



ORDINARY COUNCIL MEETING

NOTICE OF MEETING

To: Mayor Jan-Claire Wisdom

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

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

Tuesday 28 February 2023
6.30pm
63 Mt Barker Road Stirling

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

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

A handwritten signature in blue ink, appearing to read 'David Waters', with a long, flowing horizontal stroke extending to the right.

David Waters
Chief Executive Officer



ORDINARY COUNCIL MEETING

AGENDA FOR MEETING
Tuesday 28 February 2023
6.30pm
63 Mt Barker Road Stirling

ORDER OF BUSINESS

1. COMMENCEMENT

2. OPENING STATEMENT

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. They are Custodians of this ancient and beautiful land and so we pay our respects to Elders past, present and emerging. We will care for this country together by ensuring the decisions we make will be guided by the principle that we should never decrease our children's ability to live on this land.

3. APOLOGIES/LEAVE OF ABSENCE

- 3.1. Apology
Apologies were received from
- 3.2. Leave of Absence
- 3.3. Absent

4. MINUTES OF PREVIOUS MEETINGS

Council Meeting – 14 February 2023

That the minutes of the ordinary meeting held on 14 February 2023 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

6. MAYOR'S OPENING REMARKS

7. QUESTIONS ADJOURNED/LYING ON THE TABLE

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

8. PETITIONS / DEPUTATIONS / PUBLIC FORUM

- 8.1. Petitions
Nil
- 8.2. Deputations
 - 8.2.1. David Turner – becoming CFS friendly
 - 8.2.2. Oliver Ciaravolo – tree safety & bins
- 8.3. Public Forum

9. PRESENTATIONS (by exception)

Nil

10. QUESTIONS ON NOTICE

Nil

11. MOTIONS ON NOTICE

- 11.1. National Plan to End Violence Against Women and Children 2022-2032 (Cr Louise Pascale)
 - 1. *Notes the National Plan to End Violence Against Women and Children 2022-2032 (Appendix 1);*
 - 2. *Recognises that violence against women and children is one of the most widespread violations of human rights in our community;*
 - 3. *Is committed, where possible, to helping its community end violence against women and children in the Adelaide Hills Council region;*
 - 4. *Requests that the CEO implement the Our Watch's Prevention Toolkit for Local Government so that they may be able to inform Council on how best to assist in helping its community end violence against women and children within our region.*

11.2. Hanson Construction Materials Ltd - White Rock Quarry (Cr Mark Osterstock)

1. *That the Chief Executive Officer, on behalf of Council, writes to Dr Paul Heithersay, Chief Executive Officer of the Department for Energy and Mining, requesting:*
 - a. *Details on the current status of Hanson Construction Materials Ltd (Hanson) White Rock Quarry (expansion) revised Mine Operations Plan (MOP) that was originally submitted on or about 23 December 2020.*
 - b. *Details and outcomes of any and all compliance order(s) that have been issued to Hanson since the subject MOP was submitted on or about 23 December 2020.*
 - c. *Details and outcomes of any and all compliance actions that the Environment Protection Authority have undertaken in respect to Hanson since the subject MOP was submitted on or about 23 December 2020.*
 - d. *Confirmation that the ultimate decision maker as to whether Hanson's MOP obtains approval is the Minister for Energy and Mining, the Honourable Tom Koutsantonis MP.*

12. ADMINISTRATION REPORTS – DECISION ITEMS

12.1. Budget Review 2

1. *That the report be received and noted.*
2. *To adopt the proposed budget adjustments presented in the 2022-23 Budget Review 2 which result in:*
 - a. *No change to the Operating Surplus of \$830k for the 2022-23 financial year.*
 - b. *A reduction of \$8m in capital expenditure for the 2022-23 financial year to reflect estimated carry forwards relating to project delivery resulting in a revised capital expenditure budget for 2022-23 of \$19.369m.*
 - c. *Council's Net Borrowing Result for the 2022-23 financial year being reduced by \$8m to \$342k.*
 - d. *proposed financial sustainability indicators within Council's agreed targets of the following:*

i. Operating Surplus Ratio	1.6%	(Target 1% to 5%)
ii. Net Financial Liabilities Ratio	47%	(Target 25% to 75%)
iii. Asset Renewal Funding Ratio	104%	(Target 95% to 105%)

12.2. Draft 2023 – 24 Long Term Financial Plan for Consultation

1. *That the report be received and noted.*
2. *To adopt the Draft Long Term Financial Plan, as contained in Appendix 1 for community consultation in accordance with Section 122 of the Local Government Act 1999 noting the adherence to adopted financial sustainability ratios relating to Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Renewal Funding Ratio.*
3. *That the CEO be authorised to:*
 - a. *Make any formatting, nomenclature or other minor changes to the Plan prior to being released for public consultation, and*
 - b. *Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council's Public Consultation Policy.*

12.3. Economic Development Plan Mid Term Review

1. *That the report be received and noted.*
2. *That no changes be made to the existing Economic Development Plan 2020-24.*

12.4. Parking and Road Safety Wattle Tree Road Bridgewater

1. *That the report be received and noted.*
2. *To implement the recommended signage improvements and vegetation trimming identified in the report, and to monitor the situation while managing parking as per normal operational practices.*

12.5. Coach Parking in Stirling

1. *That the report be received and noted.*
2. *That no further action relating to coach parking be taken at this time and that Council continues to work closely with local developers, Stirling Business Association and Adelaide Hills Tourism to promote and develop the Stirling main street as a sought after tourist destination.*

