400  
E-mail: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)  
Post: PO Box 44, Woodside SA 5244

#### **17. DELEGATIONS**

As highlighted in this policy, Council has determined a policy position in relation to discretionary rates pursuant to Section 166(1) (b) relating to a primary production rebate and a revaluation relief special discretionary rate rebate under Section 166 (1)(l) of the Act to reduce the impact of significant valuation changes for 2023-24.

These policy positions and the application of the relevant rebates will be actioned accordingly by the Administration under delegation as part of the rates generation process where Council considers that the ratepayer meets the eligibility criteria or upon receipt of an application from the ratepayer.

The delegation for discretionary rate rebates as identified in Section 166 (1a) covering a number of discretionary rebates of rates made under Section 166(1)(d) to (j) relating to activities linked to community services or community need or assistance or relief to disadvantaged persons has not been delegated by Council and as such these applications will be brought to Council for decision.

The Chief Executive Officer has the delegation to:

- Approve, amend and review any procedures that shall be consistent with this Policy; and
- Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

**18. AVAILABILITY OF THE POLICY**

This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au). Copies will also be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.

## Appendix 1

### Fixed Charge

Under the *Local Government Act 1999* (the Act), Council has some mechanisms available to enable all ratepayers to contribute more equitably to the administration of Council's services and the development and maintenance of the community's infrastructure. Council considers a fixed charge (applying equally to all rateable properties) to be the most fair and equitable means of achieving this.

The Council is unable to raise more than 50% of total rate revenue by the imposition of a fixed charge component of general rates as per Section 151(10) of the Act.

Council has applied the following fixed charges across recent years as part of the total rate levied against an assessment:

Financial Year	Fixed Charge	Increase from Previous Year	% of General Rate Revenue
2023-24	\$784	6.90%	31.3%
2022-23	\$733	4.90%	31.5%
2021-22	\$699	2.50%	31.5%
2020-21	\$682	2.95%	31.9%
2019-20	\$662	2.8% + \$10	32.0%
2018-19	\$634	3.3%	31.8%
2017-18	\$613.50	2.25%	31.8%
2016-17	\$600		31.8%

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# **Appendix 3**

*Stirling Hospital Rate Rebate Application*

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# Mandatory or Discretionary Rate Rebate Application Form – 2024-2025

You can only be eligible for **either** a mandatory **or** discretionary rebate; **not both**. Please read through eligibility criteria carefully before ticking the appropriate boxes.

63 Mount Barker Rd  
Stirling SA 5152  
T: (08) 8408 0400  
E: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)  
W: [ahc.sa.gov.au](http://ahc.sa.gov.au)

## Details of applicant

Name: Annette Nelson \_\_\_\_\_

Address: 20 Milan Terrace, Stirling SA 5152 \_\_\_\_\_

Phone: 08 83390200 \_\_\_\_\_

Email: [annette.nelson@stirlinghospital.org.au](mailto:annette.nelson@stirlinghospital.org.au) \_\_\_\_\_

## If the applicant is not a natural person, please provide details of a contact person for the applicant:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

## Details of land

Council assessment number: \_\_\_\_\_

Valuer-General number: \_\_\_\_\_

Certificate of Title reference: \_\_\_\_\_

Address: 20 Milan Terrace, Stirling SA 5152 \_\_\_\_\_

Owner of land (if not applicant): Stirling Hospital Inc

**Note:** if the application for a rate rebate is for multiple properties, each assessment must be identified separately (a separate listing can be attached to this application if necessary).

**Please note:** A person or body who makes a false or misleading statement or representation in an application or provides false or misleading information or evidence in support of an application for rebate is guilty of an offence under Section 159(2) of the *Local Government Act 1999*. **Maximum penalty: \$5,000.**

### Categories of rebate

Please tick the category under which you are seeking a rebate.

(Section numbers quoted refer to the *Local Government Act 1999*.)

#### 1.1 Mandatory 100%

- 1.1.1 **Health Service** – land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the Health Care Act 2008 (**Section 160**).
- 1.1.2 **Religious purposes** – land containing a church or other building used for public worship (and any grounds), or land solely\* used for religious purposes (**Section 162**).
- 1.1.3 **Public cemeteries** – land being used for the purposes of a public cemetery (**Section 163**).
- 1.1.4 **Royal Zoological Society of SA** – land (other than land used as domestic premises) owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Incorporated (**Section 164**).

#### 1.2 Mandatory 75% (Section 161)

- 1.2.1 **Community services** (as defined below) – land being predominantly used for service delivery or administration by a community services organisation

To qualify as a Community Service Organisation under the rebate provisions of the *Local Government Act 1999* an organisation must meet **all four** of the following criteria (see *Additional information required* at end of this form).

- (a) Is incorporated on a not-for-profit basis for the benefit of the public, AND
- (b) Provides community services without charge or for a charge that is below the cost to the body of providing the services, AND
- (c) Does not restrict its services to persons who are members of the body, AND
- (d) Provides services for one or more of the following:  
*Tick all that apply.*
- Emergency accommodation
- Food or clothing for disadvantaged persons (i.e. persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability).
- Supported accommodation (i.e. residential care facilities in receipt of Commonwealth funding under the *Aged Care Act 1987* or accommodation for persons with mental health, intellectual, physical or other difficulties who require support in order to live an independent life).



**Mandatory rebate – Additional information required:**

The Council requires you to attach, as a minimum, the following additional information to support your application for a mandatory rebate:

- A copy of the organisation’s Constitution and/or other documentation establishing that it is incorporated on a not-for-profit basis;
- A copy of the organisation’s latest Annual Report;
- Evidence that the land is being predominantly used specifically for the purpose for which the rebate is being sought;
- Evidence of the status of your organisation as a not-for-profit or charitable, tax exempt organisation;
- Confirmation of whether you are in receipt of a community grant;
- Any other information that you believe is relevant in support of this application.

If you are requesting a mandatory rebate under Community Services – Section 161 you must also provide:

- Evidence that the land is being used for service delivery and/or administration;
- Evidence that the organisation provides services free of charge or below cost;
- Evidence that the organisation provides services to persons other than members;
- Information as to whether and, if so, to what extent you (or your organisation) will be providing a service within the Council area;
- The extent of financial assistance (if any) being provided by Commonwealth or State agencies.

**Please Note:** failure to provide supporting documentation could result in no rebate being granted, or a lesser percentage rebate being applied if criteria are not met under the *Local Government Act 1999*.

**If you do not qualify for a mandatory rebate, you may qualify for a discretionary rebate.**

**2.1 Discretionary rebates (Section 166.1)**

The Council may, in its discretion, grant a rebate of rates or service charges in any of the following cases (**Section 166**). Please tick the applicable circumstance/s under which you are seeking a rebate (see *Additional information required* at end of this form).

- (a) The rebate is desirable for the purpose of securing the proper development of the area (or a part of the area).
- (b) The rebate is desirable for the purpose of assisting or supporting a business in its area.
- (c) The rebate will be conducive to the preservation of buildings or places of historic significance.
- (d) The land is being used for educational purposes.
- (e) The land is being used for agricultural, horticultural, or floricultural exhibitions.
- (f) The land is being used for a hospital or health centre.



- (g) The land is being used to provide facilities or services for children or young persons.
- (h) The land is being used to provide accommodation for the aged or disabled.
- (i) The land is being used for a residential aged care facility that is approved for Commonwealth funding under the *Aged Care Act 1987* or a day therapy centre.
- (j) X The land is being used by an organisation which provides a benefit or service to the local community.
- (k) The rebate relates to common property or land vested in a community corporation under the *Community Titles Act 1996* over which the public has a free and unrestricted right of access and enjoyment.
- (l) The rebate is appropriate to provide relief against what would otherwise amount to a substantial change in rates payable due to:
- a redistribution of the rates burden within the community arising from a change to the basis or structure of the council's rates; or
  - a change to the basis on which land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations.
- (m) Where the rebate is considered by the council to be appropriate to provide relief in order to avoid what would otherwise constitute:
- a liability to pay a rate or charge that is inconsistent with the liabilities that were anticipated by the council in its annual business plan; or
  - a liability that is unfair or unreasonable.
- (n) Where the rebate is to give effect to a review of a decision of the council under Chapter 13, Part 2 of the Act (Internal Review of Council actions).
- (o) Where the rebate is contemplated under another provision of this Act.

### Amount of rebate

If you are applying for a discretionary rebate under clause 2.1 of this application:

Please specify the rebate amount you are applying for: 100%

Please specify why you (or your organisation) need financial assistance through a rebate and why the amount of rebate you have applied for is appropriate. Please also address the issues listed in *Additional information required* at the end of this form:

*As a not-for-profit private healthcare facility, Stirling Hospital, has been serving the community for 97 years and remains a vital service to the region and broader South Australian community. The Hospital currently employs 80 staff members and is governed by a volunteer board of eight members, half of whom reside in Adelaide Hills. It also hosts 42 visiting medical specialists who perform surgeries, as well as 15 visiting specialists who provide consultation services.*

*Additionally, the Hospital supports numerous local community groups by providing space for meetings and other events. Several healthcare services, including Radiology SA, Flex Physio, Clinpath, and a new Respiratory Service, are also based at the Hospital and are widely utilised by the community.*

*Stirling Hospital's long-standing presence and its commitment to community health have made it indispensable to the region. Given the significant and critical financial challenges faced by the hospital, a 100% rate rebate is not just a request for temporary financial relief but an investment in the continued well-being of the local community and broader Adelaide Hills region.*

*Justification for the 100% rate rebate:*

- 1. Critical financial pressures: Stirling Hospital, like many other small healthcare facilities, is facing significant financial challenges. These include rising costs associated with healthcare delivery - such as consumables, wages and essential services - while revenue from health insurance remains insufficient. The Hospital's limited bargaining power with major insurers exacerbates these financial pressures, making it increasingly difficult to cover operational costs. A 100% rate rebate would alleviate some of these ongoing financial burdens, allowing the Hospital to redirect resources toward maintaining and enhancing services.*
- 2. Essential upgrade for compliance and safety: The Hospital is currently facing an urgent need to upgrade its ventilation systems in the operating theatres and procedure rooms - a project that will cost \$500,000. This upgrade is critical not only for maintaining high standards of patient care but also for meeting stringent regulatory requirements. Without this upgrade, the hospital risks compromising the safety and quality of its services, which would have severe implications for both the hospital and the local community. The rate rebate would provide essential financial support during this challenging period, ensuring that the hospital can continue to meet its regulatory obligations.*
- 3. Supporting the public health system: The decline of the private health sector in South Australia has placed increasing pressure on public hospitals, which are already stretched thin. Several local private hospitals have closed in recent years due to unsustainable operating costs, further burdening the public health system. Stirling Hospital plays a critical role in relieving this pressure by providing healthcare support to the Adelaide Hills community and beyond. By remaining operational, Stirling Hospital helps to ease the demand on public hospitals, offering residents timely access to healthcare services close to home. A 100% rate rebate would ensure the hospital can continue to fulfill this vital role, benefiting both the community and the broader healthcare system.*
- 4. Strong community support and need for continuity: Stirling Hospital enjoys significant support from the local community, as demonstrated by ongoing donations, volunteer involvement and the reliance of many Adelaide Hills residents on its services. The hospital is deeply embedded in the community, and its presence is vital to the health and well-being of the Adelaide Hills region. The recent announcement that the Hospital will remain in Stirling was met with widespread relief and enthusiasm, underscoring the community's desire to see it thrive. A 100% rate rebate is essential to ensuring that the Hospital remains a fixture in the community, allowing it to continue serving the many residents who depend on it.*
- 5. Proactive efforts toward sustainability: In response to the financial challenges, the Hospital's management and Board are actively working to reduce costs and grow services as part of a broader strategy to ensure long-term sustainability. This includes enhancing business efficiency, expanding service offerings, and seeking additional revenue streams. However, to successfully implement these strategies and maintain service quality, the Hospital needs financial support during this transitional period. The requested rate rebate would provide crucial breathing room, allowing the Hospital to stabilise its operations and continue these efforts without compromising patient care.*
- 6. Support for local businesses: Stirling Hospital is not only a healthcare provider but also a significant contributor to the local economy. The Hospital regularly engages local contractors, suppliers and businesses for various services and goods, including allied healthcare providers, pharmacy services, medical supplies, maintenance and more. This ongoing support fosters economic growth and sustains jobs within the broader Adelaide Hills region. If the Hospital were to cease operations, the economic ripple effect would be substantial, leading to the loss of*

contracts, reduced business for local suppliers and potential job losses across multiple sectors. The 100% rate rebate would help safeguard these economic contributions, ensuring the hospital can continue to support the local business community and maintain the economic stability of the region.

7. *Community impact: If Stirling Private Hospital was to close this would have a profound impact on the local community, including the loss of 80 jobs, loss of many Specialists and the displacement of numerous essential healthcare services currently based at the Hospital. The Hospital also serves as a hub for local community groups, offering space for meetings and events, further embedding it in the social fabric of Adelaide Hills. A 100% rate rebate would help secure the Hospital's future, preserving these jobs and community services.*
8. *Support for a Charitable institution: As a registered charity, Stirling Hospital reinvests any surplus back into the facility and its services, rather than distributing profits to shareholders. The Hospital's focus on community service, rather than profit, aligns with the values of the Adelaide Hills Council in supporting charitable organisations that contribute to the well-being of the community. Granting a 100% rate rebate would be a powerful acknowledgment of the Hospital's charitable status and its role in serving the public good.*

#### Discretionary rebate – Additional information required:

The Council requires you to attach, as a minimum, the following additional information to support your application for a discretionary rebate:

- Evidence that the land is being used for the purpose for which the rebate is being sought; **(Licence attached)**
- Information as to whether and, if so, to what extent you (or your organisation) will be providing a service within the Council area; **Healthcare Services**
- At least two years audited financial statements (Profit and Loss Statement and Balance Sheet) <https://www.acnc.gov.au/charity/charities/d1467d82-38af-e811-a95e-000d3ad24c60/documents/>
- A copy of the organisation's latest Annual Report; <https://www.acnc.gov.au/charity/charities/d1467d82-38af-e811-a95e-000d3ad24c60/documents/>
- Confirmation of whether you are in receipt of a community grant; **NO**
- Confirmation of whether you have made, or intend to make, an application to another Council; **NO**
- The extent of financial assistance (if any) being provided by Commonwealth or State agencies; **NO**
- Confirmation of whether you have made other applications to Council for financial assistance; **YES**
- Evidence of the status of your organisation as a not-for-profit or charitable tax exempt organisation; <https://www.acnc.gov.au/charity/charities/d1467d82-38af-e811-a95e-000d3ad24c60/profile>
- A copy of the organisation's Constitution and/or other documentation establishing that it is incorporated on a not-for-profit basis; [https://acncpubfilesprodstorage.blob.core.windows.net/public/d1467d82-38af-e811-a95e-000d3ad24c60-4c6a0fb3-7fab-457e-a621-641c7b22ca14-Governing%20Document-b45dd1a3-e7bf-ee11-9078-002248935564-Stirling\\_Hospital\\_Rules\\_November\\_2023.pdf](https://acncpubfilesprodstorage.blob.core.windows.net/public/d1467d82-38af-e811-a95e-000d3ad24c60-4c6a0fb3-7fab-457e-a621-641c7b22ca14-Governing%20Document-b45dd1a3-e7bf-ee11-9078-002248935564-Stirling_Hospital_Rules_November_2023.pdf)
- Any other information that you believe is relevant in support of this application. **A/A**

**Please Note:** failure to provide supporting documentation could result in no rebate being granted, or a lesser percentage rebate being applied if criteria are not met under the *Local Government Act 1999*.

You can only be eligible for **either** a mandatory **or** discretionary rebate; **not both**. Please read through eligibility criteria carefully before ticking the appropriate boxes.

**\*solely** (see 1.1.2) means that the religious purpose must be the only and exclusive use. If it is the **predominant** use, as opposed to the **exclusive** use, your organisation may only apply for a discretionary rebate under Section 166 of the *Local Government Act 1999*.

Under Council policy, eligibility for mandatory rebates is confirmed annually. Under

Council policy, discretionary rebates are granted for the term of the Council.

### Application forms

Application forms and all additional information must be submitted to the Council **within 60 days of receipt of the Annual Rates Notice.**

A failure to submit application forms or to provide the additional information required by the Council to assess the application within the specified period may result in the Council refusing to consider the application for the current financial year.

**Please Note:** It is the responsibility of the applicant to establish their claim for entitlement to a rebate and supply all the information required to substantiate this claim. Where insufficient information or evidence is supplied, applications may be denied for the current financial year. Under the *Local Government Act 1999*, generally rebates can only be granted on an annual basis and therefore must be applied for annually. Discretionary rebates granted in any one year may not be granted in subsequent years.

### Important information

It is an offence for a person or body to make a false or misleading statement or representation in an application or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act. The maximum penalty for this offence is \$5,000 (Section 159 (2) of the *Local Government Act 1999*).

The Council may grant a rebate of rates or charges on such conditions as the Council thinks fit.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to notify the Council, that person or body is guilty of an offence and liable to a maximum penalty of \$5,000 (Section 159 (7) and (8) of the *Local Government Act 1999*).

The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.

Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

**I declare that the information I have provided on and attached to this application form is true.**

Dated the 15 \_\_\_\_\_ day of August \_\_\_\_\_ 2024 \_\_\_\_\_

Signed: 

Title of Office held: Chief Executive Officer \_\_\_\_\_

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## **Appendix 4**

*Letter from Stirling Hospital Providing Additional  
Information and Letter of Support*

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**STIRLING**  
HOSPITAL

20 Milan Terrace, Stirling  
South Australia 5152  
P. 08 8339 0200  
F. 08 8370 9395  
E. [sh@stirlinghospital.org.au](mailto:sh@stirlinghospital.org.au)  
[www.stirlinghospital.org.au](http://www.stirlinghospital.org.au)

*Delivering the Stirling Experience...*

2 September 2024

Skye Ludzay  
Governance and Risk Officer  
Adelaide Hills Council  
63 Mount Barker Road  
STIRLING SA 5152  
By Email: [sludzay@ahc.sa.gov.au](mailto:sludzay@ahc.sa.gov.au)

Dear Skye,

#### **Additional Documentation/Information for Rates Rebate Request**

Thank you for your email requesting additional documentation and information in regard to Stirling Hospitals rates rebate request. Please see the details below addressing each request:

#### **1(b) where the rebate is desirable for the purpose of assisting or supporting a business in its area;**

- *Records of visitors to the hospital (whether this is a daily/monthly/annual number) – to give an idea of the broader impacts of incidental visitors to the region*

Stirling Hospital receives visitors on site to the Hospital for consultations with visiting specialists, and for pathology, radiology and physiotherapy services, as well as our patients and their visitors. We also have community members attend the Hospital to visit the Café, and for meetings in the Boardroom. On a **daily** basis we would expect to receive an average of approximately 100 people to the site.

In FY23-24 Stirling Hospital admitted 3,615-day surgeries and 596 overnight patients, which totalled 4212 patient admissions.

- *Numbers of local suppliers used, or budget spent at local suppliers/businesses by the hospital.*

Stirling Hospital has a contractor register and over 40% of the suppliers engaged are located in the Adelaide Hills; and we support local businesses at every opportunity possible. Our maintenance team will engage the services of local trades and contractors for onsite work where appropriate; and our Hospitality Services Manager orders food for our onsite kitchen/cafe from the Hahndorf Fruit and Veg Market and also purchases Fleurieu Milk.

**(f) where the land is being used for a hospital or health centre**

- *Details of the specialists/surgeries that are available at the Hospital (particularly noting those that are not available elsewhere in the region)*

Stirling Hospital offers a range of surgical services, including Gastroenterology, Ophthalmology, Orthopaedics, Gynaecology, Dental, Plastic and Reconstructive Surgery, General Surgery, Hand Surgery, ENT, and Urology. Additionally, the community has access to supporting services within the Hospital, such as Radiology, Physiotherapy, Pathology, Respiratory Services, Audiology, Dietetics, Cardiology, Endocrinology, Geriatric Medicine, Podiatry, Haematology, Radiation Oncology, and Speech Pathology.

For further information about the range of specialist services on offer at Stirling Hospital please visit our website at <https://stirlinghospital.org.au/our-specialities/>

Stirling Hospital has been excited to welcome several new specialists, including two Orthopaedic surgeons, a Dermatologist and a Paediatric Dentist in the last 6 months. This year, we welcomed Clinpath Pathology to our Hospital and launched a Comprehensive Respiratory Service, allowing patients to access essential diagnostic tests locally. We also commenced prostate biopsies and a new sleep study service in August 2024.

Dermatology (operations), respiratory services, sleep studies and some of our other supporting services are not available in the Stirling region.

- *Patient numbers/percentages who would fit within the disadvantaged persons category*

In FY23-24 Stirling Hospital treated 3,615-day surgery patients and 596 overnight stay patients, totalling 4212 total patient admissions, and 52.4% of these patients were aged 65 years and over. Noting this only refers to age, we do have many patients who have a significant medical illnesses, mental and intellectual history and physical disabilities.

- *Services that cater to disadvantaged persons noting Council's definition of disadvantaged:*

The services offered at Stirling Hospital site that cater for disadvantaged persons include acute surgical and medical services, and radiology, pathology and physiotherapy services.

- Radiology SA have a newly upgraded CT scan in June 2024, and also offer ultrasound, x-rays, and mammography services
- Clinpath Pathology offer blood tests, ECG, and blood pressure monitoring
- Flex Physio offer physio care and Pilates and clinical exercise classes, including running GLA:D classes for clients with Osteoarthritis. The physiotherapist also educates people on how they can manage chronic conditions such as arthritis with exercise
- Additional supporting services within the Hospital include Respiratory Services, Audiology, Dietetics, Cardiology, Endocrinology, Geriatric Medicine, Podiatry, Haematology, Radiation Oncology, and Speech Pathology

**(g) The land is being used to provide facilities and services for children and young persons**

- *Numbers of/percentage of patients/facility users that are under 18*

In FY23-24 Stirling Hospital admitted 231 patients aged 18 years and under, 5.48% of the total admissions during this period.



- *Services/programs provided for patients/facility users who are under 18*

At the Stirling Hospital site, the services available for patients and service users that are under 18 years of age including all of our surgical, medical and allied health services, particularly noting we have paediatric patients for the following specialities – ENT, dental, gastroenterology, general and dermatology surgeries.

Our onsite service providers (i.e. radiology, pathology and physiotherapy) all cater for patients under the age of 18 as well.

**(j) The land is being used by an organisation which provides a benefit or service to the local community**

- *List of the services/facilities/community groups that are based in the hospital (particularly noting those services or facilities that are only available at Stirling Hospital within the region)*

At Stirling Hospital, we offer a range of surgical services, including Gastroenterology, Ophthalmology, Orthopaedics, Gynaecology, Dental (including paediatric), Dermatology Plastic and Reconstructive Surgery, General Surgery, Hand Surgery, ENT, and Urology. Additionally, the community has access to supporting services within the Hospital, such as Radiology, Physiotherapy, Pathology, Respiratory Services, Audiology, Dietetics, Cardiology, Endocrinology, Geriatric Medicine, Podiatry, Haematology, Radiation Oncology, and Speech Pathology. A Comprehensive Respiratory Service, including a new sleep study service, commence this year.

The following are the only services available in the Stirling region:

- Radiology services
- Respiratory services
- Sleep study lab
- Dermatology services
- Dental surgery, including for paediatric patients
- Haematology services
- Radiation Oncology services

In addition, the Stirling Hospital Boardroom hosts a number of community groups including:

- Stirling Community Shop meetings
- Summit Health Board, Finance and Governance meetings
- Witty Knitters Craft Group meetings
- GP and Medical Education events, including CPR courses
- Hills Dental Group meetings

Please let me know if you require any further information to assist in your consideration of the review.

Yours sincerely,



**Annette Nelson**

Chief Executive Officer / Director of Nursing



**JOSH TEAGUE MP**  
MEMBER FOR HEYSEN



Greg Georgopoulos  
Chief Executive Officer  
Adelaide Hills Council

E: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)

Dear Mr Georgopoulos,

*Greg,*

I refer to my letter to you dated 26 February 2024, a copy of which is enclosed, and our meeting on 30 July 2024. I write again to support Stirling Hospital's request to Council for discretionary waiver of its rates.

I understand Council would consider the matter again at a meeting on 10 September 2024.

I ask Council further to consider the hospital's request. That is particularly in circumstances where the hospital has recommitted itself to community engagement and against the background of Council's decades long involvement with the hospital. That connection and support should continue in the best interests of Hills residents.

In the spirit of community collaboration, I continue to encourage all relevant stakeholders to support Stirling Hospital's sustainability endeavours because it directly impacts the health and prosperity of our local area. A discretionary rate rebate from Adelaide Hills Council would demonstrate strong commitment to the hospital's sustainability and ensure a positive impact on our community.

Thank you for your further attention to this matter, and I look forward to working with Council and other stakeholders to achieve the continued success of Stirling Hospital.

Yours sincerely,

*Josh*

**Josh Teague MP**  
Member for Heysen

3 / 09 / 2024

cc: Stirling Hospital

Encl: Letter dated 26 February 2024



## **JOSH TEAGUE MP**

MEMBER FOR HEYSEN

Greg Georgopoulos  
CEO, Adelaide Hills Council  
63 Mount Barker Road  
STIRLING SA 5152

By email: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)

Dear Greg,

I am writing to express my support for Stirling Hospital's application for a discretionary rate rebate from Adelaide Hills Council for the upcoming fiscal year 2024/2025.

Stirling Hospital has been a cornerstone of our local community and an essential healthcare provider in the broader Hills region. Its unwavering commitment to delivering high-quality services has been pivotal in ensuring the well-being of local constituents. As the Member for Heyesen, I am acutely aware of the crucial role Stirling Hospital plays in the lives of our residents, providing not only medical care but also a sense of security and support.

During 2023, I had the privilege of organising two town hall events to engage the local community and discuss the challenges facing Stirling Hospital. These events were attended by hundreds of locals who expressed their unwavering support for maintaining the hospital at Stirling.

I understand the Board and Management of Stirling Hospital are actively engaged in initiatives aimed at reducing costs to enhance the hospital's sustainability. The potential rate rebate under consideration by Adelaide Hills Council could prove instrumental in furthering these efforts. The savings of up to \$25,000 per annum could be redirected towards vital infrastructure upgrades and maintenance, including potential ventilation enhancements.

In the spirit of community collaboration, I encourage all relevant stakeholders to support Stirling Hospital's sustainability endeavours because it directly impacts the health and prosperity of our local area. A discretionary rate rebate from Adelaide Hills Council would demonstrate strong commitment to the Hospital's sustainability and ensure a positive impact on our community.

Thank you for your attention to this matter, and I look forward to working with Adelaide Hills Council and other stakeholders to achieve the continued success of Stirling Hospital.

Yours sincerely,



**Josh Teague MP**  
Member for Heyesen

26 / 02 / 2024

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
AGENDA BUSINESS ITEM**

<b>Item:</b>	<b>12.1</b>
<b>Responsible Officer:</b>	<b>David Waters Director of Environment and Infrastructure Environment and Infrastructure</b>
<b>Subject:</b>	<b>Draft Strategic Plan 2024 for Adoption</b>
<b>For:</b>	<b>Decision</b>

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**SUMMARY**

The *Strategic Plan* (the Plan) is a key element of the Council's suite of strategic management plans along with Council's *Long Term Financial Plan* and the *Asset Management Plans*. The review of the Plan is a legislative requirement under section 122 of the *Local Government Act 1999*.

The review has been undertaken over the past 18 months commencing with a community survey in 2023. This has been followed by a series of Council Member workshops, workshops with staff and other stakeholder input. In developing the new plan, the goals, objectives and priorities have been determined with a four to ten year timeframe in mind. They are grouped around community, environment, built form and organisational outcomes.

Broad community consultation was held over the period 30 August 2024 to 24 September 2024 (25 calendar days), the results of which are detailed in the *Draft Strategic Plan 2024 Community Engagement Outcomes Report (Appendix 2)*. This report was presented to Council members at the workshop on 1 October 2024 to discuss the community feedback and any potential changes that may be required as a result. The recommended changes resulting from feedback received via community or staff has been compiled and listed in **Appendix 3**.

This purpose of this report is to present the final draft *Strategic Plan 2024 (Appendix 1)* which incorporates the recommended changes from **Appendix 3**, for Council endorsement.

**RECOMMENDATION**

**Council resolves:**

1. That the *draft Strategic Plan 2024 for adoption* report be received and noted.
2. To receive and note the *Draft Strategic Plan 2024 Community Engagement Outcomes Report* as contained in Appendix 2.
3. To adopt the *Strategic Plan 2024*, as contained in Appendix 1, in accordance with *Section 122 of the Local Government Act 1999*.
4. That the CEO, or delegate, be authorised to:
  - a. Make any necessary formatting, nomenclature or other minor changes to the Plan prior to being published and

- b. Determine the publishing timings, format, and media processes while ensuring consistency and compliance with the provisions of applicable legislation.**
- 

**1. BACKGROUND**

The draft *Strategic Plan* (the Plan) is a key element of the strategic management plans along with Council's *Long Term Financial Plan* and the *Asset Management Plans*. The review of the Plan is a legislative requirement under section 122 of the *Local Government Act 1999*.

The review has been undertaken over the past 18 months commencing with a community survey in 2023. This has been followed by a series of Council Member workshops, workshops with staff and other stakeholder input. In developing the new plan, the goals, objectives and priorities have been determined with a four to ten year timeframe in mind. They are grouped around community, environmental, built form and organisational outcomes.

The Plan was presented to Council at the meeting on 27 August 2024 where it was resolved:

## 12.2 Draft Strategic Plan for Community Consultation

Moved Cr Nathan Daniell  
S/- Cr Leith Mudge

293/24

Council resolves:

1. That the report be received and noted.
2. That Council endorses the Draft Strategic Plan as contained in *Appendix 1* for consultation purposes, with the following changes:
  - a) Amending the vision to delete the words “where rural and sustainable practices coexist” and replace with “with sustainable practices in rural landscapes.”
  - b) Changing the date for a forum at Norton Summit to Monday 17 September 2024.
3. That consultation be undertaken in accordance with the engagement plan outlined in *Appendix 2*.
4. That the CEO be authorised to:
  - a. Make any formatting, nomenclature or other minor changes to the Draft Strategic Plan prior to it being released for public consultation, and
  - b. Amend the consultation timings, media and processes if required for any reason, while keeping substantially aligned to the adopted engagement plan and the provisions of applicable legislation and Council’s *Public Consultation Policy*.
5. That a report containing the outcomes of the community consultation process be brought back to Council for consideration as part of adopting the final Strategic Plan.

Carried Unanimously
---------------------

Community consultation was held over the period 30 August 2024 to 24 September 2024 (25 calendar days), the results of which are detailed in the *Draft Strategic Plan 2024 Community Engagement Outcomes Report (Appendix 2)*. This report was presented to Council members at the workshop on 1 October 2024 to discuss the community feedback and any potential changes that may be required as a result. The recommended changes resulting from feedback received via community or staff has been compiled and listed in Appendix 3.

## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

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

Priority O5.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community.

The *Strategic Plan* outlines Council’s goals and objectives and proposed strategies for, at minimum, the next four years. It assists Council to govern in a responsible, prudent and collaborative manner.

➤ **Legal Implications**

Section 122 of the *Local Government Act 1999* (the “Act”) requires all councils to have strategic management plans. Council’s *Strategic Plan* is part of this suite of strategic management plans. Section 122 (4)(b) requires Council to review the strategic management plans within 2 years after each general election of Council.

The Act sets out the particulars of what must be contained in a strategic plan and that the draft must undergo public consultation. Section 122(6) of the Act specifies that ‘*a council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans*’.

➤ **Risk Management Implications**

The review of the Strategic Plan will assist in mitigating the corporate risk of:

*Inability to discharge role and functions of a local government entity leading to a breach of legislation and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High	Medium	Medium

The Strategic Plan set the main goals and objectives for Council but is just one of the suite of strategic management plans (along with the Long Term Financial Plan and Asset Management Plans) which contribute to mitigating this risk.

➤ **Financial and Resource Implications**

The *Strategic Plan* has been developed mainly using existing staff resources.

In 2023-24, \$13,700 was spent on the two consultant-led development workshops with Council Members and staff, as well as other professional fees related to the demographic and community survey analysis.

The community engagement forums and online webinar used mostly in house resources and an external consultant at a cost of \$5,779 which has been accommodated within existing operational budgets.

In 2024-25 a budget of \$10,000 has been assigned for the external costs for:

- professional design assistance, and
- promotional costs related to engagement and public consultation such as advertising.



➤ **Customer Service and Community/Cultural Implications**

The *Strategic Plan* provides transparency for the community regarding Council’s plans for the next four years. It highlights key goals and objectives and the strategies to achieve these objectives.

➤ **Sustainability Implications**

The Council’s sustainability (financial, social and environmental) is a key consideration in the development of the *Strategic Plan*.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not applicable
<i>Council Workshops:</i>	A full day, consultant led workshop was conducted on 18 November 2023 where Council Members drafted the main goals and priorities based on the Community surveys and research conducted. Workshops for discussing the ongoing development of the Strategic Plan were conducted on 21 March 2023, 3 April 2023, 18 July 2023, 12 September 2023, 19 March 2024, 21 May 2024 and 5 August 2024. Community consultation results and feedback were discussed at the workshop on 1 October 2024.
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Not applicable
<i>Community:</i>	Community were invited to contribute to the main themes and priorities via the community survey conducted in March 2023. Feedback from the Annual Business Plan consultation survey and in person meetings during April 2024 were also used to inform the plan. Staff have also obtained feedback from relevant agencies and other stakeholder groups to inform particular elements of the plan. Community consultation was conducted over the period 30 August to 24 September with final results collated in the report in Appendix 2.

➤ **Additional Analysis**

Community consultation for the draft strategic plan occurred over the period 30 August to 24 September (25 calendar days). The key engagement activities included:

- Online survey on the Council’s community engagement web portal
- Public forum at Norton Summit on Monday 16 September (6:30 – 7:30pm)
- Webinar on Tuesday 17 September (5-6pm) which was recorded and posted online
- Public forum at Gumeracha on Wednesday 18 September (6:30 – 7:30pm)

There was a total of 70 Participants who provided feedback on Council’s Draft Plan. 36 Respondents provided their feedback on the Draft Plan by online submission form and 5 provided their feedback via hardcopy submission form. A further 13 participants



provided a response by email and 16 attended an information night/online webinar where feedback could be provided.

The full results and feedback are detailed in the *Draft Strategic Plan 2024 Community Engagement Outcomes Report (Appendix 2)*.

Appendix 3 provides a summary of any changes that are recommended (and incorporated into **Appendix 1**) as a result of the feedback from the community consultation or other staff/stakeholder feedback.

### 3. OPTIONS

Council has the following options:

- I. To endorse the proposed *Strategic Plan 2024*
- II. To endorse the proposed *Strategic Plan 2024* with minor adjustments
- III. To not endorse the proposed *Strategic Plan 2024*, and suggest further amendments with a revised Plan being resubmitted at a subsequent Council meeting

### 4. APPENDICES

- (1) Strategic Plan 2024
- (2) Draft Strategic Plan 2024 Community Engagement Outcomes Report
- (3) Summary of recommended changes from consultation

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# **Appendix 1**

*Strategic Plan 2024*

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# *Your Place Your Space*

**Strategic Plan**  
2024



**Adelaide Hills**  
COUNCIL



## Acknowledgement of country

Council acknowledges that we undertake our business on the traditional Country of the Peramangk and Kurna people. We pay our respects to Ancestors and Elders past and present as the Custodians of this ancient and beautiful land, for they hold the memories, traditions, spiritual relationships, culture and hopes of the First Nations of Australia.

We are committed to working together to ensure that Peramangk and Kurna culture and traditions are sustained, valued and continuing.

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## Council Members' message

This Strategic Plan has been developed to guide our priorities and decisions over the next four to ten years. It has been crafted with your voices at its heart, ensuring that we address your immediate needs while laying a strong foundation for the future of our region. Our vision celebrates the uniqueness of the Hills character, environment and community.

Through collaborative efforts with stakeholders and the community, we have gained valuable insights into your aspirations and priorities, and from this we are able to develop guiding principles that will influence everything we do.

Our focus in the plan is on objectives and priorities that promote social, economic, and environmental benefits. This includes ambitious priorities related to sustainable lifestyle practices, protecting and improving our natural environment, building community resilience, and developing placemaking initiatives to enhance liveability across the region.

We look forward to nurturing partnerships and engaging with each of you to realise this vision. By working hand-in-hand, we can ensure that our community continues to be vibrant and inclusive, and that we remain responsive to the needs of our residents.

**Mayor Jan-Claire Wisdom and Councillors**



## CEO's message

As we launch our new Strategic Plan, I want to take a moment to reflect on our shared journey and reaffirm our commitment to providing quality services in a financially sustainable manner. Our Council has worked diligently to align our goals with your aspirations, ensuring we are prepared to deliver on the vision outlined in this plan.

We acknowledge there will be challenges ahead, be they economic pressures or environmental considerations, but with resilience and innovation I feel confident our team can manage them.

As an organisation we are dedicated to supporting and building a skilled organisation that leverages technology to enhance customer experience and operational efficiency. As part of this we will be reviewing and evolving our services to ensure we are delivering outcomes in line with the strategic plan that are effective, efficient, and continue to meet the needs of our community now and into the future.

By staying focused on our strategic goals, we will create a pathway toward an Adelaide Hills region we can all be proud of.

**Greg Georgopoulos**





## **Our vision**

*Our vision is to preserve and celebrate the Hills' unique character and environment, with sustainable practices in rural landscapes. We aspire to cultivate a safe, resilient and welcoming community that honours our heritage, and encourages creativity and innovation.*



# Our guiding principles

Achieving our vision requires us to care for, protect and grow what is best about our community, people and places. In doing this we are committed to the following principles.



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## First Nations

We recognise Peramangk and Kurna people as the traditional custodians of our region and are committed to working with Aboriginal and Torres Strait Islander people on the reconciliation journey.

---

## Natural Environment

We acknowledge the natural environment as the foundation of the character of the Adelaide Hills landscape. We seek to minimise negative impacts and pursue conservation and other positive environmental outcomes.

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## Inclusivity

We celebrate diversity in all its forms. We treat people fairly and equitably and are committed to listening, learning and encouraging open and honest discussions. We welcome people from all backgrounds and abilities, and are proud to be a Refugee Welcome Zone.

---

## Connection

We value community and other stakeholder input to decision making. We encourage volunteering, creativity, cultural expression and collaboration in the achievement of shared objectives.

---

## Climate Change

We are dedicated to reducing our impact upon climate change and seek to mitigate and adapt to its impacts in line with our declaration of a climate emergency.

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## Sustainability

We consider the environmental, economic, social and cultural implications of our decisions to ensure the ongoing sustainability of the Council and our community.

---

## Built Form

We will ensure built form complements the natural environment and Hills character. It will serve to support sustainable living, resilience and safety, community capacity building, and sustainable commerce.

---

## Change

We recognise the need for flexibility, resilience and adaptability in a changing global landscape.

---

## Innovation

We seek opportunities for innovation and to continuously enhance the experience of living and working in the Hills, both now and for future generations.

---

## Governance

We hold ourselves to the highest standards of ethics and probity.





# Our goals



## Natural Environment

**NE 1** Pursue our adopted pathway to achieve net zero carbon emissions.

**NE 2** Support the community and businesses to decarbonise and transition to sustainable lifestyle practices (green communities).

**NE 3** Protect, improve, expand and connect habitat.

**NE 4** Build resilience in the natural environment to adapt to climate and other environmental changes.

**NE 5** Improve landscape character and amenity value on Council managed land.

See more about this goal on page 13.



## Community Wellbeing

**CW 1** Promote and support reconciliation.

**CW2** Enrich, empower and support connected communities.

**CW 3** Embrace diversity in our community and build on community strengths.

**CW 4** Build community resilience for the future.

**CW 5** Foster cultural identity and connection to place.

**CW 6** Promote physical, mental and social wellbeing.

See more about this goal on page 16.



## Built Form and Economy

**BFE 1** Guide development that fosters vibrant and resilient communities, promotes appropriate design and enhances livability.

**BFE 2** Nurture a distinctive sense of place, support activation activities and recognise and celebrate our rich heritage.

**BFE 3** Develop and maintain infrastructure to support livability and sustainable economic activity.

**BFE 4** Improve the utilisation of Council and community facilities.

**BFE 5** Promote sustainable prosperity by supporting tourism, creative industries, primary production and vibrant townships.

See more about this goal on page 20.



## Organisation

**O1** Embrace technology solutions and digital transformation to enhance our organisation and the community experience.

**O2** Operate with integrity using best practice governance processes.

**O3** Support and develop a skilled organisation that is aligned to Council's priorities.

**O4** Engage and advocate for our communities.

**O5** Evolve Council's functions and services to meet the current and future needs and aspirations of our community.

See more about this goal on page 23.



# What is the strategic plan?

The Strategic Plan sets out our key areas of focus for the next four years. It doesn't include everything we do, but it highlights areas for special attention and where we will be directing our efforts.

Council has sought to understand and reflect the community's aspirations by analysing data from our 2023 community survey and engagement processes from other initiatives such as the Annual Business Plan. We've engaged directly with a number of stakeholder groups, analysed the latest demographic data and considered contemporary research into areas of relevance to the Adelaide Hills community. From this, we've determined goals, objectives and priorities for focus over the coming years and outlined a number of principles to guide what we do.

The Draft Strategic Plan consultation held over September 2024 provided further opportunity for the community to contribute to the content of the final plan.

---

## 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 our 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, the strategic risks, and the community's profile and trends, as well as the organisational capability we need to achieve our objectives.

Each year we use these strategies and plans to determine the priorities and allocate resources through the Annual Business Plan process. At that time, a suite of corporate performance indicators are incorporated which are then used in quarterly reporting and the Annual Report to demonstrate our performance in delivering on the Strategic Plan.



# Figure 1: Strategic planning framework



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## Strategic Plan

The Strategic Plan sets out the Council's key areas of focus for the next four years.

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## Asset Management Plans

Details the management and development of our assets and infrastructure.

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## Long Term Financial Plan

A view of our finances over a 10 year period that shows how we remain financially sustainable while delivering our strategic goals.

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## Annual Business Plan

Provides our annual budget and the details of how we will deliver our strategic management plans during the financial year.

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## Quarterly Performance Reporting

Shows our performance against the Annual Business Plan targets.

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## Annual Report

Shows our performance against our Annual Business Plan targets.

# Our profile

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District Area **795km<sup>2</sup>**

---

Townships and Localities **57**

---

Total Population **41,842**

---

Households **16,267**

---

Median Age **44**

---



## Household Types

**8%**

One parent family

**2%**

Group households

**18%**

Lone person

**37%**

Couples with children

**32%**

Couples without children

## Key Statistics

**618km**

Sealed roads

**399km**

Unsealed roads

**124km**

Footpaths

**309**

Council owned buildings

**3.8%**

Of people need help at home

**8,437**

Dog registrations

**1,426**

Cat registrations

**6**

Libraries and community centres

**30%**

Of people in our population are volunteers

**39**

Playgrounds

**100+**

Pieces of play equipment

**\$5.5m spent on**

Waste and recycling

**4,243**

Businesses

**12,037**

Local jobs



# About our region

*When we undertook our community survey and asked people to describe what they love about the Adelaide Hills, most people referenced our unique Hills' character.*

They raised themes encompassing the natural environment, open spaces, welcoming communities, our unique townships and businesses, the rural living feel, agriculture and our attractions and events.

There is a strong sense for wanting to protect what is special about the Hills and to approach the future in a considered but adaptable manner.

---

## Region

We have 57 townships, suburbs and localities scattered across an area of 795km<sup>2</sup>. The 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.

---

## Our People

In 2023 we had an estimated population of 41,842 living in 16,267 households, with an average size of 2.61 people.

41% of our residents owned their home outright and 46% owned a home under mortgage, while the remaining are either renting or in another arrangement. Larger properties and rising house value present challenges in housing affordability and therefore the dominant households seen are often higher income and/or people in stable employment. Young people and lower income households have limited options for housing in the region.

21% of our residents were born overseas with the largest groups being from England, Germany, and New Zealand. At home 7.9% speak another language than

English which is significantly lower than the South Australia average of 19%.

281 people identify as being Aboriginal or Torres Strait Islander which is 41 people higher than in 2016. 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.

20.1% of our residents are aged 65 or older which is 2.6% higher than in 2016. 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.

With limited public transport in our region, the major form of transport is by car. As such, 74% of households have access to 2 or more vehicles. Challenges therefore arise for many non-drivers in the community in limiting their access to support services, work and/or education.

3.8% of our residents need help at home. With challenges already faced across the state with increasing healthcare shortages, this may place additional pressure on alternative community services.

# About our region

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## Economy

The Gross Regional Product, which is an estimate of our region's contribution to the national economy, is \$2.1b a year. Our major output producing industries are manufacturing, construction and rental/real estate services.

We have more than 4,000 businesses in the region, 33% of which provide jobs for over 12,000 people. We have a small business dominated economy with only 2% of businesses in the region employing 20 or more staff.

Tourism businesses generate approximately \$215m for the Adelaide Hills, and the value added by tourism to the local area is estimated to be \$88.8m.

Economic uncertainty continues to create challenges for many sectors of our community. Inflation pressures and increasing property prices contribute to increased cost of living.

---

## Environment

In 2019, we declared a climate emergency and continue our commitment to provide leadership in addressing climate change and in remaining resilient in the face of continuing extreme weather events.

The Adelaide Hills is a biodiversity hotspot with large tracts of native vegetation and numerous threatened species and communities. Around 24% of the land we manage is protected through Native Vegetation Heritage Agreements, Conservation Reserve status or roadside native vegetation blue marker system status.

Ongoing conservation management to preserve, restore and connect our habitats will be needed into the future.

Most of the land in our region is classed as high bushfire risk as it has steep topography, difficult access and higher fuel loads than urbanised areas due to vegetation cover. Striking a balance between protecting our community from bushfires and preserving the region's biodiversity is essential.





# About our region

## Development

Over the past 10 years we have had an average yearly population increase of 0.5% due to the limited opportunities for development in our region. There are however pockets of accelerated growth, including at Woodforde, Woodside (Inverbrackie) and Mount Torrens.

Development limitations are directly influenced by:

- The Mount Lofty Ranges Watershed, which covers 89% of the region contributing to a majority of metropolitan Adelaide's potable water.
- The regulated protections from residential development which cover the majority of land outside township boundaries.
- Infrastructure over the majority of the region lacking mains water, sewer or stormwater connections.

Negligible population growth is predicted in the near-medium term which reflects the limited opportunities for development coupled with a long term gradual reduction in average household size. Low development places less pressure on natural and agricultural landscapes, however it also limits the supply of smaller and/or affordable housing. Lower overall supply influences increasing house and rental prices. Low development also limits Council's ability to meet increasing community expectations through revenue growth

### Footnote:

Demographic data has been sourced from the 2021 ABS Census available online at [abs.gov.au](https://abs.gov.au).





## Our goals



1

# Natural Environment

*Responsible custodians of our natural environment*



# Goal 1 Natural Environment

## *Responsible custodians of our natural environment.*

We understand the vital role that healthy and resilient natural systems play in supporting our quality of life. These include the provision of clean air and water, natural elimination of waste and pollution, recycling of nutrients, pest regulation, pollination and supporting sustainable agriculture.

We have ambitious goals for mitigating our climate impacts and growing our vegetation coverage, while

supporting the community to do the same. It is important to adopt an integrated approach to vegetation management and bushfire mitigation.

Our parks and reserves are important to the community, economy and ecosystems and we will continue to maintain and enhance public spaces accordingly.

---

### Objective NE1

Pursue our adopted pathway to achieve net zero carbon emissions

---

#### Priorities

**NE1.1** Deliver actions in the corporate carbon management plan to decarbonise Council operations, including embedded emissions.

**NE1.2** Continue to decarbonise the vehicle fleet and other energy consuming processes.

**NE1.3** Investigate opportunities for direct energy purchasing from renewable energy producers (power purchasing agreement) and/or community virtual power plants.

**NE1.3** Demonstrate responsible governance by incorporating sustainable procurement (ISO 20400) into Council processes.

---

#### Services and functions which help us achieve the objective

- Sustainability program
- Corporate procurement

---

### Objective NE2

Support the community and businesses to decarbonise and transition to sustainable lifestyle practices (green communities)

---

#### Priorities

**NE2.1** Investigate the merits of a solar PV and battery bulk purchasing scheme and community virtual power plant to provide more affordable access to renewable energy, and explore other ways of supporting practical actions by the community to adopt sustainable living practices.

**NE2.2** Continue to promote the highest principles in the waste management hierarchy – avoid, reduce, reuse and recycle – through education programs, services and by example.

**NE2.3** Explore alternative kerbside waste collection models that divert more waste from landfill.

**NE2.4** Support business, commerce associations, community associations and other groups to adopt sustainability targets and actions.

---

#### Services and functions which help us achieve the objective

- Kerbside waste collection
- Waste transfer station
- Economic development



# Goal 1 Natural Environment

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## Objective NE3

Protect, improve, expand and connect habitat

---

### Priorities

**NE3.1** Protect remnant native vegetation from threats or threatening activities.

**NE3.2** Promote the value of biodiversity protection and management on private lands.

**NE3.3** Develop and implement a new Biodiversity Strategy detailing how we will protect and improve biodiversity, and expand native vegetation coverage where appropriate.

**NE3.4** Nurture valuable community and stakeholder partnerships and collaborations to care for country.

**NE3.5** Advocate for stronger native vegetation protection laws.

---

### Services and functions which help us achieve the objective

- Biodiversity management and bushcare
- Friends of parks programs
- Partnerships with government and non-government organisations

---

## Objective NE4

Build resilience in the natural environment to adapt to climate and other environmental changes

---

### Priorities

**NE4.1** Implement the opportunities identified in the Bushfire Mitigation Landscape Strategy.

**NE4.2** Implement actions from the Tree Strategy.

**NE4.3** Collaborate and advocate for greater investment in environmental protections and improvements.

**NE4.4** Work with others toward the national '30 by 30' target to protect and conserve 30% of the land area by 2030.

**NE4.5** Apply best practice approaches to protect soil and water quality and conservation.

---

### Services and functions which help us achieve the objective

- Arboriculture
- Parks and reserves
- Regulatory services

---

## Objective NE5

Improve landscape character and amenity value on Council managed land

---

### Priorities

**NE5.1** Continue rolling out water efficiency measures for the maintenance of parks and sports fields.

**NE5.2** Implement a succession planting program for street trees and other vegetation in key precincts, with a focus on sustainable species selection.

**NE5.3** Maintain parks and reserves to be fit for purpose and enhance liveability.

---

### Services and functions which help us achieve the objective

- Parks and reserves maintenance
- Sport and recreation

# Our goals



2

## Community Wellbeing

*A thriving, safe and welcoming community*





# Goal 2 Community Wellbeing

## *A thriving, safe and welcoming community.*

Our region provides a unique environment and lifestyle for residents, business owners and visitors who value quality of life and wellbeing. A thriving community depends on high levels of wellbeing, which are influenced by various social and health factors leading to safe, engaged, healthy, inclusive, culturally rich, vibrant, creative and supported communities.

By working alongside our residents, we strengthen relationships and create opportunities for them to connect, learn, participate, grow and build resilience against unexpected challenges.

---

### Objective CW1

Promote and support reconciliation

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#### Priorities

**CW1.1** Develop and implement our Innovate Reconciliation Action Plan (RAP) with the support of the Adelaide Hills Reconciliation Working Group.

**CW1.2** Create First Nations Engagement Protocols to better enable Traditional Custodians and Aboriginal and Torres Strait Islander people to be involved in Council decision-making.

**CW1.3** Seek cultural advice and guidance from First Nations people to support our activities.

**CW1.4** Build awareness of cultural safety and respect among our Council members, staff, volunteers and community.

---

#### Services and functions which help us achieve the objective

- Community cultural development
- Fabrik Arts + Heritage
- Governance
- Communications, engagement and events

---

### Objective CW2

Enrich, empower and support connected communities

---

#### Priorities

**CW2.1** Partner to deliver positive ageing programs to support eligible older residents to maintain their independence, increase social participation, and improve wellbeing.

**CW2.2** Support community groups and community-led initiatives that achieve wellbeing outcomes.

**CW 2.3** Provide welcoming spaces, programs and services at our libraries and community centres that offer opportunities for connection, lifelong learning, digital inclusion, growth and literacy.

**CW2.4** Support community members to gain skills, experience, and connections through our volunteering programs, and strengthen pathways to external volunteering opportunities in our region.

---

#### Services and functions which help us achieve the objective

- Positive ageing
- Youth development
- Libraries
- Fabrik Art + Heritage
- Volunteering
- Community programs

# Goal 2 Community Wellbeing

## Objective CW3

Embrace diversity in our community and build on community strengths

### Priorities

**CW3.1** Promote and encourage community-level action for the prevention of domestic and family violence.

**CW3.2** Update and implement our Disability Access and Inclusion Plan and continue to improve universal access to our community supports and services.

**CW3.3** Explore contemporary models for young people to participate in and shape their communities by influencing decisions and policies that affect their futures.

**CW3.4** Renew and implement a Youth Action Plan that promotes access to opportunities, resources and supports for young people.

**CW3.5** Engage with diverse community groups to identify and address barriers to safe and equitable access to services, programs and facilities.

**CW3.6** Foster multiculturalism through a range of events, programs and initiatives.

### Services and functions which help us achieve the objective

- Community wellbeing
- Youth development
- Community programs
- Libraries

## Objective CW4

Build community resilience for the future

### Priorities

**CW4.1** Promote grassroots community collaboration and preparedness on climate action, and assist our community to adapt and build climate resilience.

**CW4.2** Using past experiences, lessons learnt, and contemporary knowledge support, the emergency services and the community before, during and after disaster events.

**CW4.3** Support and train staff to participate in our incident management team and recovery team and ensure response requirements are adequately resourced.

**CW4.4** Promote disaster preparedness as a shared responsibility by collaborating with relevant partners, including emergency services, government agencies, non-governmental organisations and the community.

**CW4.5** Review the sustainability and permanency of community resilience programs to ensure ongoing support to communities, townships, and at-risk groups to prepare for, respond to, and recover from bushfires and other emergencies.

### Services and functions which help us achieve the objective

- Sustainability program
- Emergency management
- Community resilience program
- Regulatory services
- Communications, engagement and events

# Goal 2 Community Wellbeing

---

## Objective CW5

Foster cultural identity and connection to place

---

### Priorities

**CW5.1** Establish Fabrik Arts + Heritage as an arts and culture destination, attracting visitors from Australia and around the world.

**CW5.2** Support and create opportunities for artists, performers and writers to showcase their work and contribute to community identity, events and placemaking.

**CW5.3** Develop connection for people and place by fostering public art and supporting arts and cultural experiences, including events, markets and festivals.

---

### Services and functions which help us achieve the objective

- Fabrik Arts + Heritage
- Community cultural development
- Township and landscape planning
- Communications, engagement and events

---

## Objective CW6

Promote physical, mental and social wellbeing

---

### Priorities

**CW6.1** Adopt a strategic and evidence-based approach to plan for the provision of accessible sport and recreation opportunities and facilities.

**CW6.2** Deliver our priority actions outlined in our Regional Public Health and Wellbeing Plan 2022-27 and advocate for improved mental health services for our region.

**CW6.3** Plan and promote walking and cycling projects and infrastructure that facilitate health and wellbeing as well as sustainable forms of transport.

**CW6.4** Support and partner with clubs, groups, and other stakeholders to provide sport and recreation opportunities / activities and facilities for the community.

**CW6.5** Promote opportunities for people to improve their health and wellbeing by spending time in our natural environments, bringing greater numbers of people into our parks.

**CW6.6** Ensure cemetery offerings respond to changing community preferences and that public commemorative and memorial sites are kept in a state befitting their purpose.

---

### Services and functions which help us achieve the objective

- Sport and recreation
- Community wellbeing
- Environmental health
- Cemetery management
- Communications, engagement and events



# Our goals



3

## Built Form and Economy

*Building foundations for the future*



# Goal 3 Built Form and Economy

## *Building foundations for the future*

We guide and advocate for sustainable development that enhances and protects our region. We build connections and participation across the community through effective facilities and infrastructure, such as sports grounds, community spaces, libraries, community halls, and community centres.

Supporting economic growth through business retention and attraction boosts our economic diversity and local job opportunities, improving the community's quality of life. Engaging with people who interact and do business in our region helps tailor our spaces to their changing needs, enhancing the sense of place.

---

### **Objective BFE1**

Guide development that fosters vibrant and resilient communities, promotes appropriate design and enhances livability

---

#### **Priorities**

**BFE1.1** Develop and implement a housing strategy that responds to the community's needs and balances expectations regarding character, growth, affordability and the natural environment.

**BFE1.2** Explore and investigate opportunities to support and encourage adaptive, resilient and climate ready development.

**BFE1.3** Investigate the merits of establishing a Local Design Review Panel to enhance the decision-making process for development.

---

#### **Services and functions which help us achieve the objective**

- Development services
- Policy planning
- Economic development

---

### **Objective BFE2**

Nurture a distinctive sense of place, support activation activities and recognise and celebrate our rich heritage

---

#### **Priorities**

**BFE2.1** Prepare and implement a new framework to guide Council's approach to placemaking initiatives across the district.

**BFE2.2** Develop a strategic framework to town and precinct planning, with prioritisation guidelines to ensure equitable investment in public spaces.

**BFE2.3** Ensure place development incorporates youth friendly spaces and infrastructure.

**BFE2.4** Continue to strengthen Council's planning framework to preserve and enhance the unique heritage and character of the Hills.

---

#### **Services and functions which help us achieve the objective**

- Policy planning
- Economic Development
- Development services



# Goal 3 Built Form and Economy

## Objective BFE3

Develop and maintain infrastructure to support livability and sustainable economic activity

### Priorities

**BFE3.1** Continue to pursue co-funding for community infrastructure and road safety improvement projects.

**BFE3.2** Continue to build and enhance resilience and reliability of the Community Wastewater Management System (CWMS) service.

**BFE3.3** Undertake a gap analysis to determine the need for additional and enhanced asset management planning.

**BFE3.4** Assess appropriate service levels when reviewing asset management plans.

**BFE3.5** Prioritise planning for new footpath, trail and cycling infrastructure where it will foster better health, wellbeing, economic and transport outcomes.

### Services and functions which help us achieve the objective

- Asset management
- Civil services
- Property services

## Objective BFE4

Improve the utilisation of Council and community facilities

### Priorities

**BFE4.1** Review staff office accommodation to optimise cost and service delivery arrangements and implement appropriate actions.

**BFE4.2** Encourage greater utilisation and enhancement of community halls and facilities and foster multi-use spaces to maximise community benefit.

**BFE4.3** Recognise and promote the value of community-based facility management in meeting local needs.

**BFE4.4** Implement the Community and Recreation Facilities Framework.

### Services and functions which help us achieve the objective

- Property services
- Community development
- Sport and recreation

## Objective BFE5

Promote sustainable prosperity by supporting tourism, creative industries, primary production and vibrant townships

### Priorities

**BFE5.1** Explore opportunities to support the growth of eco-tourism in the Adelaide Hills.

**BFE5.2** Support and encourage the growth of primary production, manufacturing, creative and other industries, including a focus on local supply chains.

**BFE5.3** Support new and existing businesses to be resilient and successful, and to create local jobs.

### Services and functions which help us achieve the objective

- Economic development
- Fabrik arts + heritage
- Policy planning
- Trails development



# Our goals



## Organisation

*An accessible, accountable and representative organisation*



# Goal 4 Organisation

## *An accessible, accountable and representative organisation.*

As an organisation, we aim to deliver effective and efficient services and facilities to the community with a focus on representation, informed and transparent decision-making, and financial sustainability.

Our people strive to be agile and capable. We consider the customer experience and continuous improvement in all that we do, with an aim to make it easy for our community, staff and stakeholders to interact with us.

---

### Objective O1

Embrace technology solutions and digital transformation to enhance our organisation and the community experience

---

#### Priorities

**O1.1** Use technology and digital solutions to improve and streamline the customer experience.

**O1.2** Invest in technology solutions and skills to transform service delivery and maximise the organisation's effectiveness and efficiency.

**O1.3** Enhance data governance to protect and secure information ensuring compliance with legislation.

---

#### Services and functions which help us achieve the objective

- Customer services
- Information services
- Communications
- Financial services
- People and culture

---

### Objective O2

Operate with integrity using best practice governance processes

---

#### Priorities

**O2.1** Demonstrate accountable and transparent decision making.

**O2.2** Support decision making through the use of timely data-driven analysis and reporting.

**O2.3** Enhance governance structures and systems to be agile and support our legislative obligations.

**O2.4** Review and renew protocols for communication and work between the administration and elected body.

---

#### Services and functions which help us achieve the objective

- Governance
- Corporate planning and performance
- Communications

# Goal 4 Organisation

---

## Objective O3

Support and develop a skilled organisation that is aligned to Council's priorities

---

### Priorities

**O3.1** Develop and implement an internal communications strategy incorporating mechanisms for feedback on effectiveness.

**O3.2** Develop and implement a workforce development plan (that incorporates recruitment, training, succession planning and ongoing support), to optimise our workforce retention.

**O3.3** Enhance the culture of the organisation through the development of a revised set of organisational values incorporating a customer centric focus.

**O3.4** Maintain a safe workplace centred around equity, inclusion, wellbeing and safe work practices including corporate emergency response.

---

### Services and functions which help us achieve the objective

- People and culture
- Corporate planning and performance
- Communications
- Emergency management
- Information services

---

## Objective O4

Engage and advocate for our communities

---

### Priorities

**O4.1** Develop a robust Community Engagement Framework including exploring opportunities for community to participate in decision making.

**O4.2** Advocate on behalf of the community to represent its needs and views with relevant stakeholders and decision makers.

**O4.3** Work with affected communities across the region on boundary change issues to advocate for the most beneficial and appropriate outcomes.

---

### Services and functions which help us achieve the objective

- Community engagement
- Communications
- Governance

---

## Objective O5

Evolve Council's functions and services to meet the current and future needs and aspirations of our community

---

### Priorities

**O5.1** Undertake a high level review which considers the effectiveness, efficiency and opportunities of all council services.

**O5.2** Demonstrate financial sustainability through long term financial planning and annual budget setting which aligns with adopted targets.

**O5.3** Undertake regular customer surveys to seek feedback and measure customer experience.

---

### Services and functions which help us achieve the objective

- Corporate planning and performance
- Financial services
- Information services



*Each year we list specific corporate performance indicators in our Annual Business Plan as well as the strategic initiatives that will help us to deliver on the strategic plan.*

## Demonstrating our success

Each year we list specific corporate performance indicators in our Annual Business Plan as well as the strategic initiatives that will help us to deliver on the strategic plan. We have adopted service standards for a range of functions and conduct regular surveys with people who have requested Council services.

We further outline how we will deliver on our goals through the development and implementation of our functional plans, strategies and programs. Some examples of these include the Capital Works Program, Access and Inclusion plan, Economic Development Plan, Biodiversity Strategy, Sport and Recreation Strategy and Civil Zone Maintenance Program.

We inform the community and our stakeholders of our progress through regular reporting which includes the Annual Report, Quarterly Council Performance Report, Quarterly Budget Review reports, and Community Engagement reports.



# Our role

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

---

## Service provider

Fully or partially fund and provide a service

---

## Partner

Working with others to achieve common objectives

---

## Funder/facilitator

Enabling others to achieve outcomes through funding or facilitation support

---

## Advocate

Representing the views of the community to others

---

## Promoter/educator

Amplifying messages, referring to other service providers and informing the community

---

## Regulator

Make and/or enforce rules, educate and encourage compliance

# 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 and is made up of a Mayor and 12 Councillors elected to represent the community across two wards (see Figure 2). The Ranges Ward elects seven councillors and the Valleys Ward elects five with the ratio of electors to Councillors close to the same across both wards. A representation review is in progress which will determine if the current composition and ward structure will continue to meet our future requirements. If any changes are made as a result, this will be reflected at the next Local Government Election in November 2026.

The elected Council's role is to provide for the governance and stewardship of the Council. They do 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 their functions under legislation and the strategic management plans.

Several committees have been established to assist the Council and administration to discharge their responsibilities in specific areas. These are the Audit Committee, Chief Executive Officer Performance Review Panel, Council Assessment Panel, Boundary Change Committee and the Building Fire Safety Committee.

---

## Council Administration

The Council's Administration is led by the Chief Executive Officer appointed by the Council. The Chief Executive Officer appoints staff and engages other resources 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 directorates provides for the separation of regulatory activities, as far as practicable.

---

## Regional Subsidiaries

We are a member of four regional subsidiaries to deliver particular functions in collaboration with other councils. The subsidiaries are the Southern and Hills Local Government Association, the Eastern Waste Management Authority (East Waste), the Adelaide Hills Region Waste Management Authority, and the Gawler River Floodplain Management Authority.

*We foster positive relationships with other Councils, relevant State Government ministers, and government departments and agencies.*

## **Collaboration on public policy setting**

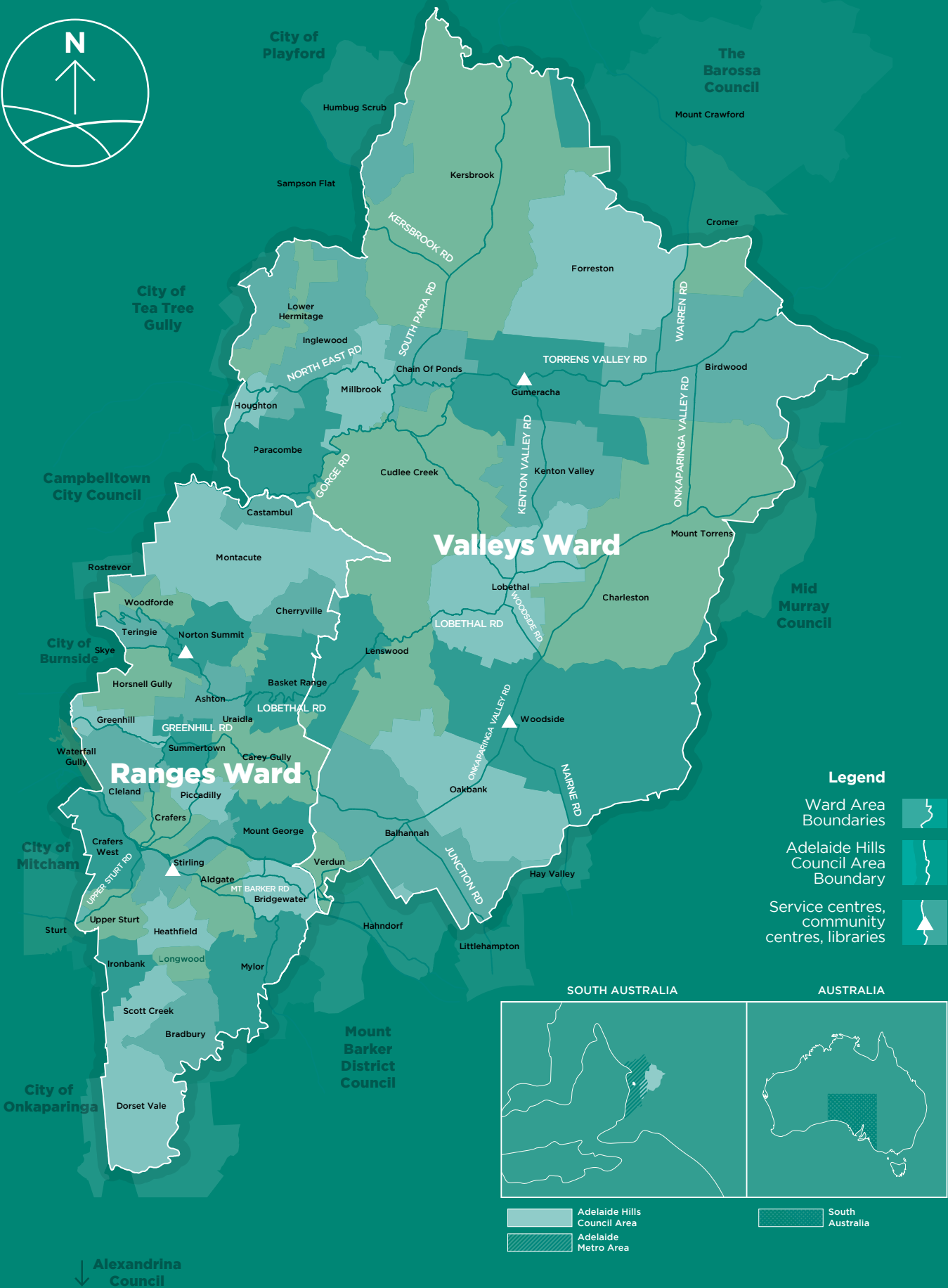
We foster positive relationships with other Councils, relevant State Government ministers, and Government departments and agencies. The extent to which we collaborate in public policy setting is determined by the relevance to our community and on our ability to allocate the necessary resources. This 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
- Participating in the Eastern metropolitan regional group of councils and the Southern and Hills Regional Local Government Association, which are regular forums for collaboration and regional prioritisation setting
- Regularly inviting 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 mutual objectives, are specified in the various functional strategies which expand on our Strategic Management Plans.



# Figure 2: Council ward structure



**Legend**

- Ward Area Boundaries (dashed line)
- Adelaide Hills Council Area Boundary (solid line)
- Service centres, community centres, libraries (white triangle)

**SOUTH AUSTRALIA**      **AUSTRALIA**

Adelaide Hills Council Area  
Adelaide Metro Area  
South Australia

---

## **Appendix 2**

*Draft Strategic Plan 2024 Community Engagement  
Outcomes Report*

---



2024

Adelaide Hills Council

[engage.sa.gov.au](https://engage.sa.gov.au)

# Draft Strategic Plan



## Community Engagement Outcomes Report

September 2024

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## 1 INTRODUCTION

This report presents feedback received during engagement with the community from 28 August to 24 September 2024 regarding Council's *Draft Strategic Plan* (the "Draft Plan").

This report will be presented to Council on **1 October 2024** and made available to those who participated in the consultation on Council's Engagement Platform after the final Strategic Plan is adopted on **22 October 2024**.

The consultation comprised an opportunity for the Community to provide feedback via hardcopy and online submission as well as providing submissions by email, letter, and phone contact. Community also had the opportunity to ask questions and provide feedback online via a webinar and in person at one of two information/feedback evenings held at Norton Summit and Gumeracha. A copy of information provided on Council's Engagement Platform, at information evenings and submission form is available in Appendix A.

