Light Regional Council Strategic Plan 2016-2020
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<thead>
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<th>Version</th>
<th>Date</th>
<th>Prepared and Reviewed by</th>
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<tr>
<td>1. Working Draft</td>
<td>13 July 2016</td>
<td>GM Strategy &amp; Devt.</td>
<td>Project Team*</td>
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<tr>
<td>2. Draft Strategic Plan</td>
<td>22 November 2016</td>
<td>Project Team</td>
<td>LRC Management Team</td>
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* Project Team includes:
  - General Manager – Strategy & Development
  - General Manager – Governance
  - General Manager – Business and Finance
  - Manager, Strategy
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<td>Back Page</td>
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Welcome

Your Council is well positioned to attain financial and asset sustainability. This milestone is very important to us today and equally important and fair to future generations.

The $15m accelerated infrastructure program will provide a significant fillip to our townships and generate much needed jobs for our local economy.

Various other economic projects are planned and with financial assistance from Federal and State governments will be delivered during the life of this Strategic Plan.

The Roseworthy Township Expansion project has finally reached the delivery stage and we should see construction starting early 2018, resulting in more investment and job creation for our Region. We have much to deliver in this Plan.

Our Elected Members have set a progressive program and we thank them for their vision and community representation.

Management and staff have excelled in the past and are ready to meet the challenges ahead.

We commend this Strategic Plan to our community and look forward to its delivery.

Mayor Bill O’Brien

Brian Carr Chief Executive Officer
Elected Members and Wards

**Light Regional Council Strategic Plan**

**Mayor**
Bill O’Brien

**Dutton Ward**
- Cr Des Ellis
- Cr David Shannon
- Cr Deane Rohlfach

**Light Ward**
- Cr Lynette Reichstein
- Cr Robert Kerin

**Dutton Ward**

**Light Ward**

**Laucke Ward**

**Mudla Wirra Ward**
- Cr Keith Ellis
- Cr Samantha Mitchell
- Cr Bill Close

**Laucke Ward**
- Cr Sharron Lewis
- Cr Peter Kennelly

Map showing the wards and elected members with corresponding locations and ward names.
Light Regional Council Strategic Plan

Our Community
Who are we and where we are heading

Population

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
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<tbody>
<tr>
<td>2006</td>
<td>12359</td>
</tr>
<tr>
<td>2011</td>
<td>13984</td>
</tr>
<tr>
<td>2013</td>
<td>14459</td>
</tr>
<tr>
<td>2016</td>
<td>15016</td>
</tr>
<tr>
<td>2021</td>
<td>16500</td>
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</tbody>
</table>

Population grew 21.29% between 2006 and 2016

50.5% Male
49.5% Female

The median age of residents in 2016 was 39 years

Occupation

- Managers (16.82%)
- Labourers (13.68%)
- Technicians & Trades (16.31%)
- Professionals (13.48%)
- Clerical & Admin. (12.66%)
- Sales (8.51%)
- Community & Personal Services (10.44%)
- Machinery Operators & Drivers (8.11%)

Dwelling Type

- Detached
- Semi-detached
- Flat or Unit
- Other

In the Home

- Couple Family - Children
- Couple Family - No Children
- One Parent
- Other Family
- Lone Person
- Group Household

Our Labour Force

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Full-Time</td>
<td>58%</td>
</tr>
<tr>
<td>Part-Time</td>
<td>32%</td>
</tr>
<tr>
<td>Away from Work</td>
<td>6%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>4%</td>
</tr>
</tbody>
</table>
What we do

The principal role of Light Regional Council is established in legislation (the Local Government Act, 1999). Accordingly, Council provides the government and management of its area which includes the following responsibilities:

- representative, informed and responsible decision-making in the interests of its community;
- provision and co-ordination of various public services and facilities;
- development of its community and resources in a socially just and ecologically sustainable manner;
- encouragement and development of initiatives for improving the quality of life of the community; and
- representing the interests of its community to the wider community.

To do this, Council has certain functions, which include

- planning at the local and regional levels for the development and future requirements of its area;
- providing a wide range of services and facilities to benefit ratepayers, residents and visitors to the area;
- providing for the welfare, well-being and interests of individuals and groups within its community;
- taking measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
- managing the environment in an ecologically sustainable manner to improve amenity;
- providing infrastructure for its community and for development within its area (which includes protecting any part of the community from hazards or that assists in the management of any area);
- promoting its area and to provide attractive conditions to encourage investment in business, commerce, industry and tourism;
- establishing support organisations or programs that benefit people; and
- managing and developing (as appropriate) public areas that are the responsibility of Council to improve the resources available to the community.
2016 snapshot

As at the end of 2016, the following are considerations for the Council in its strategic planning:

A Council has ongoing operational relationships with its neighbouring councils, including the provision of weekend General Inspectorate cover and enabling the use of dog management facilities, community transport, Leisure Options and Volunteer Support services and other opportunities.