12.6. Status Report – Council Resolutions Update
Refer to Agenda Item

13. ADMINISTRATION REPORTS – INFORMATION ITEMS

Nil

14. QUESTIONS WITHOUT NOTICE

15. MOTIONS WITHOUT NOTICE

16. REPORTS

- 16.1. Council Member Function or Activity on the Business of Council
- 16.2. Reports of Members/Officers as Council Representatives on External Organisations
- 16.3. CEO Report

17. REPORTS OF COMMITTEES

- 17.1. Council Assessment Panel
Nil
- 17.2. Audit Committee - 20 February 2023
That the minutes of the Audit Committee meeting held on 20 February 2023 as supplied, be received and noted
- 17.2.1. Special Audit Committee – 20 February 2023
That the minutes of the Special Audit Committee meeting held on 20 February 2023 as supplied, be received and noted
- 17.3. CEO Performance Review Panel
Nil
- 17.4. Boundary Change Committee
Nil

18. CONFIDENTIAL ITEMS

Nil

19. NEXT MEETING

Tuesday 14 March 2023, 6.30pm, 63 Mt Barker Road, Stirling

20. CLOSE MEETING

Council Meeting & Workshops 2023

DATE	TYPE	LOCATION	MINUTE TAKER
MARCH 2023			
Mon 6 March	Workshop	Woodside	N/A
Wed 8 March	CAP	Stirling	Karen Savage
Tues 14 March	Council	Stirling	Pam Williams
Tues 21 March	Professional Development	Stirling	N/A
Tues 28 March	Council	Stirling	Pam Williams
APRIL 2023			
Mon 3 April	Workshop	Woodside	N/A
Tues 11 April	Council	Stirling	Pam Williams
Wed 12 April	CAP	Stirling	Karen Savage
Mon 17 April	Audit	Stirling	TBA
Tues 18 April	Professional Development	Stirling	N/A
Wed 26 April <small>*moved from ANZAC Day</small>	Council	Stirling	Pam Williams
MAY 2023			
Mon 1 May	Workshop	Woodside	N/A
Tues 9 May	Council	Stirling	Pam Williams
Wed 10 May	CAP	Stirling	Karen Savage
Mon 15 May	Audit	Stirling	TBA
Tues 16 May	Professional Development	Stirling	N/A
Tues 23 May	Council	Stirling	Pam Williams

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

Conflict of Interest Disclosure Form

CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS

Date: _____

Meeting Name (please tick one)

Ordinary Council ☐

Audit Committee ☐

Special Council ☐

Boundary Change Committee ☐

CEO Performance Review Panel ☐

Other: _____ ☐

Item No

Item Name:

(Only one conflict of interest entry per form)

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

GENERAL ☐

MATERIAL ☐

GENERAL

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

MATERIAL

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

The nature of my conflict of interest is as follows:

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

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

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

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

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

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

8. DEPUTATIONS

For full details, see Code of Practice for Meeting Procedures on www.ahc.sa.gov.au

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

8.3 PUBLIC FORUM

For full details, see Code of Practice for Meeting Procedures on www.ahc.sa.gov.au

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

Item 4 Minutes of Council

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

In Attendance

Presiding Member: Mayor Jan-Claire Wisdom

Members:

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

In Attendance:

David Waters	Acting Chief Executive Officer
Peter Bice	Director Infrastructure & Operations
Natalie Armstrong	Director Development & Regulatory Services
Rebecca Shepherd	Acting Director Community Capacity
Lachlan Miller	Executive Manager Governance & Performance
Karen Cummings	Manager Property Services
Steven Watson	Governance & Risk Coordinator
Kira-Marie Laverty	Corporate Planning & Performance
Pam Williams	Minute Secretary

1. COMMENCEMENT

The meeting commenced at 6.33pm.

2. OPENING STATEMENT

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. They are Custodians of this ancient and beautiful land and so we pay our respects to Elders past, present and emerging. We will care for this country together by ensuring the decisions we make will be guided by the principle that we should never decrease our children's ability to live on this land.

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3. Apology

Cr Pauline Gill

3.1 Leave of Absence

- Mayor Jan-Claire Wisdom, 2 March to 9 March 2023, approved by Council on 24 January 2023

3.2 Absent

Nil

4. MINUTES OF PREVIOUS MEETINGS

4.1 Council Meeting – 24 January 2023

Moved Cr Kirrilee Boyd

S/- Cr Leith Mudge

22/23

That the minutes of the Ordinary Council meeting held on 24 January 2023 (adjourned to 6 February 2023) as supplied, be confirmed as an accurate record of the proceedings of that meeting.

Carried Unanimously

5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL

5.1 General Conflict of Interest, Mayor Jan-Claire Wisdom, Item 12.6 Supplementary Election Metro East Grouping Representative GAROC

Under Section 75B of the *Local Government Act 1999* Mayor Jan-Claire Wisdom disclosed a General (section 74) Conflict of Interest in Item 12.6, the nature of which is as follows:

- I am nominating for a position on the GAROC Board

Mayor Jan-Claire Wisdom intends to leave the Chamber when this item is discussed.