There was a total of 70 Participants providing feedback on Council's Draft Plan. 36 Respondents provided their feedback on the Draft Plan by online submission form and 5 provided their feedback via hardcopy submission form. A further 13 participants provided a response by email and 16 attended an information night/online webinar where feedback could be provided.

Comments received through online and hardcopy submission forms are provided in Appendix B.

All emails, letters and other submissions are provided in Appendix C.

Advertisements, email blasts, promotional newsletters and Social media posts, are provided in Appendix D.

## 2 SUMMARY OF ENGAGEMENT

### 2.1 BACKGROUND

Approximately every four years Council develops a Strategic Plan (Plan) which is a requirement of the *Local Government Act 1999*. It is reviewed with each new term of Council and sets out the vision and goals for the future along with a number of principles to guide what Council does and key areas of focus. While it does not cover everything Council does, it highlights areas for special attention and where efforts will be directed.

Council commenced a review of the Strategic Plan in 2023. The Community survey undertaken in 2023, targeted research and stakeholder input assisted Council in understanding and reflecting the community's aspirations in the draft Plans vision, goals and objectives.

The vision of the Plan became, "To preserve and celebrate the unique Hills character and environment, with sustainable practices in rural landscapes. We aspire to cultivate a safe, resilient and welcoming community that honours heritage, and encourages creativity and innovation.

### 2.2 COMMUNITY ENGAGEMENT STRATEGY

A community engagement strategy was developed and consultation was undertaken with the Community over 28 days from Wednesday 28 August to Tuesday 24 September 2024.

Consultation was undertaken in accordance with Section 122 of the *Local Government Act 1999* and Council's *Public Consultation Policy*.

### 2.3 ENGAGEMENT APPROACH

The Council's engagement approach aimed to provide information, collect and collate community feedback about how people felt about the Plan's vision, their level of support for the Plan's goals and if they thought anything was missing from the Plan. Feedback could be provided via an online or hardcopy submission form, email, mail, phone or in person at one of two information/feedback evenings.

Information evenings and online webinar included a short presentation on the Draft Strategic Plan and the opportunity to ask questions and chat with Executive Council Staff

and for the in-person sessions also Elected Members to share feedback. The three information sessions were spread across the Council area as listed below:

Time and date	Location	Details
Monday 16 September 6:30pm – 7:30pm	The Summit Community Centre Norton Summit 4 Crescent Dr, Norton Summit	In person session
Tuesday 17 September 5pm – 6pm	Stirling Council Chamber 63 Mount Barker Road, Stirling	online webinar
Wednesday 18 September 6:30pm – 7:30pm	Torrens Valley Community Centre Gumeracha 45 Albert St, Gumeracha	In person session

A submission form was developed and provided online and in hardcopy format. It contained 14 questions, including both closed and open style questions. Questions were designed to seek how people felt about the Plan’s vision and guiding principles and the level of support Participants had for the goals. They also sought to capture if anything was missing in the Plan.

Anyone could participate in the consultation with submission forms and information made available online and in hard copy at our customer service centres and libraries and information evenings at Gumeracha, online and at Norton Summit.

A copy of information provided and the submission form is included in Appendix A.

## 2.4 DISTRIBUTION AND PROMOTION

The opportunity to provide feedback was promoted through a number of channels including:

- Advertisement in the Courier (28 August)
- Advertisement in Council Column in the Courier (4 September)
- Hills Voice: your Adelaide Hills e-Newsletter to Hills Voice Subscribers (4106)
- District Signage in 24 locations across the council region
- Adelaide Hills Council Website and Community Engagement Hub Page
- Email Campaign via campaign monitor to Hills Voice Subscribers and Engagement Hub contacts (4678)

- Email Campaign via campaign monitor to Businesses in AHC (9094)
- Email newsletter to EHQ registrants (2216)
- Emails to Community groups, clubs, schools and service groups (74)
- Email Information session and webinar invite to EHQ registrants living in suburbs near Gumeracha and Norton Summit (267)
- Email to Mayor and Elected Members to share
- Messages on hold (AHC customer phone service)
- Social media
- Posters, bookmarks, TV screens and borrowing screens promoting opportunity at all Libraries at Gumeracha, Stirling and Woodside
- Draft Strategic Plan in hardcopy, hardcopy information and submission forms available at customer service centres and libraries at Gumeracha, Stirling, Woodside and Norton Summit
- Information evenings at Gumeracha, online webinar and Norton Summit
- Email signature block on all Council emails.

Email and social media promotion statistics are presented below:

Media	Number of posts	Reach	Engagement (reaction, comment, share or opening link)
Facebook	9	953	60
Instagram	2	325	12
Linked In	2	165	43
X	2	57	2
Email Blasts	3	5312	414
EHQ	2	1324	96

All posts, email blasts and advertisements are provided in full in Appendix D.

### 3 PARTICIPANTS

This section provides details about participation during the engagement period and demographic information about Respondents who completed a submission and/or provided an email.

Engaged Participants are considered to be those who were not only aware of and informed about the consultation process but who also chose to provide their feedback. The number of aware and informed people who chose not to provide feedback is presented within the table below:

*Table 1 Aware, informed and engaged community*

	Email	Social Media	EHQ Platform
Aware <i>Sighted information that the consultation was open</i>	6636	1335	806
Informed <i>Accessed information via visiting multiple sites or downloading information</i>	510	74	607
Engaged <i>Provided feedback</i>	Unknown		44

An interesting note about the informed group of 607 people in the EHQ platform, is that 575 of them downloaded a document but only 44 either participated by completing a feedback form or registered for an information session.

#### 3.1 PARTICIPATION RATE

The following table displays the level of engaged participation.

*Table 2 Level of Participation*

Activity	Number Participating
Online submissions	36
Hardcopy submission	5
Written response –email, letter, submission	13
Attended an information evening / webinar	16
<b>TOTAL CONSULTATION PARTICIPATION</b>	<b>70</b>



### 3.2 PARTICIPANT CHARACTERISTICS

Demographic data was collected from Respondents on the Suburb/township in which they lived, their age range and what their connection was to the hills.

#### Respondents Suburb

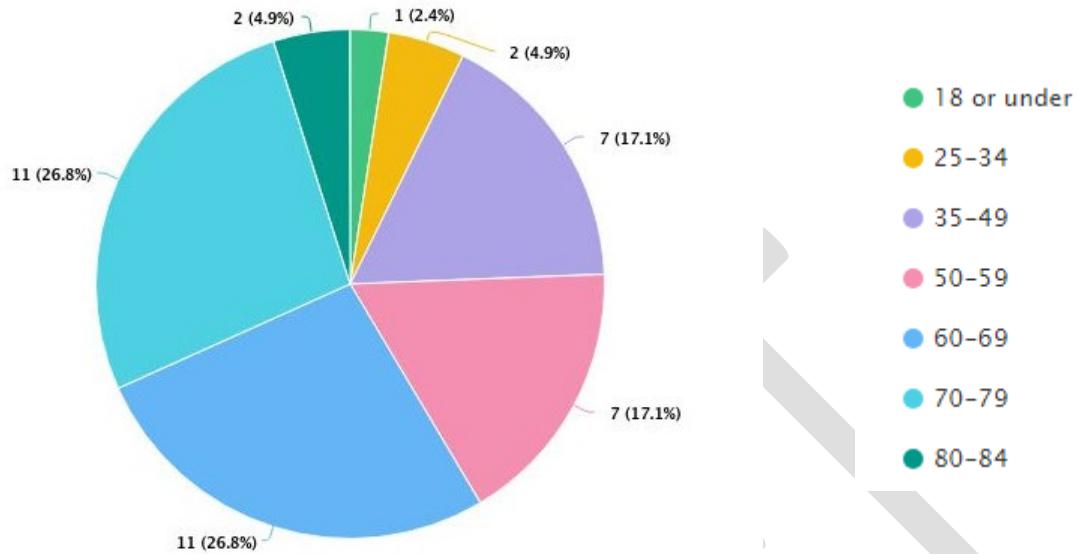
Respondents were asked if they could provide the suburb/township in which they resided. This was a mandatory question with 41 submission responses and mentioned in 5 emails. Note that 2 Respondents suburbs are not in the Adelaide Hills Council area (Mount Barker and Ridgehaven)

Suburb / Township	No. of Participants
BRIDGEWATER, SA	6
ALDGATE, SA	4
CRAFERS, SA	4
BALHANNAH, SA	3
STIRLING, SA	3
GUMERACHA, SA	2
LOBETHAL, SA	2
MOUNT TORRENS, SA	2
MYLOR, SA	2
PARACOMBE, SA	2
SUMMERTOWN, SA	2
WOODSIDE, SA	2
BASKET RANGE, SA	1
BIRDWOOD, SA	1
BRADBURY, SA	1
CRAFERS WEST, SA	1
GUMERACHA, SA	1
HEATHFIELD, SA	1
KERSBROOK, SA	1
PICCADILLY, SA	1
URAILDA, SA	1
UPPER STURT, SA	1
RIDGEHAVEN, SA	1
MOUNT BARKER, SA	1

#### Respondents Age Range

Respondents were asked to select their age range. This was a mandatory question with 41 submission responses. As seen in the chart over the page the highest response rates came from the 60 - 79 age group (n=22) and the 35 - 59 age group (n=14).

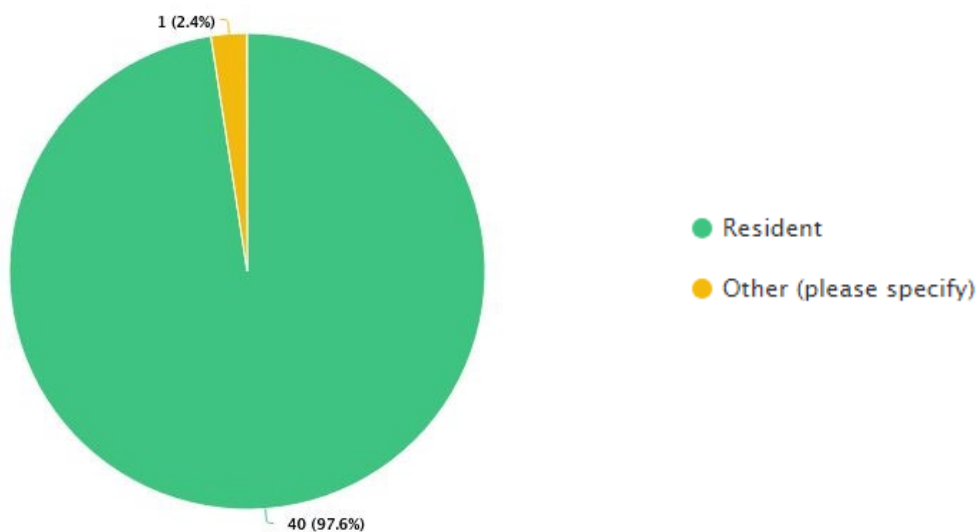
Chart 1 Respondents Age Range



### Respondents Connection to the Hills

Respondents were asked what their connection was to the hills. This was a mandatory question with 41 submission responses. As seen below most Respondents (n=40) selected that they were Residents of the Adelaide Hills Council area. The individual who selected 'other' was both a resident and a business owner.

Chart 2 Respondents Connection to the Hills



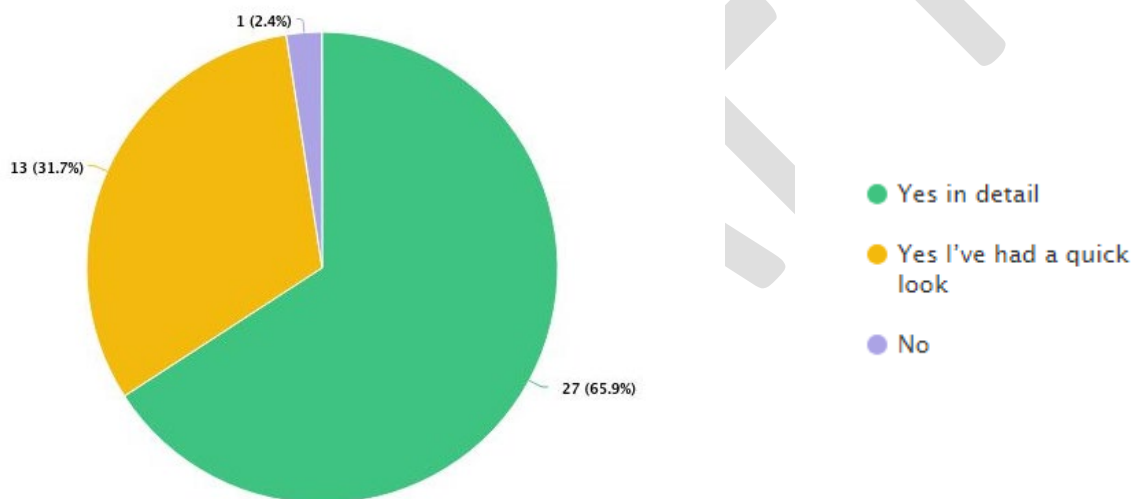
## 4 ONLINE SUBMISSION FEEDBACK

36 online and 5 hardcopy submission responses were received as part of this consultation. Analysis of questions in the submission form on the Draft Strategic Plan are provided below.

### 4.1 WHO READ THE DRAFT STRATEGIC PLAN

Respondents were asked if they had read the Draft Strategic Plan. This was a mandatory question with 41 Respondents. As presented below 65.9 % (n=27) of Respondents said they had read the draft Strategic Plan in detail while 31.7% (n=13) said they had a quick look. 1 Respondent did not read the Plan.

Chart 3 Respondents Reading of the Draft Strategic Plan



### 4.2 HOW RESPONDENTS FELT ABOUT THE VISION AND GUIDING PRINCIPLES

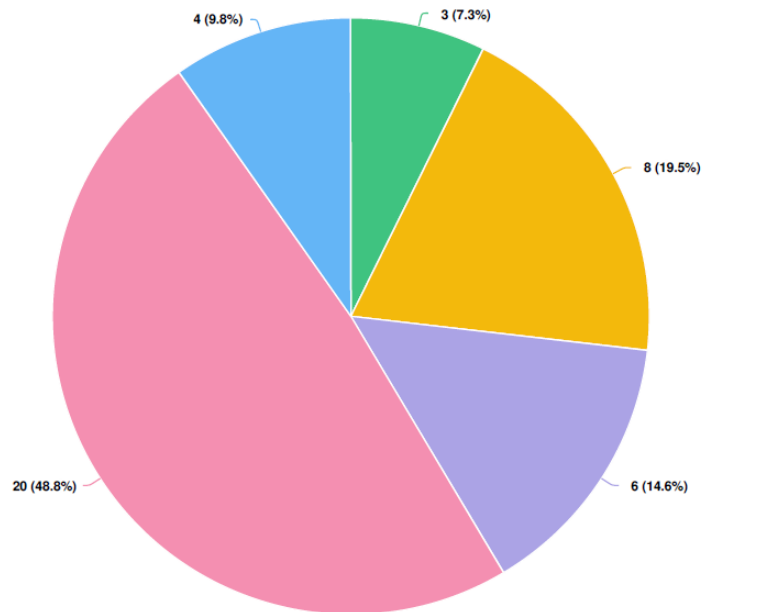
Respondents were asked how they felt about the Draft Strategic Plan's vision and guiding principles. This was a mandatory question with 41 Respondents. As presented below and over the page:

- 48.8% (n=20) felt happy
- 19.5% (n=8) felt unhappy
- 14.6% (n=6) were neutral
- 9.8% (n=4) felt very happy
- 7.3% (n=3) felt Very unhappy

Chart 4 How Respondents Felt About the Vision and Guiding Principles in the Draft Strategic Plan

**Question options**

Very unhappy Unhappy Neutral Happy Very happy



Respondents were then asked if they could tell us why they felt the way they did. 39 of the 41 Respondents shared their reasoning for why they felt the way they did.

**Very Happy and Happy Respondents (58.6%)**

14 Respondents who were very happy or happy, provided reasoning that was positive and supportive of the draft Strategic Plans Vision and Guiding Principles including that they were:

- Comprehensive, logical, reasonable, well considered, high ideals and covered all aspirations and things for most residents
- Aligned to Respondents views
- Made perfect sense and were relevant
- Keeping the hills character nature based
- Preserving core values that make the Hills a great place
- Appreciation for aspects of Plan
- Acknowledges community connection as well as history and future
- Reflects community wants
- Helpful focuses
- Easily read.

8 Respondents who were happy, provided mixed feedback with suggestions including:

- More on infrastructure and maintenance as AHC is lacking in this area

- Re-instate country living principles, increase housing is reducing amenity and privacy
- Need specific mention of young people and future generations of Hills residents in vision
- Rejuvenate Stirling as a 'Hub'
- Need to include how principles can be implemented, met and achieved realistically
- Add 'respect' to principles
- Change wording around connection so not just about decision making but also about community building.

### ***Very Unhappy and Unhappy***

11 Respondents who felt very unhappy and unhappy felt this way for the following reasons:

- Work within responsibilities and authorities under the Local Government Act (not 'inclusivity', 'first nations' or 'climate change')
- Focus on what matters (maintain what we have, stop development, limit housing)
- Acknowledgement of Country is divisive and racist – excludes other Australians
- Light on practical improvements
- Need to address budgetary issues and economic development
- Be mindful how ratepayers \$\$ are spent
- Doesn't address all of Council's activities
- Natural Environment needs stronger vision and commitment
- Need to address broken planning system – performance-based planning system doesn't work
- Many inherent contradictions throughout
- No assurances of ACTION in wording.

### ***Neutral (14.6%)***

6 Respondents who felt neutral said they felt this way for the following reasons:

- Too many 'motherhood' statements, tokenistic or too nebulous
- Need KPI's and measurement criteria
- More ambitious and specific goals (natural environment, climate change)
- Not focussed on issues affecting community
- Focus on mental health and young people
- Need to include other groups such as immigrants in addition to Indigenous groups
- Principles do not create a sense of change supporting new opportunities
- Council should focus on core values not national policy areas.

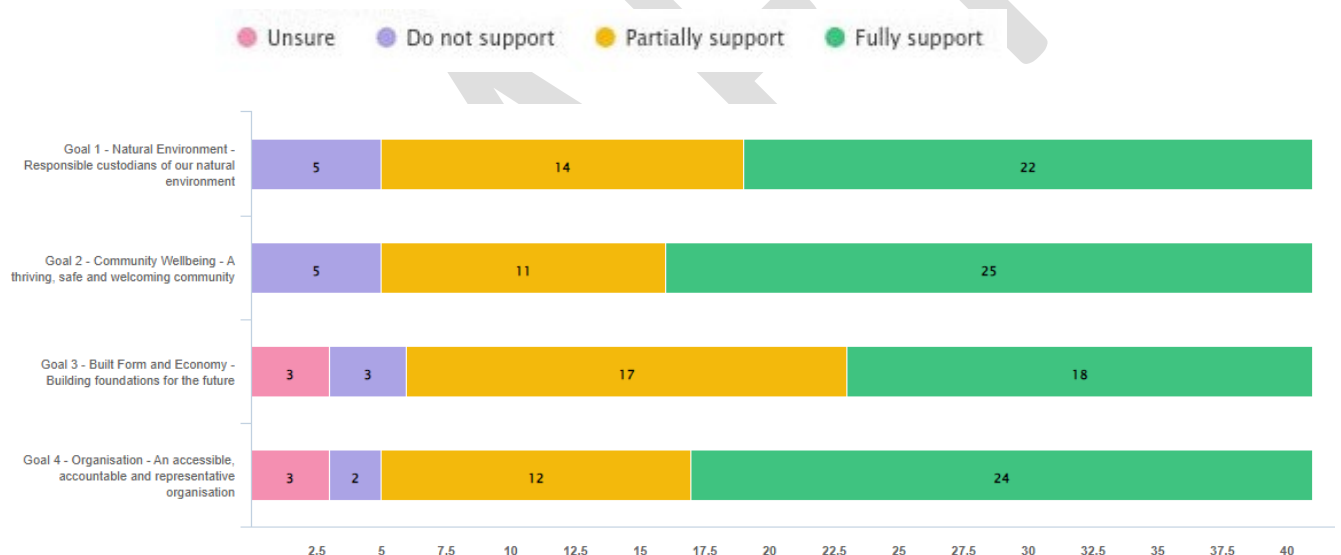
## **4.3 LEVEL OF SUPPORT FOR KEY GOALS IN THE DRAFT STRATEGIC PLAN**

Respondents were asked to what extent they supported the key goals as shown in the draft Strategic Plan. This was a mandatory question with 41 Respondents. As presented below:

- 60.9% (n=25) fully support Goal 2 – Community Wellbeing – A thriving, safe and welcoming community
- 58.5% (n=24) fully support Goal 4 – Organisation – An accessible, accountable and representative organisation
- 53.6% (n=22) fully support Goal 1 – Natural Environment – Responsible custodians of our natural environment
- 43.9% (n=18) fully support Goal 3 – Built Form and Economy – Building foundations for the future.

The chart below also includes the level of ‘partial support’ and where there is no support for each of the Goals as presented in the draft Strategic Plan.

*Chart 5 Respondents Level of Support for Each of the Goals in the Draft Strategic Plan*



#### 4.4 RESPONDENTS THOUGHTS – GOAL 1 - NATURAL ENVIRONMENT

Respondents were asked to share any thoughts they may have regarding Goal 1 – Natural Environment. This was not a mandatory question, and thoughts were received from 35 Respondents.

- 18 (51.4%) Respondents were predominantly in agreement with the goals and 9 of those were positive in their thoughts with minimal suggested changes while the other 9 although positive did suggest changes.
- 17 (48.6%) Respondents predominantly disagreed with elements of the goal and 9 of those were negative in their thoughts. Almost all these respondents shared thoughts including what they were not supportive of and suggested changes.

##### Summary analysis:

The feedback on Goal 1 reveals a community that largely values biodiversity and the natural environment but is concerned about the implications of urban development and climate action strategies. There's a clear call for actionable measures, accountability, and local engagement in decision-making, alongside some skepticism about overarching climate goals.

##### Key Themes and Respondent Counts

1. **Support for Biodiversity and Natural Habitat Protection** (6 respondents)
  - Many respondents expressed strong support for biodiversity and the need to expand and protect natural habitats.
2. **Concerns about Urban Development and Tree Loss** (5 respondents)
  - Concerns were raised about town subdivisions and new development approvals disregarding the local environment, leading to the loss of mature trees and green spaces.
  - Concerns were expressed about tree replacement policies, emphasizing the need for non-flammable species and thoughtful tree management.
3. **Concerns about the importance of waste management** (4 respondents)
  - Several respondents mentioned the importance and support for recycling and community actions to reduce waste.
4. **Desire for Action on Climate Change** (4 respondents)
  - Several respondents called for urgent climate action and better preservation of natural areas, criticizing any perceived inaction.
5. **Skepticism about Carbon Neutral Goals and the Economic impact** (4 respondents)
  - Some expressed doubts about the viability and economic impact of net zero goals, suggesting alternatives that focus on community and economic resilience.
6. **Need for Clear Measurement and Accountability** (3 respondents)
  - Feedback included requests for clarity on how the council would measure progress towards environmental goals and how to ensure accountability.
7. **Support for Sustainable Practices and Community Engagement** (4 respondents)



- Respondents highlighted the importance of community involvement in environmental decision-making and the need for sustainable practices.
  - Several responses advocated for incorporating local knowledge and practical solutions in environmental planning rather than consultants
  - 2 respondents specifically mentioned the importance of engaging with and respecting the voices of young people in relation to the natural environment
- 8. General Praise for Environmental Goals** (3 respondents)
- A few respondents positively noted the ambitious goals set forth in the plan, expressing hope for practical outcomes.

#### 4.5 RESPONDENTS THOUGHTS – GOAL 2 - COMMUNITY WELLBEING

Respondents were asked to share any thoughts they may have regarding Goal 2 – Community Wellbeing. This was not a mandatory question, and thoughts were received from 29 Respondents.

- 15 (51.7%) Respondents were in agreement and / or positive in their thoughts but still had changes for consideration
- 14 (48.3%) Respondents disagreed, queried and / or were negative in their thoughts. Almost all these respondents shared thoughts including what they were not supportive of and suggested changes.

##### Summary analysis:

The feedback reflects a diverse range of opinions, particularly around the importance of engaging youth, ensuring inclusivity, and managing financial resources effectively. Respondents showed a strong interest in community ownership, support for vulnerable populations, and transparent communication regarding the council's plans and actions.

##### Key Themes and Respondent Counts

1. **Youth Engagement and Programs** (4 respondents)
  - Multiple respondents highlighted the need for better engagement with youth, suggesting the creation of youth advisory groups and increased outreach for youth programs.
2. **Inclusivity vs. Focus on Specific Groups** (3 respondents)
  - Some respondents felt that prioritizing First Nations peoples or other specific groups could create division, advocating for a more inclusive approach that unites all community members.
3. **Community Ownership and Local Initiatives** (4 respondents)
  - There were calls for increased community involvement in local initiatives, emphasizing the importance of local halls and community centers for promoting wellbeing.
4. **Support for Vulnerable Populations** (2 respondents)
  - There were strong calls for programs to support vulnerable populations, particularly victims of domestic violence and the elderly.

5. **Communication and Transparency** (3 respondents)
  - Respondents requested clearer communication about how initiatives would be implemented and the specific actions the council plans to take.
6. **Cultural Engagement and Recognition** (4 respondents)
  - Support for cultural programs and recognition of First Nations heritage was expressed, but some viewed this as tokenism.
7. **Environmental Considerations** (3 respondents)
  - Some feedback included concerns about environmental issues and the importance of sustainability in community initiatives, particularly related to local produce and minimizing carbon footprints.
8. **Volunteering and Community Support** (3 respondents)
  - There was an emphasis on the need for more support for volunteers and local community groups to foster stronger community connections.
9. **Mixed Opinions on Council's Role** (3 respondents)
  - A number of respondents questioned the appropriateness of the council's involvement in community wellbeing, suggesting it might not fall under their responsibilities.
  - A few responses expressed concerns about the council spending ratepayer money on community wellbeing initiatives, suggesting these may not be the best use of funds.

Verbatim feedback can be found in Appendix B.

#### 4.6 RESPONDENTS THOUGHTS – GOAL 3 – BUILT FORM AND ECONOMY

Respondents were asked to share any thoughts they may have regarding Goal 3 – Built Form and Economy. This was not a mandatory question and thoughts were received from 29 Respondents.

- 27.6 (34.5%) Respondents were in agreeance and / or positive in their thoughts but still had changes for consideration
- 72.4 (65.5%) Respondents disagreed, queried and / or were negative in their thoughts. Almost all these respondents shared thoughts including what they were not supportive of and suggested changes.

##### Summary analysis:

These themes reflect a mix of concerns regarding economic resilience, the preservation of community character, the importance of youth involvement, and the need for improved infrastructure and business opportunities.

##### Key Themes and Respondent Counts

1. **Economic Recovery and Support for Businesses** (3 respondents)
  - Several respondents highlighted concerns about local businesses struggling post-COVID, such as the Stirling Golf Club going into administration and the development

of the old Woolworth's precinct. They emphasized the need for support and measures to help businesses thrive.

2. **Concerns About Housing Development (4 respondents)**
  - There were calls to resist increased housing density and subdivisions, with many advocating for a reduction in housing development to maintain the character of the Hills.
3. **Maintaining Local Character and Heritage (6 responses)**
  - Respondents stressed the importance of preserving the unique identity of the Hills through building standards and resisting developments that do not align with the area's character. Concerns were raised about visual aesthetics, privacy, and heritage preservation.
4. **Youth Involvement and Needs (2 responses)**
  - A few comments pointed out the lack of focus on youth in the strategic goals, urging that young people's perspectives and needs be integrated into discussions about built form and economic strategies.
5. **Infrastructure and Community Facilities (3 respondents)**
  - There were suggestions for improving community facilities, such as public pools and spaces for gatherings, to enhance community engagement and well-being.
6. **Environmental Considerations (4 responses)**
  - Some respondents called for developments to be environmentally sustainable and in line with climate goals, including better planning for public infrastructure like cycling paths and footpaths.
7. **Criticism of Council Processes (5 responses)**
  - A number of responses expressed skepticism about the effectiveness of council consultations and decision-making processes, suggesting they were inadequate or poorly communicated.
8. **Desire for More Business Opportunities (3 respondents)**
  - Respondents encouraged the promotion of local businesses and job creation, stressing the need for the council to facilitate a thriving local economy.

Verbatim feedback can be found in Appendix B.

#### 4.7 RESPONDENTS THOUGHTS – GOAL 4 - ORGANISATION

Respondents were asked to share any thoughts they may have regarding Goal 4 - Organisation. This was not a mandatory question and thoughts were received from 23 Respondents.

- 11 (47.8%) Respondents were in agreement and / or positive in their thoughts but still had changes for consideration
- 12 (52.2%) Respondents disagreed, queried and / or were negative in their thoughts. Almost all these respondents shared thoughts including what they were not supportive of and suggested changes.

### Summary analysis:

The feedback highlights a desire for improved staff culture, effective community engagement, and enhanced operational efficiency within the council. Many respondents express the need for better communication and a more holistic approach to decision-making, while also calling for financial transparency and responsible management of community resources. Overall, the sentiments suggest that while some goals are supported, there is a need for actionable plans to address the expressed concerns.

### Key Themes and Respondent Counts

#### 1. Staff Performance and Culture (5 respondents)

- Respondents emphasised the need for a review of the council's organisational culture.
- Many expressed concerns about high staff turnover and the importance of creating an environment that retains talent.
- Suggestions included developing a staff-driven plan to improve workplace culture.

#### 2. Community Engagement and Participation (4 respondents)

- A call for enhanced engagement was noted, with specific requests for strategies that reach marginalised groups and involve them in decision-making processes.
- Respondents suggested the creation of advisory groups, like a Young Mayors program, to ensure diverse voices are heard.
- Concerns were raised about the ineffectiveness of current communication methods between the council and the community. Some felt that the existing systems were “clunky” and recommended streamlining communication channels to facilitate better interactions

#### 3. Efficiency and Technology (4 respondents)

- Feedback pointed to a need for increased operational efficiency through better use of technology.
- Respondents indicated frustration with bureaucratic processes and emphasized the importance of adopting innovative solutions to improve service delivery.

#### 4. Decision-Making Processes (3 respondents)

- Respondents critiqued the reliance on data-driven decision-making, advocating for a more balanced approach that considers qualitative factors such as community aesthetics and health. They expressed a desire for decisions to reflect a broader range of considerations.

#### 5. Community Resource Management (3 respondents)

- There were suggestions for better management of community assets, including the establishment of a dedicated community liaison to enhance collaboration with local groups.
- Respondents highlighted the need for support and engagement with volunteers managing community resources.

#### 6. Financial Management and Transparency (3 respondents)

- Respondents called for clearer financial planning and greater transparency regarding the council's budget and fiscal policies. They emphasised the importance of demonstrating financial probity and aligning budgeting practices with best practices.

**7. Operational Challenges (2 respondents)**

- Some feedback pointed to specific operational challenges, such as inadequate drainage and the need for better community services. Respondents noted that addressing these issues is critical for improving overall council performance.
- A few respondents expressed general dissatisfaction with the effectiveness of the council's current processes, describing some goals as meaningless. They called for more actionable plans that produce tangible outcomes.

Verbatim feedback can be found in Appendix B.

DRAFT

#### 4.8 WHAT'S MISSING FROM THE DRAFT STRATEGIC PLAN

Respondents were asked if they thought anything was missing from the draft Strategic Plan. This was not a mandatory question and responses were received from 25 Respondents with thoughts on what was missing including:

- I know there are intentionally no metrics in the Strategic Plan. I guess we can find them in the Business Plans. Where do we find these plans and their metrics.
- "How are you going to bring my rates down? How are you going to fix the backlog of road maintenance? How are you going to stop cutting services? How are you going to start offering the basic services that other councils have been doing for years?"
- The next census will show my village of Stirling having over 60% of the population as NO religion. Most likely more. This should be taken into account when the religious groups who are exempt ALL taxes, rates, discrimination laws and all corporate scrutiny lodge DAs.
- Council should be more involved in monitoring and helping residents out with issues such as noise pollution, dogs noise and, cat management to protect wildlife. Helping residents control weeds and feral animals. Stop hoon driving to keep residents safe. Stop illegal dumping. Spend money on more rangers to help. This is severally lacking in the Adelaide Hills.
- Let's get the basics right please. The rest follows
- Like other councils have done remove or give people the chance to not be coerced into acknowledgment of country statement's
- An organisational culture review and strategy.
- Actual strategy. I see lots of ideology but hardly any strategy.
- Again, a bit more ambition on mitigating climate change
- Promote more business and employment in the Hills area.
- KPIs, key metrics and plan to mitigate for outcomes not achieved.
- Bring back the original country living principles to protect streetscapes, community well-being and amenity.
- Need for an indigenous youth shed, where the young people could work at assembling and fixing bikes and motors.
- Just stop wasting money spend it on the footpaths and other things that help keep us safe this council has no idea what it's doing anymore
- I applaud the AHC for undertaking this much needed strategic planning process.
- I call for a more ambitious approach to youth engagement and youth empowerment in line with best practice culture and self-determination. Could provide a model for First Nations recognition within the AHC too.

- Address what appears to be a serious gap in the current provision of services and engagement with young people in the Adelaide Hills – particularly those in the teenage years. My understanding is currently there is no active Youth Advisory Committee or similar advising the AHC on youth issues and no full time AHC employee with responsibilities for youth policy/service provision. I hope the AHC has in mind some immediate steps to address this whilst they continue to finalise this strategic vision.
- Here are some resources that could be useful when contemplating a more ambitious (and in my view urgently needed) approach to youth engagement, youth leadership and youth services:
  - Young Mayors Mackay – FYA  
[https://www.fya.org.au/app/uploads/2024/04/Mackay\\_Info\\_Kit\\_2024.pdf](https://www.fya.org.au/app/uploads/2024/04/Mackay_Info_Kit_2024.pdf)
  - Hastings District Council in NZ  
<https://www.hastingsdc.govt.nz/assets/Document-Library/Strategies/Ka-hao-te-Rangatahi-Hastings-Youth-Strategy/Ka-hao-te-Rangatahi-Hastings-Youth-Strategy.pdf>  
<https://www.hastingsdc.govt.nz/hastings/youth-services/youth-council/>  
<https://www.hastingsdc.govt.nz/assets/Document-Library/Heretaunga-Ararau/Heretaunga-Ararau-Te-Reo-Maori-Action-Plan.pdf>  
<https://www.hastingsdc.govt.nz/assets/Document-Library/Policies/Community-Engagement-Framework/Community-Engagement-Framework.pdf>
- The Aldgate Hut provides critical services for people in our community experiencing hardship, loneliness and homelessness - as well as wonderful positive support for older people to engage in social activities and lifelong learning. I would like to see AHC recognise the role of the Hut with the provision of additional funding, but also by thinking of ways to consult directly with Hut staff and volunteers on aspects of Council decision making - beyond the written email or invitation to a council meeting. Councillors could bring one of their meetings to the Hut premises for example - or volunteer for shift at the Pantry - so they obtain an on the ground insight into the precious role the Hut plays in our community. This could be reflected in the Strategic Plan Objective 4 by noting that Council should meet communities 'in place' and should ensure funding allocation to community service is driven by 360-degree feedback from service providers, service recipients and constituents more broadly."
- A strategic goal around increasing public transport in the AHC, especially around the more populated areas. While I acknowledge this is a state government responsibility, the AHC is well placed to lobby on the community's behalf.
- The 4 goals are great pillars for the focus of the next 4-10 years.



- After a quick look this seems to me to be a document full of "motherhood" statements and really should not need to be said. I see little if any strategic plan or a vision of what the council area will look like in 5, 10 or 15 years. Or, for that matter, what council would like it to look like. Don't you have any vision?
- Stop wasting money by spending my ever-increasing rates on stupid things like the most expensive paving and sandstone blocks you could possibly find laid in Stirling. The strategic plan should include ideas about how to save ratepayer money and minimise expenditure without reducing ratepayer amenity.
- "P27: Elected Councillors should prepare 6 monthly reports on issues they've pursued in their area, on behalf of residents. Type your address into the website, and you'll be led to this.
- P28: Active face to face meetings with State Government = raise this - PLEASE INSIST THEY CUT THE FREEWAY VERGE INTO STIRLING Before the fire season commences. Each year it is an absolute disgrace, when the tour down under occurs it's waist high, dead and dying. Get on to the website a list of issues the Council and State Government discuss."
- Accountability: Can we have issues published and how a solution was arrived at, possibly on the website. Problem/Issue and Resolution.
- Some Adelaide Hills urban centres; e.g. Stirling, have become important tourist attractions primarily a result of various events. The Council must ensure the needs of both the rate payers and visitors (tourists) are considered when supporting these events. The inadequate available car parking is one example where the needs of ratepayers have been neglected.
- Given the major controversies surrounding our current planning system , this matter should be dealt with in the draft strategic plan
- "Nice work team and the document looks great. It's clear and easy to read.
- I didn't see community engagement, events and communication listed in any of the Services and functions which help us achieve the objective headings. This team plays an important part across council and should be listed especially when referencing community and events. "
- "Like everything there must be vital ""ahead planning"" and this is present. The value is in the practical implementation at township and rural areas levels. Council deserves full cooperation and support with good understanding of local cooperation and input. The value is in working together."

All feedback is provided verbatim in Appendix B.

## 5 EMAIL AND WRITTEN FEEDBACK

13 Respondents provided a response by email, written submission or letter.

Feedback received and issues raised via emails and letters included:

Key Issues
Enquiry into whether Council has a heritage/historical section (grants for galleries to keep record of history)
Impacts of development (deforestation, habitat destruction, illegal development, wastewater issues, tree removal)
Under natural environment and community wellbeing do not want 5G towers,
Increase bike tracks on sides roads
Query 'Ambulance Country Services' on rates (\$800 per household for low-income earners)
Families are struggling and need support (i.e. free hard rubbish collection)
<i>BFE4.1 Review staff office accommodation to optimise cost and service delivery arrangements and implement appropriate actions – consider spreading staff across the region to include staff based at Gumeracha and change objective to Review staff office accommodation to optimise cost and provide equality in service delivery arrangements, utilising existing Council sites and assets, and implement appropriate actions."</i>
Fully support the intent of Draft Priority CW6.3, however I believe it should be amended to focus and prioritise underserved and unlinked sections of the Council area (i.e. Gumeracha). Include <i>with a focus on areas that currently don't have active travel infrastructure</i> " to objective.
Draft Priority CW6.5 is supported, however could be expanded, to include trails that are not parks (e.g. Amy Gillett path, trails along road reserves etc). In addition, formally detail the need to prioritise additional funding for parks and trails. Therefore, this Draft Priority could be re-worded as follows - <i>"CW6.5 Promote opportunities for people to improve their health and wellbeing by spending time in our natural environments, through increasing investment in and bringing greater numbers of people into our parks and trails"</i>
Increase safety provisions at Balhannah playground to protect children from busy driveway, river and main road to Oakbank.
Address the Oakbank T junction for the busy hill's tourism racecourse.
Consider the growth in all Council areas and dangerous road conditions. Great news Stirling Council finally addressed the Balhannah crossroad.
Clearly define all key terms used throughout plan
Include the following in the Plan: <ul style="list-style-type: none"> <li>• clear timelines showing dates of milestones in the process of achieving each of the goals</li> <li>• indications that each program is being monitored and by whom</li> <li>• estimated expenditure attached to each step</li> <li>• strategic plan that demonstrates exactly how each goal is to be achieved.</li> </ul>
The Conservation Council would like Council to consider strengthening guiding principles (i.e. <i>"We seek to will minimise negative impacts and pursue achieve net positive environmental outcomes."</i> Use same principle to strengthen Natural environment goals and consider suggestions to prioritise these goals further. (Further details in email 7 of Appendix C)
There are many things the AHC does very successfully. The maintenance of public spaces, sporting arenas and libraries is at an exceptionally high standard, and I would like to congratulate the Council

on its work. (I.e. Fabrik, aged care, youth programs, green waste management, etc. Too many to list. Congratulations!)

Consideration be given to outlining in more detail the potential impact of increasing property prices and development. Under Building Foundations for the Future:

- Objective BFE1, BFE 1.2 states: *Explore and investigate opportunities to support and encourage adaptive, resilient and climate ready development.* What does this mean? Please explain.
- BFE1.3 *Investigate the merits of establishing a Local Design Review Panel to enhance the decision-making process for development.* YES!!! The success of such a body will depend greatly on WHO is appointed to such a panel, what expertise is recognized as critical, and whether the planning process encourages open and constructive discussion.

Organisation Goal is lacking, specifically the governance principles of accessibility and accountability.

- Objective 02.1 states: *Demonstrate accountable and transparent decision making. Operate with integrity....*, Objective 03 *Support and develop a skilled organization that is aligned to Council's priorities.* Given that Governance is one of the Guiding Principles in the Draft Strategic Plan 2024, I urge AHC to address the serious matter both in its planning and in its actions as a matter of urgency in regard to lack of accountability and transparency to the ratepayers to provide information about the recent reports in The Courier. Integrity of the elected members and senior staff is certainly being questioned.

Supportive of 10 Principles in Strategic Plan, recognise challenges in balancing principles. Support inclusion of natural environment and believe that responding to society's changing needs should not be at the expense of the environment.

- With respect to objectives *NE3 (Protect, improve, expand and connect habitat)* and *NE4 (Build resilience in the natural environment to adapt to climate change and other environmental changes)*, we recognise that AHC has roles as a public land manager and in facilitating/ influencing best practice management on private lands. We are keen to work with councils in the promotion of best practice land management, and to raise awareness of opportunities for landholders to improve their knowledge and skills through Landscape Hills and Fleurieu's Stewardship Program, particularly landholders who are new to rural property ownership. Your assistance in our efforts to reach this group would be valued.
- In relation to Objective NE4, sustainability of water resources is a key issue for community and environmental values in the Mount Lofty Ranges, and climate change is putting further pressure on surface water resources which are already stretched due to competing demands. Council can play a role in promoting sustainable water management to community and primary production businesses in the Hills. Further, AHC will be a critical partner in achieving compliance with sustainable water management policies. While this aligns somewhat to priorities NE4.3 and NE4.5, water management is already a critical issue for our region and could be considered as a priority in its own right.

Township plans for growing communities (i.e. Uraidla) – consider strategic framework and funding options to address this issue.

In relation to the Plan's goal of fostering thriving townships. Local accessibility to everyday supplies has really declined in the past few years as small grocery stores, butchers, barbers, clothing shops, etc have closed. Increasingly we have to travel by car to more distant shopping centres like Mt Barker instead of finding our basic needs met by local businesses. Could Council consider ways to encourage development, actually re-development, of town-based businesses to support the everyday needs of those who live here. Tourist-focused businesses are a necessary part of the

strategic plan, especially eco-tourism as recommended in the Plan. However, residents, who pay council rates and live in the Hills for love of the area, are not the main beneficiaries of tourism, and need comprehensive businesses and services to make a thriving, practical living environment.

Thanks to Council for including many important principles and priorities in the Plan.

The Adelaide Hills Council has unnecessarily declared a "Climate Emergency". What, precisely, does this mean? "What exactly are the consequences for ratepayers of the AHC's declared climate emergency?" This question was raised but not addresses at one of the information evenings. I, and a number of other ratepayers, would appreciate a factual response.

Many elements of the feedback form were considered unlawful and requests from the CEO are still being requested. Concerns have been raised in regard to Goal 1 and in particular around the use of terms such as First Nations, Peramangk and Kaurna people, traditional custodians, our region, natural environment and inclusivity. A request for evidence in regard to Council has been made in order to provide feedback on the draft Strategic Plan.

All emails, letters and other communications are provided in full in Appendix C.

DRAFT

## 6 FEEDBACK RECEIVED AT COUNCIL INFORMATION SESSIONS

An opportunity was promoted for members of the community to attend one of three information/feedback sessions held in Norton Summit (n=2), online (n=2) and in Gumeracha (n=12). A total of 16 Residents attended the information sessions. Questions raised and feedback received in regard to sections of the Strategic Plan included:

### Strategic Plan Principles

- What exactly does 'climate emergency' mean?

### Goal 1 Environment

- World heritage listing bid – wondering if it is still a priority for Council (Director feedback/suggestion on evening was to not include it in the Strategic Plan but refer to Director responsible for land use and economic development initiative.
- Should be less emphasis on decarbonisation and more emphasis on addressing deforestation, soil quality and water quality.
- Does Council have a role in working out what should be done with solar panels once they have reached end of life?
- More tree planting.

### Goal 2 Community wellbeing

- Increase emphasis on support for community volunteering and reducing red tape associated with volunteering and running community groups.

### Goal 3 Built and Economy

- No feedback provided

### Goal 4 Organisation

- Reduce Council debt.
- Risk management – does Council take a risk management approach particularly around finances?

## 7 CONCLUSION

A total of 70 people participated in the consultation.

Based on the 41 submission form responses the Draft Strategic Plan's vision and guiding principles made 58.6% (n=24) of respondents feel happy or very happy. In contrast, 26.8% (n=11) felt unhappy or very unhappy and 14.6% (n=6) felt neutral.

Support for the draft Strategic Plan key goals as received from the 41 submission forms was not fully supported to a high percentage. The highest fully supported goal was Community Wellbeing at 60.9% (n=25) and the goal for Built Form and Economy was the least fully supported at 43.9% (n=18). There was however also partial support for these goals and those who did not support or were unsure was a low percentage of Respondents at 14.5% (n=6) for the goal for Built Form and Economy.

Respondent's thoughts on each of the goals was quite diverse. Many Respondents provided feedback based on specific objectives within the goals while others provided more general feedback addressing the goal as a whole. Some Respondents provided feedback on issues and insights that could be considered in either the Strategic Plan or at a more practical level in the Annual Business Plan and Budget or a works program.

Feedback and proposed actions will be reviewed and considered at the special Council meeting on **17 June 2024**. Subsequently the final draft with changes will be presented in the Council report for adopting the *Draft Strategic Plan* at the **1 July 2024 Council meeting**.

This report will be shared with the wider community and anyone who participated in the consultation via Councils Engagement Platform.

# Draft Strategic Plan

Home / Adelaide Hills Council Draft Strategic Plan

## Adelaide Hills Council Draft Strategic Plan



Our [draft Strategic Plan](#) sets out our vision and a number of principles that guide what we do and our key areas of focus. While it doesn't cover everything we do, it highlights areas for special attention and where we will be directing our efforts.

We want the Adelaide Hills to be a place for everyone and you can help to achieve that. What's in the final Strategic Plan will be a priority for additional funding so it is really important that it reflects the aspirations of our local community, and that includes you.

### The Journey so far...

We commenced our review of the Strategic Plan in 2023. Informed by our community survey in 2023, targeted research and stakeholder input, Council has sought to understand and reflect the community's aspirations through a range of goals and objectives. We've determined priorities for focus over the coming years and outlined a number of principles to guide what we do.





### Our draft Strategic Plan Vision

Is to preserve and celebrate the unique Hills character and environment, with sustainable practices in rural landscapes. We aspire to cultivate a safe, resilient and welcoming community that honours heritage, and encourages creativity and innovation.

You can find more in the [draft Plan](#) including our **10 guiding principles** and further details around our four key **Goals**.




### How to get involved and share your thoughts:


**Join Us** at our online webinar or one of two in person information sessions. Our information sessions will include a short presentation followed by an opportunity to chat and ask questions, with staff and Elected Members. We encourage you to register and come along to one of the sessions.


**Please register for any of the below opportunities using the form at the bottom of this page.**

### Key Dates


 Consultation Open  
28 August 2024


 Norton Summit In Person Information Session  
16 September 2024

 Online Webinar  
17 September 2024

 Gumeracha In Person Information Session  
18 September 2024

### Key Documents

 Draft Strategic Plan 2024 (3.25 MB) (pdf)


 Hardcopy Feedback Form (633 KB) (pdf)

Time and date	Location	Details
Monday 16 September 6:30pm – 7:30pm	The Summit Community Centre Norton Summit 4 Crescent Dr, Norton Summit	In person session
Tuesday 17 September 5pm – 6pm	Online Webinar - Please note the online webinar session will be broadcast and will be accessible from the following zoom link:	Online webinar link - <a href="https://us02web.zoom.us/j/82777102717?pwd=DwQ71AiajLacQKGJGKQu1PMF0PKI0C.1">https://us02web.zoom.us/j/82777102717? pwd=DwQ71AiajLacQKGJGKQu1PMF0PKI0C.1</a> Meeting ID - 827 7710 2717 Meeting Passcode - 630949
Wednesday 18 September 6:30pm – 7:30pm	Torrens Valley Community Centre Gumeracha 45 Albert St, Gumeracha	In person session


**Share your thoughts via any of the options below:**

- Preferably using the online feedback form below
- Email to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
- Send a letter to Draft Strategic Plan 2024, 63 Mount Barker Road, Stirling SA 5152
- Print and send us a [hardcopy feedback form](#) which can be printed from the document library on the right or collected from any AHC Library or Customer Service Centre at Gumeracha, Stirling or Woodside.


**Opportunity to provide feedback closes at 5pm on Tuesday 24 September**


 Information Sheet (303 KB) (pdf)


 A3 Poster (1.4 MB) (pdf)


 Strategic Plan Information Session Audio  
(11.6 MB) (mp3)


**FAQs**

 Why do we have a strategic plan?

 When does this consultation close?

 Can I ask a question about the draft  
Strategic Plan?

 Where can I see a hard copy of the  
Consultation Documents?

 How did Council develop the Draft  
Strategic Plan?

#### Accessibility

If you need assistance to complete the feedback tools or need an alternative format, please email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or call 8408 0400.

#### Further information

You can ask us a question by email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or by calling Kira Marie Laverty on 8408 0400 during business hours.

Feedback form - Draft Strategic Plan

Register to attend a Council Information Session

## Register to attend a Council Information Session

Thank you for taking the time to find out more about the draft Strategic Plan.

Join us at one of three upcoming information sessions to learn more about the draft Strategic Plan:

- **Norton Summit In Person - Monday 16 September** | 6.30pm - 7.30pm at The Summit Community Centre Norton Summit, 4 Crescent Dr, Norton Summit
- **Online webinar - Tuesday 17 September** | 5pm - 6pm
- **Gumeracha In Person - Wednesday 18 September** | 6.30pm - 7.30pm at Torrens Valley Community Centre Gumeracha, 45 Albert St, Gumeracha

? What will happen to my feedback?

? I want to attend an information session but I am not sure which is right for me?

### Lifecycle



#### Open

This consultation is open for community consultation.



#### Under Review

All feedback received regarding this consultation is now being reviewed and prepared for presentation to the Elected Members of Council.



#### Adoption of Strategic Plan

The final Strategic Plan and outcomes of the consultation will be documented here. This may include a summary of all contributions collected as well as recommendations for future action.

All fields marked with an asterisk (\*) are required

1. Name \*

Maximum 255 characters

0/255

2. Email \*

3. Township/ suburb \*

4. Which Information Session / Feedback Opportunity would you like to attend? \*

- In person at Norton Summit - Monday 16 September | 6.30pm - 7.30pm at The Summit Community Centre Norton Summit, 4 Crescent Dr, Norton Summit
- Online webinar - Tuesday 17 September | 5pm - 6pm (online)
- In person at Gumeracha - Wednesday 18 September | 6.30pm - 7.30pm at Torrens Valley Community Centre Gumeracha, 45 Albert St, Gumeracha

### Who's Listening

**Kira-marie Laverty**

Corporate Planning and  
Performance Coordinator



**Phone** 8408 0400

**Email** klaverty@ahc.sa.gov.au

# Now inviting feedback on Council's Draft Strategic Plan 2024



Consultation closes 5pm Tuesday 24 September



Our draft Strategic Plan sets out our vision and a number of principles that guide what we do and our key areas of focus. While it doesn't cover everything we do, it highlights areas for special attention and where we will be directing our efforts.

We want the Adelaide Hills to be a place for everyone and you can help to achieve that. What's in the final Strategic Plan will become a priority for additional funding so it is important that it reflects the aspirations of our local community, and that includes you.

You can find more in the draft Plan including our 10 guiding principles and further details around our four key Goals.

Ask our friendly Library/Customer Service Staff where you can look at the draft Strategic Plan or find it online at [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au).

You can share your thoughts on the draft Plan by:

- Preferably using the online feedback form at [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)
- Emailing [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
- Writing a letter to Community Engagement, 63 Mount Barker Road, Stirling SA 5152
- Complete the attached hardcopy feedback form and return to any Council Service Centre or Library at Stirling, Gumeracha, Woodside or Norton Summit or via any of the ways mentioned above.
- Register and join us for our online webinar or one of two information sessions via our registration form at [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au).
  - Public meeting Norton Summit – Monday 16 September | 6.30pm - 7.30pm (The Summit Community Centre Norton Summit, 4 Crescent Dr, Norton Summit)
  - Online Webinar – Tuesday 17 September (weblink to be confirmed) | 5:00pm – 6:00pm
  - Public meeting at Gumeracha – Wednesday 18 September | 6.30pm - 7.30pm (Torrens Valley Community Centre Gumeracha, 45 Albert St, Gumeracha)

Consultation closes 4pm, Tuesday 24 September, 2024.

Adelaide Hills Council  
Communications, Engagement and Events Team



[engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au) | [engagement@ahc.sa.gov.au](mailto:engagement@ahc.sa.gov.au) | 8408 0400



## Draft Strategic Plan Feedback Form

This feedback form is also available online at [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)  
Submit your feedback by 5pm, Tuesday 24 September 2024

Full Name \_\_\_\_\_

Suburb / Township \_\_\_\_\_

Email \_\_\_\_\_

*If you provide your email address we will keep you in the loop with the outcomes of the consultation.*

### ABOUT YOU

So we can better understand who is responding to this consultation please tell us a bit about yourself.

1. What is your age range: (please select one option below)

- Under 18 years
- 18 - 24
- 25 - 34
- 35 - 49
- 50 - 59
- 60 - 69
- 70 - 79
- 80 - 84
- 85 years and over

2. What's your main connection to the hills? (please select the most relevant option below):

- Resident
- Business Owner
- Visitor
- Staff Member
- Other (please specify) \_\_\_\_\_

### THE DRAFT STRATEGIC PLAN

The draft Strategic Plan can be viewed at any AHC library or service centre or downloaded from [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au). Page references will be provided with each question where relevant.

3. Have you read the draft Strategic Plan?

- Yes, in detail
- Yes, I've had a quick look
- No



## Draft Strategic Plan

### Our Vision and Guiding Principles

Pages 4 and 5 of the draft Strategic Plan

## Our guiding principles

Achieving our vision requires us to care for, protect and grow what is best about our community, people and places. In doing this we are committed to the following principles.



### Our vision

*Our vision is to preserve and celebrate the unique Hills character and environment, with sustainable practices in rural landscapes. We aspire to cultivate a safe, resilient and welcoming community that honours heritage, and encourages creativity and innovation.*



#### First Nations

We recognise Peramangk and Kaurna people as the traditional custodians of our region and are committed to working with Aboriginal and Torres Strait Islander people on the reconciliation journey.

#### Natural environment

We acknowledge the natural environment as the foundation of the character Adelaide Hills landscape. We seek to minimise negative impacts and pursue positive environmental outcomes.

#### Inclusivity

We celebrate diversity in all its forms. We treat people fairly and equitably and are committed to listening, learning and encouraging open and honest discussions. We welcome people from all backgrounds and abilities, and are proud to be a Refugee Welcome Zone.

#### Connection

We value community and other stakeholder input to decision making. We encourage volunteering, creativity, cultural expression and collaboration in the achievement of shared objectives.

#### Climate change

We are dedicated to reducing our contribution to climate change and seek to mitigate and adapt to its impacts in line with our declaration of a climate emergency.

#### Sustainability

We consider the environmental, economic, social and cultural implications of our decisions to ensure the ongoing sustainability of the Council and our community.

#### Built form

We will ensure built form complements the natural environment and Hills character. It will serve to support sustainable living, resilience and safety, community capacity building, and sustainable commerce.

#### Change

We recognise the need for flexibility, resilience and adaptability in a changing global landscape.

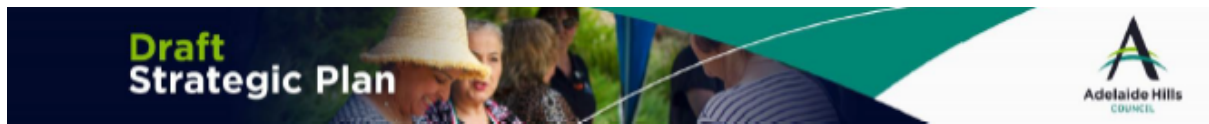
#### Innovation

We seek opportunities for innovation and to continuously enhance the experience both now and for future generations.

#### Governance

We hold ourselves to the highest standards of ethics and probity.





4. How do you feel about the vision and guiding principles in the draft Strategic Plan?  
(Circle the relevant feeling below).



Very  
unhappy



Unhappy



Neutral



Happy



Very happy

5. Can you tell us why you feel this way??

### OUR GOALS

Pages 6 and 13 to 25 of the draft Strategic Plan

## Our goals



1

### Natural Environment

**NE 1** Pursue our adopted pathway to achieve net zero carbon emissions.

**NE 2** Support the community and businesses to decarbonise and transition to sustainable lifestyle practices (green communities).

**NE 3** Protect, improve, expand and connect habitat.

**NE 4** Build resilience in the natural environment to adapt to climate change and other environmental changes.

**NE 5** Improve landscape character and amenity value on Council managed land.



2

### Community Wellbeing

**CW 1** Promote and Support Reconciliation.

**CW 2** Enrich, empower and support connected communities.

**CW 3** Embrace diversity in our community and build on community strengths.

**CW 4** Build community resilience for the future.

**CW 5** Foster cultural identity and connection to place.

**CW 6** Promote physical, mental and social wellbeing.



3

### Built Form and Economy

**BFE 1** Guide development that fosters vibrant and resilient communities, promotes appropriate design and enhances livability.

**BFE 2** Nurture a distinctive sense of place, support activation activities and recognise and celebrate our rich heritage.

**BFE 3** Develop and maintain infrastructure to support livability and sustainable economic activity.

**BFE 4** Improve the utilisation of Council and community facilities.

**BFE 5** Promote sustainable prosperity by supporting tourism, creative industries, primary production and vibrant townships.



4

### Organisation

**O1** Embrace technology solutions and digital transformation to enhance our organisation and the community experience.

**O2** Operate with integrity using best practice governance processes.

**O3** Support and develop a skilled organisation that is aligned to Council's priorities.

**O4** Engage and advocate for our communities.

**O5** Evolve Council's functions and services to meet the current and future needs and aspirations of our community.



**6. To what extent do you support the key goals in the draft Strategic Plan?**  
(Please select 1 level of support for each goal).

Goal 1 - Natural Environment - Responsible custodians of our natural environment

Fully support    Partially support    Do not support    Unsure

Goal 2 - Community Wellbeing - A thriving, safe and welcoming community

Fully support    Partially support    Do not support    Unsure

Goal 3 - Built Form and Economy - Building foundations for the future

Fully support    Partially support    Do not support    Unsure

Goal 4 - Organisation - An accessible, accountable and representative organisation

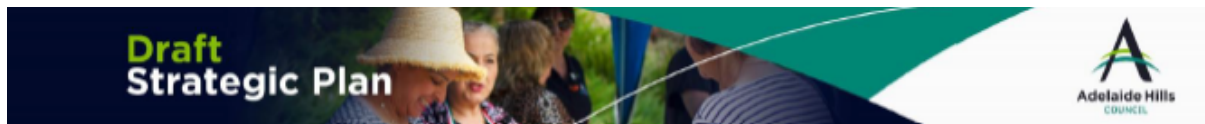
Fully support    Partially support    Do not support    Unsure

**7. Share any thoughts you may have regarding Goal 1 - Natural Environment here:**  
Further information can be found on pages 13 - 15 of the draft Plan



8. Share any thoughts you may have regarding Goal 2 – Community Wellbeing here:  
Further information can be found on pages 16 - 19 of the draft Plan

9. Share any thoughts you may have regarding Goal 3 - Built Form and Economy here:  
Further information can be found on pages 20 - 22 of the draft Plan



10. Share any thoughts you may have regarding Goal 4 - Organisation here:

Further information can be found on pages 23 - 25 of the draft Plan

11. If you think anything is missing that should be in the draft Strategic Plan can you please explain it here?

Thank you for providing your feedback!

Your feedback will be considered by the project team. We will keep you informed of the outcome via your email address or you can register via our Community Engagement Hub at: [engage.ahc.sa.gov.au](http://engage.ahc.sa.gov.au)

## APPENDIX B – VERBATIM COMMENTS FROM SUBMISSION FORMS

The following tables include verbatim comments from all of the online and hardcopy submission forms.

### After being asked: How do you feel about the vision and guiding principles in the draft Strategic Plan?

#### Can you tell us why you feel this way?

It's comprehensive and covers everything necessary.

How is 'inclusivity' and 'first nations' and 'climate change' related to your responsibilities and authorities under the Local Government Act? This is another example of your Green councillors using you to push their political agenda.

to much b/s

It aligns with my views

Focus isn't on things that matter. Spending is on things that residence don't care about. Focus should be on maintaining what we have stopping development and limiting housing should be the priority. If spending decreases in areas that don't matter no additional revenue will be required.

They all make perfect sense and are relevant to our wonderful Adelaide Hills

Nice to see council looking keep the hills character (nature based) as a focus. It's what makes us different to the city. Please keep embracing our differences

The acknowledgement of country statement is divisive and racist it causes a lot of resentment It also excludes the other peoples that make up Australia or

AHC seems to be preserving core values that make the Hills the great place it is.

Emphasis on sustainability, supporting householders to make change, protection of environment and improving wellbeing and health appreciated

Light on practical improvements.

it looks logical and achievable

Overall ok, just need a little more about infrastructure improvements and maintenance as the AHC is lacking in this area

Mainly looking at the natural environment. Love the things that are in there, e.g. stronger protection of native vegetation, protecting what is there and linking current areas with corridors. Can it be linked with a bit more ambitious goals of climate change. Instead of minimising contributions, could the council try and reverse the effect? E.g. encourage farming practices catching carbon through education or other support? Go to renewable energy sources as much as possible?

The primary concern the strategic plan needs to address are the budgetary issues and economic development of the region. There will be time for your climate and inclusivity agenda once the widespread, pressing, economic concerns are addressed. Be more mindful of how our rate money is being spent please.

Lots of motherhood statements and business a usual items. Be good to see some KPIs and measurement criteria and how Council will pivot if key metrics indicate outcomes are not achieved.

Acknowledges community connection as well as recognizing history, but also the future.

The ideals are fine in theory, however one look around our neighborhood and there is loss of amenity, privacy. being a property owner since 1984, every new house lessens the quality of life degrading the quality of life. The Stirling Council had Country Living Principles and these should be reinstated.

I appreciate all the commitment, respect, effort and expertise that encompasses your future directions. Thank you.

You worry to much about stuff that will sort it's self out and not on issues that effect us

Overall the vision is excellent however I would like to see a specific mention of our young people and future generations of Hills residents in this vision - ideally in the governance or connection section - it is critical to me that community members of all ages are encouraged to participate in council decision making and planning and have suitable and accessible tools to find out what decisions are being made, how to influence those decisions and how to hold decision makers to account. This is particularly imperative for young people who cannot vote in council elections - they don't just want to be 'consulted' on 'youth issues' - they want to be at the table for strategic decisions, resource allocation and long-term investments/projects that impact their lives and wellbeing.

I believe that the guiding principles could benefit from being made more ambitious and specific. I think that the climate action section needs to include more practical steps and include that all decisions made by the council will be made considering the environmental impact. There also should be a focus on mental health and young people. We need to be engaged and active members in our community and as future leaders of this community we deserve to be part of the guiding principles and have a say in this strategic plan.

I am glad there is consideration for options other than cutting up the land around the hills to cope with the growing population. There is also a need for rejuvenation of Stirling as a 'hills' hub....commercial enterprises have moved up and down side streets, and the central area has lost many shops. It is now predominantly business and service groups so it is losing it's 'village' feel and there is a loss of community with this. Without a 'hub' people either drive from one supermarket to the other or shop in Mt Barker or down town. Aldgate is lovely, and has nice eateries, but is not comprehensive in it's commercial offerings. The Coles at Bridgewater is isolated and there's not much else there.

On another issue I have concerns about the proposed 'safe' area in case of bushfire. Having seen the increasing outcomes of bush fires, I believe that there needs to be a better option to the current 'safe' area option of Stirling oval. It is very possible people would need to remain overnight and, as we experienced with the Woolworths fire, smoke is also an issue, with the position of the library seeing it filled with smoke and having to be evacuated.

They are key principles that we should all strive for, as long as they have a deeper layer of how they can be implemented/met/achieved

A strategic plan should consider all of Council's activities - what have you left out? See page 7

Unhappy with some clauses, happy with others.  
No mention of schools, how many or details.  
Profit from real estate agents is hardly a business worth mentioning they don't contribute to our economy at all!

A number of clauses are token, or in fact too nebulous!

It seems to reflect what our community wants.

Good to have guiding principles to refer to when making difficult decisions. Agree with the principles especially support First Nations, along with Inclusivity,  
Would like to add Respect to them-being Local Government there are issues that are faced that can be contentious, having a principle of Respect can be used from the outset to set the terms of engagement and referenced to take the heat out of discussions.

Most of the Guiding Principles are fine, but the Natural Environment GP, to be honest, is rather uninspiring. The Natural Environment is the most significant feature of the Hills and needs stronger vision and commitment. It reads rather a lot like statements from previous Strategic Plans, which in the face of a rapidly escalating biodiversity crisis and the effects of a dramatically changing climate, does not seem to be proactive and determined enough.

Lack of reference to acknowledging the contribution of various groups to the culture and environment of the Adelaide hills, including immigrants, not just Indigenous groups.  
The principles do not create a sense of change that supports opportunities beyond those already existing within the Council area.

The Council should not become involved in macro-national policy areas, at the expense of the neglect of its core functions.

I am extremely disappointed that the draft strategic plan doesn't attempt to deal with major problems with SA's broken planning system .

Essentially , SA has gone from a process of development control where there were clear rules in place to make decisions on development proposals to the use of a performance - based planning system. Performance planning is a process where planning decision makers are not bound to adhere to prescriptive planning rules in development plans and the like in making planning decisions. The decision makers set their own rules for assessing development proposals. The main argument put forward for using this type of system is that the rules in traditional planning codes are too prescriptive and that performance planning processes enable decision makers to better match planning decisions to individual cases. Unfortunately, however, there has been a total lack of public transparency and poor development outcomes being experienced with the introduction of 'performance planning' processes .

The system heavily relies on the belief that if decision making bodies are comprised of the right kind of professional people, then correct decisions will be made most if not all the time. Unfortunately, the 'right kind 'of people always tend to be politically driven appointees selected because of their pro development ideologies! In my opinion where planning decision makers have been restricted to the more detailed rules set out in planning control instruments, there's much less political interference and manipulation by developer interests.

The use of performance planning processes has been strongly condemned in planning jurisdictions worldwide. Queensland planning law experts, Philippa England and Amy McInerney have argued that:

'More so than any of the procedural reforms to planning law, it is the evolution of performance-based planning that has played into the hands of developers who wish to prioritise economic development over and above other planning goals'

To accommodate performance planning processes several barriers in the previous planning system which were in the way had to be removed. For example. all the detailed policies in existing development plans had to be removed or generalised for inclusion in the new planning code so that SCAP wasn't seen to be making a large number of performance -based planning decisions which were contrary to the code's contents . Professor Brendon Gleeson, Melbourne University has pointed out that most planning jurisdictions in the USA, NZ and Australia have abandoned the use of performance planning processes in planning jurisdictions because of the heavy administrative burden involved.

The Committee for North City, Sydney , has described the benefits in retaining detailed policy development plans for developers and investors :

'Planning instruments (that is our traditional detailed zoning and policy development plans) direct future urban change along agreed paths. They reduce the risks of shocks and adverse impacts on landowners and investors, enabling an orderly property market based on defined rights, in place of an otherwise wild property casino.



The real concern with the recent SA planning reform process is that there has been no discussion or debate about whether the introduction of a performance-based system would be a good or bad idea !!!

Other major concerns regarding the new planning system are :

- a loss of community voices and local knowledge in decision making processes .We live in a democracy and it's only fair and equitable that where landowner's property values and amenity standards are likely to be adversely affected by development proposals, they be provided with appropriate public notification and planning appeal rights. Undoubtedly, the development industry would see these rights as unnecessary red tape. The LGA claims that: "The Planning and Design Code reduces the public notification requirements, with significantly more land uses being classified as 'Deemed to satisfy', and therefore not requiring notification. In addition, the appeal rights of third parties have also been significantly reduced, with only restricted developments being subject to third party appeal rights".
- there has been a total fixation on increasing road capacities and little interest in or attempt to develop new public transport infrastructure and infrastructure for other modes of non-vehicular transport.(the reestablishment of a passenger rail service to Mt Barker should be a priority)
- the densification of development along urban corridors is likely to have disastrous consequences for Adelaide Hills residents. Although densification of development along road corridors in the Adelaide Hills is not currently proposed , densification along corridors leading to the Adelaide Hills is likely to have very negative impacts for hills residents . Although it's claimed that increasing population densities in urban corridor zones will increase use of public transport, research undertaken by Dr. Alan Davies, a principal partner in a planning consultancy firm in Melbourne, has found in that city, where the same type of corridor zoning applies, only a minimal increase in the patronage of public transport has occurred. He attributes this to the fact that people living in the new apartments have continued to use cars for the bulk of their trips. Davies believes that boosting population densities in urban corridor zones increases the number of car trips starting and ending along main roads which in turn increases traffic congestion along these roads and slows the speed of public transport.
- In recent times the State Governments has resorted to the use of one-off fix pieces of legislation to cover major problems and issues to cover the deficiencies with the Planning and Design Code. e.g the use of the Significant Development Site provision. This allowed the development of an 8 storey building along the Parade zoned for a maximum of 6 storeys and sets a major precedent for other high-rise developments along this corridor . As the St .Peters Residents Association points out this development will 'undermine the high street quality of the Parade with it's emphasis on human scale development.' These piecemeal approvals do not cover, as they should, a wide range of issues in a holistic manner. We need to learn from the disastrous experiences that Sydney has had with this type of urban planning where the Committee for North Sydney has declared:

'..... piecemeal, one-off plans are no response to the tsunami of overdevelopment rolling over us. .... the obvious deficiencies of the city centre are getting worse, and that silence on the metro projects diminishes the legacy of the metro and fails to deliver its potential public benefits.'

