



Light
Regional
Council

STRATEGIC PLAN

2024-2028

Acknowledgement of Country

We acknowledge the Kurna and Ngadjuri 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.

We pay our respects to their Elders, past, present and emerging. We also recognise that their relationship with Country was deeply sustainable, and Council can learn much from their way of life and continuing knowledge.

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A message from the Mayor and CEO



Bill O'Brien
Mayor



Richard Dodson
Chief Executive Officer

Light Regional Council is proud to unveil its Strategic Plan for 2024-2028. Developed in close collaboration with our community and Elected Members, this plan reflects our shared vision: “Respecting the past, partnering with our community, and sustainably creating our future.”

This key document serves as a roadmap for the Council’s activities, fostering transparency, honesty, and accountability in all our endeavors. Our focus remains on deepening engagement and collaboration with our residents as we strive towards achieving our key strategic priorities: Community, Transport, Sustainability, Economy and Leadership.

We recognise the importance of balancing our long-term vision with the continued delivery of essential services and accomplishing our top projects while maintaining ongoing services. Delivering the plan and measuring progress each year will follow a 4-year cycle of planning and reporting.

Leading the way are initiatives like the Township Improvement Program, which strategically targets upgrades to main streets, transportation corridors, and community facilities. Complementing this focus is the Regional Collaboration and Advocacy project. By establishing strong partnerships in the region, we advocate for greater investment, share resources, and achieve improved regional outcomes across a range of sectors, including planning, healthcare, public and community transport, roads, recreation and wellbeing. These programs exemplify our commitment to achieving multiple Council priorities across various focus areas.

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



Our Council

Values

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

- Foundation values of respect, honesty, integrity and transparency
- Showing high performance leadership
- Having a constant awareness of the community we serve
- Our need to be viable in financial, environmental and human resources through the core principles
- Striving for quality outcomes
- A focus on achieving positive environmental, social and governance outcomes from Council's activities.

Vision

Respecting the past, partnering with our community, and sustainability 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 sustainability, but always within our environmental and financial means.

Core Principles

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

About this plan

This comprehensive plan outlines the shared aspirations of the community and Light Regional Council for the future development of the council area. By articulating the collective vision, this document serves as a roadmap for the next four years, explaining the strategic focus areas, key projects, and essential services that Council will prioritise to actively work towards achieving these overarching goals.

In compliance with Section 122 of the Local Government Act 1999, the Strategic Plan stands as a vital component within the suite of strategic management plans, complementing the Long-Term Financial Plan and Asset Management Plans.












The Strategic Plan has been informed by background research, incorporating analyses of statistical data and policy trends. In addition, engagement with the Light Regional community has played an important role in shaping the plan, ensuring that it reflects the needs and expectations of the residents. This inclusive approach underscores the commitment to transparency, collaboration, and responsiveness, ensuring that the plan is not only a reflection of strategic priorities but also the aspirations of the community.



About our community and economy

Light Regional Council is located to the north of metropolitan Adelaide in South Australia, it covers an area of 1,278km² and includes a significant part of the world-renowned Barossa Valley wine region. The district's towns include Freeling, Greenock, Kapunda, Roseworthy and Wasleys and the suburb of Hewett.



| | |
|---|---|
|  | 16,332 people (2021) with a growing population (+2,549 2011-2021) projected to be 29,510 people by 2036 |
|  | 22% aged 5-19 years old and 15.5% aged over 65 years old (17.3% and 20.1% for SA) |
|  | 13.8% of people aged 15 years and over have a bachelor degree or above and 24.2% have certificate III or IV educational attainment (22.7% and 17.6% for SA) |
|  | 66.3% participation in the labour force (60% for SA) 16% technicians and trades workers and 14.4% professionals (13.2% and 21.5% for SA) |
|  | 47% of households are couples with children and 18.7% are lone person households (40.8% and 28.5% for SA) |
|  | 98% of homes are separate houses and 49.3% have 4 bedrooms or more (78% and 25.7% for SA) |
|  | 49.9% of people own their homes with a mortgage and 12.5% rent (35.6% and 27.6% for SA) |
|  | 67% residents had the same usual address 5 years ago (58% for SA) |
|  | Top ancestries are Australian, English, German, Scottish and Irish, with less cultural diversity than SA |
|  | 1.4% Aboriginal or Torres Strait Islander (2.4% for SA) |
|  | Agriculture (broad acre farming and viticulture) and manufacturing (glass bottle manufacturing, wine and beverage production) accounts respectively for 31% and 27.9% of the area's economic output and 14.8% and 21.4% of the area's jobs. |

The above statistics have been sourced from the Australian Bureau of Statistics Census (2021) and the Regional Development Australia Barossa Gawler Light Adelaide Plains economy.id profile.

Challenges and opportunities for our area

This plan has been prepared to respond to the following key challenges and opportunities that were identified through research and refined through input from our community.