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6. PRESIDING MEMBER'S OPENING REMARKS

Mayor Jan-Claire Wisdom informed the Chamber about:

13 February, National Apology to Stolen Generation

14 February, Valentines Day

16 February, CFS Bushfire Resilience Day

7. QUESTIONS ADJOURNED/LYING ON THE TABLE

7.1 Questions Adjourned

Nil

7.2 Questions Lying on the Table

Nil

8. PETITIONS/DEPUTATIONS/PUBLIC FORUM

8.1 Petitions

Nil

8.2 Deputations

Nil

8.3 Public Forum

Nil

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9. PRESENTATIONS

9.1 South Australian Tourism Commission re Santos Tour Down Under – Exclusion of the Public

Moved Cr Chris Grant

S/- Cr Leith Mudge

23/23

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Acting Chief Executive Officer, David Waters
- Acting Director Community Capacity, Rebecca Shepherd
- Director Development & Regulatory Services, Natalie Armstrong
- Director Infrastructure & Operations, Peter Bice
- Executive Manager Governance & Performance, Lachlan Miller
- Governance & Risk Coordinator, Steven Watson
- Manager, Communications, Engagement & Events, Jennifer Blake
- Events Officer, Stephanie Murgatroyd
- Corporate Planning & Performance, Kira-Marie Laverty
- Executive Director, Events SA, SATC, Hitaf Rasheed
- Race Director, Tour Down Under, Stuart O’Grady
- Minute Secretary, Pam Williams

be excluded from attendance at the meeting for Agenda Item 9: (South Australian Tourism Commission re Santos Tour Down Under – Exclusion of the Public) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(j) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which:

- (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
- (ii) would, on balance, be contrary to the public interest.

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

Carried Unanimously

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9.2 South Australian Tourism Commission re Santos Tour Down Under – Duration of Confidentiality

Moved Cr Adrian Cheater
S/- Cr Nathan Daniell

24/23

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 9.1 in confidence under sections 90(2) and 90(3)(j) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Nil
Related Attachments	Nil
Minutes	Nil
Other (presentation, documents, or similar)	12 months – 14 Feb 2024

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

Carried Unanimously

10. QUESTIONS ON NOTICE

Nil

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11. MOTIONS ON NOTICE

11.1 Glenside Road Crafers Land Division and Other Matters

Moved Cr Mark Osterstock
S/- Cr Chris Grant

25/23

I move that:

1. the Chief Executive Officer prepares a report for Council's consideration, by 28 March 2023, detailing the requirements required to initiate a Code Amendment for the Adelaide Hills Subzone to strengthen planning policy in relation to the Desired Outcomes and Performance Outcomes for land division to better respond to the median allotment requirements, including, yet not limited to, the investigations already undertaken and the process to be followed for a Code Amendment. (This report will also outline a proposed community engagement plan / strategy).
2. Council notes, and is supportive of, the decision made by the Adelaide Hills Council Assessment Manager to refuse to grant development approval, application (21018221) for land division of 1 into 2 allotments at Crafers which was lodged on 8 July 2021, and subsequently refused on 7 October 2021.
3. Council notes that this application proposed to create two allotments of 4392m² and 1114m², and:
 - a. that the larger allotment was a battle axe shape and contains a building used for accommodation associated with the existing dwelling on the land, and
 - b. that the smaller allotment was closer to Glenside Road and contains the existing dwelling.
4. Council notes, and is in full agreement with, the grounds for refusal, those grounds in summary being:
 - a. that the land division was not sympathetic or consistent with the established allotment pattern and the character of development within the locality.
 - b. that from a quantitative perspective the smaller proposed allotment failed to meet the median allotment size of 3,155m² within a radius of 200m (measured from the centre of the current allotment).
 - c. that the smaller allotment was considered inconsistent with the density and dimensions expressed in the Zone.

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5. Council notes that under the former Development Plan, there was a detailed desired character statement, the minimum allotment was the greater of the median allotment size or 2000m² and that land division creating smaller allotments was non-complying development. Council reiterates its support [and expectancy] for this desired character statement to be honoured and maintained under the Planning and Design Code.
6. Council is extremely concerned that the weight of previous planning policy has been seriously weakened under the (new) Planning and Design Code.
7. Council, on behalf of the Adelaide Hills community which it is elected to represent, is opposed to the subject application, and in adopting this position, has clear and unequivocal support for the Council Administration to strongly pursue a Code Amendment to provide greater support for the policy position within the Adelaide Hills Subzone and the Rural Neighbourhood Zone, as detailed in the Planning and Design Code (formerly called the Country Living Zone in the Council Development Plan), that land divisions will not result in the creation of new allotments of a size that would be smaller than 2000m² or the size determined by the median allotment calculation (whichever is the greater).

Carried

12. OFFICER REPORTS – DECISION ITEMS

7.26pm Cr Nathan Daniell left the Chamber
7.28pm Cr Nathan Daniell returned to the Chamber

12.1 Preserving Randell's Workers Cottages – 1 Beavis Court Gumeracha

Moved Cr Malcolm Herrmann
S/- Cr Leith Mudge

Council resolves:

1. That the report be received and noted.
2. That the amount of \$20,000 be considered as part of the 2023/24 budget preparation process to prevent further deterioration of Randell's Cottages at 1 Beavis Court, Gumeracha.

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AMENDMENT

Moved Cr Mark Osterstock
S/- Cr Adrian Cheater

3. That Council explores another submission to the State Government in an attempt to excise this parcel of land from the Environmental Food Production Zone.

The Amendment was put and Carried
--

MOTION AS AMENDED

Moved Cr Malcolm Herrmann
S/- Cr Leith Mudge

26/23

Council resolves:

1. That the report be received and noted.
2. That the amount of \$20,000 be considered as part of the 2023/24 budget preparation process to prevent further deterioration of Randell's Cottages at 1 Beavis Court, Gumeracha.
3. That Council explores another submission to the State Government in an attempt to excise this parcel of land from the Environmental Food Production Zone.

