Strategic Plan

2021 to 2025

Light
Regional
Council

Acknowledgement of Country

We acknowledge the Kaurna, Ngadjuri and Peramangk Peoples as the Traditional Owners of the country that makes up the Light Regional Council. We respect their spiritual relationship to their country and acknowledge that as Traditional Custodians, their cultural heritage and beliefs are still as important today.

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Planning Framework

The *Local Government Act 1999 (SA)* requires a council to develop and adopt plans for the management of its area, collectively called Strategic Management Plans. At a high level these plans:

• Identify Council's objectives for the area over a period of at least four years informed by relevant State and National objectives;
• Identify principal activities and actions to be undertaken to achieve the objectives and measures of success (or otherwise);
• Identify demographic characteristics and anticipated changes in these over the period of the Plan;
• Address strategic planning issues with reference to the State's Planning Strategy (e.g. *The 30 Year Plan for Greater Adelaide - 2017 Update*) and set priorities for the implementation of planning policies.

Council adopted its preceding Stategic Plan 2016-2020 in May 2017, which reflected Council's strategic determinations during 2016.

Strategic Management Plans principally take the form of a Strategic Plan, Long Term Financial Plan and the Infrastructure and Asset Management Plan and others can be nominated by Council at its discretion.

It is required that Council reviews its Strategic Plan within 2 years after each general election, however with the circumstances created by COVID-19, this has been extended.

Welcome

Your Council has developed its 'Strategic Plan 2021 - 2025 ('Plan'), guided by the Council's Vision of "Respecting the past, partnering with our community, and sustainably creating our future" and three key themes: Community, Environment, and Investment.

The Plan is a key document for guiding Council's decision making. It is a commitment to being transparent, honest, and responsible, and ensuring that spending is sustainable and in-line with community needs.

The delivery of this Plan will need to be flexible, with a focus on the recovery and reactivation of the region following the impact of the coronavirus (COVID-19) pandemic since March 2020. An event such as this highlights the many ways that Council can keep the region flourishing. It reminds us how important it is to provide the key services, even those lesser known by the community, to help residents, local businesses and visitors enjoy what the region has to offer.

The role of councils is enshrined in the Local Government Act, 1999. Each level of government has promoted that councils will play a critical part in assisting their communities through the pandemic and into economic recovery - playing a vital role in partnering on infrastructure projects that will create jobs and increase economic activity. Light Regional Council had several initiatives in progress before COVID-19 struck and therefore remains in a healthy financial position. Accordingly, Council is suitably well-placed to respond to opportunities and challenges.

We commend this Strategic Plan to our community and look forward to the shared journey ahead.

Bill O'Brien
Mayor

Brian Carr
CEO

Your Council

Vision	Respecting the past, partnering with our community, and sustainably creating our future.
Mission	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 environmental and financial means.
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); • Striving for quality outcomes; and • A focus on achieving positive environmental sustainability outcomes from Council's activities.

Dutton Ward

Hamilton

Kapunda

Koonunga

Light
Ward

Freeling

Wasleys

Greenock

Seppeltsfield

Laucke
Ward

Roseworthy

Gomersal

Muddla
Wirra
Ward

Hewett

Gawler River

To Adelaide

The Light Region

The Light Region, located an hour north of Adelaide, is 1,278 km^2 in size and features several towns and the suburb of Hewett, separated by productive agricultural land.

The area includes a significant part of one of Australia's best-known international brands, the Barossa Valley wine region.

Townships within the Light Regional Council area include Kapunda, Freeling, Gawler Belt, Greenock, Hewett (suburb), Roseworthy and Wasleys as well as several other settlements such as Allendale North, Buchfelde, Daveyston, Hamilton, Nain, Seppeltsfield, and Templers.

The Light Regional Council area is comprised of land that is a part of traditional Kaurna, Ngadjuri and Peramangk country, respectively. The Kaurna, Ngadjuri and Peramangk people have a deep connection with this land established over thousands of generations, which is acknowledged and respected.

Following European settlement in South Australia, Light's local economy was initially founded on mining (through Australia's first commercial copper mine in Kapunda in 1842) and agriculture. Agriculture (including viticulture) remains an important export industry today, with supporting manufacturing industries also providing significant jobs.

Kapunda is a 'District Centre' in the *30 Year Plan for Greater Adelaide - 2017 Update*. With this, it is expected that Kapunda will continue to accommodate a range of retail facilities, offices and consulting rooms, cultural, community and public administration; entertainment, educational, religious and residential facilities; to serve the community and visitors within the surrounding district.