B Council has collaborated with its partner regional councils to:

i Prepare the ‘Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan’ (July 2014) (Regional Public Health Plan) and advance associated actions from this plan;

ii Prepare the ‘Barossa Light and Lower North Region Open Space, Recreation and Public Realm Strategy’ (part funded by State Government) which was completed in April 2014;

iii Explore regional planning matters, including the commencement of the Character Preservation Act 2012 and options for buffers at the interface of rural broadacre farming and horticulture activities;

iv Develop a collaborative approach as a participant of the Barossa Regional Procurement Group to generate cost savings, implement process efficiencies and deliver economic benefits to the region through:
   1 Probity and compliance;
   2 External cost savings and improvements;
   3 Administrative cost savings,
   4 Use of technology and internal process improvements; and
   5 Strategies to achieve triple-bottom-line objectives through procurement.

v Prepare and deliver a cost effective and efficient staff training program with a collaborative approach to resource and information sharing.

vi Provide support to State authorities and neighbouring districts to assist with responding to emergencies such as bushfires, floods and severe storms.

C Council has progressed its ‘Infrastructure and Asset Management Plan’ (IAMP) and through this has identified its asset renewal and asset upgrade priorities to guide future resource investment and grant submission decisions.

D The part Federal Government-funded ‘Gawler Water Reuse Scheme’ (GWRS) has been constructed by Bunyip Water in a strategic partnership with the Council. The GWRS will see water from the Wingate Road storage basins transferred to the Hill Dam in the western Barossa Valley for use in irrigating regional primary production along with supplementing potable water supply on reserves and ovals at Hewett.

E Council is exploring delivering a $15m ‘Accelerated Infrastructure Program’ to advance 30-40 years of identified asset upgrades using funds generated by the future transfer of the GWRS to the private sector to support participating in a State Government supported economic stimulus grant scheme for this purpose.

F Council has started exploring energy-saving options for many of its services, such as replacing current street-lighting with LED luminaires to provide service level improvements and cost-benefits into the future whilst lowering greenhouse gas emissions to the environment.

G Council has secured State Government funding assistance to purchase a site in Kapunda to provide a ‘Village Square’. Grant funding will now be sought to clear the site and develop this into a feature of the Main Street landscape, providing a focal point for community gatherings and activities that is not currently available. The site has the potential to be reinvigorated as a smart centre.

H Council has supported a proposed Freeling Community Centre put forward by the Freeling Recreation Park Management Committee. The proposal is for a multipurpose facility featuring an internal sports area, toilets, change rooms, multipurpose meeting areas and a gym. The project’s delivery is predicated on obtaining Commonwealth and State funding support in addition to community pledges.
I  The State Government has approved policy amendments submitted by Council for the ‘Roseworthy Township Expansion’. This Development Plan Amendment has been gazetted and will see the delivery of some 3700 new homes and a population increase of 10,000 persons, together with some 125 new allotments for regional employment activities be developed over the next 25-30 years. The development is also intended to provide suitable new infrastructure and services through private capital investment as well as to capture stormwater resources from the growth area for reuse within the development areas as well as in regional primary production. The township expansion has the potential to be a ‘regional smart city’.

J  Council has delivered a 2-year program of upgrades to the Kapunda Historic Mine Site, supported by a State Government grant and separately by Federal Government assistance through a ‘Work for the Dole’ scheme to assist with the delivery of several key projects at the site envisaged under its Conservation Management Plan.

K  Council staff have assisted Regional Development Australia Barossa (RDA Barossa) in its endeavour to further trade links with the Shandong province in China.

L  Council has endorsed a ‘Roadside Vegetation Management Plan’ to assist with the management of remnant native vegetation in these key areas.

M  Council has undertaken an internal review of its communications and engagement processes with recommendations for implementation.

N  State Government has passed key legislation that will have significant impacts on Local Government (resourcing, operations and policy development), including:

i. The Local Nuisance and Litter Control Act, 2016, which delineates Council responsibilities for local nuisance issues (separate from those activities of environmental significance as defined in the Environment Protection Act 1993) and updates legislative provisions for litter control in South Australia.

ii. The Planning, Development and Infrastructure Act, 2016, which will change current development assessment and policy arrangements involving Council and also introduces the ‘Environment and Food Production’ area (EFPA) which will affect almost all of the Light Regional Council area and will have considerable influence upon strategic planning into the future.

O  The State Government has progressed its review of the ‘30-Year Plan for Greater Adelaide’ which has a particular focus on the metropolitan area. In its submission, Council has encouraged that more emphasis is put into defining a strategic direction for the EFPA surrounding the defined ‘Greater Adelaide’, particularly as this may envisage opportunities for more intensive food production supported by regional water reuse schemes.
Vision
Light Regional Council’s vision is:

Respecting the past, creating our future
Mission

Light Regional Council’s mission is:

To be regarded as an exemplary Council that puts the people of Light first, while creating a place that is also welcoming to visitors. Through the services we deliver, we will provide the basis for a community that can grow sustainably, but always within our financial means.

Core principles

Light Regional Council is guided by a focus on ‘Core Principles’ of Growth, Reform, Innovation and Discipline.

Values

Our values:

As a Council we will be guided at all times by:

• foundation values of respect, honesty and integrity;
• showing leadership;
• having a constant awareness of the community we serve;
• our need to be financially viable (through the core principles of Growth, Reform, Innovation and Discipline); and
• striving for quality outcomes.