Carried Unanimously

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12.2 Uniting Church request to transfer ownership of Woodside & Inverbrackie Cemeteries

Moved Cr Chris Grant

S/- Cr Malcolm Herrmann

27/23

Council resolves:

- 1. That the report be received and noted.**
- 2. That the CEO write to Uniting Church Synod in South Australia advising that the Adelaide Hills Council respectfully declines their proposed offer to transfer ownership of the Woodside and Inverbrackie Uniting Church Cemeteries to Council.**

Carried Unanimously

12.3 Business Case Gawler River Floodplain Management Authority (GRFMA) Contribution

Moved Cr Mark Osterstock

S/- Cr Nathan Daniell

28/23

Council resolves:

- 1. That the report be received and noted.**
- 2. To decline the request to provide funding of \$100,000 to the Gawler River Floodplain Management Authority in support of a Business Case.**
- 3. To offer a contribution of \$10,380 to the Gawler River Floodplain Management Authority in support of a Business Case, in line with Adelaide Hills Council's percentage share of capital works costs as per the adopted GRFMA charter, contingent upon similar contributions (in line with percentage share of capital works cost as per the adopted charter) being made by all Authority members.**

Carried

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12.4 Policy Review – Meeting Procedures

Moved Cr Kirsty Parkin

S/- Cr Melanie Selwood

29/23

Council resolves:

- 1. That the report be received and noted.**
- 2. That in relation to the Code of Practice for Council Meeting Procedures:**
 - a. This Code of Practice be brought to the Elected Body in a Workshop so the newly Elected Body has the opportunity to fully explore and understand both the Code in its current form and the implications of the proposed changes.**

Carried unanimously

12.4.1 Policy Review – Access to Council, Committee, Information or Briefing Sessions

Moved Cr Kirsty Parkin

S/- Cr Kirrilee Boyd

30/23

- 1. That the report be received and noted.**
- 2. That in relation to the Code of Practice for Access to Council and Council Committee and Information or Briefing Session Meetings & Documents:**
 - a. This Code of Practice be brought to the Elected Body in a Workshop so the newly Elected Body has the opportunity to fully explore and understand both the Code in its current form and the implications of the proposed changes.**

Carried Unanimously

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12.5 Audit Committee Independent Member Recruitment

8.07pm Cr Louise Pascale left the Chamber

8.10pm Cr Louise Pascale returned to the Chamber

Moved Cr Leith Mudge

S/- Cr Melanie Selwood

31/23

Council resolves:

- 1. That the report be received and noted**
- 2. To amend clause 5.7 on the AHC Audit Committee Terms of Reference to include:**
 - A maximum term of eight (8) years applies for Independent Members, along with a minimum two (2) year hiatus prior to being eligible for reappointment.**
- 3. To undertake a recruitment process for the selection of three Independent Ordinary Members for the Audit Committee, as follows:**
 - a. For one Independent Member for a term commencing 1 May 2023 and concluding 30 April 2025 (inclusive); and**
 - b. For two Independent Members for a term commencing 1 December 2023 and concluding 30 November 2025 (inclusive).**
- 4. To appoint Cr Malcolm Herrmann, Cr Melanie Selwood and the CEO (or delegate) as members of the Audit Committee Independent Member Selection Panel.**

Carried Unanimously

Mayor Jan-Claire Wisdom declared a General Conflict of Interest at Agenda Item 5 'Declaration of Interest by Members of the Council' in relation to Item 12.6.

8.12pm Mayor Jan-Claire Wisdom vacated the Chair and left the Chamber. Deputy Mayor Nathan Daniell took the Chair.

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12.6 Supplementary Election Metro East Grouping Representative GAROC

Moved Cr Chris Grant

S/- Cr Lucy Huxter

32/23

Council resolves:

1. That the report be received and noted
2. To vote for Mayor Jan-Claire Wisdom as the Metro East Grouping Representative to GAROC.
3. To authorise the Mayor to mark the ballot paper reflecting Council's determination and authorise the CEO (or their delegate) to lodge Council's ballot paper in accordance with the process set out in *Appendix 2*.

Carried Unanimously

8.14pm Cr Daniell vacated the Chair and Mayor Jan-Claire Wisdom returned to the Chamber.

12.7 Status Report – Council Resolutions Update

Moved Cr Mark Osterstock

S/- Cr Chris Grant

33/23

Council resolves:

1. That the report be received and noted
2. The following completed items be removed from the Action List:

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI
23/08/2022	Ordinary Council	209/22	Proposed Road Closure – Unmade Public Road adjacent to 9 Fidlers Hill Road Inglewood	Nil
27/09/2022	Ordinary Council	252/22	Options to reduce traffic congestion Bridgewater Primary School	Nil

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27/09/2022	Ordinary Council	253/22	Options to reduce traffic congestion Bridgewater Primary School - traffic study	Nil
20/12/2022	Ordinary Council	293/22	Substantive CEO Recruitment	Nil
20/12/2022	Ordinary Council	294/22	Substantive CEO Recruitment - Members of Recruitment Panel	Nil
20/12/2022	Ordinary Council	306/22	Citizen of the Year Awards 2023	Nil
20/12/2022	Ordinary Council	307/22	Citizen of the Year Awards 2023	Nil
24/01/2023	Ordinary Council	9/23	Adelaide Hills Reconciliation Working Group - appointment	Nil
24/01/2023	Ordinary Council	12/23	Submission to the Expert Panel Planning System Implementation Review	Nil
24/01/2023	Ordinary Council	13/23	Request to Waive Land Management Agreement requirement for building Setback at 9 Woodland Way Teringie	Material - Cr Leith Mudge Material - Cr Nathan Daniell

Carried Unanimously

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

13. OFFICER REPORTS - INFORMATION ITEMS

13.1 Quarterly Council Performance Report Q2

Moved Cr Kirsty Parkin
S/- Cr Kirrilee Boyd

34/23

Council resolves that the report be received and noted.