Pre COVID-19, tourism visitation was rising, driven by strong growth in day trips supporting local small businesses.

Further population growth at Roseworthy is commencing after several years of planning and is expected to deliver an additional population of some 10,000 people and new retail and community facilities over the next 10 to 15 years.

In terms of natural capital, the Light Regional Council is blessed with high performing agricultural land, renewable energy resources (particularly solar and wind), enhanced recycling opportunities for water and waste, and active mineral tenements.

Light Regional Council recognises that our region, like all others, is significantly influenced by global factors that can have a huge impact on our local people, economy and environment. Front-of-mind at the moment are:

- The COVID-19 Pandemic and the following economic recovery and transition, particularly around interstate and international travel to support the experience economy.
- Global export markets involving changing economic powerhouses for our primary producers, vignerons and manufacturing industry.
- Global climage changes and the resulting urgency for adaptation and playing our role in a just transition to a low-carbon future.
- Digital disruption and technology, with businesses transitioning towards the fourth industrial revolution.

To this end, Council's Strategic Plan seeks to highlight the roles that Council can play in supporting our community to thrive in the face of these global issues.

Our Population and Economy

Light Regional Council's population grew from 13,783 (2011 Census) to 14,736 (2016 Census) (+6.9%).

At the 2016 Census, the population was evenly split between males (50.5%) and females (49.5%) and the median age was 39. Children aged 0-14 years made up 21.7% of the population and people aged 65 years and over made up 12.8% of the population.

There were 5,646 private dwellings with an average of 2.8 people per household.

The 2019 population projection for the Light Regional Council area was: 15,359 (ABS).

In December 2019, the Department for Planning, Transport and Infrastructure projected the LRC population increase to 19,276 in 2036*, a potential increase of 4,540 persons (or over 30%).

2019	2021	2026	2031	2036
15,359	15,902	17,004	18,161	19,276

While not predicted via the above 2019 State Government figures, current signs suggest that the Roseworthy Township Expansion could feasibly be fully occupied by 2036 (first residents expected to move in, in mid-2021).

*Based on the growth of Roseworthy alone, this would see a 2036 population in excess of 25,000, which would represent growth in the order of 60%.

Some key characteristics identified for the Light Region in the *Economic Development Plan 2020 - 2030* (Lucid Economics) include:

- Population growth remains positive but the rate has been declining over the last five years. Population growth is an important driver of economic growth.

- The Light region provides affordability, with average house prices 18% lower than the State average and 27% lower than metropolitan Adelaide, which may attract new residents.

- Compared to South Australia, the Light region enjoys relatively high levels of income and low levels of unemployment. The local workforce is relatively highly skilled and well educated.

- However, the economy would need to increase local jobs by over 30% to match the number of resident workers. Due to this jobs deficit, 65% of local residents leave the region every day for work.

- There are a handful of very important industries (and individual businesses). Manufacturing is the single largest sector, followed by agriculture, construction, and education. Only the education sector has grown over the most recent year.

- Manufacturing, agriculture, and construction can all be relatively volatile industries that are impacted by a myriad of internal and external factors including prices, weather, local demand, global competition, and technology.

- Local manufacturing is dominated by glass manufacturing (39%), fabricated metal product manufacturing (18%), food manufacturing (16%) and beverage production (14%). These sectors are representative of key employers such as Orora Glass, Ahrens Engineering, Ridley Feed Mill, JT Johnson and Sons, and Laucke Feed Mills as well as the various wineries across the region and combined they represent 20% of Gross Regional Product.

- The agriculture industry includes the vineyards and the growing of wine grapes locally, but the industry's largest sector is livestock (e.g. pigs and chickens). There are also grain and hay growing operations in the region that contribute meaningfully to the economy.

- Education, retail, and healthcare have been the strongest regional industry growth sectors. These industries have been providing strong job growth over the last two years.

- Tourism is important to the region and contributes directly to the wineries as well as many of the towns. Over 300,000 visitors are attracted to the Light region, with the majority of them (80%) being day-trip visitors. Tourism contributes a total of $14.0 million to the local economy (in GRP terms) and 157 jobs (directly and indirectly).

- Light region's economy is dominated by small businesses (98.3% of all businesses have fewer than 20 employees).

- Based on a recent study by the Regional Australia Institute, 27% of jobs in the Light Region are rated as having 'high vulnerability' to technological change. The top three jobs by employment number in the Light region that are most vulnerable to automation are in sales, food processing and book-keeping.