These values express how the Council operates, lives, breathes and expresses itself through its daily duties.
‘8-Point’ management strategy

The Council will be guided by adherence to the following ‘8-point’ management strategy to:

1. maintain its general rating levels;
2. strategically target external funding, grants and value capture opportunities;
3. build its labour resource capacity;
4. progressively work through its IAMP defining affordable service levels and associated asset renewal/ upgrades program;
5. foster smart ‘Growth’ to increase its economies of scale, critical mass and be a ‘region of choice’;
6. effect ‘Reform’ through productivity improvements, by improving processing efficiencies to achieve increased outputs with less inputs, as well as empowering the community to manage key facilities;
7. search for ‘Innovative’ ways to deliver strategic outcomes such as Bunyip Water, Kapunda Retirement Living Units and the like, generating alternative sources of revenue and/or increasing service provisions;
8. with ‘Discipline’, hold expenditure levels and any expenditure increases to a proportionally lower amount than our revenue increases.
## What we look like when we achieve our Vision

When we achieve our vision, Light Regional Council will accomplish the following:

<table>
<thead>
<tr>
<th>Category</th>
<th>Performance Measure</th>
<th>Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial</strong></td>
<td>Reduced budget deficit</td>
<td>Balanced Operating Statement (achievement of $1 surplus) – ‘Attain Sustainability’</td>
</tr>
<tr>
<td><strong>Asset Management</strong></td>
<td>Asset Renewal</td>
<td>Asset renewal obligations budgeted for in accordance with agreed service levels and delivered to program</td>
</tr>
<tr>
<td></td>
<td>Asset Upgrades</td>
<td>Significant backlog addressed through delivery of an ‘Accelerated Infrastructure Program’ to provide a consistent base service standard</td>
</tr>
<tr>
<td></td>
<td>Adherence to the ‘8-point’ management strategy</td>
<td></td>
</tr>
<tr>
<td><strong>Community Services &amp; Public Wellbeing</strong></td>
<td>Achievement of the “Measures of Success” contained in the “Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan” (Regional Public Health Plan)</td>
<td>Regular reporting against the objectives of the Regional Public Health Plan</td>
</tr>
<tr>
<td><strong>Environmental Outcomes</strong></td>
<td>Ecologically sustainable environmental management to improve amenity</td>
<td>Completion and implementation of the Roadside Vegetation Management Plan</td>
</tr>
<tr>
<td></td>
<td>Planning for regional water security</td>
<td>Ongoing maintenance of key areas including Pengilly Scrub, Light River, Gawler River and North Para River</td>
</tr>
<tr>
<td></td>
<td>Ongoing water capture and re-use projects</td>
<td>Successful implementation and ongoing functions of the Gawler Water Reuse Scheme</td>
</tr>
<tr>
<td></td>
<td>Implementation of catchment stormwater management plans</td>
<td>Further integration of Water Sensitive Urban Design (WSUD) principles into infrastructure design to enhance water quality outcomes for downstream receptors</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>Adherence with the requirements of legislative responsibilities</td>
<td>Minimal legal challenge against the discharge of Council’s legislative obligations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Satisfy compliance reporting</td>
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## Strategic starting point

To develop strategies to achieve its vision, Council has prepared the table below to highlight its current performance in the areas previously listed:

<table>
<thead>
<tr>
<th>Category</th>
<th>Performance Measure</th>
<th>Performance Indicator</th>
<th>Current Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial</strong></td>
<td>Reduced budget deficit</td>
<td>Balanced Operating Statement (achievement of $1 surplus) – “Attain Sustainability”</td>
<td>2015/2016 Financial Year Audited Financial Statement recorded an operating surplus $0.04m</td>
</tr>
<tr>
<td><strong>Asset Management</strong></td>
<td>Asset Renewal</td>
<td>Asset renewal obligations budgeted for in accordance with agreed service levels and delivered to program</td>
<td>The current register of expired assets is $7.0m requiring an additional allocation of $0.5m per annum (total of $3.27m pa allocation on current modelling) to attain asset sustainability at agreed service levels</td>
</tr>
<tr>
<td><strong>Community Services &amp; Public Wellbeing</strong></td>
<td>Achievement of the ‘Measures of Success’ contained in the ‘Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan’ (Regional Public Health Plan)</td>
<td>Regular reporting tracking achievement of the objectives in the Regional Public Health Plan</td>
<td>First progress report completed in June 2016 as required by legislation showing progress across all plan objectives</td>
</tr>
<tr>
<td><strong>Environmental Outcomes</strong></td>
<td>Ecologically sustainable environmental management to improve amenity Planning for local and regional water security</td>
<td>Completion and implementation of the Roadside Vegetation Management Plan Ongoing maintenance of key areas including Pengilly Scrub, Light River, Gawler River and North Para River Ongoing water capture and re-use projects Implementation of catchment stormwater management plans Further integration of WSUD principles into infrastructure design to enhance water quality outcomes for downstream receptors</td>
<td>Preparation of updated Roadside Vegetation Management Plan (completed in November 2016) Maintenance of native scrub areas progressing via allocation of annual funding for specific works Endorsement of catchment stormwater management plans Gawler Water Reuse Project advanced by Bunyip Water</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>Legislative compliancy</td>
<td>Minimal legal challenge against the discharge of Council’s legislative obligations</td>
<td>Responses to legal and governance matters actioned promptly Preparations for legislative changes made in advance of need</td>
</tr>
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What we do well