Access to healthcare

Supporting agriculture, viticulture and manufacturing

Connected pedestrian and cycle networks

Improving public and community transport

Managing growth and maintaining our identity

Recreation and community facilities for existing and new residents

Collaboration and enabling community and business ideas

Council transparency and consultation

Green, accessible and inviting towns

Improving the quality of roads

Playing our part in the Barossa and Light Country brands



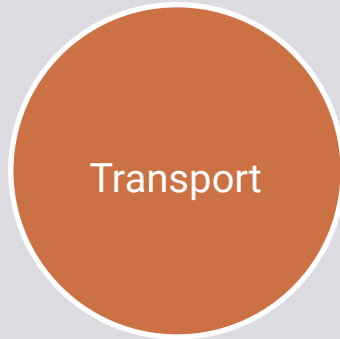


Our long term goals

These goals acknowledge what is desired for the future of the Light Regional Council area. They seek to embrace what is special about our region and address the challenges and opportunities before us.



A vibrant country community, growing sustainably, with housing, services and places that support a healthy and happy life for all.



Quality road, path, public and community transport networks that make it easy to get around.



A thriving, healthy and resilient community working together to protect and restore our environment now and for the future.



A diverse economy sustained by its rural identity and heritage.



An inclusive, accountable and collaborative Council that supports business and community.

What we will focus on in the next 4 years

We will focus our efforts in the following areas over the next four years to work towards achieving our long term goals.

| Goal | Focus |
|-----------------------|---|
| Community | <ul style="list-style-type: none"> • Advocacy for health care • Improving sport and community facilities • Ensuring places and activities for people of all ages, abilities, backgrounds and means • Identifying and advocating for affordable housing, infrastructure and facilities for the existing and growing population |
| Transport | <ul style="list-style-type: none"> • Improving the quality and safety of Council roads • Advocacy for improved bus and rail services, roads and speed limits • Creating pleasant and connected pedestrian and cycle routes • Exploring community transport opportunities |
| Sustainability | <ul style="list-style-type: none"> • Protecting and restoring natural areas and creating sustainable landscapes • Encouraging community environmental sustainability • Preparedness of community and Council for extreme weather events • Striving towards environmental sustainability of operations by the progressive reduction of GHG emissions to achieve net zero |
| Economy | <ul style="list-style-type: none"> • Protecting agriculture and character areas and enhancing associated industries, including manufacturing • Encouraging value add enterprises and economic diversification • Investing in initiatives designed to attract investments that also benefit our community • Creating vibrant mainstreets and infrastructure to support local businesses • Improving tourism information and wayfinding to extend visitation |
| Leadership | <ul style="list-style-type: none"> • Enhancing community engagement for all ages and backgrounds • Improving the customer experience and enhancing customer satisfaction • Transparency of Council decisions • Leading collaboration to share resources and strengthen advocacy |



Our top projects

The projects on the following pages are the priority initiatives we will deliver over the next four years. They have been selected because they each contribute to multiple goals and focus areas. Achievement of these projects may be dependent upon securing external funding or investment.

LONG TERM GOALS

| Project | | Community | Transport | Sustainability | Economy | Leadership |
|---|--|-----------|-----------|----------------|---------|------------|
| Sport and recreation precinct master plans | Develop master plans for the major township sporting and recreation precincts to address gaps in off-field amenity provisions and ensure facilities are fit for purpose based on their hierarchy/classification and our growing communities. | ✓ | | | | |
| Walking and cycling network program | Walking and cycling network mapping and targeted improvements to support health and wellbeing, access to community and tourist destinations, encourage low emission transport and activating disused rail corridors where appropriate. | ✓ | ✓ | ✓ | ✓ | |
| Township improvement program | Collaboration with each township to identify targeted upgrades to main streets, transport corridors and community facilities that consider accessibility, community inclusion, greening and visitor attraction | ✓ | ✓ | ✓ | ✓ | |
| Roseworthy recreation and community facilities | Explore and prepare a collaborative plan for new community and recreation facilities to service the Roseworthy area to meet growing community need. | ✓ | | | | |
| Net zero | Reduce Councils GHG emissions to achieve net zero by 2050 and help the community to achieve similar emission reductions. | | | ✓ | | |

LONG TERM GOALS

| Project | | Community | Transport | Sustainability | Economy | Leadership |
|--|---|-----------|-----------|----------------|---------|------------|
| Customer success | Develop a strategy that establishes a customer-centric culture and enhances the customer experience and engagement, with a focus on continual improvement to optimise performance and elevate service delivery across all functions. | ✓ | ✓ | | ✓ | ✓ |
| Drovers Encounter | Partner with Investors and Operators to implement the Drovers Encounter - a multi-dimensional authentic Australian tourism experience in Kapunda centered around culinary, cultural and entertainment experiences to enhance the local economy and jobs. | ✓ | | | ✓ | |
| Regional collaboration and advocacy | Establish collaborative governance relationships and agendas in the region to strengthen advocacy and investment and share resources for improved regional outcomes in planning, healthcare, public and community transport, roads, recreation and wellbeing. | ✓ | ✓ | ✓ | ✓ | ✓ |
| Council road review program | Program of mapping, reclassification and prioritised upgrades to improve the quality and safety of Council's roads. | | ✓ | | ✓ | |
| Strategic land | Secure land that could be developed for affordable housing, community facilities, operational efficiencies or economic stimulus opportunities. | ✓ | | | ✓ | |