- Food processing is particularly relevant to the region as a key agricultural centre and the sector that offers high growth opportunity.

POPULATION

— 2018 —

15,339

— 2031 —

18,963

Require 1.6% per year population growth to reach 2031 population.

Source: DPTI (2018)

UNEMPLOYMENT

3.6% Light Region — 18th Lowest in State

6.2% South Australia

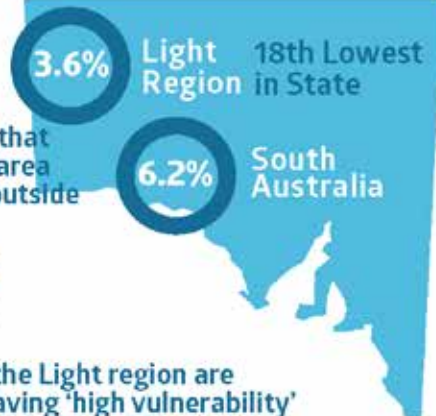**65%** Residents that live in the area but work outside

33% Local jobs defecit
Source ABS (2017)

27% Of jobs in the Light region are rated as having 'high vulnerability' to technological change
BAI (2019)

AUSTRALIA FACES SIGNIFICANT ENVIRONMENTAL AND ECONOMIC IMPACTS FROM CLIMATE CHANGE

Dept Agriculture, Water and the Environment (2020)

AFFORDABILITY. HOUSE PRICES

REISA (2020) and Pricefinder (2020).

South Australia $435,000

Metro Adelaide $485,000

Light Region $350,000

GRP $828m (2018-19)

	Industry Value ($m)	Employment (no.)
MANUFACTURING	$194	1,488
AGRICULTURE, FORESTRY & FISHING	$148	910
EDUCATION AND TRAINING	$60	702
CONSTRUCTION	$46	542

Source Economy ID 2020

TOURISM

DIRECTLY CONTRIBUTES

$9.4m (1.5%)

111 JOBS (2.1%) TO THE ECONOMY

OVER **300,000** VISITORS PER YEAR

Source: German Research Australia, Local Economics, Planning SA

2015-16 Value of Production ($m)
Source: ABS (2017)

$48.3 PIGS

$15.7 WINE GRAPES

$14.5 WHEAT

$13.6 POULTRY

$11.0 HAY

Rainfall for 2019 **4th** LOWEST since 1861
Source: Bom (2020)

For the Light Region, the analysis by Lucid Economics identified a range of competitive advantages as well as a range of economic development opportunities in the following industries:

- Agriculture
- Food and beverage manufacturing
- Professional, scientific, and technical services
- Tourism
- Equine industry
- Healthcare (including emergency services, aged care and retirement living)
- Creative industries

Several of these align with the *'Review of the South Australian Government's International and Interstate Engagement Bodies and Functions'* delivered by the Hon Steven Joyce, a former New Zealand Finance and Economic Development Minister, for the State Government in February 2019.

Viticulture and wine tourism are an important part of our region.

Light Regional Council COVID-19 Response

As COVID-19 has changed the economic landscape, Council has identified necessary activities to encourage the most immediate economic recovery possible.

In May 2020, Council released its COVID-19 Economic Recovery Plan outlining regional priority initiatives that can be delivered over the next five years (2021-2025), including:

- more water measures to sustain and grow South Australia's horticulture and agriculture industries;
- infrastructure to encourage more and diverse accommodation, and attractions to build South Australia's tourism and visitor economy as people turn to domestic travel.

Most of the funding for stimulus packages will be sought from the Commonwealth and State governments and the private sector, as well as Council funding within its financial means.

Community Services

Council provides essential services in accordance with its legislative responsibilities (under several statutes) and aligned with its community's needs, including:

- Community support - including events, grant funding, community transport, home assist, and volunteering
- Community land (including cemetery) management
- Community liaison and advocacy
- Community safety (food service regulation, wastewater services, immunisations)
- Community wastewater management
- Development assessment and regulation
- Digital services and information sharing
- Disability access and inclusion
- Dog and animal management
- Economic development, including business support, investment attraction, tourism and visitor services
- Fire prevention
- Infrastructure and asset management
- Landscape management
- Local nuisance and litter management
- Library services and community spaces
- Road construction and maintenance
- Property and facilities management and development, including parks and recreational areas
- Public health planning and reporting
- Stormwater management
- Waste collection and recycling

ABOVE: Casey responsibly enjoying a walk through one of the region's parks
LEFT: Wanderlust celebrations in Greenock in February 2020, one of the last large community events of the year before the impact of COVID-19. Photo credit: Kylie Rosenzweig