The following are Light Regional Council’s strengths:

A  The strong working relationship between the elected membership and management/staff;

B  Strong links with the community and the Council’s focus on “community empowerment”;

C  Continuous improvement in the areas of policy, governance and systems;

D  Adaptability to achieve outcomes for the community;

E  Strategic planning and the use of innovation and entrepreneurial approaches to respond to opportunities and meet challenges; and

F  A stable workforce with extensive knowledge of the region and the organisation’s operational needs.
Our challenges

Council acknowledges that it is facing the following challenges:

A. The need to maintain Council’s general annual rate increases in order to balance Council’s Operating Statement;

B. Resolution of Council’s Asset Renewal gap to attain sustainability;

C. The need to satisfy 30-40 years of deferred asset improvements;

D. The need to adapt to significant legislative change affecting local government operations, the full effect of which is not easily predicted;

E. Resource limitations limiting ability to achieve desired outcomes, needs and objectives;

F. The need to adopt a program of continuous improvement in the areas of communication to ratepayers, residents, businesses and visitors with respect to matters that affect their lives, livelihoods, economic success and the enjoyments of their homes and property; and

G. Ongoing need for operational systems improvements and management.

Ways to improve these areas have been incorporated into the strategies and objectives.
Opportunities to consider

There are a number of opportunities that exist that the Council may be able to take advantage of in the pursuit of its desired outcomes. These include:

A Changing the Infrastructure and Asset Management Plan (IAMP) strategy to:
- Assign a target of 100% of capital budgets for ‘renewal’ of existing assets (approx. $3.3m pa). with ‘upgrades’ funded from ‘entrepreneurial revenue’ and/or external funding through grants or loan borrowings at favourable terms.

B Pursuing a $15m Accelerated Infrastructure Program to bring forward identified asset improvements utilising funding support made available through a State Government initiative developed in conjunction with the Local Government Association.

C The use of captured, treated and recycled stormwater to support a potential regional ‘Food Bowl’ initiative.

D Continuing to identify and explore opportunities for entrepreneurial private-public partnerships (with support from external (Federal/State) grant funding as available) to deliver improved service outcomes for the community.

E Continuing to identify opportunities to reduce energy and resource consumption for significant operational cost-savings and to reduce greenhouse gas emissions, leveraging these for improved cost-outcomes for the local government sector (e.g. use of recycled water to irrigate reserves and transition to LED street lighting for all townships through negotiations with key stakeholders).

F Continuing to explore opportunities for service delivery collaboration and shared services across regional councils.

G Supporting opportunities for youth education and employment in the region (such as through continuing the Council’s traineeship program).

H Continuing to explore opportunities for innovative community engagement, empowerment and encouragement of and support for participation (such as through volunteering, involvement in community groups and implementation of social media channels).

I Promoting social interaction and wellbeing through activities, events and place-making activities.

J Advocating for health services to meet the needs of all cohorts of a growing and ageing population profile.

K Planning and advocating for accessible transport options for all ages across the region.

L Continuing to provide facilities and infrastructure to promote recreation and physical activity in priority locations.

M Promotion, protection and enhancement of the region’s natural environment.

N A reduction in waste generation and illegal dumping.

O Working with key stakeholders to support established industries as well as diversify the regional economic base (such as through Tourism initiatives).
External influences (strategic risks)

There are a number of external influences for the Council to be mindful of, which include:

A. Legislative, regulatory and strategic direction changes that either require a redistribution of resources or changes to strategic directions;

B. Changes to grants funding arrangements with Federal and State Government;

C. Changes in global economics having impacts affecting local circumstances.

D. A continuing shift in ‘whole of government’ response towards more localised management of key issues, requiring re-allocation of limited resources.

E. The decline of manufacturing in the northern areas (General Motors Holden – 2017) and State unemployment projections more broadly;

F. Potential changes in the economy such as the emerging shift towards a ‘service economy’;

G. Natural disasters and their impact upon the region;

H. Adverse publicity and media attention;

I. Adaption to climate change and governmental policies which will change the way future energy markets operate;

J. Community expectations for the use of smart technology in the public realm.

In developing its strategies moving forward Council needs to continually scan the environment for indicators that any external factors may be changing that will influence the achievement of its strategic objectives. If the likelihood does increase, the Governing Body may have to adjust the strategy or the timeframe expectations as appropriate.