It is well considered and has high ideals which hopefully can be met

All of these words are mainly laudable taken separately but put them together and there are inherent contradictions. I'm at a loss to understand how Natural Environment, Climate Change, Sustainability, Built Form, Change and Innovation will all work together harmoniously.  
The "explanations" under the buzz-words rarely explain anything. For example, "Innovation: We seek opportunities for innovation and to continuously enhance the experience (what experience??) both now and for future generations." A little hubris here?  
Most of the verbs used at the beginning of each "explanation" give no assurance of ACTION. e.g. acknowledge, seek to, value, encourage, dedicated to, consider, recognise.

Overall, good positive helpful focuses for the AH community covering all bases.

I'd like to see a change to the wording around connection to not just be about decision making. So it reads value community and other stakeholder input into decision making and community building.

The Council's guiding principles are commendable, but achieving them in reality may prove to be quite challenging.

CHANGE: I wholeheartedly support the idea that the Council should aim to be flexible and seriously re-evaluate, innovate and streamline its processes to be more efficient and productive.

Covered all the aspirations of most residents. Easily read.

The aims and hopes are positive and forward looking.

DRAFT

**Share any thoughts you may have regarding Goal 1 - Natural Environment**

I know you are doing everything in your power to improve the Natural Environment. Your plan continues that strategy.

You have no responsibility or authority to deal with climate change. In case you missed it, the federal and state governments are already pouring money into this black hole.

to much - trendy terms instead of real detail

Strongly support biodiversity, expanding and protecting natural habitat

Maintaining the natural environment should be a priority. Housing options should not be.

We always go on about this and yet in Balhannah council allows so many town subdivisions which means we have way less mature trees in the town then we did 20 years ago - two houses where once there was one means smaller gardens and mature trees are lost. It has saddened us no end to see this happen again and again in balhannah. We have to do better.

Build nuclear power it's the greenest

We live in paradise here in the Adelaide Hills. We have to work hard and make strong choices to keep it this way. Council is showing strong leadership.

Fully support the ideas of reducing waste, improving and protecting native vegetation and the idea of a community network of solar and batteries

Net zero is a waste of time and an economic disaster. The wrong goal for the natural environment. CO2 is what plants live off of. It's 0.04% of total atmospheric gas and the warming ability of CO2 is dubious. You will have greater success getting residents to care about the Natural environment by helping build economic value and resilience in the region.

Please see above

And it seems like a very low number of cats registered. Is that mandatory? If it is, is anything done to mandate registration? Great that there is cat registration!!!

Waste of rate money. Please scrap.

Of course we want responsible custodians, it goes without saying. How will council know if the goals set have been achieved? How will they be measured? How will Council know if things go off track? How will Council course correct?

Fear that natural environment improvement may be at the expense of some in the community's wellbeing and livelihood

The guiding principles of the Stirling Council required that existing stands of trees be maintained within the layout of sites, with additional landscaping. Parking to be hidden from the street with preservation of the streetscape. New dwelling move as many trees as possible and open to the street with multiple colorbond garages, ruining the amenity and streetscape. The natural environment and variable topography is not considered when new buildings are approved. Overlooking and privacy are ignored.

Stop wasting money on consulting companies and get old timers to help save a lot of money this council is wasting too much money

I fully support this goal but I would like to see a mention of engage with and respecting the voices of young people, and preserving the natural environment for future generations

I believe that this goal is too little too late. Already too much land has been cleared and natural areas have been destroyed. We need urgent climate action now. We need more scared areas of our hills protected as this is what people come to live and visit the hills for. We need a council which prioritises the environment over deals from developers. We need the younger generation, the future generation, to be actively engaged in descion making regarding what happens to places such as Cox Creek. We also need more public transport routes and bike paths to give people the option to easily choose sustaibale transport.

Have been disappointed with the number of trees that have been cut down in the area. Land has been clear-felled in Mabel St and one of the beautiful old oak trees in Avenue Road.

I note that there is much emphasis on native vegetation and of course this is key where appropriate, however, Woorabinda is in the centre of a residential area and allowing the build up of fallen trees and branches to support wildlife, is also an extreme fire hazard. While this is appropriate in St George and Mark Oliphant parks, Woorabinda in surrounded by houses and within very close proximity to Stirling village. The area is reasonably secluded and there have been attempts to start fires here in the past.

I would also say that Stirling is renown for it's European trees and the cooling environment that they create. I would like to see this supported and continued.

I strongly urge the AHC to endorse the Plant Based Treaty, as has already been done by major cities including Edinburgh, LA and Amsterdam, and one other city council in Australia (Darebin). While I acknowledge this is politically less risky in councils without significant agricultural land holdings, this seems like a natural next step after the AHC declared a climate emergency in 2019. Full details of the pledge can be found here: <https://plantbasedtreaty.org/the-pbt/>

Food systems in general seem to be missing from the AHC's decarbonisation plans. How could the AHC promote the growth, distribution and consumption of plant-based food within the local community, either on AHC land or on private properties? For example, the City of Marion Council is starting community seed bank. I urge the AHC to reduce the embedded carbon in any of its own food-based activities (e.g. events, markets, and catering).

NE1.1 - I would like more information about how the AHC plans to decarbonise its activities (I acknowledge the upcoming consultation process with focus groups)

NE2.1 - I support investigating a community power plant

NE2.2 I would like to see the AHC incentivise community actions that 'refuse' waste (e.g. rebates for families using cloth nappies or women buying reusable menstrual products)

NE3 - Native vegetation is protected when human activities increase in density rather than sprawl, which I urge the AHC to consider when planning its housing strategy (BFE1.1)

NE5.2 Could this include planting fruit trees in public spaces?

NE5.3 Could parks be used to grow food for the community? This would not have to be in an obtrusive way that stops the parks being used primarily for recreation, but strategically placed perhaps around borders or next to existing interruptions in open spaces.

Is the AHC planning to reach net zero emissions solely through emissions cuts or also through offsetting? I would encourage the AHC to focus on cutting emissions and only result to offsetting at the very end of the process, and even then to try and create those offsets within the local community.

This is the most important goal for the Council area. The environment is what makes the Hills a destination for residents and visitors. Businesses can thrive through the drawcard of the environment the Hills has

Page 11 Bushfire mitigation is mentioned. I have looked at the relevant Bushfire Mitigation Landscape Strategy and find it very lacking in terms of Biology/Ecology. Burning native vegetation changes its species composition and causes the "pioneer species" to grow. These include the Golden wattle That you elsewhere conclude is a flammable risk. The season and intensity of the burns is not documented. Basically as far as I can see (and I am a Science Graduate in Botany) control burning is a way of degrading and completely destroying the remaining native vegetation.

As you don't appear to manage the native vegetation in any way around the area I live near Mylor then any assertions about managing it are meaningless - How much money has Council allocated in the past 30 years to weed management of the stone reserves on Aldgate Valley Road or MiMi Rd?

What is the tree Strategy that is referred to in the Strategic Plan? There isn't one shown on your web site.

How does Council reconcile destruction/change of Native vegetation composition and structure with its conservation objectives? I don't think that the two "objectives" are actually compatible.

How does Council deal with the problems of the recent proliferation of Rabbits destroying annual species like orchids and the huge number of Kangaroos hiding in remnant vegetation during the day that they trample and destroy and then come out into pastures to graze?

How does Council respond to the feral cat, fox issues?

How doe Council respond to feral deer destroying native vegetation?

In many respects it seems council has their head in the sand and has not considered weed control or feral animal control at all in their plans to manage native vegetation/environment.

I am very concerned about tree replacement - we need non flammable species in our townscapes and a list of suitable species (as promoted by Diggers foundation) should be available for residents use. We would prefer deciduous trees in our townscapes, as this colour change is after all a huge tourist draw card.

Climate change will intensify our weather patterns, but if we get hotter then we need less flammable trees and plants. If it is more windy then trees with deeper root systems, etc... it's an absolute unknown, and very hard to predict! But you should elaborate on this.

We should have a charter regarding tree preservation in townscapes.

We are concerned about tree replacement, we heard that Druid Avenue trees (the oaks) were paid for by the 'Market Traders' not by Council!

We need to protect our mature deciduous trees as well as gums.

We need to replace trees where necessary with deciduous trees whose colour and form delight visitors and users both in the towns. Climate change is possibly an intensified system of weather. How can you manage that? - token words team - beware we don't have more flammable species of plants in townships.

We need stricter rules and reinforcement of them regarding tree removal.

Support theme of reduce, reuse, recycle along with carbon reduction. Likewise support working together to achieve as individuals, businesses, local government, and advocating to State and/or Federal.

I do like the sound of the "ambitious goals for ... growing our vegetation coverage", and I am looking forward to seeing much more detail of what is envisaged and to see it well budgeted for and actioned. A new Biodiversity Strategy sounds promising. There is no mention anywhere yet, however, of plans to begin a process of restoring healthy populations of native animals (notably digging marsupials) to the wider region, in collaboration with other agencies eg. Landscapes and SA Water. I encourage you to take this opportunity to do so.

Suggest reference is made to encouraging businesses that share the Natural Environment goal statements.

A wide range of topics have not been dealt with

Good ideals but mustn't be at the expense of farming businesses

There is evidence that net zero carbon emissions (whatever that means) is achievable only at the expense of the community and some doubt that it is even possible or desirable. No-one seems to remember that humans emit carbon dioxide every time they exhale. How will it help us to stop breathing? Getting rid of carbon dioxide will kill off the plant life so whether a green community will thrive is debatable. "transition to sustainable lifestyle practices" What does that mean? Perhaps you could focus on excess consumption, waste - the amount of clothing that goes to landfill is appalling – provide a few more bins so that there is less litter.

NE 1 Embedded carbon emissions, also known as greenhouse gases, are essential to life on earth; without them we would freeze!

Decarbonising the vehicle fleet will prove expensive and impractical. The battery life of EVs in hilly terrain is far less than that on the plains. Please research the experience of people overseas and discover why they are moving away from their EVs.

Community virtual power plants (VPPs) in South Australia are owned by Tesla as are many EVs. These transitions simply enrich Elon Musk, and others, without guaranteeing any benefit to the bulk of humanity. Tesla would have to have access to our home internet connection so chances are that we would lose control of our own solar power. Not that solar power is particularly viable in the Adelaide Hills where, fortunately, there are many trees. What would happen to our VPPs when the internet goes down? Really, why are people so intent on putting us at the mercy of an unreliable entity?

Developing VPPs is a tacit admission that renewable energy on its own is not reliable and certainly not cheaper than electricity generated by coal-fired power stations. Ironically, solar panels are made of silicon that has to be melted at very high temperatures by coal-fired power stations!

NE2 as above. Also consider the environmental costs of producing solar panels, not to mention disposing of them and their batteries when they wear out. The estimated life of a solar panel is 25 – 30 years. Again, please do your research to discover whether solar panels and batteries are truly sustainable. Mining their raw materials causes considerable environmental damage and in some countries human rights abuses as indigenous populations are displaced to make way for mines.

NE 3 All very admirable, but again, too many non-action verbs. One obvious way to protect biodiversity is to limit the number of 5G towers and small cells in the area. There is plenty of evidence that electromagnetic radiation affects insect, bird, plant and human life. Does the Council ever question the roll-out of these devices in our community? Have you educated the community about the dangers these things pose? Have you educated yourselves?

NE4 sub-headings 1 – 5 sound fine, despite the usual non-action verbs, but the overarching statement is amazingly arrogant. Do you really think that the natural environment is not resilient? It has been adapting to climate change for millennia! The environmental changes that hurt the environment are man-made, not the climate; which some people have the gall to think that puny humans are responsible for. Greedy humans are responsible for: irresponsible treatment (or lack of treatment!) of waste products from mining and manufacture, pollution and depletion of the aquifer, excessive use of water in mines, vineyards and other activities; not to mention the harm to the earth from extracting its minerals, changing and damming water courses, increasing salinity through irrigation, applying poisons to help things grow?!, cutting down forests, sending waste products into the sea and harming marine life, overfishing etc.

NE5 Okay, although I am not sure what you mean by "amenity value". Are you planning to sell things off?

I'd like the words investigate changed to invest. We are in a climate crisis and saying investigate does not go far enough.

Consult, understand and act. Work together with locals and experts to find solutions. Local residents possess valuable, practical and unique knowledge about their area, which the Council staff may not fully understand. Meaningful community consultation and commonsense can lead to better decision making.

Stirling is maintained beautifully and a lot of thought is going into its Coventry Library park design. I strongly believe there should also be more focus and investment in fire-prone areas in the Council district. The Council should consistently prioritise the maintenance of short grass in these areas, especially during the summer period. This approach is essential to effectively mitigate the risk of wildfires and protect our community.

NE1 Over emphasis on carbon emissions and decarbonisation.  
Reference work done on world heritage listing - maybe useful to build on.

I compliment the expressions of these goals - well chosen and positive in expectations and hopes. The reality of practical outcomes is the success or other of these hopes and goals. who could not agree with them. The achievements will be in the practical outcomes.

DRAFT



## Share any thoughts you may have regarding our Goal 2 - Community Wellbeing

Community Wellbeing was not on your mind when you tore down The Voice Referendum signs and took them away without warning, then lied about why you acted this way. Show how you will improve this strategy.

This is totally irrelevant to your role as people responsible for picking up my bins and running the library.

as above

The first nations are .006% of the population and at least 75% are barely partially first nations. I hardly see pandering to .006% of the population as any form of a priority at all.

CW1 at best should be CW4. In nearly 20 years of living in the region I have not seen one first nations person. I do however see the 35% portion of the population over 60. Everyday as someone who walks around the entire region. How does .006 outweigh 35%? Strongly support CW6.3

Community wellbeing is not the responsibility of the council. Spending rate payers Money on this is not a good use of funds.

I really think point number two should be your first point. We are after all, all people, regardless of colour race age work status etc, all one people trying to do the best for our community. Dividing us does not make us better

Keep it up good work

Again strong leadership being demonstrated with this direction.

Would love broader outreach if youth programs to smaller communities as well as pathways and community gardens to allow safe exercise and community relationships in small communities like Paracombe

Waste of rate money. Please scrap.

See item 9.

How will volunteers be encouraged with the huge red tape required for events?  
How can this be supported financially?

Make affordable living for the elderly

I fully support this goal. In particular I vigorously support the inclusion of the reference to the Youth Action Plan in Goal 2: Community Wellbeing, objective CW3 on page 18. This is urgently needed and a co-design approach is in line with best practice.

However, there needs to be a stronger reference to the voices of young people being valued - this is critical to ensure that other operational aspects of engaging with youth (eg youth advisory councils or youth leadership programs and youth service) are not just 'optional extras' but go to the heart of the strategic goals of the Council.

I believe further action needs to be included to engage young people and care for victims of domestic violence. We need safe spaces for these victims to go and temporary housing for them to stay in. This is at crisis point and the council can do a lot more to help. We also need to further engage young people because as a young person I struggle to see how I am represented in the decisions made by this council and how I can get involved. I believe having a youth advisory group that can influence council's decisions and a place for young people to go to be themselves instead of being on the streets or in shops need to be included in the plan if you truly want to help everyone in your area.

It would be good to see support across the hills for hills produce and products. While there is a farmers market down town and a smaller one in Mt Barker, there is little outside of this. It's been lovely to see more farmgate stalls popping up but something more centralized would be good. It's been good to have some community music events such as the Stirling Fringe...the hills needs more of this. Looking forward to Fabrik opening...need more of these type of attractions and quality recreational options! Pleased to hear there is emphasis on improving footpaths and more trails for cycling and walking.

CW1.1 How could you get local schools and children involved in the AHC RAP? Upper Sturt Primary School, for example, teaches Kaurna as a language and may be interested in getting involved.

CW2.2 Could the AHC promote the recently-founded Dads of the Adelaide Hills group? For more info, check their Facebook page. The Hills Community Toy Library is a fantastic initiative that could also be more actively promoted by the AHC, particularly since the council-run libraries do not have a toy service.

CW2.3 Libraries are an essential hub for the whole community, across all age ranges, and should be a priority for council funding.

CW3.3 I strongly support this and hope the AHC plans outreach to primary, not just high, schools

CW4.1: I would like more information about this

CW5.2 Strongly support

CW6.1 There are currently no outdoor recreation opportunities for children 0-5 years of age in Upper Sturt. I support converting the 'Upper Sturt Dog Park' (which I have only ever seen used once) into a playground or similar.

CW6.3 - I would like to see cycling be a safer option in my local area, including being able to cycle along Upper Sturt Road to the Crafrers interchange. There are a number of side roads along US Road that could be sealed to help facilitate this, which could also facilitate children actively commuting to school.

CW6.5 Could this be facilitated by integrating community gardens into our parks?

For a spread out Council area, Community wellbeing, particularly in townships is really important. People want to be a part of the success of their town and take ownership of that.

I dont agree with your first goal as I think it is unnecessary. By promoting overall inclusiveness in the community we will achieve more, than by focusing so much on one very small section of the community and trying to act in a different way. This policy seems to me to help in maintaining a sense of "them and us" rather than we are all one.

It is "dribble" - a pile of largely meaningless words.

If there are limited opportunities for growth how can you possibly change the size of accomodation?

Local Design Review Panel? Council is now subject to SA wide planning - you won't change that.

CW 1.2 HOW: The specific involvement of one particular group in decision making is not democratic. One's ethnicity is no indication of one's wisdom, or ones experience in complex decision analysis. Why have we read 'Torres Straight Islander People, a totally different tribe, in a totally different climate from the original indigenous hills dwellers being given a say in Council decisions. Shere tokenism - I'm dismayed - "consultation where relevant" is a much more appropriate statement.

CW 4.3. We need much more work on 'refuges of last resort' supported by Council.

Why we would even consider consulting with Torres Straight Islanders people is ridiculous! Let's be sensible, consultations with indigenous descendants as relevant is of course respectful and the right thing. However, more involvement in Council just because of one's ethnicity is tokenism, and really as a society we should be engaging with experienced people in their field, who are capable of complex decision analysis.

CW1 support Reconciliation, and Indigenous peoples leading how they can be involved. Would like our community to continue to learn about culture, and with guidance from Indigenous persons walk forward together.

Lofty goals that focus on 'promoting,' but there is a lack of actual substance in terms of outcomes.

Not assessed

A very important role of the council, to support programs in the community to address skills loneliness and general community wellbeing to the elderly and to the people who are struggling financially and emotionally.

CW1.1 and CW1.2 Are First Nations people part of the Reconciliation Working Group? First Nations Engagement Protocols sounds quite pretentious. What exactly do you mean by that term? Instead of your usual non-action verbs, perhaps you could use the word invite "ATSI to be involved".

CW1.3 Seek, and act on! cultural advice etc. "to support OUR activities!?" What about the activities that First Nations people believe are important? Will Council support THEIR activities?

CW1.4 How about "Educate Council Members, staff, volunteers and the community in matters of cultural safety and respect.

CW2.1 "Partner" – with whom? With what organisations?

CW2.2 "Support" – through grants? A few indications of HOW things will be done throughout this document would be helpful. It would require the addition of just a few words.

CW2.3 are "inclusion, growth and literacy" all presumed to be preceded by "digital"? Not sure how the word "growth" fits here.

CW3.1 This sounds quite dangerous. What sort of "community-level action" do you envisage to prevent violence in people's homes??

CW3.3 "of with" makes this difficult to follow. More importantly, do you include First Nations' youth in this priority? First Nations' young people are at great risk in this country and there is no mention of them in your Reconciliation section.

CW4.1 What are "climate action" and "climate resilience"? Are we going to do something to the climate? Or ask the climate to do something? "to adapt and build climate resilience" reads very oddly: are we to adapt climate resilience and also build climate resilience? The climate will manage itself – as long as humans refrain from cloud-seeding! and idiotic suggestions like putting up a giant space umbrella to deflect the sun's rays! Humans have adapted to climatic conditions for thousands of years, why all this fuss now? Could it be to enrich certain corporations and individuals?  
Rest of CW4 and CW5 and CW6 are fine.

It is crucial to partnership with local groups who are also working towards many of these goals and to fund them adequately. More funding and sharing of resources with local community centres builds strong connections for people, and provides active volunteering opportunities which combat loneliness while also supporting those who need support most. Community funding for these groups has so many benefits and is an important grass roots support to achieve this goal.

I commend the council on committing to developing a community engagement framework and would like to see that embedded within council and community.

CW2; CW4; CW6.

EQUALITY

Our local hall currently plays a vital role in the wellbeing of our small community.

It's great that the Council is investing in community centres and the Fabrik Arts Centre. Additionally, I would like the Council to equally appreciate and value the work being done for community in our small community-volunteer-run halls, which is at minimal cost to the Council.

The community can enjoy many cultural and recreational experiences in their local halls, reducing the need to travel far. Investing in decentralisation of activities is a crucial step towards fostering a more sustainable and eco-friendly lifestyle. By minimising fuel consumption and reducing carbon emissions it paves the way for a greener and healthier future.

Our area is heavily tree-covered and lacks mains water, making it highly susceptible to bushfires and frequent, sometimes prolonged, power outages which have left us without any means of communication, leaving the township isolated and vulnerable.

With the support of AHC through facilities grant funding, a battery has been installed at our hall which helps us to decarbonise. A backup generator was recently purchased with Recovery Ready Hall funding, to improve resilience of the community in case of a disaster or a sustained blackout.

This is an example of the Council listening to the community and innovating to transition to electric/renewables and prepare for the effects of a changing climate.

CW1.4 Stronger emphasis on volunteering support for aging population.

P10 - 20.1% of residents > 65 years.

Also, page 10 - express ATSI as a % rather than just a number (281) for consistency.

Council supports of community groups - by staff interactions at all levels vital for wellbeing. Local organisations, halls, ovals and public facilities - recognition of the value of small communities as well as the larger established townships and suburbs. Gumeracha well served in my estimation.

### Share any thoughts you may have regarding our Goal 3 - Built Form and Economy

Address the issues of so many businesses going broke post COVID. The Stirling Golf Club has gone into administration. The old Woolworth's precinct is under development and of great interest to ratepayers. Can you please address these issues? Also we are interested in what building standards are used to approve new developments in Stirling and Aldgate to preserve their unique Hills identity.

This is political speak that justifies anything you want i.e. blocking development

as above

Fully support with an emphasis on resisting sub division ( allowing more dwellings ) and housing estates.

Housing should be decreased not increased.

Balancing supporting development and maintaining character is difficult. Council is doing well.

Industry and business needs to be promoted in the Hills. This will bring employment opportunities. Help businesses grow and expand. Especially via fast-tracked approvals and reduced regulation.

Year on year we see little improvement in this area, including improvement of footpaths, bicycle lanes and roads as well as effective mitigation of bush fires. Speaking to State MPs offices it seems that no one considers contacting them for support often enough

Promote more business and employment in the Hills area.

See item 9.

Can this be spread through out the whole Hills to benefit smaller communities? Some small towns with unique heritage have been neglected by Council for years

Bring back the original country living principles to protect streetscapes, community well-being and amenity. Houses are becoming focal points, on oversized blocks with colorbond replacing trees and shrubs. The visual character is being eroded with colorbond fences replacing hedges. Principle 12 establishes adequate privacy between neighbouring allotments- We now look from 3 rooms into a bath in front of a full length window. Planning should prevent these issues. Privacy is important for well-being. Please find the old Country Living principles to save the hills as a unique and amazing place to live. Adequate privacy should be maintained with every new house built. The locations must be assessed under these important guiding principles. Buildings should be in harmony with the historic and treed environment. Metropolitan and suburban overcrowding is not compatible with Country Living. Developments are oversized, front and centre of blocks and out of character with the country environment.

Stop wasting money on consultation and ask people that have lived here for ever what needs to be done

I fully support this goal but again want to see specific mention of seeking out and respecting the views of young people - and their economic goals and infrastructure needs. If young people are not specifically mentioned in this Goal I worry that no staff member will be responsible for ensuring that young people are consulted on key decisions relating to built form and economy in ways that are meaningful for them. I am not convinced that the Youth Action Plan (mentioned in Goal 2) will sufficiently address built form and economy - but it should!

There definitely has to be a way to increase greater density within major towns whereby local residents needing or desiring to down-size or reduce land maintenance, and singles either resulting from divorce or those who've grown up in the area and want to stay in the area but without land commitments, can have options to move to. Those requiring accessible housing also struggle but a central housing area within close proximity to shops and facilities would drive a thriving environment and be more inclusive.

Some better council facilities such as a public indoor or heated pool and better options for community gatherings. While the Dawn Ceremony was well attended this year, it did begin to rain with older people and those in wheelchairs unfortunately unable to get cover. There is not a facility big enough for community gatherings especially given the growing community. Additionally providing facilities such as a gym or space community health classes.

Am pleased the focus will be on assuring the aesthetic continuity of the hills. Am disappointed to hear that the little stone cottage on the corner of The Avenue and Mt Barker Rd, is to be torn down. This piece of heritage is a lovely visual to the village and representative of the where and how the area developed. Would also be good to have some better signage about the history of the hills...visitors and many locals would have no idea - quality interactive information would encourage and inspire local cultural heritage.

BFE1.1 housing strategy should involved increased density, including making it easy to subdivide properties or build additional dwellings on existing properties. I think this would be a particularly good idea around townships and in the more suburban areas of the AHC.

BFE3.5 strong support for improved cycle options e.g. a cycle path along Upper Sturt Road to the Crafers interchange

BFE 5.2 supporting the growth of primary production - no government money should be given at any level to support animal agriculture because it is a key contributor to climate change and 'decarbonising' is a key AHC goal

A vital goal the allow businesses the prosper in the region. The built form and environment is used to draw people to the region to spend their money. Take the cudlee cafe as an example. So many cyclists, motorists, bike riders stop in there, on their way to explore more of the region. A focus needs to be for businesses that can grow and create jobs for residents so they can add even more to their community

There seems to be no mention of seeking to cater in some areas of smaller development to enable some areas to "downsize" their typically large hills properties.

Nice aspirations but how will you achieve them? Where are your youth involvement plans? How do you encourage community action about DV? All of these aspirations need to be put into context - how much of a problem are these issues? crime rates in the hills are low.

In my view the weasel words there are simply pandering to what you think communities want

BFE 2.3 There are currently no subsidies for owners of heritage listed properties to encourage restoration. The City of Adelaide has a generous co-payment offer, and holds a list of competent specialist traders. I propose the Hills Council look at this model and adopt it. We also have heritage trees and gardens. The Council to date have been woefully negligent of heritage trees, giving development precedence.

Forming an independent panel for reviewing proposals aesthetics is great. But let's not forget to encourage the landowners to preserve our history, nice if Council could help. In Picadilly Valley there is a superb example of an 1800's slab hut, that is falling each year into ruin. Why is this not preserved by Council - what's going on with our registers and I'd like to see a fund set aside for preservation.

Definitely no housing development areas like those in Mt Barker (eg Ashton Hills) with huge houses on tiny blocks, roofs touching and no yards , trees and gardens. The ugly seas of grey. Also no more 2 storey houses infringing upon neighbours privacy.

Support intention of BFE1, unsure about the implementation planned is going to put in place true change in design of housing that meets climate change, aging population and affordable housing.  
As a Local Government I feel we need to relook at how we approve development, being more proactive as to what Council envisages and clear about what Planning Code supports.  
Advocating for State wide conversation with builders/designers/planners for ways of addressing our housing looking for change now for the future.  
2.1 support with being clear with communities about process of what is implemented, what maybe the future  
2.2 and 2.3 , 3, 4 and 5 Support

The strategic plan lacks reference to providing or facilitating services across the demographic profile, in particular youth and the aged. Unlike the Mt Barker Council area, the Adelaide Hills Council area has very limited residential options and associated services for the age population.

The Council should explore partnerships with private enterprise to ensure services reflect the changing demographic profile of the Adelaide Hills.

I believe that Urban Planning should have been included under Goal 3 as well

Development has to be thought through access and transport for the hills is a priority, remove trucks from the freeway

BFE1.2 This doesn't really say anything. What exactly is "adaptive, resilient and climate ready development"? Is this a way of imposing uniformity? Most buildings are insulated, weatherproof, unlikely to fall down in the normal course of events and adapted to the Adelaide Hills climate. People who can afford it have sprinkler systems, pumps and fire hoses in case of bushfire.

BFE1.3 Local Design Review Panel to enhance the decision-making process. Is it not more likely to cause more delays? Would it prevent the building of more pretentious buildings, totally out of keeping with the Hills environment but which provide the Council with thousands of dollars in rates?

BFE2 Lots of lovely, time-consuming paper work here. I cannot detect much in the way of actual outcomes.

BFE3.1 Does road safety improvement include providing footpaths sufficient for a person with a pram or will the middle of the road remain the only place where there is enough, or any, space to wheel young children?

BFE 3.3 and 3.4 Perhaps the focus here should be on proper management rather than planning?

BFE3.5 "Prioritise planning for new footpath, trail and cycling infrastructure where ...." Who will decide where these new paths go? Or is it already the intention to put them along collector roads rather than on providing footpaths where there currently are none? Again this is just "planning" ... It would certainly be impossible to dig up already narrow roads to provide footpaths.

BFE4.2 ... and Council income? This would certainly be preferable to the constant rate rises we have experienced over the last 4 years.

BFE5.1 Why not just "Support" as for the other two priorities in this section?

Feel there is something missing around different housing models and infill to allow more diversity of people to live in our community



**BFE4**

The hall is been managed by the community for many years. Additional reporting obligations proposed by Council would pose an impractical and unnecessary burden on the volunteers. This community hub is sustained by the support of the local community and its volunteers.

BFE3.4 The Council wishes to apply appropriate service levels for council facilities - although interpretations of 'appropriate' may vary depending on one's perspective. It is important to engage in negotiations to determine what is considered appropriate, and to provide a clear understanding.

e.g. The rationale behind the sudden decision to stop reimbursing insurance expenses for the hall is not clear.

BFE4.3 The Community and Recreation Facilities Framework is the overarching framework on which to hang Council plans.

When forming a management agreement between a community association and the Council, it is essential to maintain a respectful approach towards the Association with its own autonomy, rules and governance.

I am concerned about the sustainability of the volunteers in our community becoming overcommitted if additional responsibilities are imposed by Council.

I prefer an alternative approach that recognises a small organisation can use its few resources to do good things for the community and help keep it sustainable.

P11 Economy - Express as % of GNP as well as No. (\$2.1%) etc.  
Add viticulture (wine) orchards (eg cherries, apples, pears).

Increasingly hills townships seem to be places of residence for city employment. Local economy very important to be encouraged and supported by council.

### Share any thoughts you may have regarding our Goal 4 - Organisation

Most of the people I have dealt with have been courteous, helpful and professional. I still have issues with some engineers who seem incapable of solving drainage flooding on Piccadilly Road.

Meaningless.

as above

Strongly support especially BFE3.5

Minimise meetings so real work can be done.

There has been a loss of key staff. A thorough review of culture and direction is needed. I do not think the objectives will achieve this and as such Council is at risk of poor culture and losing more staff that are critical to sustained success. Council should have a serious look at a deep review involving staff to understand precisely what is the state of organisational culture and develop a staff and leadership embraced plan to embed improvements that will reduce turnover and make AHC an employer of choice.

Need to drive a culture of work when paid driving a better performance and higher productivity. After speaking to people in these areas of local council there is a lot of work to be done. This will help with some of the issue with poor infrastructure, roads, footpaths and fire mitigation.

Some of these goals are good. Some greater efficiency and professionalism in council would be good. Is it a surplus or a deficit?

See item 9. In addition, most of the goals here are BAU.

The interface between ejected members and staff has seemed "clunky". The new system to notify of work required or complaints very unfriendly

You are worried too much about technology and not the down to earth things

I fully support this goal but I would like to see a stronger emphasis on citizen-led engagement and citizen participation in decision making and accountability structures. I would also like to see the Youth Action Plan mentioned in Goal 2 include specific reference to Youth Voice providing oversight/input into Governance and Organisational planning for Council. One-way information sharing between council and community is not enough - there needs to be robust, strategic and measurable efforts to reach beyond the 'usual suspects' when it comes to engaging on council issues. For example, email newsletters and in person council meetings will not be accessible for many people in our community - so new/different strategies must be employed and strategically planned - including things like in person meetings with older people but also facilitating citizen juries and establishing Advisory Groups such as the Young Mayors program to ensure all voices are integrated into Council work. This is also critical when thinking of Council staffing profile - we need Council staff members with skills in engaging with different groups and with sufficient resources to innovate and experiment in this area. To me this is critical to retaining trust in local government, and to encouraging a diverse range of people to consider running for council. It is imperative that we move beyond the dominance of the voices of a privileged few and create strategic spaces for the 'seldom heard' to share their ideas and feel connected.

O4.1 Would welcome any opportunities to engage in community decision making

Another important goal. Staff need to be able to perform in the most efficient ways possible for rate payers. So better inclusion of Technology and making sure staff are properly skilled to have the greatest impact for the community. While maintaining a safe work environment for staff.

If you apply draconian legal requirements as community obligations for the running of community assets like halls then you will kill off any community desire to be involved in the management of these assets. Your Strategic plan should talk about positive engagement with community and how you will assist and encourage the use and management of these resources.

P24 02.2 "DATA DRIVEN ANALYSIS for decision making" is a hollow and chilling precedent where numbers drive decisions. Much better outline would be: Decisions will be equally and equitable evaluation looking at: Aesthetics, Environment, Health, History, Economics and Sovereignty.

P25 Don't assume staff qualified in a profession will have good interpersonal skills. Training in telephone skills is a great idea.

Data driven decision making - what a shame to read. Decision analysis is much more multilevel. We are more than just a number. We are losing our language skills and our literacy if that's published. Decisions should be equally evaluated on the basis of Aesthetics, Environment, Health, History, Economics and Sovereignty - let's not be like Victoria giving the Chinese a path into Australia - with an international airport in East Gippsland!!

I support the goals if they address the high turnover of staff currently being faced, and builds a positive workplace culture . 3.1 developing a strategy that supports staff feedback re effectiveness is a great initiative, at the various levels of the organisation they are in the best place to see were improvements could be made

The Strategic plan at an operational level should acknowledge the Council has a core set of functions require ongoing commitment in both short and long-term planning. There are numerous areas that have been neglected; for instance, inadequate parking, poor footpaths, the spread of exotic weeds such as blackberry bushes, dead trees that are a safety risk to nearby houses and residents. Strategic plans should generate a sense of excitement and a positive attitude to the future for those who work and reside in an area and within an organization. The draft plan requires more focus on communicating a sense of positive change especially in terms of the services required across the demographic profile. Some urban centres need renewal. Their survival is dependent on exploring new opportunities, not relying on the past.

Not assessed

Obviously the council in its current form is not functioning properly

Again, on the whole, this goal mentions many bureaucratic processes without providing much in the way of measurable outcomes.

O1.1 and O1.2 Technology and digital solutions, although commonplace, are not 100% reliable. There have been many instances in the past five years of systems crashing or being hacked. I hope that, as well as embracing technology solutions and digital transformation, you have back up for when these systems fail or there is a power outage. We have all been turned into data on the internet which then feeds Artificial Intelligence (and draws a lot of power in the process) but there is no substitute for a person who is naturally intelligent. Streamlining the customer experience may not necessarily enhance it. Transforming service delivery does not always maximise effectiveness and efficiency. Make careful provision for the transition period when new software will be found to have glitches and human adjustment takes time. A lot can go wrong in those moments.

O2.2 Data-driven analysis and reporting do not always provide a clear picture. There has to be interpretation of the data and consideration of variables. As Superannuation companies are careful to say “Past performance does not predict future performance”.

O3.1, O3.2 and O3.2 While all of these strategies and plans are being formulated, how will the concrete goals (if any) of the Council be enacted?

O4.2 Please provide examples of relevant stakeholders and decision-makers. Just one or two would do! Objective O5 I am struggling to find any connection between meeting “the current and future needs and aspirations of our community” and the three priorities described.

O5.2 This should read “Demonstrate financial probity and transparency through accurate short and long term financial planning and annual budget setting which align with accounting best practice.” Why the word “sustainability” is repeated throughout this document with monotonous regularity baffles me .. oh, sorry, it is a very nice environmental buzz-word.

It would make more sense to use terminology better suited to financial matters e.g. “Adopt responsible fiscal policies and practices which ensure the Council’s solvency.”

O5.3 Having sought this feedback will you act on it?

Objective O5 I am struggling to find any connection between meeting “the current and future needs and aspirations of our community” and the three priorities described.

O5.2 This should read “Demonstrate financial probity and transparency through accurate short and long term financial planning and annual budget setting which align with accounting best practice.” Why the word “sustainability” is repeated throughout this document with monotonous regularity baffles me .. oh, sorry, it is a very nice environmental buzz-word.

It would make more sense to use terminology better suited to financial matters e.g. “Adopt responsible fiscal policies and practices which ensure the Council’s solvency.”

O5.3 Having sought this feedback will you act on it?

O4

To advocate and engage with the community is an excellent goal and I would love to see it through all levels of the Council.

Currently, the Property Office is the main point of contact from the Council to our community group that manages our local hall. The Property Department's primary focus is on property issues. I strongly believe that appointing a community liaison person from the Council would be highly beneficial for our group and the entire community. Having a dedicated point of contact would greatly enhance our ability to collaborate and address the needs of our community effectively. Someone who actively engages with our volunteers, seeks to understand their issues, and advocates for them.

O5.1

Streamline the Council's organisation with improved communication and reduced duplication.

The Council should approach a small community/volunteer organisation recognising the fact that it has limited resources.

As an example, federal and state government departments have taken up the following innovation: The Australian Charities Not-For-Profits Commission 'Charity Passport' enables organisations to share their Annual Information Statements, with other authorised Australian government agencies, removing the need for those agencies to ask you for the same information - this is a simple but elegant solution to increase efficiency by reducing duplication.

Seek intelligent, practical, and innovative solutions that will enhance efficiency and positive outcomes. Don't settle for current systems unless they are proven to be good. It's important to aim for improvement and embrace change when it leads to better results.

O1.2 Add a comma (',') In Organisation's

Council support of summer time safety - fires, safety and support services are vital and seemingly well supported. Support of local groups vital. Communication very necessary between different services. Cooperation vital.

**If you think anything is missing that should be in the draft Strategic Plan can you please explain it here?**

I know there are intentionally no metrics in the Strategic Plan. I guess we can find them in the Business Plans. Where do we find these plans and their metrics?

How are you going to bring my rates down?  
How are you going to fix the backlog of road maintenance?  
How are you going to stop cutting services?  
How are you going to start offering the basic services that other councils have been doing for years?

as above

The next census will show my village of Stirling having over 60% of the population as NO religion. Most likely more. This should be taken into account when the religious groups who are exempt ALL taxes, rates, discrimination laws and all corporate scrutiny lodge DAs.

Council should be more involved in monitoring and helping residence out with issues such as noise pollution, dogs noise and, cat management to protect wildlife. Helping residence control weeds and feral animals. Stop hoon driving to keep residents safe. Stop illegal dumping. Spend money on more rangers to help. This is severally lacking in the Adelaide Hills.

Let's get the basics right please. The rest follows

Like other councils have done remove OR give people the chance to not be coerced into acknowledgment of country statement's

As above a Organisational Culture r3view and strategy.

Actual strategy. I see lots of ideology but hardly any strategy.

Again, a bit more ambition on mitigating climate change

Promote more business and employment in the Hills area.

KPIs, key metrics and plan to mitigate for outcomes not achieved.

Bring back the original country living principles to protect streetscapes, community well-being and amenity. Houses are becoming focal points, on oversized on blocks with colorbond replacing trees and shrubs. The visual character is being eroded with colorbond fences replacing hedges. Principle 12 establishes adequate privacy between neighbouring allotments- We now look from 3 rooms into a bath in front of a full length window. Planning should prevent these issues. Privacy is import for well-being. Please find the old Country Living principles to save the hills as a unique and amazing place to live. Adequate privacy should be maintained with every new house built. the locations must be assessed under these important guiding principles.

I am extremely committed to First Nations future engagements. After hearing from Courtney Hunter Hubberman at our recent FRIENDS OD RECONCILIATION AD. Hills mtg., I am attempting to follow up on one significant issue which she raised. She expressed the need for an indigenous youth shed, where the young people could work at assemblng and fixing bikes and motors. I will be following up with enquiries and would appreciate any assistance you might give.

Just stop wasting money spend it on the footpaths and other things that help keep us safe this council has no idea what it's doing anymore

I applaud the AHC for undertaking this much needed strategic planning process. I call for a more ambitious approach to youth engagement and youth empowerment in line with best practice examples eg those from Mackay City Council in Qld and Hastings District Council in NZ. I am currently working with some members from the Hastings Youth Council who are amazing – their approach to integration with Maori culture and self determination is also inspiring and could provide a model for First Nations recognition within the AHC too.

I feel like there is a sense of urgency to address what appears to be a serious gap in the current provision of services and engagement with young people in the Adelaide Hills – particularly those in the teenage years . My understanding is currently there is no active Youth Advisory Committee or similar advising the AHC on youth issues and no full time AHC employee with responsibilities for youth policy/service provision (this particular website looks bare <https://www.ahc.sa.gov.au/services/youth>). I hope the AHC has in mind some immediate steps to address this whilst they continue to finalise this strategic vision.

Here are some resources that could be useful when contemplating a more ambitious (and in my view urgently needed) approach to youth engagement, youth leadership and youth services:

#### Young Mayors Mackay - FYA

[https://www.fya.org.au/app/uploads/2024/04/Mackay\\_Info\\_Kit\\_2024.pdf](https://www.fya.org.au/app/uploads/2024/04/Mackay_Info_Kit_2024.pdf)

The Mackay Youth Council was established in early 2023 to bring together a group of ambitious and diverse young people with the goal of, ultimately, creating tangible and lasting change in the Mackay community. From the entire Mackay region, there were over 20 young people that nominated for the council, united by their determination to make our town the best it possible can be for its young people. We quickly stepped into the campaigning process, running social media campaigns, and rallying our peers! Over 1400 Mackay youth voted for the councillors they wanted to see elected from their area. From there, we utilised the results of the Mackay Regional Councils 'YOL1000' survey – 1000 conversations with Mackay's young people - to find what young people thought were the most important issues. Once we had our problems identified – lack of third spaces, mental health issues and transport – we created a priority agenda to take on these problems, meeting regularly with community members who provided us with valuable perspectives.

#### Hastings District Council in NZ

<https://www.hastingsdc.govt.nz/assets/Document-Library/Strategies/Ka-hao-te-Rangatahi-Hastings-Youth-Strategy/Ka-hao-te-Rangatahi-Hastings-Youth-Strategy.pdf>

Hastings District Council has a number of roles which contribute to enhancing young people's mana:

- Service provider: We provide a range of general services young people interact with and direct services specifically to support young people.
- Advocate: We act as an advocate to improve outcomes for young people and their whānau to central government, funders and other organisations, particularly when addressing gaps in equity and access in the Hastings district.
- Placemaker: We support a wide range of community events, pop-up activities and ensure the design of our communities strengthens how we connect, feel safe and have fun in Hastings. Facilitator: We work with others to assist collective goals and community driven initiatives in response to needs and opportunities raised by our communities.
- Partner: We work in partnership with iwi and central government so we can tackle complex issues facing our communities in need

<https://www.hastingsdc.govt.nz/hastings/youth-services/youth-council/>

<https://www.hastingsdc.govt.nz/assets/Document-Library/Heretaunga-Ararau/Heretaunga-Ararau-Te-Reo-Maori-Action-Plan.pdf>

<https://www.hastingsdc.govt.nz/assets/Document-Library/Policies/Community-Engagement-Framework/Community-Engagement-Framework.pdf>

I am also a Board Member of the Hut Community Centre (Aldgate) which is a deep honour and privilege - I



see the critical services the Hut provides for people in our community experiencing hardship, loneliness and homelessness - as well as their wonderful positive supports for older people to engage in social activities and life long learning. I would like to see AHC recognise the role of the Hut with the provision of additional funding, but also by thinking of ways to consult directly with Hut staff and volunteers on aspects of Council decision making - beyond the written email or invitation to a council meeting. Councillors could bring one of their meetings to the Hut premises for example - or volunteer for shift at the Pantry - so they obtain an on the ground insight into the precious role the Hut plays in our community. This could be reflected in the Strategic Plan Objective 4 by noting that Council should meet communities 'in place' and should ensure funding allocation to community service is driven by 360 degree feedback from service providers, service recipients and constituents more broadly.

Other than what I have already stated, I think there could be a strategic goal around increasing public transport in the AHC, especially around the more populated areas. While I acknowledge this is a state government responsibility, the AHC is well placed to lobby on the community's behalf.

No, I think the 4 goals are great pillars for the focus of the next 4-10 years. Hopefully the Council can get a few survey responses to get a good understanding of the public's view of the Strategic direction of Council.

After a quick look this seems to me to be a document full of "motherhood" statements and re; ;y should not need to be said. I see little if any strategic plan or a vision of what the council area will look like in 5. 10 or 15 years time. Or, for that matter, what council would like it to look like. Don't you have any vision?

Stop wasting money by spending my ever increasing rates on stupid things like the most expensive paving and sandstone blocks you could possibly find laid in Stirling. The strategic plan should include ideas about how to save ratepayer money and minimise expenditure without reducing ratepayer amenity.

P27: Elected Councillors should prepare 6 monthly reports on issues they've pursued in their area, on behalf of residents. Type your address into the website, and you'll be lead to this.

P28: Active face to face meetings with State Government = raise this - PLEASE INSIST THEY CUT THE FREEWAY VERGE INTO STIRLING Before the fire season commences. Each year it is an absolute disgrace, when the tour down under occurs it's waist high, dead and dying. Get on to the website a list of issues the Council and State Government discuss.

Accountability: Can we have issues published and how a solution was arrived at, possibly on the website. Problem/Issue -----> Resolution.

As per my comment for Qu. 9.

Some Adelaide Hills urban centres; e.g. Stirling, have become important tourist attractions primarily a result of various events. The Council must ensure the needs of both the rate payers and visitors (tourists) are considered when supporting these events. The inadequate available car parking is one example where the needs of ratepayers have been neglected.

Given the major controversies surrounding our current planning system , this matter should be dealt with in the draft strategic plan

I think that i have said enough!

Like everything there must be vital "ahead planning" and this is present. The value is in the practical implementation at township and rural areas levels. Council deserves full cooperation and support with good understanding of local cooperation and input.

The value is in working together.

Nice work team and the document looks great. It's clear and easy to read.

I didn't see community engagement, events and communication listed in any of the Services and functions which help us achieve

the objective headings. This team plays an important part across council and should be listed especially when referencing community and events.

## APPENDIX C – EMAILS AND WRITTEN FEEDBACK

### Email Feedback 1

Thank you for your email on the Draft Strategic Plan.

I've had a quick read through and was wondering if there are any photographic records of the buildings around the council area, mainly for historical purposes. I often drive past an empty block and wonder what was there. I've seen many historical photographs, but are they being updated for people in 50 years to look back on?

Shops change, buildings are replaced, fires level shopping complexes, progress continues. Will we have memories of what was there.

I don't know if the council has a heritage/historical section and if they do, whether grants are available to start a gallery. If they do, I'd be interested in talking to someone with some ideas that might help.

Thank you,

### Email Feedback 2

How do you intend to repair what damage has been created through development which has resulted in deforestation destruction of habitat due to land holders and developers clearing land where stringy barks, ghost gums and other native vegetation existed.

Habitat has been lost for koalas and other wildlife . Businesses have been able to clear land and build under retrospect approval. Tougher penalties need to be applied.

Winery's tend to have priority. Council members tend to support practices that impede on neighbouring properties where septic systems have been illegally implemented against waste water policy. Council need to believe and look at plans factually and logically to ensure waste water is not placed on someones else's land.

I am still waiting for council to pay a bill of \$26000 following a 10 year dispute. This money could be utilised to care for the environment and ensure further tree planting and fencing to preserve what wildlife is left.

May I also add nature play grounds are not positive when a 100 year old tree and vegetation us cleared to create a playground made from resins. I would rather a tree to climb.

Kind Regards

### Email Feedback 3

For consultation:

Natural environment /Community Wellbeing -NO 5G towers

What about **bike tracks** on side roads where did he the tour down under money go ?

Why have our rates got ambulance country services on the list ?

Thats a lot of payments too Council !! \$800 per household !!  
for low income earners .

What are you offering Free ?

Maybe hard rubbish collections ?

No good enough for struggling families.

## Email Feedback 4

Dear Sir/Madam

### AHC Draft Strategic Plan Consultation 2024

Further to the recently advertised public consultation for the AHC Draft Strategic Plan 2024, I provide some comments below under the draft Objectives and Priorities that are of interest to me -

#### Objective BFE4 Improve the utilisation of Council and community facilities

*BFE4.1 Review staff office accommodation to optimise cost and service delivery arrangements and implement appropriate actions.*

I acknowledge that this is a sound strategy, I believe that AHC should start striving for a spread of staff office accommodation across the AHC district. I believe that more emphasis should be placed on having staff located in Gumeracha, which is essentially the Council's 'Northern Hub'. With some small reconfiguration of the Gumeracha Library/Torrens Valley Community Centre, as well as the Gumeracha Depot site (for retrofitting or new build office accommodation), some Council office staff could be based out of Gumeracha. This would be at a cheaper cost to building onto a space-constrained site at Stirling, where car parking is under significant strain as well.

Given the recent large growth in Adelaide's northern suburbs, Gumeracha now sits within a 30-minute drive to large population centres around Munno Para and Gawler, as well as the north-eastern suburbs (Modbury, Golden Grove etc). Given the ever-competitive labour market, providing another choice of office location for AHC staff may open up a whole new market for potential employees of AHC (who do not wish to drive to Stirling/Woodside). In addition, through having an increased staff presence in Gumeracha, residents of the Northern Adelaide Hills would no doubt feel more connected to the Council, and would benefit at times from having this local presence. In addition, staff based in Gumeracha would assist local businesses who at present only have a very limited 'local worker' base from which to sustain their operations on weekdays.

Therefore, I believe that Draft Priority BFE4.1 should be revised to state –

*"BFE4.1 Review staff office accommodation to optimise cost and **provide equality in service delivery arrangements, utilising existing Council sites and assets**, and implement appropriate actions."*

#### Objective CW6 Promote physical, mental and social wellbeing

As a resident of the Northern Adelaide Hills, I fully support the intent of Draft Priority CW6.3, however I believe it should be amended to focus and prioritise underserved and unlinked sections of the Council area. This is particularly so in a place like Gumeracha, where there are no safe means for active travel from Gumeracha to neighbouring towns. Through amending this Draft Priority, it would ensure that once the Amy Gillett project is finalised, that priority would next be given to towns such as Gumeracha to link into existing active travel networks, as opposed to projects in the southern parts of the Council area that already have ample active transport linkages.



Draft Priority CW6.3 could read something like –

*"CW6.3 Plan and promote walking and cycling projects and infrastructure that facilitate health and wellbeing as well as sustainable forms of transport, **with a focus on areas that currently don't have active travel infrastructure**"*

Draft Priority CW6.5 is supported, however I believe this could be expanded, to also include trails that are not parks (e.g. Amy Gillett path, trails along road reserves etc). In addition, I think it is important to formally detail the need to prioritise additional funding for parks and trails. Therefore, this Draft Priority could be re-worded as follows -

*"CW6.5 Promote opportunities for people to improve their health and wellbeing by spending time in our natural environments, **through increasing investment in and bringing greater numbers of people into our parks and trails**"*

I thank you for considering my comments, and I look forward to seeing this draft plan come to fruition. Please do not hesitate to contact me to discuss my comments further,

Yours Sincerely

## Email Feedback 5

Hi, I'm a resident of Balhannah. I'm concerned about the playground for younger children at the oval as there is no safety fence. This playground is situated along the busy driveway into the oval and beside the river and on the main road to Oakbank.

Also, I wonder why Stirling council won't address the Oakbank T junction for the busy hills tourism racecourse. An absolute waste of police resources during events. I understand the towns outside of Verdun are the poorer cousins to Stirling Crafers and Aldgate, but please consider the growth in these areas and dangerous road conditions. Great news Stirling Council finally addressed the Balhannah cross road.

Thanks

## Email Feedback 6

Thank you, Vanessa, for taking the trouble to answer our question, however it is not possible for us to study all of the [Council Strategies](#), and in detail, in the allotted time prior to Wednesday's meeting in Gumeracha.

We have found a few tables and charts in some of the council's '[Plans](#)', but even taking extreme liberties with the English language we could not describe any of these as '[plans](#)', strategic or otherwise. A great deal of money is hidden under various headings, the likes of 'cost of finance', 'surplus', 'borrowings', etc. In one 'plan', by way of example, your council mentions a liability of 4,296,000 dollars for 'provisions'. We are left to assume that this would be a **VERY** merry Christmas, indeed !;

Some of the key terms used throughout the 'plans' need to be clearly defined, for example :

- 'Reconciliation' - is your council suggesting that Peramangk communities must reconcile themselves to the debilitation of their sacred, unceded, Lands and resign themselves to colonial enslavement ?
- 'Our rich heritage' - does this allude to the ancestral *Peramangk* heritage prior to 1770, or to the squatters' destruction of it ?
- 'Inclusivity' - are Peramangk communities to be represented in council meetings ?
- 'Resilient communities' - this must have specific reference to Peramangk survivors who have proven themselves to be the most resilient of all communities ?
- 'Sustainability' - what, exactly, is 'sustainable' about the council's land 'management' program of in-fill ?
- 'Natural' environment - does this allude to the sacred Peramangk lands and waters as they were responsibly managed by their councils prior to 1770 ?
- Climate 'change' - is council seriously proposing to prevent the advent of summer and winter ? Is it not ICLEI's proposed intervention that will cause a 'climate emergency' ?
- 'Net zero carbon emissions' - does this mean that your council is proposing to eliminate all carbon matter that emits carbon, including your CEO ? How will that be 'sustainable' for the council if no one is left to collect the rates and print pretty 'strategic' brochures ?

In order to protect your council from any stake-holder's (justified) accusations that its 'consultation' is (yet another) 'rubber-stamping' process, could you please ask your CEO to re-work his brochures into something that, even loosely, could resemble some kind of 'plan'. For example :

- clear timelines showing the dates of milestones in the process of achieving each of the goals,
- indications that each program is being monitored and by whom, as well as
- estimated expenditure attached to each step, and a
- strategic plan that demonstrates exactly how each goal is to be achieved.

## Email Feedback 7

To Ms Laverty,

Please find attached a submission on the Adelaide Hills Council's draft Strategic Plan from the Conservation Council of SA, South Australia's peak body for the environment representing 50 of South Australia's environment and conservation organisations and their 90,000 members.

As you are aware, South Australia, Australia and the world face twin interrelated nature and climate change crises. Both crises have deep, substantial, and accelerating costs for people and nature, and with an acute intergenerational burden that unfairly backloads our generation's costs and failings upon future generations – upon our children, our grandchildren, and beyond. We face the harsh but unbending reality that nature is not an infinite asset that can be continually drawn upon without profound social, economic and environment cost. We must avoid as much further destruction as possible and invest heavily in its renewal.

As such the Conservation Council of SA welcomes the Adelaide Hills Council's strong focus on the natural environment in the draft Strategic Plan, and its recognition that the Adelaide Hills' unique nature is integral to the character and amenity of the region and its communities. Local governments can make strong, cumulative contributions to the trajectory of our nature, whether it be through stronger bylaws on cat containment (the Adelaide Hills Council has been a leading local government on this issue), or through proactive management that protects, manages and restores native vegetation and areas of high biodiversity value.

Thank you again for the opportunity to provide a submission to the Adelaide Hills Council's draft Strategic Plan. The Conservation Council SA is happy to discuss this submission further with your Council and if you require further information, do not hesitate to contact me.

Kind regards



## Conservation Council SA

Ms Kira-marie Lavery  
Corporate Planning and Performance Coordinator  
Adelaide Hills Council  
63 Mount Barker Road  
STIRLING, SA 5152

By email: [k.lavery@adelaidehills.gov.au](mailto:k.lavery@adelaidehills.gov.au)

cc: [conservation@adelaidehills.gov.au](mailto:conservation@adelaidehills.gov.au)

19 September 2024

Dear Ms Lavery,

### Submission to Adelaide Hills Council on its draft Strategic Plan

The Conservation Council SA welcomes the opportunity to provide a submission on the Adelaide Hills Council's draft Strategic Plan. Our submission focuses on the Environment section of the draft Plan.

The Conservation Council SA is an independent, non-profit, and strictly non-party political organisation representing approximately 50 of South Australia's environment and conservation organisations and their 90,000 members.

The Conservation Council SA kindly requests that this submission be published in full and made accessible to the public.

Alongside the climate crisis, the nature crisis is upon us. As the Commonwealth State of the Environment 2021 puts it bluntly and seriously:

*Overall, the state and trend of the environment of Australia are poor and deteriorating as a result of increasing pressures from climate change, habitat loss, invasive species, pollution and resource extraction... Multiple pressures create cumulative impacts that amplify threats to our environment, and abrupt changes in ecological systems have been recorded in the past 5 years.<sup>1</sup>*

A key finding of the most recent (2018) South Australian State of the Environment Report puts it even more succinctly:

*Our native plants and animals are in serious trouble with many in decline and likely to become extinct.<sup>2</sup>*

Local governments can make strong, cumulative contributions to the trajectory of our nature, whether it be through stronger bylaws on cat containment (the Adelaide Hills Council has been a leading local government on this issue), or through proactive management that protects, manages and restores native vegetation and areas of high biodiversity value.

<sup>1</sup> <https://soe.dcceew.gov.au/overview/key-findings>

<sup>2</sup> p6, <https://www.epa.sa.gov.au/soe-2018>



We welcome the Adelaide Hills Council's strong focus on the natural environment in the draft Strategic Plan, and its recognition that the Adelaide Hills' unique nature is integral to the character and amenity of the region and its communities. Below, Conservation Council SA outlines forthright but constructive recommendations on how the Strategic Plan can be amended to strengthen its occasional imprecision into even more meaningful and measurable principles, goals and priorities.

## Recommendations

### Guiding principles

1. The guiding principle for the environment is feel-good but – to be blunt – wishy-washy in practice. It can be meaningfully strengthened by:
  - a. Replacing the caveated language that greatly weakens the principle (i.e. "seek to", "pursue"); and
  - b. Commit to more than reducing negatives and pursuing positives by committing to a vision of achieving net positive outcomes for the environment.

These two recommendations could be achieved by adopting amendments as follows (amendments in bold):

"We ~~seek to~~ will minimise negative impacts and ~~pursue~~ achieve net positive environmental outcomes."

### Goals

The Natural Environment Goals have been reproduced below for convenience:

- *NE 1 Pursue our adopted pathway to achieve net zero carbon emissions.*
- *NE 2 Support the community and businesses to decarbonise and transition to sustainable lifestyle practices (green communities).*
- *NE 3 Protect, improve, expand and connect habitat.*
- *NE 4 Build resilience in the natural environment to adapt to climate change and other environmental changes.*
- *NE 5 Improve landscape character and amenity value on Council managed land.*

2. As it is currently written, NE 1 is teleological, and thus not actually a goal – i.e. it cannot make sense for a goal to be framed as the pursuit of a pathway to the goal. This confusion can be addressed by removing the words "*Pursue our adopted pathway*".

Net zero emissions goals are ordinarily timebound and specific, and so it stands out starkly that the Council's goal is not – without a year by which a net zero goal is to be achieved, it does not have any real meaning beyond general aspiration. We thus strongly recommend that the goal at least lists the year by which it is expected to be achieved; for guidance, net zero emissions by 2050 are the Commonwealth and South Australian targets, although the Conservation Council would urge more ambition than these conservative targets.

Combining these two recommendations, the Conservation Council SA thus recommends that NE1 be amended to:

"**NE 1 Achieve net zero carbon emissions by 2040.**"

3. The language in NE 3 should be updated to reflect the usual language used in conservation, as follows:

“NE 3 Protect, ~~improve~~ enhance, ~~expand~~ restore, and connect native habitat.”

4. The language in NE 4 should be specific in recognising the lesser-known nature crisis our community faces (detailed extensively in success Federal and South Australian State of Environment reports) alongside the climate crisis, rather than using the generic expression ‘other environmental changes’, as follows:

“NE 4 Build resilience in the natural environment to adapt to climate change and declining biodiversity ~~other environmental changes~~.”

#### Priorities

5. Conservation Council SA particularly congratulates the Council on NE 3.1 (protect native vegetation), NE3.5 (advocate for stronger native vegetation protection laws), NE4.4 (‘30 by 30’ target), and NE5.2 (succession planting – a particularly overlooked issue in peri-urban areas).

6. Conservation Council SA recommends amending the following priorities as follows (amendments in bold):

“NE1.2 ~~Continue to~~ Decarbonise the vehicle fleet by (insert year), and decarbonise other energy consuming processes.”

“NE2.4 Support and encourage business, commerce associations, community associations and other groups to adopt sustainability targets and actions.”

“NE3.1 Protect remnant native vegetation ~~from threats or threatening activities~~.” (Note: the additional words here act to unnecessarily limit the scope of this priority, not augment).

“NE3.3 Develop and implement a new Biodiversity Strategy detailing how we will protect, manage and ~~improve~~ enhance biodiversity, and ~~expand~~ restore native vegetation coverage ~~where appropriate~~.” (Note: the rider of ‘where appropriate’ is redundant and unnecessarily managerialist – unless the Council would otherwise be contemplating inappropriate expansion?)

“NE4.4 Work with others toward the global, national, and South Australian ‘30 by 30’ target to protect and conserve 30% of the land area by 2030.”

7. Conservation Council SA recommends the additional priority under NE4 (or as a replacement priority for NE4.4):

“NE 4.6 Deliver the ‘30 by 30’ target to protect and conserve 30% of Council owned and managed land by 2030.”

Thank you again for the opportunity to provide a submission to the Adelaide Hills Council’s draft Strategic Plan. The Conservation Council SA is happy to discuss this submission further with your Council; if you require further information, do not hesitate to contact me at [ChiefExecutive@conservation.sa.org.au](mailto:ChiefExecutive@conservation.sa.org.au).

Yours sincerely,



Chief Executive



## Email Feedback 8

Thank you for the opportunity to comment on the Draft Strategic Plan 2024.

There are many things the AHC does very successfully. The maintenance of public spaces, sporting arenas and libraries is at an exceptionally high standard, and I would like to congratulate the Council on its work.

Particularly deserving is recognition of the AHC support for the redevelopment of the FABRIK project in Lobethal. This redevelopment is inspirational, the design and the attention to detail in the built form and workmanship is outstanding. Not only will this project provide a much-needed boost to the Arts in the Adelaide Hills: I am confident that it will be a transforming project for local high-quality tourism and for other businesses in the area. The benefits of this project will accumulate and grow over the coming years in much the same way that the JamFactory Design Centre has become an icon in this State.

There are many other roles which AHC performs professionally...aged care, youth programs, green waste management, etc etc. Too many to list. Congratulations!

The principles of the Draft Strategic Plan 2024 are sound, and as would be expected of a professional organization, even if the articulation of the Guiding Principles is full of 'motherhood' statements under headings of 'inclusivity', 'connection', 'innovation' etc. Resilience/resilient seems to have overtaken 'sustainability' as the new favorite word. How it will be achieved, and through what kind of activities and programs will be interesting to watch.

Whilst the strategic risks are inferred in the section About Our Region, they are not explicit and I suggest consideration be given to outlining in more detail the potential impact of (eg) increasing property prices and development. This is an area of significant concern, expressed by local residents over successive decades, and the future planning relating to these matters is critical.

Under Building Foundations for the Future, Objective BFE1, BFE 1.2 states: *Explore and investigate opportunities to support and encourage adaptive, resilient (THAT word again!) and climate ready development.* What does this mean? Please explain.

The following BFE1.3 holds more promise. *Investigate the merits of establishing a Local Design Review Panel to enhance the decision-making process for development.* YES!!!

As always, the success of such a body will depend greatly on WHO is appointed to such a panel, what expertise is recognized as critical, and whether the planning process encourages open and constructive discussion.

The aspect/section of the Draft Plan which is most lacking and disappointing is that of Organisation, and specifically that of the governance principles of accessibility and accountability. Objective 02.1 states: *Demonstrate accountable and transparent decision making. Operate with integrity....*, Objective 03 *Support and develop a skilled organization that is aligned to Council's priorities.*

Over recent weeks, The Courier has reported on **Council Chaos**, with reports of the Mayor being effectively gagged. In the meantime, rumours abound in the community about the number of Council employees who have resigned in recent months. A rumoured figure of in excess of 50 employees appears to be the popular figure. Even if this figure is not accurate, Council should be aware of the communication power of the 'grapevine', the 'rumour mill' and social media. The rumours are not enhancing the credibility of Council and its governance principles – and its actions - are being questioned widely.

There is no accountability to the ratepayers to provide information about the recent reports in The Courier. There is no transparency.

But the integrity of the elected members and senior staff is certainly being questioned.

Given that Governance is one of the Guiding Principles in the Draft Strategic Plan 2024, I urge AHC to address this serious matter both in its planning and in its actions as a matter of urgency.

## Email Feedback 9

Reference: HFLB-D000456

Adelaide Hills Council  
Draft Strategic Plan 2024  
63 Mount Barker Road  
Stirling SA 5152  
By email to: [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)

**Hills and Fleurieu Landscape Board**

Cnr Walker and Mann St  
Mount Barker SA 5251

Tel: 08 8391 7500

[hf.landscapeboard@sa.gov.au](mailto:hf.landscapeboard@sa.gov.au)

[landscape.sa.gov.au/hf](http://landscape.sa.gov.au/hf)

24 September 2024

To whom it may concern,

**Re: Adelaide Hills Council draft strategic plan**

Thank you for the opportunity to provide feedback on the draft plan.

Hills and Fleurieu Landscape Board is a statutory authority established under the *Landscape South Australia Act 2019* (LSA Act) to provide for the integrated management of natural resources across the Hills and Fleurieu landscape region, which includes the Adelaide Hills local government area.

On behalf of the board, Landscapes Hills and Fleurieu (LHF) works with private landholders, community, industry groups, and government and non-government organisations (local, state, and national) to coordinate landscape management actions and improve landscape condition.

We have valued partnering with Adelaide Hills Council (AHC) on a range of projects in recent years, including Cudlee Creek fire recovery, the development and implementation of the Regional Pest Plant and Animal Strategy 2024-2029, and delivery of the board's Roadside and Priority Weeds and Regional Grazing Pressure projects.

We support the ten principles identified in AHC's draft Strategic Plan. We recognise the challenge councils and planners face in balancing principles that may sometimes be in conflict, such as preserving the natural environment and ensuring built form complements the character of the area, while supporting flexibility and adaptability in a changing global landscape (i.e. enabling opportunities to increase housing supply).

We support the inclusion of *Natural Environment* as one of four key goals for council, and support the objectives and priorities identified within. We believe that responding to society's changing needs should not be at the expense of the environment.

Landscape Hills and Fleurieu has a strong interest in working with AHC on a number of priorities under the Natural Environment goal. We hope to continue to collaborate on managing threats from rabbits, feral deer and feral goats, including sharing rabbit management resources and partnering on delivery of RHDV K5 Calicivirus for rabbit management on council land; investigating opportunities to work towards local eradication of feral deer and goats; and continued co-design of the LHF roadside weed management program to complement council works for improved biodiversity and bushfire preparedness on roadsides.

With respect to objectives NE3 (*Protect, improve, expand and connect habitat*) and NE4 (*Build resilience in the natural environment to adapt to climate change and other environmental changes*), we recognise that AHC has roles as a public land manager and in facilitating/ influencing best practice management on private lands. We are keen to work with councils in the promotion of best practice land management, and to raise awareness of opportunities for landholders to improve their knowledge and skills through Landscape Hills and Fleurieu's Stewardship Program, particularly landholders who are new to rural property ownership. Your assistance in our efforts to reach this group would be valued.

In relation to Objective NE4, sustainability of water resources is a key issue for community and environmental values in the Mount Lofty Ranges, and climate change is putting further pressure on surface water resources which are already stretched due to competing demands. Council can play a role in promoting sustainable water management to community and primary production businesses in the Hills. Further, AHC will be a critical partner in achieving compliance with sustainable water management policies. While this aligns somewhat to priorities NE4.3 and NE4.5, water management is already a critical issue for our region and could be considered as a priority in its own right.

We are supportive of the AHC's biodiversity strategic framework (2019-2024). If and when this is flagged for review, we would be very happy to provide input.

We look forward to continuing to work together on shared landscape management issues in the Adelaide Hills Council area. If have any queries on the points we've raised, please contact [REDACTED]

[REDACTED] Team Leader Planning and Engagement [REDACTED]

Yours sincerely

[REDACTED]  
General Manager  
Hills and Fleurieu Landscape Board

## Email Feedback 10

Thank you for the opportunity to share feedback on the Draft Strategic Plan.

Imagine Uraidla is a membership based, grassroots community organisation with 400 current members. We have a strong track record established over 10 years of enabling community connection.

Over the past 3 years, we have been requesting AHC support for a township plan for our community. Uraidla has experienced significant growth and many of our public spaces are no longer coping with the increased demand. We feel that a township plan would assist us in having considered, birds eye view of our township, with a clear plan for works over time.

Unfortunately, there is currently no clear, transparent or strategic way for this township planning funds to be awarded. Funding is awarded on an ad hoc basis with no annual budget reserved for this purpose. Council Members, staff and community members alike are unsure on what basis township planning funding is awarded. This leads to frustration, inefficiency and many circular conversations.

Imagine Uraidla would like to see this issue addressed in the Strategic Plan, with provision for a community facing strategic criteria for how township planning money is awarded and an annual allocation in the budget for townships to access.

Across the Hills, many townships have experienced significant growth and would benefit from a township plan. Without a strategic framework to support these requests, the AHC will continue to be 'flying blind' in this space.

Imagine Uraidla would be happy to work with Council staff in providing feedback on this, if needed.]

Best wishes,

[REDACTED]

Chair, Imagine Uraidla

## Email Feedback 11

Dear Vanessa,

Thank you for inviting feedback on the AHC's Draft Strategic Plan 2024.

I appreciate the effort that the AHC has made in offering a plan that seriously considers the aspirations of the local community.