What we will keep delivering

In addition to the focus areas and top projects in this plan, Council will continue to implement the following ongoing services:

- Road, streetscape and stormwater maintenance
- Libraries, community and visitor information centres
- Playgrounds and recreation facility provision
- Open space and native vegetation management
- Public toilets
- Community engagement
- Community events
- Waste management
- Immunisation
- Development planning and regulation
- Dog and cat management
- Environmental health
- Cemetery management
- Local history preservation
- Destination management and brand support
- Economic development
- Governance improvements (e.g. update policies, plans and procedures to align with amended legislation, new standards, or emerging risks etc.)



Delivering the plan and measuring progress

Each year we will follow the cycle of planning, delivery and reporting on our progress in delivering this plan. Every 4 years a full review of the plan will be undertaken.



| | |
|---------------------------------|---|
| 1. Top project planning | Identify which top projects to progress in the upcoming financial year and identify steps, partners and required budget. |
| 2. Top project funding | Identify funding in Council's Annual Business Plan and Budget from partnerships and seek external funding where appropriate. |
| 3. Deliver top projects | Deliver planned actions relevant to top projects. |
| 4. Report on progress | Report in Council's Annual Report on how the top projects have progressed and other key contributions to the goals of the Strategic Plan. |
| 5. Review Strategic Plan | Every 4 years undertake the legislatively required review of the Strategic Plan to ensure it continues to meet community needs. |

Plan summary

Community

A vibrant country community, growing sustainably, with housing, services and places that support a healthy and happy life for all.

Focus areas (4 years)

- Advocacy for health care
- Improving sport and community facilities
- Ensuring places and activities for people of all ages, abilities, backgrounds and means
- Identifying and advocating for affordable housing, infrastructure and facilities for the existing and growing population

Transport

Quality road, path, public and community transport networks that make it easy to get around.

Focus areas (4 years)

- Improving the quality and safety of Council roads
- Advocacy for improved bus and rail services, roads and speed limits
- Creating pleasant and connected pedestrian and cycle routes
- Exploring community transport opportunities

Sustainability

A thriving, healthy and resilient community working together to protect and restore our environment now and for the future.

Focus areas (4 years)

- Protecting and restoring natural areas and creating sustainable landscapes
- Encouraging community environmental sustainability
- Preparedness of community and Council for extreme weather events
- Striving towards environmental sustainability of operations by the progressive reduction of GHG emissions to achieve net zero

Economy

A diverse economy sustained by its rural identity and heritage.

Focus areas (4 years)

- Protecting agriculture and character areas
- Encouraging value add enterprises
- Investing in tourism initiatives that also benefit our community
- Creating attractive mainstreets
- Improving tourism information and wayfinding

Leadership

An inclusive, accountable and collaborative Council that supports business and community.

Focus areas (4 years)

- Enhancing community engagement for all ages and backgrounds
- Improving the customer experience and enhancing the customer satisfaction
- Transparency of Council decisions
- Leading collaboration to share resources and strengthen advocacy

Top projects (4 years)

- Sport and recreation precinct master plans
- Walking and cycling network program
- Township improvement program
- Roseworthy recreation and community facilities
- Net Zero
- Customer success
- Drivers Encounter
- Regional collaboration and advocacy
- Council road review program
- Strategic land

Ongoing services

- Road, streetscape and stormwater maintenance
- Libraries, community and visitor information centres
- Playgrounds and recreation facility provision
- Open space and native vegetation management
- Public toilets
- Community engagement
- Community events
- Waste management
- Immunisation
- Development planning and regulation
- Dog and cat management
- Environmental health
- Cemetery management
- Local history preservation
- Destination management and brand support
- Economic Development
- Governance improvements (e.g. update policies, plans and procedures to align with amended legislation, new standards, or emerging risks etc.)

Other plan alignment

To bring our Strategic Plan to life, Council has a suite of related Strategies, Plans and Policies. These will be changed and refined over time to reflect our long term goals, our top projects, the delivery of the plan and measures of progress outlined in this Strategic Plan. Our other plans include:

- Business Continuity Plan
- Cemeteries Management Plan
- Community Land Management Plan
- Community Waste Management Plan
- Dog and Cat Management Plan
- Economic Development Plan
- Emergency Management Plan
- Environmental Sustainability Strategy and Action Plan
- Infrastructure and Asset Management Plan (IAMP)
- Library Strategic Plan
- Light Regional Council's Departmental Plans
- Long Term Financial Plan (LTFP)
- Open Space Strategy
- Public Art Strategy
- Regional/Council Disability Access and Inclusion Plan (DAIP)
- Regional Public Health and Wellbeing Plan
- Risk Management and Business Continuity Plans
- Tourism Plan





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