The stakeholder community for Light Regional Council is extensive. Apart from its ratepayers, residents and visitors (as identified under the heading of ‘Our Community’) the Council interacts with other government, industry and commercial interests on behalf of its community. The Council needs to understand the expectations of each of these stakeholders as well as the benefits and the challenges these interactions may have.
External strategic documents

Other strategic documents with which the Council’s strategic planning must be aligned are identified in the diagram below:
Internal strategic documents

The diagram below shows the relationship between this Strategic Plan and other key Council documents:

United Nation’s sustainable development goals

The United Nations (UN) has developed 17 ‘Sustainable Development Goals’ (SDGs - otherwise known as ‘Global Goals’) as actions that can be undertaken now to sustainably improve life for future generations. The UN notes that these provide “a common plan and agenda to tackle some of the pressing challenges facing our world such as poverty, climate change and conflict. UNDP has the experience and expertise to drive progress and help support countries on the path to sustainable development.”

More information on UN SDG’s is available via the following link:
https://sustainabledevelopment.un.org/?menu=1300

The UN’s SDG’s apply to Australia, which is relevant as it is expected that Commonwealth funding opportunities will be linked to outcomes that align with the attainment of UN SDG’s.

The UN SDG’s have various “sub-goals”, several of which align to current Council initiatives. On this basis, where possible Council’s objectives have been linked to UN SDG’s as appropriate and as described in the following sections.
Strategic priorities

Based on the preceding information, the following have been identified as the strategic priorities for Light Regional Council for the period 2016/17 to 2019/20:

A Achieving a balanced operating statement;

B Shifts its capital budget focus to asset renewal through a successful ‘Accelerated Infrastructure Program’ aimed at fast-tracking the delivery of identified upgrades;

C Further advancement of new market opportunities (e.g. Shandong/China);

D Further advancement of the use of captured, treated and recycled stormwater to support irrigation of reserves and recreation areas and to support local primary production, including a regional ‘Food Bowl’ initiative;

E Raising the profile of Light Regional Council amongst Government and Industry;

F Integration of appropriate UN sustainable development goals to assist with the achievement of national objectives;

G Continuous improvement in communication to support informed and productive interaction with ratepayers, residents, visitors and stakeholders;

H Continuing refinement of policies to facilitate desired investment outcomes and stimulate regional employment creation;

I Ongoing regional collaboration on key operational and service delivery initiatives; and

J Striving to achieve the measures of success contained in the “Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan” (Regional Public Health Plan) as listed in the following Table:
In addition to the above strategic priorities, it is important that Light Regional Council also:

A Maintains excellent service levels to its ratepayers, residents, visitors and other stakeholders;

B Maintains strong governance and accountability;

C Provides training and resourcing for its Elected Members to assist with its evolving and demanding role in civic governance; and

D Provides training that enhances the skills of its staff.

<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Measure of Success</th>
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<tbody>
<tr>
<td>1. A Regional Framework for Public Health</td>
<td>1.1 Stakeholder involvement in the implementation and reporting on the Regional Public Health and Wellbeing Plan beyond councils</td>
</tr>
</tbody>
</table>
| 2. Community and Cultural Wellbeing               | 2.1 Increased levels of community participation in: council services (facilities, programs and projects), volunteering and council engagement.  
|                                                   | 2.2 An increased percentage of children are fully immunised at five years.        |
|                                                   | 2.3 Councils have implemented policies for smoke free community events.           |
|                                                   | 2.4 The community considers they have adequate access to community and health services. |
| 3. Economic Wellbeing                             | 3.1 There is increased diversity of economic sectors across the region.          |
|                                                   | 3.2 Levels of employment across age groups are maintained or improved.           |
| 4. Natural and Built Environment                  | 4.1 There is increased housing choice and affordability.                          |
|                                                   | 4.2 Implementation of priority recommendations in regional and local Open Space and Recreation Plans. |
|                                                   | 4.3 Waste disposed to landfill is reduced.                                       |
|                                                   | 4.4 There are reduced incidents of illegal dumping.                              |
|                                                   | 4.5 Measures are in place to protect the region’s built heritage and natural environment. |
|                                                   | 4.6 Councils are meeting internal performance measures for relevant safety and public health enforcement: complaint investigation, inspection frequencies and permitting activities. |
Strategic framework

- Goals are a clear statement of the mission, specifying the accomplishments to be achieved if the mission is to become real.

- What you want to achieve for the community, council and the region [external focus].

- Is a measurable step you take to achieve a strategy.

- Detailed lists of tasks and measurable KPIs underpinning strategies (how, where, when, who).

- Outcomes that collectively demonstrate the achievement of the nominated goals.
## Goals and objectives

The goals and objectives for Light Regional Council are listed below.