Considerations

Council has had regard to the following in its strategic planning:

Strengths

- A friendly community
- Proximity to the Adelaide CBD, wine areas, the riverland and the coast, through improved road network connections (such as the Northern Expressway and Northern Connector)
- The incredible product variety available within its area
- A strong working relationship between Council, management, and administration
- Strong links between Council and the community, with a focus on 'community partnerships'
- Continuous improvement in the areas of policy, governance and systems based upon 'strategic risk'
- Adaptation of systems to changing circumstances, such as the Council's Library Service response to the COVID-19 pandemic restrictions through the quick pivot to expand the delivery of digital programs
- A focus on regional prosperity through innovative solutions
- Entrepreneurial investment and funding attraction approach, including through private/public partnerships
- Established food, agribusiness, and tourism industries.

Weaknesses

- The Light Regional Council area is a 'hidden gem', without a destination brand, making it more difficult to highlight and promote its strengths and assets
- Limited availability of resources, including finances, water, piped gas and regional digital (internet) capabilities
- Greater economic diversity is desirable
- Upgraded road connections are required for tourism destinations outside of The Barossa.

Opportunities

- Commonwealth and State Government expectations that councils will play a key role in partnering on infrastructure projects that will create jobs and increase economic activity in response to the COVID-19 pandemic
- Investment in infrastructure:
  - to assist agriculture e.g. to assist farming practices and freight movement
  - to improve the harnessing and redirection of water and provide for agricultural expansion
  - to improve connections between tourists and destinations
  - to provide improved public transport options for the community (rail and bus)
- Demonstrating leadership in the development of strong regional education facilities - such as the connection between high schools (established and proposed) and higher-education pathways, such as through the University of Adelaide at Roseworthy
- Potential to focus on identifying Light Regional Council's 'niche' and to focus on this to further promote the area's strengths, through marketing and appropriate 'branding', such as:
  - to 'lift the lid' on less well-known aspects of the region and expand tourism with greater differentiation and a focus on complementary experiences - to attract more day trips and interstate visitation
  - Greater connection between local food produce and the region when it is sold at Adelaide's food markets
- Potential to identify, foster and develop the next generation of community leaders
- Systems upgrades and efficiency gains e.g. through Information and Communications Technologies
- Encouragement and investment in further green technologies e.g. green energy
- Planning for the integration of new communities, such as at Roseworthy, with the balance of the Light Regional Council community
- Promoting liveable 'smart' spaces and the health and lifestyle benefits of migration to a regional area
- Enhancing the 'visitor economy', e.g. through 'agricultural' and 'eco-tourism' , and with a potential focus on heritage aspects and environmental sustainability.

Threats

- Broadscale economic shock - brought on by COVID-19 and then a poor post-COVID-19 economic recovery
- Climate change and the need for adaptation strategies and investments
- Extreme events, including flooding, bushfires, plagues (mice/locusts)
- Strategic risks, such as:
  - Boundary reform
  - Competition for investment from surrounding regions
  - Failure to remain current on Information Technology and keep pace with customer (internal and external) demands
  - Finance and debt management
  - Oversight of entrepreneurial initiatives
- Knowledge loss at elections and through staff changeovers - attrition through age and retirements.

Strategic Approach

Light Regional Council has progressed its strategic planning based on the following approach:

Vision	Council's aspirations
Mission	Why Council exists
Core Values	What Council believes in
Goals and Objectives	What Council wants to achieve
Specific Strategies and Plans	How Council will achieve its goals and objectives
Annual Business Plan/s and Budgets	What Council will do each year

Strategic Priorities

Council has identified strategic priorities to advance over the next four year period, which include:

Community

- Remaining an 'intact' Council area and community, undiminished by boundary reform proposals instigated by adjoining councils, to sustain and enhance service levels and capabilities.
- Developing a program to identify, foster and develop the next generation of community leaders.
- Demonstrating leadership as the local public health authority.
- Demonstrating leadership in the development of strong regional education facilities - such as the connection between high schools (established and proposed) and higher-education pathways, such as through the University of Adelaide at Roseworthy.
- Providing quality skills education opportunities for the community.
- Implementation of systems improvements and efficiency gains (such as through Information and Communications Technologies) and other operational initiatives, such as greater use of digital capabilities, to enhance the customer experience.
- Ongoing improvements in communications using digital platforms.
- Continued investment and commitment in service delivery, including the updating of related plans, policies, and functionalities in-line with legislated requirements.
- Planning for the integration of new communities, such as at Roseworthy, with the balance of the Light Regional Council community.
- Promoting liveable 'smart' spaces and the health and lifestyle benefits of migration to a regional area.
- Progress reconciliation with the Traditional Owners of the area covered by Light Regional Council.
- Consideration of further opportunities for community empowerment, such as management of Council facilities or programs, by community groups for the betterment of the community.
- Delivery of effective community education and social connectivity programs and activities based on identified needs. This may include youth education and training and/or other programs run through Council's libraries to inspire civic participation and enhance life skills.
- Strengthen disaster resilience in communities.
- Support external control agencies and services in emergency events.