Carried Unanimously

14. QUESTIONS WITHOUT NOTICE

Cr Malcolm Herrmann – progress report on Amy Gillett Bikeway
Cr Melanie Selwood – Amy Gillett Bikeway funding

15. MOTIONS WITHOUT NOTICE

Having taken into account the Guiding Principles, the Mayor accepted the following Motion Without Notice.

15.1 Amy Gillett Bikeway completion Mt Torrens to Birdwood

Moved Cr Malcolm Herrmann
S/- Cr Lucy Huxter

35/23

That the Mayor requests a deputation to the Minister for Infrastructure & Transport, the Hon Tom Koutsantonis MP, to progress the completion of the Amy Gillett Bikeway from Mt Torrens to Birdwood.

Carried Unanimously

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

16. REPORTS

16.1 Council Member Function or Activity on the Business of Council

Cr Louise Pascale

- 4 February, Pay Our Respects at Parliament House
- 5 February, Morialta Residents Association AGM

Cr Kirrilee Boyd

- 5 February, Funeral Late Kristina Vonow (wife of former Councillor Lynton Vonow)

Cr Pauline Gill

- 26 January, Woodside and Gumeracha Australia Day celebrations

16.2 Reports of Members as Council/Committee Representatives on External Organisations

Nil

16.3 CEO Report

David Waters, CEO, provided Council with a verbal update, including:

- LTFP Workshop & draft LTFP
- Manager People & Culture role filled
- Former Stirling Police Station development

17. REPORTS OF COMMITTEES

17.1 Council Assessment Panel

Nil

17.2 Audit Committee

Nil

17.3 CEO Performance Review Panel

Nil

17.4 Boundary Change Committee

Nil

ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 FEBRUARY 2023
63 MT BARKER ROAD STIRLING

18. CONFIDENTIAL ITEMS

18.1 Substantive CEO Recruitment – Remuneration & Independent Advice – Exclusion of the Public

Moved Cr Chris Grant
S/- Cr Mark Osterstock

36/23

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Executive Manager Governance & Performance, Lachlan Miller
- Governance & Risk Coordinator, Steven Watson
- Minute Secretary, Pam Williams

be excluded from attendance at the meeting for Agenda Item 18.1: (Substantive CEO Recruitment – remuneration and independent advice) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

- Section 90(3)(b) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council in relation to the negotiation of a remuneration package for the CEO role and would, on balance, be contrary to the public interest.
- Section 90(3)(a) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead) in respect of the qualification and experience of the CEO Recruitment Consultant.

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

Carried Unanimously

**ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 14 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

18.1.2 Substantive CEO Recruitment – Remuneration & Independent Advice – Duration of Confidentiality

Moved Cr Mark Osterstock
S/- Cr Nathan Daniell

38/23

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 18.1 in confidence under sections 90(2) and 90(3)(a) and (b) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until the contract execution of the Substantive Chief Executive Officer
Related Attachments	Until the contract execution of the Substantive Chief Executive Officer
Minutes	Until the contract execution of the Substantive Chief Executive Officer
Other (presentation, documents, or similar)	Nil

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Executive Manager Governance & Performance.

Carried Unanimously

19. NEXT ORDINARY MEETING

The next ordinary meeting of the Adelaide Hills Council will be held on Tuesday 28 February 2023 from 6.30pm at 63 Mt Barker Road, Stirling.

20. CLOSE MEETING

The meeting closed at 8.45pm.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 February 2023
AGENDA BUSINESS ITEM**

Item: 11.1 Motion on Notice

Originating from: Cr Louise Pascale

Subject: National Plan to End Violence Against Women and Children 2022-2032

1. MOTION

I move that Council:

1. Notes the *National Plan to End Violence Against Women and Children 2022-2032 (Appendix 1)*;
 2. Recognises that violence against women and children is one of the most widespread violations of human rights in our community;
 3. Is committed, where possible, to helping its community end violence against women and children in the Adelaide Hills Council region;
 4. Requests that the CEO implement the Our Watch's Prevention Toolkit for Local Government so that they may be able to inform Council on how best to assist in helping its community end violence against women and children within our region.
-

2. BACKGROUND

"It is time to transform our pain into action. There can be no more excuses – that it is too hard, we don't know what to do, it's too complex. It is everyone's responsibility to end the perpetration of violence against women and children, and all victims of gendered violence."

- A statement from victim-survivor in the 2022 National Plan to End Violence Against Women and Children

The day Rosie Batty stood in front of Australia and said that family violence happens to anybody, no matter how nice your house is or how educated you are, was our day of reckoning. It was in that moment domestic and family violence stopped being something that happened 'behind closed doors' to something happening right in front of us.

A man is currently on trial for the death of his mother in Crafers West in March-April 2022. It was reported at the time that neighbours had heard fighting in the fortnight leading up to her death. *"To just have it happen on your road in a pretty quiet, nice neighbourhood is pretty shocking really,"* is what the ABC quoted a neighbour as saying.

Domestic and family violence does not discriminate by postcode. It happens in leafy green neighbourhoods and on quiet streets. We know the Adelaide Hills is not immune and this is our opportunity to lead the way.

Violence against women and children is an epidemic in Australia. According to the 2022 National Plan to End Violence Against Women and Children we know;

- One in 3 women has experienced physical violence since the age of 15
- One in 5 women has experienced sexual violence
- On average in Australia, a woman is killed by an intimate partner every 10 days
- Aboriginal and Torres Strait Islander women experience the highest rates of violence in Australia
- A woman is more likely to experience violence while pregnant or separating from an abusive partner
- In 2021, girls aged 10 to 17 made up 42% of female sexual assault victims

The 2022 National Plan to End Violence Against Women and Children has set the target to eliminate this preventable violence within a generation. This is not an ambitious or audacious goal, but a necessary one. We know that violence against women and children occurs in our community and now is our time to be leaders in assisting the National Plan by doing what we know we can.