<table>
<thead>
<tr>
<th>Goals/Direction</th>
<th>Objectives</th>
<th>Relevant UN Sustainable Development Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sustainability</td>
<td>1.1 Achieve a balanced Operating Statement</td>
<td>Goal No. 7 - Affordable and Clean Energy</td>
</tr>
<tr>
<td></td>
<td>1.2 Resolving the asset renewal gap to attain asset sustainability for agreed service levels</td>
<td>Goal No. 11 - Sustainable Cities and Communities</td>
</tr>
<tr>
<td></td>
<td>1.3 Continued efficiency improvements in service delivery</td>
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<td></td>
<td>1.4 Appropriate allocation of resources to areas of priority need</td>
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<td></td>
<td>1.5 Minimise energy and natural resource use</td>
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<td></td>
<td>1.6 Continuing commercial partnerships with third parties and other levels of government to provide outcomes for the community</td>
<td></td>
</tr>
<tr>
<td>2. Community Health &amp; Well-being</td>
<td>2.1 Continuous improvement of community wellbeing</td>
<td>Goal No. 3 - Good Health &amp; Well-being</td>
</tr>
<tr>
<td></td>
<td>2.2 Continuous improvement of community facilities</td>
<td></td>
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<tr>
<td></td>
<td>2.3 Facilitate retirement living options in the region</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4 Improved communications with stakeholders</td>
<td></td>
</tr>
<tr>
<td>3. Industry, Innovation &amp; Infrastructure</td>
<td>3.1 Support the local agricultural and tourism industries</td>
<td>Goal No. 9 - Industry, Innovation &amp; Infrastructure</td>
</tr>
<tr>
<td></td>
<td>3.2 Strengthen and diversify the regional economic base</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3 Advocate on behalf of regional opportunities</td>
<td></td>
</tr>
<tr>
<td>4. Environment</td>
<td>4.1 Further planning for extreme weather events in the region</td>
<td>Goal No. 6 - Clean Water and Sanitation</td>
</tr>
<tr>
<td></td>
<td>4.2 Improved management of water resources</td>
<td>Goal No. 13 - Climate Action</td>
</tr>
<tr>
<td></td>
<td>4.3 Preservation of areas of environmental biodiversity</td>
<td>Goal No. 15 - Life on Land</td>
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<td></td>
<td>4.4 Improved roadside vegetation management</td>
<td></td>
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<tr>
<td></td>
<td>4.5 Progression of Gawler River Floodplain Management improvements and priority recommendations within Stormwater Management Plans</td>
<td></td>
</tr>
</tbody>
</table>

These goals and objectives will guide the development of annual business plans. A more detailed explanation of the Actions and Performance Indicators attached to these Goals and Objectives can be found in Attachment 2.
Report and Ongoing review

The achievement against this strategic plan will be the subject of constant review with progress reports against objectives provided to the Governing Body of Council.
Attachments

ATTACHMENT 1  Strategic Risk Management Approach

ATTACHMENT 2  Goals and Objectives
Attachment 1
Strategic Risk Management Approach

Committees
- Work, Health & Safety (WHS) Committee
- Audit Committee
- Infrastructure Committee
- Strategy Committee
- Governance Advisory Panel

Systems
- Policies and Procedures (WHS, Finance, Governance, Human Resource, Planning)
- Internal Control
- Corporate Risk Register
- Electronic Risk Register
- Electronic Records Management
- External Financial and WHS Audits
- Cyber Security Software
- E-business - Customer Interactions Online
- Social Media Platforms
- Online Presence - Website

Risk Management Framework
The framework identifies minimum performance standards, plans and legislative requirements, corporate risk activities and the control measures in place to monitor and manage identified risks.

CEO Checklists
- Good Governance
- Business Continuity Plan
- Emergency Management Plan
- Risk Management Group
- Networks - other Councils, Government and Corporate Bodies

Internal Management
- Infrastructure and Asset Management Plan (IAMP)
- Long Term Financial Plan (LTFP)
- Risk Management Register
- Stormwater Management Plan
## Attachment 2

Goals and Objectives

### Goal 1.0 – Sustainability

<table>
<thead>
<tr>
<th>Objective Number</th>
<th>Objective</th>
<th>Actions</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Achieve a Balanced Operating Statement.</td>
<td>Maintain general rating levels as forecast in Council’s Long Term Financial Plan (or less).</td>
<td>• Annual general rate increases aligned to Council’s Long Term Financial Plan (or less).</td>
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<td></td>
<td>2 Achieving efficiencies to sustain low rate increases.</td>
<td>• Sustained service levels based upon moderate annual rate increases.</td>
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<td></td>
<td>3 Application of strategic separate/specifc rates in appropriate circumstances.</td>
<td>• Facilitate the commencement of the Roseworthy Township Expansion.</td>
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<td></td>
<td>4 Ongoing implementation of new systems to achieve improved efficiencies.</td>
<td>• Achieve continued effective process and work efficiencies (including risk mitigation, WHS and business continuity).</td>
</tr>
<tr>
<td>1.2</td>
<td>Resolving the asset renewal gap to attain asset sustainability for agreed service levels.</td>
<td>Update the Infrastructure and Asset Management Plan (IAMP) strategy to target a ‘100% Renewal’ objective</td>
<td>• Raising sufficient revenue from rates and charges in order to balance the operating Statement and sustain existing assets on a per annum basis.</td>
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<tr>
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<td>Pursue asset upgrades stimulated by entrepreneurial revenue strategies such as:</td>
<td>• Success in attracting entrepreneurial funding to deliver identified asset upgrades and improving or introducing new services desired by the community.</td>
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<td></td>
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<td>• Gawler Water Reuse Scheme annual fees and capital sale.</td>
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<td>• Kapunda Retirement Units – capital return and ongoing income or sale.</td>
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<td>• Federal/ State Government grants or interest-free loans.</td>
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<td>• Use of debt to supplement the ‘Upgrade of Assets’ program.</td>
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<td>• Strategic sale of other assets.</td>
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<td></td>
<td>• Reinvigorating surplus land or repurposing for use in private-public partnerships.</td>
<td></td>
</tr>
</tbody>
</table>
## Goal 1.0 – Sustainability