Freeling vs Kapunda football match at the Freeling Recreation Park   *Photo credit: Kendra Matters*

Environment

- Comprehensive environmental planning and program delivery with a focus on sustainability, hazard reduction, preservation of biodiversity, waste reduction, management of resources and innovative adaptation solutions as guided by Council's 'Sustainability Working Party'.
- Encouragement of (and investment in) further green technologies e.g. green energy.
- Advocating, supporting, and delivering place management and place-making initiatives.
- Plan for emergency events in terms of disaster risk reduction, incident support and recovery initiatives.

Re-vegetation at Pengilly Scrub

Light Regional Council

Investment

- Achieving private/public investment in regional opportunities, such as:
  - Expanded recycled water harvesting and distribution (in partnership with the Adelaide Plains Council, as appropriate)
  - The Roseworthy Equine Centre
  - The 'Kidman' experience at Kapunda
  - Regional tourist road connection upgrades, to link key destinations with Kapunda and other service centres
  - Improved digital connections for regions, to support regional enterprises and foster population relocation to enjoy a regional lifestyle without compromising connectivity.
- Continue to facilitate the 'Roseworthy Township Expansion' through administrative support.
- Entrepreneurial investment and funding attraction approach, including through private/public partnerships.
- Identify policy and program adjustments to support regional agri-business and opportunities to 'value-add'.
- Advocacy for:
  - Improved public transport options for the community (rail and bus) both across the region and beyond
  - Improved road infrastructure to assist agriculture e.g. to assist farming practices and freight movement.
- Advancing branding to complement established regional brands, to provide a point of differentiation such as for tourist attractions outside of the Barossa Geographical Indication Zone.
- Enhancing the 'visitor economy' through:
  - working with industry partners to grow our share of niche visitor and interest groups
  - targeting communications to specific visitor groups
  - activating visitor experiences, both existing and new, such as 'Agricultural' and 'Eco-Tourism' with a potential focus on heritage aspects and environmental sustainability
  - growing our region's presence in event programs.

Opening of the F.A.R.M Centre in Freeling

Goal 1.0 Community

Relevent United Nations Sustainable Development Goals - #3 'Good Health and Wellbeing, #4 'Quality Education' and #8 'Decent Work and Economic Growth'.

No.	Objective	Actions	Performance Indicators
1.1	Remaining an 'intact' Council area and community, undiminished by boundary reform proposals instigated by adjoining councils, to sustain service levels and capabilities.	Opposing boundary reform initiatives that would diminish the rate revenue base and community service capabilities of this Council.	• Effective advocacy • Unsuccessful boundary reform proposals from adjoining councils.
1.2	Developing a program to identify, foster and develop the next generation of community leaders.	Initiate a program to encourage community members to consider nominating to participate in and/or contribute to civic life.	• Success in attracting new interest from community members. • Quality and effectiveness of materials in conveying the role of Council. • Quality and effectiveness of materials in communicating the culture and strategic responsibilities of the Council.
1.3	Demonstrating leadership as the local public health authority.	Progressing the review of the Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan and implementing this once endorsed. Completing the Light Regional Council Disability Access and Inclusion Plan and implementing this once endorsed	• Effective implementation of plans
1.4	Demonstrated leadership in the development of strong regional education facilities - such as the connection between High Schools (established and proposed) and higher-education pathways, such as through the University of Adelaide at Roseworthy.	Fostering the connection between secondary, tertiary, and training education facilities in the region to provide clear pathways for community members.	• Success in engaging with education providers and benchmarking effectiveness of initiated programs.

Goal 1.0 Community

Relevent United Nations Sustainable Development Goals - #3 'Good Health and Wellbeing, #4 'Quality Education' and #8 'Decent Work and Economic Growth'.