As a resident, I'd like to mention one area of concern that is, admittedly, difficult to resolve, as it depends on many factors. It fits within the Plan's goal of fostering thriving townships. I live in Stirling but my concern is shared by many residents of other Hills towns. Local accessibility to everyday supplies has really declined in the past few years as small grocery stores, butchers, barbers, clothing shops, etc have closed. Increasingly we have to travel by car to more distant shopping centres like Mt Barker instead of finding our basic needs met by local businesses. I realize Council cannot directly change this situation, but might be able to consider ways to encourage development, actually re-development, of town-based businesses to support the everyday needs of those who live here. Tourist-focused businesses are a necessary part of the strategic plan, especially eco-tourism as recommended in the Plan. However, residents, who pay council rates and live in the Hills for love of the area, are not the main beneficiaries of tourism, and need comprehensive businesses and services to make a thriving, practical living environment.

Thanks to Council for including many important principles and priorities in the Plan.

Kind regards,

## Email Feedback 12

Good afternoon

The Adelaide Hills Council has unnecessarily declared a "Climate Emergency".

What, precisely, does this mean?

When i registered for the public consultation at Norton Summit on 16th September, i added this question in the space provided: "What exactly are the consequences for ratepayers of the AHC's declared climate emergency?"

This question was not addressed on 16th September but i, and a number of other ratepayers, would appreciate a factual response.

My husband rang the Council this morning to say that i had been unable to send in my feedback on the draft Strategic Plan. It is true that i experienced a number of problems with the website but did eventually manage to send my feedback, for which i have received an acknowledgement, yesterday afternoon.

Kind regards,

## Email Feedback 13

### Draft Strategic Plan Feedback Form

Name : ██████████  
Suburb : Sacred, unceded, Peramangk Lands and Waters are not 'suburbs', never were and never will be.

Email \_\_\_\_\_

*If you provide your email address we will keep you in the loop with the outcomes of the consultation.*

This discriminating condition is **UNLAWFUL** and **NOT ACCEPTABLE**.

**ALL** mail, if it is to be received and processed at all, is to be sent by mail and addressed to :  
██████████ Terra Australis, on the sacred, unceded, islands that are known as 'austral asia'.

1. **What is your age range:** (please select one option below)

Unlawful question

2. **What's your main connection to the hills?** (please select the most relevant option below):

**As this requirement is a clear defamation of both my character and intelligence, i demand an apölogy from you company's President in writing within seven days, to be received by midnight october 1, 2024.**

Your company's forced-card, tick-box, trick-answers do not describe any of the reasons why I am visiting the Sacred, unceded, Lands and Waters of Peramangk communities. s a privileged guest of Elders I have come here specifically to witness War Crimes, in particular Disseizin, Perpresture, aqnd the consequent Confiscation of Harvests that those War Crimes ineluctably entrain. As an Independent Observer, i have come here, as well, to witness the 254-years' of Debellation (defeat by total destruction) of which Lt. J. Cook fired the opening salvö on april 29, 1770.

The Nazi War Crimes' Tribunal's Chief Prosecutor, mr. Robert Houghmout Jackson, in Nürnberg's Pallasjustiz on september 21 1946, the day that twelve nazi officers were consigned to the gallows, described, in his sumatum, crimes that, although far less serious than those that are being perpetrated on these sacred, unceded, Peramangk Lands and Waters today, as 'no ordinary war crimes, but 'The Supreme International Crime'.

The UN Charter lists crimes such as these as 'The Most Serious Crime'.

#### THE DRAFT STRATEGIC PLAN BROCHURE

3. **Have you read the draft Strategic Plan?**

No, despite my request in writing which i put to ms. Geertz and my verbal request of your company's CEO, i have yet to be provided with anything that could be described, even remotely, as a 'plan', whether 'draft', 'strategic', or otherwise. In the decades that i have served in the executive of international business I have never seen a plan as puerile and risible as the brochure that you describe as a 'four-year strategic plan'.

4. **How do you feel about the vision and guiding principles in the draft Strategic Plan?**

(Circle the relevant feeling below).

?

?





As these symbols represent a clear defamation of both my character and intelligence, I demand an apology from your company's President in writing to be received within seven days, no later than midnight october 1, 2024.

**5. Can you tell us why you feel this way??**

if you want intelligent answers from an adult, aborigine, businessman, could you please be so kind as to furnish me with something that could be described as a 'plan', complete with costings and an appropriate evaluation form on which he could emplace his reasoned comments.

In order for me to evaluate your proposed 'strategic' business brochures, and determine whether any of them could be financially viable, realistic, or even has substance at all, your company needs to provide me with an audit of your income and expenditure. This was requested, in writing, exactly nine months ago, a long gestation for even a big baby, but all we have received to date is an endless stream of (colorful) brochures.

On what date, exactly, can we expect to receive that audit ?

**6. To what extent do you support the key goals in the draft Strategic Plan?**

In my own words ? . . . or in more forced-card Auto da Fé, Inquisition tick-boxes ?

**As this requirement is a clear defamation of both my character and my intelligence I demand an apology from your company's President in writing within seven days, by no later than midnight october 1, 2024.**

Goal 1 - Natural Environment - Responsible custodians of our natural environment

Fully support  Partially support  Do not support  Unsure

Goal 2 - Community Wellbeing - A thriving, safe and welcoming community

Fully support  Partially support  Do not support  Unsure

Goal 3 - Built Form and Economy - Building foundations for the future

Fully support  Partially support  Do not support  Unsure

Goal 4 - Organisation - An accessible, accountable and representative organization

Fully support  Partially support  Do not support  Unsure

**GOAL #1**

**<< First Nations >>**

- I. Please define exactly what your company means by 'First Nations'.
- II. If your company is planning to empower a second or third nation, then :
  - a) which nation ?
  - b) when and exactly where is your company planning to establish it ?
  - c) can your company produce bonā fidē evidence that it has the express permission of Peramangk Elders to settle on any of their sacred, unceded, Lands and Waters ?

**<< we recognize Peramangk and Kaurna people >>**

- I. If this is your company's 'strategic plan', please have the courtesy to explain why it has taken your company so long to pronounce this basic formality ?
- II. By 'Kaurna people', is it possible that you might be referring to gKaurna-Miyurna ?

**<< traditional custodians >>**

Please be so kind as to explain exactly what your company means by these arrogant lexèmes.

**<< our region >>**

- I. Please be so kind as to explain this phrase.

II. At what time in history did any sacred, unceded, Peramangk Land or Waters become a 'region' of your company ?

III. Exactly which part of Litteræ Patentis does your company fail to understand :

' . . . Always that nothing . . . shall affect or be construed to affect the rights of any Aboriginal Natives . . . to the actual occupation or enjoyment in their own Persons or the Persons of their Descendants of any Lands now occupied or enjoyed by such Natives'

- King William IV, Litteræ Patentis (February 19, 1836)

IV. Can you please be so kind as to produce the title deeds to prove that your acquisition of these sacred, unceded, **occupied**, Lands and Waters was, in any way, lawful ?

### Natural environment

<< We acknowledge the natural environment ... minimize negative impacts >>

I. It could have been immensely encouraging to learn that your company acknowledges the 'natural environment', as it was in 1770, at last, however we could find no evidence in the 'plan' that your company intends to << minimize negative impacts >> let alone plan a cessation of your company's assault on any natural lands and waters, including :

- a) deforestation,
- b) desertification,
- c) poisoning of soil, aquifers and water-ways,
- d) pouring of concrete,
- e) construction of new housing estates, and
- f) in-fill of existing land-holdings.

Your company's colorful brochure reads to me, an aborigine visitor, more like a 'veni, vidi, vici' valedictory of debellation (defeat by total destruction) than anything that could be remotely described as a 'strategic plan'.

### Inclusivity

I. << We celebrate diversity in all its forms >>.

Your company's 'plan' fails to explain how the mixed metaphor 'inclusivity' can embrace 'diversity', nor why such an embrace could be cause for celebration. However, as an aborigine visitor, i have to say that this statement is the only satisfactory explanation i have ever heard as to how, and why, so many invasive life-forms, including pine- and ash- trees, carp fish, rabbits, cats, foxes (and other squatters) have invaded these sacred lands and waters to such a wantonly devastating extent.

II. << We treat people fairly and equitably and are committed to listening, learning and encouraging open and honest discussions >> Could your company's CEO be so kind as to explain why it is that, after six months of asking, we have still not been given a satisfactory explanation, or an opportunity to discuss our concerns, as to why :

- a) the usurper's colonial flags are hoist on taller masts than those from which Anangu flags are flown,
- b) colonial flag-poles are embedded, unlawfully, into sacred, unceded, Land.

III. << We are proud to be a Refugee Welcome Zone >>.

We congratulate your company on making this commendable statement, one with which we wholeheartedly would concur, save only that there are so few refugees to be found anywhere on these lands, and the words seem to be empty - as is much of your company's 'strategic' brochure.



## General notes

Your 'strategic' business brochure seems to be insinuating that your company which, according to your ABN, is a private trading contractor, has been registered as a contractor to provide us with a number of 'services' including passing laws as though your private trading company has been authorized to form some kind of third tier of 'government' which, we understand, is prohibited under your Constitution.

In order for us to determine whether your strategic plan is realistic, viable, or even lawful, it is a requirement that you produce evidence that :

A writ, signed by the Governor General, that allows you to operate as some kind of 'council' ,

Your 'strategic' business brochure seems to suggest that your company is planning to discharge its deficit, alleged to amount to some \$17,000,000, by masquerading as a third tier of 'government' and forcing Hills residents, including Peramangk Anangu, who belong on their sacred, unceded, country, to pay exorbitant, and extortionate, taxes, including land taxes and 'rates' .

In order for us to evaluate your proposed 'strategic' business brochures, and determine whether they are financially viable, realistic, or even lawful, it is a requirement that you provide us with bonā fidē evidence that :

- I. the Constitution does not prohibit your private trading firm from forming a third tier of 'government', enacting laws of any kind, and charging residents, including Peramangk Anangu who belong on their sacred, unceded, countries, any kind of tax, including land tax and rates,
- II. the 1988 referendum, which proposed a third tier of government, was not defeated,
- III. the Council Act, 1999, which was to authorize a third tier of 'government' did not fail to achieve a majority.

Signed : [REDACTED]  
17h00 2024 0924

[REDACTED]  
[REDACTED]



**APPENDIX D - ADVERTISEMENTS, E-BLASTS AND SOCIAL MEDIA POSTS**

**28 August 2024 – Courier Advertisement**



**Inviting feedback on Council's  
Draft Strategic Plan 2024**

*Provide your feedback on how Council plans to address community needs, and our key areas of focus and funding looking forward into the future.*

There will be online and in-person info sessions, check the website for dates.

Give your feedback by 5pm 24 September at:  
[engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)




**4 September 2024 – Hills Headlines in the Courier Advertisement**



**Hills Voice  
headlines**



**Draft Strategic Plan – closes  
5pm Tuesday 24 September**

Adelaide Hills Council invites you to comment on our Draft Strategic Plan which sets out our vision and key areas of focus for the future.

**Find out more: [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)**

.....

Everyone is invited to share their feedback on the draft Strategic Plan

No images? [Click here](#)

# Now inviting feedback on Council's Draft Strategic Plan



## Draft Strategic Plan Consultation

[Read the draft Strategic Plan](#)

Hi there,

Everyone is invited to provide feedback on Council's draft Strategic Plan for the future.

Our draft Strategic Plan sets out our vision and a number of principles that guide what we do and our key areas of focus. While it doesn't cover everything we do, it highlights areas for special attention and where we will be directing our efforts.

We want the Adelaide Hills to be a place for everyone and you can help to achieve that. What's in the final Strategic Plan will become a priority for additional funding so it is really important that it reflects the aspirations of our local community, and that includes you.

### The Journey so far...

We commenced our review of the Strategic Plan in 2023. Informed by our community survey in 2023, targeted research and stakeholder input, Council has sought to understand and reflect the community's aspirations through a range of goals and objectives. We've determined priorities for focus over the coming years and outlined a number of principles to guide what we do.

You can find more in the draft Plan including our 10 guiding principles and further details around our four key Goals.



You can [find further information](#) and provide your feedback in any of the ways below:

- Submit an [online feedback form](#) available via [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)
- Email to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
- Send a letter to Community Engagement, 63 Mount Barker Road, Stirling SA 5152
- Collect a hardcopy feedback form from Libraries/Customer Service Centres at Gumeracha, Stirling, Woodside and Norton Summit.
- Register [here](#) to visit us at our online webinar or one of two in person information sessions.
  - Public meeting Norton Summit – Monday 16 September | 6.30pm - 7.30pm (The Summit Community Centre Norton Summit, 4 Crescent Dr, Norton Summit)
  - Online Webinar – Tuesday 17 September (weblink to be confirmed) | 5:00pm – 6:00pm
  - Public meeting at Gumeracha – Wednesday 18 September | 6.30pm - 7.30pm (Torrens Valley Community Centre Gumeracha, 45 Albert St, Gumeracha)

#### Accessibility

If you need assistance to provide feedback or need an alternative format, please email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or call 8408 0400.

#### Further information

You can ask us a question by email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or by calling Kira Marie Laverty on 8408 0400 during business hours.

To be considered by Council, all feedback must be received by us no later than 5pm Tuesday 24 September 2024.

Kind regards,

Vanessa Geerts  
Community Engagement Coordinator | Adelaide Hills Council

[Find out more](#)



Business Owners are invited to share their feedback  
on the draft Strategic Plan

No images? [Click here](#)

# Now inviting feedback on Council's Draft Strategic Plan



## Draft Strategic Plan Consultation

[Read the draft Strategic Plan](#)

Hi there,

Businesses in the Adelaide Hills are invited to provide feedback on Council's draft Strategic Plan for the future.

**Our draft Strategic Plan sets out our vision and a number of principles that guide what we do and our key areas of focus. While it doesn't cover everything we do, it highlights areas for special attention and where we will be directing our efforts.**

We want the Adelaide Hills to be a place for everyone, especially for businesses and you can help to achieve that. What's in the final Strategic Plan will become a priority for additional funding so it is really important that it reflects the aspirations of our local community, and businesses, so that includes you.

You can find more in the draft Plan including our **10 guiding principles** and further details around our four key **Goals**.



You can [find further information](#) and provide your feedback in any of the ways below:

- Submit an [online feedback form](#) available via [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)
- Email to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
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#### Further information

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**To be considered by Council, all feedback must be received by us no later than 5pm Tuesday 24 September 2024.**

Kind regards,

Vanessa Geerts  
Community Engagement Coordinator | Adelaide Hills Council

[Find out more](#)



## 30 August 2024 – EHQ Newsletter Draft Strategic Plan to 2216 Registrants

From Community Engagement Hub  
 Reply to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)  
 To [2216 recipients](#)  
 Subject Consultation Open: Draft Strategic Plan



Hi there,

Everyone is invited to provide feedback on Council's draft Strategic Plan for the future and as a registrant in our Community Engagement Hub we thought you may be particularly interested in our Strategic Plan.

Our draft Strategic Plan sets out our vision and a number of principles that guide what we do and our key areas of focus. While it doesn't cover everything we do, it highlights areas for special attention and where we will be directing our efforts. You may be particularly interested in checking if what you are most interested in is accounted for.

We want the Adelaide Hills to be a place for everyone and you can help to achieve that. What's in the final Strategic Plan will become a priority for additional funding so it is really important that it reflects the aspirations of our local community, and that includes you.

### The Journey so far...

We commenced our review of the Strategic Plan in 2023. Informed by our community survey in 2023, targeted research and stakeholder input, Council has sought to understand and reflect the community's aspirations through a range of goals and objectives. We've determined priorities for focus over the coming years and outlined a number of principles to guide what we do.

You can find more in the draft Plan including our **10 guiding principles** and further details around our four key **Goals**.



You can [find further information](#) and provide your feedback in any of the ways below:

- Submit an [online feedback form](#) available via [engage.ahc.sa.gov.au](http://engage.ahc.sa.gov.au)
- Email to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
- Send a letter to Community Engagement, 63 Mount Barker Road, Stirling SA 5152
- Collect a hardcopy feedback form from Libraries/Customer Service Centres at Gumeracha, Stirling, Woodside and Norton Summit.
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#### Accessibility

If you need assistance to provide feedback or need an alternative format, please email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or call 8408 0400.

#### Further information

Visit [engage.ahc.sa.gov.au](http://engage.ahc.sa.gov.au) or you can ask us a question by email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or by calling Kira Marie Laverty on 8408 0400 during business hours.

**To be considered by Council, all feedback must be received by us no later than 5pm Tuesday 24 September 2024.**

Kind regards,

Vanessa Geerts  
 Community Engagement Coordinator | Adelaide Hills Council



10 September 2024 – Hills Voice E-News to 4106 subscribers

You're invited to comment on our Draft Strategic Plan

**Attend a meeting or join  
a webinar on Council's  
Draft Strategic Plan**



Community consultation is open from Friday 30 August until 24 September. We're holding information sessions throughout the region on September 16-18.

See details of community information sessions and register your interest [→](#)

Hear about and share your feedback on the draft  
Strategic Plan in person.

No images? [Click here](#)

## Attend a meeting or join a webinar on Council's Draft Strategic Plan



**You Are Invited to a Draft Strategic Plan Information Night at  
Norton Summit, Gumeracha or Online Webinar  
Register NOW!**

Dear Valued Community Group Member,

Our draft Strategic Plan sets out our vision and a number of principles that guide what we do and our key areas of focus. While it doesn't cover everything we do, it highlights areas for special attention and where we will be directing our efforts in the future.

As an important member in our community who is involved with and connected to a local club with the community, school, sports, businesses or services we know how important it is for Council to be able to continue supporting such core functions in our community.

For this reason, we would value seeing you at one of our information evenings to chat with us directly about what's important to you and your group in the future and see how that's captured in our draft Strategic Plan.

We want the Adelaide Hills to be a place for everyone and you can help to achieve that. What's in the final Strategic Plan will become a priority for additional funding so it is really important that it reflects the aspirations of our local community, and that includes you and your community.

Register [here](#) to visit us at our online webinar or one of two in person information sessions.

- Public meeting Norton Summit – Monday 16 September | 6.30pm - 7.30pm (The Summit Community Centre Norton Summit, 4 Crescent Dr, Norton Summit)
- Online Webinar – Tuesday 17 September (weblink to be confirmed) | 5:00pm – 6:00pm
- Public meeting at Gumeracha – Wednesday 18 September | 6.30pm - 7.30pm (Torrens Valley Community Centre Gumeracha, 45 Albert St, Gumeracha)

Please register by this Friday 13 September to help us with organising this opportunity.

[Read the draft Strategic Plan](#)

You can [find further information](#) and provide your feedback in any of the other ways below:

- Submit an [online feedback form](#) available via [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)
- Email to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
- Send a letter to Community Engagement, 63 Mount Barker Road, Stirling SA 5152
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You can ask us a question by email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or by calling Kira Marie Lavery on 8408 0400 during business hours.

To be considered by Council, all feedback must be received by us no later than 5pm Tuesday 24 September 2024.

Kind regards,

Vanessa Geerts  
Community Engagement Coordinator | Adelaide Hills Council



[f](#) Share

[X](#) Tweet

[in](#) Share

[✉](#) Forward

Adelaide Hills Council  
63 Mount Barker Road Stirling  
(08) 8408 0400  
[engagement@ahc.sa.gov.au](mailto:engagement@ahc.sa.gov.au)

[Preferences](#) | [Unsubscribe](#)

## 11 September 2024 – EHQ Newsletter Draft Strategic Plan Information Night Invite to 267 Norton Summit, Gumeracha and surrounding suburb residents

From Community Engagement Hub  
Reply to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)  
To [267 recipients](#)  
Subject You Are Invited to Our Information Nights at Gumeracha or Norton Summit to Chat About Our Draft Strategic Plan



Dear Residents,

**Our draft Strategic Plan sets out our vision and a number of principles that guide what we do and our key areas of focus. While it doesn't cover everything we do, it highlights areas for special attention and where we will be directing our efforts.**

As an AHC Resident who lives in or near Norton Summit or Gumeracha we wanted to remind you that we are holding information sessions in your area so we can share with you and chat about our draft Strategic Plan. This is a great opportunity to share your feedback directly with our CEO, Elected Members and Senior Staff including what's important to you.

We want the Adelaide Hills to be a place for everyone and you can help to achieve that. What's in the final Strategic Plan will become a priority for additional funding so it is important that it reflects the aspirations of our local community, and that includes you.

Register [here](#) to visit us at our online webinar or one of two in person information sessions.

- Public meeting Norton Summit – Monday 16 September | 6.30pm - 7.30pm (The Summit Community Centre Norton Summit, 4 Crescent Dr, Norton Summit)
- Online Webinar – Tuesday 17 September | 5:00pm – 6:00pm | Webinar link details are: <https://us02web.zoom.us/j/82777102717?pwd=DwQ71AiajLacQKGJGKQu1PMF0PKi0C.1> Webinar ID: 827 7710 2717Passcode: 630949
- Public meeting at Gumeracha – Wednesday 18 September | 6.30pm - 7.30pm (Torrens Valley Community Centre Gumeracha, 45 Albert St, Gumeracha)

**Please register for an information session or webinar by this Friday 13 September to help us with organising this opportunity.**

Alternatively, you can [find further information](#) and provide your feedback in any of the ways below:

- Submit an [online feedback form](#) available via [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au)
- Email to [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au)
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If you need assistance to provide feedback or need an alternative format, please email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or call 8408 0400.

You can also ask us a question by email [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au) or by calling Kira Marie Laverty on 8408 0400 during business hours.

**To be considered by Council, all feedback must be received by us no later than 5pm Tuesday 24 September 2024.**

Kind regards,












Vanessa Geerts  
Community Engagement Coordinator | Adelaide Hills Council



## Social Media Posts



### Total Facebook and Instagram Posts - Reach and Engagement

Title	Date published	Reach	Likes and reactions	Comments	Shares
 Council's 'Draft Strategic Plan' is open for feedb... Adelaide Hills Council	10 September 12:00	258 Reach	2 Reactions	0 Comments	1 Shares
 Council's 'Draft Strategic Plan' is open for feedb... adelaidehillscouncil	10 September 12:00	115 Reach	4 Likes	0 Comments	0 Shares
 Draft Strategic Plan Information Ses... Adelaide Hills Council	30 August 15:16	1 Reach	--	--	--
 Adelaide Hills Council updated the ... Adelaide Hills Council	30 August 15:16	4 Reach	0 Likes and reactions	0 Comments	0 Shares
 Draft Strategic Plan Information Ses... Adelaide Hills Council	30 August 15:13	0 Reach	--	--	--
 Adelaide Hills Council updated the ... Adelaide Hills Council	30 August 15:13	2 Reach	0 Likes and reactions	0 Comments	0 Shares
 Adelaide Hills Council updated the ... Adelaide Hills Council	30 August 15:08	3 Reach	0 Likes and reactions	0 Comments	0 Shares
 Adelaide Hills Council updated the ... Adelaide Hills Council	30 August 15:05	3 Reach	0 Likes and reactions	0 Comments	0 Shares
 Draft Strategic Plan Information Ses... Adelaide Hills Council	30 August 14:58	0 Reach	--	--	--
 Council's Draft Strategic Plan is now open fo... adelaidehillscouncil	29 August 16:34	210 Reach	8 Likes	0 Comments	0 Shares
 Council's Draft Strategic Plan is now open fo... Adelaide Hills Council	29 August 16:27	682 Reach	4 Reactions	1 Comments	3 Shares

# SOCIAL MEDIA REPORT

## FACEBOOK - 2024 Draft Strategic Plan



### FACEBOOK POST - 29 AUGUST

**Adelaide Hills Council**  
Published by Hootsuite  
· 29 August at 16:27 ·

Council's Draft Strategic Plan is now open for feedback!

We're excited to share our vision for the future, key areas of focus and where we'll be directing our efforts in the Draft Strategic Plan.

We want your thoughts! Feedback opens today, until 24 September.

View the plan and give feedback [engage.ahc.sa.gov.au/sp](https://engage.ahc.sa.gov.au/sp)

Join an info session to learn more:

- Monday 16 September
  - 6:30 - 7:30pm
  - The Summit Community Centre, Norton Summit
- Tuesday 17 September
  - 5 - 6pm
  - Online webinar
- Wednesday 18 September
  - 6:30 - 7:30pm
  - Torrens Valley Community Centre, Gumeracha

Register for a session [engage.ahc.sa.gov.au/sp](https://engage.ahc.sa.gov.au/sp)  
Your input helps shape our community's future!

#DraftStrategicPlan

#### Post Insights

Total insights  
See more details about your post.

Post impressions	Post reach	Engagement
745	682	47



**Adelaide Hills Council**  
Government organisation

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4 likes · 1 comment · 3 shares

Like · Comment · Send · Share

All comments

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**Author**  
Adelaide Hills Council  
Melanie Selwood, Deputy Mayor, Adelaide Hills Council Kirilee Boyd for Councillor - Adelaide Hills Council Louise Pascale, Councillor Adelaide Hills Council Councillor Chris Grant, Adelaide Hills Council Lucy Huxter - Councillor, Adelaide Hills Council... See more


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# SOCIAL MEDIA REPORT

## FACEBOOK - 2024 Draft Strategic Plan

### FACEBOOK EVENT POSTS - 30 AUGUST

Adelaide Hills Council created an event  
30 August at 14:58



**Men, 16 Sep**  
**Draft Strategic Plan Information Session - Norton Summit**  
Norton Summit Community Centre  
1 went · 0 interested

See insights Boost a post

3

30 August at 14:58

Post impressions: --  
Post reach: 0  
Engagement: --

**Interactions**

Like: 0  
Love: 0  
Wow: 0  
Sad: 0  
Angry: 0  
Care: 0

Reactions: --  
Comments: --  
Shares: --

Adelaide Hills Council created an online event  
30 August at 15:13



**Thurs, 17 Sep**  
**Draft Strategic Plan Information Session - Online**  
1 went · 0 interested

See insights Boost a post

Councillor Chris Grant, Adelaide Hills Council and 1 other

30 August at 15:13

Post impressions: --  
Post reach: 0  
Engagement: --

**Interactions**

Like: 0  
Love: 0  
Wow: 0  
Sad: 0  
Angry: 0  
Care: 0

Reactions: --  
Comments: --  
Shares: --

Adelaide Hills Council created an event  
30 August at 15:30



**Wed, 18 Sep**  
**Draft Strategic Plan Information Session - Gumeracha**  
Torrens Valley Community Centre, 45 Albert St, Gumeracha SA 5233, Australia  
1 went · 1 interested

See insights Boost a post

Councillor Chris Grant, Adelaide Hills Council and 1 other

30 August at 15:30

Post impressions: --  
Post reach: 1  
Engagement: --

**Interactions**

Like: 0  
Love: 0  
Wow: 0  
Sad: 0  
Angry: 0  
Care: 0

Reactions: --  
Comments: --  
Shares: --



# SOCIAL MEDIA REPORT

## FACEBOOK - 2024 Draft Strategic Plan



### FACEBOOK VIDEO POST - 10 SEPTEMBER

**Adelaide Hills Council**  
Published by Hootsuite  
- 10 September at 12:00 -

Council's 'Draft Strategic Plan' is open for feedback. We have three info sessions where you can learn what's in the plan and give feedback.

- Monday, 16 Sep  
6:30 - 7:30 pm  
Norton Summit
- Tuesday, 17 Sep  
3:00 - 6:00 pm  
Online
- Wednesday, 18 Sep  
6:30 - 7:30 pm  
Gumeracha

Register for a session <https://ow.ly/spQc50Tixg0>  
Your input helps shape our community's future!  
#DraftStrategicPlan



See insights and ads Boost post

2 1 share

Like Comment Send Share

#### Post Insights

**Total insights**  
See more details about your post.

Post impressions	Post reach	Engagement
286	258	9

# SOCIAL MEDIA REPORT

## INSTAGRAM - 2024 Draft Strategic Plan

### INSTAGRAM POST - 29 AUGUST



**adelaidehillscouncil** ...

**adelaidehillscouncil** 📌 Council's Draft Strategic Plan is now open for feedback!

We're excited to share our vision for the future, key areas of focus and where we'll be directing our efforts in the Draft Strategic Plan.

We want your thoughts! 🗣️ Feedback opens today, until 24 September.

📄 View the plan and give feedback via the link in our bio, or visit [engage.ahc.sa.gov.au/sp](https://engage.ahc.sa.gov.au/sp)

👤 Join an info session to learn more:

- 📅 Monday 16 September  
🕒 6:30 - 7:30pm  
📍 The Summit Community Centre, Norton Summit
- 📅 Tuesday 17 September  
🕒 5 - 6pm  
📍 Online webinar
- 📅 Wednesday 18 September  
🕒 6:30 - 7:30pm  
📍 Torrens Valley Community Centre, Gumeracha

Register for a session [engage.ahc.sa.gov.au/sp](https://engage.ahc.sa.gov.au/sp)

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📍 Liked by [jesscharlton](#) and 7 others  
August 29

😊 Add a comment... [Post](#)

#### Reach ⓘ

Accounts reached	210
Followers	92.9%
Non-followers	7.1%

Impressions	214
From Home	188
From Profile	17
From Other	1

#### Engagement ⓘ

Accounts engaged	8
Followers	100%
Non-followers	0%

Post interactions	8
📍 Likes	8
💬 Comments	0
🔖 Saves	0
📄 Shares	0

#### Profile ⓘ

Profile activity	6
Profile visits	4
External link taps	2
Follows	0

## SOCIAL MEDIA REPORT

# INSTAGRAM - 2024 Draft Strategic Plan

### INSTAGRAM VIDEO POST - 10 SEPTEMBER



**adelaidehillscouncil**

adelaidehillscouncil Council's 'Draft Strategic Plan' is open for feedback. 🗣️ We have three info sessions where you can learn what's in the plan and give feedback.

- Monday, 16 Sep  
6:30 - 7:30 pm  
Norton Summit
- Tuesday, 17 Sep  
5:00 - 6:00 pm  
Online
- Wednesday, 18 Sep  
6:30 - 7:30 pm  
Gumaracha

Register for a session 📅 <https://ow.ly/gEx250Tngt>

Your input helps shape our community's future!

#AdelaideHillsCouncil #AdelaideHills #DraftStrategicPlan #StrategicPlan #Consultation #Feedback

1w

View insights Boost reel

👍🗨️📌

Liked by **jenblake6** and 3 others  
September 10

Add a comment... Post

#### Reach ⓘ

Accounts reached	115
Followers	93%
Non-followers	7%

Plays	151
Initial plays	113
Replays	38

Watch time	8 min 21 sec
Average watch time	4 sec

#### Interactions ⓘ

Reels interactions	4
👍 Likes	4
🗨️ Comments	0
📌 Saves	0
📤 Shares	0

#### Profile ⓘ

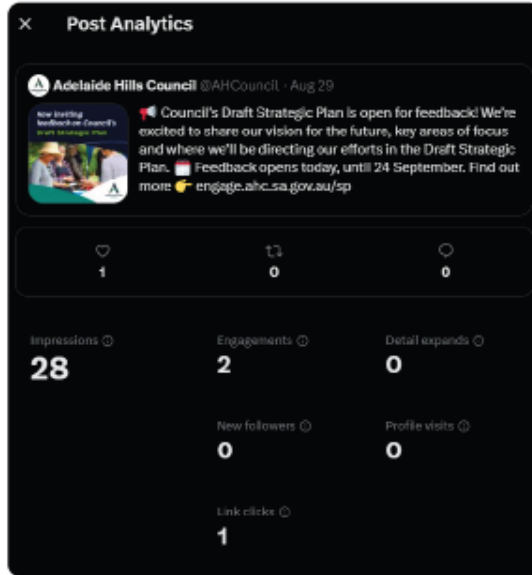
Profile activity	0
Follows	0

# SOCIAL MEDIA REPORT

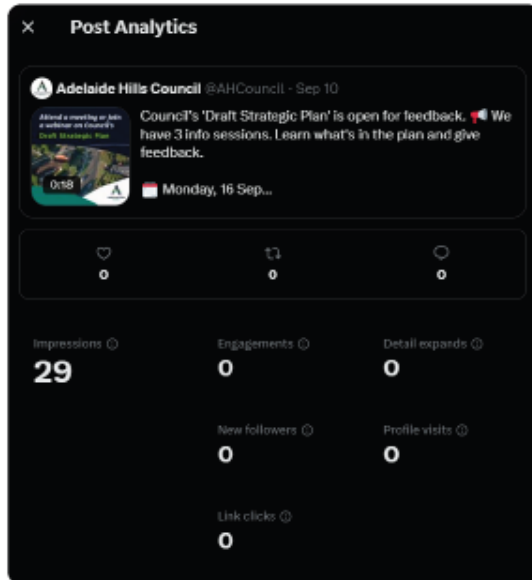
## X - 2024 Draft Strategic Plan



### X POST - 29 AUGUST



### X VIDEO POST - 10 SEPTEMBER




# SOCIAL MEDIA REPORT

## LINKEDIN - 2024 Draft Strategic Plan



### LINKEDIN POST - 29 AUGUST



**Adelaide Hills Council**  
4,646 followers  
3w • Edited •

📌 Council's Draft Strategic Plan is now open for feedback!

We're excited to share our vision for the future, key areas of focus and where we'll be directing our efforts in the Draft Strategic Plan.

We want your thoughts! 🗣️ Feedback opens today, until 24 September.

📄 View the plan and give feedback 🌟 [engage.ahc.sa.gov.au/sp](https://engage.ahc.sa.gov.au/sp)

🗓️ Join an info session to learn more:

- 📅 Monday 16 September  
🕒 6:30 - 7:30pm  
📍 The Summit Community Centre, Norton Summit
- 📅 Tuesday 17 September  
🕒 5 - 6pm  
📍 Online webinar
- 📅 Wednesday 18 September  
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📍 Torrens Valley Community Centre, Gumeracha

Register for a session 🌟 [engage.ahc.sa.gov.au/sp](https://engage.ahc.sa.gov.au/sp)

Your input helps shape our community's future!

#AdelaideHillsCouncil #AdelaideHills #DraftStrategicPlan #StrategicPlan #Consultation #Feedback

**Post performance** ⓘ

Targeted to: All followers

631 Impressions	28 Engagements	4.44% Engagement rate
17 Clicks	2.69% Click-through rate	8 Reactions
0 Comments	3 Reports	



**Now inviting feedback on Council's Draft Strategic Plan**

8 🗨️ 3 reports

👍 Like    💬 Comment    🔄 Repost

Comment as Adelaide Hills Council...

# SOCIAL MEDIA REPORT

## LINKEDIN - 2024 Draft Strategic Plan



### LINKEDIN VIDEO POST - 10 SEPTEMBER



Council's 'Draft Strategic Plan' is open for feedback. 🗳️ We have three info sessions where you can learn what's in the plan and give feedback.

📅 Monday, 16 Sep  
🕒 6:30 - 7:30 pm  
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📅 Tuesday, 17 Sep  
🕒 5:00 - 6:00 pm  
📍 Online

📅 Wednesday, 18 Sep  
🕒 6:30 - 7:30 pm  
📍 Gumeracha

Register for a session 📄 <https://ow.ly/BqG050Tixg8>

Your input helps shape our community's future!

#AdelaideHillsCouncil #AdelaideHills #DraftStrategicPlan #StrategicPlan  
#Consultation #Feedback



👍 4

👤  Like Comment Repost

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Video views: 165 total

Hide results ⌵

#### Video performance 📊

165  
Total views

#### Post performance 📊

389 Impressions	15 Engagements	3.86% Engagement rate
11 Clicks	2.83% Click-through rate	4 Reactions
0 Comments	0 Reports	



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## **Appendix 3**

*Summary of recommended changes from consultation*

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## Appendix 3 – Summary of Changes to draft Strategic Plan

The following table provide a summary of recommended changes to the draft Strategic Plan in response to community and staff feedback during the September consultation period.

Page number / Reference	Change (Key: <del>crossout</del> = deleted text, <b>red text</b> = suggested addition)
Pg 2	Acknowledgement of Country – wording updated to reflect changed policy adopted at 10 September meeting
Pg 3	Page rewritten to provide the introduction from the Council and CEO
Pg 5	Missing words/grammar: We acknowledge the natural environment as the foundation of the character <b>of the</b> Adelaide Hills landscape.
Pg 5	Feedback on Natural environment principle.  We seek to minimise negative impacts and pursue <b>conservation and other</b> positive environmental outcomes
Pg 5	Suggested word addition for better definition. (community & staff feedback)  We seek opportunities for innovation and to continuously enhance the experience <b>of living and working in the hills</b> , both now and for future generations.
Pg 7	Reworded to better reflect the importance of community input in developing the plan.  Council has sought to understand and reflect the community’s aspirations by analysing <del>To make sure the plan reflects the needs of our local community, we’ve analysed</del> data from our 2023 community survey and engagement processes from other initiatives such as the Annual Business Plan. We’ve engaged directly with a number of stakeholder groups, analysed the latest demographic data and considered contemporary research into areas of relevance to the Adelaide Hills community. <b>From this, we’ve determined goal, objectives and priorities for focus over the coming years and outlined a number of principles to guide what we do.</b>  The Draft Strategic Plan consultation held over September 2024 <del>will provide</del> <b>which provided</b> further opportunity for the community to contribute to the content of the final plan.
Pg 11	Feedback from Biodiversity team on wording:

	<p>In 2019, we declared a climate emergency and continue our commitment to provide leadership in addressing climate change and in remaining resilient in the face of continuing extreme weather events.</p> <p>The Adelaide Hills is a biodiversity hotspot with large tracts of native vegetation and numerous threatened species and communities. Around 24% of the land we manage is protected through <del>natural heritage agreements</del> <b>Native Vegetation Heritage Agreements</b>, conservation reserve status or roadside native vegetation <del>management scheme</del> <b>Marker System</b> (blue marker) status.</p> <p>Ongoing conservation management to preserve <del>and regenerate</del> , <b>restore and connect</b> our habitats will be needed into the future. Most of the land in our region is classed as high bushfire risk as it has steep topography, difficult access and <del>high flammability</del> <b>higher fuel loads than urbanised areas due to vegetation cover</b>. <del>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.</del> <b>Striking a balance between protecting our community from bushfires and preserving the region's biodiversity remains essential.</b></p>
<b>Pg 13</b>	(Feedback on photo) Picture currently reflects a “weed infested” creek. Other images were suggested which would better reflect biodiversity of region.
<b>Pg 14</b>	<p>Based on feedback, introduction to .natural environment section changed to include:</p> <p>We have ambitious goals for mitigating our climate impacts and growing our vegetation coverage, while supporting the community to do the same. <b>It is important to adopt an integrated approach to vegetation management and bushfire mitigation.</b></p>
<b>Pg 14</b>	<p>From feedback provided</p> <p>NE2.1 Investigate the merits of a solar PV and battery bulk purchasing scheme and community virtual power plant to provide more affordable access to renewable energy, <b>and explore other ways of supporting practical actions by the community to adopt sustainable living practices.</b></p>
<b>Pg 15</b>	NE4 – add regulatory services team as Rangers support a number of the actions in the Bushfire Mitigation Landscape Strategy
<b>Pg 16</b>	Suggestion to change photo to something a bit more identifiable as a being part of “hills community” or “community event”.
<b>Pg 17</b>	<p>CW1 – Add “Communications, engagement and events” to the list of services and functions</p> <p>CW2 – add “Information services” to the list of services and functions</p>

<p><b>Pg 18</b></p>	<p>Feedback on having an increased focus on youth engagement, youth leadership and youth services, including outreach options and the Youth Action Plan</p> <p>Change CW3.3 into two priority statements (instead of one):  CW3.3 Explore contemporary models for young people to participate in and shape their communities by influencing decisions and policies that affect their futures.</p> <p>CW3.4 Renew and implement a Youth Action Plan that promotes access to opportunities, resources and supports for young people.</p> <p>Existing CW3.4 becomes 3.5 and existing CW3.5 becomes 3.6</p>
<p><b>Pg 19</b></p>	<p>CW5 and CW6 – add “Communications, engagement and events” to the list of services and functions</p>
<p><b>Pg 21</b></p>	<p>(community feedback) BFE2.2 - Develop a <del>coordinated approach</del> <b>strategic framework</b> to town and precinct planning, with prioritisation guidelines to ensure equitable investment in public spaces.</p>
<p><b>Pg 21</b></p>	<p>Priority added based on feedback around incorporating more around the needs of young people</p> <p><b>NEW PRIORITY = BFE2.3 Ensure place development incorporates youth friendly spaces and infrastructure</b></p> <p>Existing BFE2.3 changed to BFE2.4</p>
<p><b>Pg 22</b></p>	<p>Expand the acronym</p> <p>BFE3.2 Continue to build and enhance resilience and reliability of the <b>Community Wastewater Management System (CWMS)</b> service</p>
<p><b>Pg 22</b></p>	<p>Priority added based on feedback regarding community facilities and community based management</p> <p><b>NEW PRIORITY = BFE4.3 Recognise and promote the value of community-based facility management in meeting local needs.</b></p> <p>Existing BFE4.3 becomes BFE4.4.</p>
<p><b>Pg 25</b></p>	<p>Add “information services” to O3 and O5</p>
<p><b>Pg 25</b></p>	<p>Remove repetitive wording:  O5.2 Demonstrate financial sustainability through long term financial planning and annual budget setting which aligns with adopted <b>sustainability</b> targets.</p>

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
AGENDA BUSINESS ITEM**

**Item:** 12.2

**Responsible Officer:** Gary Lewis  
Director of Corporate Services  
Corporate Services

**Subject:** Service Review Biannual Report

**For:** Decision

---

**SUMMARY**

Council has resolved to implement a *Service Review Framework* (the “Framework”) as part of the *Annual Business Plan 2021-22*. The Framework was adopted by Council at the 26 October 2021 meeting and provides Council with principles and guidelines for conducting an external Service Review to evaluate the adequacy, effectiveness and efficiency of the reviewed services.

Since the adoption of the Framework, two service reviews have been conducted. The first was on the Civil Services Maintenance Function undertaken over March to June 2022 by Epic Projects & Consulting with the final report and recommendations provided to Council at the 26 July 2022 meeting and to the Audit Committee at the 15 August 2022 meeting. The second was undertaken for Development Services over March to June 2023 by BeeSquared consultants with the final report and recommendations provided to Council at the 24 October 2023 meeting, and to the Audit Committee at the 16 October 2023 meeting.

It is noted that an organisation wide service review has been foreshadowed in the 2024-25 Annual Business Plan, and it is anticipated that this will replace this present iterative service review model.

The purpose of this report is to present the progress of implementation and action plan contained in the *Service Review Biannual Report – Civil Services (Appendix 1)* and the *Service Review Biannual Report – Development Services (Appendix 2)*.

It is also to present the recommendation resolved by Audit Committee at their meeting on 22 October 2024, to suspend the biannual reporting schedule until October 2025, pending the outcomes from the proposed organisation wide service review process.

**RECOMMENDATION**

**Council resolves:**

- 1. That the Service Review Biannual Report be received and noted.**
- 2. That the *Service Review Biannual Report – Civil Services report (Appendix 1)* be received and noted**
- 3. That the *Service Review Biannual Report – Development Services (Appendix 2)* be received and noted**

- 4. To suspend the current schedule of biannual reporting on the 2022 and 2023 service reviews until October 2025, pending the outcomes of the proposed organisation wide service review process which is anticipated to commence in late 2024/early 2025.**
- 

**1. BACKGROUND**

Council resolved to implement a *Service Review Framework* (the “Framework”) as part of the *Annual Business Plan 2021-22*. The Framework was adopted by Council at the 26 October 2021 meeting and provides Council with principles and guidelines for conducting an external Service Review to evaluate the adequacy, effectiveness and efficiency of the reviewed services. The current budget allocation is for one external Service Review to be conducted per annum.

The *Service Review Brief – Civil Services* was presented at the 25 January 2022 Council Meeting.

The objective of the service reviews is to facilitate efficiency, effectiveness, and appropriateness in service provision through the analysis of factors such as:

- Service clarity, replicability and quality
- Customer (internal or external) priorities, aspirations and experience
- Alignment to the Council’s strategic intent
- Statutory obligations
- Process efficiency and saving opportunities
- Service delivery effectiveness and performance assessment.

Since the adoption of the Framework, two service reviews have been conducted. The first was on the Civil Services Maintenance Function undertaken over March to June 2022 by Epic Projects & Consulting. The final report, recommendations, management response and action plan was presented at the 26 July 2022 Ordinary Council Meeting where it was resolved:

**12.5 Service Review - Civil Services Maintenance**

Moved Cr Linda Green  
S/- Cr Leith Mudge

186/22

Council resolves:

1. That the report be received and noted
2. To receive and note the *Service Review 2021-22 – Civil Service Maintenance Function Report*, as contained in Appendix 1.
3. To adopt the *Service Review 2021-22 – Civil Service Maintenance Function – draft Action Plan*, containing the Service Review recommendations, management responses and agreed actions, as contained in Appendix 2
4. To note that that the implementation status of the agreed actions will be reported to Council on a biannual basis, nominally March and August.

Carried unanimously
---------------------



This report was also provided to Audit Committee at its 15 August 2022 meeting where it was resolved:

**8.9. Service Review Report – Civil Services**

Moved Peter Brass  
S/- Natalie Johnston

AC48/22

The Audit Committee resolves:

1. To receive and note this report
2. To receive and note the *Service Review 2021-22 – Civil Service Maintenance Function Report*, as contained in Appendix 1.
3. To receive and note the *Service Review 2021-22 – Civil Service Maintenance Function – draft Action Plan*, containing the Service Review recommendations, management responses and agreed actions, as contained in Appendix 2
4. To note that that the implementation status of the agreed actions will be reported to Council on a biannual basis, nominally March and August.

Carried Unanimously

The second service review was undertaken over March to June 2023 by BeeSquared consultants with the final report and recommendations provided to Council at the 24 October 2023 meeting where it was resolved:

**12.2 Service Review – Development Services**

Moved Cr Malcolm Herrmann  
S/- Cr Chris Grant

269/23

Council resolves:

1. That the report be received and noted.
2. To receive and note the *Service Review 2022-23 – Development Services*, as contained in Appendix 3.
3. To receive and note the *Management Review and Action Plan in response to the Service Review 2022-23 – Development Services*, as contained in Appendix 4.
4. To note that that the implementation status of the agreed actions will be reported to Council on a biannual basis, nominally March and August.

Carried Unanimously

The report was also provided to the Audit Committee at the 16 October 2023 meeting where it was resolved:

**8.1 Development Services Service Review – Implementation Plan**

Moved Pamela Lee  
S/- David Moffatt

AC39/23

1. That the report be received and noted.
2. To receive and note the Management Review and Action Plan in response to the Service Review 2022-23 – Development Services, as contained in Appendix 4.
3. To note that that the implementation status of the agreed actions will be reported to Audit Committee and Council on a biannual basis, nominally March and August.

Carried Unanimously
---------------------

As per the above resolutions, a biannual report has been drafted (**Appendix 1 and Appendix 2**) to present to both Audit Committee and Council.

The biannual report was presented to Audit Committee at their 22 October meeting where it was resolved:

**9.4. Service Review Biannual Report**

Moved Melanie Selwood  
S/- Pamela Lee

AC44/24

The Audit Committee resolves:

1. That the Service Review Biannual Report be received and noted.
2. That the Service Review Biannual Report – Civil Services report (Appendix 1) be received and noted
3. That the Service Review Biannual Report – Development Services (Appendix 2) be received and noted
4. To recommend to Council that the current schedule of biannual reports on the 2022 and 2023 service reviews be suspended until October 2025, pending the outcomes of the proposed organisation service review process which is anticipated to commence in late 2024/early 2025.

Carried Unanimously
---------------------

**2. ANALYSIS**

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

*Strategic Plan 2020-24 – A brighter future*

Goal A Progressive Organisation

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

Priority O2.2 Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive.

Priority 2.4 Continuously strive to measure and improve performance and service delivery across all functions.

- Objective O3            Our organisation is financially sustainable for both current and future generations.
- Priority O3.4            Assess the range and level of services undertaken to ensure they fulfil Council’s legislative and strategic intent.

Council also intends to renew its Internal Audit Program which, while undertaking somewhat similar review activities, has as its main focus to evaluate the adequacy and effectiveness of the systems of internal control within the Council to manage risk.

The Internal Audit Program and this Framework are complementary but separate governance activities.

➤ **Legal Implications**

Section 8 of the *Local Government Act 1999* (the “Act”) sets out the principles that a council must act to uphold and promote observance in the performance of its roles and functions. The following principles are particularly relevant in the context of the Framework:

- (g) manage its operations and affairs in a manner that emphasises the importance of service to the community;
- (h) seek to ensure that council resources are used fairly, effectively and efficiently and council services, facilities and programs are provided effectively and efficiently;
- (i) seek to provide services, facilities and programs that are adequate and appropriate and seek to ensure equitable access to its services, facilities and programs;
- (ia) seek to balance the provision of services, facilities and programs with the financial impact of the provision of those services, facilities and programs on ratepayers;
- (j) achieve and maintain standards of good public administration;
- (k) ensure the sustainability of the council's long-term financial performance and position.

➤ **Risk Management Implications**

*Lack of effective strategic planning and resource allocation processes*

Inherent Risk	Residual Risk	Target Risk
Extreme (4A)	Low (3E)	Low

The Framework is a mitigation action in addition to the many controls that are already in place for this risk.

➤ **Financial and Resource Implications**

The Service Review was a funded initiative in the *Annual Business Plan 2021-22*. The funding of \$26,000 related directly to the cost of appointing an external consultant. This funding was increased to \$35,000 for the second review based on quotes from the market.

The Corporate Planning & Performance Coordinator coordinated the procurement, conduct and reporting of the Service Review.

There are further resource implications associated with the implementation of the Report recommendations as contained in the action plan in **Appendix 1** and **Appendix 2**. Any financial implications arising from the report recommendations/activities are raised as budget review items or future consideration items, as required.

➤ **Customer Service and Community/Cultural Implications**

Implementation of the Service Review Report recommendations assists to facilitate improvements to customer satisfaction.

➤ **Sustainability Implications**

Implementation of the Service Review Report recommendations assists to facilitate improvements to the effectiveness and efficiency of related activities.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* The Service Review Framework was considered at the Audit Committee meeting on 18 October 2021 where it was resolved to recommend adoption of the Framework to Council. The biannual report was presented to Audit Committee meeting on 22 October 2024.

*Council Workshops:* The Service Review Framework was discussed in the 26 March 2021 Annual Business Plan and Budget workshop. Following the adoption of the Framework, a further workshop was held on 16 November 2021 to discuss the criteria for determining the function schedule for Service Reviews over the next 3 years.

*Advisory Groups:* Not applicable

*External Agencies:* Not applicable

*Community:* Not applicable.

The final report, management response and associated recommendations were provided to Council at the 26 July 2022 meeting and to the Audit Committee at the 15 August 2022 meeting for the Civil Services maintenance function, and to the Council at the 24 October 2023 meeting and the Audit Committee at the 16 October 2023 meeting for the Development Services review.

➤ **Additional Analysis**

Details of the specific action plan and progress against each item is contained within the *Service Review Biannual Report – Civil Services (Appendix 1)* and the *Service Review Biannual Report – Development Services (Appendix 2)*.

Ongoing biannual reporting

Biannual reporting on the implementation status of recommendations from the service reviews were resolved as part of the *Service Review Framework*. Since then, it has been foreshadowed in the Annual Business Plan and draft Strategic Plan that an organisation wide service review will be conducted and that this may replace the current iterative service review model. This organisation wide review is anticipated to commence development in late 2024/early 2025.

It is anticipated that the current implementation plans and activities that are yet to be finalised, will be incorporated in the organisation wide review.

To avoid any confusion during these processes, it is recommended that the biannual reporting be suspended while the organisation wide service review is under development and implementation. This topic could then be revisited in October 2025 to determine if there is a need to reinstate the biannual reporting or if the previous service reviews have been integrated and addressed to the satisfaction of the Council in any new processes.

### **3. OPTIONS**

Council has the following options:

- I. To suspend biannual reporting on Service Reviews until October 2025, pending the outcomes of the organisation wide service review process
- II. That Council continue its current schedule of biannual reporting on Service Reviews.

### **4. APPENDICES**

- (1) Service Review Biannual Report – Civil Services
- (2) Service Review Biannual Report – Development Services

---

# **Appendix 1**

*Service Review Biannual Report – Civil Services*

---

# Service Review 2021-22 – Progress Report

## Civil Services Maintenance Function

A Service Review of the Civil Services Maintenance function was undertaken over March to June 2022 by Epic Projects & Consulting.

The Final Report and associated recommendations were provided to Council at the 26 July 2022 meeting and to the Audit Committee at the 15 August 2022 meeting. The following report provides the progress of activities detailed in the Action Plan which was produced by the then Director Infrastructure and Operations in conjunction with other key staff in response to the recommendations.

### Executive Summary

Implementation of the Civil Services maintenance function service review outcomes was impacted by a range of factors including the departure of key personnel involved in delivery of actions and the prioritization of operational activities.

Nevertheless, the delays have provided the opportunity for fresh consideration of the service review recommendations and reprioritization of actions arising therefrom.

Notwithstanding the above challenge, key actions administration actions have progressed, such as risk analysis and associated prioritisation of asset classes for development of service standards and maintenance plans. The roll out of infield devices has also continued, with Council's general maintenance teams trialing the works scheduling and job reporting via the Confirm Workzone platform.

A number of the actions are now considered to warrant a fresh review of timelines and prioritization.

### Service Review Recommendations

The key recommendations from the Civil Services Maintenance Function Service Review are listed below, along with a proposed priority for addressing the findings:

No	Recommendation	H	M	L
1	Develop prioritised program maintenance plans	-	X	-
2	Develop an expanded operational service standard suite for maintenance activities	X	-	-
3	Roll out of CONFIRM system to Civil Service Maintenance	X	-	-
4	Develop and promote cross functional teams working more closely together	X	-	-
5	Improved Budgeting and Measuring Costs	-	-	X
6	Improved Process for Section planning	-	X	-
7	Reward and Recognition	-	X	-
8	Continuous Improvement	-	-	X
9	Customer Communication	-	X	-
	<b>Total</b>	<b>3</b>	<b>4</b>	<b>2</b>



## Action Plan

Action	22-23	23-24	24-25
Prioritise the order in which specific Asset Class specific maintenance plans are to be developed.	X	-	-
Develop and implement the Asset Class specific maintenance plans.		X	X
Prioritise the order in which specific Asset Class service standards are to be developed to subsequently inform asset maintenance plans.	X	-	-
Develop and adopt the Asset Class specific service standards.		X	X
Expedite the transitioning to use of Confirm in the field through engaging with Strategic Assets and Information Services.	X	X	X
Establish Civil Services specific Confirm Working Group including all relevant stakeholders.	X	X	X
Some interim methods may be investigated to aid in forecasting more accurately the cost per service delivery type.	-	X	-
Following adoption of Service Standards, development of Maintenance Plans, and implementation of confirm, improve use of data for more refined cost forecasting.			X
Develop Annual Plans (Name to be determined) beginning with 2022-23. (First to be completed by end Q2 2022)	X	-	-
Work with Organisational Development to ensure alignment with broader AHC approach to Reward and Recognition.	-	X	-
Work with Communications and Engagement to determine what operational activities or achievements are of broader public interest and can be promoted.	-	X	-
Ensure teams designate specific time on a regular basis, to encourage identification and subsequent progression of work to formally improve work practices. (Particular regard to identification of savings, as well as improved efficiency and customer service).	X	X	X
The Infrastructure and Operations Directorate will work closely with Customer Service to determine any potential for further automated messaging to be put in place (not just Civil Services) and continue to explore ways to improve overall communication with customers).	X	-	-
Greater utilisation of Depot Administration resource to provide job specific information to customers.	-	X	-
<b>Total</b>	-	-	-

## Progress Update

The following tables show the action plan developed to address the recommendations in the table above, with the ID's linking back to those assigned in the "Audit Risk Register". Note: where an action addresses multiple recommendations they have been grouped together in the table below.

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
1.1 2.1	Prioritise the order in which specific Asset Class specific maintenance plans are to be developed.	30/06/2023	1	Medium	A risk based approach was taken to identifying the priority order for the development of asset class specific maintenance plans, with the following order being deemed most appropriate: <ol style="list-style-type: none"> <li>1. Stormwater (risk to private property impact, alignment with relevant AMP development)</li> <li>2. Bridges (high risk structure)</li> <li>3. Roads (high value asset)</li> <li>4. Footpaths</li> <li>5. Kerbing</li> <li>6. Other</li> <li>7. Sports &amp; Recreation (low risk)</li> <li>8. CWMS (largely contracted)</li> </ol>	Completed
			2	High		
1.2	Develop and implement the Asset Class specific maintenance plans.	30/06/2025	1	Medium	A draft stormwater asset class maintenance plan is in development, to align with the draft Stormwater Asset Management Plan.	In progress
2.2	Develop and adopt the Asset Class specific service standards.	30/06/2024	2	High	A draft stormwater asset class service standard is in development, to align with the draft Stormwater Asset Management Plan.	In Progress
3.1	Expedite the transitioning to use of Confirm in the field through engaging	30/06/2023	3	High	These works have commenced, focusing on developing the workflow of discrete functions from CRM to Confirm. Early efforts	In Progress

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
	with Strategic Assets and Information Services.				<p>have focused on Council's Quick Response function, and have been expanded to include general maintenance teams. Completion of this action has been greatly impacted by the availability of resources, particular field workers, which has required a focus on recruitment and sourcing of temporary labour, and associated impacts on service delivery.</p> <p>In October 2024, Council's Asset Planning Officer (who has championed the use of in-field devices) has been appointed Acting Manager Civil Services. In this role he will drive the further roll out of in-field devices.</p>	
4.1	Establish Civil Services specific Confirm Working Group utilising the newly developed Project Management Framework (which will include all relevant stakeholders)	30/06/2023	4	High	The Confirm Working Group has been established, and will continue to meet monthly, for the duration of the project.	Complete
5.1	Some interim methods may be investigated to aid in forecasting more accurately the cost per service delivery type.	30/06/2024	5	Low	This action is pending the adoption of asset specific service standards priority lists.	Not Commenced
5.2	Following adoption of Service Standards, development of Maintenance Plans, and implementation of confirm, improve use of data for more refined cost forecasting.	30/06/2025	5	Low	This action is pending the adoption of individual asset class service standards.	Not Commenced

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
6.1	Develop Annual Plans (Name to be determined) beginning with 2022-23. (First to be completed by end Q2 2022).	30/06/2023	6	Medium	This action was postponed for due to key vacancies within the Civil Services Maintenance Function. This action will require review with new timelines and prioritization.	In progress
7.1	Work with Organisational Development to ensure alignment with broader AHC approach to Reward and Recognition.	30/06/2024	7	Medium	A working group has been established with Civil Services, Open Space, and People & Culture team to work through issues around the recognition of operational staff. This includes providing input into the Council's Recognition Policy review. This action will require review with new timelines and prioritization.	In progress
7.2	Work with Communications and Engagement to determine what operational activities or achievements are of broader public interest and can be promoted.	30/06/2024	7	Medium	A working group has been established with Civil Services, Open Space, and Communications & Engagement teams to work through issues around promoting operational activities of Council. The team regularly provides case studies and news stories to the Communications function and these regularly appear in internal and external communications.	Completed and ongoing
8.1	Ensure both office and field based teams designate specific time on a regular basis, to encourage identification and subsequent progression of work to formally improve work practices. (Particular with regards to identification of savings, as well as improved efficiency and customer service).	30/06/2023	8	Low	This work has commenced as part of routine team meetings and team leadership discussions. When further progressed, it will be formalised to document outcomes. This action will require review with new timelines and prioritization.	In progress

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
9.1	The Infrastructure and Operations Directorate will work closely with Customer Service to determine any potential for further automated messaging to be put in place (not just Civil Services) and continue to explore ways to improve overall communication with customers	30/06/2023	9	Medium	A preliminary meeting has been held with the customer experience project officer, with a focus on automation, although this has largely been placed on hold pending implementation of Council's new CRM system. This action will require review with new timelines and prioritization.	In progress
9.2	Greater utilisation of Depot Administration resource to provide job specific information to customers.	30/06/2024	9	Medium	This position is currently vacant/ filled by temporary backfill, with this action to be reviewed once key vacancies at the depot are reviewed and filled.	In Progress

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## **Appendix 2**

*Service Review Biannual Report – Development Services*

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# Service Review 2022-23 – Progress Report

## Development Services

A Service Review of the Civil Services Maintenance function was undertaken over March to June 2023 by BeeSquared Consultants.

The Final Report and associated recommendations were provided to Council at the 24 October 2023 meeting and to the Audit Committee at the 16 October 2023 meeting. The following report provides the progress of activities detailed in the Action Plan which was produced by the Director Community & Development in conjunction with other key staff in response to the recommendations.

### Executive Summary

Seven (7) of the high priority actions of the Service Review were previously completed, and a further five (5) actions are now completed, including another two (2) high priority actions. The remaining high priority actions are 5.2 and 8.1, being the development of a business case for additional resource if determined necessary for arboriculture referrals and an agreed approach to building inspections associated with issuance of Certificate of Occupancy. The arboriculture resource is considered to be better reviewed as part of the budget discussions for 2025/26 given there is no scope for additional resources without budget as part of the current draft Council budget process. The Certificate of Occupancy action is being progressed through on-going discussions with PlanSA as processes and enhancements to the PlanSA Portal are being developed but the approach that will be taken is still to be determined.

All of the remaining actions have been commenced and 21 have been completed. The team continues to work conscientiously to complete the actions of the Service Review.

### Prioritisation

The level of priority assigned to the Recommendations was as below:

Priority	Description
High	Level of impact is high, and should ideally be addressed as a matter of priority.
Medium	Level of Impact is high, however implementation may be less urgent or is reliant on other work being undertaken prior
Low	Lower level of impact, urgency or for consideration in future, pending implementation outcomes of other recommendations



## Service Review Recommendations

The key recommendations from the Development Services Service Review are listed below, along with a proposed priority for addressing the findings:

	Recommendation	H	M	L
<b>People</b>				
1	Validation and alignment on Team outcomes and purpose, guide process to balance community, legislative and applicant outcomes		X	
2	Resource and process management upskilling for Team Leaders and Manager, supported by balanced metrics, governance		X	
<b>Process</b>				
3	Duty Planner to answer incoming calls	X		
4	Trial Development Services option to customer service IVR to redirect calls			X
5	Agree internal referral times for all areas to assist planner in setting expectations	X		
6	Operational Data based Governance framework to actively monitor and regularly discuss process performance metrics and process alignment		X	
7	Creation of ESP Register to enable control check that all Form 3s are completed	X		
8	Agree Council approach to building inspection with incoming need for Council issuance of Certificate of Occupancy	X		
<b>System</b>				
9	Review and update planning compliance workflow to enable recorded activities to better measure effectiveness and experience		X	
10	Control reports with escalation points for customer queue and compliance, e.g. notifications/forms note received, open inspection compliance unresolved and customer queries		X	
11	Leverage planning portal data to create and actively measure of end to end customer times in combination with legislative measures		X	
12	Record preliminary advice as application in development apps or alternative for reference for future assessment	X		
<b>Operating Model</b>				
13	Relationship meeting with high volume applicants, to identify market trends, seek feedback and work to collaborative solutions		X	
14	Add additional building engineering consultant to reduce sole operator key person risk		X	
15	Consideration Planning compliance to transition reporting line from Manager to Team Leader			X
16	Consider Planning and Building overflow suppliers at points of attrition and Jan 24 Certificate of Occupancy change	X		
<b>Total</b>				

## Action Plan

	Action	23-24	24-25	25-26
1	<b>Validation and alignment</b> on Team outcomes and purpose, guide process to balance community, legislative and applicant outcomes		X	
2	<b>Resource &amp; process management upskilling for Team Leaders and Manager</b> , supported by balanced metrics, governance	X		
3	Duty planner to <b>answer incoming phone calls</b>	X		
4	Trial <b>Developments Services</b> option to customer service IVR to redirect calls	X	X	
5	Agree internal referral times for all areas to assist planner in setting expectations		X	
6	<b>Operational Data based Governance framework</b> to actively monitor and regularly discuss process performance metrics and process alignment	X		
7	Creation of <b>ESP register</b> to enable control check that all Form 3s are completed	X		
8	Agree Council approach to building inspection with incoming need for Council issuance of Certificate of Occupancy		X	
9	<b>Review and update Planning compliance workflow</b> to enable recorded activities to better measure effectiveness and experience	X		
10	<b>Control reports with escalation points</b> for customer queue and compliance, e.g. Notifications/forms note received, open inspection compliance unresolved and customer queries	X		
11	Leverage planning portal data to create and <b>actively measure of end-to-end customer times</b> in combination with legislative measures	X		
12	<b>Record preliminary advice as application</b> in development apps or alternative for reference for future Assessment	X		
13	<b>Relationship meeting with high volume applicants</b> , to identify market trends, seek feedback and work to collaborative solutions		X	
14	<b>Add additional Building engineering Consultant</b> to reduce sole operator key person risk	X		
15	<b>Consideration Planning Compliance</b> to transition reporting line from Manager to Team Leader		X	
16	<b>Consider Planning and Building overflow suppliers</b> at points of attrition and Jan 24 Certificate of Occupancy change	X		
	<b>Total</b>	<b>14</b>	<b>2</b>	

## Progress Update

The following tables show the action plan developed to address the recommendations in the table above.

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
1.1	Team to meet and discuss and agree upon internal process and timeframes to create consistency in assessment and decision approach	30/03/2025	1	Medium	Conversation about internal process commenced with engineering, arboriculture and property departments as part of S221 LG permit working party. Agreed timeframes with local heritage consultant established with new contractor. Meetings to be set-up commencing late May but delayed with current recruitment processes. Meeting deferred until Q1 2025 when new Managers in Open Space and Civil in place and Development Team vacancies filled.	Deferred
1.2	External consultant to assist the Team to navigate this aspect to ensure clear agreement on these aspects	30/06/2025	1	Medium	Discussions have been had around having a departmental planning day with an external consultant to ensure the team are moving in the same direction. This has continues to be on hold for the moment until some vital positions are filled. Actions 1.1 and 1.2 are linked and planning day considered to occur first.	Deferred
2.1	Leadership and people management training to assist to effectively mentor and manage team members and workflows	30/06/2025	2	Medium	Two Team Leaders attended LG Professional training on 15 May 2024 but further training to be investigated following this.	Ongoing
2.2	Process mapping review to implement efficiencies	30/06/2025	2	Medium	Some aspects of workflow have been identified and mapped for resolution. Continue to work with PlanSA for enhancements. To be updated further when certificate of occupancy training is	In progress

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
					undertaken in quarter 3 2025 and process is finalized in 2025.	
3.1	Duty Planner to be office based and to answer calls where practical	30/06/2024	3	High	Actioned 02/08/23	Complete
3.2	Set up of new shared calling system through Teams Calling to be rolled out later in 2023.	30/06/2024	3	High	The Teams phones system implementation in November 2024 has improved efficiency and tracking of duty planner queries.	Complete
4.1	Investigate options and understand impact of introduction of IVR to both customer service staff and Development Support staff	30/06/2025	4	Low	Staff have had some discussions with IT regarding whether an IVR system would be the best way to deliver customer service. The new Teams system review will provide further discussion opportunity. Discussion undertaken with IT and it is considered that the implementation of the new Teams system along with the new CRM system provides an improved customer service delivery and IVR system is not necessary.	Complete
5.1	Extrapolate data to understand the quantum of referrals to each other business unit and timeframes needed to be met	30/06/2024	5	High	Data Report being worked on in advance of meetings with internal departments late May/June. Completed 31/7/2024 but to be repeated for meetings next year.	Complete
5.2	Business case for additional resource if determined necessary (likely only for Arborist referrals)	30/06/2024	5	High	Scope for additional resources without budget not likely this financial year – delayed to 2025/26 FY	Deferred
6.1	Leadership and people management training for Manager and team leaders	30/06/2025	6	Medium	Team Leaders attended LG Professional training on 15 May 2024 but further training to be investigated.	Ongoing
6.2	<ul style="list-style-type: none"> <li>Regular feedback including data and detail.</li> <li>Trends to be discussed at regular team meetings</li> </ul>	30/06/2024	6	Medium	Trend data included as a standard item in all of team meetings each quarter.	Complete

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
	<ul style="list-style-type: none"> <li>One on one meetings if required</li> </ul>					
7.1	Set up of the ESP register has occurred and will be continually updated and monitored for compliance	30/06/2024	7	High	The ESP Register has been created and all existing applications in the PlanSA Portal have been entered into the Register. Approximately 25% of the older ESPs created under the Development Act have been entered into the Register. Action on target for completion by 30/6/24.ESP Register established.	Complete
8.1	Agree Council approach to building inspection with incoming need for Council issuance of Certificate of Occupancy	30/12/2024	8	High	<p>Requirement for Certificate of Occupancy for residential developments has been delayed by State Government and implementation now commences from 1 October 2024.</p> <p>Analysis has been undertaken on 3 options to cater for this change with a preferred option being the middle position of an additional building inspection on completion for buildings in high bushfire locations to manage risk. This relied on an additional resource of 1 FTE being employed. As per comment in 8.2 now needing to be scoped on existing FTEs and further analysis required to determine the level of inspections based on existing FTEs. State Building Inspection Policy 8 and 9 under review and consultation concludes 27 September 2024. Report to be submitted to Council for endorsement of the service level to be provided. It has been clarified that it will take at least 6 months for new developments to be constructed that will trigger Certificate of Occupancy.</p>	In progress

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
8.2	Business case has been developed and will be progressed subject to budget being allocated in the LTFP & 24/25 FY budget  Additional responsibilities from 1.1.2024 will be managed using a contract resource until budget confirmed	30/06/2024	8	High	No budget allocated in 2024/25 and approach to be scoped on existing FTEs.	Complete
9.1	Review and update Planning compliance workflow to enable recorded activities to better measure effectiveness and experience	30/06/2025	9	Medium	Process reviewed to capture compliance activities relevant to particular properties in existing systems. New CRM is a potential opportunity to better capture and measure compliance activities in a consistent manner with other regulatory functions. Waiting on implementation of new CRM in July 2024 and further analysis of system to determine if CRM an appropriate system for managing planning compliance. Scope for stage 2 of CRM is yet to be released to understand if this will be an opportunity to move all development compliance into CRM.	In progress
9.2	Team Leader to check compliance actions when reviewing applications for allocation	30/06/2024	9	Medium	From December 2023, file allocation process amended to includes this.	Complete
10.1	Regular monitoring of Planning Portal data to identify applications that may require escalation	30/06/2024	10	Medium	Planning Team Leader regularly monitors these matters and provides updates to Manager who determines if escalation needed.	Complete
10.2	Investigate options for processes that could be put in place to capture other outstanding matters for escalation	30/06/2024	10	Medium	Discussion with management team in Development Services undertaken and enhancements undertaken by PlanSA to	Complete

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
					reports available in Portal. Agreed action that Pending Approvals Report, Verification Report and Days to Decision Reports will be checked by Team Leaders weekly to capture matters that are outstanding or approaching overdue and for Team Leaders to undertake the follow-up with individual team members.	
11.1	Development Support to be trained to pull data into reports for provision to Manager and Team Leaders.	30/06/2024	11	Medium	Team Leader Administration developed trend data reporting and included as a standard item in all of team meetings each quarter.	Complete
11.2	Ongoing Monthly monitoring	30/06/2024	11	Medium	Planning Team Leader and Team Leader Building provides monthly reports to Manager and Director.	Complete
12.1	Develop procedure for file notes from prelim advice meetings to be linked to property file ahead of lodgment of an application	30/06/2024	12	High	New file note and procedure developed and information recorded in Council Records System.	Complete
12.2	Develop procedure for holding of prelim advice meetings including who to attend, recording of information and cross check by Team Leader/Manager at assessment stage	30/06/2024	12	High	New file note and procedure developed and information recorded in Council Records System.	Complete
12.3	Development Support has drafted a template to record pre-app advice which is being stored electronically – will be linked at file allocation stage	30/06/2024	12	High	This is achieved through the completion of 12.1.	Complete
13.1	Create action list of high volume customers	30/06/2025	13	Medium	Shed and verandah manufacturers identified. Other volume customers being identified for further engagement. Deferred as staff vacancies shifting priorities.	In progress



ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
13.2	Develop framework to engage with high volume customers including frequency of contact and information to be shared & discussed	30/06/2024	13	Medium	Initial discussions held with high volume shed and verandah structures manufactures to discuss concerns. Feedback has been received and shared with relevant departments. Other repeat industry customers being identified for further engagement. Framework for engagement discussed and best approach determined to be a general forum/panel held annually with repeat industry customers and to have representative from DHUD if topic EOI suggests Portal questions are likely.	Complete
14.1	Explore if any options on Vendor Panel that can be utilised on a consultant basis that would eliminate the need for a procurement process if under \$10k spend	30/06/2024	14	Medium	Confirmation received of LGA Supplier Panel list for structural engineering consultants available. 12 consulting engineering firms are available and can be engaged within a 5-day period.	Complete
14.2	Undertake process to appoint additional engineering consultant to approved contractor list	30/06/2024	14	Medium	Not required as procurement staff have advised another consultant can be engaged within a 5 day period through the LGA Supplier Panel.	Complete
15.1	Undertake consultation in relation to best structure to support Compliance Officer and change reporting structure	30/06/2025	15	Low	In interim the team structure has been amended (December 2023) to include three Senior Planner positions that assist with Planning Compliance.	Ongoing
15.2	Review Senior Planner role to provide additional support to Compliance Officer	30/06/2025	15	Low	Undertaken in November 2023	Complete
16.1	Monitor planning & building workload and consider if roles are required to be replaced at point of attrition, this	30/06/2024	16	High	Since the review the department have had three resignations. The workload taken on by the team since these resignations is well above capacity and it has been determined	Complete

ID	Action	Planned Date	Recommendation		Progress Update	Status
			No	Rating		
	includes cost benefit of using consultants vs staff				that the department requires those roles to be filled. Planning have currently engaged a consultant to assist with workloads whilst recruitment is underway. However, the cost of using a consultant and the inefficiencies involved have determined that having the roles filled is a far more cost-effective and efficient than using consultants.	
16.2	Analysis has been undertaken on 3 options to cater for the Certificate of Occupancy change with a preferred option being the middle position to manage risk and resource appropriately	30/06/2024	16	High	Certificate of Occupancy for residential developments has delayed implementation to 1 October 2024. Analysis has been undertaken on 3 options to cater for this change with a preferred option being the middle position of an additional building inspection on completion for buildings in high bushfire locations to manage risk. This relied on an additional resource of 1 FTE being employed. As per comment in 8.2 now needing to be scoped on existing FTEs and further analysis required to determine the level of inspections based on existing FTEs	Complete

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
AGENDA BUSINESS ITEM**

**Item:** 12.3

**Responsible Officer:** Jess Charlton  
Acting Director Community and Development  
Community and Development

**Subject:** Community Bushfire Reference Group

**For:** Decision

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**SUMMARY**

This report is to inform Council that a Community Bushfire Reference Group is to be established for the purpose of providing advice to the CEO on bushfire mitigation and preparedness.