“Not all disrespect towards women ends in violence. But all violence against women starts with disrespect.”

While the National Plan has set targets for Federal and State Governments, we in local Government can play our part too.

The National Plan notes that businesses and workplaces can begin to prevent gender-based violence through;

- fostering gender equality in the workplace
- design products and services that are safe and prevent misuse and focusing on perpetrator accountability
- providing leave entitlements for victim-survivors, such as paid family and domestic violence leave and paid parental leave

To date the Adelaide Hills Council has implemented equity and fair treatment policies and procedures, ensuring there is no discrimination or unfair bias. There has also been a salary review and adjustments to close the gender pay gap, looked at ways recruitment can promote more women and implemented paid domestic violence leave.

Yet there is no specific plan which we can measure these actions against to address gender inequality or a strategy to build on what we have done so it makes an impact in our community. The *Our Watch' Prevention Toolkit* for Local Government provides the template for both a gender equity audit and tools to develop a tailored plan for our community.

Through its use we can circumnavigate resources in developing just a report, but come away with;

- an audit on our current actions
- a better understanding of violence against women and children and how it is impacting our community
- evidence-based and practical resources
- tools and templates to help plan the implementation of prevention activities in the Adelaide Hills Community

Utilising this Toolkit will remove gender bias in reporting, allow the Council to understand the complexities of gendered violence and create an impartial view for the Chamber on how best to move forward.

Case studies on the Our Watch website detail how City of Charles Sturt, Latrobe City Council, Mackay Regional Council, City of Parramatta and City of Mandurah have all utilised this Toolkit to create change in their community.

By passing this motion, the Adelaide Hills Council can show our community that not only do we want to end violence against women and children, but that we can lead the way.

“Governments alone can’t shift the dial – every part of Australia needs to work with us to address the drivers and reinforcing factors of gender-based violence. Everyone must work together to better support and protect victim-survivors and their families.”

- 2022 National Action Plan to end Violence Against Women and Children

3. OFFICER’S RESPONSE – Rebecca Shepherd, Acting Director Community Capacity

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 2	Community Wellbeing
Objective C4	An active, healthy, thriving and resilient community
Priority C4.1	Support community wellbeing through our contribution to public health planning, disaster recovery activities and the implementation of strategies that aim to measure and enhance wellbeing

Undertaking activities to prevent violence against women and children aligns with Council’s Strategic commitment to contribute to public health planning, as well as promoting the wellbeing of individuals, families and communities.

Goal 5	A Progressive Organisation
Objective O4	We actively represent our community
Priority O4.3	Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region

Local governments are well placed to influence and advocate, on behalf of our community, to reduce violence against women and children through existing partnerships, networks and systems.

Family violence impacts on the health and wellbeing of children. The Regional Public Health and Wellbeing Plan 2022-27 for the Southern and Hills LGA (adopted by Council on 27 September 2022) identifies children as a priority population group for public health planning and intervention.

➤ **Legal Implications**

The *Local Government Act 1999* includes roles, functions, and principles relevant to local government responsibilities in preventing domestic violence, including to:

- provide for the welfare, well-being and interests of individuals and groups within its community (Section 7(c))
- establish or support organisations or programs that benefit people in its area or local government generally (Section 7(h))
- participate with other councils, and with State and national governments, in setting public policy and achieving regional, State and national objectives (Section 8(c)).

Section 51 and 52 of the *SA Public Health Act 2011* requires SA councils to prepare, maintain and report on a Regional Public Health Plan (RPHP) that is consistent with the State Public Health Plan and responds to public health challenges within their local area or region.

➤ **Risk Management Implications**

Adopting the Our Watch's Prevention Toolkit for Local Government will assist in mitigating the risk of:

Failure to identify and respond to key community issues, leading to a loss of faith in the Council and community needs being unmet.

Inherent Risk	Residual Risk	Target Risk
Medium 3C	Low (1E)	Low (1E)

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

The Administration considers that the initial adoption and early stage implementation of the Our Watch Local Government Domestic Violence Prevention Toolkit can be accommodated within existing resource allocations, albeit with some changes in priority work.

Further steps in the journey would likely require significant reprioritisation or additional funding, depending on exactly what initiatives Council pursues in relation to the matter. This would be brought to the Council for consideration at the appropriate time.

Our Watch advises that the second stage ('Set up') of its Toolkit, which involves setting up internal practices including a Workplace Safety Plan and a Gender Equity Audit, needs to be driven by a local council's human resources department. Implementing the Toolkit would therefore require time of the Council's People and Culture team. It should be noted that as a consequence of three recent vacancies in key roles in that team, including the Manager, it may be some time before the team is in a position to properly scope and plan for that aspect.

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

The adoption of the Toolkit provides a clear message to the community on the Council's position in relation to gender violence. The intent behind adopting the Toolkit would, ultimately, be to have a positive community influence in this space.

➤ **Sustainability Implications**

Not applicable

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

External Agencies: Not Applicable

Community: Not Applicable

4. ANALYSIS

Family and domestic violence against women and children is a complex, serious and often hidden problem across Australia, with significant impacts on individual and community wellbeing.

According to the LGASA in its submission to the Australian Government Department of Social Services (DSS) consultation on the Draft National Plan to End Violence against Women and Children 2022-2032 (**Appendix 2**), local councils are well positioned to take a leading role in the prevention of violence against women and children in their communities.