No.	Objective	Actions	Performance Indicators
1.5	Providing quality skills education opportunities for the community.	Delivery of programs tailored to identified needs (e.g. early literacy, digital literacy, accredited training options).	• Regular and effective delivery of suitable programs in partnership with specialist providers.
1.6	Implementation of systems improvements and efficiency gains (such as through Information and Communications Technologies) and other operational initiatives, such as greater use of digital capabilities, to enhance the customer experience.	Completion of the Information Services Operational Plan (ISOP). Delivery of ISOP initiatives. Continued innovations in service delivery, such as those implemented by Council's Library Service during the COVID-19 shutdown during 2020.	• Completion and implementation of the ISOP. • Ongoing systems improvements and related training. • Delivery of innovative services, using digital platforms as appropriate.
1.7	Ongoing improvements in communications using digital platforms.	Video streaming of Council meetings (e.g MS Teams). A focus on media and communications using social media, print and website platforms to increase community engagement and participation.	• Additional resources and improvements in digital engagement capabilities. • An increase in community participation, based upon digital engagement strategies.
1.8	Continued investment and commitment in service delivery, including the updating of related plans, policies, and functionalities in-line with legislated requirements.	Satisfaction of legislated requirements. Updating the legislated plans and other documents as required (refer to the 'Supporting Documents' listing in this Plan for examples).	• Legislated plans reviewed and updated as required. • Duties discharged in accordance with delegations and authorisations as appropriate.

Light Regional Council

Goal 1.0 Community

Relevent United Nations Sustainable Development Goals - #3 'Good Health and Wellbeing, #4 'Quality Education' and #8 'Decent Work and Economic Growth'.

No.	Objective	Actions	Performance Indicators
1.9	Planning for the integration of new communities, such as Roseworthy, with the balance of the LRC community.	Continued review and updating of the 'Welcome Pack' provided to new residents. Inviting feedback from new residents to learn from their experiences of moving to the area. Using Council's website, and other means as appropriate, to maximise the information available to connect new residents with activities and services, as guided by feedback and other inputs.	• Requests for feedback, such as new resident surveys. • Adaptation of the program based upon new resident feedback.
1.10	Promoting liveable 'smart' spaces and the health and lifestyle benefits of migration to a regional area.	Advocacy for improved digital (internet) capabilities in the Council area. Promotion of living in a regional area, such as the Light Regional Council, as a lifestyle choice.	• Effective advocacy • Improvements in digital capabilities delivered by telecommunications companies. • Quality and effectiveness of materials and programs.
1.11	Progress reconciliation with the Traditional Owners of the area covered by Light Regional Council.	Build on the work of Legatus to progress Reconciliation with the Traditional Owners of the area covered by LRC: The Ngadjuri, Kaurna and Peramangk Peoples.	• Prepare the organisation for future Reconciliation initiatives.

Goal 1.0 Community

Relevent United Nations Sustainable Development Goals - #3 'Good Health and Wellbeing, #4 'Quality Education' and #8 'Decent Work and Economic Growth'.

No.	Objective	Actions	Performance Indicators
1.12	Consideration of further opportunities for community empowerment, such as management of Council facilities or programs, by community groups, for the betterment of the community.	Identification of opportunities for community management of key facilities and/or programs, such as sporting or institutional buildings, enhanced by other opportunities as may arise for consideration.	• Successful community management of key facilities and/or programs, supported by Council (such as through education, regarding related legal requirements) and adequate funding in Council's annual budgets.
1.13	Delivery of effective community education and social connectivity programs and activities based on identified needs. This may include youth education and training and/or other programs run through Council's libraries to inspire civic participation and enhance life skills.	Program delivery aligned to identified community needs (e.g. youth development, education, skills training, digital literacy, emergency management training).	• Effective and adaptable programs delivered in appropriate formats, aligned to community needs.

Mayor Bill O'Brien enjoying one of the Library Service's Story Trails with an eager group of children at Hewett

Goal 1.0 Community

No.	Objective	Actions	Performance Indicators
1.14	Strengthen disaster resilience in communities.	Maintain networks with relevant stakeholders and promote community emergency awareness. Provide leadership and support to the community during the recovery period.	• Engagement with stakeholders. • Information distribution and accessibility. • Response to related enquiries and initiatives.
1.15	Support external control agencies and services in emergency events.	Respond to requests for Council assistance by the Emergency Services. Engagement with regional emergency affiliates (e.g., ZEMC and ZEST). Assist government support agencies responding to community needs.	• Making equipment available when requested. • Responsiveness to requests. • Making facilities available for use.