The purpose of the group is to improve both the Council and Community's approach to bushfire preparedness, response and recovery, through a lens of "shared responsibility" and recognising the expertise, knowledge and experience that exists within the community.

This report also seeks appointment of the Council's representative on the Community Bushfire Reference Group for a two-year term.

**RECOMMENDATION**

**Decision 1**

**Council resolves:**

- 1. That the report be received and noted.**
- 2. To note that the CEO will establish the Community Bushfire Reference Group according to the *Terms of Reference* as per *Appendix 1*.**
- 3. To determine that the method of selecting the Council's representative on the *Community Bushfire Reference Group* be by an indicative vote using the process set out in clause 4.7 of the *Code of Practice for Council Meeting Procedures*.**
- 4. To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred person as the Council's representative on the Community Bushfire Reference Group and for the meeting to resume once the results of the indicative vote have been declared.**

**Decision 2**

**Council resolves:**

- 1. To appoint \_\_\_\_\_ as the Council’s representative on the Community Bushfire Reference Group for a term to commence from 12 November 2024 and conclude in November 2026 at the end of the council term**
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## **1. BACKGROUND**

Since the 2019/20 bushfire season, council officers working in community recovery, resilience and emergency management, have become increasingly aware that the community’s voice, experience and ideas, are integral to improving community outcomes before, during and after disasters.

Through consultation with the Adelaide Hills Community Action Bushfire Network (AHCABN), the establishment of a formalised mechanism to support the exchange of information between council and the community, about bushfire preparedness and emergency management, was highlighted as a priority.

The network suggested the development of a reference group, consisting of representatives from the local community, Country Fire Service (CFS) and the elected body, with the skills, knowledge and expertise to provide technical information or local insights, to assist the administration in improving its approach to bushfire preparedness and increase Council’s capacity to effectively support the community to also become more prepared.

Accordingly, and through further consultation, the original Community Bushfire Reference Group Terms of Reference was developed for a Community Bushfire Reference Group and presented to Council at its meeting on 23 July 2024. The item was adjourned to the next meeting following a number of conflicts of interest being declared.

### **FORMAL MOTION**

**Moved Cr Leith Mudge  
S/- Cr Nathan Daniell**

**260/24**

**That the item be adjourned until 13 August 2024 as Council is unable to meet quorum.**

<b>Carried</b>
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Following the adjournment, legal advice was sought on conflicts of interest in relation to the item. This advice further considered the draft Terms of Reference for the Group and recommended a number of changes be made to ensure consistency with the *Local Government Act 1999*. These recommendations were incorporated into a revised Terms of Reference and were to be presented for receiving and noting by Council at its meeting on 13 August 2024. The item was withdrawn for further review, to seek additional legal advice and confirm the appropriate governance and membership approach, given previous arrangements for Advisory Groups.

## **7. QUESTIONS ADJOURNED/LYING ON THE TABLE**

### **7.1 Questions Adjourned**

#### **7.1.1 Community Bushfire Reference Group**

Item withdrawn

Following further review, additional revisions have been made to the *Community Bushfire Reference Group Terms of Reference (Appendix 1)*, now presented for receiving and noting by Council.

## **2. ANALYSIS**

### **➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment**

*Strategic Plan 2020-24 – A brighter future*

Goal 1	A Functional Built Environment
Objective B3	Consider external influences in our long-term asset management and adaption planning
Priority 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
Goal 2	Community Wellbeing
Objective C4	An active, healthy, thriving and resilient community
Priority 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
Goal 4	A Valued Natural Environment
Objective N2	Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts
Priority 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
Goal 4	A Valued Natural Environment
Objective N3	Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment
Priority N3.1	Increase knowledge and environmental awareness within the community through engagement and education

The formation of the *Community Bushfire Reference Group* will assist relevant officers with several priorities in Council's *Emergency Management Plan* that were identified through risk assessments undertaken in 2020 and 2024. Including:

- Continue to mitigate bushfire risks across the landscape

- Continue to work in partnership with other emergency management stakeholders to reduce local emergency risk reflecting the ‘shared responsibility’ approach to disaster resilience.
- Actively support community education and resilience building activities noting that climate change will amplify the need for this work.
- Maintain, practice and implement systems and processes that enable council to support the emergency services and the community during the response to an emergency.
- Maintain, practice and implement systems and processes that enable council to restore the emotional, social, economic and physical wellbeing of the community, reconstruct physical infrastructure and to restore the environment following an emergency.

The formation of the group also supports Council in fulfilling its disaster risk reduction role outlined in the *Emergency Management Plan*, by:

- Understanding and communicating current and emerging disaster risks
- Integrating disaster risk into existing plans and decision-making
- Partnering with stakeholders in addressing priority emergency risks
- Strengthening disaster resilience in communities
- Provision of services that either directly or indirectly provide emergency management disaster risk reduction outcomes to the community

Additional alignment exists between the *Community Bushfire Reference Group* and Council’s role to educate and encourage voluntary compliance relevant to disaster risk reduction on private properties, addressed through *Council’s Enforcement Policy* and *Burning Permit Policy*.

➤ **Legal Implications**

It is not a legal requirement for councils to establish reference groups for disaster risk reduction purposes, however, the following requirements of the *Local Government Act 1999* (the Act) are relevant to this initiative:

- Make informed and responsible decisions in the interest of the community (section 6)
- To provide for the welfare, well-being and interests of individuals and groups within its community (section 7)
- Take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards (section 7)

As outlined in **Appendix 1**, the proposed membership of the *Community Bushfire Reference Group* includes one Council Member. Accordingly, meetings of the Group will not be considered information of briefing sessions under section 90(A) of the Act.

➤ **Risk Management Implications**

Failure to connect with the community and relevant emergency services to understand local risks, issues, experiences and solutions, may affect the community’s or council’s ability to effectively prepare for, respond to and recover from, future bushfire events.

Without a dedicated and embedded mechanism to ensure community and emergency services perspectives are raised and understood by Council, Council’s emergency management plans and processes are at risk of failing to reflect the needs of the community.

The Community Bushfire Reference Group is an additional mitigating action, to compliment council’s current actions that assist with disaster risk reduction in the Adelaide Hills and will assist in mitigating the risk of:

*Council’s processes and practices relating to Emergency Management fail to understand and reflect the needs and/or perspectives of the community.*

Inherent Risk	Residual Risk	Target Risk
4(C)	3(C)	3(C)

There is a risk that an expectation will exist within the reference group, that Council will action all advice provided. Whilst advice will be noted and considered, it may not be implemented for a range of reasons. Managing expectations will be critical to the success of the relationship between Council and the group’s members.

*Expectations of the Community Bushfire CEO Reference Group’s members are unrealistic and unable to be met by Council staff.*

Inherent Risk	Residual Risk	Target Risk
3(C)	2(C)	2(C)

➤ **Financial and Resource Implications**

Attendance at *Community Bushfire Reference Group* meetings by relevant council officers and the administration of the reference group, will be managed within existing resourcing.

Delivery of outcomes raised by the group may require additional resourcing dependent on the nature of the action. This may include involving staff from other departments or seeking additional funding through budget processes or via Council resolution.

➤ **Customer Service and Community/Cultural Implications**

By building stronger connections to the community, it is anticipated that there can be improvements to Council communication about bushfire mitigation, hazard reduction or preparedness which can support positive interactions between customer services, council officers and the community.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**



Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	CFS
<i>Community:</i>	AHCABN

➤ **Additional Analysis**

Listening to the community is a crucial component in shaping effective emergency management practices and policies for local governments. Engaging with community members ensures that the practices developed are reflective of the unique needs, vulnerabilities and strengths of the community, thereby enhancing resilience and preparedness.

Community members possess local knowledge and firsthand experiences that are invaluable in identifying risks, resources, and potential solutions specific to their area. This insight can assist Councils to anticipate and mitigate the impacts of emergencies more effectively.

Community reference groups serve as conduits for achieving this engagement, fostering a two-way dialogue between Council and residents. Examples of these groups can be found in local councils across Australia. The Mid Coast Council in NSW for example, has established a Community Resilience and Disaster Recovery Reference Group.

The establishment of these groups fosters a culture of shared responsibility and collective action as highlighted in the *People at Risk in Emergencies Framework for South Australia*. When community members are engaged and empowered to contribute to emergency management efforts, they become active participants in building their own resilience. This collaborative approach aligns with the principles outlined in the *National Strategy for Disaster Resilience*, which calls for a shared (but not necessarily equal) responsibility between governments, communities, businesses and individuals. It also supports priorities 1, 2 and 3 in the *Sendai Framework for Disaster Risk Reduction 2015-2030*, as well as findings and recommendations in the *South Australian Keelty Independent Review* after the 19/20 bushfire season.

In practical terms, community reference groups can provide critical feedback on local hazards, emergency plans and community engagement, communication and education strategies. They can also help identify gaps in current practices and suggest improvements based on lived experiences. Understanding local risk through community engagement is highlighted in the Australian *National Strategy for Disaster Resilience* (NSDR).

The formation of a Community Bushfire Reference Group builds on the work of Council's federally funded Community Resilience Team, by addressing one of the project's key aims; to support the continuous improvement of Council's emergency management processes, improving the response to local communities after future events.

It is expected that an expression of interest process for the organisation and community members of the group will commence before the end of 2024, with the first meeting to be held in early 2025.

### Indicative Voting Process for Determining Council Appointed Positions

Due to the implications of the General and Material Conflict of Interest provisions, it is proposed that the Council adjourn the meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote (Indicative Voting Process) to determine the preferred person for the Community Bushfire Reference Group Council representative.

As the Indicative Voting Process involves discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council Committee, it is an Information or Briefing Session for the purposes of s90A and the *Information or Briefing Sessions Policy* (the Policy). As an Information or Briefing Session, the Chief Executive will conduct the meeting in accordance with the Policy.

The proposed Indicative Vote Process below is based on the Appointments to Positions Process contained in Clause 4.7 Council's *Code of Practice for Council Meeting Procedures* with modifications to suit the legislative requirements of the conflict of interest and informal gatherings provisions.

The proposed Indicative Voting Process is:

- a) Chief Executive Officer calls for self-nominations for the position of Council representative.
- b) If the number of nominees is equal to or less than the number of positions, no election will be required. If the number of nominees is greater, an election will be necessary.
- c) The CEO (or another Council staff member) will be appointed as the Returning Officer and may enlist other Council staff to assist with the conduct of the vote and the count.
- d) The method of voting will be by secret ballot utilising the preferential counting system
- e) Each Council Member (including the Mayor) shall have one vote.
- f) Ballot papers will be provided to each Member.
- g) The nominees' names will be drawn to determine the order on the ballot paper.
- h) Each Member will write the nominee's names on the ballot paper in the order they are drawn.
- i) Each nominee will have two (2) minutes to speak in the Briefing Session in support of their candidacy. The speaking order will be as listed on the ballot paper.
- j) Members will cast their votes and the completed ballot papers will be collected by the Returning Officer and the count will be undertaken in a separate room with an observer [another Council Member (not being a nominee for the position being determined) or an Officer] present.
- k) In the event of a tie, the result will be decided by the Returning Officer drawing lots, the candidate first drawn being the candidate excluded.
- l) After all votes have been counted, the Returning Officer shall return to the Briefing Session and publicly declare the result of the election (i.e. the preferred person).
- m) The ballot papers will be shredded.

### Proposed Chronology of Events

The mechanics are relatively complicated due to the legislative provisions regarding conflict of interest and information sessions, as such the following chronology is suggested:

- I. Council will determine to receive the report. Council would give effect to this by dealing with Recommendation 1 (or a variant) at this time.
- II. Council will then consider the process that it will use to choose the preferred person to be Council's representative on the Community Bushfire Reference Group. Council would give effect to this by dealing with recommendation 3.
- III. Council will then have to adjourn the meeting to enable the process to be undertaken. Council would give effect to this by dealing with Recommendation 4 (or a variant) at this time.
- IV. Steps I., II., and III are all grouped as Decision 1 in the recommendation section.
- V. Once the Indicative Voting Process has been completed the Council meeting will resume in accordance with the previous resolution.
- VI. Upon resumption, any Council Members who nominated for the Council representative would be advised to consider their obligations to declare a General or Material COI, as appropriate
- VII. Council can then resolve for the preferred person to be appointed to the Council representative position. Council would give effect to this by dealing with Decision 2 -Recommendation 1 (or a variant) at this time.
- VIII. The final recommendation Decision 2 – Recommendation 2 is for the CEO to communicate the Council's resolutions to the Community Bushfire Reference Group.

### **3. OPTIONS**

Council has the following options:

- I. To receive and note the report and appoint a Council representative to the Group.
- II. To not appoint a Council representative to the Group. This is not recommended as it would exclude an important perspective from the Group.

### **4. APPENDICES**

- (1) Community Bushfire Reference Group Terms of Reference

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# **Appendix 1**

*Community Bushfire Reference Group Terms of Reference*

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# Community Bushfire Reference Group Terms of Reference

<b>Version</b>	1.0
<b>Responsible Department(s):</b>	Open Space and Regulatory Services
<b>Responsible Officer</b>	Manager Open Space
<b>Adoption Authority:</b>	CEO
<b>Date of Adoption:</b>	
<b>Effective From:</b>	
<b>Minute Reference for Adoption:</b>	
<b>Next Review:</b>	

## Version Control

<b>Version:</b>	<b>Date of Effect:</b>	<b>Description of Changes:</b>	<b>Approver:</b>
1.0			



# Community Bushfire Reference Group Terms of Reference

## 1. BACKGROUND

The Adelaide Hills Council (**Council**) district is comprised of extensive areas rated as high bushfire risk. The Council recognises the extent of the threat to lives and property created by that risk.

In an ongoing manner, the Council has undertaken works on its land to reduce the bushfire threat posed to life, as well as to the assets on that land and adjoining community assets. It has also worked with government agencies and the community to manage the overall bushfire threat and to increase the community's preparedness for future bushfires in its area.

The Council recognises the expertise, knowledge and experience that exists within the community regarding such risks, as well as the importance of working closely with relevant agencies to assist it with its bushfire mitigation activities, to ensure constructive and effective approaches to increase community resilience.

## 2. ROLE

Against this background, the Community Bushfire Reference Group (**Group**) has been established by the Chief Executive Officer (**CEO**) of the Council for the purpose of providing advice to the CEO, or their delegate, on bushfire mitigation and preparedness including, but not limited to, matters such as local bushfire risks (including specific risks in certain locations), threat assessment and knowledge of bushfire mitigation plans across other organisations, including those operating in the Council area.

The Group will share not only its own insights, but those of other groups and community members, with respect to challenges to preparedness and suggest effective strategies, as well as provide links to other organisations with bushfire knowledge, skills and experience.

The Group will be consulted by the CEO, or their delegate, during the preparation and implementation of the Council's bushfire mitigation programs and activities.

## 3. STRATEGIC LINKS

### *Strategic Plan 2020-24 – A brighter future*

Goal	1	A Functional Built Environment
Objective	B3	Consider external influences in our long term asset management and adaptation planning
Priority	B3.4	Proactively adapt our built environment to changes in social and environmental factors to minimise the impact from natural hazards such and fire and flood



# Community Bushfire Reference Group Terms of Reference

Goal	2	Community Wellbeing
Objective	C4	An active, healthy, thriving and resilient community
Priority	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
Goal	4	A Valued Natural Environment
Objective	N2	Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts
Priority	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
Goal	4	A Valued Natural Environment
Objective	N3	Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment
Priority	N3.1	Increase knowledge and environmental awareness within the community through engagement and education

DRAFT





# Community Bushfire Reference Group Terms of Reference

## 4. FUNCTIONS

The Group will provide advice to the CEO, or their delegate, as and when requested, regarding:

- Bushfire mitigation strategies in the Council's area;
- Opportunities for coordination of bushfire mitigation activities;
- Preparation and implementation of the Council's bushfire mitigation programs and activities;
- Networking opportunities to connect with experts, community groups, organisations and skilled individuals in the areas of bushfire mitigation;
- Community preparedness for bushfire response and recovery;
- Community engagement and communications relating to bushfire preparedness;
- Recovery needs of communities impacted by bushfire events; and
- Areas for improvement relating to preparedness, disaster risk reduction, bushfire response and recovery

The Group will act as a conduit between the CEO, or their delegate, and the community to ensure the timely and effective exchange of accurate information and messaging relating to bushfire preparedness in the Council area.

## 5. MEMBERSHIP

The membership of the Group shall be determined by the CEO from time to time and may differ depending on the nature of the advice being sought in any particular instance.

Generally (but without limiting the CEO's discretion to depart from this structure), the Group will consist of:

- up to six (6) organisation and community representatives who belong to any one or more of the following categories (with ideally all three categories being represented); and
- One (1) Council member, appointed by resolution of the Council.

### *Categories of organisation and community representatives*

- Persons currently associated with the South Australian Country Fire Service (the **CFS**) in particular with respect to "Region 1" and "Region 2" (which may include volunteers and/or paid staff members of CFS);
- Members of the Adelaide Hills Community Action Bushfire Network (the **AHCABN**);
- Residents of the Adelaide Hills Council area.

The CEO may seek nominations from the CFS and/or AHCABN with respect to the appointment of organisation and community representatives as and when deemed appropriate by the CEO. The CEO may also seek nominations of proxies from the CFS and/or AHCABN, in the event that the principal nominee(s) of the CFS and/or AHCABN are unable to attend any meeting or otherwise participate in the proceedings of the Group.

# Community Bushfire Reference Group Terms of Reference

The CEO may utilise an expression of interest process to select residents of the Adelaide Hills Council area as members of the Group. Residents with relevant qualifications and/or experience in bushfire preparedness, response and/or recovery will generally be preferred.

The CEO may require proof of identity or qualifications, and/or a National Police Record Check certificate, from any prospective Group member as a precondition to selection and may impose any other preconditions which the CEO considers reasonable and appropriate.

## **6. MEMBERSHIP TERM**

At the time of appointment, the CEO will indicate to organisation and community representatives the term of their appointment. At the expiry of a term of appointment, the CEO may re-appoint organisation and community representatives for another term to be determined by the CEO.

Notwithstanding the term of appointment, members of the Group serve at the pleasure of the CEO and the CEO may terminate any appointment and/or reconstitute the Group on whatever basis the CEO sees fit from time to time.

The Council member appointed by the Council will be appointed for a two-year term. If the CEO proposes to terminate the appointment of a Council Member or to replace that Council Member with another Council Member, this will be sought by resolution of the Council.

## **7. ADMINISTRATIVE SUPPORT**

The CEO shall appoint a member of staff as Executive Officer for the Community Bushfire Reference Group and will provide other supporting resources as necessary.

## **8. PROCEDURE AND FREQUENCY OF MEETINGS AND OTHER CONSULTATION**

The Group will be convened and consulted on ad hoc basis, whenever the CEO, or their delegate, determines that it is appropriate to seek the Group's advice.

The Group may confer by way of meetings held in person or electronically (or a combination of in person and electronically), or by correspondence, as and in the manner directed by the CEO, or their delegate.

The CEO, or their delegate, (with the assistance of the Executive Officer) will give notice of any meetings of the Group and will record the proceedings of the Group in an appropriate manner.

The CEO, or their delegate, will preside at any meeting of the Group. Procedures will be as determined by the CEO and will be characterised by a minimum of formality. Advice and recommendations of the Group may be communicated to the CEO, or their delegate, by any method directed by the CEO.

Meetings will not be open to the public. However, the CEO, or their delegate, may invite any person they see fit to attend any meeting as an observer or to provide any briefing to the Group.

# Community Bushfire Reference Group Terms of Reference

Without limitation this may include officers of the Council, the Department for Environment and Water, SA Water, or the Hills and Fleurieu Landscape Board.

## 9. LEGAL STATUS OF GROUP

The Group is not a committee or subsidiary of the Council and has no delegated power to make decisions on behalf of the Council.

The Group provides advice to the CEO, or their delegate. The CEO may in turn exercise functions of the CEO or direct other staff to exercise functions taking into account that advice. In appropriate cases, the CEO may also communicate the Group's advice to the Council elected body.

The CEO may amend these terms of reference at any time.

## 10. MEMBERSHIP STATUS

Organisation and community representatives who are members of the Group have status as volunteers of the Council and a condition of their appointment is that they are willing to register as Council volunteers. It is intended that they will be subject to any Volunteer Insurance Policy that may be in place from time to time as part of Council's membership of the LGA Mutual Liability Scheme.

CFS members' involvement in the Group constitutes the exercise of official duties as CFS volunteers and/or staff and as such will work under the policies and procedures of the CFS.

Organisation and community representatives who are members of the Group are not indemnified by the Council against any liability arising as a result of their actions or omissions related to their involvement with the Group or undertaken in connection with their role as a member of the Group.

Council members are protected from civil liability with respect to any honest acts or omission undertaken in their role as a member of the Group, pursuant to section 39 of the *Local Government Act 1999*.

## 11. CONDUCT OF MEMBERS

Organisation and community representatives who are members of the Group are volunteers of the Council and must abide by any Policy or Procedure in place for Council volunteers (including as amended from time to time).

All members of the Group must disclose any potential conflict of interest they may have in an item of business for discussion and, following such disclosure, must adhere to any direction the CEO may have with respect to that item of business (which may include not participating in discussion regarding the relevant item of business).

# Community Bushfire Reference Group Terms of Reference

A conflict of interest for the purpose of these Terms of Reference means any circumstances where the member has any involvement in either a personal or business capacity with respect to the item of business, and the member may gain a benefit or suffer a loss if the CEO acts in accordance with the Group's recommendation (whatever it might be) with respect to the item of business.

Members of the Group must not use their position, or information received by reason of their membership, to act dishonestly or gain benefit for themselves, or another, or to cause detriment to the Council, either directly or indirectly.

Members of the Group shall observe principles of confidentiality on all matters, unless otherwise authorised by the CEO, or their delegate, to make any information public. Members of the Group are expected to:

- Attend meetings regularly;
- Prepare for meetings;
- Comply with their obligations in respect of conflicts of interest;
- Maintain confidentiality when it is required; and
- Treat other members of the Group, as well as Council officers, staff and guests, with courtesy and respect at all times.

## **12. SPOKESPERSON**

Members of the Group are not permitted to speak to the media or make representations on social media on behalf of the Group, or the Council, unless specifically authorised to do so by the CEO.

## **13. REPORTING**

The CEO may provide a report to the Council annually at the end of each bushfire season (or at any other interval the CEO sees fit), to inform the Council with respect to the areas of work the Group has contributed to, as well as identifying issues requiring further consideration of the Council.



**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
AGENDA BUSINESS ITEM**

**Item:** 12.4

**Responsible Officer:** Jess Charlton  
Acting Director Community & Development

**Subject:** CAP Council Member & Deputy Council Member Appointment

**For:** Decision

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**SUMMARY**

The purpose of this report is to appoint a Council Member and Deputy Council Member to the Council Assessment Panel (CAP). The current Council member appointment term is due to end on 29 November 2024.

**RECOMMENDATION**

**Decision 1**

**Council resolves:**

1. That the report be received and noted.
2. That the method of selecting the Council Member and Deputy Council Member to be appointed to the Council Assessment Panel be by an indicative vote utilising the process set out in this Agenda report.
3. To adjourn the Council meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote to determine the preferred persons for the Council Assessment Panel Council Member and Deputy Council Member roles and for the meeting to resume once the results of the indicative vote have been declared.

**Decision 2**

1. To appoint \_\_\_\_\_ as the Council Member and \_\_\_\_\_ as Deputy Council Member of the Council Assessment Panel for a term to commence on 30 November 2024 and conclude at the end of the Council term.
-

## 1. BACKGROUND

In accordance with Section 83 of the *Planning, Development and Infrastructure (PDI) Act 2016* (the Act), Council must determine the membership of the Council Assessment Panel (CAP) being no more than five (5) members, one (1) of whom may be a Council Member.

The Terms of Reference for the CAP adopted by Council on 27 February 2024 are provided in **Appendix 1**. The Terms of Reference confirm the membership of the CAP will be constituted of one (1) Council Member and four (4) independent members. The Council may also appoint a Deputy Council Member who is able to replace the Council Member when he or she is unable to attend a CAP meeting for whatever reason.

At its meeting on 29 November 2022, Council resolved to appoint Cr Leith Mudge as the Council Member and Cr Nathan Daniell as Deputy Council Member on CAP for a term to 29 November 2024.

### **12.12.1 Appointment of Council Member & Deputy Council Member to the Council Assessment Panel**

**Moved Cr Chris Grant**  
**S/- Cr Lucy Huxter**

**315/22**

**Council resolves to appoint Cr Leith Mudge as the Council Member and Cr Nathan Daniell as Deputy Council Member of the Council Assessment Panel for a term of two years to commence 30 November 2022 and conclude on 29 November 2024.**

<b>Carried Unanimously</b>
----------------------------

This report seeks the appointment of the CAP Council Member and Deputy Council Member for the next term. It is open to the Council to reappoint the existing Member and Deputy Member.

Sitting fees are set by Council and were last reviewed on 23 April 2024.

**Moved Cr Adrian Cheater  
S/- Cr Malcolm Herrmann**

**129/24**

**Council resolves:**

- 1. That the report be received and noted.**
- 2. To determine the sitting fees for Members, effective from the commencement of the next term of Members, as follows:**
  - i. Independent Presiding Member - \$578 (excl GST) per attended meeting**
  - ii. Independent Ordinary Member or Deputy Independent Ordinary Member - \$450 (excl GST) per attended meeting**
  - iii. Council Member or Deputy Council Member - \$318 (excl GST) per attended meeting**
  - iv. Authorised Training - \$78 (excl GST) per hour of training attended, excluding travel time.**
- 3. That in the event an Independent Ordinary Member is appointed as Acting Presiding Member at a meeting in the absence of the Presiding Member, that member will receive the Presiding Member sitting fee of \$578 (excl GST) for that meeting.**
- 4. The above mentioned sitting fees be reviewed prior to the next appointment of CAP Members in 2026.**

<b>Carried Unanimously</b>
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**2. ANALYSIS**

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

*Strategic Plan 2020-24 – A brighter future*

Goal	Built Environment
Objective B2	Preserve and enhance the unique character of the Hills for current and future generations
Goal 5	A Progressive Organisation
Objective 05	We are accountable, informed and make decisions in the best interests of the whole community
Priority 05.01	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

➤ **Legal Implications**

It is a statutory requirement pursuant to Sections 82 and 83 of the Act for Council to have an Assessment Panel comprised of five members, of which at least four must be independent members (including an independent Presiding Member) and no more than one Council Member.



The CAP is a relevant authority under Sections 82 and 83 of the Act for determining planning applications that are publicly notified and where a hearing of representations is required. During the on-going transition period between the Development Act 1993 and *the Planning, Development and Infrastructure Act 2016* the CAP also continues to act as a delegate of the Council for the purposes of determining planning applications lodged under the *Development Act 1993*.

➤ **Risk Management Implications**

The appointment of appropriately qualified and experienced members to the CAP will assist in mitigating the risks of:

*Poor governance practices occurring which lead to a loss of stakeholder (i.e., customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Low (1D)	Low (1D)

Appointment of suitably experienced Council members to CAP ensures compliance with the Terms of Reference and adds rigour to the assessment process.

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

The Independent and Council Members of CAP are paid a sitting fee per meeting and these sitting fees are budgeted for in the annual budget. The current sitting fee per meeting for the Council Member is \$318.00 (excl GST), as adopted by Council on 23 April 2024.

➤ **Customer Service and Community/Cultural Implications**

There is a high expectation that Council has appropriate governance and accountability mechanisms in place in relation to meeting structures and that CAP members are competent and understand the role and functions of the CAP and their individual obligations, regarding conduct.

A factsheet on the role of Council Members on CAP is provided in **Appendix 2** and the Code of Conduct for CAP Members is provided in **Appendix 3**.

➤ **Sustainability Implications**

Not Applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable  
*Council Workshops:* Not Applicable  
*Advisory Groups:* Not Applicable  
*External Agencies:* Not Applicable

*Community:* Not Applicable

➤ **Additional Analysis**

The terms of reference adopted on 26 April 2022 state.

2.2 When appointing CAP Members, the Council may have regard to the following:

2.2.1 the candidate's knowledge of the operation and requirements of the Act and, during transition to the Act, the Development Act;

2.2.2 in relation to Independent Members, the candidate's qualifications or experience in a field that is relevant to the activities of the CAP;

2.2.3 in relation to the Council Member, the candidate's experience in local government;

2.2.4 that a balance of qualifications and experience among CAP Members is desirable;

2.2.5 that diversity of membership is desirable, including gender diversity among CAP Members;

2.2.6 such other matters as the Council considers relevant.

**Indicative Voting Process for determining Council Member appointments to Positions**

The following suggested process is provided if Council determines to proceed with having a Council Member as a member of the CAP.

Due to the potential implications of the Material Conflict of Interest provisions under s73 (see Legal Implications above) regarding the appointment of Council Members to the CAP, it is proposed that the Council adjourn the meeting for the purposes of seeking nominations for and, if necessary, conducting an indicative vote (Indicative Voting Process) to determine the preferred persons for the positions of CAP Member (Council Member) and Deputy CAP Member (Council Member).

As the Indicative Voting Process involves discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council Committee, it is a Designated Informal Gathering for the purposes of s90 and the *Informal Council and Council Committee Gatherings and Discussions Policy* (the Policy). As a Designated Informal Gathering, the Chief Executive will conduct the meeting in accordance with the Policy.

The proposed Indicative Vote Process below is based on the Appointments to Positions Process contained in Clause 4.7 Council's *Code of Practice for Code of Practice for Council Meeting Procedures* with modifications to suit the legislative requirements of the conflict of interest and informal gatherings provisions.

The proposed Indicative Voting Process is:

- a) Chief Executive Officer calls for self-nominations for the position of CAP Member and Deputy CAP Member, as appropriate.

Note: The process would be used to determine the preferred person for the CAP Member position prior to using the process for the Deputy CAP Member position.

- b) If the number of nominees is equal to or less than the number of positions, no election will be required. If the number of nominees is greater, an election will be necessary.
- c) The CEO (or another Council staff member) will be appointed as the Returning Officer and may enlist other Council staff to assist with the conduct of the vote and the count.
- d) The method of voting will be by secret ballot utilising the preferential counting system
- e) Each Council Member (including the Mayor) shall have one vote.
- f) Ballot papers will be provided to each Council Member
- g) The nominee's names will be drawn to determine the order on the ballot paper.
- h) Each nominee will have two (2) minutes to speak to the Gathering in support of the candidacy. The speaking order will be as listed on the ballot paper.
- i) Completed ballot papers will be collected by the Returning Officer and the count will be undertaken in a separate room with an observer (another Council staff member) present.
- j) In the event of a tie, the result will be decided by the Returning Officer drawing lots, the candidate first drawn being the candidate excluded.
- k) After all votes have been counted, the Returning Officer shall formally declare the result of the election (i.e., the preferred person).
- l) The ballot papers will be shredded.

#### **Proposed Chronology of Events**

The mechanics are relatively complicated due to the legislative provisions regarding conflict of interest and informal gatherings, as such the following chronology is suggested:

- I. Council will determine to receive the report. Council would give effect to this by dealing with Recommendation 1 (or a variant) at this time.
- II. Council will then consider the process that it will use to choose the preferred persons for the CAP Council Member and Deputy Council Member positions. Council would give effect to this by dealing with Recommendation 2 (or a variant) at this time.
- III. Having decided the method, Council will then have to adjourn the meeting to enable the process to be undertaken. It is proposed that the voting on each position can occur sequentially as listed in the report without the need to come back to Council for resolution. Council would give effect to this by dealing with Recommendation 3 (or a variant) at this time.
- IV. Steps I. to III. are all grouped as Decision 1 in the recommendation section.
- V. Once the Indicative Voting Process has been completed the Council meeting will resume in accordance with the previous resolution.
- VI. Upon resumption, any Council Members who nominated for the Council Member and Deputy Council Member positions would be advised to consider their obligations to declare a General or Material COI, as appropriate
- VII. Council can then resolve for the preferred person to be appointed to the Council Member and Deputy Council Member position. Council would give effect to this by dealing with Decision 2.

## OPTIONS

Council has the following options:

- I. To appoint a Council Member and Deputy Council Member to the Council Assessment Panel
- II. To not appoint a Council Member or Deputy Council Member to the Council Assessment Panel. Should the Council resolve in this way, the Terms of Reference will need revising to reflect this change.

## 3. APPENDICES

- (1) CAP Terms of Reference
- (2) Fact Sheet - Elected Members on Council Assessment Panels
- (3) Code of Conduct for CAP Members

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# **Appendix 1**

*CAP Terms of Reference*

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# **Council Assessment Panel**

**Terms of Reference**

**Adopted by Council on 27 February 2024**



# Adelaide Hills Council Assessment Panel

## Terms of Reference

Adopted 27 February 2024

### 1. BACKGROUND

- 1.1 The Adelaide Hills Council Assessment Panel (**CAP**) was appointed as a relevant authority under Section 82 and 83 of the *Planning, Development and Infrastructure Act 2016 (Act)* by resolution of the Adelaide Hills Council (**the Council**) on 26 September 2017.
- 1.2 The CAP is a relevant authority under the Act and, during transition to the Act, will act as a delegate of the Council for the purpose of the *Development Act 1993*.

### 2. MEMBERSHIP OF CAP

#### Appointment of Members

- 2.1 The CAP will be constituted of five (5) Members (**CAP Members**), to be appointed by the Council, comprising:
  - 2.1.1 One (1) Member of the Council (**Council Member**); and
  - 2.1.2 four (4) Independent Members (Independent Members), not being Members of the Council or State Parliament.
- 2.2 When appointing CAP Members, the Council may have regard to the following:
  - 2.2.1 the candidate's knowledge of the operation and requirements of the Act;
  - 2.2.2 in relation to Independent Members, the candidate's qualifications or experience in a field that is relevant to the activities of the CAP;
  - 2.2.3 in relation to the Council Member, the candidate's experience in local government;
  - 2.2.4 that a balance of qualifications and experience among CAP Members is desirable;
  - 2.2.5 that diversity of membership is desirable, including gender diversity among CAP Members;
  - 2.2.6 such other matters as the Council considers relevant.



### **Appointment of Deputy Members**

- 2.3 The Council must appoint at least one Deputy Member to the CAP for the purpose of filling in for a CAP Member who is unable to attend a CAP meeting or part of a CAP meeting.
- 2.4 Subject to clause 2.5, a Deputy Member for an Independent Member must not be a Member of the Council or State Parliament.
- 2.5 Where a Deputy Member appointed for the Council Member is also a member of the Council, that person may not act as a deputy for any other CAP Member (whereas a Deputy Member who is not a member of the Council may act as a deputy for any CAP Member).
- 2.6 In appointing a Deputy Member, the Council may have regard to the matters in clause 2.2, as well as to the qualifications and experience of the CAP Member to whom the candidate will be a deputy.
- 2.7 Unless the context otherwise requires, a reference to a CAP Council Member in this document includes a Deputy Council Member and a reference to an Independent Member includes a Deputy Member.

### **Expression of Interest**

- 2.8 The Council will call for expressions of interest for appointment of CAP Independent Members.
- 2.9 The Council will call for nominations of interest from Council Members for the appointment of the CAP Council Member and the Deputy Council Member.

### **Presiding Member and Acting Presiding Member**

- 2.10 The Council will appoint an Independent Member to be the Presiding Member of the CAP for such term and on such conditions as determined by the Council.
- 2.11 The Presiding Member will preside at any CAP meeting at which he or she is present.
- 2.12 In the event that the Presiding Member is not present at a meeting (or part thereof) an Independent Member will be appointed as Acting Presiding Member by those CAP Members who are present at the meeting.
- 2.13 The role of the Presiding Member will include, but not be limited to:
  - 2.13.1 Ensuring that the business of the CAP at meetings, including hearings, is conducted in a reasonable and appropriate manner and that any

unreasonable, unruly or inappropriate behaviour is dealt with and ensuring that appropriate meeting procedures are followed, and

2.13.2 Ensuring that CAP Members are aware of their role and responsibilities under the Act and that the Council Member does not confuse that role with their role under the *Local Government Act 1999*.

2.14 A Presiding Member is eligible to be reappointed as the Presiding Member at the expiry of his or her term of office as determined by the Council.

2.15 In the event that the Presiding Member resigns or is removed from office, the Council will appoint an Independent Member to be the Presiding Member for such term and on such conditions as determined by the Council.

### **Term of Appointment**

2.16 Subject to clause 5, Independent Members will be appointed for a term of up to two (2) years and on such other conditions as determined by the Council.

2.17 Subject to clause 5, the Council Member will be appointed for a term of up to two (2) years, or for the remainder of their current elected term, whichever occurs first and on such other conditions as determined by the Council.

2.18 The Deputy Council Member will be appointed for a term of up to two (2) years, or for the remainder of their current elected term, whichever occurs first and on such other conditions as determined by the Council.

2.19 A CAP Member is eligible for reappointment for a further term, or further terms, upon the expiry of his or her current term as determined by the Council.

2.20 An Independent CAP Member whose term of office has expired may nevertheless continue to act as a Member until the vacancy is filled or for a period of six months from the expiry of the Member's term of office, whichever occurs first.

### **3. VACANCY IN MEMBERSHIP**

3.1 In the event of a vacancy arising in the office of a CAP Member, the Council may appoint a person to be a CAP Member for the balance of the original CAP Member's term of office as soon as is reasonably practicable in the same manner as the original CAP Member was appointed.

3.2 The CAP Member appointed to fill a vacancy may be a Deputy Member in which case that person will automatically cease to be a Deputy Member.

3.3 In appointing a CAP Member pursuant to clause 3.1, the Council may have regard to the matters in clause 2.2 or 2.6 as the case requires.

3.4 A vacancy in the membership of the CAP will not invalidate any decisions of the CAP, provided a quorum is maintained during meetings.

**4. CONDITIONS OF APPOINTMENT**

- 4.1 At all times, CAP Members must act honestly, lawfully, in good faith, and in accordance with any code of conduct applicable to CAP Members.
- 4.2 CAP Members may be remunerated as determined by the Council for the reasonable time and costs incurred by CAP Members in attending CAP meetings and training as agreed to by the Assessment Manager.
- 4.3 Different levels of remuneration may be fixed by the Council for Independent Members, the Presiding Member and a Council Member.
- 4.4 Upon the commencement of Section 83(1)(c) of the Act:
  - 4.4.1 CAP Members, excluding a Member who is a Member or former Member of the Council, must be accredited professionals under the Act; and
  - 4.4.2 CAP Members who are Members or former Members of the Council must have sufficient experience in local government to satisfy the Council that they are appropriately qualified to act as a Member of the CAP.

**5. REMOVAL FROM OFFICE**

- 5.1 A CAP Member will automatically lose office where:
  - 5.1.1 the CAP Member has become bankrupt or has applied to take the benefit of a law for the relief of insolvent debtors;
  - 5.1.2 the CAP Member has been convicted of an indictable offence punishable by imprisonment;
  - 5.1.3 in the case of a Council Member, the Member ceases to be a member of the Council.
- 5.2 Subject to Clause 5.4, the Council may by resolution remove a CAP Member from office where, in the opinion of the Council, the behaviour of the CAP Member amounts to:
  - 5.2.1 a breach of a condition of his or her appointment as a CAP Member;
  - 5.2.2 misconduct;
  - 5.2.3 a breach of any legislative obligation or duty of a CAP Member;
  - 5.2.4 neglect of duty in attending to role and responsibilities as a CAP Member;
  - 5.2.5 a failure to carry out satisfactorily the duties of his or her office;
  - 5.2.6 a breach of fiduciary duty that arises by virtue of his or her office;
  - 5.2.7 the inability to carry out satisfactorily the duties of his or her office;

- 5.2.8 except in relation to Deputy Members, a failure without reasonable excuse to attend three consecutive CAP meetings without the CAP previously having resolved to grant a leave of absence to the CAP Member; or
  - 5.2.9 in relation to a Deputy Member, a failure without reasonable excuse on three consecutive occasions to attend a meeting of the CAP when requested to do so; or
  - 5.2.10 for any other reason the Council considers appropriate.
- 5.3 The removal of the CAP Member pursuant to clause 5.2 will take effect upon the Council passing a resolution to remove the CAP Member from office (unless the Council resolves otherwise), and such resolution will be confirmed in writing to the CAP Member within 7 days of being passed.
- 5.4 Prior to resolving to remove a CAP Member from office pursuant to clause 5.2, the Council must:
- 5.4.1 give written notice to the CAP Member of:
    - 5.4.1.1 its intention to remove the CAP Member from office pursuant to clause 5.2; and
    - 5.4.1.2 the alleged behaviour of the CAP Member falling within clause 5.2.1 or reason the Council considers it appropriate to remove the CAP Member,not less than 7 days before the meeting of the Council at which the matter is to be considered;
  - 5.4.2 give the CAP Member an opportunity to make submissions to the Council on its intention to remove the CAP Member from office either orally at the Council meeting at which the matter is to be considered, or in writing by such date as the Council reasonably determines; and
  - 5.4.3 have due regard to the CAP Member's submission in determining whether to remove the CAP Member from office.

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**Appendix 2**  
*Fact Sheet - Elected Members on Council  
Assessment Panels*

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## Elected Members on Assessment Panels

What does membership on an Assessment Panel mean for a local elected member?

### Purpose

This Fact Sheet aims to provide guidance to Council Assessment Panel (CAP) members and Regional Assessment Panel (RAP) members who are also local government elected members, regarding their obligations under Codes of Conduct applying to them. This includes how to best manage interactions with the public, making public statements and media comments as well as undertaking site visits where development is proposed. Elected members should be aware of their dual roles, and how to manage both sets of responsibilities. Importantly, when undertaking duties as a member of an Assessment Panel, an elected member is not acting in their role as an elected member of a council.

### Background

- Assessment Panels can include one elected member from the relevant council (or councils).
- Assessment Panel members have a number of obligations under the Minister's Code of Conduct established under the Planning, Development and Infrastructure Act 2016 (PDI Act) (the Assessment Panel Member Code of Conduct - extracts shown in Appendix A).
- Elected Members also have additional obligations under the separate Minister's Code of Conduct established under the Local Government Act 1993 (the LG Act) (the LG Code of Conduct - extracts shown in Appendix B).

### Interactions with the Public

The Assessment Panel Member Code of Conduct restricts members from engaging in consultation outside of the Assessment Panel process, or giving advice or discussing a development application outside of Assessment Panel meetings.

On the other hand, the LG Act Code of Conduct also outlines principles requiring elected members to consider all relevant information and opinions, giving each due weight, in line with the council's community consultation obligations.

For obligations to co-exist under both Codes of Conduct, an elected member may need to avoid or forgo discussions or consultation with members of the public, media engagements or public statements (which they would ordinarily participate in). This is particularly so where those discussions or statements relate to a development application or proposal which is or is likely to come before the Assessment Panel.

## Example

The Council is landowner of community playing fields, leased to a community sporting club. The sporting club lodges a development application to upgrade their clubroom facilities where the development application is to be assessed by the Assessment Panel:

- if approached by a representative from the sporting club, the member should:
  - advise that they are unable to discuss the matter, as a result of their position on the Assessment Panel
  - disclose any conversations or interactions with the sporting club at any meeting of the Assessment Panel and the Council involving the development. Depending on the nature and context of the interactions, the member may also need to excuse themselves from any deliberations at the Assessment Panel and Council meetings
- if the Assessment Panel member is also a member of the sporting club, they should not be present for determination of the development application by the Assessment Panel. They may also need to excuse themselves for consideration of lease arrangements by the Council (as landlord).

## Media and Public Statements

Under the Assessment Panel Member Code of Conduct, a member must not:

- speak at a public meeting for or against a proposal where the purpose of the meeting is to discuss either a proposed development or a development application
- express an opinion on a proposed development outside of an Assessment Panel meeting
- engage in any other act or omission which may give rise to a reasonable presumption that the Assessment Panel member has prejudged a development proposal.

Under the LG Code of Conduct, an elected member may make public statements provided that in doing so, they clearly indicate that the views expressed are their own, and not the views of the relevant Council.

An Assessment Panel member should not make public statements on a development proposal, even if they stipulate that the views being expressed are their personal views (and not the views of the Assessment Panel). This means that an Assessment Panel member forfeits their ability to make public statements regarding certain development proposals, which they would otherwise be able to do if they did not hold a position on an Assessment Panel.

## Example

An elected member has a strong view on a certain type of development which they consider to be of concern to their local community (for example, telecommunication towers). The member makes public statements against such developments in their campaign for election as a member of the Council, and also makes broad statements on social media against those types of development.



In this scenario, the member:

- should not make any public comments regarding a specific development application before the Assessment Panel, or which is likely to come before the Assessment Panel as this would put them in breach of the Assessment Panel Code of Conduct
- if public comments are made regarding a specific development application, should declare a perceived conflict and should excuse themselves from the relevant Assessment Panel meeting where that development application is considered
- may also be required to excuse themselves from any future Assessment Panel meetings regarding that type of development more broadly, if the previous public statements are sufficient to give rise to a reasonable presumption that the Assessment Panel member has prejudged those types of development.

## Site Visits

Under the Assessment Panel Code of Conduct, an Assessment Panel member should not enter the site of a proposed development, even if invited by the land owner or a neighbouring property owner or any other person (except where required as part of the assessment of a particular decision such as a formal panel viewing of a site of a proposed development, or in the company of an authorised officer appointed by the Council).

In comparison, under the LG Code of Conduct, elected members are required to discharge their duties conscientiously, to the best of their ability, and to also consider all relevant information and opinions in assessing a matter.

An elected member who is also a member of an Assessment Panel may be restricted in the places they can visit in their local area, where particular sites are subject of a proposed development which may be considered by the Assessment Panel. If it is required as part of the assessment of a development application, Assessment Panel Members may view sites from the public realm, or may enter sites where they do so in the company of an authorised officer appointed by the Council. However, where possible, Assessment Panel members should only undertake site visits as part of a formal viewing by the Assessment Panel.

### Example

An elected member may be invited to a constituent's home to view the area of a proposed development on the neighbouring property, and discuss the impact the development may have on the constituent and their property. In this scenario, where the elected member is also a member of the Assessment Panel the elected member:

- should not visit the site of the proposed development (or neighbouring properties) to discuss the proposed development
- may also need to declare a conflict of interest and excuse themselves from the Assessment Panel meeting if they have had discussions or provided their views or advice to a constituent regarding the proposed development.

## Appendix A – Minister’s Code of Conduct – *Planning, Development and Infrastructure Act 2016* (Extracts Only)

7. A member of an assessment panel who has a direct or indirect personal or pecuniary interest in a matter before the council development assessment panel (other than an indirect interest that exists in common with a substantial class of persons)—
  - (a) must, as soon as he or she becomes aware of his or her interest, disclose the nature and extent of the interest to the panel; and
  - (b) must not take part in any hearings conducted by the panel, or in any deliberations or decision of the panel, on the matter and must be absent from the meeting when any deliberations are taking place or decision is being made.

.....

12. A member of an assessment panel must not approach or discuss with an applicant or representor any application which is either before the panel or will come before the panel at some future time expect during the course of a panel meeting where the application forms part of the agenda and the applicant or representor has a right to be heard by the panel.
13. Except where required as part of the assessment of a particular decision such as a formal panel viewing of a site of a proposed development, you should not enter the site even if invited by the land owner or a neighbouring property owner or any other person.
14. A member of an assessment panel must not:
  - (a) engage in consultation outside of the panel process with any party on a proposed development application that is likely to be heard by the panel;
  - (b) give advice to an applicant or other third party on a development application after it has been lodged outside of a panel meeting;
  - (c) speak at a public meeting for or against a proposal where the purpose of the meeting is to discuss either a proposed development or a development application unless required by the Act;
  - (d) express an opinion on a development application or a proposed development outside of a panel meeting; and
  - (e) engage in any other act or omission which may give rise to a reasonable presumption that you have prejudged a development proposal or application.
15. Only the presiding member or another person determined by the panel is permitted to speak publicly to the media and address the public on behalf of the panel. No other panel member may make comment to the media or the public in relation to any matter before the panel or any decision of the panel.

.....

21. A member of an assessment panel should always have regard to any affiliation, disposition or any material, pecuniary or other interest that would lead to a reasonable apprehension that they may be biased in carrying out any aspect of their role under the Act.

## Appendix B – Minister’s Code of Conduct – *Local Government Act 1993* (Extracts Only)

### PART 1—PRINCIPLES

#### Higher principles—Overarching Statement

Council members in South Australia have a commitment to serve the best interests of the people within the community they represent and to discharge their duties conscientiously, to the best of their ability, and for public, not private, benefit at all times.

As representatives of open, responsive and accountable government, Council members are committed to considering all relevant information and opinions, giving each due weight, in line with the Council’s community consultation obligations.

In the performance of their role, Council members will take account of the diverse current and future needs of the local community in decision-making, provide leadership and promote the interests of the Council.

.....

### PART 2—BEHAVIOURAL CODE

#### Behavioural Code

Council members must:

- 2.5 Ensure that personal comments to the media or other public comments, on Council decisions and other matters, clearly indicate that it is a private view, and not that of the Council.
- .....

### PART 3—MISCONDUCT

#### Member duties

Council members must:

- 3.6 Ensure that relationships with external parties cannot amount to interference by improper influence, affecting judgement, decisions and/or actions.
- 3.13 Council members must be committed to making decisions without bias and in the best interests of the whole community and comply with the relevant conflict of interest provisions of the *Local Government Act 1999*.

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# **Appendix 3**

*Code of Conduct for CAP Members*

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# Assessment Panel Members – Code of Conduct

## Introduction

Under Schedule 3 of the *Planning, Development and Infrastructure Act 2016* (PDI Act) the Minister may adopt a code of conduct to be observed by members of an assessment panel established under the PDI Act. This code of conduct sets out standards of conduct and professionalism that are to be observed by all members of assessment panels under the PDI Act. This code of conduct must be read in conjunction with the Act.

For the purposes of the PDI Act, a key requirement is that all members of assessment panels must carry out, and be seen to carry out, their functions with the highest ethical standards so as to maintain public confidence in the integrity of development assessment under the PDI Act.

The code is the key tool to ensure that all members of assessment panels act honestly and ethically with a high degree of accountability. If a member of an assessment panel has any doubt in regard to any function they may perform under the PDI Act, they should seek the advice of the panel's assessment manager or some other appropriate person.

While some members of an assessment panel may also be bound by other codes of conduct or professional standards issued by their respective professional associations, they have no legal status under the PDI Act. If there is a conflict between a requirement in this code of conduct and any other professional code or standard, this code prevails for the purposes of the PDI Act.

## Legislative framework

Under section 15 of the PDI Act, all members of assessment panels are subject to a statutory duty as described in the section as follows:

- (1) *It is expected that a person or body that—*
  - (a) *seeks to obtain an authorisation under this Act; or*
  - (b) *performs, exercises or discharges a function, power or duty under this Act; or*
  - (c) *takes the benefit of this Act or is otherwise involved in a process provided by this Act, will—*
  - (d) *act in a cooperative and constructive way; and*
  - (e) *be honest and open in interacting with other entities under this Act; and*
  - (f) *be prepared to find reasonable solutions to issues that affect other interested parties or third parties.*

- (2) *Without limiting subsection (1), a person or body performing, exercising or discharging a function, power or duty under this Act must-*
- (a) *exercise professional care and diligence; and*
  - (b) *act honestly and in an impartial manner; and*
  - (c) *be responsible and accountable in its conduct; and*
  - (d) *comply with any code of conduct, service benchmark or other requirement that applies in relation to the person or body.*
- (3) *The Minister may, after taking into account the advice of the Commission, establish and maintain service benchmarks for the purposes of this section.*
- (4) *The principles and benchmarks under this section— (a) do not give rise to substantive rights or liabilities; but (b) may lead to action being taken on account of a breach of a code of conduct or professional standard that applies in relation to a relevant person or body.*

## **Code of conduct requirements**

In acting as a member of an assessment panel, a member must comply with the following requirements.

### **General duties**

1. A member of an assessment panel must in performing, exercising or discharging a function, power or duty under the PDI Act, act in accordance with the general duties as set out in section 15 of the PDI Act.

### **Act in the public interest**

2. A member of an assessment panel must act in a manner that promotes or protects the public interest.

### **Procedures**

3. A member of an assessment panel must ensure that the procedures specified in the PDI Act or prescribed in the *Planning Development and Infrastructure (General) Regulations 2017* are complied with.
4. A member of an assessment panel must comply with the panel procedures in relation to public comments and communication with the media.

### **Regard for honesty**

5. A member of an assessment panel must act with integrity, good faith and equity and must not discriminate toward any person in performing their duties.
6. A member of an assessment panel must advise the assessment manager and the Commission immediately if the member:

- a. is the subject of a formal investigation into, or have been found to have, breached any other code of conduct, ethical standards or similar, either in another State or through a professional body of which they are a member; or
- b. has been found guilty of a breach of any Act related to planning, building or a development related matter.

### **Conflict of interest**

7. A member of an assessment panel who has a direct or indirect personal or pecuniary interest in a matter before the council development assessment panel (other than an indirect interest that exists in common with a substantial class of persons)—
  - a. must, as soon as he or she becomes aware of his or her interest, disclose the nature and extent of the interest to the panel; and
  - b. must not take part in any hearings conducted by the panel, or in any deliberations or decision of the panel, on the matter and must be absent from the meeting when any deliberations are taking place or decision is being made.
8. A member of an assessment panel will be taken to have an interest in a matter for the purposes of item 7 if an associate of the member (within the meaning of section 3(7) of the PDI Act) has an interest in the matter.
9. If an interest has been declared by a member of an assessment panel, the nature of the interest must be recorded in the minutes of the meeting.

### **Making decisions and taking action**

10. A member of an assessment panel must take all reasonable steps to obtain all relevant facts and information when making a decision on a matter before the panel.
11. A member of an assessment panel must ensure that the member's decisions and actions are reasonable, fair and appropriate to the circumstances, based on consideration of all relevant facts obtained, and supported by adequate documentation.
12. A member of an assessment panel must not approach or discuss with an applicant or representor any application which is either before the panel or will come before the panel at some future time expect during the course of a panel meeting where the application forms part of the agenda and the applicant or representor has a right to be heard by the panel.
13. Except where required as part of the assessment of a particular decision such as a formal panel viewing of a site of a proposed development, you should not enter the site even if invited by the land owner or a neighbouring property owner or any other person.
14. A member of an assessment panel must not:
  - a. engage in consultation outside of the panel process with any party on a proposed development application that is likely to be heard by the panel;
  - b. give advice to an applicant or other third party on a development application after it has been lodged outside of a panel meeting;



- c. speak at a public meeting for or against a proposal where the purpose of the meeting is to discuss either a proposed development or a development application unless required by the Act;
- d. express an opinion on a development application or a proposed development outside of a panel meeting; and
- e. engage in any other act or omission which may give rise to a reasonable presumption that you have prejudged a development proposal or application.

### **Public comment**

- 15. Only the presiding member or another person determined by the panel is permitted to speak publicly to the media and address the public on behalf of the panel. No other panel member may make comment to the media or the public in relation to any matter before the panel or any decision of the panel.

### **Protection and use of information**

- 16. A member of an assessment panel must maintain the integrity and security of confidential information in their possession and must not use confidential information gained by virtue of the member's official position for the purpose of securing a private benefit for the member or any other person.
- 17. A member of an assessment panel must not disclose information acquired in the course of their professional work other than if consent of the relevant person has been granted or where there is a legal or professional duty to disclose such information.

### **Proper exercise of power**

- 18. A member of an assessment panel must not take advantage of the member's position, power or duties for the purpose of obtaining, either directly or indirectly, any preferential treatment or other improper advantage for the member or any other person.

### **Gifts and benefits**

- 19. A member of an assessment panel must not seek or accept a gift or benefit that is intended to, is likely to or could be perceived as likely to, cause them to act in an unfair or biased manner in the course of the member's duties.
- 20. A member of an assessment panel must take all reasonable steps to ensure that a person related to the member does not receive gifts or benefits that could appear to be an attempt to influence or secure or have the effect of influencing or securing a favour from the member of an assessment panel. A person is related to a member of an assessment panel for the purpose of this provision if the person is a spouse, de facto partner, sibling, parent or child of the member of the assessment panel.

### **Bias**

- 21. A member of an assessment panel should always have regard to any affiliation, disposition or any material, pecuniary or other interest that would lead to a reasonable apprehension that they may be biased in carrying out any aspect of their role under the Act.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
AGENDA BUSINESS ITEM**

**Item:** 12.5

**Responsible Officer:** Zoë Gill  
Executive Governance Officer  
Office of the CEO

**Subject:** Draft Representation Review Report

**For:** Decision

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**SUMMARY**

An Elector Representation Review is held to examine fundamental aspects of a Council's composition and ward structure. This is a formal process which is closely regulated under the Local Government Act 1999 (the Act) and is required to be conducted at least every eight years.

Council has begun the process of undertaking a review and at the 24 September 2024 meeting resolved 'in principle' to consult on a three ward composition after consideration of a draft representation review report.

The purpose of this report is to present the draft representation review report to Members for consideration and endorsement prior to the initiation of the public consultation process.

**RECOMMENDATION**

**Council resolves:**

1. To receive and note the report titled "Draft Representation Review Report" (Agenda item 12.5, 12 November 2024 Council Meeting).
  2. To approve the draft representation report in Appendix 1 of the Draft Representation Review Report (Agenda Item 12.5, 12 November 2024 Council Meeting) for public consultation, in compliance with the provisions of Section 12 (7) of the *Local Government Act 1999*.
  3. To delegate to the Chief Executive Officer the discretion to make any formatting, nomenclature or other minor changes to the draft Representation Review Report for consultation purposes.
  4. To delegate to the Chief Executive Officer the discretion to determine the final consultation dates, for a period not less than three (3) weeks.
-

## 1. BACKGROUND

Section 12(3) of the *Local Government Act 1999* (the Act) indicates that Council must undertake a “representation review” to determine whether its community would benefit from an alteration to Council’s composition or ward structure. This review is required to be undertaken and completed during the period April 2024 – April 2025.

Council last undertook a review of its elector representation in 2016/2017, the outcome of which was:

- the retention of the then existing composition (i.e. a Mayor elected by the community and twelve (12) ward councillors); and
- the division of the Council area into two (2) wards (i.e. the Ranges Ward represented by seven (7) ward councillors and the Valleys Ward represented by five (5) ward councillors).

This elector representation arrangement came into effect at the Local Government elections in November 2018.

C L Rowe and Associates Pty Ltd has been engaged to assist Council with the review process. Under their delegation powers, the Executive Governance Officer determined that the consultants were an organisation which is qualified to address the representation and governance issues that may arise with respect to the matters under review (as per the requirements of Section 12(5) of the Act).

An information and briefing session was conducted on the 5<sup>th</sup> August 2024 to generally inform members of the matters relevant to the review and the review process. Members were also provided with an “Information Paper” which contained general information pertaining to the review process and relevant key issues.

A further information and briefing session was conducted on the 2<sup>nd</sup> September 2024, at which time the elected members discussed a number of issues, including the number of elected members required to provide adequate and fair representation; and whether the Council area should continue to be divided into wards, or whether the existing ward structure should be abolished. Elected Members discussed the unique nature of the Adelaide Hills Council, its diverse communities, and geographic spread. The elected members were also provided with a “Discussion Paper” which provided further relevant information and contained eight (8) ward structure options (as examples of how the Council area could be divided into wards), as well as information pertaining to the “no ward” alternative.

At the 24 September 2024 Council meeting, Members considered the Discussion Paper and resolved, in principle, that Council should consult on option 3 in the Discussion Paper:

## 12.6 Representation Review

Moved Cr Nathan Daniell  
S/- Cr Pauline Gill

347/24

Council resolves:

1. That this report be received and noted.
2. To note that administration, under their delegation for the purposes of s12(5) of the *Local Government Act 1999*, was satisfied that C L Rowe and Associates Pty Ltd are qualified to address the representation and governance issues that may arise with respect to the representation review.
3. That the Representation Review Discussion Paper – August 2024 prepared by C L Rowe and Associates Pty Ltd (*Appendix 1*) be received and noted.
4. That in principle, Council should consult on Option 3 as detailed in *Appendix 1* for the future elector representation arrangement to come into effect at the next Local Government elections in 2026.
5. That a draft “Representation Report” be prepared presenting Option 3 as detailed in *Appendix 1*.
6. That the draft “Representation Report” be presented to Council, for consideration and endorsement, prior to the initiation of the public consultation process.

Carried Unanimously

Option 3 was to retain the number of Councillors and to divide the Council into 3 wards with each ward having 4 Councillors.

This report brings the aforementioned draft Representation Report to Council for consideration and endorsement for consultation.

## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal 5	A Progressive Organisation
Objective 05	We are accountable, informed and make decisions in the best interests of the whole community
Priority 05.01	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

### ➤ Legal Implications

Legislative requirements regarding an Elector Representation Review are laid out in Division 2 *Powers of councils and representation reviews*, section 12(3) of the Act and the *Local Government (General) Regulations 1999* (the Regulations).

### ➤ Risk Management Implications

Undertaking the Representation Review in accordance with the requirements of legislation and engaging in genuine consultation will assist in mitigating the risk of:

*Poor governance practices occur which lead to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (3D)	Medium (3D)

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

An external consultant CL Rowe and Associates has been engaged by Council to assist during the Representation Review process.

This is at a capped fee of \$15,000 which is inclusive of research, consultation with Council, preparation and presentation of Ward structure options, preparation and presentation of a discussion paper, preparation of a representation report for public consultation, preparation and the presentation of public consultation notices and other documents, examination of public submissions, preparation of a final report and consultation with Electoral Commission SA throughout the assessment of the final report.

There are some small costs associated with the public consultation process which are budgeted for within the departments standard operating costs.

➤ **Customer Service and Community/Cultural Implications**

Through the Representation Review process Council will consider whether the Adelaide Hills community may benefit from an alteration to its composition and/or ward structure.

➤ **Sustainability Implications**

Not Applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable.  
*Council Workshops:* Not Applicable.  
*Advisory Groups:* Not Applicable.  
*External Agencies:* C L Rowe and Associates Pty Ltd.  
*Community:* Not Applicable.

This report is seeking Council approval to consult on the Representation Review Report.

➤ **Additional Analysis**

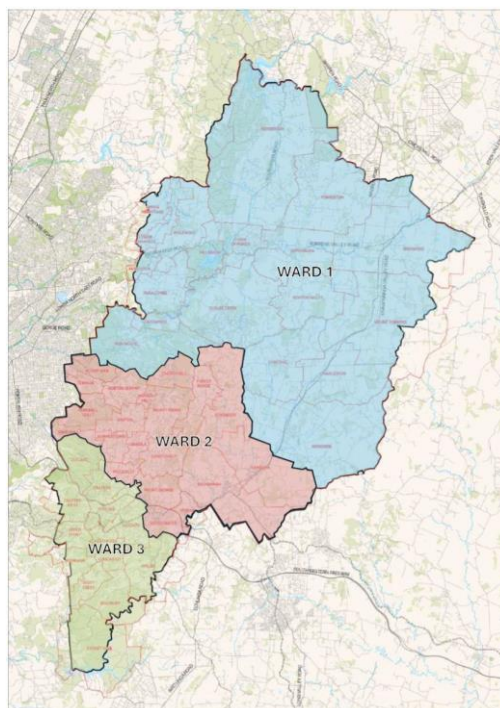
Representation Review Report

The next stage in the legislated process is to consult on the Representation Review Report.

The draft Representation Review Report which incorporates Council’s 24 September 2024 resolution (347/24) regarding the “in principle” proposal is at *Appendix 1*. It proposes:

- The principal member of Council will be a Mayor elected by the community (as per the requirements of Section 51 of the Act).
- The future elected body of Council will comprise the Mayor and twelve (12) ward councillors.
- The Council area will be divided into three (3) wards (as depicted in Map 1 and described hereinafter), with each of the proposed wards being represented by four (4) councillors:
  - Ward 1: Comprising the districts/localities of Birdwood (part), Castambul, Chain of Ponds, Charleston, Cromer (part), Cudlee Creek, Forreston, Gumeracha, Houghton (part), Humbug Scrub (part), Inglewood, Kenton Valley, Kersbrook, Lobethal, Lower Hermitage, Millbrook, Montacute, Mount Crawford (part), Mount Torrens (part), Paracombe (part), Upper Hermitage (part) and Woodside.
  - Ward 2: Comprising the districts/localities of Ashton, Balhannah, Basket Range, Bridgewater (part), Carey Gully, Cherryville, Forest Range, Greenhill, Hahndorf (part), Hay Valley (part), Horsnell Gully, Lenswood, Marble Hill, Mount George, Norton Summit, Oakbank (part), Piccadilly, Rostrevor (part), Summertown, Teringie, Uraidla, Verdun (part) and Woodforde.
  - Ward 3: Comprising the districts/localities of Aldgate, Belair (part), Bradbury (part), Cleland, Crafers, Crafers West (part), Dorset Vale (part), Heathfield, Ironbank (part), Longwood, Mylor (part), Scott Creek, Stirling, Upper Sturt (part) and Waterfall Gully (part).
- The proposed wards will be identified as North, central and South.

Map1 Proposed Ward Structure



Subject to Council's adoption of the Report for public consultation purposes, a minimum consultation period of 3 weeks is required in accordance with section 12(7) of the Act and Council's Public Consultation policy, during which interested parties will be invited to make submissions to the Council in relation to the Report.

#### Proposed Public Consultation

The following campaign is proposed in relation to the Representation Review Report.

Duration and campaign dates (mandatory minimum 3 weeks):

The duration and dates of the campaign will be finalised in consultation with the Communication, Engagement and Events team and the independent consultant CL Rowe. Factors to be considered in determining this will be media publication dates, consultant availability and public availability for consultation during the time of year. Depending on the starting date of the public consultation process the Administration may determine that a longer consultation period be undertaken to ensure that the public is able to participate in the public consultation process.