In its submission (**Appendix 2**), the LGASA called for the National Plan to acknowledge the Our Watch Local Government Domestic Violence Prevention Toolkit (the Toolkit), which the LGASA endorsed as 'an evidence-based and accessible resource for councils to take a leading role in prevention of family and domestic violence in their communities'.

Council officers have reviewed the Toolkit and found that its implementation would involve four main steps:

1. Get prepared – guidance for building a business case, establishing an internal working group and making a statement of commitment.
2. Set up – guidance for setting up internal practice needed before engaging in the work with external partners, including gender equality audits, policies and workplace safety plans.
3. Take action – guidance for engaging the community in the design and delivery of prevention activities.
4. Share and approve – guidance for monitoring and evaluating prevention activities.

While endorsing the Toolkit, the LGASA (**Appendix 2**) also identified that the key challenge for local governments is the lack of funding or resources to implement and promote the Toolkit. The LGASA recommended that a dedicated Family and Domestic Violence Prevention Officer should therefore be funded jointly by state and federal governments as part of the National Plan and located within each State and Territory LG Association (including the LGASA), with the purpose of assisting councils to implement the Toolkit in their local communities and support prevention activities.

This push for a (Federal/State-funded) dedicated Domestic and Family Violence Prevention Officer in every State and Territory LG Association was supported by Our Watch, the Australian LGA and all State and Territory LG Associations (**Appendix 3**).

On 9 February 2023, the DSS invited Our Watch via a restricted process to apply to deliver The National Plan to End Violence against Women and Children 2022 to 2032 Primary Prevention Activities Program, with a grant amount of up to \$74.669 million (GST exclusive) from 26 May 2023 to 30 June 2027. Eligible grant activities in the Grant Guidelines include staff salaries to ‘perform activities with the national, state and territory, and local governments throughout Australia to develop relationships and foster cooperation at the national level and inter-jurisdictional level’. Further research is needed to understand if this program will include support for SA local councils to implement the Toolkit and resulting actions to support community action in the prevention of violence against women and children.

Should the motion be carried, the administration would undertake the following preparatory work which forms the initial stages of the toolkit and report back to Council with options to resource further implementation of the Toolkit:

- Targeted external stakeholder engagement, particularly with Our Watch, LGASA and the SA Office for Women, to scope any support available to SA local councils in implementing the Toolkit, particularly from the former as part of their National Plan Activities Program (if the successful applicant for the invitation-only DSS Grant)
- Internal stakeholder engagement, particularly with Council’s new Manager People and Culture once they commence, to look at establishing an internal Working Group (as per Toolkit guidance) ensuring a good balance of gender and employees at all levels of the organisation (including at senior levels)
- Review Case Studies in the Toolkit and contact other local governments that have implemented successful prevention initiatives, to better understand the resources required and where this work strategically fits within council business.

It is intended to report back to Council in late 2023, regarding outcomes of the above along with options for Council to consider in terms of resourcing and implementation of further stages of the Toolkit.

5. APPENDICES

- (1) National Plan to End Violence against Women and Children 2022-2032
- (2) LGASA submission to the DSS consultation on the Draft National Plan to End Violence against Women and Children 2022-2032 (February 2022)
- (3) ALGA position statement – Local government domestic violence prevention officers needed to drive change in communities (August 2022)

Appendix 1
National Plan to End Violence against Women and Children
2022-2032

A joint Australian,
state and territory
government initiative

National Plan to End Violence against Women and Children 2022–2032

*Ending gender-based
violence in one generation*



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Artwork by Carmen Glynn-Braun

Acknowledgements

We acknowledge and pay respects to all Aboriginal and Torres Strait Islander peoples across Australia, who are the Traditional Owners and Custodians of the land and waters and of the oldest continuous living culture on Earth. We pay respects to Elders past and present. We acknowledge the positive legacy left by ancestors – which is lore and strength of culture.

We acknowledge that the *National Plan to End Violence against Women and Children 2022–2032* (National Plan) was conceived, written, and will be implemented on Aboriginal and Torres Strait Islander land.

We honour Aboriginal and Torres Strait Islander peoples' ongoing connection to sea, waterways and Country and respect their unique cultural and spiritual relationships to the land, waters and seas on which we live and work.

The national response to ending family violence against Aboriginal and Torres Strait Islander peoples must be led by Aboriginal and Torres Strait Islander peoples. We acknowledge and respect the rights of Aboriginal and Torres Strait Islander peoples to self-determination and agency.

We recognise the leadership role Aboriginal and Torres Strait Islander peoples have played in the development of the National Plan and the role Aboriginal and Torres Strait Islander peoples will play in the implementation and monitoring of the National Plan.

This includes thanks to the Aboriginal and Torres Strait Islander Advisory Council on family, domestic and sexual violence which has worked in partnership with government to inform the development of this plan and is leading the development of the underpinning Aboriginal and Torres Strait Islander Action Plan.

We would also like to thank members of the National Plan Advisory Group for their input to the development of this plan and their participation in the consultation activities that informed its design.

Our shared vision is to end gender-based violence in one generation.