Goal 2.0 Environment

Relevent United Nations Sustainable Development Goals - #9 'Industry, Innovation and Infrastructure', #11 'Sustainable Cities and Communities', #12 'Responsible Consumption and Production', # 'Climate Action' and #15 'Life on Land'

No.	Objective	Actions	Performance Indicators
2.1	Comprehensive environmental planning and program delivery with a focus on sustainability, hazard reduction, preserving biodiversity, waste reduction, management of resources and innovative adaptation solutions as guided by Council's 'Sustainability Working Party'.	Timely creation of an 'Environmental Plan' or similar as the basis for future project and program development and budget allocations. Implementation of the programs and projects contained in the Environmental Plan.	• Preparation of Environment Plan • Reduced consumption of resources. • Risk mitigation programs. • Achievement of effective adaptation measures.

The Pines Reserve Kapunda

Goal 2.0 Environment

Relevent United Nations Sustainable Development Goals - #9 'Industry, Innovation and Infrastructure', #11 'Sustainable Cities and Communities', #12 'Responsible Consumption and Production', # 'Climate Action' and #15 'Life on Land'

No.	Objective	Actions	Performance Indicators
2.2	Encouragement of (and investment in) further green technologies (e.g. green energy).	Actively seeking knowledge and awareness of 'green technology' innovations, options, and opportunities. Promote awareness of 'green technologies'. Consideration of innovative options as opportunities arise. Adopting a 'green technology savvy' approach to business practices.	• Identification and assessment of new green technology alternatives, as may be brought forward and/or guided by the Council's 'Sustainability Working Party'.
2.3	Advocating, supporting, and delivering place management and place-making initiatives.	Identifying opportunities for place-making projects based on community needs and availability of funding streams. Aligning place-management to community needs and the availability of funding streams. Continue to deliver existing place-making projects and developments for the benefit of the wider community.	• Flexibility in identifying place-making opportunities that will benefit communities, as well as mechanisms to manage such spaces that are well-designed and factor in interested parties, resource availability and community empowerment objectives. • Continue to work with proponents of place-making projects to see progression of key projects and developments.
2.4	Plan for Emergency events in terms of disaster risk reduction, incident support, and recovery initiatives.	Proactively identify emergency risks, controls, and further treatments that can be implemented by Council for new and existing hazards e.g., extreme weather events, fire, flood, climate change.	• Emergency risk identification. • Data captured in Council's systems. • Related work programming.

Improving road infrastructure and tourist routes - Lyndoch Road upgrade

Goal 3.0 Investment

Relevent United Nations Sustainable Development Goals - #8 'Decent Work and Economic Growth', #9 'Industry, Innovation and Infrastructure', #11 'Sustainable Cities and Communities', #12 'Responsible Consumption and Production'

No.	Objective	Actions	Performance Indicators
3.1	Achieving private/public investment in regional opportunities, such as: • Expanded recycled water harvesting and distribution (in partnership with the Adelaide Plains Council, as appropriate) • The Roseworthy Equine Centre • The 'Kidman' experience at Kapunda • Regional tourist road connection upgrades, to link key destinations with Kapunda and other service centres. • Improved digital connections for the regions, to support regional enterprises and foster population relocation to enjoy a regional lifestyle without compromising connectivity.	Investment (including grant) attraction aligned with funding opportunities that may arise in response to COVID-19 and aligned with the *LRC Economic Development Plan* and *IAMP*. Grant funding applications and advocacy related to key regional initiatives. Establishment of governance structures appropriate to deliver key regional initiatives. Facilitation of coordinated project delivery through 'private/public partnerships'. Attraction of funding support through partnerships where appropriate.	• Successful grant and/ or private sector funding attraction. • Successful establishment of effective governance structures. • Effective establishment of partnering arrangements with 'collective government' and/or private partners, as appropriate to achieve identified regional opportunities. • Successful project delivery.
3.2	Continuing to facilitate the 'Roseworthy Township Expansion' through administrative support.	Facilitation provided through the 'Roseworthy Township Expansion' Taskforce, supported by other Council committees and panels as required.	• Effective support to monitor, anticipate and respond to project requirements. • Ongoing successful progress in the delivery of the Roseworthy Township Expansion.
3.3	Entrepreneurial investment and funding attraction approach, including through private/public partnerships.	Continued identification of opportunities for new projects to benefit the region, utilising 'private/ public' partnerships as appropriate and within appropriate governance arrangements.	• Innovative project identification, investment attraction and project delivery.