Media:

- Courier Newspaper
- Council website
- Council social media (Facebook, Twitter, Hills Voice, email lists)
- Public meetings (likely Lobethal and Stirling)
- On-line digital engagement (including enabling electronic submissions)
- Council Members speaking with their constituents

Submissions will need to be in written form, as either a free form or quick response sheet to assist with ease in making submissions. Submissions will be able to comment on all aspects of the proposal, including the name of wards.

Literature associated with the requests for submissions will encourage the provision of the reasons why they support or do not support the proposal. This will assist Council in analysis of the submissions although it will be entirely at the discretion of the individual respondents as to the nature and content of their written submissions.

#### Representation Review Process

Adelaide Hills Council is required to complete its Representation Review by April 2025. The below schedule for the process has been developed by C L Rowe to enable AHC to complete the review within this timeframe.



10 – 14 weeks	<ul style="list-style-type: none"> <li>• Provision of an Information Paper to elected members and staff.</li> <li>• Conduct the initial workshop with elected members (in person or via video conference) to generally discuss the review process and the key issues.</li> <li>• Collect and analyse elector data.</li> <li>• Prepare a "Discussion Paper" addressing the key issues relating to the composition and structure of Council, including potential ward structure alternatives.</li> <li>• Conduct a workshop (in person or by video conference) with the elected members to discuss all key issues.</li> <li>• Council to make "in principle" decisions regarding its preferred future composition and structure.</li> </ul>
4 - 6 weeks	<ul style="list-style-type: none"> <li>• Prepare a draft "Representation Report" (for public consultation purposes).</li> <li>• Council to discuss/finalise the report.</li> </ul>
6 – 8 weeks	<ul style="list-style-type: none"> <li>• Undertake the prescribed public consultation, including the preparation of the public notice and provision of a public questionnaire document (if required).</li> <li>• Examine all public submissions and prepare a "Submissions Report" for consideration by Council.</li> </ul>
4 – 6 weeks	<ul style="list-style-type: none"> <li>• Council to consider the "Submissions Report", and either resolve to submit its final report to the Electoral Commissioner or amend its proposal in accordance with community feedback.</li> </ul>
4 weeks	<ul style="list-style-type: none"> <li>• Prepare the draft Final Report (to the Electoral Commissioner) for consideration and endorsement by Council.</li> <li>• Submit "Final Report" to Electoral Commissioner.</li> <li>• Consult with Electoral Commission SA during the certification process.</li> </ul>

### Next Steps

Following the approval of the draft Representation Review Report and public consultation period, all submissions will be considered and a submissions report will be prepared for consideration by Council.

### **3. OPTIONS**

Council has the following options:

1. To resolve to approve the draft Representation Review Report in **Appendix 1** for public consultation. Doing so would enable the Review process to continue in a timely manner. If minor changes to the report content are required, it is proposed that the Chief Executive Officer be delegated to make these changes in the finalisation of the document for consultation purposes; or
2. To determine not to approve the draft Representation Review Report in **Appendix 1** for public consultation at this time. Doing so would not enable the Review process to progress as planned as the release of the Report for public consultation is the next critical step. Such a delay would impact on the timelines of the Review.

**4. APPENDICES**

- (1) Draft Representation Review Report – November 2024

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# **Appendix 1**

*Draft Representation Review Report – November 2024*

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# **ADELAIDE HILLS COUNCIL**

## **REPRESENTATION REPORT**

(SECTION 12(5) – 12(7) OF THE LOCAL GOVERNMENT ACT 1999)

**Disclaimer**

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# 1. Introduction

Section 12(3) of the *Local Government Act 1999* (the Act) indicates that Council must undertake a “representation review” to determine whether the community would benefit from an alteration to Council’s composition and/or ward structure.

Section 12(4) of the Act states: *“A review may relate to a specific aspect of the composition of the council, or of the wards of the council, or may relate to those matters generally – but a council must ensure that all aspects of the composition of the council, and the issue of the division, or potential division, of the area of the council into wards, are comprehensively reviewed under this section at least once in each relevant period that is prescribed by the regulations”.*

Representation reviews are generally undertaken every eight (8) years, and the Minister for Local Government has specified that the Adelaide Hills Council (Council) is required to undertake and complete a review during the period April 2024 – April 2025. The review outcome must be published in the Government Gazette by the 1st January 2026, and any changes will come into effect at the next Local Government elections in November 2026.

This report has been prepared in accordance with the requirements of Sections 12(5) and 12(6) of the Act. It sets out the elector representation proposal that Council believes should be carried into effect at the next Local Government elections; provides information pertaining to matters relevant to the composition and structure of Council; and presents an analysis of how Council’s proposal relates to the relevant provisions and principles prescribed under Sections 26(1)(c) and 33 of the Act.

The key issues that need to be addressed during the review include:

- the number of elected members of Council that are required to provide fair and adequate representation to the community;
- the division of the Council area into wards, or alternatively the abolition of wards; and
- if applicable, the preferred future ward structure, the level of ward representation and the name/title of any proposed future wards.

Whilst the proposal presented herein reflects the current position of the Council, no final decision will be made in respect to Council’s future composition and/or structure until consideration has been given to any and all public submissions which may be received during the prescribed public consultation stage.



## 2. Background

Adelaide Hills Council covers approximately 795.1km<sup>2</sup>; and had an estimated resident population of 41,842 as at the 30<sup>th</sup> June 2023. According to Electoral Commission SA, there were 30,881 eligible electors within the Council area as at the 28<sup>th</sup> June 2024, this equating to an elector ratio (i.e. the average number of electors represented by a councillor) of 1:2,573.

The Council area is currently divided into two (2) wards, as described hereinafter and depicted on Map 1. The Ranges Ward is represented by seven (7) ward councillors, whilst the Valleys Ward is represented by five (5) ward councillors. The Mayor is the thirteenth and principal member of Council. This arrangement formally came into effect at the Local Government elections in November 2018.

**Ranges Ward:** Comprising the suburbs/localities of Aldgate, Ashton, Basket Range, Carey Gully, Castambul, Cherryville, Cleland, Crafers, Greenhill, Heathfield, Horsnell Gully, Longwood, Marble Hill, Montacute, Mount George, Norton Summit, Piccadilly, Scott Creek, Stirling, Summertown, Teringie, Uraidla and Woodforde; and part of the localities of Belair, Bradbury, Bridgewater, Crafers West, Dorset Vale, Ironbank, Mylor, Rostrevor and Upper Sturt.

**Valleys Ward:** Comprising the localities of Balhannah, Chain of Ponds, Charleston, Cudlee Creek, Forest Range, Forreston, Gumeracha, Inglewood, Kenton Valley, Kersbrook, Lenswood, Lobethal, Lower Hermitage and Millbrook; and part of the localities of Birdwood, Cromer, Hahndorf, Hay Valley, Houghton, Humbug Scrub, Mount Crawford, Mount Torrens, Oakbank, Paracombe, Upper Hermitage, Verdun and Woodside.

The distribution of electors between the existing wards is detailed in Table 1.

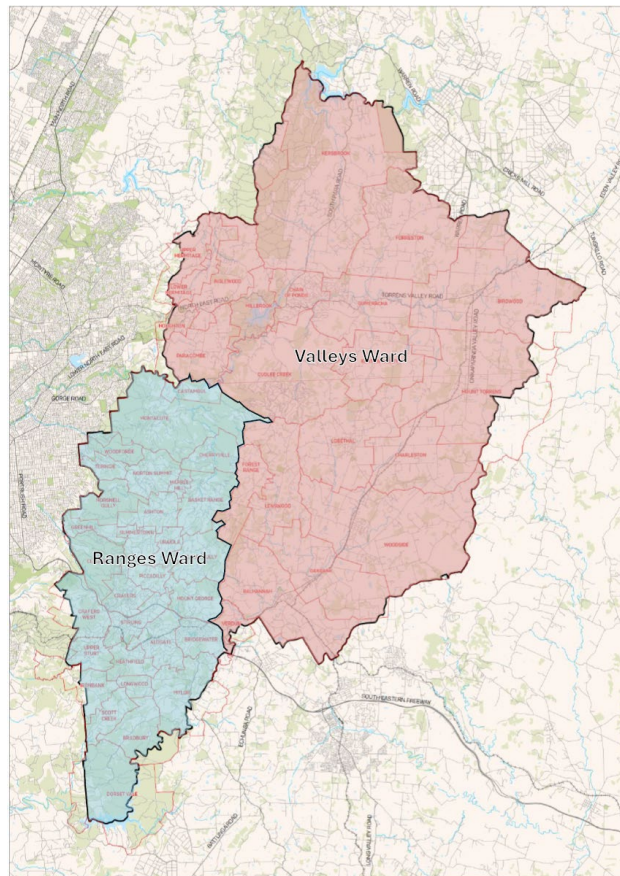
Table 1: Elector numbers and ratios for the existing wards.

Ward	Crs	H of A Roll	Council Roll	Total Electors	Elector Ratio	% Variance
Ranges	7	18,396	9	18,405	1:2,629	+2.18
Valleys	5	12,467	9	12,476	1:2,496	- 3.03
<b>Total</b>	<b>12</b>	<b>30,863</b>	<b>18</b>	<b>30,881</b>		
<b>Average</b>					<b>1:2,020</b>	

Source: Electoral Commission SA, 28<sup>th</sup> June 2024

The elector ratios (i.e. the total number of electors divided by the number of councillors) in both of the existing wards lay within the specified quota tolerance limits (refer 5.6 Quota, page 14) and, as such, the ward structure can be retained, if so determined by Council.

Map 1: Current ward structure



Council commenced its review on the 5<sup>th</sup> August 2024 with an initial briefing of the elected members on matters relevant to the review. A subsequent workshop/briefing was conducted on the 2<sup>nd</sup> September 2024 at which time the elected members further discussed matters relevant to the review; and considered a Discussion Paper which provided further information, including potential alternative ward structure options. Key issues of discussion have included:

- the “member cap” specified under Section 11A of the Act;
- the continued division of the Council area into wards, as opposed to the abolition of wards;
- the number of elected members required to provide adequate and fair representation;
- the provisions of Sections 26(1)(c) and 33 of the Act, in particular the requirement to avoid over-representation in comparison with councils of a similar size and type; and
- the anticipated population growth over coming years, and the likely impacts thereof upon elector representation across the Council area.

At its meeting on the 24<sup>th</sup> September 2024 Council identified the preferred (in principle) option in respect to its future composition and ward structure.

### 3. Proposal

Having duly considered all relevant provisions of the Act and considerable information pertaining to the primary issues pertaining to the review, Council proposes the following in respect to its future composition and structure.

- The principal member of Council will be a Mayor elected by the community (as per the requirements of Section 51 of the Act).
- The future elected body of Council will comprise the Mayor and twelve (12) ward councillors.
- The Council area will be divided into three (3) wards (as depicted in Map 2 and described hereinafter), with each of the proposed wards being represented by four (4) councillors.

Ward 1: Comprising the districts/localities of Birdwood (part), Castambul, Chain of Ponds, Charleston, Cromer (part), Cudlee Creek, Forreston, Gumeracha, Houghton (part), Humbug Scrub (part), Inglewood, Kenton Valley, Kersbrook, Lobethal, Lower Hermitage, Millbrook, Montacute, Mount Crawford (part), Mount Torrens (part), Paracombe (part), Upper Hermitage (part) and Woodside.

Ward 2: Comprising the districts/localities of Ashton, Balhannah, Basket Range, Bridgewater (part), Carey Gully, Cherryville, Forest Range, Greenhill, Hahndorf (part), Hay Valley (part), Horsnell Gully, Lenswood, Marble Hill, Mount George, Norton Summit, Oakbank (part), Piccadilly, Rostrevor (part), Summertown, Teringie, Uraidla, Verdun (part) and Woodforde.

Ward 3: Comprising the districts/localities of Aldgate, Belair (part), Bradbury (part), Cleland, Crafers, Crafers West (part), Dorset Vale (part), Heathfield, Ironbank (part), Longwood, Mylor (part), Scott Creek, Stirling, Upper Sturt (part) and Waterfall Gully (part).

- The proposed wards will be identified as North, central and South.

The distribution of electors between the proposed wards is detailed in Table 2, and the reasons for Council's "in principle" decisions, together with an analysis of compliance with the relevant provisions and requirements of the Act, are provided hereinafter.

Table 2: Elector distribution between proposed wards.

Ward	Councillors	Electors	Elector Ratio	% Variance
Ward 1 - North	4	9,898	1:2,475	-2.30
Ward 2 - Central	4	10,212	1:2,553	+0.80
Ward 3 - South	4	10,284	1:2,571	+1.51
<b>Total</b>	<b>12</b>	<b>30,394</b>		
<b>Average</b>			<b>1:2,533</b>	

Source: Electoral Commission SA, House of Assembly Roll (28 March 2024)





## 4. Proposal Rationale

### 4.1 Composition

Section 51 of the Act stipulates that the principal member of Council must be appointed (by the Governor under circumstances prescribed under Section 10 of the Act) or elected by the electors of for the Council area as a representative of the area as a whole; and is to be called mayor. The Act no longer affords any alternative.

Section 52(1) of the Act specifies that all members of Council, other than the principal member, shall have the title of councillor.

Section 52(2) states that a councillor will (depending on how the council is constituted):

- be elected by the electors of the Council area, as a representative of the area as a whole (whether or not the area is divided into wards); or
- if the area is divided into wards, be elected by the electors of a particular ward, as a representative of the ward.

### 4.2 Wards/No Wards

The Council area has been divided into wards since the Adelaide Hills Council was proclaimed in 1997.

Currently two (2) of the nineteen (19) metropolitan councils (i.e. the Towns of Gawler and Walkerville) have no wards, as do thirty-five (35) of the forty-nine (49) regional councils.

Council acknowledges that the "no ward" alternative could befit the smaller of the metropolitan councils; affords electors the opportunity to vote for all of the vacant positions on Council; automatically absorbs fluctuations in elector numbers; allows for the most supported candidates from across the Council area to be elected; and supposedly enables the elected members to be free of parochial ward attitudes. Notwithstanding this, Council is concerned that the "no ward" alternative:

- does not guarantee direct representation of all communities within the Council area;
- may make it easier for single interest candidates and/or groups to gain support (than does the existing ward based system);
- has the potential to make the task and cost of contesting "council-wide" elections difficult and excessive; and
- has the potential to increase the cost of conducting elections and supplementary elections, given that under the "no wards" structure all contested elections must be conducted on a "council-wide" basis.

On the other hand, Council believes that a ward structure:

- guarantees a level of direct representation of all areas and communities within the Council area;
- ensures local interests/issues are not overlooked in favour of the bigger "city-wide" picture; and
- provides recognizable lines of communication with Council through the ward councillors.

It is also considered that ward councillors can have empathy for, and an affiliation with, the constituents and communities within their ward; and ward councillors deliberate and make decisions on the basis of achieving the best outcome for their ward and the whole of the Council area (as would be the role of an area councillor under the "no ward" alternative). Further, the community knows and accepts the division of the Council area into wards, and the structure and level of representation that it provides. As such, the retention of a ward structure will likely be perceived as an indication of stability within Council and Local Government in general.

**Given the aforementioned, Council supports the on-going division of the Council area into wards.**

### 4.3 Proposed Ward Structure

During the course of the review Council considered a number of ward structures based on ten, eleven and twelve councillors.

Council favours the proposed ward structure because it:

- is relatively simple in configuration;
- is reasonably well balanced in terms of the distribution of electors between the proposed wards (and the resulting ward elector ratios);
- exhibits ward elector ratios which lay well within the specified quota tolerance limits (and are therefore capable of sustaining reasonable future fluctuations in elector numbers);
- has consistent levels of ward representation;
- will provide sufficient opportunities for aspiring candidates to run for Council;
- will provide a level of ward representation which will ensure continued representation within a ward under circumstances whereby a ward councillor or councillors are absent or unavailable;
- should maintain reasonable and manageable workloads for the ward councillors;
- proposes wards which are not excessively large in area and, as such, should provide an environment wherein close relationships between ward councillors and their constituents can still be fostered, and ward councillors can be more familiar with the issues and/or concerns within their ward.

**Given all of the aforementioned, Council's preference to introduce a new, three-ward structure is considered to be rational and justifiable.**

#### 4.4 Number of Councillors

Council has comprised the Mayor and twelve (12) ward councillors for many years.

Section 11A of the Act specifies that a council must not be comprised of more than thirteen (13) members, including the Mayor. However, the Act also allows Council to seek an “exemption certificate” from the Electoral Commissioner if it desires to retain more than the specified maximum number of elected members.

The Council proposal to retain thirteen (13) elected members, being the Mayor and twelve (12) ward councillors, is in keeping with the requirement and intent of the Act.

When determining its preferred future composition, Council also gave consideration to the following.

- Section 12(6)(a)(i) of the Act which specifically requires Council to examine the question of whether the number of members should be reduced. The Act is silent on the issue of a potential increase in the number of elected members.
- Whilst ward councillors are elected to provide representation of (and assistance to) the constituents within their wards, they also act in the best interest of the whole community within the Council area. This includes nearly 12,000 or more residents who are not enrolled to vote but have the same day-to-day concerns and issues which confront the eligible electors throughout the Council area. As the demands and needs of the whole of the local community directly impact upon the workloads of the elected members, the greater the number of elected members the greater the lines of communication between Council and the greater the likelihood that the elected members will be capable of providing an adequate service to the local community.
- It is anticipated that the population of the Council area will continue to grow in the foreseeable future (refer 5.2 Population and Demographic Trends, page 10). Whilst it is difficult to quantify the future population growth with any certainty at this time, the anticipated increase in the population of the Council area over the next eight years (i.e. the next scheduled representation review) will obviously result in greater elector numbers, higher elector ratios and greater demands being placed upon the elected members (both individually and as a collective body).
- There must be sufficient elected members to manage the day-to-day affairs of Council; provide adequate and readily available lines of communication between Council and the community; and ensure that the potential for diversity in the elected member's skill sets, experience and backgrounds is maintained.

Council believes that it is important to reach a balance between adhering to the intent of the Act (in regard to the future number of elected members) and providing fair and adequate representation to, and of, the local community. **Ultimately, Council believes that the retention of twelve (12) ward councillors and the Mayor will meet both objectives at this time.**



## 5. Legislative Requirements

The provisions of Sections 26(1)(c) and 33 of the Act require Council consider, as far as practicable, the following when developing a proposal that relates to its composition and structure.

Section 26(1)(c) requires that, when considering a reform proposal, Council should have regard to a list of principles, the most relevant being the following.

- Proposed changes should, wherever practicable, benefit ratepayers.
- A council should reflect communities of interest of an economic, recreational, social, regional or other kind, and be consistent with community structures, values, expectations and aspirations.
- Residents should receive adequate and fair representation within the local government system, while over-representation in comparison with councils of a similar size and type should be avoided (at least in the longer term).

Section 33(1) requires that, in the formulation of a proposal that relates to the boundaries of a ward or wards, the review must also take into account, as far as practicable:

- the desirability of reflecting communities of interest of an economic, social, regional or other kind;
- the population of the area, and of each ward affected or envisaged by the proposal;
- the topography of the area, and of each ward affected or envisaged by the proposal;
- the feasibility of communication between electors affected by the proposal and their elected representatives;
- the nature of substantial demographic changes that may occur in the foreseeable future; and
- the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term).

Finally, Section 33(2) of the Act requires that a proposal which relates to the formation or alteration of wards of a council must observe the principle that the number of electors represented by a councillor must not, as at the relevant date (assuming that the proposal was in operation), vary from the ward quota by more than 10 per cent.

Council's comments, as they relate to the relevant provisions of Sections 26 and 33 of the Act, are as follows.

### 5.1 Communities of Interest

The Act speaks of the desirability of reflecting communities of interest of an economic, social, regional or other kind.

Council defines “Communities of interest” as a community of people who share a common interest or passion over an extended period of time, and are generally identified by considering factors including neighbourhood communities; virtual communities; history and heritage communities; sporting facilities; community support services; recreation and leisure communities; retail and shopping centres; work communities; industrial and economic development clusters; and environmental and geographic interests.

The Council area covers 795.1km<sup>2</sup> and incorporates sixty (60) districts and/or localities, all of which could conceivably constitute a “community of interest”. Council is keen to ensure that, where possible, identified “communities of interest” are maintained in their entirety within the bounds of a ward, taking into account the features of the landscape; the location of, and connection between, the various communities; and the distribution of the electors. In order to achieve this, Council proposes a ward structure wherein all townships and districts are maintained in their entirety within a ward.

## 5.2 Population and Demographic Trends

Further residential development and urban renewal (and therefore population growth) is expected across the Council area in the future.

The following information provides some insight into the demographic trends that have occurred over recent years, and the extent of the anticipated future population increase. This information has been taken into account by Council when determining its preferred future ward structure.

Data sourced from Electoral Commission SA indicates that the number of electors within the Council area increased at varying rates over the period 2010 – 2024. Overall, during the cited period the number of enrolled electors increased by 2,187 or 7.6% (i.e. 28,767 to 30,954).

The Department of Planning, Transport and Infrastructure document “Local Area (SA2 and LGA), Population Projections for South Australia, 2021 – 2041” (published March 2024) indicates that the population of the Council area is anticipated (medium series) to increase by 3,439 people or 8.3% (i.e. 41,240 to 44,679) during the period 2021 – 2041.

Data provided by the Australian Bureau of Statistics (refer 3218.0 Regional Population Growth, Australia) indicates that the estimated population of the Council area generally increased from year to year during the period 2001 – 2023; and overall increased by 3,293 people or 8.54% over the specified period (i.e. 38,549 to 41,842). The same data indicates that the population increased by 1,669 people or 4.15% during the five year period 2018 – 2023 (i.e. 40,173 to 41,842).

Australian Bureau of Statistics “Quick Stats” indicate that the estimated population of the Council area increased by 4,250 people or 11.6% over the period 2001 – 2021 (i.e. 36,629 to 40,879).

According to the Adelaide Hills Council “community profile”, the estimated resident population of the Council area increased by 555 people or 1.42% (i.e. 39,165 to 39,720) during the period 2006 – 2012; decreased by 57 people or -0.14% (i.e. 39,687 to 39,630) during the period 2013 – 2015; and

then increased by 2,210 people or 5.58% (i.e. 39,632 to 41,842) during the period 2016 – 2023. Overall, this equates to an increase of 2,677 people or 6.84% over the period 2006 – 2023. 15

In addition, Council is aware of the following.

- The residential growth opportunities identified in the District Mastertplan (2015) have largely been realised via the development of Hamilton Estate (Woodforde), “The Crest” at Woodside, Dunnfield Estate at Mount Torrens, Hughes Place Estate at Lobethal, and a small estate (Pomona Road) at Stirling. The anticipated residential development at Birdwood has not eventuated.
- There are currently no Code Amendments seeking the rezoning of land for residential purposes or the expansion of township boundaries.
- Approximately 60% of metropolitan Adelaide’s watershed is within the Council area and this restricts the potential for further residential development.
- Land divisions are largely confined to small scale infill/urban renewal developments.
- Two small land divisions (10 and 12 allotments) have been approved in Charleston.
- Two small land divisions (6 and 11 allotments) have been approved in Lobethal.
- There are opportunities for small residential developments in Birdwood (8 Shannon Street) and Lobethal (30-32 Pioneer Avenue, 13 Kenton Valley Road and Magpie Castle Road).

### 5.3 Topography

The Adelaide Hills Council is 795.08 km<sup>2</sup> in area; extends from Mount Bold Reservoir in the south to the South Para Reservoir in the north and from the Hills Face escarpment in the west to the eastern escarpment of the Mount Lofty Ranges; and primarily comprises natural and/or rural landscape, undulating hills, farming land uses and sixty township, settlement and/or district communities.

Council acknowledges that the topography and travel distances can, at times, have some effect upon the elected members’ ability to attend to the requirements and/or demands of the community, and has consequently given due consideration to the impacts of the topography during the review process.

It is considered that the proposed ward structure is a relatively simple and efficient division of the Council area which befits and accommodates the existing topography of the Council area. Further, the proposed wards are smaller in area than the existing wards; each of the proposed wards are to be represented by four councillors who will be able to share the responsibilities and demands of ward representation; and most parts of the Council area are readily accessible via the local road network.

Given the aforementioned, Council believes that the topography of the Council area should have little or no impact upon Council’s elector representation proposal.

## 5.4 Feasibility of Communication

Council believes that the Mayor and twelve ward councillors will continue to provide adequate lines of communication between the elected members of Council and the community, taking into consideration the anticipated future growth in elector numbers; the size of the Council area; the nature and density of land uses and development within the Council area; and the continual advancements being made in regard to telecommunications and information technology.

## 5.5 Adequate and Fair Representation

Sections 26(1)(c) and 33(1) of the Act seek to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term). However, such a comparison is not necessarily a straightforward exercise, given that no councils are identical in terms of their size (elector numbers and/or area), character, population, topography or communities of interest

Table 3 provides the elector data, elector ratios and the area of the regional or “rural” councils which are similar (in terms of elector numbers) to the Adelaide Hills Council. Overall, the data indicates that the Adelaide Hills Council is the fifth largest in area; has the highest number of electors and elected members; and is reasonably consistent with three of the cited councils in regard to elector ratio. However, it is noted that the Adelaide Hills Council compares less favourably with Mount Barker District Council, which is the most similar in regard to area and elector numbers.

Table 3: Elector representation comparison – Regional councils

Council	Councillors	Electors	Elector Ratio
Barossa (912 km <sup>2</sup> )	11	19,395	1:1,763
Whyalla (1,032.5 km <sup>2</sup> )	9	15,960	1:1,773
Murray Bridge (1,832 km <sup>2</sup> )	9	15,977	1:1,775
Mount Gambier (33.9 km <sup>2</sup> )	8	20,401	1:2,500
Alexandrina (1,827 km <sup>2</sup> )	9	22,992	1:2,554
<b>Adelaide Hills (795.1 km<sup>2</sup>)</b>	<b>12</b>	<b>30,954</b>	<b>1:2,580</b>
Mount Barker (595 km <sup>2</sup> )	10	29,916	1:2,991

Source: Electoral Commission SA (28<sup>th</sup> June 2024)

Table 4 provides (for comparison purposes) the elector data, elector ratios and the size/area of the metropolitan councils. The data indicates that Adelaide Hills Council is the largest metropolitan council in area; and the level of representation and the elector ratio therein are relatively consistent with the elector representation arrangements of the City of Unley, the City of Holdfast Bay and the City of Burnside, all of which are of a similar size (in terms of elector numbers) to Adelaide Hills Council and comprise twelve (12) councillors.

Table 4: Elector representation comparison – Metropolitan councils

Council	Councillors	Electors	Elector Ratio
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Walkerville (1.34 km <sup>2</sup> )	8	5,820	1: 728
Prospect (7.81 km <sup>2</sup> )	8	15,254	1:1,907
Norwood Payneham & St Peters (15.1 km <sup>2</sup> )	13	26,064	1:2,005
Gawler (41.10km <sup>2</sup> )	10	20,344	1:2,034
Unley (14.29 km <sup>2</sup> )	12	28,002	1:2,390
Holdfast Bay (13.72 km <sup>2</sup> )	12	28,679	1:2,383
<b>Adelaide Hills (795.1 km<sup>2</sup>)</b>	<b>12</b>	<b>30,881</b>	<b>1:2,573</b>
Burnside (27.53 km <sup>2</sup> )	12	32,324	1:2,694
West Torrens (37.07 km <sup>2</sup> )	14	43,198	1:3,086
Adelaide (15.57 km <sup>2</sup> )	9	30,445	1:3,383
Campbelltown (24.35 km <sup>2</sup> )	10	37,148	1:3,715
Mitcham (75.55 km <sup>2</sup> )	12	49,608	1:4,134
Playford (344.9 km <sup>2</sup> )	15	72,103	1:4,807
Port Adelaide/Enfield (97.0 km <sup>2</sup> )	17	90,246	1:5,309
Charles Sturt (52.14 km <sup>2</sup> )	16	90,687	1:5,668
Marion (55.5km <sup>2</sup> )	12	68,346	1:5,696
Tea Tree Gully (95.2 km <sup>2</sup> )	12	74,774	1:6,231
Salisbury (158.1 km <sup>2</sup> )	14	98,637	1:7,046
Onkaparinga (518.4 km <sup>2</sup> )	12	133,861	1:11,155

Source: Electoral Commission SA (28<sup>th</sup> June 2024)  
\* City of Adelaide also comprises two (2) "area councillors".

Whilst a reduction in the number of elected members would result in some financial savings (e.g. elected member's allowances), Council believes that the potential detrimental impacts in regard to the level and/or quality of representation, the lines of communication between Council and the community, and the increase in elected member's workloads, are undesirable outcomes.

Further, when determining the appropriate number of councillors required to provide fair and adequate representation, Council was mindful that:

- sufficient elected members must be available to manage the affairs of Council;
- the elected member's workloads should not become excessive;
- there is an appropriate level of elector representation;
- the potential for diversity in member's skill sets, experience, expertise, opinions and backgrounds should be maintained to ensure robust discussion amongst the elected members; and
- adequate lines of communication must exist between the community and Council.

Given the aforementioned, **Council believes that a change in the number of councillors is not warranted or appropriate at this time.**

## 5.6 Quota

Ward quota is the number of electors within a ward divided by the number of ward councillors, whereas the “elector ratio” for the Council area is the total number of electors divided by the number of councillors (i.e. the Mayor is excluded).

Given the aforementioned, any potential future ward structure must incorporate wards wherein the distribution of electors is equitable, either in terms of numbers (if the wards have equal representation) or elector ratio. Under the latter circumstance, the elector ratio within each ward must be within 10% of the average elector ratio for the Council area. The Act only allows for the 10% quota tolerance limit to be exceeded in the short term if demographic changes predicted by a Federal or State government agency indicate that the ward quota will not be exceeded at the time of the next periodic Local Government election.

As indicated in Table 2 (refer 3. Proposal, page 4), the elector ratios in each of the proposed wards lay well within the specified quota tolerance limits.





## 6. Current Public Consultation

In accordance with Section 12(7) of the Act, interested persons are invited to make a written submission to Council expressing their views on the proposed future composition and structure that Council proposes to introduce at the date of the next Local Government elections in November 2026.

Submissions can be made as follows, and will be accepted until **(insert time and date)** 2024.

- Via Council's Website (Hills Voice: Community Engagement Hub) – [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au).
- Written submission addressed to the Chief Executive Officer, 63 Mount Barker Road, Stirling 5152.
- Delivered to the Council offices at 63 Mount Barker Road, Stirling.
- Emailed to [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au).

Further information regarding the elector representation review can be obtained on Council's website or by contacting the Governance Team on telephone 8408 0400 or email [governanceandperformance@ahc.sa.gov.au](mailto:governanceandperformance@ahc.sa.gov.au).





**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
AGENDA BUSINESS ITEM**

**Item:** 12.6

**Responsible Officer:** Zoë Gill  
Executive Governance Officer  
Office of the CEO

**Subject:** Confidential Items Review

**For:** Decision

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**SUMMARY**

Section 91 of the *Local Government Act 1999* requires Council to review confidential orders at least once every year.

A review of the Register of Confidential Items has been undertaken and there are four (4) item that require a new confidentiality order.

Since last reporting on 24 September 2024, two (2) items have been released either as confidentiality orders have expired or they have been released by the Chief Executive Officer under the delegation provided by Council and these are detailed in **Appendix 2**.

**NB: If the meeting wishes to discuss the status of any items in a manner that will result in the disclosure of information currently under an s91(7) confidentiality order, it should first consider making a s90 order to move into confidence.**

**RECOMMENDATION**

**DECISION 1**

1. To receive and note the report titled “Confidential Items Review” (Agenda item 12.7, 12 November 2024 Council Meeting).
2. To note the items held as confidential in the Confidential Items Register (*Appendix 1* of Agenda item 12.7, 12 November 2024 Council Meeting).

**DECISION 2 – Resolution 303/22 – Surplus Government Land Notification**

1. Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(d) of the Act:
  - The report, related attachments and minutes of 20 December 2022, Item No. 18.1, Surplus Government Land Notification, 303/22 unless previously released, remain

**confidential until further order and that this order be reviewed every twelve (12) months.**

**On the grounds that the document(s) (or part) relates to commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest.**

- 2. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.**

#### **DECISION 3 – Resolution PRP26/23 Motion Without Notice**

- 1. Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) and (h) of the Act:**
  - The Report, Related Attachments, Minutes and Other (presentation, documents or similar) of 12 December 2023, Item No. 9.2, Motion Without Notice, PRP26/23 unless previously released remain confidential until further order and that this order be reviewed every twelve (12) months.**

**On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this.**

- 2. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.**

#### **DECISION 4 – Resolution PRP27/23 CEO Probation Review Process**

- 1. Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) and (h) of the Act:**
  - The Report, Related Attachments, Minutes and Other (presentation, documents or similar) of 12 December 2023, Item No. 9.3, CEO Probation Review Process, PRP27/23 unless previously released remain confidential until further order and that this order be reviewed every twelve (12) months.**

**On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this.**

2. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

#### **DECISION 5 – Resolution 345/23 CEO Performance Review Process**

1. Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) and (h) of the Act:
  - The Report and Related Attachments of 19 December 2023, Item No. 19.4, CEO Performance Review Process, 345/23 unless previously released remain confidential until further order and that this order be reviewed every twelve (12) months.

On the grounds that the document(s) (or part) relates to information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person; and information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would waive privilege to legal advice received by the Council; and information to be received, discussed or considered in relation to this.

2. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

#### **1. BACKGROUND**

An Extract of the Confidential Items Register is contained on Council’s website and is reviewed on a quarterly basis. Items that have progressed to the specified point and are no longer of a confidential nature are released in accordance with the respective council resolution. Items that remain in confidence are displayed on the Register. The CEO also considers his discretion to release confidential items where appropriate.

For administrative and Council efficiencies, items may be included in reviews even though they may not be due for such. Processing items in this way eliminates the need for additional reports to Council whilst maintaining the confidential status of items.

#### **2. ANALYSIS**

##### **➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment**

*Strategic Plan 2020-24 – A brighter future*

Goal 5	A Progressive Organisation
Objective O4	We actively represent our community
Priority O4.3	Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community
Priority O4.3	Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community

Priority O5.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

The review of Council's *Confidential Items Register* is an important element of Council's commitment to open and transparent decision making which facilitates public accountability.

➤ **Legal Implications**

Section 91(7) of the *Local Government Act 1999* sets out the provisions regarding the making of orders to retain documents and discussions considered at Council and Council Committees in confidence.

Section 91(9) requires that these orders must specify the duration of the order or the circumstances in which the order will cease to apply or must be reviewed. Any order that operates for a period exceeding 12 months must be reviewed at least once in every year. To enable management of any order made under Section (90) a Confidential Orders Register is maintained.

➤ **Risk Management Implications**

Reviewing confidentiality orders assists with mitigating the risks of:

*Confidential information is released which prejudices Council's and/or third parties' interests.*

Inherent Risk	Residual Risk	Desired Risk
Extreme (3A)	Low (3E)	Low (3E)

*Information scheduled for release under a confidentiality order is not duly released resulting in a breach of legislation and depriving the community of public information.*

Inherent Risk	Residual Risk	Desired Risk
Extreme (3A)	Low (3E)	Low (3E)

Note: there are a number of other controls that assist with managing these risks.

➤ **Financial and Resource Implications**

Not applicable.

➤ **Customer Service and Community/Cultural Implications**

There is a high expectation that Council has appropriate corporate governance processes in place including effective management and regular review of the Confidential Items Register.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not applicable
<i>Council Workshops:</i>	Not applicable
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	Not applicable
<i>Community:</i>	Not applicable

➤ **Additional Analysis**

The Register of Confidential Items has been reviewed and there are four (4) items that requires the consideration of a new confidentiality order at this time. An extract of the register is attached (**Appendix 1**) which provides a summary of all existing confidential orders the orders that requires a new confidentiality provision, as follows:

303/22 – Surplus Government Land Notification

The current period of confidentiality for this item concludes 20 December 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until further order and on the grounds that the item is relating to:

(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which –

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

and that the item is reviewed within twelve (12) months.

PRP26/23 Motion Without Notice

The current period of confidentiality for this item concludes 12 December 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until further order on the grounds that the item is relating to:

- (a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
- (h) Legal advice.

and that the item is reviewed within twelve (12) months.

PRP27/23 CEO Probation Review Process

The current period of confidentiality for this item concludes 12 December 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until further order on the grounds that the item is relating to:

- (a) Information the disclosure of which would involve the unreasonable disclosure of

information concerning the personal affairs of any person (living or dead);  
(h) Legal advice

and that the item is reviewed within twelve (12) months.

#### 345/23 CEO Performance Review Process

The period of confidentiality for this item is until further order. The item is due for yearly confidentiality review as of 19 December 2024.

It is recommended that a new confidentiality order be applied and that the item remain confidential until further order on the grounds that the item is relating to:

(a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);  
(h) Legal advice

and that the item is reviewed within twelve (12) months.

### **3. OPTIONS**

Council has the following options:

- I. To extend the period of confidentiality as per the recommendations.
- II. Determine an alternative period of confidentiality.
- III. Allow the confidentiality order to expire thus releasing the information.

**NB: If the meeting wishes to discuss the status of any item in a manner that will result in the disclosure of information currently under an s91(7) confidentiality order, it should first consider making a s90 order to move into confidence.**

### **4. APPENDIX**

- (1) Extract of Confidential Items Register – November 2024
- (2) Extract of Released Items Register – November 2024

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# **Appendix 1**

*Extract of Confidential Items Register*

*November 2024*

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Register No	Date of Meeting	Council/Committee	Agenda No	Resolution Number	Report Title	LD Act S90 Provision	ase date (no longer than 12 months)	Original Resolution regarding Period of Confidentiality	Revised Period of Confidentiality	Next Review Date (3 mths less than release date)	Still in confidence
								Report 31 December 2025, must be reviewed by Council prior to release. Related Attachments 31 December 2025, must be reviewed by Council prior to release. Minutes 31 December 2025, must be reviewed by Council prior to release. Other (presentation, documents, or similar) 31 December 2025, must be reviewed by Council prior to release.			
467	24/09/2024	Council	19.2	359/24	HR Consultant Update	s 90(3)(a) and (h)	31/12/2025			30/09/2025	Yes
466	24/09/2024	Council	19.1	356/24	CEO Performance Review Panel Recommendations to Council - CEO Review Process	90(3) (a)	24/09/2025	Report: Until Further Order Related Attachments: Until Further Order Minutes: Until Further Order Other (presentation, documents, or similar): Until Further Order		24/06/2025	Yes
465	28/08/2024	Boundary Change Committee	12.3	BCC22/24	Strategic Communication & Engagement Plan Updates	90(3)(b)(i)	28/08/2025	Report: Until further order Related Attachments: Until Further Order Minutes: Until Further Order Other (presentation, documents, or similar): Until Further Order		28/05/2025	Yes
464	28/08/2024	Boundary Change Committee	12.2.1	BCC19/24	Boundary Change Advocacy Strategy	90(3)(b)(i)	28/08/2025	Report: Until further order Related Attachments: Until further order Minutes: Until further order Other (presentation, documents, or similar): Until further order		28/05/2025	Yes
463	28/08/2024	Boundary Change Committee	12.1	BCC10/24	Boundary Change Proposal Project and Governance Arrangements	90(3)(b)(i)	28/08/2025	Report: Until further order Related Attachments: Until further order Minutes: Until further order Other (presentation, documents, or similar): Until further order		28/05/2025	Yes
462	27/08/2024	Ordinary Council	19.3	316/24 and 317/24	Work, Health and Safety Matters	Section 90(3)(a) and (h)	27/05/2025	Report: Until Further Order Related Attachments: Until Further Order Minutes with the exception of Decision One: part 1 to 5, part 6 Decision Two: Until Further Order That the exceptions not be released until the Mayor is advised Other (presentation, documents, or similar): Until Further Order		27/05/2025	Yes
461	27/08/2024	Ordinary Council	19.2	308/24	Mayor's Use of the Mayor Seeking Legal Advice Policy - Confidential	Section 90(3)(a) and (h)	27/08/2025	Report: Until further order Related Attachments: Until further order Minutes: Until the Mayor is informed Other (presentation, documents, or similar): Until further order		27/05/2025	Yes
459	27/08/2024	Ordinary Council	19	303/24	Question without Notice	Section 90(3)(g) and (h)	27/08/2025	Minutes: Until Further Order		27/05/2025	Yes
458	19/08/2024	Audit Committee	11.1	AC29/24	Financial Management Council Report	90(3)(g) and (h)	19/08/2025	Report: Until further order Related Attachments: Until further order Minutes: Until further order Other (presentation, documents, or similar): Until further order		19/05/2025	Yes
457	12/08/2024	CEO Performance Review Panel	10.1	PRP33/24	CEO Performance Review Process Recommendations	90(3)(a)	12/08/2025	Report: Until Further Order Related Attachments: Until Further Order Minutes: Until Further Order Other: Until Further Order		12/05/2025	Yes
456	13/08/2024	Ordinary Council Meeting	19.1	286/24	Financial Management	90(3)(g) and 90(3)(h)	13/08/2025	Report: Until further order Related Attachments: Until further order Minutes: Until further order Other (presentation, documents, or similar): Until Further Order		13/05/2025	Yes
455	23/07/2024	Ordinary Council	19.1	273/24	Land Management Agreement - Burial on Private Land - Confidential Item	90(3)(a)	23/07/2025	Report: Until further order Related Attachments: Until further order Minutes: Until further order Other (presentation, documents, or similar): Until further order		23/04/2025	Yes
454	1/07/2024	Special Council Meeting	8.1	241/24	Correspondence from PC Infrastructure	s90(2) and s90(3)(h) and s90(3)(i)	1/07/2025	Report: Until Further Order Related Attachments: Until Further Order Minutes: Until Further Order Other (presentation, documents, or similar): Until Further Order		1/04/2025	Yes
453	25/06/2024	Ordinary Council	19.1	230/24	Electricity Procurement - Legal Matter	s90(3)(h) and (i)	25/06/2025	Report: Until further order Related Attachments: Until further order Minutes: Until further order		31/07/2024	Yes
452	25/06/2024	Ordinary Council	12.6	227/24	Confidential Item Review	90(3)(i)	25/06/2025	Report: Until further order Related Attachments: Not Applicable Minutes: Until further order Other (discussion and considerations of the subject matter): Until further order		31/07/2024	Yes
451	11/06/2024	Ordinary Council	19.3	213/24	Mayor seeking legal advice update	90(3) (a) and (h)	11/06/2025	Report: For 12 months unless Council determines otherwise Related attachments: For 12 months unless Council determines otherwise Minutes: For 12 months unless Council determines otherwise Other: For 12 months unless Council determines otherwise		11/03/2025	Yes
450	11/06/2024	Ordinary Council	19.2	210/24	CEO Review Process	90(3)(a)	11/06/2025	Report: 11 June 2028 Related attachments: 11 June 2028 Minutes: 11 June 2028 Other: 11 June 2028		11/03/2025	Yes
449	11/06/2024	Ordinary Council	19.1	207/24	Event Opportunity Santos Tour Down Under 2025	91 (7) (B)	30/06/2025	Report: Until Council receives written confirmation from the South Australian Tourism Commission that the event information is no longer confidential, but not longer than 30 June 2025. Related Attachments: Not Applicable Minutes: Until Council receives written confirmation from the South Australian Tourism Commission that the event information is no longer confidential, but not longer than 30 June 2025. Other: Until Council receives written confirmation from the South Australian Tourism Commission that the event information is no longer confidential, but not longer than 30 June 2025.		31/03/2025	Yes
9999	19/12/2023	Ordinary	19.4	345/23	CEO Performance Review Process	S90(2) S90(3)(a)(h)	19/12/2024	Report - until further order Related Attachments - until further order Minutes - CEO to be advised at the conclusion of the meeting and the minutes to be publicly released after the Mayor has advised staff, no later than COB 22 December 2023		19/09/2024	Yes
9999	19/12/2023	Ordinary	19.3.1	341/23	CEO Performance Review Panel Minutes of Meeting - 12 December 2023	S90(2) S90(3)(a)(h)	19/12/2025	Report - Until further order and reviewed every twelve months Related Attachments - Until further order and reviewed every twelve months Minutes - Until further order and reviewed every twelve months Other - Until further order and reviewed every twelve months		19/12/2025	Yes

									Report 22 April 2028 Related Attachments 22 April 2028 Minutes 22 April 2028 Other (presentation, documents, or similar) 22 April 2028			
448	14/05/2024	Ordinary Council	19.2	165/24	19.25 Strategic Communication and Engagement Plan Woodforde, Terlingie and Rostrevor	s90(2), s90(3)(b), s90(3)(f)	22/04/2025			22/01/2025	Yes	
447	14/05/2024	Ordinary Council	19.1	160/24	19.1 Forensic Analysis of Boundary Change Submission – Exclusion of the Public	90(2), 90(3)(b), 90(3)(f)	22/04/2025			22/01/2025	Yes	
443	9/04/2024	Ordinary Council	19.5	123/24	Appointment of the Gawler River Floodplain Management Authority Chairperson	90(3)(a)	9/05/2025		Report - until the appointment has been confirmed Related attachments - until the appointment has been confirmed Minutes - until the appointment has been confirmed Other (presentation, documents or similar) N/A	7/02/2025	Yes	
444	9/04/2024	Ordinary Council	19.4	119/24	CEO Development Plan	90(3)(a)	9/05/2025		Report - until the appointment has been confirmed Related attachments - until the appointment has been confirmed Minutes - until the appointment has been confirmed Other (presentation, documents or similar) N/A	7/02/2025	Yes	
445	9/04/2024	Ordinary Council	19.3	117/24	CEO Performance Review Process 2024/25	90(3)(a)	9/05/2025		Report - 28 March 2027 Minutes - 28 March 2027	7/02/2025	Yes	
429	9/04/2024	Ordinary Council	19.1	112/24	CEO PRP Special Meeting - Minutes of meeting 28 March 2024	90(2) and 90(3)(a)	9/04/2025		Other (presentation, documents or similar) - 28 March 2027	9/01/2025	Yes	
430	26/03/2024	Ordinary Council	19.3	100/24	Special CEO PRP Committee Minutes of Meeting - 21 March 2024	90(2) and 90(3)(a)	26/03/2025		Council resolved confidence for 12 months until 9/4/2025.	20/12/2024	Yes	
431	26/03/2024	Ordinary Council	19.2	97/24	Trans Tasman Energy Group	90(2) and 90(3)(i) 90(3)(h)	26/03/2025		Council resolved 28 March 2025 or until legal release date	20/12/2024	Yes	
432	26/03/2024	Ordinary Council	19.1	94/24	Ashton Landfill	90(2) and 90(3)(a) and 90(3)(h)	26/03/2027		Council resolved duration of confidentiality to 28 March 2027	27/01/2027	Yes	
434	12/03/2024	Ordinary Council	20.1	74/24	CEO PRP Minutes of Meeting	90(2) and 90(3)(a)	12/03/2025		Council resolved to review the confidential order in 12 months.	13/01/2025	Yes	
441	27/02/2024	Ordinary Council	19.1	52/24	Recovery of Unpaid Rates	90(2) and 90(3)(f)	27/02/2025		Council resolved until either negotiations for sale are completed or a settlement reached or until legal proceedings have concluded but no longer than 12 months	27/11/2024	Yes	
438	23/01/2024	Ordinary Council	19.2	3/24	South Australian Boundaries Commission	90(2) and 90(3)(j)	23/01/2025		Council resolved to hold in confidence for 12 months	25/10/2024	Yes	
399	12/12/2023	CEO PRP	9.2 and 9.3	PRP26/23 and PRP27/23	CEO Probation Review Process and MWON	90(2) and 90(3)(a) and h	12/12/2024		Report: Ongoing, Reviewed every 12 months Related Attachments: Ongoing, Reviewed every 12 months Minutes: Ongoing, Reviewed every 12 months Other (presentation, documents, or similar): Ongoing, Reviewed every 12 months	12/09/2024	Yes	
427	6/11/2023	Special Council Meeting	8.1	277/23	CEO Performance Review Process	s 90(3)(a) and (h)	31/05/2025		The Report, related attachments, minutes or other (presentation, documents or similar) of 6 November 2023, Item No. 8.1.1, CEO Performance Review Process, 277/23 remain confidential until the matter is determined and that this order be reviewed every twelve (12) months. Report Until further order Related Attachments Until further order Minutes Until further order Other (including legal advice from Norman Waterhouse Lawyers relating to this matter) Until further order	28/02/2025	Yes	
425	10/10/2023	231010 Ordinary Council Meeting - 10 October 2023	18.1	263/23	Electricity Procurement - Legal Matter	90(2) and 90(3)(h)	10/10/2025		The report, related attachments, minutes and other (presentation, documents or similar) of 10 October 2023, Item 18.1, Electricity Procurement - Legal Matter, 263/23, unless previously released, remain confidential until further order and that this order be reviewed every twelve (12) months.	10/06/2025	Yes	
422	25/07/2023	Council	18.1	207/23	Country Cabinet August 2023 Key Strategic Issues	90(3)(j)	30/06/2025		The Report, related attachments and minutes of 25 July 2023, Item No. 18.1.1, Country Cabinet August 2023 Key Strategic Issues remain confidential until the announcement has been made but no longer than 30 June 2024 and that this order be reviewed every twelve (12) months. Report Until the announcement has been made, but not longer than 30 June 2024 Related Attachments Until the announcement has been made, but not longer than 30 June 2024 Minutes Until the announcement has been made, but not longer than 30 June 2024	30/03/2025	Yes	
421	27/06/2023	Council	18.1	183/23	Appointment of GRFMA Chairperson	90(3)(a)	27/06/2025		Due to withdrawal of successful applicant, GRFMA Executive Officer requested a further extension to end 2024 is required. 13 February 2024 - review of confidentiality order a further 12 months was resolved to 27 June 2025	27/04/2025	Yes	
413	14/02/2023	Council	9.1	23/23 and 28/24	9.1 South Australian Tourism Commission re Santos Tour Down Under	90(3)(j)	14/02/2025		Report Nil Related Attachments Nil Minutes Nil Other (presentation, documents, or similar) 12 months - 14 Feb 2024	Extend for a further 12 months due to SATC advice 13 February 2024 - Reviewed confidentiality order and extended for further 12 months to 14 February 2025	2/12/2024	Yes
410	20/12/2022	Council	18.3	309/22	Appointment of External Auditor	90(3)(g)	31/12/2024		Report 31 December 2024 Related Attachments 31 December 2024 Minutes Until Council has appointed an External Auditor for the 30 June 2023 financial year. Other (presentation, documents, or similar) NIL	2/09/2024	Yes	

408	20/12/2022	Council	18.1	303/22	18.15 Surplus Government Land Notification	90(3)(d)	20/12/2024	<p>Report Until the Land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first.</p> <p>Related Attachments Until the Land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first.</p> <p>Minutes Until the Land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first.</p> <p>Other (presentation, documents, or similar) Nil</p>	1/09/2024	Yes	
407	12/12/2022	Audit Committee	10.1	AC-49/22	External Audit Tender	90(3)(d)	12/12/2024	<p>Report 31 December 2024</p> <p>Related Attachments 31 December 2024</p> <p>Minutes Until Council has appointed an External Auditor for the 30 June 2023 financial year.</p> <p>Other (presentation, documents, or similar) Nil</p>	2/09/2024	Yes	
404	23/08/2022	Council	18.5	236/22 - 154/23	Ministerial Exemption	90(3)(i)	13/09/2025	<p>Report 23 August 2024</p> <p>Related Attachments 23 August 2024</p> <p>Minutes 23 August 2024</p> <p>Other 23 August 2024</p>	<p>Council resolved on the 14 May 2024 that:</p> <ul style="list-style-type: none"> <li>The Report of 23 August 2022, Item No. 18.5, Ministerial Exemption – Ashton Landfill, 236/22 &amp; 154/23 remain confidential and that this order be reviewed every twelve (12) months.</li> <li>The Report of 23 August 2022, Item No. 18.5, Ministerial Exemption – Ashton Landfill, 236/22 &amp; 154/23 remain confidential and that this order be reviewed every twelve (12) months.</li> </ul>	1/03/2025	Yes
403	23/08/2022	Council	18.4	234/22 - 158/23	Revised East Waste 2022-23 Annual Plan & Budget	90(3)(d)	23/05/2025	<p>Report Nil</p> <p>Related Attachments Appendix 1 Appendix 2 23 August 2024 Nil Minutes Nil Other Nil</p>	<p>Council resolves on 14 May 2024 that:</p> <p>To note that in relation to resolution 234/22 and 158/23 Council resolved the following:</p> <p>The report, related attachments, minutes and other (presentation, documents or similar) of 23 August 2022, Item No. 18.4, Revised East Waste 2022-23 Annual Plan &amp; Budget, 234/22, unless previously released, remain confidential until 23 August 2024 and that this order be reviewed every twelve (12) months.</p> <p>The document(s) in relation to resolution 234/22 and 158/23 be kept confidential for a period of 12 months to 23 August 2025.</p>	23/02/2025	Yes
402	23/08/2022	Council	18.3	229/22 - 157/23	East Waste Recycling Contract	90(3)(d)	13/06/2025	<p>Report 23 August 2024</p> <p>Related Attachments 23 August 2024</p> <p>Minutes 23 August 2024</p> <p>Other 23 August 2024</p>	<p>Council resolves on 14 May 2024 that:</p> <p>The report, related attachments, minutes and other (presentation, documents or similar) of 23 August 2022, Item No. 18.3, East Waste Recycling Contract, 229/22, unless previously released, remain confidential until 23 August 2024 and that this order be reviewed every twelve (12) months.</p> <p>The document(s) in relation to resolutions 229/22 and 157/23 be kept confidential for a period of 12 months to 23 August 2025.</p>	13/03/2025	Yes
395	28/06/2022	Council	18.3	171/22 - 155/23	Ashton Landfill	90(3)(i)	27/06/2025	<p>Report 28 June 2024</p> <p>Related Attachments 28 June 2024</p> <p>Minutes 28 June 2024</p> <p>Other Nil</p>	Revised to 28 June 2025	25/03/2025	Yes
393	28/06/2022	Council	18.1	165/22 - 153/23	Warren Road Birdwood Blackspot	90(3)(d)	28/06/2025	<p>Report Until all resolutions are executed, but not longer than 28 June 2023</p> <p>Related Attachments Until all resolutions are executed, but not longer than 28 June 2023</p> <p>Minutes Until all resolutions are executed, but not longer than 28 June 2023</p>	<p>Council resolves on the 14 May 2024 that:</p> <p>The report, related attachments, minutes and other (presentation, documents or similar) of 28 June 2022, Item No. 18.1, Warren Road Birdwood Blackspot, 165/22, unless previously released, remain confidential until this matter has concluded and that this order be reviewed every twelve (12) months.</p> <p>The document(s) in relation to resolution 165/22 be kept confidential for a period of 12 months to 28 June 2025.</p>	1/03/2025	Yes

										Resolved 14 March 2023		
										The Report of 26 April 2022, Item No. 11.1, Property Lobethal Road, Lenswood, 87/22 remain confidential until 14 March 2024 and that this order be reviewed every twelve (12) months.		
387	26/04/2022	Council	11.1.2	87/22	Property Lobethal Road, Lenswood	90(3)(a)	14/03/2025	Report Two year term Related Attachments Two year term Minutes NIL Other (presentation, documents, or similar) NIL		13 February 2024 - Reviewed confidentiality order and revised new date to 14 March 2025.	1/01/2025	Yes
										The Report of 26 October 2021, Item No. 18.1, Electricity Procurement Legal Matter, 238/21 remain confidential until 27 September 2023 and that this order be reviewed every twelve (12) months.		
										Council further resolved on 14 May 2024 that:  The report, related attachments, minutes and other (presentation, documents or similar) of 26 October 2021, Item No. 18.1, Electricity Procurement Legal Matter, 238/21, unless previously released, remain confidential until the matter is concluded and that this order be reviewed every twelve (12) months.		
382	26/10/2021	Council	18.1	238/21 - 156/23	Electricity Procurement Legal Matter	90(3)(h)	13/06/2025	that the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until the matter is determined, but not longer than 26 October 2022.		The document(s) to be kept confidential for a period of 12 months to 13 June 2025. The report of 26 October 2021, Item No. 18.2, Ashton Landfill, 236/21 remain confidential until 27 September 2023 and that this order be reviewed every twelve (12) months.	1/03/2025	Yes
										Council further resolves on 14 May 2024 that:  To note that in relation to resolution 236/21 Council resolved the following:  The report, related attachments, minutes and other (presentation, documents or similar) of 26 October 2021, Item No. 18.2, Ashton Landfill, 236/21, unless previously released, remain confidential until the matter is concluded and that this order be reviewed every twelve (12) months.		
										2. The document(s) in relation to resolution 236/21 be kept confidential until a further order of Council is resolved.		
381	26/10/2021	Council	18.2	236/21	Ashton Landfill	90(3)(i)	13/06/2025	that the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in confidence until 26 October 2024.		Council further resolves on 14 May 2024	13/03/2025	Yes
										Resolved 14 March 2023		
										The Report of 25 May 2021, Item No. 18.1.1, Multi Year Road Rally Proposal, 105/21 remain confidential until 14 March 2024 and that this order be reviewed every twelve (12) months.		
377	25/05/2021	Ordinary Council	18.1.1	105/21	Multi-Year Road Rally Proposal	90(3)(d)	14/03/2025	that the report and related attachments of Council and the discussion and considerations of the subject matter be retained in confidence until 31 December 2023.		13 February 2024 - Revised release date of confidentiality order for further 12 months to 14 March 2025.	1/01/2025	Yes
										Resolved - 14 March 2023		
										The Report of 22 April 2014, Item No. 18.2.1, AHRWMA, 85/14 remain confidential until the matter is determined and that this order be reviewed every twelve (12) months.		
240	22/04/2014	Council	18.2.1	85/14	AHRWMA	90(3)(b,d,i)	14/03/2025	Report of 22 April 2014, Item No. 18.2 Adelaide Hills Regional Waste Management Authority This order shall operate until further order of the Council and will be reviewed at least annually in accordance with the Act.		13 Feb 24 - Revised confidentiality order and extended for further 12 months to 14 March 2025.	1/01/2025	Yes

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## **Appendix 2**

*Extract of Released Items Register  
November 2024*

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Meeting Date:	Agenda Item Number:	Agenda Subject:	Confidentiality Order:	Release Date:	Released Reason:	Released Parts:
27th August 2024	19.1	Mayor Jan-Claire Wisdom Question on Notice - Cost of Mayor's Use of the Mayor Seeking Legal Advice Policy	90(3)(a) and (h)	7th November 2024	CEO revoked by delegation 91(9)(c)	All
23rd January 2024	19.3	Customer Relationship Management CRM System	90 (3)(k)	7th November 2024	Duration of Confidentiality ceased	All

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# **Administration Reports Information Items**

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
AGENDA BUSINESS ITEM**

**Item:** 13.1

**Responsible Officer:** Jess Charlton  
Acting Director Community & Development  
Community & Development

**Subject:** SHLGA Regional Public Health and Wellbeing Plan Progress Report 2022 – 2024

**For:** Information

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**SUMMARY**

The South Australian Public Health Act 2011 (the Act) requires that a council or group of councils prepare and maintain a Regional Public Health Plan (RPHP). The Adelaide Hills Council meets this requirement by developing and maintaining a RPHP with the six constituent councils of the Southern and Hills Local Government Association (SHLGA).

In addition to the development of a RPHP, Council is required to produce a progress report once every two years. The report for 1 July 2022 to 30 June 2024 has been prepared collaboratively by the six participating councils and submitted to the Office of the Chief Public Health Officer, by Graeme Martin, the Executive Officer of SHLGA.

The purpose of this report is to provide the *SHLGA Regional Public Health and Wellbeing Plan: Progress Report 2022 – 2024* (Progress Report) in **Appendix 1** for receiving and noting by Council.

**RECOMMENDATION**

**Council resolves that the report be received and noted.**

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**1. BACKGROUND**

Public health incorporates a range of physical, mental, environmental and social elements that contribute to health and wellbeing. Councils are required under the *South Australian Public Health Act 2011* (the Act), to prepare and maintain a Regional Public Health Plan that is consistent with the State Public Health Plan. The Act also requires councils to provide a progress report every two years on the implementation of the plan.

Since 2015 the Adelaide Hills Council has collaborated with Mt Barker District Council, Alexandrina Council, City of Victor Harbor, District Council of Yankalilla and Kangaroo Island Council under the auspice of SHLGA to develop and report on a Regional Public Health Plan. The current RPHP endorsed by Adelaide Hills Council in September 2022 is the *Southern and Hills LGA Regional Public Health and Wellbeing Plan 2022-27* (the Plan) and is provided in **Appendix 2**. The Plan highlights the actions that SHLGA councils will undertake to support public health and wellbeing.

In order to progress the Regional Public Health Plans, the Southern and Hills Regional Public Health Plan Working Group was formed. It consists of staff from participating councils who work in a range of fields. The project and group are auspiced by the SHLGA.

The Progress Report on implementation of the Plan for the reporting period 1 July 2022 – 30 June 2024 was a collaborative effort involving all six participating councils. While the report is not intended to capture every activity of every council, it builds a picture of councils' achievements and contributes to the Chief Public Health Officer's biennial report on the broader collective effort of implementing the State Public Health Plan.

The Progress Report has been submitted to the Chief Public Health Officer by SHLGA and is provided for information in **Appendix 1**.

## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal 2 Community Wellbeing

Objective C4 An active, healthy, thriving and resilient community

Priority 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

The activities undertaken to achieve the objectives of the Regional Public Health Plan support several priorities under Goal 2 of Council's Strategic Plan. Council's ongoing collaboration on the Regional Public Health Plan, in partnership with the other member councils of the SHLGA, is the primary vehicle through which Council is currently achieving its strategic priority of contributing to public health planning.

### ➤ Legal Implications

The development of a Regional Public Health Plan is a statutory obligation under Section 51 of the *South Australian Public Health Act 2011*. Further, section 52(1) of the Act prescribes that:

*A council responsible for a regional public health plan must, on a two-yearly basis, prepare a report that contains a comprehensive assessment of the extent to which, during the reporting period, the council has succeeded in implementing its regional public health plan to the Chief Public Health Officer.*

The Chief Executive Officer has delegation to prepare the report on the Council's behalf and, in this instance, the Chief Executive Officer has determined that Council's submission be via the SHLGA's submission on behalf of its member councils.

➤ **Risk Management Implications**

The submission of a Regional Public Health Plan Progress Report to the Chief Public Health Officer on a two-yearly basis is an existing control and will assist in mitigating the risk of:

*Non-compliance with regulatory obligations under the South Australian Public Health Act 2011 leading to potential enforcement actions.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Low(3E)	Low(3E)

➤ **Financial and Resource Implications**

Council’s contribution to periodic progress reporting on the Plan, via the Working Group, is achieved within existing resources and budgets.

➤ **Customer Service and Community/Cultural Implications**

Not applicable.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of the Regional Public Health Plan progress report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Manager Community Development  
 Manager Development Services  
 Team Leader Environmental Health  
 Sustainability Officer  
 Coordinator Sport and Recreation

*External Agencies:* Not Applicable

*Community:* Not Applicable

➤ **Additional Analysis**

The Progress Report on the implementation of the Plan was prepared by the SHLGA Regional Public Health Plan Working Group and is designed to highlight the region's achievements against the plan and meet reporting requirements.

All participating councils have made significant contributions to the health of the Southern and Hills region and Adelaide Hills Council has made achievements across all strategies.

Some of the notable Adelaide Hills Council highlights and achievements in the Progress Report include:

- 80% of council volunteers surveyed said volunteering improved their mental health and 86% of said that volunteering contributed to their sense of purpose.
- Community Centres delivered 910 programs to 12,225 participants from Jan – June 2024 with 80% of those surveyed feeling better connected with others and 78% stating that they would use the skills or knowledge gained from a program in the future.
- The Discover Play Bikeway event was held to encourage active lifestyles.
- AHC has partnered with state and federal government to progress stage 4 of the Amy Gillett Bikeway
- The Community Resilience Team worked closely with SA CFS and SES to support community in preparing for emergencies and delivered the Community Ready Halls and Person Centred Emergency Planning projects.
- The Bushfire Mitigation Landscape Strategy was adopted by Council in March 2024.
- AHC Library at Gumeracha has incorporated a new engaging children's play space and regular children's programming is designed to support children's early development and social competence.
- Council has engaged a new immunisation provider in partnership with District Council of Mount Barker and is progressively moving the location of immunisation sessions to Libraries to facilitate access and promotion.

### **3. OPTIONS**

Council has the following options:

- I. Receive the report.
- II. Not receive the report.

### **4. APPENDICIES**

1. SHLGA Regional Public Health and Wellbeing Plan: Progress Report 2022 – 2024
2. Southern and Hills LGA Regional Public Health and Wellbeing Plan 2022 - 2027

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# **Appendix 1**

*SHLGA Regional Public Health and Wellbeing Plan:  
Progress Report 2022 – 2024*

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Section 1: STATUS OF RPHP COMMITMENT IMPLEMENTATION								
2. STATE PUBLIC HEALTH PLAN STRATEGIC PRIORITY(S) ALIGNMENT	2. STATE PUBLIC HEALTH PLAN STRATEGIC PRIORITY(S) ALIGNMENT				3. STATUS	4. ACHIEVEMENTS (if deferred, or not commenced, please mark N/A)	5. PARTNERSHIP(S) ESTABLISHED OR SOUGHT TO ACHIEVE THIS COMMITMENT (if any) (if not applicable, please mark N/A)	6. ADDITIONAL COMMENTS ON STATUS (eg key enablers and challenges, unexpected benefits or impacts)
	TICK BOX - can be more than one							
	1 PROMOTE: build stronger communities and healthier environments.	2 PROTECT: against public and environmental health risks and responds to climate change.	3 PREVENT: chronic disease, communicable disease and injury.	4 PROGRESS: Strengthen the systems that support public health and community wellbeing				
					1. in progress 2. completed 3. ongoing 4. deferred 5. will not be progressed			
<b>Adelaide Hills Council</b>								
Facilitate and promote opportunities for <u>social connection, volunteering and community participation</u> to foster mental health and wellbeing	✓			✓	3	<p>80% of respondents in Adelaide Hills Council's (AHC) Volunteering Engagement Survey 2023 said that they felt that volunteering improved their mental health and 86% of respondents said that volunteering contributed to their sense of purpose. The Adelaide Hills Council Community Centres, delivered 910 programs attended by 12,225 community members from Jan- June 2024. Participants were surveyed over a one week period with more than 80% feeling better connected to others in the community and more than 78% stated they will use the knowledge and skills gained in the future. During the same week Adelaide Hills community centre volunteers were surveyed with 73% feeling better connected and content with friendships.</p> <p>One volunteer shared "I am so glad I became a volunteer here, The warmth and fun along I have along with gaining so much confidence in myself, it helped me put myself out there to make new friends and relationships. I know I wasn't a really happy person when I started here, but now I am. I enjoy knowing I come here every Monday and feel proud to share what is happening in the centre to others. I now find myself telling others about becoming a volunteer in your area it does give you a real sense of purpose and fulfillment." .</p> <p>One program that has had an impact on wellbeing is the karra Watta Cafe which is a weekly meal prepared and served at tables in the community centre by volunteers and students from the local primary school. Students are developing skills, loneliness is reduced and intergenerational friendships are formed. This program was featured on ABCs Behind The News segment during volunteer week.</p> <p>Adelaide Hills Council's Positive Ageing Program delivered over 6,500 social programs occasions of service. The programming is focuses around delivering opportunities where attendees can improve their physical and emotional wellbeing with one survey respondent stating that programs enrich their quality of life.</p>	Adelaide Hills Council Community Centres work in collaboration with many partners including other community centres and not for profit organisations including the DHS funded Community Connections Program where it supports participants to achieve goals through volunteering activities..	
Encourage residential developments to incorporate 'livable housing' and street design, to support <u>ageing in place</u> and <u>accessible housing for people with disability</u>	✓				4	<p>Livable Housing is a legislative obligation under the National Construction Code 2022 coming into effect as of 1 October 2024 in South Australia.</p> <p>AHC have been active in providing technical feedback to the State Government in implementing the Ministerial Building Standard MBS 007 which outline the legislative requirements to improve accessibility for new Class 1a (residential) buildings for new development lodged for assessment from 01 October 2024. These requirements include step-free access paths and entrances, minimum door and hallway widths, accessible sanitary facility on the entry level, step-free shower and provision for future grab rails. Similar requirements are likely to apply for residential additions where floor area is included by 50%.</p>	N/A	<p>The Development Services team provided technical feedback to the State Government in response to the draft Ministerial Building Standard MBS 007 in October 2024.</p> <p>State Government have advised to assist the sector to transition training will be provided.</p>
Engage with our community and priority groups when designing <u>new open spaces and built environments</u> , ensuring access and health benefits for all	✓				3	<p>AHC have consulted with community in developing our Tree Strategy whereby we asked community to identify the value of trees and the types they appreciate. This information was considered in ensuring the strategy met with community needs.</p> <p>AHC have run co-design workshops to develop playspace upgrades. AHC have a co-desig group who are undertaking masterplan visioning for the Stirling Lawns Master Plan and that group includes school children, access and inclusion representatives, elected members and interested community.</p>		
<u>Support children's early development</u> through our community programs and services, particularly in the areas of emotional maturity and social competence	✓			✓	3	<p>AHC libraries incorporated a new engaging childrens area and library layout within the Gumeracha Library refurbishment to encourage a greater social connection within the community. Through our ongoing regular childrens programming and school holiday programs our libraries &amp; Community Centres continue to support childrens early development and social competence.</p>	N/A	
Protect the community from public health risks through the <u>management of immunisation programs</u>		✓			3	<p>Council has engaged a new immunisation provider with a new 3 year contract commencing January 2024</p>	District Council of Mount Barker	
Undertake regulatory action including <u>food safety inspections, wastewater system compliance and nuisance assessment</u>		✓			3	<p>This an ongoing Regulatory role that comprises the core buisness of environmental health unit. Currently we have over 500 food businesses, receive approximately 250 wastewater applications annually and response to over 150 complaints. In addition 2 Environmental Health Officers have completed and qualified as Food Safety Auditors to allow Council to undertake assessment of food business with vulnerable populations.</p>		

2. STATE PUBLIC HEALTH PLAN STRATEGIC PRIORITY(S) ALIGNMENT	2. STATE PUBLIC HEALTH PLAN STRATEGIC PRIORITY(S) ALIGNMENT				3. STATUS	4. ACHIEVEMENTS (if deferred, or not commenced, please mark N/A)	5. PARTNERSHIP(S) ESTABLISHED OR SOUGHT TO ACHIEVE THIS COMMITMENT (if any) (if not applicable, please mark N/A)	6. ADDITIONAL COMMENTS ON STATUS (eg key enablers and challenges, unexpected benefits or impacts)
	TICK BOX - can be more than one							
	1 PROMOTE: build stronger communities and healthier environments.	2 PROTECT: against public and environmental health risks and responds to climate change.	3 PREVENT: chronic disease, communicable disease and injury.	4 PROGRESS: Strengthen the systems that support public health and community wellbeing				
					1. in progress 2. completed 3. ongoing 4. deferred 5. will not be progressed			
Support and partner with the <b>emergency services</b> and the community before, during and after emergency events		✓			3	The AHC Community Resilience Team have continued to work with The SA CFS and SES to promote preparedness for emergencies in the Adelaide Hills. This has included setting up displays about preparing for floods at the Woodside and Stirling libraries and co-presenting at community information events with the CFS, including a community breakfast and "Firey Womens" Courses. Council developed and implemented a Recovery Operations Manual, Council Member Emergency Management Handbook, Emergency Management Policy and continued to maintain Incident Operations arrangements through its Incident Operations Manual.	The CFS and SES have supported several grant applications led by AHC to develop initiatives to further improve local community preparedness.	
Mitigate bushfire risks by partnering with relevant agencies and the community to encourage shared responsibility and a <b>whole-of-landscape approach to vegetation management</b>		✓			1	AHC's Bushfire Mitigation Landscape Strategy was adopted by Council in March 2024. Fixed signage frames have been installed across the district to be used with interchangeable corflute signs to promote bushfire preparedness to the community. Two Variable Messaging Sign trailers have now been purchased and stored in a new shed at Heathfield to also be used to promote bushfire preparedness at strategic locations across the Adelaide Hills. The resilience team have continued to support the delivery of RediCommunities workshops with local communities. Actions identified through the workshop process have been supported by resilience officers to achieve positive outcomes. The Adelaide Hills Community Action Bushfire Network continue to be supported by resilience staff, meeting quarterly to look at preparedness for response and recovery in the community.	Community members, local community groups, fruit growers and relevant government agencies and emergency services were consulted during the development of the Bushfire Mitigation Landscape Strategy. The Adelaide Hills Community Action Bushfire Network made up of community representatives and other stakeholders was established to improve community preparedness across the Adelaide hills. Adelaide Hills Council led a cross council working group involving 5 neighbouring councils, established to address landscape management for bushfire mitigation and ensure a consistent and effective approach across a larger landscape.	
Assist our community to <b>reduce the impact of waste to landfill</b> on the environment		✓			3	Council continued to maintain core waste and resource recovery services including kerbside waste, recycling and green organic services, hard waste collection, free household and chemical paint disposal services, polystyrene recycling and free green organic drop off days. In addition to the core services provided Council also implemented a large scale Food Organic Garden Organic trial to explore potential environmental benefits from changes to the kerbside bin system with a view to increasing green organic recycling and decreasing waste to landfill.	Kesab Adelaide Hills Region Waste Management Authority Eastern Waste Management Authority	
Deliver the Towards Community-Led Resilience Program to strengthen the psychological and practical preparedness of communities to <b>respond and recover from future bushfire and other extreme weather events</b> , with a focus on at-risk groups		✓			1	The Towards Community Led Emergency Resilience Program has continued to address community preparedness through a number of projects, including: improving emergency and preparedness information on council's website, delivery of RediCommunities workshops, Community Information sessions about Person-Centred Emergency Preparedness, progression of an internal project to improve the safety of council's workforce during emergencies, facilitation of the Adelaide Hills Community Action Bushfire Network and delivery of the Recovery Ready halls project, supporting local community facilities to become more prepared for future recovery processes through infrastructure and equipment improvements.	The Resilience team have continued to partner with the University of Sydney to deliver a Disability Inclusive Emergency Preparedness Forum, involving local community services, SA Health, CFS, SAPOL and SES, as well as community members with disability and carers. AHC continue to partner with the Australian Red Cross to deliver RediCommunities workshops.	
Partner with the <b>Resilient Hills &amp; Coasts initiative</b> and support local climate action groups		✓			1	Ongoing partnership including the development of a new Regional Climate Change Action Plan	Resilient Hills and Coasts partnership between State, Local and the RDA	The new Plan will be completed in early 2025 and this will provide new directions for climate change adaptation
Raise awareness of <b>climate change-related mental health issues</b> among young people and promote their participation in nature-based volunteering and climate action		✓			1	In 2022 we engaged a Master of Social Work student (Flinders University) to design and deliver a targeted youth engagement project, to ask young people what local councils could do to support more young people to get involved in local environmental volunteering and climate action, in a way that supports overall wellbeing and alleviates 'eco-anxiety'	Youth Environmental Council of SA / Green Adelaide's Education Team / Flinders University. Continues to attend the Hills Youth Sector Network meetings quarterly. Aspects of the climate change mental health issues are raised in this meeting. Continues to work with Sustainability Fair members and HEC to support the development of Youth Sustainability group in the Uraidla area. *During 2022 supported and worked with the Social work student and helped linked with members from Sustainability Fair and connection with local youth.	