<table>
<thead>
<tr>
<th>Objective Number</th>
<th>Objective Description</th>
<th>Actions</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3</td>
<td>Continued efficiency improvements in service delivery.</td>
<td>1 Purchase of appropriate technologies and software to assist Council with service delivery in the short to medium term.</td>
<td>• Purchase of software solutions and upgrades that will enhance and improve current applications and streamline work practices.</td>
</tr>
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<td></td>
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<td>2 Reinvigorating the focus upon corporate records management.</td>
<td>• Retraining in existing systems where necessary to maximise use of their capacities.</td>
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<td>• Continued focus on electronic systems improvements.</td>
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<td></td>
<td>• Introduce smart technology and the ’Internet of Things’ (IoT) for public infrastructure and spaces.</td>
</tr>
<tr>
<td>1.4</td>
<td>Appropriate allocation of resources to areas of priority need.</td>
<td>1 Implementation of the adopted IAMP chapters.</td>
<td>• Disciplined approach to the implementation of the IAMP.</td>
</tr>
<tr>
<td>1.5</td>
<td>Minimise energy and natural resource use.</td>
<td>1 Explore opportunities for cost savings in service provision (e.g. public lighting).</td>
<td>• Implementation of Street Lighting/ LED upgrades to all townships.</td>
</tr>
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<td></td>
<td>2 Explore transition to greater use of solar power and battery storage systems at appropriate Council facilities.</td>
<td>• Installation of solar power generation and storage facilities at key Council operation sites and appropriate community facilities.</td>
</tr>
<tr>
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<td>3 Reduce waste generation.</td>
<td>• Continue to implement electronic systems to reduce paper consumption.</td>
</tr>
<tr>
<td>1.6</td>
<td>Continuing commercial partnerships with third parties and other levels of government to provide outcomes for the community.</td>
<td>1 Exploration of suitable private-public partnerships built around robust governance frameworks.</td>
<td>• Delivery of expanded Gawler Water Reuse Scheme with connection to the Northern Adelaide Irrigation Scheme (NAIS) and/or other recycled water schemes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 Exploration of partnerships to achieve local and regional outcomes.</td>
<td>• Delivery of Accelerated Infrastructure Program in partnership with the Local Government Association and other levels of Government to reduce the IAMP gap.</td>
</tr>
<tr>
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<td>• Facilitate improved public health services through strategic partnerships with regional stakeholders.</td>
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<tr>
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<td></td>
<td>• Delivery of key services through strategic partnerships with adjoining councils where cost-efficiencies and service quality improvements are achieved through greater economies of scale.</td>
</tr>
</tbody>
</table>
## Goal 2.0 – Community Health and Wellbeing

<table>
<thead>
<tr>
<th>Objective Number</th>
<th>Objective</th>
<th>Actions</th>
<th>Performance Indicators</th>
</tr>
</thead>
</table>
| **2.1** | Continuous improvement of community wellbeing. | 1 Continued implementation of the Barossa, Light and Lower North Region Public Health and Wellbeing Plan (the Regional Public Health Plan). | Examples:  
- Support regional youth education and employment programs.  
- Promote life-long learning through Council’s libraries (refer to 2.5).  
- Increased community participation.  
- Support and recognise volunteer contributions.  
- Support regional immunisation programs.  
- Advocate for health services to support the growing ageing population.  
- Plan and advocate for accessible transport services for the region.  
- Support accessibility through Council’s services and facilities.  
- Prepare and implement actions from a regional Disability Access and Inclusion Plan. |
| **2.2** | Continuous improvement of community facilities. | 1 Continued implementation of the Barossa, Light and Lower North Region Open Space, Recreation and Public Realm Strategy (September 2013).  
2 Delivery of Social Infrastructure anticipated for the Roseworthy Township Expansion. | Examples:  
- Develop a sports precinct at Roseworthy.  
- Upgrade the sports ground and facility at Wasleys.  
- Co-locate sporting activities at Dutton Park.  
- Explore enhancing equine facilities at Dutton Park.  
- Delivery of the Kapunda Village Square.  
- Develop an indoor community/recreation facility at Freeling. |
| **2.3** | Facilitate retirement living options in the region. | 1 Provision of Retirement Living through private/public partnerships at Kapunda and potentially other townships.  
2 Advocate for retention of local health services. | Examples:  
- Advancement of the Kapunda Retirement Village proposal and others upon demand.  
- Promote ageing in place by advocating for the retention of local health services through providers and State Government and seek opportunities for improvements. |
## Goal 2.0 – Community Health and Wellbeing