Goal 3.0 Investment

Relevent United Nations Sustainable Development Goals - #8 'Decent Work and Economic Growth', #9 'Industry, Innovation and Infrastructure', #11 'Sustainable Cities and Communities', #12 'Responsible Consumption and Production'

No.	Objective	Actions	Performance Indicators
3.4	Identify policy and program adjustments to support regional agri-business and opportunities to 'value-add'.	Facilitate diversification activities to improve on-farm profitability.	• Advocacy and support for suitable policy amendments as appropriate.
3.5	Advocacy for: • improved public transport options for the community (rail and bus) both across the region and beyond. • Improved road infrastructure to assist agriculture e.g. to assist farming practices and freight movement.	Engage with State Government regarding improving public transport and transit options. Advocacy for improved service availability on behalf of the community. Engage with agriculture industry and State Government regarding freight movement needs.	• Improved availability of public transport to the region. • Engagement with and advocacy on behalf of the agriculture industry with respect to freight movements of farm produce.

Grain breeding in action at Australian Grain Technologies (AGT) in Roseworthy. AGT is Australia's largest plant breeding company, and the market leader in wheat genetics.

Goal 3.0 Investment

Relevent United Nations Sustainable Development Goals - #8 'Decent Work and Economic Growth', #9 'Industry, Innovation and Infrastructure', #11 'Sustainable Cities and Communities', #12 'Responsible Consumption and Production'

No.	Objective	Actions	Performance Indicators
3.6	Advancing branding to complement established regional brands, to provide a point of differentiation for tourist attractions outside of the Barossa Geographical Indication Zone.	Progress a project to develop a 'destination brand' for tourist attractions located outside of the Barossa Geographical Indication Zone, to fill a known 'gap', provide a complementary point of differentiation and extend visitor stays in the region.	• Completion and implementation of a destination brand for the areas outside of the Barossa Geographical Indication Zone, that heightens awareness of regional tourism offerings and experiences.
3.7	Enchancing the 'visitor economy', e.g. through: • Working with industry partners to grow our share of niche visitor and interest groups • Targeting communications to specific visitor groups • Activating visitor experiences, both existing and new, such as 'agricultural' and 'eco-tourism' with a potential focus on heritage aspects and environmental sustainability. • Growing our region's presence in event programs	Engagement with regional partners. Development of effective marketing campaigns and strategies to highlight the region's varied offerings. Finding and promoting narratives selected to attract specific visitor cohorts. Enlivening interest in the region, its history, its narratives and the experiences it offers. Promoting the region through events aimed at showcasing the region's strengths and hospitality.	• Regular and effective engagement with regional partners. • Marketing campaigns and strategies that successfully target and reach niche visitor groups. • Effective communications. • Effective partnerships with industry to highlight and promote the region's varied offerings, narratives and experiences. • Promotion of new and existing events that showcase the region's strengths and hospitality.

Supporting Documents

The Goals and Objectives of this Plan will be considered in conjunction with adopted strategies below in the development of Council's Annual Business Plans:

- The Long-Term Financial Plan (LT$P)
- The Infrastructure and Asset Management Plan (IAMP)
- The Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan (RPHP) (to be reviewed)
- "Adapting to change - forming new habits: A Climate Change Adaptation Plan for the RDA Barossa Region" (2014)
- Legatus (Central Local Government Region) - Regional Reconciliation Action Research Project
- LRC Business Continuity Plan
- LRC Community Land Management Plan Review (commenced)
- LRC Development Plan / Planning and Design Code
- LRC Dog and Cat Management Plan 2018-2023
- LRC Economic Development Plan 2020-2030
- LRC Emergency Management Plan
- LRC Environment Plan (foreshadowed)
- LRC Open Space Strategy (commenced)
- LRC Tourism Plan 2018-2023
- LRC Work Health Safety Plan 2021 - 2024
- Risk Management and Business Continuity Plans
- LRC Departmental Plans
- Regional/ Council Disability Access and Inclusion Plan (DAIP)
- Regional Plan (potentially via a future Joint Planning Board) (foreshadowed)
- Ongoing support to the 'Barossa Partnerships' initiative

Kapunda Mine Site

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Version	Date	Prepared and Reviewed by	Distributed To
Initial draft Strategic Plan	April 2020	GM Strategy and Development	LRC Management
Draft for Committee Consideration	May 2020	GM Strategy and Development	Strategy Committee and Council
Draft for Public Consultation	December 2020	GM Strategy and Development, and LRC Management team	Public Consultation
Final	January 2021	GM Strategy and Development, and Library Services Manager	Elected Membership and the community.