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Develop a new mapping feature on our website to promote community usage of our parks, reserves and playgrounds			✓		4	Adding to our existing location map on the home page, we have added a location map on our newly created Residents Guide page that features our parks, reserves, playgrounds, libraries, community centres and other points of interest. And we are steadily adding new and missing park locations to the website.		
Partner with our sporting clubs and relevant programs, such as Good Sports, to <b>build healthy club environments</b> that encourage healthy behaviours.			✓		3	Created a Club Support Officer role to assist in the rollout of the Community and Recreation facilities framework, and to support clubs and groups to access council services and funding opportunities.		
Facilitate opportunities for <b>people to exercise</b> with others through events like Discover, Play, Bikeway! and offering a variety of exercise classes at our community centres			✓		3	Discover, Play, Bikeway! events were held on 19/3/23 and 3/3/24, and were effective in encouraging residents and visitors to ride or walk the Amy Gillett Pathway, from Oakbank to Woodside, Charleston and Mount Torrens. A range of exercise, movement, meditation and breathwork classes are provided across libraries and community centres for people of all ages and abilities.		
Encourage the delivery of programs and classes that empower our communities to <b>prepare and eat healthy meals</b> , and grow and share their own fruit and vegetables	✓		✓	✓	4	The Positive Ageing Programs offer various garden and food-related activities, including the Bloomers Gardening Group, Cooking with Friends, and Food with Friends. Additionally, the kitchen garden, located next to the Positive Ageing Centre, actively involves participants and volunteers in growing produce, which is then utilised in these programs. Our Community Centres have been running several programs specifically with a dietician from SONDER supported with PHN funding. These are made available for all areas of community: Thrifty Healthy Cooking for everyone, Cooking for mens health, Lifestyle strategies for Perimenopause/Menopause, Healthy lunch boxes - school holiday programs, Healthy snacks on a budget and Shopping, eating healthy in this economy. All highly attended. All community Centres hold monthly connection cafe for affordable seasonal meal shared with others for connection and access to a healthy meal (Souful soups, Karra Watta Cafe and morning teas with community shed programs) All Community Centres have a food swap trolley at the front entrance for community to leave their excess produce and or swap it for others produce	PHN / SONDER, Hills Environment Centre - Hills Harvest, monthly food/produce swap held monthly at The Summit Community Centre. The Hut has a food Pantry with access and support for all community and Food Bank delivery.	
Invest in new and <b>existing partnerships</b> with community, business, government and other stakeholders to further our regional vision for "healthy, liveable, connected and resilient communities for all"				✓	3	Adelaide Hills Council has committed to build Stage Four of the Amy Gillett Bikeway from Mt Torrens to Birdwood with Federal and State Government funding of \$2.6 million each and a Council contribution of \$500,000. The total funding for the project is \$5.7 Million  Delivered First Nations Business events in support of established and emerging First Nations Businesses across the region supporting cultural resilience	Department for Infrastructure and Transport Mount Barker Council, Alexandrina Council, The CircleFirst Nations Business Hub, Many Rivers. (KARLI) Community Centres continue to work with community groups to deliver programs as needs identified. These have included collaboration with the Local Primary schools (Lenswood, Basket Range and Norton Summit) Pillow case program, RedCross & AHC Resilience team "EmergencyRedi" programs in all locations, Meant! Health Awareness Sessions with Breakthrough foundation, CFS information sessions - Firery Woman, Disability inclusive emergency planning info sessions, Emergency APPS. Resilient communities for all abilities P/CEP project, Psychological first aid training, Building coping skills, New partnership in early stages of developing with UNISA & The Hut for SPARK project. Connection, resilience and wellbeing.	

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<u>Develop stronger partnerships</u> with recreation, sporting and community groups to deliver wellbeing benefits from local facilities and resources			✓	3	AHC Sport & Recreation staff continue to engage & partner with with sport and recreation groups to improve / upgrade facilities, & to maximise participation & utilisation of existing facilities. They are currently working with The Red Shed at Uraidla to engage community in the Uraidla Playground review and upgrade planned for 2025.			
Collaborate and partner with services and relevant community groups to <u>deliver evidence-based initiatives</u> that promote mental health and wellbeing			✓	3	AHC promoted wellbeing through participation in visual, performing and literary Arts by offering SALA and Fringe subsidies and delivering Winter Words Program. Community Centres work in a consortium "Connected Community Grant funding" delivering services and supporting groups to access affordable programs that help support and promote a positive well being and good mental health. These include exercise classes, yoga, yoga for teens, breath work, art workshops and series. Art classes for teens, children and adults.	SALA, Fringe, SALA @ The Summit - annual exhibition. Regular Community Artist exhibition at The Summit Community Centre; gives emerging and community grass root artists and groups an opportunity to share exhibit their work for the first time or show case groups in the area and what they achieve. New partnership being developed with UNISA and The Hut for the spark project addressing loneliness, connection, mental health and wellbeing in our communities.		
Advocate for better access to <u>local health services</u> across the region including through increased and improved health services for vulnerable and higher need community groups			✓	3	AHC participate in the quartley Adelaide Hills Community Services Network meeting in Mount Barker - networking to hear and support local groups and services in the area.			
<b>Alexandrina Council</b>								
<u>Develop Village Innovation Plans</u> for all main settlements and rural areas with clear actions that contribute to healthy environments	✓				1	Council continues to work with the community to co-design the Draft Village Innovation Plans. Council received the 2023 Village Conversations Engagement Summary. Procurement for scoping and design completed for Community Strategic Plan and Village Innovation Plans. Draft Village Innovation Plans will be presented to community for consultation late 2024 and incorporated into the 'A2040 Our Plan to Thrive' Delivery Plan.		
Design, locate, construct and <u>activate community infrastructure</u> and open space to ensure safe, inclusive and convenient access for communities and individuals	✓				3	Alexandrina Council has completed or progressed numerous community infrastructure, open space and activation projects during this reporting period. Highlights include: •Accessibility upgrade of public toilets at Langhorne Creek, Clayton Bay, Goolwa and Port Elliot and installation of an accessible public toilet at Mount Compass Recreation Park. •Goolwa Wharf Precinct Project continues which includes reconstruction of the wharf to address deterioration and improve safety and access, additional accessible toilets, improvements to Signal Point Experience Centre, pedestrian and cycling linkages, wayfinding. Construction is expected to be completed late 2024. •The redeveloped Signal Point Experience Centre at Goolwa and Yuntulun Ku:li-war exhibition was opened in March 2024. This permanent exhibition tells the unique Indigenous and colonial history of Goolwa and the River Murray. It is a major new tourism focal point on the Wharf.	Development of Yuntulun Ku:li-war exhibition: Partnership between Alexandrina Council, Ngarrindjeri Aboriginal Corporation, Department of Environment and Water, community members including indigenous residents and local historians and Exhibition Studios, and supported by the Australian Government.	
Advocate for the <u>diverse housing needs</u> of our communities	✓				3	•Council's Strategic Development team continue to advocate for affordable, social and public housing within our region. This work includes promoting the benefits of affordable, social and public housing through housing diversity, public housing projects (in collaboration with the State Government and housing providers) and advocacy for policy changes to the Planning and Design Code. An affordable housing presentation was included at each 2023 Village Conversation. •Council has also partnered with the State Planning Commission on the Future Living Code Amendment which aims to unlock the potential for 'co-located housing' opportunities in Established Neighbourhood Zoned areas which will contribute to housing diversity. •The Strategic Development Team are working on a South Coast Growth Strategy that is looking to identify suitable, well located additional areas of land for housing.	Future Living Code Amendment: Partnership between Alexandrina Council and State Planning Commission	

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Advocate for an <u>improved transport system</u> that connects communities to Adelaide and across our region	✓				3	<ul style="list-style-type: none"> <li>•Council made a submission to the Select Committee on Public and Active Transport, advocated for the support in the Regional Development Australia (RDA) Transport Survey, requested the State Government extend the Uber boundary to include the Alexandrina region, and provided valuable input to the Public Bus Review conducted by the Department of Planning, Transport, and Infrastructure</li> <li>•Transport Advocacy to State Government Minister for Transport and Infrastructure, to reiterate Council's support for a Middleton Bypass Road as a priority State Government Infrastructure Project for the region. The letter would also ask for an update on the Fleurieu Freight Transport Review, confirmation that the Middleton Bypass Road was being considered as part of this review and an indicative timeline for the construction outcomes of the Fleurieu Freight Transport Review.</li> <li>•Transport Workshop held with City of Victor Harbor and DC of Yankalilla for Council members regarding public transport options on the Fleurieu. The workshop included presentations by subject matter experts and a panel discussion and Q&amp;A around: a) Current services available and status of funding for public transport (regional), b) Pros/cons of seeking to become a part of the metropolitan public transport network, c) Current status of private ride-share (ie Uber) operations on the Fleurieu, and d) Process/pros/cons of seeking private ride-share operations on the Fleurieu. Hypothetical options of 'next steps' were provided as examples to the Councillors, and Councillors were invited to consider their next steps to guide the councils approach(es) to advocacy, planning and projects to improve our transport system.</li> </ul>	Transport Workshop: Partnership between Alexandrina Council, City of Victor Harbor and DC of Yankalilla.	
Contribute to the development of a <u>long-term approach to waste management</u> on the Fleurieu Peninsula		✓			3	<p>Council and Fleurieu Regional Waste Authority continue to partner on initiatives to divert waste from landfill and supports the delivery of educational messaging to ensure community uptake of new programs and collection schedule changes.</p> <ul style="list-style-type: none"> <li>•Public Waste Council Member workshop May 2024 focusing on long term plan for public waste, co-facilitated with Fleurieu Regional Waste Authority.</li> <li>•Public Place Waste Management Plan - Initiated the development of a draft plan to target high-use areas and establish criteria for bin locations.</li> </ul> <p>Council continues to plan for and respond to long term waste water management needs, for example:</p> <ul style="list-style-type: none"> <li>•Alexandrina Wastewater - Increased emergency storage at major Strathalbyn CWMS Pump station, Flushed Milang CWMS draining, Remote Visibility at Goolwa North Vacuum Pits, reduced Impacts of stormwater ingress at Port Elliot CWMS Pump Station, Fairfield Drive Emergency Storage.</li> <li>•Designs complete for the increased storage in the Milang CWMS scheme that will allow for more optimised reuse of recycled water.</li> <li>•Purchase of 1 Berry Road Mount Compass for CWMS purposes</li> </ul>	Partnership between Alexandrina Council and Fleurieu Regional Waste Authority. The Fleurieu Regional Waste Authority (FRWA) is an authority formed by member councils Alexandrina Council, City of Victor Harbor, DC of Yankalilla and Kangaroo Island Council.	
Determine <u>Council's ongoing role in educating communities</u> about health and wellbeing risks and protective measures associated with major events (eg COVID-19)		✓			1	<p>Council Environmental Health Unit has continued with the delivery of Food Safety Presentations to community groups and volunteers and will continue to promote this program pro-actively. Council will continue to provide advisory information to mobile food vendors prior to any major events occurring in the future. Council continues to provide public Immunisation Clinics monthly for promotion of preventable diseases and the delivery of vaccination services. Council worked in conjunction with SA Health to deliver a monthly Mosquito Monitoring Management program across the Council region. Our monitoring program has indicated a severe reduction in Mosquito numbers over the reporting period. Council also worked closely with the SA Health Water Quality Unit to coordinate the management of a four month Blue Algae bloom in Lake Alexandrina. Signage advice around the lake and social media links to SA Health Water Quality Unit fortnightly Health Warnings provided the public with up to date information about the bloom.</p>	Alexandrina Council works closely with SA Health on a number of initiatives including Mosquito Monitoring and communicating Water Quality advice to community.	
Investigate and advocate for services and support for people experiencing <u>hoarding and squalor disorder</u>		✓			1	<p>Council is continuing to build stronger relationships with Junction Housing and The Haven Women Support and Information Services to ensure people with housing or hoarding and squalor issues are provided with details of support options available to them.</p>	Alexandrina Council is working with Junction Housing and the Haven, and Councils Environmental Health Services will continue to develop relationships with relevant support services to build capacity to deal with complex Squalour and Hoarding issues.	

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Partner with community groups and the <b>Murray Darling Association</b> to ensure a sustainable future for the Murray-Darling Basin system, including a focus on advocating for a climate adaptation plan for the Coorong, Lower Lakes and Murray Mouth region			✓		3	<p>The approach has expanded to include partnering with a broad range of groups including Murray Darling Association Region 6, government agencies, community groups and research centres.</p> <p>Through Council's involvement in the MDA we advocate for:</p> <ul style="list-style-type: none"> <li>- full and timely implementation of the Basin Plan</li> <li>- a continued focus on environmental water recovery</li> <li>- a comprehensive climate adaptation plan for the Coorong, Lower Lakes and Murray Mouth region</li> <li>- improved tourism infrastructure at Sugars Beach for visitors to the Murray Mouth</li> <li>- increased support for water sensitive urban design and the uptake of alternative water sources such as wastewater and stormwater</li> <li>- research and innovation to support improved farming practices such as regenerative agriculture which improve soil health and increase resilience to climate.</li> </ul> <p>Alexandrina is a representative of the Research Centre Advisory Forum (RCAF) of the CLLMM (Coorong, Lower Lakes, Murray Mouth) Research Centre and in this capacity provides strategic guidance, assist with prioritising research projects, enhances collaboration and partnership opportunities, supports community engagement and reviews and assesses the progress of the Centre's programs and projects.</p>	<p>Alexandrina Council continues to be an active partner in Murray Darling Association (MDA) Region 6. The MDA represents local government and communities throughout the Basin by providing information, facilitating debate and seeking to influence government policy. MDA Region 6 represents the Lower Murray, Lakes &amp; Coorong region. MDA membership is open to all local government, industry and community groups, and individuals with an interest in ensuring a sustainable future for the Murray-Darling Basin.</p> <p>Alexandrina is a representative of the Research Centre Advisory Forum (RCAF) of the CLLMM (Coorong, Lower Lakes, Murray Mouth) Research Centre located in Goolwa. The RCAF consists of community and First Nations representatives along with individuals from relevant organisations, such as landscape boards and MDBA, who have expertise and connection in the region.</p>	
Develop a <b>comprehensive community education</b> and behaviour change program to advance climate change adaption and resilience			✓		3	<ul style="list-style-type: none"> <li>•Collaborated with neighbouring Councils, including Victor Harbor and Yankalilla, to host a successful Youth Climate Summit in May 2023 and 2024, aimed at strengthening regional efforts to address climate issues with 50-60 students attending each summit.</li> <li>•Council secured grant funding to undertake community engagement with residents in the Goolwa and Mundoo Channels, enabling them to understand their flood risk and develop a community emergency flood plan. This follows the Coastal Adaptation Study and Plan undertaken. Council adopted the Community Coastal Flood Emergency Plan for the Murray Estuary Settlements and supported the distribution of a fridge magnet with key messaging to residents in settlement areas.</li> <li>•Environmental Action Plan 2030 and the Climate Emergency Action Plan, consultation undertaken, and Council endorsed at December 2023 Council Meeting.</li> </ul>	<p>Youth Climate Summit: Partnered with City of Victor Harbor and District Council of Yankalilla.</p> <p>Community Coastal Flood Emergency Plan: A project reference group met on three occasions to share local advice, provide feedback, and review the deliverables of the draft plan. The group included representatives from the Goolwa Channel and Mundoo Channel settlements, the Alexandrina Climate Emergency and Environment Committee, Alexandrina Council staff and the State Emergency Service (South Coast Unit).</p>	
Support the <b>Resilient Hills &amp; Coasts partnership</b> and seek funding for our community to build resilience to climate change challenges			✓		3	<ul style="list-style-type: none"> <li>•Alexandrina continues to be a vital partner of the Resilient Hills &amp; Coasts Partnership, working to strengthen the resilience of our communities, economies and natural and built environments to a changing climate. Resilient Hills &amp; Coasts (RH&amp;C) is one of eleven regional climate partnerships across the state, underpinned by a Regional Sector Agreement that formally affirms each partner's commitment to work together on climate action. The Steering Committee secured grant funding of &gt; \$110,000 to develop a new regional climate action plan. Executive managers and Council Member workshops were delivered July and August 2024 to seek feedback on their knowledge and understanding of the partnership. The goal is to finalise a draft action plan by the end of 2024.</li> <li>•Through the RH&amp;C partnership Council supported the development of a marketing campaign called 'Homes for Tomorrow' to help residents build or renovate homes following sustainable building and design principles. Due for completion in late 2024.</li> </ul>	<p>Resilient Hills and Coasts Partnership: Alexandrina Council is a partner alongside Mount Barker District Council, Adelaide Hills Council, Kangaroo Island Council, City of Victor Harbor, DC of Yankalilla, Regional Development Australia AHFKI, Landscapes Hills and Fleurieu and the SA Government.</p>	
Ensure <b>Village Innovation Plans</b> (VIPs) include urban greening and tree canopy enhancements			✓		1	<p>Council has completed the Alexandrina Tree Canopy Baseline Study with findings showing that the average tree canopy cover in Alexandrina's townships stands at 17.6%. Key measures and targets for urban greening and tree canopy enhancements will be investigated for inclusion in the VIPs.</p> <p>To support urban greening activities in townships council has also committed \$80K towards a Township Greening Strategy and implementation plan in the 2024/25 budget.</p>	<p>Village Innovation Plans: Alexandrina Council is working closely with the Alexandrina community.</p>	

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Enhance <b>engagement with arts and culture</b> by facilitating diverse opportunities and experiences across our region				✓	3	<ul style="list-style-type: none"> <li>Continue to deliver the Alexandrina Arts Culture and Events (AACE) program comprising of a mixture of visual, performing and arts opportunities for community. 35 AAACE program event held, 2512 tickets sold in 2022-2023 and 29 AAACE program events held, 5088 tickets sold in 2023-24.</li> <li>Worked with two artists living with disability Sandra Wehrmann and Adam Seljan to headline their own Art Exhibition in 2023 at South Coast Regional Art Centre.</li> <li>Youth Theatre Transforms Lives in Alexandrina - Alexandrina Council's youth theatre group is fostering new friendships and school retention, offering regional students a pathway to tertiary education. One young Strathalbyn resident joined the group in 2020 during high school, used the program to complete his SACE in 2022 and has secured a spot in The Performing Arts Diploma at The Adelaide College of the Arts, commencing in January 2024.</li> </ul>		
Develop partnerships, strategies and initiatives to <b>improve early childhood development</b>				✓	3	<ul style="list-style-type: none"> <li>Childcare Centre and Workforce Shortage: Cross-Council information on current issues in relation to childcare centre and workforce shortages on the Fleurieu. Coordinated an information gathering/advocacy meeting with TAFE, local childcare directors (community and private), Office for Early Childhood Development, Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island and Bendigo Bank (potential investors), David Basham MP Office and Rebekha Sharkie MP Office to understand more about childcare infrastructure and workforce challenges and opportunities. As a result, identified new centres currently being built or in process for the region and industry impacts/challenges. Supported a meeting between local highschools, TAFE and Dept of Education to support young people considering a career pathway in Early Childhood Education and Care. Supported a meeting between Councils and Family Day Care to explore opportunities to promote grants available to people to set up a Family Day Care service.</li> <li>84 early childhood programs run in the Library 2023-24.</li> </ul>	Childcare Centre and Workforce Shortage: Collaboration between Alexandrina Council, City of Victor Harbor and DC of Yankalilla.	
Provide support for <b>community initiatives</b> that enhance health, wellbeing, learning, connection and inclusion				✓	3	<ul style="list-style-type: none"> <li>Grant funding provided to community-run Community Centres in Strathalbyn, Goolwa and Milang (\$140,000 in 2022-2023 and \$164,300 in 2023-2024)</li> <li>Community Grants and Contributions to the value of \$133,446 awarded to 65 community projects in 2022-23 and \$183,825 awarded to 96 community projects in 2023-24.</li> <li>Deadly Fun Run in Goolwa - Council supported the Deadly Fun Run in Goolwa on Saturday 18 November with 84 participants taking part in the Walk/Run. The Indigenous Marathon Foundation addresses chronic disease by normalising Running &amp; Walking within Indigenous Communities and provides a free, inclusive and safe environment for individuals to flourish and feel supported in. Goolwa Children's Centre, and supported by Goolwa Community Centre, Fleurieu Families, Headspace and Council partnered to run the event.</li> </ul>	Community Centres: Alexandrina Council funds and supports three community-run community centres - Goolwa Community Centre, Strath Neighbourhood Centre and Milang Old School House Community Centre.  Deadly Fun Run: Alexandrina Council partnered with Goolwa Children's Centre, Goolwa Community Centre, Fleurieu Families and Headspace.	
Develop information, recognition and opportunities for <b>increased volunteering</b>				✓	3	<ul style="list-style-type: none"> <li>New volunteering opportunities developed with The Haven Women's Information Service (10) and Advanced Care Directives program (3).</li> <li>Celebrate National Volunteer Week in April annually. Continue to collaborate with City of Victor Harbor and Mount Barker District Council to recognise and thank all people volunteering in our council areas through free movie ticket during Volunteer Week.</li> <li>Alexandrina Council recognises the contribution of our volunteers at its annual Volunteer Appreciation Event, with 257 volunteers recognised in November 2023.</li> </ul>	Recognising volunteers by celebrating National Volunteer Week: Partnership between Alexandrina Council, City of Victor Harbor and Mount Barker District Council.	
Invest in new and <b>existing partnerships</b> with community, business, government and other stakeholders to further our regional vision for "healthy, liveable, connected and resilient communities for all"					3	<ul style="list-style-type: none"> <li>Alexandrina Local Drug Action Team - Council continues to coordinate the Alexandrina Local Drug Action Team – a partnership between Council, schools, service providers, community organisations and the Alcohol and Drug Foundation (ADF). The Team were successful in securing a further \$35K+ to fund alcohol and other drug education in schools and continue delivering youth social activities at Milang in 2024.</li> <li>Established the Advance Care Directives (ACD) program with City of Victor Harbor, DC Yankalilla and Alexandrina Council and support by Office of Ageing Well to train community volunteers to support people over the age of 18 with the legal right to make decisions in advance about their future health care, living arrangements and end-of-life care and to appoint a substitute decision maker to make these decisions on their behalf if they are not able to. 90 community members utilised the support and 40% had commenced the ACD process and 26% had completed and had their ACD witnessed as at May-June 2024.</li> <li>Established a Women's Information Service called 'The Haven' in the Goolwa Library in partnership with Office for Women to support women with information, support and referrals that promote women's choice and empowerment.</li> </ul>	Alexandrina Local Drug Action Team: Partnership between Alexandrina Council, schools, service providers, community organisations and the Alcohol and Drug Foundation (ADF).  Advance Care Directives (ACD) program: Partnership between Alexandrina Council, City of Victor Harbor, DC Yankalilla and supported by Office of Ageing Well  Partnership between Alexandrina Council and SA Govt Office for Women to establish and deliver The Haven Womens Information Service in Goolwa	

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Develop stronger partnerships with recreation, sporting and community groups to deliver wellbeing benefits from local facilities and resources					3	Delivered the Active Alex program to activate the Goolwa Oval Recreation Precinct, Goolwa Sports Stadium and Goolwa Community Centre with inclusive sport and recreation activities for young and older people. Alexandrina partnered with Mission Australia, YMCA, JFA Purple Orange, Novita, Lolly Jar Circus, Goolwa Community Centre and Pickleball SA. Over 180 sessions were held with 266 individual participating and 1608 attendances at sessions over an 18 month period. Some aspects of the program continue, for example Pickleball continues at Goolwa Sports Stadium with the Goolwa Pickleball group playing weekly.	Active Alex: Partnered with Mission Australia, YMCA, JFA Purple Orange, Novita, Lolly Jar Circus, Goolwa Community Centre and Pickleball SA.	
Collaborate and partner with services and relevant community groups to deliver evidence-based initiatives that promote mental health and wellbeing					3	<ul style="list-style-type: none"> <li>•'Into the Light' - In 2023 Alexandrina Youth Theatre and Film group worked with older members of the LGBTQIA+ community, Lyn Pike and Mike Tye to create 'Into the Light' - a short film about reflections on being part of the LGBTQIA+ community pre 1990's and now. This project was supported by the Art of Ageing Project - a partnership between Alexandrina Council, City of Victor Harbor and District Council of Yankalilla.</li> <li>•Milang Youth Hub - In Feb 2023 Milang Old School House Community Centre, Reclink Australia and Alexandrina Council launched the Milang Youth Hub and Program providing social and recreation activities for young people aged 10-18 years in Milang and surrounds. The program averages 13 young people attending each session in Term 2 2024 and numbers continue to grow.</li> <li>•Stepping Stones Pilot Program: The Haven has partnered with MOBO Group to establish two groups (one for men and one for women) who are experiencing unemployment, trauma, mental health issues to support them to become more integrated into society, connected to local services, reduce and supported into employment. Alexandrina Council has provided a space for MOBO Group to see clients within one of the public meeting rooms.</li> </ul>	Into The Light: Collaboration between Alexandrina Youth Theatre and film, local LGBTQIA+ community groups, Alexandrina Council, City of Victor Harbor and DC of Yankalilla through the Art of Ageing project.  Milang Youth Hub: Partnership between Alexandrina Council, Reclink Australia, Milang Old School House Community Centre and Alcohol and Drug Foundation (ADF).  Stepping Stones Pilot Program: The Haven has partnered with MOBO Group.	
Advocate for better access to local health services across the region including through increased and improved health services for vulnerable and higher need community groups.					3	<ul style="list-style-type: none"> <li>• Wrote a letter of support for Mission Australia's advocacy to the Federal Government for ongoing funding for the Youth and Family Alcohol and Other Drug Support service.</li> </ul>	Alexandrina supported Mission Australia in their advocacy.	
Goal 1, FA3: Share information resources and learnings to reinvigorate volunteering and community activities post COVID-19					1	<ul style="list-style-type: none"> <li>• Established the Fleurieu School Holiday Program - a collaboration between Alexandrina Council, City of Victor Harbor, DC of Yankalilla and other not-for-profit organisations and community groups. This publication promotes free and low-cost activities for children, youth and families reaching 5000+ people each school holidays.</li> </ul>	Fleurieu School Holiday Program: Collaboration between Alexandrina Council, City of Victor Harbor and DC of Yankalilla, community organisations and not-for-profits.	
Goal 2, FA4: Strengthen community resilience to respond to public health emergencies and disasters, including projects that provide accessible information and build preparedness and resilience of vulnerable populations.					3	<ul style="list-style-type: none"> <li>•Partnered with District Council of Mount Barker on a Disaster Recovery grant which has funded delivery of Red Cross Community Disaster Resilience workshops and follow up support for townships across the Mount Barker and Alexandrina Council areas. 98 community members involved in Red Cross Community Disaster Resilience programs across 3 Alexandrina townships (Ashbourne, Mount Compass and Woodchester). Each community has now developed their own community-led disaster resilience action plan and are being supported by Council in its implementation. Early outcomes include strengthened community connections, deliver of community training in emergency preparedness and grant writing, and speed limit reduced from 60kmph to 50kmph along Bull Creek Road in Ashbourne.</li> </ul>	Community Disaster Resilience Programs: Partnered with District Council of Mount Barker on the grant application that funded these programs and worked closely with Mount Barker District Council, Red Cross and community in its implementation.	
Goal 3, FA6: Promote community understanding of and adaptation to the public health risks associated with climate change.								
Goal 3, FA5: Strengthen the climate resilience of our communities through regional partnerships such as Resilient Hills & Coasts					3	See Rows 16 & 19 for RHC info <ul style="list-style-type: none"> <li>•The Hills and Fleurieu Local Food Future Project - In 2023 Alexandrina, Mount Barker District Council, DC of Yankalilla and City of Onkaparinga established a partnership with Regional Development Australia, Landscapes SA, Sustainable Table, The Food Embassy, Fleurieu Food, Engage Change and local food champions to support a project working towards a thriving food future in the region. A dedicated Local Food Activator role (part-time) has been engaged to deliver project aims. The project has continued into the 2024-2025 FY with projects focusing on First Nations food sovereignty, collaborative delivery systems for small scale producers and community events to engage with local food and First Nations.</li> </ul>	The Hills and Fleurieu Local Food Future Project: Partnership established between Alexandrina Council, Mount Barker District Council, DC of Yankalilla, City of Onkaparinga, Regional Development Australia AHFKI, Landscapes Hills and Fleurieu, Sustainable Table, The Food Embassy, Fleurieu Food, Engage Change and local food champions.	
Kangaroo Island Council								

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Enhance the quality and <b>accessibility of the built environment</b> , including sporting facilities, parks, gardens, playgrounds, pools, trails and streetscapes	✓				3	Where funding permits, Council upgrades its public facilities to ensure public safety and improved accessibility. Occasionally with the support of external funding, Council is able to undertake additional projects with more significant outcomes such as the Town Centres Project (which has included upgrades in Kingscote, Penneshaw, Parndana, American River) and the Penneshaw Foreshore Upgrade (currently underway). These projects have included improvements to accessibility such as new footpaths, parking, public amenities etc in town centres providing broad benefit to each local community and visitors. Council has an Infrastructure Asset Management Plan which identifies projects each financial year for replacement or upgrade, ensuring compliant and accessible facilities across the Island.	The Town Centres Project was made possible through a partnership with the Federal and State Governments with funding sought and received via the Federal Government's Building Better Regions Fund and Drought Communities Program and the State Government's Places for People/Open Spaces program The Council also reviews project designs with the Kangaroo Island Disability Community & Advocates for feedback about accessibility requirements	
Promote community awareness of <b>disability and ageing</b> for an inclusive community through implementing our Disability Access and Inclusion Plan	✓				3	Council's Built Environment Designer has been working actively on this item: <ul style="list-style-type: none"> <li>September 2023 - Information Briefing to Elected Members on disability access</li> <li>October 2023 – disability access and inclusion survey released to community</li> <li>February 2024 – disability access audit report issued by Trento Fuller Consultants</li> <li>March 2024 – mandatory reporting completed on State Disability Inclusion Plan 2019-2023</li> </ul> <p>A report went to Council in August 2024 with priorities and estimated costs for higher priorities identified in the report and following consultation with KIDCA for future budget considerations in line with the IAMP  <a href="https://www.kangarooisland.sa.gov.au/_data/assets/pdf_file/0030/1655445/20240813-Council-Agenda.pdf">https://www.kangarooisland.sa.gov.au/_data/assets/pdf_file/0030/1655445/20240813-Council-Agenda.pdf</a></p>	Council representatives meet regularly with the Kangaroo Island Disability Community & Advocates group (convened by Purple Orange) to update them on projects and hear concerns about accessibility and address them where practicable. This has also included engaging with the group on the Council's new Community Strategic Plan to be in place by November 2024.	
Support the social and emotional development of our <b>young people</b>	✓				3	The Council continues to recognise our young people's achievements in areas such as work, sport, education, science, culture, arts and the environment through the awarding of the Young Achiever of the Year Award. This award is given to a young person who has demonstrated leadership, dedication and significant personal accomplishment or active involvement in their Community.		
Support events, programs, initiatives and volunteering opportunities that <b>enable social connection, access and inclusion</b> and promote the health and wellbeing of all residents	✓				3	The Council continues to support volunteer organisations, events and programs that enable social connection by offering sponsorship for the hire of council owned facilities, enabling a variety of groups to access spaces free of charge or at a reduced rate. Groups that access this service include Progress Associations, Sporting Clubs and other volunteer community organisations as well as visiting artists		
<b>Monitor and respond to environmental and public health risks</b> , such as pollution, biosecurity and disease outbreaks		✓			3	Council continues to respond to public health complaints and outbreaks. Council also carries out pest prevention such as treating breeding areas for mosquitoes and other pests. Council also ensures proper disposal for waste generated on the island CWMS pump out scheme..		
Support community and emergency services and collaborate to <b>build preparedness and resilience</b>		✓			3	During the preparation of the Preparing KI: A Whole-of-Island Disaster Risk Reduction and Mitigation Action Plan extensive engagement with stakeholders was undertaken via community workshops, technical workshops, community drop-in sessions, targeted in-person meetings, meetings with subject matter experts, government agencies, community representatives and briefings sessions with Councillors and Council officers.		
Proactively <b>adapt to environment change</b> in partnership with other stakeholders for a whole of Island response		✓			3	Funding was sought and awarded by the Commonwealth Government's 'Preparing Australia's Communities' program to complete the Preparing KI: A Whole-of-Island Disaster Risk Reduction and Mitigation Action Plan. The Action Plan is the Council's roadmap to delivering on and implementing our locally-identified priorities and opportunities to mitigate disaster risk, pursue enhanced climate adaptation and improve overall resilience.		
<b>Obtain funding</b> for a plan to respond to environment change and liaise with other stakeholders for a whole of island response			✓		2	Funding was sought and awarded by the Commonwealth Government's 'Preparing Australia's Communities' program to complete the Preparing KI: A Whole-of-Island Disaster Risk Reduction and Mitigation Action Plan. The Action Plan is the Council's roadmap to delivering on and implementing our locally-identified priorities and opportunities to mitigate disaster risk, pursue enhanced climate adaptation and improve overall resilience.		



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Support initiatives for a <b>sustainable carbon neutral future</b> including best practice waste management and tree planting programs to increase township shade, cooling and amenity to ensure our environment is enhanced and protected			✓		3	Council prepared and endorsed a Street Tree Program 2023-2027 with ~\$20k funding each year to install trees across the four townships. It is in the second year of implementation, with 120 trees to be planted across Penneshaw, Kingscote, Parndana and American River. This is in addition to numerous plantings of indigenous species at some of Council's other facilities including the Kingscote Cemetery and foreshore areas of Penneshaw and Kingscote.	The Council works with the KI Landscape Board's Native Plant Nursery and Aenigma Natives to propagate advanced stock to use indigenous species in the tree planting program with local provenance.	
Advocate for <b>sustainable initiatives and businesses</b>			✓		3	Residents and visitors are able to recycle batteries at the Council's Customer Service desk		
Encourage <b>sustainable renewable energy options</b> and tree planting program (Louise)			✓			Electric vehicle chargers have recently been rolled out across the island, with existing chargers in Penneshaw, American River and Parndana under review. Additional renewable energy options (e.g. solar) on Council assets is considered in the Infrastructure Asset Management Plan. Recommendations from the Net Zero program currently underway includes telematic system and fleet reviews to understand fuel consumption and usage patterns of Council's fleet to plan for more sustainable transport, which is currently 50% of Council's emissions		
<b>Enhance built environments</b> to support active lifestyles, such as sporting facilities, parks, gardens, playgrounds, pools, trails (Louise)				✓		Every year Council allocates funding to upgrade its assets which support an active lifestyle, including playground renewal, recreation and open space and access. Council also allocates at least \$250,000 per year to extend its footpath network across the Island's four main townships of Kingscote, Penneshaw, Parndana and American River to encourage more pedestrian and bike activity.	Partnering with and supporting different community and sporting groups to upgrade sporting facilities on Council land.	
Collaborate with relevant initiatives (such as Good Sports) and <b>sports clubs</b> to prevent and reduce harms from alcohol and other drugs				✓	3	The Council distributes relevant communication from Good Sports to sporting clubs		
Seek opportunities to <b>expand community gardens</b> to all townships to promote healthy eating, being outside and social connection				✓	2	Community gardens have now been established in three of the Island's major townships: Penneshaw, American River and Parndana		
Develop partnerships to support the design and delivery of <b>preventive mental health and wellbeing initiatives</b>				✓	3	Council employees are able to access an Employee Assistance Program to assist them with their preventative mental health and wellbeing		
<b>Mt. Barker District Council</b>								
Engage and involve the community in the understanding, appreciation and <b>protection of local natural areas</b>	✓		✓		3	The community are engaged and involved on a regular and ongoing basis. There are a number of community events and programs each year that target the understanding, appreciation of local natural areas. These include a wide variety of workshops, community planting events, educational events (birdfair and bee hotels), bushcare days, social media education, appreciation events and competitions and subsidised native plant packs.	Bush for Life, Community Living Australia, Landcare Groups, Bushcare Groups, schools, community groups, volunteer groups, wildlife rescue groups, various NGOs, State and Federal Governments and other Local Governments	
Help empower <b>Aboriginal leadership</b> , knowledge and participation in <b>bushfire recovery, cultural burning and land management</b>			✓		1	Council continues to work with First Nations to 'awaken Peramangk cultural practices through Kiri (fire)'. MBDC will be the delivery partner.	Firesticks Alliance/Kaurna Fire Team, First Nations representative groups (including the newly formed Peramangk Aboriginal Corporation), Forestry SA, Department Environment and Water, SA Water, Second Nature Conservancy, Hills and Fleurieu Landscape Board.	



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Coordinate events, programs, initiatives and volunteering opportunities that facilitate <u>social connection, access and inclusion</u> and improve health and wellbeing for our ageing population	✓				3	<p>Ongoing funding and commitment to the Caring Neighbourhood Program (CNP) which facilitates meaningful group and individual social support to people over 65 years utilising a team of around 40 volunteers. Program currently provides around 900 hours a month to socially isolated residents with various weekly and monthly activities of choice.</p> <p>June 2024 - First Nations Art wellbeing canvas project working with local Ramindjeri artist and CNP for NAIDOC Week. People learned about how elders are valued and treated in Ramindjeri culture and learned some language. Morning tea held at Coral St Gallery where the canvas painting is proudly displayed as a community asset. Average age of group was 83.</p> <p>Jan 2024 - Additional grant funding accepted as part of ongoing CHSP (Commonwealth Home Support Program) Contract agreement for Caring Neighbourhood Program.</p> <p>June 2023 - Aged Care Quality and Safety Commission conducted an audit of aged services provided by COVH - Excellent audit results and met all performance standards.</p> <p>May 2023 - SA Premiers certificate received for outstanding volunteer service for Caring Neighbourhood Volunteers.</p> <p>Oct 2022 - 25 Year celebration of Caring Neighbourhood Program - video to celebrate achievements utilising clients and volunteers of the program. A young student volunteer compiled the multi media video contributing many hours to the project and this was presented at a morning tea with around 100 participants who are involved in the program.</p> <p>Advance Care Directive Program</p> <p>Connecting through the Art of Ageing</p>	<p>Federal Dept of Health and Ageing Aged Care CHSP grant funding - should continue until at least June 2027.</p> <p>Referrals made for - people living with dementia to attend "Stay at home" carer and client respite and education program provided by Australian Government. - vulnerable people needing Carefinder Support to connect them to aged services. - Connecting people to Carers SA and ARAS people caring for family members who are at risk and needing support</p> <p>Member of the Local Government Ageing Well Network Forum - monthly meeting to collaborate and share learnings across Council Ageing Well programs.</p> <p>Lead the Southern Fleurieu and Kangaroo Island Positive Ageing Taskforce which is a collaborative inter-agency network which operates across Alexandrina Council, City of Victor Harbor, and Yankalilla Council areas, with network links extending to Kangaroo Island. The Taskforce works with services that support frail older people and their carers to facilitate service reform and improve service cooperation and coordination at the regional level.</p>	<p>Art project strengthened relationships with local indigenous community and one of the participants involved was part of the stolen generations.</p> <p>City of Victor Harbor Council has a team of around 300 volunteers who help with Council programs and services and this contributes to their wellbeing and sense of purpose, and also provides opportunities for social connection.</p> <p>Volunteer coordinator position within council is responsible for organisational volunteer policies / procedures and support to volunteer coordinators within the organisation.</p>
Implement the <u>Disability Access and Inclusion Plan</u>	✓				3	<p>Numerous achievements including increased information accessibility through improved website and document development, provision of a Disability Expo showcasing opportunities for connections. The employment of an Inclusion Officer to develop resources and increase understandings to support more inclusive practices and processes.</p>	<p>Collaborations with Purple Orange and The Local Government Association</p>	<p>Key enabler is the lived experience advisory group who monitor, advise and support Council decisions on Access and Inclusion.</p>
Pursue the establishment of a <u>Regional Study Hub</u> that services the southern Fleurieu Peninsula	✓				3	<p>Successful beginning of the Fleurieu Regional Study Hub, with staff employed and the facility based at the TAFE Campus Victor Harbor in process of fit out. Opening event to be held in September.</p>	<p>A partnership between Local Government, Regional Development Australia and local stakeholders.</p>	<p>First application for funding was declined, however a subsequent application was successful. The challenge will be to build community support for the Study Hub in the near term.</p>
In collaboration with Business Victor Harbor, finalise and implement the <u>City of Victor Economic Development Strategy</u>	✓				3	<p>The Council adopted the Economic Development Strategy in 2020 and have subsequently implemented a number of key projects, including the Victor Harbor Destination Brand, Mainstreet Urban Renewal and the completion and early commenced on the Investment Attraction Strategy.</p>	<p>A working partnership with Business Victor Harbor and the Council.</p>	<p>Limited resources to implement these actions on the ability to influence the market.</p>
Implement regional <u>bush fire management plan</u> , local and zone emergency management plans		✓			3	<p>The Adelaide Hills, Fleurieu and Kangaroo Island Zone Emergency Management Committee has a publicly available and published Key Hazards and Risks Summary Emergency Management Plan that includes Bushfire. Council's role in Bushfire is a support to the lead/control agency - the Country Fire Service. Council is active in Bushfire preparedness - undertaking hazard reduction clearing and education with property owners. Our communications team work with and share information provided by the control agency.</p>	<p>Council is an active member of the Adelaide Hills, Fleurieu and Kangaroo Island Zone Emergency Management Committee</p>	<p>The City of Victor Harbor has an internal Emergency Management Plan and an Incident Operations Manual that includes plans for Bushfire response.</p>
Implement recommendations from the <u>Coastal Adaptation Strategy</u>		✓			3	<p>City of Victor Harbor continues the high priority coastal monitoring program to collect data and ground truth information to guide Council in the best adaptation strategies. Supported the active involvement of young people in climate leadership for the community with the third annual Fleurieu Youth Climate Change Summit.</p>	<p>Council has been successful in achieving grant funding for the design and implementation of coastal protection work through the Commonwealth's Disaster Ready Funding. Council have entered into a partnership with Flinders University (partially funded by the State Government) for a 3 year PHD student which will help with the implementation of the recommendations of the Coastal Adaptation Strategy.</p>	
Respond to the <u>COVID-19 emergency and recovery phase</u>		✓			2	<p>Development of a Pandemic Policy to ensure learnings from COVID-19 are considered and improved.</p>		

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<u>Regulate food safety, waste water systems</u> , water quality, sanitation, swimming pools/spas, vermin control		✓			2	The City of Victor Harbor continued to apply specific public health legislation relating to food safety, on site waste water management, manufactured water systems, swimming pools/spas, disease prevention and control, pest and vermin control, sanitation, housing/accommodation, water quality, environmental management, contaminated land and emergency management. CVH continues to maximise use of recycled water (within limitations of current infrastructure) and reduce potable water use across Council irrigated sites.		
Increase awareness in the community of the <u>impacts of climate change</u>			✓		2	Supported the active involvement of young people in climate leadership for the community with the third annual Fleurieu Youth Climate Change Summit. CVH continues to Greenify Victor Harbor by continuing to increase tree cover through strategic management of Council native vegetation, parks and gardens, revegetation and street tree programs and is investigating the establishment of native and community garden and continues to work with community groups. In July 2024 SES held a "Get Storm Ready" community information session.	CVH to embark on a 5 Year Environmental Management Plan 2025-2030 through an external consultant	
Implement the actions, and consider the short- and long-term opportunities from the <u>Resilient Hills &amp; Coasts – Regional Action Plan 2020-2025</u>			✓		3	The City of Victor Harbor has been working on the renewed regional sector agreement and has scheduled a workshop on 16 September for Michael Arman (BRM) to present to Council Members. The current review of Council's Urban Growth Management Strategy will work towards the long term opportunities of "Where we Build what we Build" and planning initiatives that promote climate resilient development, green space connectivity and open space recreational opportunities.		
Participate in <u>partnerships</u> such as Resilient Hills & Coasts and support local environmental volunteer groups such as Victor Harbor Coastcare, Town Pride, Trees for Life (Bush for Life), Friends of Inman River and Friends of Hindmarsh River Estuary.			✓		3	Council works closely and supports the local environmental volunteer groups such as Victor Harbor Coastcare, Trees for Life (Bush for Life), Biodiversity Victor Harbor, Town Pride, Friends of Inman River and Friends of the Hindmarsh River Estuary. Council provides cash donations and materials along with in-kind support, resource assistance and knowledge building / awareness to enable these volunteer groups to deliver valuable environmental work for the community that would otherwise not be funded.	All listed volunteer groups / friends and other individual volunteers  Art project strengthened relationships with local indigenous community and one of the participants involved was part of the stolen generations.  Risk Management Training Requirements (i.e. - WZTM)  Open Space and Environment staff resourcing to assist / support Friends and volunteers	
<u>Develop partnerships and strategies</u> that support community initiatives for wellbeing through physical activity, play and recreation				✓	3	City Victor Harbor provides an Active Wellbeing Program to encourage a strong, vibrant and healthy culture to increase physical activity, feelings of wellness and community connections. There are active wellbeing activities for all ages including Mindfulness, Yoga and Seated Strength in the Library each week, walking groups, support to find walking trails, sandy coastal walks and more challenging hikes. The program has inducted 2 volunteers to help facilitate Geri-Fit and Active Wellbeing events.	Worked with Curtin University to use the Geri-Fit program. Working in partnership with local businesses to create Active Wellbeing events.	
Provide services, information and activities for <u>families and children</u> through the Fleurieu Families Program				✓	2	CVH has employed a Nunga Family Worker to support more culturally appropriate services for Indigenous families and children. Fleurieu Families also provides workshops on respectful relationships to all high school students in year 9 and works with parents of young children and babies in a program called Circle of Security.		
Promote and enhance <u>access and use of open spaces</u> , beaches and the environment for the benefit of wellbeing and health				✓	3	City of Victor Harbor is providing opportunities to activate our open spaces with activities and events being held in our parks and reserves and highlighting and encouraging the use of outdoor adult equipment in Kent Reserve. Concept plans are under consultation to provide inclusive access to the beach at Soldiers Memorial.		
<b>District Council of Yankalilla</b>								
Coordinate events, projects and activities that facilitate <u>social connection, access and inclusion</u> and improve health and wellbeing for our community	✓			✓	3	Parenting workshops; Partnering with Fleurieu Families for case management for individual families, Family focussed events eg Beachfest and It Takes A Village; Partnering with Reclink to provide recreational activities for youth; Coordinate Fleurieu Coast Community Network.		

2. STATE PUBLIC HEALTH PLAN STRATEGIC PRIORITY(S) ALIGNMENT	2. STATE PUBLIC HEALTH PLAN STRATEGIC PRIORITY(S) ALIGNMENT				3. STATUS	4. ACHIEVEMENTS (if deferred, or not commenced, please mark N/A)	5. PARTNERSHIP(S) ESTABLISHED OR SOUGHT TO ACHIEVE THIS COMMITMENT (if any) (if not applicable, please mark N/A)	6. ADDITIONAL COMMENTS ON STATUS (eg key enablers and challenges, unexpected benefits or impacts)
	TICK BOX - can be more than one				1. in progress			
	1 PROMOTE: build stronger communities and healthier environments.	2 PROTECT: against public and environmental health risks and responds to climate change.	3 PREVENT: chronic disease, communicable disease and injury.	4 PROGRESS: Strengthen the systems that support public health and community wellbeing	2. completed			
Continue to implement actions in the <b><u>Disability Access and Inclusion Plan 2020-24</u></b>	✓			✓	3	Council completed 3 major infrastructure projects all with upgraded disability access - The Normanville Foreshore Kiosk and Surf Lifesaving Clubrooms, Yankalilla Library and Normanville Caravan Park. A total of 12 new accessible carparks have been created. Continuation of Council's On Demand Transport Program for people with a disability aged under 65 and their carers.		
Continue to deliver strong <b><u>environmental health services</u></b> , including food safety, effective wastewater management and community education about risks		✓			3	Council's Environmental Health Officer participated in the Southern Regional Group which provides a forum for the sharing of ideas and programs and facilitates a consistent approach to environmental health issues throughout the region.		
Engage with the CFS regarding <b><u>vegetation management practices</u></b>		✓			3	In consultation with CFS, Roadside Fire Prevention Programs in place.		
In collaboration with local stakeholders, finalise and implement the District Council of Yankalilla <b><u>Economic Development Strategy</u></b>		✓			3	Developed Do Business Network to support local businesses.		
Continue to support <b><u>State Government and regional environment partnerships</u></b>		✓			3	Partnering with neighbouring Councils Integrated Pest Management Program. Delivering key priorities under the Southern Fleurieu Coastal Action Plan.		
Continue to promote <b><u>improvements to open space</u></b> and publicise our existing tree planting program			✓		3	Fleurieu Coast Community Nursery growing 25,000 per year local native trees for revegetation ; restoration actions in the Normanville Dunes and Bungala River Estuary;		
Continue membership of the <b><u>Fleurieu Regional Waste Authority</u></b> (FRWA) which manages waste and recycling operations including kerbside collections and the Yankalilla Waste and Recycling Depot			✓		3			
Encourage <b><u>sporting clubs</u></b> to utilise the tools and resources to build a policy around alcohol management, smoking regulations, mental health, illegal drugs, and safe transport.				✓	3	Delivered a series of club development sessions including RSA training, Mental Health First Aid, Safe Transport and Alcohol and Other Drug education to sporting club leaders and volunteers in the Yankalilla District Area.		
Encourage the establishment of <b><u>community gardens</u></b> in our townships				✓	3	Partnered with Fleurieu Coast Environment Centre in the establishment and maintenance of the Yankalilla Community Garden.		
<b>S&amp;HLGA</b>								
Develop and adopt a <b><u>new S&amp;HLGA Regional Public Health and Wellbeing Plan 2022-2027</u></b> (August 2022)	✓			✓	3	Consulted key partners within the region and aligned with member Council Strategic Plans to develop a new Regional Public Health Plan to succeed the original 2015 plan. Endorsed by the Department of Health and Wellbeing 30 August 2022	The six (6) member Councils of S&HLGA.	
<b><u>S&amp;HLGA Regional Public Health Committee</u></b>	✓			✓	3	The six member Councils have staff representation on the S&HLGA Regional Public Health Committee. This committee regularly meets to monitor the S&HLGA Regional Public Health and Wellbeing Plan 2022-2027 During 2022-2024 the Committee met on seven (7) separate occasions. All the meeting Agendas and Minutes are accessible via the S&HLGA website.	Designated staff of the six (6) member Councils	

2. STATE PUBLIC HEALTH PLAN STRATEGIC PRIORITY(S) ALIGNMENT	2. STATE PUBLIC HEALTH PLAN STRATEGIC PRIORITY(S) ALIGNMENT				3. STATUS	4. ACHIEVEMENTS (if deferred, or not commenced, please mark N/A)	5. PARTNERSHIP(S) ESTABLISHED OR SOUGHT TO ACHIEVE THIS COMMITMENT (if any) (if not applicable, please mark N/A)	6. ADDITIONAL COMMENTS ON STATUS (eg key enablers and challenges, unexpected benefits or impacts)
	TICK BOX - can be more than one							
	1 PROMOTE: build stronger communities and healthier environments.	2 PROTECT: against public and environmental health risks and responds to climate change.	3 PREVENT: chronic disease, communicable disease and injury.	4 PROGRESS: Strengthen the systems that support public health and community wellbeing				
					1. in progress 2. completed 3. ongoing 4. deferred 5. will not be progressed			
<b>S&amp;HLGA Community Wellbeing Indicators</b>	✓			✓	3	S&HLGA Regional Public Health Committee continued to gather data to populate it's Regional Community Wellbeing Indicators.	The six (6) member Councils of S&HLGA. ABS and other provider of regional health data	
Submitted an application for an information and capacity building (ILC) grant of \$370,000 via the Social and Community participation stream - Co-designing Communication and accessible outdoor experiences - a toolkit for Local Government	✓			✓	5	The project aimed to create communication solutions to support people with complex communication needs (little or no speech) to participate in popular outdoor experiences across the Southern and Hills Local Government Association (S&HLGA) region in South Australia. The focus will be providing communication tools to create welcoming and inclusive outdoor spaces, where people with communication difficulties can successfully participate in outdoor activities that boost wellbeing with their families, carers and other companions - at every stage of their experience, including pre-visit planning.  The project was to be delivered in 2 phases, including engaging and supporting residents with lived experience of communication difficulties to co-design bespoke communication solutions for 12 priority outdoor experiences across the region; and capturing experiences and learnings throughout the co-design process for the development of an Online Toolkit for Local Government which will provide councils nationwide guidelines and tools to improve communication accessibility to their outdoor experiences that support wellbeing. Unfortunately the application was unsuccessful	The six (6) member Councils of S&HLGA. Co-designed with people who live with a communication disability, their carers and families. Two Way Street as service delivery partner.	

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## **Appendix 2**

*Southern and Hills LGA Regional Public Health and  
Wellbeing Plan 2022 - 2027*

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# Southern and Hills LGA Regional Public Health and Wellbeing Plan 2022-27



# Southern and Hills Local Government Association Regional Public Health and Wellbeing Plan 2022–2027

Version 8: 31/08/22

Prepared by Adelaide Hills Council, in partnership with the Southern and Hills Local Government Association (S&HLGA) Regional Public Health Plan Working Group (WG), on behalf of the six Constituent Councils of the Association:

- Adelaide Hills Council
- Alexandrina Council
- Kangaroo Island Council
- Mount Barker District Council
- District Council of Yankalilla
- City of Victor Harbor

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**Prepared for** S&HLGA

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**Project team** S&HLGA Regional Public Health Plan Working Group  
Chair: Leann Symonds, Manager Community Wellbeing, City of Victor Harbor

## Document history

Version	Date	Prepared by	Details	Approved
1	28/03/22	Josh Spier	Draft for WG review	JS
2	29/03/22	Josh Spier	Draft with updates from the WG	JS
3	7/04/22	Josh Spier	Draft with updates from the WG	JS
4	11/04/22	Josh Spier	Draft with updates from RS and proofreader	JS
5	14/04/22	Josh Spier	Draft with final changes from the WG	GM
6	12/08/22	Josh Spier	Draft following public consultation for WG review	JS
7	18/08/22	Josh Spier	Draft with updates from the WG (responding to feedback received during public consultation), to send to the Chief Public Health Officer for feedback	GM
8	31/08/22	Josh Spier	Final version following feedback from the Acting Chief Public Health Officer	JS



# Acknowledgement of Country

The Southern & Hills Local Government Association acknowledges and respects Aboriginal peoples as the region's first people and recognises their traditional relationship with Country.

We acknowledge that the spiritual, social, cultural, and economic practices of Aboriginal peoples come from their traditional lands and waters and that their cultural and heritage beliefs, languages, and laws are still of importance today.



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# Acronyms

ABS - Australian Bureau of Statistics

GA – Greater Adelaide

IRSD - Index of Relative Socio-economic Disadvantage

LGA – local government area

LGILC - Local Government Information Linkages and Capacity Building Program

MMM - Modified Monash Model

RPHP – Regional Public Health Plan

RSA – Regional South Australia

S&HLGA – Southern & Hills Local Government Association

# Introduction

This Plan is the second Regional Public Health Plan (RPHP) for the Southern and Hills region and is a collaboration of the six constituent councils of the Southern and Hills Local Government Association (the S&HLGA):

- Adelaide Hills Council
- Alexandrina Council
- Kangaroo Island Council
- Mount Barker District Council
- District Council of Yankalilla
- City of Victor Harbor

This Plan is for the period 2022 to 2027 and builds on the first Regional Public Health Plan for the S&HLGA (2015-2020). It will provide the basis for the next Regional Public Health Plan (2028-2033).

This Plan responds to a fresh assessment of the population health and risks in our local communities and the region as a whole.

## About the Southern and Hills LGA

The [Southern and Hills Local Government Association \(S&HLGA\)](#) is a regional group of councils, first formed in July 1969 as a regional subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999.

In order to improve the wellbeing of communities across the region, the S&HLGA undertakes a regional coordinating, representational, advocating and communications role on behalf of its six member councils.

The [2021 S&HLGA Strategic Plan](#) sets out the long-term vision and direction of the Association and encapsulates the collective commitment of the member councils:

*The councils of the Adelaide Hills, Fleurieu Peninsula and Kangaroo Island region under the umbrella of the Southern and Hills Local Government Association, co-operating with and supporting each other to improve the wellbeing on their communities.*

Action 4.4 of the [S&HLGA's Business Plan 2021-2025](#) is to work with the member councils to implement and monitor the Regional Public Health Plan, as well as continuing to support the S&HLGA Regional Public Health Plan Working Group.

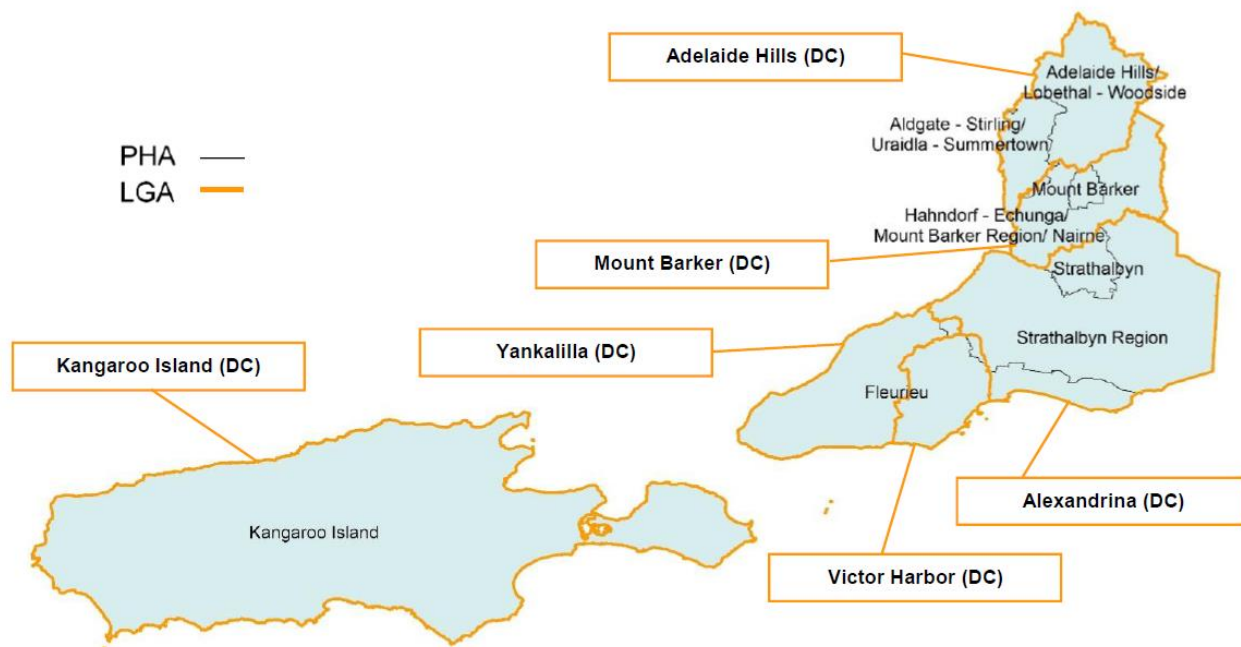


Figure 1 – Map of the Southern & Hills LGA region and its constituent district council (DC) areas and Population Health Areas (PHAs)<sup>1</sup>

<sup>1</sup> 'Population Health Areas' (PHAs) are geographical areas based on suburbs (in cities and larger towns) and localities (in regional and remote areas) as published by the Australian Bureau of Statistics as Statistical Areas Level 2 (SA2s). PHAs are comprised of either whole SA2s or multiple (aggregates of) SA2s. Source: [Population Health Profile for the Southern & Hills LGA \(September 2019\)](#), prepared by the Public Health Information Development Unit (PHIDU) for the LGA of SA



# Legislative requirements

The *South Australian Public Health Act 2011* (the Act) requires that a council, or group of councils (like the S&HLGA) prepare and maintain a 'regional public health plan' to protect the public health of their communities, prevent illness, disease and injury and promote conditions to support community wellbeing. The S&HLGA's [first Regional Public Health Plan](#) (adopted May 2015) was prepared to meet this requirement.

The Act (s51) requires that, once prepared, the RPHP must be reviewed at least once every 5 years. The S&HLGA's first Plan was due for review in mid-2020. However, owing to COVID-19, the due date for the reviewed RPHP was extended to 1 September 2022.

The Act (s51) also requires that the review of the previous RPHP must undertake a fresh assessment of population health and risks in the region, and consider any required changes to the RPHP arising from the second [State Public Health Plan 2019-24](#). The development of this Plan was based on the review outcomes.



# Alignment with the State Government's strategic priorities

This Plan aligns with the [South Australian State Public Health Plan 2019-2024](#) (the State Plan). The State Plan's vision is for "a healthy, liveable and connected community for all South Australians". To achieve this vision, the State Plan calls for coordinated action across four priorities:



Figure 2 - Priorities of the State Public Health Plan 2019-2024<sup>2</sup>

This Plan also aligns with the first [Wellbeing SA Strategic Plan 2020–2025](#). Wellbeing SA is an agency established in January 2020 to deliver a renewed focus and action on prevention in South Australia and a broad understanding of wellbeing. Wellbeing SA's Plan sets a vision for "a balanced health and wellbeing system that supports improved physical, mental and social wellbeing for all South Australians". It identifies three priority focus areas that have been taken into consideration when developing this Plan:



Figure 3 - Focus areas of the Wellbeing SA Strategic Plan 2020-2025<sup>3</sup>

<sup>2</sup> Source: South Australian State Public Health Plan 2019-2024, p.26

<sup>3</sup> Source: Wellbeing SA Strategic Plan 2020–2025, p.11

# Alignment with the councils' strategic plans

All constituent councils are already contributing to public health and wellbeing outcomes across their core business. The key strategic plans of all councils (Table 1) include aspirational goals which are relevant to the health and wellbeing of their communities.

Each council's key strategic plan was reviewed and incorporated when developing actions for this Plan to ensure consistency. Aligning this Plan with councils' strategic plans ensures that actions towards achieving public health outcomes are appropriately programmed and resourced.

Table 1 – Key strategic plans of the constituent councils of the S&HLGA

Constituent council	Key strategic plan	Aspirational guiding themes
Adelaide Hills Council	Strategic Plan 2020-24: A brighter future	<ul style="list-style-type: none"> <li>• A functional built environment</li> <li>• Community wellbeing</li> <li>• A prosperous economy</li> <li>• A valued natural environment</li> <li>• A progressive organisation</li> </ul>
Alexandrina Council	A2040: Our plan to thrive 2020-2024	<ul style="list-style-type: none"> <li>• Liveable Alexandrina</li> <li>• Green Alexandrina</li> <li>• Connected Alexandrina</li> </ul>
Kangaroo Island Council	Strategic Plan 2020-2024	<ul style="list-style-type: none"> <li>• A built environment focused on essential and community services</li> <li>• Community and individuals empowered to improve the quality of Island life</li> <li>• Re-establish a strong and diverse economy</li> <li>• Our environment is maintained, enhanced and protected</li> <li>• Leadership to deliver positive social, financial and environmental outcomes</li> </ul>
Mount Barker District Council	Community Plan 2020-2035	<ul style="list-style-type: none"> <li>• Community wellbeing</li> <li>• Economic prosperity</li> <li>• Ecological sustainability</li> </ul>
District Council of Yankalilla	Strategic Plan 2030 Vision: Four Year Focus 2020-2024	<ul style="list-style-type: none"> <li>• Our Environment</li> <li>• Our Community</li> <li>• Our Economy</li> <li>• Our Infrastructure</li> <li>• Our Leadership</li> </ul>
City of Victor Harbor	Community Plan 2030	<ul style="list-style-type: none"> <li>• We are a caring, connected and active community</li> <li>• We have a culture of innovation, collaboration and creativity</li> <li>• We manage growth and change responsibly</li> <li>• We protect our environment</li> <li>• We have services and infrastructure that meet our community's needs</li> <li>• We are a financially sustainable and well-governed organisation</li> </ul>

# Our previous Plan

The first [Regional Public Health Plan for the Southern & Hills LGA, Wellbeing in Our Community](#), was completed in May 2015 and formally endorsed in July 2015. Development of the first Plan involved a comprehensive audit of plans and documents, an analysis of health and demographic data, research on trends and health issues, consultations with local councils and other stakeholders, and consideration of past council and regional achievements. Key findings from this analysis informed the development of regional strategies and individual Action Plans for each council. *Wellbeing in Our Community* remains a valuable planning resource for understanding the following:

- The region's character
- The region's state of public health, including key issues, gaps and risks
- The achievements, commitments and partners of each constituent council.

This Plan builds on the key foundations and achievements of the previous Plan, including the following regional projects that involved collaboration between all constituent councils:

- The S&HLGA Regional Public Health Plan Working Group has been functioning successfully since the first RPHP was adopted. This region-wide Working Group has enabled representatives of all constituent councils to develop a coordinated and strategic approach to obtain funding, strengthen health partner relationships and achieve regional health-related projects.
- The 'Community Wellbeing Alliance Pilot Project' commenced in July 2019 and was completed December 2021. This project enabled the engagement of a part-time Project Officer to act as a dedicated resource for the region focused on public health planning. The Project Officer leveraged additional grants to deliver regional public health initiatives, and also coordinated these initiatives.
- The 'Regional champions for accessible destinations in the Southern and Hills LGA' project was funded through the Local Government Information Linkages and Capacity Building Program (LGILC). The project increased staff knowledge and skill in planning, design and construction of important public places using universal design principles. This project won a Planning Institute of Australia's 2021 Award for Planning Excellence.
- The 'Regional champions for accessible communications in the Southern and Hills LGA' project was also funded through the LGILC program. This project successfully built staff capacity in producing accessible information for people with disability.
- The 'Community Wellbeing Indicators for South Australian Local Government' project was funded through the Local Government Research and Development Scheme. This project developed South Australia's first set of [Indicators of Community Wellbeing for Local Government](#) to track issues that are important to our communities, for public health, strategic planning and service provision. This project received the 2021 Minister for Health and Wellbeing's Award for Excellence in Public Health in the Regional category.