<table>
<thead>
<tr>
<th>Objective Number</th>
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<th>Actions</th>
<th>Performance Indicators</th>
</tr>
</thead>
</table>
| 2.4              | Improved communication with stakeholders. | 1 Review public consultation methods and procedures and identify improvements as needed to keep pace with changing community expectations.  
2 Facilitate the continued roll-out of the National Broadband Network (NBN) within the region. | Extend the use of Council’s website and other electronic means including social media to provide efficient communications meeting the expectations of Council’s stakeholders.  
Advocate as appropriate to facilitate the efficient continued roll-out of the NBN across the district. |
| 2.5              | Community education initiatives. | 1 Explore opportunities for providing continuing community education at Council’s libraries. | Continue children’s activities and add courses for other age groups. As resourcing, potential partnerships and opportunities allow. |
### Goal 3.0 – Industry, Innovation & Infrastructure

<table>
<thead>
<tr>
<th>Objective Number</th>
<th>Objective</th>
<th>Actions</th>
<th>Performance Indicators</th>
</tr>
</thead>
</table>
| **3.1**          | Support local agricultural and tourism industries as well as manufacturing and small business. | 1 Provide support for premium food and wine initiatives.  
2 Explore opportunities to enhance the regional water reuse system and supplies.  
3 Advocate for local manufacturing opportunities. | • Explore opportunities supporting the establishment of a northern Adelaide ‘Food Bowl’.  
• Deliver an ‘Accelerated Infrastructure Program’ to enhance regional tourism links.  
• Further enhancement of regional water security.  
• Continue to work with peak industry groups to support industry growth.  
• New policies to facilitate ‘value adding’ and new investment opportunities where these can co-exist with established industries.  
• Encourage investment in local manufacturing opportunities and small business. |
| **3.2**          | Strengthen and diversify the regional economic base.                     | 1 Work with key stakeholders, including industry groups, Regional Development Australia – Barossa, State Government and local employers to facilitate the establishment of new investment in jobs and growth.  
2 Work with State Government to develop planning policies that provide a strategic direction aimed at protecting current primary production whilst enabling appropriate value adding and intensive production opportunities. | • Facilitate and contribute towards new promotional or branding opportunities (such as World Heritage).  
• Strategic planning outcomes to encourage investment in industry growth, such as by supporting diversification and, where appropriate, intensification of rural primary production without detrimentally impacting upon current operations and activities. |
| **3.3**          | Advocate on behalf of regional opportunities.                             | 1 Continued provision of support to external agencies such as the Regional Development Australia – Barossa and Local Government Association (SA) to advocate for new investment outcomes on behalf of the region. | • Active involvement in attracting new investment in jobs and growth.  
• New investment in infrastructure such as extension of utilities to supplement and enhance current service levels. |
**Goal 4.0 – Environment**

<table>
<thead>
<tr>
<th>Objective Number</th>
<th>Objective</th>
<th>Actions</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Further planning for extreme weather events in the region.</td>
<td>1 Integrate public health considerations into emergency management planning.</td>
<td>• Co-ordination of community support in the event of natural disasters.</td>
</tr>
<tr>
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<td></td>
<td>2 Tailor adaptation for vulnerable groups in the community (ageing, disabled, farming sector).</td>
<td>• Complete and implement the Extreme Heat Response Plan across the region.</td>
</tr>
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<td>3 Explore opportunities for hosting emergency services and facilities in the Council area.</td>
<td>• Identification of suitable locations for emergency services operations during natural disasters or as more permanent bases in the long term.</td>
</tr>
<tr>
<td>4.2</td>
<td>Improved management of water resources.</td>
<td>1 Continue and where opportunities exist, expand stormwater capture and reuse systems for the benefit of the wider region.</td>
<td>• Expansion of water recycling programs and opportunities, funding and partnerships with regional bodies.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 Implement Water Sensitive Urban Design (WSUD) principles in new projects to enhance water quality outcomes.</td>
<td>• Further integration of WSUD principles into infrastructure design to enhance water quality outcomes for downstream receptors.</td>
</tr>
<tr>
<td>4.3</td>
<td>Preservation of areas of environmental biodiversity.</td>
<td>1 Continued investment in maintaining key areas of remnant areas of native biodiversity.</td>
<td>• Preparation and implementation of a Biodiversity Management Plan</td>
</tr>
<tr>
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<td></td>
<td>2 Co-operation and partnerships with landowners and external bodies to manage public and private areas of rivers and watercourses to control the proliferation of non-native species.</td>
<td>• Partnerships with landowners and external bodies such as the Natural Resource Management Board for the ongoing delivery of biodiversity management outcomes.</td>
</tr>
<tr>
<td>4.5</td>
<td>Progression of Gawler River Floodplain improvements and priority recommendations within Stormwater Management Plans.</td>
<td>1 Council’s ongoing involvement and support for the Gawler River Floodplain Management Authority (GRFMA) in its activities to limit the effects of flooding of the Gawler River on surrounding land.</td>
<td>• Continued upgrades in partnership with the GRFMA, other councils, the NRM Board and State Government to improve the management of flood waters along the Gawler River as funding allows.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 Consolidate approved Stormwater Management Plans into an actions register for consideration in Annual Business Plans and Budgets to progress.</td>
<td>• Completion of actions, preferably in priority order, as recommended in approved Stormwater Management Plans in partnership with other levels of government and the private sector.</td>
</tr>
</tbody>
</table>