# This Plan

This Plan acknowledges that supporting public health and community wellbeing is a key priority for all constituent councils, and that each council continues to address public health issues across their core service areas. However, the actions that each council take to address public health vary according to their local context, community priorities, and their organisational capacity and resourcing levels. For these reasons, this Plan does not detail all of the individual activities of each constituent council that support the health and wellbeing of their communities. Rather, it identifies the top actions that each council will focus on over the life of the Plan, as well as focus areas for regional initiatives to address common challenges that require collaboration between all councils and partners. The priorities and actions of this Plan have been co-designed with the input from the constituent councils, community and stakeholders across the region.





# About public health

In South Australia, public health is guided by the Act and the State Plan. The Act states that “public health means the health of individuals in the context of the wider health of the community” (p.6). The State Plan defines public health as “what we do collectively as a society to create the conditions and environments that enable health and wellbeing” (p.8). Public health is about everyone working together to create these conditions and environments that people need every day to be healthy, including:














	services and programs at libraries or community centres		recreation facilities and sports grounds		safe drinking water
	community gardens or local fruit and veg swaps		parks and shaded playgrounds		immunisation services
	footpaths and walking trails		skate parks and dog parks		volunteering and community involvement
	the way our communities are planned		climate risk management planning		wastewater management
	events that bring the community together		services that celebrate and promote cultural diversity		health information and education programs
	disability inclusion services		safe and nutritious food		smoke and alcohol free environments

Figure 4 – Examples of actions that support public health (Source: State Public Health Plan 2019-2024, p.8)



The health and wellbeing of individuals and communities are influenced by social, economic, political, cultural and environmental factors that shape the conditions in which we are born, grow, live and age. These factors are often referred to as the ‘determinants of health’ (as shown in Figure 5).

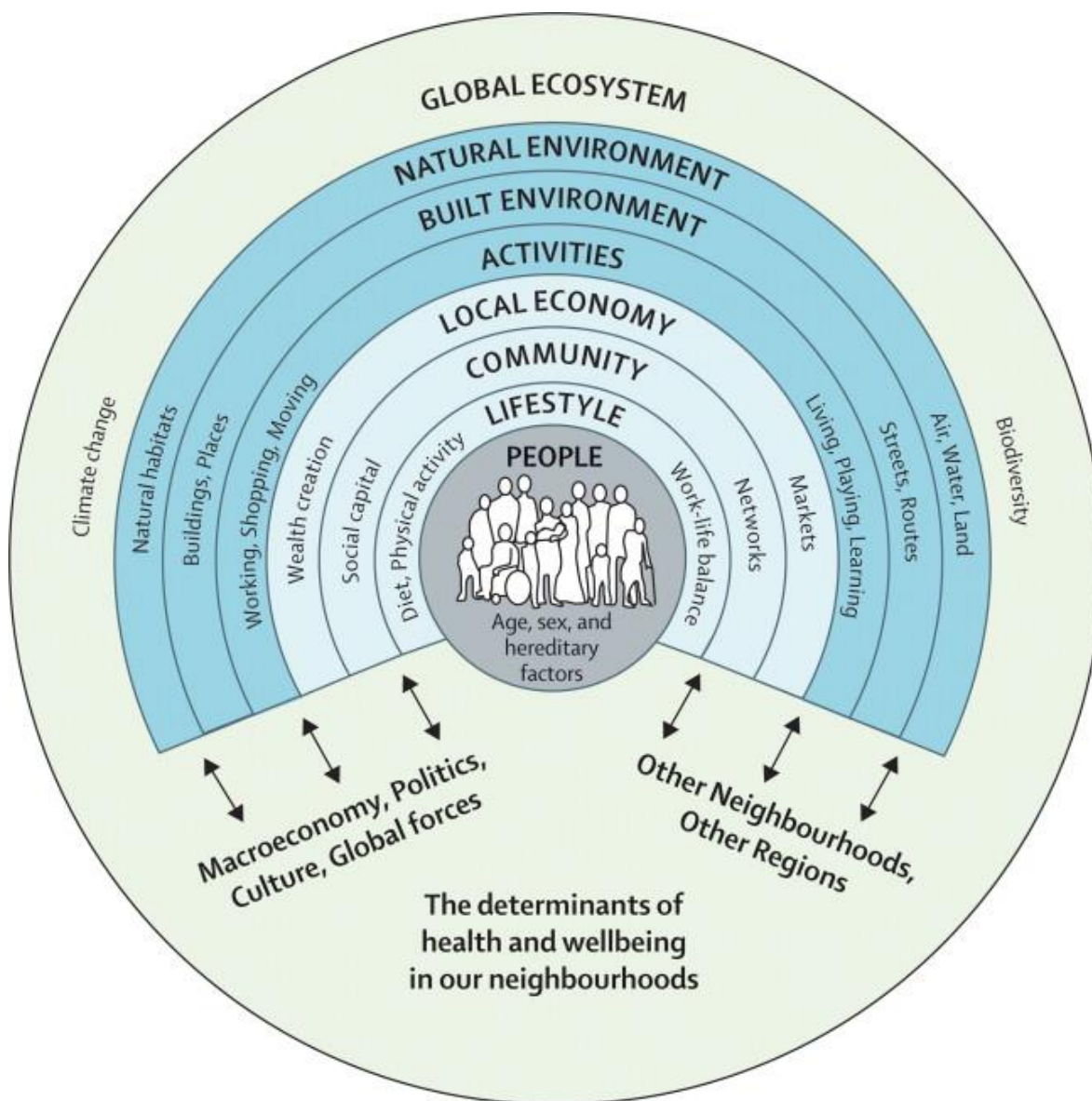


Figure 5 - Determinants of health and wellbeing<sup>4</sup>

Local councils are intimately involved in addressing many determinants of health and wellbeing, whether directly or indirectly, especially at the neighbourhood level. Many aspects of councils’ operations influence and support individual and community wellbeing, including through land use and transport planning, environmental health services, open space services, and economic and community development activities.<sup>5</sup>

<sup>4</sup> Source: Barton, H. and Grant, M. (2006). A health map for the local human habitat. *The Journal for the Royal Society for the Promotion of Health*, 126 (6). pp. 252-253, developed from the model by [Dahlgren G, Whitehead M. \(1991\)](#)

<sup>5</sup> See pages 5-6 of the [Indicators of Community Wellbeing for the S&HLGA Report \(April 2022\)](#), prepared by Jeanette Pope for the S&HLGA.



# Priority populations

The State Plan recognises that in South Australia, there are significant disparities in health status for some population groups, in particular:

- Aboriginal and Torres Strait Islander people
- People living in rural and regional areas
- People experiencing socioeconomic disadvantage
- People from culturally and linguistically diverse backgrounds.

This Plan acknowledges that targeted collaborative action is needed to address the health gaps for these priority population groups, and for the additional priority population groups that all constituent councils are already supporting:

- Children and young people
- Older people
- People living with disability

Public health planning needs to address the preventive health needs of priority population groups and achieve equitable outcomes. Examples of how councils can take into account the priority population groups include:

- Provide or link people to free and low-cost services and programs through libraries and community centres
- Provide information about council services and facilities in accessible formats
- Ensure disadvantaged groups have an opportunity to contribute to Council decisions
- Provide opportunities for young people to connect through youth-friendly activities and spaces
- Provide or enable a range of sport and recreation facilities that enable everyone to take part
- Work with sports clubs and community groups to provide inclusive environments for all residents.<sup>6</sup>



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<sup>6</sup> Source: Prevention and Population Health Branch (2020). [Local Government Community Health and Wellbeing Toolkit](#). Wellbeing SA, Government of South Australia.

# The role of local government in public health

Local councils play various roles in supporting public health and community wellbeing. These varied roles are outlined in Table 2.

Table 2 - Roles of local government in public health<sup>7</sup>

Role	Description
<b>Leader / Planner</b>	Development of strategies, policies, programs and services that respond to relevant trends and influences.
<b>Owner / Custodian</b>	Management of assets that are under the care and control of Council. This includes management of social, physical and green infrastructure assets.
<b>Regulator</b>	Undertaking responsibilities pursuant to relevant legislation (e.g. food and health premise compliance).
<b>Information Provider</b>	Provision of information to the general community and identified stakeholders.
<b>Advocate</b>	Advocacy to relevant bodies (e.g. making representations on behalf of the community to other tiers of government).
<b>Facilitator / Initiator</b>	Bringing together and/or engaging with individuals, community groups, industry, government agencies and other stakeholders to address issues impacting (or potentially impacting) on the city.
<b>Agent</b>	Managing the provision of a service on behalf of a third party, such as State or Commonwealth governments where there is a demonstrated need and benefit to the community.
<b>Direct Provider</b>	Delivery of a service, project or program in full by Council, with no resource or funding support from external parties.
<b>Part Funder / Partner</b>	Service or project in which Council works with another organisation to fund and/or deliver an outcome.

Given the myriad factors influencing health and wellbeing, multiple core services of councils influence health and wellbeing. All constituent councils want to help their communities to be healthy, safe, protected, inclusive, accessible, liveable and resilient. However, constituent councils vary in size and capacity to deliver public health activities.

Despite the varying capacities of constituent councils, each council continues to support health and wellbeing through their activities, and there are opportunities to consider different ways councils can contribute to health and wellbeing beyond the roles of direct provider of health services.

<sup>7</sup> Source: [Guide to Regional Public Health Planning \(2019\)](#). Local Government Association of South Australia, p.20.

# Developing this Plan

The S&HLGA Regional Public Health Plan Working Group, comprising staff representatives of the six constituent councils and the Executive Officer of the S&HLGA, provided guidance and input into the development of this Plan. Development of this Plan was based on:

- A fresh assessment of the state of public health and wellbeing in the region and councils areas (summarised in the ‘Snapshot of public health in our region’ section of this Plan and detailed further in Appendix A)<sup>8</sup>
- A review of the first S&HLGA RPHP (2015-2020) and subsequent progress reports and final evaluation report
- A review of key documents with a focus on the strategic plans of the constituent councils
- A series of strategic meetings held with the S&HLGA Regional Public Health Plan Working Group
- Planning workshops held with relevant staff at each constituent council
- [Partner and community consultation on the Draft Plan](#)
- Consultation with leadership groups and Elected Members at each council.



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<sup>8</sup> This assessment was undertaken prior to the release of 2021 Census data. Consequently, this Plan includes an action (under Goal 5) to review 2021 Census data for health and wellbeing indicators at the Local Government Area (LGA) level and consider any implications for implementing the Plan over the 2022–27 timeframe. As some important topics (such as socio-economic indexes) are not scheduled for release until early to mid-2023, the refresh of this plan in response to relevant 2021 Census data will be completed by the end of 2023.

# Our region

The Southern and Hills Region consists of six council areas spanning from the Adelaide Hills through to Mount Barker, Alexandrina, Victor Harbor, Yankalilla and Kangaroo Island. Collectively these councils form a large and distinctive peri-urban and rural area adjoining the south and hills of the City of Adelaide in South Australia. The combined council areas cover an area of 8,656 square kilometres, with 652 kilometres of coastline and the River Murray and lakes forming the southeast boundary of the region.

There is extreme diversity within the region which includes the foothill suburbs of Adelaide and the remote areas of Kangaroo Island.

The region has significant natural beauty with unique and appealing rural and coastal settings and it incorporates diverse townships, beaches and places. Overall, the region is seen as a quality place to live and visit with a range of recreation and lifestyle opportunities.

Each local council area within the S&HLGA has a unique topography and population character, and this is reflected in the analysis of the region's 'state of public health' outlined later in this section.





# Rural and remote locations

The Modified Monash Model (MMM) categorises all Australian locations as a city, rural, remote or very remote in relation to their access to healthcare services.<sup>9</sup> It gives locations a category from MM 1 (city) to MM 7 (very remote) based on their population size and distance from capital cities. The Australian Government uses MMM to determine eligibility for a range of its health workforce programs, such as rural Bulk Billing Incentives, the Workforce Incentive Program and the Bonded Medical Program.

The most recent MMM classifications for the constituent council areas provide an indication of the mixture of remoteness across our region, in relation to their access to health services. As is shown in Table 3, Kangaroo Island is classified as the most remote area in the region (with an MM 7 category, which is given to areas on a populated island that is separated from the mainland and is more than 5km offshore).

Table 3 - MMM 2019 classifications for the region<sup>10</sup>

Council area	MMM (2019) classifications, as at March 2022
Adelaide Hills Council	MM 1: Metropolitan areas MM 2: Regional centres MM 5: Small rural towns
Alexandrina Council	MM 3: Large rural towns MM 4: Medium rural towns MM 5: Small rural towns
Kangaroo Island Council	MM 7: Very remote communities
Mount Barker District Council	MM 2: Regional centres MM 3: Large rural towns MM 5: Small rural towns
District Council of Yankalilla	MM 2: Regional centres MM 5: Small rural towns
City of Victor Harbor	MM 3: Large rural towns MM 5: Small rural towns




<sup>9</sup> Australian Government Department of Health (2021). Modified Monash Model: <https://www.health.gov.au/health-topics/rural-health-workforce/classifications/mmm>

<sup>10</sup> Source: Australian Government Department of Health (2022). Health Workforce Locator: <https://www.health.gov.au/resources/apps-and-tools/health-workforce-locator>


# Demographic snapshot of our region

Compared with Greater Metropolitan Adelaide, the Southern and Hills region has:


## Age profile




fewer children aged 0-4



more older people



fewer young people aged 20-39



a higher median age

## Socioeconomic disadvantage



slightly lower socioeconomic disadvantage



a lower % of people receiving unemployment benefits




a higher % of low-income households under rental stress




a higher % of young people learning or earning


## Population profile




a higher projected population growth from 2016-2036



a lower % of people born in non-English speaking countries



a lower % of Aboriginal people



a lower % of people needing assistance with activities due to disability or older age

## Early life and childhood



a higher % of children who are obese



a similar % of developmentally vulnerable children



a higher rate of children and young people who are clients of the Child & Adolescent Mental Health Service

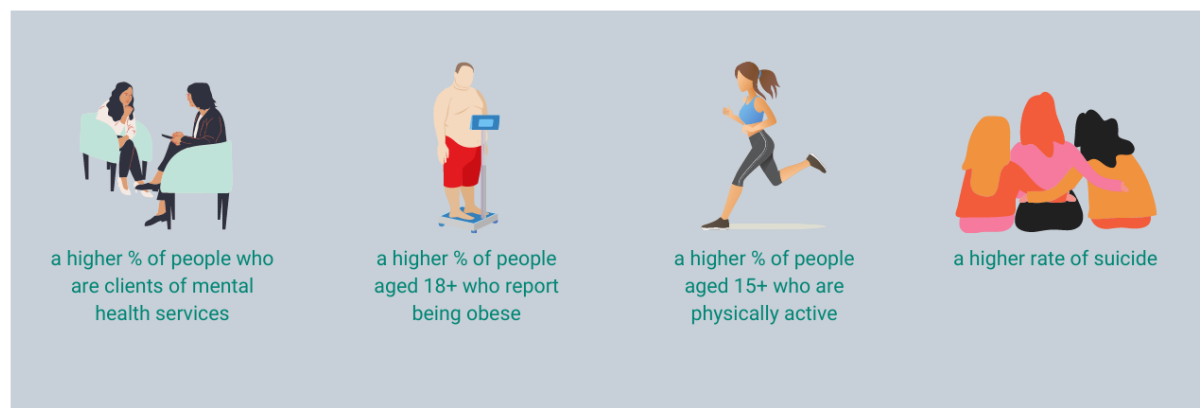


a higher % of children aged 4-17 who met the guideline for daily fruit

# Snapshot of public health in our region

The fresh assessment of public health data for the region revealed variations between the council areas for several public health indicators. There are also variations within as well as between council areas. However, the assessment found some common issues affecting all council areas, bringing into focus opportunities for collaborative action between the councils. Most notably, when compared with Greater Metropolitan Adelaide, the Southern and Hills region has:

## Personal health and wellbeing



## Community connectedness



A more detailed summary of the findings from the fresh assessment of the 'state of public health' in the region and individual council areas is available in Appendix A. The assessment of the latest population health data<sup>11</sup> informed the development of the priority actions outlined later in this Plan.

<sup>11</sup> As noted previously, this assessment was undertaken prior to the release of 2021 Census data. Consequently, this Plan includes an action (under Goal 5) to review 2021 Census data for regional health and wellbeing indicators and consider any implications for implementing the Plan over the 2022–27 timeframe. As some important topics (such as socio-economic indexes) are not scheduled for release until early to mid-2023, the refresh of this plan (in response to relevant 2021 Census data) is scheduled for completion by the end of 2023.



# Emerging public health issues

Progress reports were submitted by constituent councils over the period for the previous RPHP (2015-2020). As part of this process, councils reported emerging public health issues. The following key emerging public health issues were reported by constituent councils over the reporting period 2018 to 2020 (and over 2021), and were also raised by our regional partners as the critical issues that this second Plan needs to help address:

- Local health services and infrastructure are not keeping pace with the region’s ageing and increasing population. Increasing demand for **local health services** (including GPs, psychiatrists, multidisciplinary clinics, emergency departments and ambulance services) is greater than supply in our growing region. Our community leaders and partners point to a myriad of factors attributing to this critical issue, including Commonwealth and State policy settings making it difficult to attract and retain health professionals needed in our rural areas, as well as insufficient funding needed for new health clinics and emergency care in rural towns.
- Increased **extreme climate events** such as heat waves and bushfire. Kangaroo Island Council, Adelaide Hills Council and Mount Barker District Council were all impacted by bushfires during 2019/20.
- Funding for and access to adequate **mental health services**. These existing challenges have been exacerbated by the impacts of bushfire on communities in three of the Councils in this region, and by the effects of the COVID-19 pandemic.
- Expenses associated with **transport** to Adelaide for health-related services which are not available in the region. The issue is being close enough to Adelaide not to have services provided in the region, but not close enough to be in the metro-ticket scheme for transport. For example, from City of Victor Harbor the ticket cost is \$28 per adult. When people need regular transport (eg 5 days per week) to attend a health service this is very expensive.
- Challenges with implementing the [new State Planning and Design Code](#), particularly ensuring that the policies introduced will reflect housing needs with respect to adaptability, energy efficiency and healthy built environments.
- **Compulsive hoarding and domestic squalor** becoming a bigger issue than indicated in the first RPHP.
- The impacts of SA Health’s withdrawal from **disease prevention and health promotion** following the [Review of Non-Hospital Based Services](#) by Warren McCann in 2012 (the ‘McCann Review’)
- Increasing **homelessness and people at risk of homelessness**
- The impact of changes introduced by State and Commonwealth governments in how **aged care and disability services** are funded and delivered.
- The immediate and longer-term effects of **COVID-19** (including ‘Long Covid’) on local communities and economies across the region, including the impacts of public health measures (e.g. stay-at-home orders, border closures, and activity and service restrictions). COVID—19 responses were reported to be exacerbating pre-existing risks factors that lead to poorer health outcomes, such as: social isolation; job and incomes loss; harmful consumption of alcohol; reduced access to mental health services; reduced availability of family, domestic and sexual violence services (despite the increased demand); exacerbation of the underlying drivers of family, domestic and sexual violence; disruptions in young people’s education or employment.<sup>12</sup>

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<sup>12</sup> This list of concerns has been substantiated through the review of several reports, including: ‘Re-engaging Volunteers and COVID-19’ (February 2021), Volunteering Australia; ‘Household Impacts of COVID-19 Survey’ (June 2021), Australian Bureau of Statistics;

- Councils also reported **additional emerging issues**, including: safety of staff in emergency departments due to a rise in violent drug and alcohol presentations; availability of emergency housing, poverty, transport disadvantage; lack of resourcing to implement the DAIPs and ensure mainstream services are accessible for all; lack of resourcing to renew ageing sport facilities and replace ageing infrastructure; decline in volunteerism.

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'Family, domestic and sexual violence service responses in the time of COVID-19' (December 2021), Australian Institute of Health and Welfare; 'Mental Health Impact of COVID-19' (December 2021), Australian Institute of Health and Welfare; 'COVID-19 and the impact on young people' (June 2021), Australian Institute of Health and Welfare.

# Regional challenges for public health and wellbeing

The following regional public health issues and challenges were identified through assessing the latest available data and trends at the time of preparing this Plan (detailed in Appendix A):

- Mitigating and adapting to **climate change** and its impacts for present and future communities.
- High % of people with **mental health issues**, premature deaths from **suicides**, clients of mental health services, especially children and young people. Exacerbated by the impacts of bushfire on communities in three councils, and by the effects of the COVID-19 pandemic.
- Ongoing **impacts of COVID-19** on community and economic activities that support health and wellbeing
- Decline in **volunteering** since beginning of COVID-19, and reliance on volunteer base for essential roles that contribute to community health and wellbeing
- High **population growth** (except AHC) projected between 2016-2036, especially in Mount Barker, Alexandrina and Victor Harbor LGAs
- **Ageing population** with high numbers of Age Pension recipients, especially Victor Harbor, Alexandrina and Yankalilla LGAs
- High number of unpaid **carers** (before COVID-19). (While there are benefits from the care economy to local communities and economics, unpaid care can affect people's ability to fully participate in paid employment, and unpaid carers need ongoing support, recognition and respite.)
- High levels of **housing stress** (mortgage and rental), especially Mount Barker, Victor Harbor, Alexandrina and Yankalilla LGAs
- Fewer **social housing** dwellings available for rent
- Low numbers of **school leavers admitted to university**. (Participation in higher education increases opportunities for choice of occupation and for income and job security, and also equips people with the skills and ability to control many aspects of their lives – key factors that influence wellbeing throughout the life course.)
- Significant variation of **socioeconomic disadvantage** between the LGAs with similar indicators of socioeconomic disadvantage for the Victor Harbor, Yankalilla and Alexandrina LGAs. The least disadvantaged LGA is Adelaide Hills. The LGAs with greatest socioeconomic disadvantage seem to be experiencing the **poorest health outcomes**: Victor Harbor, Yankalilla and Alexandrina reported the poorest outcomes for early life and childhood and personal health and wellbeing domains. Unemployment, low income, housing stress and reliance on government support stand out as key factors influencing poor health and wellbeing outcomes in the most disadvantaged LGAs. (Socioeconomic factors drive health outcomes for communities.)
- High levels of **obesity** (childhood, males and females), which is a risk factor for chronic diseases
- 22.7% of children in their first year of school across the region in 2018 were considered to be '**developmentally vulnerable**'<sup>13</sup> - up from 18.3% in the region in 2015. Highest % in Yankilla (31%) and highest increase from 2015-2018 in Victor Harbor. (The early development assessment of children predicts later health, wellbeing and academic success).

The priorities and actions set out in the next section of this Plan were developed to respond to the issues and challenges outlined above.

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<sup>13</sup> The [Australian Early Development Census \(AEDC\)](#) measures the development of children in their first year of full-time school. For this indicator, children who are considered to be 'developmentally vulnerable' are those with score in the lowest 10% on one or more domains of the 2018 AEDC.

# Our vision and shared goals

The previous Plan’s vision for public health in the region was:

*Active, connected and resilient communities with a strong sense of wellbeing*

To maintain continuity with the first Plan, and better align with the State Plan, our vision has been updated as follows:

*Healthy, liveable, connected and resilient communities for all*

This vision provides an opportunity for the constituent councils to work together with their partners and communities towards improved health and wellbeing across the region and council areas.

Five shared regional Goals have been developed to guide each council’s priority actions over the next planning period that will collectively contribute to achieving the priorities of the State Plan:

Goal for this Plan, 2022-2027	Alignment with State Plan 2019-24 priority
PROMOTE: Stronger communities and healthier environments	PROMOTE: Build stronger communities and healthier environments
PROTECT – Communities are protected against public and environmental health risks	PROTECT (part 1): Protect against public and environmental health risks
PREPARE – Communities are aware of and responding to the health risks of climate change	PROTECT (part 2): Respond to climate change
PREVENT – Communities are empowered for healthy living	PREVENT: Prevent chronic disease, communicable disease and injury
PROGRESS: Councils, communities and partners working together to achieve regional public health outcomes	PROGRESS: Strengthen the systems that support public health and wellbeing

For this Plan, each constituent council will implement their own priority actions towards the five regional Goals. Under each regional Goal, each council has identified the top actions they will focus on over the life of this Plan. Each council’s actions respond to the identification of key public health issues and gaps in their LGA, whilst ensuring strong alignment with their existing strategic directions and long-term financial plans related to public health.

In addition, ‘focus areas for collaboration’ have also been identified for each regional Goal. These focus areas respond to common public health issues affecting communities across all council areas of the region. These focus areas have been included to guide efforts to seek additional funding and support in order to achieve new regional initiatives that will require collaboration between and coordination of the constituent councils and partners.

Each council will also continue to deliver other public health activities not outlined in this Plan, but these priority actions and focus areas for collaboration have been identified as a focus in response to the challenges for public health for the region and council areas (as identified in the previous section).

# Goal 1 - PROMOTE: Stronger communities and healthier environments

## *Why is this important?*

- The environments where we live, learn, work and play influence our physical, social and emotional health and wellbeing across the life course.
- Well-designed public spaces and developments make our communities more sustainable, safe, walkable, inclusive and accessible for all.
- Built environments protected from excessive noise, air pollution, environmental hazards and the risk of physical injury contribute to our quality of life.
- Healthy and safe communities support mental wellbeing and ageing well by encouraging connectedness, supporting others, volunteering and other forms of community participation.
- Creating healthier environments improves population health in an equitable way.
- Social networks enable communities to share resources and work together to meet their needs.

## *Focus areas (FAs) for collaboration between councils in achieving this Goal:*

- FA1. Champion the use of Universal Design<sup>14</sup> to improve the accessibility of public spaces and destinations across the region
- FA2. Maximise community usage of green open spaces for activities that support health and wellbeing
- FA3. Share information, resources and learnings to reinvigorate volunteering and community activities post COVID-19.

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<sup>14</sup> Universal Design involves creating facilities, built environments, products and services that can be used by people of all abilities, to the greatest extent possible, without adaptations.

## Our top actions for Goal 1

Council	Top actions
Adelaide Hills Council	<ul style="list-style-type: none"> <li>1.1. Facilitate and promote opportunities for social connection, volunteering and community participation to foster mental health and wellbeing</li> <li>1.2. Encourage residential developments to incorporate 'livable housing'<sup>15</sup> and street design, to support 'ageing in place' and accessible housing for people with disability</li> <li>1.3. Engage with our community and priority groups when designing new open spaces and built environments, ensuring access and health benefits for all</li> <li>1.4. Support children's early development through our community programs and services, particularly in the areas of emotional maturity and social competence</li> </ul>
Alexandrina Council	<ul style="list-style-type: none"> <li>1.5. Develop Village Innovation Plans<sup>16</sup> for all main settlements and rural areas with clear actions that contribute to healthy environments</li> <li>1.6. Design, locate, construct and activate community infrastructure and open space to ensure safe, inclusive and convenient access for communities and individuals</li> <li>1.7. Advocate for the diverse housing needs of our communities</li> <li>1.8. Advocate for an improved transport system that connects communities to Adelaide and across our region</li> </ul>
Kangaroo Island Council	<ul style="list-style-type: none"> <li>1.9. Enhance the quality and accessibility of the built environment, including sporting facilities, parks, gardens, playgrounds, pools, trails and streetscapes</li> <li>1.10. Promote community awareness of disability and ageing for an inclusive community through implementing our Disability Access and Inclusion Plan</li> <li>1.11. Support the social and emotional development of our young people</li> <li>1.12. Support events, programs, initiatives and volunteering opportunities that enable social connection, access and inclusion and promote the health and wellbeing of all residents</li> </ul>
Mount Barker District Council	<ul style="list-style-type: none"> <li>1.13. Seek funding and work with partners to deliver mental health support for community in response to factors including COVID-19, societal stressors and climate related emergencies</li> <li>1.14. Lobby for the <a href="#">SA Homelessness Alliance</a> to have a presence in Mount Barker</li> <li>1.15. Seek the input of people with disability and support people / services in the design of new buildings and open spaces</li> <li>1.16. Develop and implement a Child and Youth Action Plan that specifies action to contribute to better outcomes for children in the physical health and wellbeing domain</li> </ul>
District Council of Yankalilla	<ul style="list-style-type: none"> <li>1.17. Engage in advocacy and land use planning to facilitate greater health services for our ageing community, to attract investment in aged care beds and retirement living options for the district</li> <li>1.18. Investigate opportunities to stimulate volunteering by a growing population of retired professionals</li> <li>1.19. Engage with state and federal government stimulus programs targeting small to medium businesses or Council infrastructure projects that stimulate industries affected by COVID-19</li> <li>1.20. Implement actions under the 'Accessible Communities' theme of our Disability Access and Inclusion Plan</li> </ul>
City of Victor Harbor	<ul style="list-style-type: none"> <li>1.21. Coordinate events, programs, initiatives and volunteering opportunities that facilitate social connection, access and inclusion and improve health and wellbeing for our ageing population</li> <li>1.22. Implement the Disability Access and Inclusion Plan</li> <li>1.23. Pursue the establishment of a Regional Study Hub that services the southern Fleurieu Peninsula</li> <li>1.24. In collaboration with Business Victor Harbor, finalise and implement the City of Victor Harbor Economic Development Strategy</li> </ul>

<sup>15</sup> Livable Housing Australia have produced [Livable Housing Design Guidelines](#) that recommend 15 livable design elements which, if implemented, will ensure new dwellings accommodate ageing in place and meet the needs of residents with disability, injury and young children.

<sup>16</sup> As outlined in the [A2040 Four Year Delivery Plan 2020-24](#), Alexandrina Council is committed to developing 'Village Innovation Plans' (VIPs) for each of Alexandrina's 11 townships by 2024. VIPs will help shape the future of each town for the next 20 years.

## Goal 2 – PROTECT: Communities are protected against public and environmental health risks

### *Why is this important?*

- We have healthy and safe communities due to the often unseen, but essential, foundational public health services that protect us every day.
- Healthy living environments contribute to public health outcomes such as food safety and water quality and the safe, effective disposal of waste.
- State and local government work together to maintain the infrastructure and system that protect the community against public and environmental health risks
- Human health is improved through identifying and addressing the links with animal health and environmental health
- The increasing frequency and severity of extreme weather events, such as floods, droughts, bushfires, storms and periods of extreme heat, threaten the physical and mental health and wellbeing of our communities, especially priority populations.

### *The focus area (FA) for collaboration between councils in achieving this Goal:*

- FA4. Strengthen community resilience to respond to public health emergencies and disasters, including projects that provide accessible information and build preparedness and resilience of vulnerable population groups.



## Our top actions for Goal 2

Council	Top actions
Adelaide Hills Council	<ul style="list-style-type: none"> <li>2.1. Protect the community from public health risks through the management of immunisation programs</li> <li>2.2. Undertake regulatory action including food safety inspections, wastewater system compliance and nuisance assessment</li> <li>2.3. Support and partner with the emergency services and the community before, during and after emergency events</li> <li>2.4. Mitigate bushfire risks by partnering with relevant agencies and the community to encourage shared responsibility and a whole-of-landscape approach to vegetation management</li> </ul>
Alexandrina Council	<ul style="list-style-type: none"> <li>2.5. Contribute to the development of a long-term approach to waste management on the Fleurieu Peninsula</li> <li>2.6. Determine Council's ongoing role in educating communities about health and wellbeing risks and protective measures associated with major events (eg COVID-19)</li> <li>2.7. Investigate and advocate for services and support for people experiencing hoarding and squalor disorder</li> </ul>
Kangaroo Island Council	<ul style="list-style-type: none"> <li>2.8. Monitor and respond to environmental and public health risks, such as pollution, biosecurity and disease outbreaks</li> <li>2.9. Support community and emergency services and collaborate to build preparedness and resilience</li> <li>2.10. Proactively adapt to environment change in partnership with other stakeholders for a whole of Island response</li> </ul>
Mount Barker District Council	<ul style="list-style-type: none"> <li>2.11. Provide advice, support, and education resources, that help protect communities against public health and environmental risks as well as responding to those risks when they arise</li> <li>2.12. Provide a wastewater treatment service that delivers multiple public health and environmental outcomes</li> <li>2.13. Work with other levels of government to review and define Council's role in protecting our priority groups from health and wellbeing risks associated with COVID-19 and other transmittable diseases</li> <li>2.14. Partner with organisations to help our communities (particularly our priority groups) to plan for climate related emergencies</li> </ul>
District Council of Yankalilla	<ul style="list-style-type: none"> <li>2.15. Deliver strong environmental health services, including food safety, effective wastewater management and community education about public health risks</li> <li>2.16. Participate in zone emergency management planning and committees, take opportunities to support or advocate for local emergency services organisations</li> <li>2.17. Respond to opportunities to improve local adverse events management identified for the local government sector</li> </ul>
City of Victor Harbor	<ul style="list-style-type: none"> <li>2.18. Implement regional bush fire management plan, local and zone emergency management plans</li> <li>2.19. Implement recommendations from the Coastal Adaptation Strategy</li> <li>2.20. Respond to the COVID-19 emergency and recovery phase</li> <li>2.21. Regulate food safety, waste water systems, water quality, sanitation, swimming pools/spas, vermin control</li> </ul>

# Goal 3 – PREPARE: Communities aware of and responding to the health risks of climate change

## *Why is this important?*

- Climate change is impacting health in many ways, including from increasingly frequent extreme weather events, the disruption of food systems, increases in zoonoses and food-, water- and vector-borne diseases, and mental health issues.<sup>17</sup>
- Climate change is also undermining key determinants of health, such as livelihoods, cost of living, equality and access to health care and social support.
- Our region’s emissions must be reduced to mitigate the impacts on community health and wellbeing, property and infrastructure, and energy/insurance prices.
- Insurance premiums are rising in areas prone to extreme weather events and in some areas, insurance is now unavailable. It has been reported around 10% of home owners and 40% of renters are under-insured, and that our region faces fast expansion of insurance “red zones” (uninsurable housing), with uninsurable addresses predicted to rise 10-fold by 2100.<sup>18</sup>
- These climate-related health risks are disproportionately impacting the most disadvantaged, including women, children, poorer communities, older populations, and those with underlying health conditions.
- With disadvantaged and vulnerable groups likely to be hit the hardest, it is essential that communities are supported to adapt to the changing conditions.

## *Focus areas (FAs) for collaboration between councils in achieving this Goal:*

- FA5. Strengthen the climate resilience of our communities through regional partnerships such as Resilient Hills & Coasts<sup>19</sup>
- FA6. Promote community understanding of and adaptation to the public health risks associated with climate change
- FA7. Explore the need for a tool to assist councils’ decision-makers to consider the current and future public health risks of climate change when undertaking climate risk governance assessments.

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<sup>17</sup> Climate change and health (2021). World Health Organization. <https://www.who.int/news-room/fact-sheets/detail/climate-change-and-health>

<sup>18</sup> Indicators of Community Wellbeing for the S&HLGA (2021), prepared by Jeanette Pope for the S&HLGA

<sup>19</sup> Resilient Hills & Coasts (RH&C) is a [Regional Climate Partnership](#) between the member councils of the S&HLGA, Landscape Boards, Regional Development Australia and the SA Government, working to strengthen the resilience of our communities, economies and natural and built environments to a changing climate. [Find out more.](#)

### Our top actions for Goal 3

Council	Top actions
Adelaide Hills Council	<p>3.1. Assist our community to reduce the impact of waste to landfill on the environment</p> <p>3.2. Deliver the Towards Community-Led Resilience Program to strengthen the psychological and practical preparedness of communities to respond and recover from future bushfire and other extreme weather events, with a focus on at-risk groups</p> <p>3.3. Partner with the Resilient Hills &amp; Coasts initiative and support local climate action groups</p> <p>3.4. Raise awareness of climate change-related mental health issues among young people and promote their participation in nature-based volunteering and climate action</p>
Alexandrina Council	<p>3.5. Partner with community groups and the Murray Darling Association to ensure a sustainable future for the Murray-Darling Basin system, including a focus on advocating for a climate adaptation plan for the Coorong, Lower Lakes and Murray Mouth region</p> <p>3.6. Develop a comprehensive community education and behaviour change program to advance climate change adaptation and resilience</p> <p>3.7. Support the Resilient Hills &amp; Coasts partnership and seek funding for our community to build resilience to climate change challenges</p> <p>3.8. Ensure Village Innovation Plans (VIPs) include urban greening and tree canopy enhancements</p>
Kangaroo Island Council	<p>3.9. Obtain funding for a plan to respond to environment change and liaise with other stakeholders for a whole of island response</p> <p>3.10. Support initiatives for a sustainable carbon neutral future including best practice waste management and tree planting programs to increase township shade, cooling and amenity to ensure our environment is enhanced and protected</p> <p>3.11. Advocate for sustainable initiatives and businesses</p> <p>3.12. Encourage sustainable renewable energy options and tree planting programs</p>
Mount Barker District Council	<p>3.13. Pursue a longer-term agreement and funding support for the Resilient Hills &amp; Coast Climate Adaptation partnership.</p> <p>3.14. Engage and involve the community in the understanding, appreciation and protection of local natural areas</p> <p>3.15. Help empower Aboriginal leadership, knowledge and participation in bushfire recovery, cultural burning and land management</p> <p>3.16. Manage open space to prevent biodiversity loss and replenish nature that protects and enhances health and wellbeing benefits</p>
District Council of Yankalilla	<p>3.17. Support State Government and regional environment partnerships such as the <a href="#">Hills and Fleurieu Landscape Board</a>, SA Coastal Council Alliance<sup>i</sup> and the Resilient Hills &amp; Coasts partnership</p> <p>3.18. Promote improvements to open space and publicise our existing tree planting program to increase township shade, cooling and amenity</p> <p>3.19. Encourage sustainable development such as changes to land use policies and pre lodgement services to encourage water, waste and energy wise urban form and dwelling design</p> <p>3.20. Continue membership of the Fleurieu Regional Waste Authority (FRWA) which manages waste and recycling operations including kerbside collections and the Yankalilla Waste and Recycling Depot</p>
City of Victor Harbor	<p>3.21. Increase awareness in the community of the impacts of climate change.</p> <p>3.22. Implement annual priorities for achieving our Climate Agenda 2030<sup>ii</sup></p> <p>3.23. Participate in partnerships such as Resilient Hills &amp; Coasts and support local environmental volunteer groups such as Victor Harbor Coastcare, Trees for Life and Friends of Hindmarsh River Estuary.</p> <p>3.24. Implement the actions, and consider the short- and long-term opportunities from the Resilient Hills &amp; Coasts – Regional Action Plan 2020-2025</p>

# Goal 4 – PREVENT: Communities empowered for healthy living

## *Why is this important?*

- Preventable chronic and communicable diseases threaten our health, mental wellbeing and the productivity and vitality of our communities.
- Most illness and deaths in Australia are caused by chronic conditions, placing a high burden on individuals, their families and the health system.
- 80% of all heart disease, stroke and type 2 diabetes and 40% of cancers could be prevented if known risk factors were eliminated
- Known risk factors for preventable disease are poor diet, physical inactivity, insufficient sleep, tobacco smoking and alcohol misuse
- Chronic diseases share common risk factors; reducing these has a range of benefits for population health and wellbeing
- Chronic disease impacts our mental health and wellbeing, and people with mental illness are at a higher risk of developing a chronic disease.

## *Focus areas (FAs) for collaboration between councils in achieving this Goal:*

- FA8. Encourage increased active travel and recreation (including walking, running, cycling)
- FA9. Investigate a regional approach to walking, running and cycling trails planning, focused on the long-term planning of accessible trails that connect our council areas and significant places of interest across our region
- FA10. Identify opportunities to support children and young people develop preventive health behaviours, such as healthy eating and exercising.

## Our top actions for Goal 4

Council	Top actions
Adelaide Hills Council	<p>4.1. Develop a new mapping feature on our website to promote community usage of our parks, reserves and playgrounds</p> <p>4.2. Partner with our sporting clubs and relevant programs, such as Good Sports<sup>iii</sup>, to build healthy club environments that encourage healthy behaviours</p> <p>4.3. Facilitate opportunities for people to exercise with others through events like Discover, Play, Bikeway!<sup>iv</sup> and offering a variety of exercise classes at our community centres</p> <p>4.4. Encourage the delivery of programs and classes that empower our communities to prepare and eat healthy meals, and grow and share their own fruit and vegetables</p>
Alexandrina Council	<p>4.5. Enhance engagement with arts and culture by facilitating diverse opportunities and experiences across our region</p> <p>4.6. Develop partnerships, strategies and initiatives to improve early childhood development</p> <p>4.7. Provide support for community initiatives that enhance health, wellbeing, learning, connection and inclusion</p> <p>4.8. Develop information, recognition and opportunities for increased volunteering</p>
Kangaroo Island Council	<p>4.9. Enhance built environments to support active lifestyles, such as sporting facilities, parks, gardens, playgrounds, pools, trails</p> <p>4.10. Collaborate with relevant initiatives (such as Good Sports) and sports clubs to prevent and reduce harms from alcohol and other drugs</p> <p>4.11. Seek opportunities to expand community gardens to all townships to promote healthy eating, being outside and social connection</p> <p>4.12. Develop partnerships to support the design and delivery of preventive mental health and wellbeing initiatives</p>
Mount Barker District Council	<p>4.13. Work with the Local Drug Action Team partners to help prevent drug and alcohol-related harm, with a focus on families and young people aged 12-25</p> <p>4.14. Position Council planning and resources to help guard against and prepare for future pandemics</p> <p>4.15. Collaborate with others, and incorporate policies and practices into Council business to help support a resilient and sustainable local and regional food system that contributes to positive health and environmental outcomes</p> <p>4.16. Play an active role in public health promotion, which includes: healthy eating and disease prevention</p>
District Council of Yankalilla	<p>4.17. Encourage sporting clubs to utilise the Good Sports program's tools and resources to build a policy around alcohol management, smoking regulations, mental health, illegal drugs, and safe transport</p> <p>4.18. Leverage the network of existing trails and consider linking townships by trails to encourage additional walking experiences that take in the different communities of the district</p> <p>4.19. Facilitate the creation of adventure sports clubs relevant to the our natural assets and topography (hills, coast and beaches)</p> <p>4.20. Support sporting clubs to improve privately owned facilities for the benefit of community users, including regular review of open space assets and improvement of some open spaces within towns</p> <p>4.21. Encourage the establishment of community gardens in our townships, to provide meaningful social participation, affordable healthy produce and promote physical and mental health</p>
City of Victor Harbor	<p>4.22. Develop partnerships and strategies that support community initiatives for wellbeing through physical activity, play and recreation</p> <p>4.23. Provide services, information and activities for families and children through the Fleurieu Families Program</p> <p>4.24. Promote and enhance access and use of open spaces, beaches and the environment for the benefit of wellbeing and health</p> <p>4.25. Support partnerships with local organisations to provide early intervention services and safe places for young people</p>

# Goal 5 – PROGRESS: Councils, communities and partners working together to achieve regional public health outcomes

## *Why is this important?*

- Strengthening collaborative efforts across the health system and across government, non-government, business and community will result in a planned and consistent approach to addressing public health issues.
- Partnerships are essential to achieving improved health and wellbeing across the region.
- It is essential that regional public health planning, policies and responses are evidence-based and informed by quality data.
- The key enablers for achieving this Plan are partnerships and collaboration between all constituent councils and partners, coordination, evaluation and research, reporting and communications, networking and sharing information and learnings.
- Internal collaboration and coordination within each council is needed to pull in the same direction.

## *Partnerships*

As a collective of councils we will engage with relevant partners to achieve public health outcomes for our residents. Developing stronger relationships with our key health partners will enable us to better monitor community health needs and to explore opportunities to collaborate on projects that align with our strategic goals and role in public health. Key partners include but are not limited to:

Type of partners	Examples
<b>Community and civic society</b>	Community centres, sport and recreation clubs, resident and progress associations, climate action groups, community walking, running and cycling groups
<b>Government agencies, authorities and initiatives</b>	Eastern Health Authority, Regional Development Australia (Adelaide Hills, Fleurieu and Kangaroo Island), National Recovery and Resilience Agency, Wellbeing SA, Landscape Boards, Barossa Hills Fleurieu Local Health Network, Health Advisory Councils, Department of Education
<b>Non-government health and community services</b>	Summit Health, Mission Australia, private hospitals, JFA Purple Orange, Headspace, mental health services, Junction Australia, Community Connections partners
<b>Peak bodies and alliances</b>	Local Government Association of South Australia, Toward Home Alliance, Heart Foundation, Public Health Association of Australia, Murray Darling Association
<b>Public Health Partner Authorities</b>	Council on the Ageing SA, Country SA Primary Health Network, Alcohol and Drug Foundation

### *Focus areas (FAs) for collaboration between councils in achieving this Goal:*

- FA11. Continue to collaborate on the region-wide S&HLGA Regional Public Health Plan Working Group, including the development of regional sub working groups, where practical, to further collaborate, seek funding or advocate for equitable health outcomes for the most disadvantaged priority groups across our region
- FA12. Explore ways the S&HLGA Regional Public Health Plan Working Group can help strengthen the strategic relationships and collaboration between the six councils and their regional partners (such as a regional public health forum), including the identification of funding opportunities for collaborative initiatives
- FA13. Identify and seek funding opportunities for a regional coordinator role
- FA14. Share and review relevant data updates (inclusive of data from the ABS 2021 Census) to monitor changes and gaps in our region's population health and consider any implications for implementing the Plan over the 2022–27 timeframe
- FA15. Update, reissue and consider the [Indicators of Community Wellbeing Report for the Southern and Hills LGA](#) with new data as they become available (including data from the 2021 Census)
- FA16. Explore the development of 'access to services and infrastructure' indicators, including research to determine what access means in regional settings and what the best measures are.

### *Our top actions for Goal 5*

Each constituent council will pursue opportunities to:

- A. Invest in new and existing partnerships with community, business, government and other stakeholders to further our regional vision for "healthy, liveable, connected and resilient communities for all"
- B. Develop stronger partnerships with recreation, sporting and community groups to deliver wellbeing benefits from local facilities and resources
- C. Collaborate and partner with services and relevant community groups to deliver evidence-based initiatives that promote mental health and wellbeing
- D. Advocate for better access to local health services across the region including through increased and improved health services for vulnerable and higher need community groups.



# Reporting on the plan

As required by the Act (s52), the constituent councils of the S&HLGA will collectively prepare a biennial report for the Chief Public Health Officer. The biennial reports will assess the extent to which, during the reporting period, the councils have individually and collectively succeeded in implementing this Plan. Each biennial report will relate to a reporting period of 2 years ending on 30 June in the reporting year. In a reporting year, we will provide our biennial report to the Chief Public Health Officer on or before 30 September. The applicable reporting periods for this Plan are as follows:

Reporting period	Biennial report due
From 1 July 2022 to 30 June 2024	On or before 30 September 2024
From 1 July 2024 to 30 June 2026	On or before 30 September 2026
From 1 July 2026 to 30 June 2028	On or before 30 September 2028

Constituent councils will provide a copy of the biennial progress reports to their respective elected bodies, key partners and communities.

There is currently no prescribed RPHP reporting format. Our intended reporting format will include:

- Status update of each action (Completed/In Progress/Not started)
- Each council to highlight key achievements under each Goal
- For each Goal, updates on activity and outcomes achieved in relation to the nominated focus areas for collaboration between councils and partners
- Description of any challenges impacting the implementation of specific actions

Identification of emerging public health issues that may not have been considered in this Plan, but which may require addressing within the scope of public health action.

# Appendix A: The state of public health in the region

Unless otherwise noted, the key findings summarised below were derived from the review of the following sources:

- [Population Health Profile for the Southern & Hills LGA \(September 2019\)](#), prepared by the Public Health Information Development Unit (PHIDU) for the LGA of SA (including the updated data sets for selected indicators released April 2021)
- [Indicators of Community Wellbeing for the S&HLGA Report \(April 2022\)](#), prepared by Jeanette Pope for the S&HLGA
- *Wellbeing in our Community: Regional Public Health Plan for the Southern & Hills LGA* ([Background Report](#) and [Directions Report](#)), 2015
- *Consolidated Progress Report* on the implementation of the S&HLGA's first RPHP (for the period 2014 to 2020), compiled by Penny Worland for the S&HLGA.

## Our region's demographics

Compared with Greater Adelaide (GA) and/or Regional SA (RSA), our region has:

- fewer children aged 0 to 4 years and people aged 20 to 39 years (compared with GA)
- more people at the older ages (than in GA), with the exception of females aged 80 years and over
- higher projected population growth from 2016 to 2036 (22%, compared with 18% for GA and 9% for RSA)<sup>20</sup>, with highest projected growth for Mount Barker LGA (38%)
- a higher median age (51 years, compared with 39 years for GA and 45 years for RSA), with highest median ages for Victor Harbor LGA (59 years) and Yankalilla LGA (55 years) and lowest median ages for Mount Barker LGA (39 years) and Adelaide Hills LGA (44 years)<sup>21</sup>
- a bigger increase of median age from 2011 to 2016 (+4 years, compared with 0 change for GA and +3 years for RSA), with highest change for Alexandrina LGA (+4 years), and Kangaroo Island and Yankalilla LGAs (both +3)
- a higher number of people aged 65+ per 100 people aged 15-64 (41, compared with 28 for GA and 40 for RSA), with highest # for Victor Harbor LGA (88 per 100) and lowest for Mount Barker LGA (25 per 100)
- a lower % of Aboriginal and Torres Strait Islander people (1%, compared with 2% for GA and 5% for RSA), with highest % for Alexandrina and Kangaroo Island LGAs (both 2%)
- an Aboriginal population that has markedly more children and young adults and substantially fewer at older ages (than the region's non-Indigenous population)

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<sup>20</sup> Local Area Population Projections for South Australia, 2016 to 2036 (2020), Government of South Australia, Department of Planning, Transport and Infrastructure. Accessed: [https://plan.sa.gov.au/state\\_snapshot/population](https://plan.sa.gov.au/state_snapshot/population)

<sup>21</sup> ABS, Regional population by age and sex, 2020. Accessed: <https://www.abs.gov.au/statistics/people/population/regional-population-age-and-sex/2020>

- a lower % of people born in non-English speaking countries (5%, compared with 17% for GA and 5% for RSA), with the highest % for Adelaide Hills LGA (6%)
- a lower % of people needing assistance with core activities due to a long-term health condition, a disability or old age (5%, compared with 6% for GA and RSA).
- a higher % of people providing unpaid care to others (13%, compared with 12% for GA and RSA)
- a similar % of people with disability living in the community. Highest % in Victor Harbor LGA (7%)

## State of public health and wellbeing in our region

### *Socioeconomic disadvantage*

Compared with Greater Adelaide (GA) and/or Regional SA (RSA), our region has:

- a slightly lower Index of Relative Socio-economic Disadvantage (IRSD) score (1024, compared to 989 for GA and 945 for RSA), with the highest scores (indicating a relative lack of disadvantage) for the Adelaide Hills (1080) and Mount Barker (1033), and the lowest scores (indicating relatively greater disadvantage) for Victor Harbor (958) and Kangaroo Island (970)
- a slightly lower % of people receiving unemployment benefits (10%, compared with 11% for GA and 13% for RSA), with the highest % in Victor Harbor (16%) and Yankalilla (14%)
- a lower % of school leavers admitted to university than for GA (29% compared with 38%), but higher % than for RSA (18%), with the lowest % in Kangaroo Island (8%) and Yankalilla (20%)
- a higher % of young people learning or earning than RSA (87% compared with 80), and the same % compared with GA (87%), with lowest % in Kangaroo Island (81%)
- a lower % of children in welfare dependent families (17%, compared with 23% for GA and 27% for RSA), with the highest % in Victor Harbor (31%) and Yankalilla (27%)
- a higher % of low income households under rental stress (34%, compared with 30% for GA and 27% for RSA), with the highest % for Victor Harbor (43%) and Alexandrina (40%)
- Similar % of people with government support as main source of income compared with GA (31% compared with 31%), and a higher % than RSA (37%)

### *Early life and childhood*

Compared with Greater Adelaide (GA) and/or Regional SA (RSA), our region has:

- a lower % of women smoking during pregnancy (7%, compared with 10% for GA and 18% for RSA), with the highest % in Yankalilla (13%) and Victor Harbor (12%)
- a higher % of obesity in people aged 2-17 compared with GA (10% compared with 8%), but slightly lower than for RSA (11%), with the highest % for Alexandrina and Victor Harbour (both 11%)
- a similar % of children developmentally vulnerable as GA (23%), and lower % than RSA (27%), however there has been a rise in vulnerability levels between 2015 and 2018, except in Kangaroo Island
- a higher rate of children and young people (aged 0-19) who are clients of the Child and Adolescent Mental Health Service compared with GA (1,923 per 100,000 compared with 1,304 per 100,000), but a lower rate than RSA (2,381 per 100,000)

### *Personal health and wellbeing*

Compared with Greater Adelaide (GA) and/or Regional SA (RSA), our region has:

- a lower % of people aged 15+ assessing their health as 'fair' or 'poor' (15%, compared with 16% for GA and 18% for RSA), with the highest % for Kangaroo Island (18%) and Yankalilla (18%)
- a lower % of people with high or very high levels of psychological distress (13%, compared with 14% for GA and 15% for RSA), with the highest % for Victor Harbor (15%)
- a lower % of people with Type 2 diabetes (4%, compared with 5% for GA and 6% for RSA)
- a similar % of people with mental health problems (17% of males and 22% of females, compared with 18% of males and 23% of females for GA, and 20% of males and 24% of females for RSA), with the highest % for Victor Harbor (21% of males and 25% of females) and Yankalilla (19% of males and 24% of female)
- a lower % of people who smoke (14%, compared with 19% for RSA and 14% for GA), with the highest % in Kangaroo Island (20%)
- a higher % of people aged 18+ who report being obese than GA (34% of males and 31% of females, compared with 33% of males and 31% of females), but a lower % than RSA (38% of males and 36% of females), with the highest % in Victor Harbor (36% of males and 31% of females)
- a lower % of people aged 15+ who reported being physically inactive (64%, compared with 68% for GA and 73% for RSA), with the highest % for Kangaroo Island (72%)
- a similar % of the adult population who met the guidelines for fruit consumption (50%, compared with 49% for GA).
- the same median age at death as GA (80 year for males and 85 years for females), with the lowest median age at death for males in Yankalilla (76 years) and the lowest median age at death for females in Kangaroo Island (82 years)
- a higher rate of suicide per 100,000 people (18, compared with 13 for GA and 15 for RSA), with the highest recorded rates in Kangaroo Island (27), Victor Harbor (20) and Mount Barker (19)
- a higher rate of clients of mental health services per 100,000 (2,455, compared with 1,893 for GA and 3,105 for RSA), with the highest rate in Kangaroo Island (5,795) and Victor Harbor (2,985)
- a lower rate of hospital admissions for avoidable conditions per 100,000 (2,536, compared with 2,895 for GA and 3,300 for RSA), with the highest rate in Yankalilla (3,270)

### *Community connectedness*

Compared with Greater Adelaide (GA) and/or Regional SA (RSA), our region has:

- a consistent % of people who are able to get support in a time of crisis (94%, compared with 94% for GA and RSA)
- a consistent % of people who disagree with acceptance of other cultures than GA (5%) and lower % than RSA (7%).
- a higher % of people who feel safe walking alone in local area after dark (67%, compared with 50% for GA and 58% for RSA), with the lowest % in Mount Barker (60%)

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<sup>i</sup> Based on the mounting challenges facing coastal Councils and strong demand from the sector for a more collective approach, the 'South Australia Coastal Councils Alliance' was formally launched in October 2019 with the initial

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objectives of providing: 1) An informed, coordinated advocacy voice; and 2) a forum for information sharing and networking on coastal management issues facing Councils across SA.

ii The City of Victor Harbor Council's [Climate Agenda 2030](#) sets out its commitment to taking action to mitigate and adapt to climate change. It also outlines the first annual program of climate priorities to be delivered in 2020/21.

iii Good Sports is a free Australia-wide program building stronger community sporting clubs. It's run by the Alcohol and Drug Foundation (ADF), an independent and not for profit organisation, funded by state and federal governments. The ADF is committed to building strong communities and limiting the harm caused by alcohol and other drugs. [Read more](#).

iv 'Discover, Play, Bikeway!' is an Adelaide Fringe event presented by Adelaide Hills Council. The free family event enables locals and visitors to discover the Amy Gillett Bikeway. Participants can ride or walk the [Amy Gillett Bikeway](#) and discover music, art and entertainment. The event is open to all – from seasoned cyclists and cycling groups to families with kids on scooters.

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# **Correspondence for Noting**

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Hon Joe Szakacs MP



**Government  
of South Australia**

**Minister for Trade and  
Investment**

**Minister for Local  
Government**

**Minister for Veterans'  
Affairs**

GPO Box 1533  
ADELAIDE SA 5000

T: (08) 7133 2070

E: [minister.szakacs@sa.gov.au](mailto:minister.szakacs@sa.gov.au)

24MINLG-0464

Mr Greg Georgopoulos  
Chief Executive Officer  
Adelaide Hills Council

By email: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)

Dear Mr Georgopoulos

Thank you for your letter regarding a significant adjustment to the Adelaide Hills Council's (the Council) preliminary operating result for the 2023-24 financial year.

I note your advice regarding the Council's practices relating to these matters, and I further note that the Council is currently conducting a thorough review and is working closely with its Audit and Risk Committee and external auditors.

I seek your update on these matters once the 2023-24 operating result is finalised and the Council has completed its review.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Joe Szakacs'.

**Hon Joe Szakacs MP**  
Minister for Trade and Investment  
Minister for Local Government  
Minister for Veterans' Affairs

24 / 10 / 2024





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# **Reports of Committees**

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**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 21 October 2024  
63 MT BARKER ROAD STIRLING**

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**In Attendance**

**Members:**

Cr Malcolm Herrmann	Presiding Member
Sarah Beesley	Independent Member (online)
David Moffatt	Independent Member
Pamela Lee	Independent Member
Cr Melanie Selwood	Council Member

**In Attendance:**

Greg Georgopoulos	Chief Executive Officer
Gary Lewis	Director Corporate Services
Zoë Gill	Executive Governance Officer
Bruce Smith	Manager Financial Services
Skye Ludzay	Minute Secretary

**Guests in Attendance:**

Linh Dao, Audit and Insurance	BDO Australia
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**1. COMMENCEMENT**

The meeting commenced at 7.30pm.

**1.1. Acknowledgement of Country**

Council acknowledges that we meet on the traditional Country of the Peramangk and Kurna people. We pay our respects to Ancestors and Elders past and present as the Custodians of this ancient and beautiful land.

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 21 October 2024  
63 MT BARKER ROAD STIRLING**

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**2. APOLOGIES/LEAVE OF ABSENCE**

2.1. Apology

2.2. Leave of Absence

2.3. Absent

**3. MINUTES OF PREVIOUS MEETINGS**

3.1. Audit Committee Meeting – 19 August 2024

Moved Cr Melanie Selwood  
S/- Pamela Lee

**AC38/24**

**That the minutes of the Audit Committee meeting held on 19 August 2024 as supplied, be confirmed as an accurate record of the proceedings of that meeting.**

<b>Carried Unanimously</b>
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**4. PRESIDING MEMBER'S OPENING REMARKS**

1. Council has approved a change to the Acknowledge of Country
2. Council has been requested to provide information to BDO, the consultants investing the CCC proposal to annex a portion of the AHC.
3. Council members received mid-term training on Financial Management. The session was targeted at AHC's current financial position.
4. Since the last meeting, the following senior staff have been recruited – Manager Financial Services - Bruce Smith and Manager People and Culture – Roger Hunter. The Governance team have recruited a Policy Officer and a Risk, Audit and Insurance Officer.

**5. DELEGATION OF AUTHORITY**

The Audit Committee operates in accordance with the relevant sections of the Local Government Act 1999, and its Terms of Reference.

**6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF AUDIT COMMITTEE**

Nil

**7. MOTION WITH NOTICE**

7.1. Cr Malcolm Herrmann – Financial Strategy and Long Term Financial Plan

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Presiding Member \_\_\_\_\_ 18 November 2024

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 21 October 2024  
63 MT BARKER ROAD STIRLING**

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Moved Cr Malcolm Herrmann  
S/- Pamela Lee

AC39/24

That the Audit and Risk Committee requests that:

1. The CEO initiates the preparation of the Long-Term Financial Plan as soon as practicable with the first workshop being prior to 31 December 2024.
2. That a report be presented to the Audit and Risk Committee at its meeting of 18 November 2024 setting out advice for Council on:
  - (a) the formulation of the Financial Indicators
  - (b) Strategic considerations for achieving financial sustainability.

Carried Unanimously
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**8. PRESENTATIONS, ACTION REPORT & WORKPLAN**

**8.1. 2024 Action Report and Work Plan Update**

Moved David Moffatt  
S/- Sarah Beesley

AC40/24

1. That the 2024 Action Report and Work Plan Update report be received and noted.
2. That the 2024 Action Report, October 2024, be noted.
3. That the 2024 Work Plan and Reporting Schedule be adopted.

Carried Unanimously
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**9. OFFICER REPORTS – DECISION ITEMS**

**9.1. Auditors Completion Report 2024**

Moved Pamela Lee  
S/- Sarah Beesley

AC41/24

The Audit Committee resolves:

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 21 October 2024  
63 MT BARKER ROAD STIRLING**

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1. That the “Annual Audit Completion Report for the year ended 30 June 2024” from Council’s external auditors, BDO, contained in Appendix 1 be received and noted.
2. Further notes that the Auditor proposes to issue an audit clearance subject to:
  - a) Review of subsequent events post 30 June 2024,
  - b) Receipt of signed management representation letter,
  - c) Receipt of the final Annual Financial Statements for 2023-24 being certified by the CEO and Presiding Member of the Audit Committee.

**Carried Unanimously**

The Audit Committee met with the Auditor, Linh Dao, BDO, without Council staff present, to discuss the External Auditor’s report and any issues arising from the audit.

**9.2. Report on Financial Results for 2023-24**

8:52pm The Committee’s discussion included mention of Council banking with Westpac. Pamela Lee declared that she is employed by Westpac, but not in the banking division.

**Moved David Moffatt**  
**S/- Pamela Lee**

**AC42/24**

The Audit Committee notes the 2023-2024 report on the financial results for the Adelaide Hills Council, contained in Appendix 1:

- Operating income: \$56,555,000
- Operating expense: \$60,908,000
- Operating deficit: \$ 4,353,000
- Operating surplus ratio: – 7.7% (target range 1-5%)
- Adjusted operating surplus ratio: – 3.2% (target range 1-5%)
- Net financial liabilities ratio: 49% (target range 25-75%)
- Asset renewal funding ratio: 106% (target range 90-110%)

**Carried Unanimously**

**9.3. 2023/24 Annual Financial Statements and End of Year Report**

**Moved David Moffatt**

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**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 21 October 2024  
63 MT BARKER ROAD STIRLING**

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S/- Sarah Beesley

AC43/24

The Audit Committee resolves that:

1. Having reviewed the Financial Statements for 2023-24 as per Appendix 1, that the Financial Statements present fairly the financial position of the Adelaide Hills Council.
2. It is appropriate that the Management Representation Letter requested by the external auditor, as per Appendix 2, is signed by management.
3. That it notes the Certification of Auditor Independence as per Appendix 3 is considered by the Chief Executive Officer and the Presiding Member of the Audit Committee.
4. That it Authorises the Chief Executive Officer and the Mayor to certify the Financial Statements for 2023-24 in their final form.

<b>Carried Unanimously</b>
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**9.4. Service Review Biannual Report**

Moved Melanie Selwood

S/- Pamela Lee

AC44/24

The Audit Committee resolves:

1. That the Service Review Biannual Report be received and noted.
2. That the Service Review Biannual Report – Civil Services report (Appendix 1) be received and noted
3. That the Service Review Biannual Report – Development Services (Appendix 2) be received and noted
4. To recommend to Council that the current schedule of biannual reports on the 2022 and 2023 service reviews be suspended until October 2025, pending the outcomes of the proposed organisation service review process which is anticipated to commence in late 2024/early 2025.

<b>Carried Unanimously</b>
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**9.5. Quarterly Performance Report – Q4 2023-24**

Moved Cr Melanie Selwood

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Presiding Member \_\_\_\_\_ 18 November  
2024

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE  
MINUTES OF MEETING  
MONDAY 21 October 2024  
63 MT BARKER ROAD STIRLING**

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S/- David Moffatt

AC45/24

The Audit Committee resolves that the Quarterly Performance Report – Q4 2023-24 be received and noted.

<b>Carried Unanimously</b>
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**10. QUESTIONS WITHOUT NOTICE**

Nil

**11. CONFIDENTIAL ITEMS**

Nil

**12. NEXT MEETING**

The next ordinary meeting of the Audit Committee will be held on Monday 18 November 2024 from 6.00pm at 63 Mt Barker Road, Stirling.

**13. CLOSE MEETING**

The meeting closed at 9:26pm.

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Presiding Member \_\_\_\_\_ 18 November 2024



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**Confidential Items**

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
CONFIDENTIAL AGENDA BUSINESS ITEM**

**Item:** 19.1.

**Responsible Officer:** David Waters  
Director Environment and Infrastructure  
Environment and Infrastructure

**Subject:** Community Renewables Program

**For:** Decision

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**1. Community Renewables Program – Exclusion of the Public**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Chief Executive Officer, Greg Georgopoulos
- Director Environment and Infrastructure, David Waters
- Director Corporate Services, Gary Lewis
- Director Community & Development, Jess Charlton
- Executive Governance Officer, Zoë Gill
- Minute Secretary, Rebekah Lyons
- IT Support, Tom Portas

be excluded from attendance at the meeting for Agenda Item 19.1: (Community Renewables Program) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is as follows:

- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which –
  - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
  - (ii) would, on balance, be contrary to the public interest.
- (h) legal advice;

**Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.**

**2. Community Renewables Program– Confidential Item**

**3. Community Renewables Program – Duration of Confidentiality**

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council’s decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.1 in confidence under sections 90(2) and 90(3)(d) and (h) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

<b>Item</b>	<b>Duration of Confidentiality NB: Item to be reviewed every 12 months if not released</b>
Report	Until Further Order
Related Attachments	Until Further Order
Minutes	Until Further Order
Other (presentation, documents, or similar)	Until Further Order

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
CONFIDENTIAL AGENDA BUSINESS ITEM**

**Item:** 19.2

**Responsible Officer:** David Waters  
Director Environment and Infrastructure  
Environment and Infrastructure

**Subject:** Grant Opportunity

**For:** Decision

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**1. Grant Opportunity – Exclusion of the Public**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Chief Executive Officer, Greg Georgopoulos
- Director Environment and Infrastructure, David Waters
- Director Corporate Services, Gary Lewis
- Acting Director Community & Development, Jess Charlton
- Executive Governance Officer, Zoë Gill
- Minute Secretary, Rebekah Lyons
- IT Support, Tom Portas

be excluded from attendance at the meeting for Agenda Item 19.2: (Grant Opportunity) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(j) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is ‘information the disclosure of which—

- (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
- (ii) would, on balance, be contrary to the public interest;

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

**2. Grant Opportunity – Confidential Item**

**Grant Opportunity – Duration of Confidentiality**

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council’s decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.2 in confidence under sections 90(2) and 90(3)(j) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Report	Until Further Order
Related Attachments	Until Further Order
Minutes	Until Further Order
Other (presentation, documents, or similar)	Until Further Order

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.



**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
CONFIDENTIAL AGENDA BUSINESS ITEM**

**Item:** 19.3

**Responsible Officer:** Zoë Gill  
Executive Governance Officer  
Office of the CEO

**Subject:** Proposed CEO Leave Policy

**For:** Decision

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**1. Proposed CEO Leave Policy – Exclusion of the Public**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Chief Executive Officer, Greg Georgopoulos
- Director Environment & Infrastructure, David Waters
- Director Corporate Services, Gary Lewis
- Acting Director Community & Development, Jess Charlton
- Executive Governance Officer, Zoë Gill
- Minute Secretary, Rebekah Lyons
- IT Support, Tom Portas

be excluded from attendance at the meeting for Agenda Item 19.3: (Proposed CEO Leave Policy) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(a) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is:

- (a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

**2. Proposed CEO Leave Policy – Confidential Item**

**3. Proposed CEO Leave Policy – Duration of Confidentiality**

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council’s decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.3 in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

<b>Item</b>	<b>Duration of Confidentiality NB: Item to be reviewed every 12 months if not released</b>
Report	Until Further Order
Related Attachments	Nil
Minutes	Nil
Other (presentation, documents, or similar)	Nil

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 12 November 2024  
CONFIDENTIAL AGENDA BUSINESS ITEM**

**Item:** 19.4

**Responsible Officer:** Melanie Selwood  
Deputy Mayor  
Elected Member of Council

**Subject:** Work, Health and Safety Matters Update

**For:** Decision

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**1. Work, Health and Safety Matters Update – Exclusion of the Public**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Director Corporate Services, Gary Lewis
- Executive Governance Officer, Zoe Gill
- Minute Secretary, Rebekah Lyons
- IT Support, Tom Portas
- Susan Sadler, Red Wagon Workplace Solutions
- Will Snow, Snow Legal

be excluded from attendance at the meeting for Agenda Item 19.3: (*Work, Health and Safety Matters Update*) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

- Section 90(3)(a) of the Local Government Act 1999, the information to be received, discussed or considered in relation to this Agenda Item is Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

- Section 90(3)(h) of the Local Government Act 1999, the information to be received, discussed or considered in relation to this Agenda Item is legal advice.

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

**2. Work, Health and Safety Matters Update – Confidential Item**

**3. Work, Health and Safety Matters Update – Duration of Confidentiality**

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council’s decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.3 in confidence under sections 90(2) and 90(3) and (h) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

<b>Item</b>	<b>Duration of Confidentiality NB: Item to be reviewed every 12 months if not released</b>
Report	Until Further Order
Related Attachments	Until Further Order
Minutes	Until Further Order
Other (presentation, documents, or similar)	Until Further Order

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.