Endorsed by:

The Hon Amanda Rishworth MP

Minister for Social Services

The Hon Justine Elliot MP

Assistant Minister for Social Services
Assistant Minister for the Prevention of Family Violence

The Hon Yvette Berry MLA

Australian Capital Territory
Minister for Women
Minister for the Prevention of Domestic and Family Violence

The Hon Natalie Ward MLC

New South Wales
Minister for Women's Safety and the Prevention of Domestic and Sexual Violence

The Hon Kate Worden MLA

Northern Territory
Minister for Police, Fire and Emergency Services
Minister for Prevention of Domestic, Family and Sexual Violence
Minister for Sport
Minister for Territory Families

The Hon Shannon Fentiman MP

Queensland
Attorney-General and Minister for Justice
Minister for Women and Minister for the Prevention of Domestic and Family Violence

The Hon Katrine Hildyard MP

South Australia
Minister for Child Protection
Minister for Women and the Prevention of Domestic and Family Violence
Minister for Recreation, Sport and Racing

The Hon Jo Palmer MLC

Tasmania
Minister for Primary Industries and Water
Minister for Disability Services
Minister for Women

The Hon Ros Spence MP

Victoria
Minister for Prevention of Family Violence
Minister for Multicultural Affairs
Minister for Community Sport
Minister for Youth

The Hon Simone McGurk MLA

Western Australia
Minister for Child Protection
Minister for Women's Interests
Minister for Prevention of Family and Domestic Violence
Minister for Community Services

Dedication

The National Plan is dedicated to each and every victim and survivor of gender-based violence. We acknowledge their resistance and resilience.

We thank the victim-survivors who have spoken out and shared their stories. Their work to share their experiences continues to inspire us and drive us to do more.

We mourn those who have been murdered and the children we will not see grow up. We recognise those with lived experience who continue to recover from violence and manage the life-long impacts of trauma. We acknowledge the life-long disabilities and impairments that many live with as a direct result of violence against women.

We acknowledge and thank all the people and organisations who work tirelessly every day to prevent and respond to all forms of violence against women and children, and whose advice and advocacy have informed this plan.

A statement from victim-survivors

It is time to transform our pain into action. There can be no more excuses – that it is too hard, we don't know what to do, it's too complex.

It is everyone's responsibility to end the perpetration of violence against women and children, and all victims of gendered violence.

We are your mothers, your sisters, your brothers, your aunties, your uncles, your cousins, your children, your partners, your colleagues, your friends, your family, your kin, your community.

Do not continue to shame us for what other people have done to us. We did not ask for abuse. We have resisted violence, or done what we needed to do – to protect ourselves, our families. To survive.

Stand with us, do not look away when we show you our pain. See what is happening all around you everyday, from the sexist comment or homophobic joke, to the excuse 'boys will be boys'.

Discard the intuition that just because you know someone, they could not possibly hurt or abuse another. The people who use violence and abuse against their families, partners, children, colleagues, friends or dates are people you already know. People you like. People you love.

The people who have abused us are people we knew; people we liked; and most often people we loved.

Too many of us are being re-traumatised trying to engage with systems that are meant to 'protect' us but fail. Systems that create barriers to access and have costs beyond our means because services are not designed for the realities of our lives. Instead, they perpetuate the same dynamics of power and control as our abusers. Systems that wait until the worst has happened before they respond, then blame us for not reporting or leaving.

We should not have to die to get your attention.

We should never be forced to choose between violence in our homes or being homeless and facing violence on the streets, or having our families torn apart in ways we never wanted and that cause further harm.

This is not safety.

The time is now to remove the inequalities that allow perpetrators to exercise power over others because our society:

- does not believe women
- does not value all women equally
- does not hear the voices of First Nations women and learn from their diverse experiences
- does not reward women equally for work
- does not value women's unpaid labour
- does not believe children can be trusted to tell the truth about abuse

- does not view people with disability as equal or able
- punishes those who do not conform
- creates disadvantage and poverty as a problem of individuals.

It is time to stop people and institutions choosing to use violence, feeling entitled to control and dominate, to degrade others' value based on their sex, gender, sexuality or perceived 'rights'.

We are not damaged goods. We are not incapable or less than you because we experience trauma. We are survivors. We will not be silenced, pushed into the shadows nor spoken for any more.

We hold knowledge and answers that others simply do not.

We are diverse but galvanised by a common cause. We know what needs to change. No meaningful solutions can be made about us without us.

Stopping our suffering depends on all of us choosing to do something differently. We cannot repeat more of the same and expect to achieve change.

Abuse and violence is a problem for victims, but it is not the victims' problem. Genuine change begins with a willingness to listen. We must stop protecting perpetrators with our silence, and through inaction. We must be willing to sit in discomfort. It is time to be brave.

Members of the Independent Collective of Survivors

Help and support

Violence against women and children can be hard to discuss and reading this document may cause distress.

Help is available.

If you or someone close to you is in distress or immediate danger, please call 000.

Family, domestic and sexual violence support

For information, support and counselling, you can contact:

1800RESPECT	National sexual assault, domestic and family violence counselling service. This service is free and confidential. Available 24/7.	1800 737 732 www.1800respect.org.au
Full Stop Australia	National trauma counselling and recovery service for people of all ages and genders experiencing sexual, domestic and family violence. This service is free and confidential. Available 24/7.	1800 943 539 www.fullstop.org.au
Rainbow Sexual, Domestic and Family Violence Helpline	For anyone from the LGBTIQ+ community whose life has been impacted by sexual domestic and/or family violence. This service is free and confidential. Available 24/7.	1800 497 212
Well Mob	Social, emotional and cultural well-being online resources for Aboriginal and Torres Strait Islander peoples.	www.wellmob.org.au
Men's Referral Service	For anyone in Australia whose life has been impacted by men's use of violence or abusive behaviours. Available 7 days.	1300 766 491 www.ntv.org.au
My Blue Sky	Provides free legal and migration support to people experiencing forced marriage and other forms of modern slavery in Australia.	02 9514 8115 www.mybluesky.org.au
Say it out Loud	A national resource for LGBTQ+ communities and service professionals working with people who have experienced sexual, domestic and family violence.	www.sayitoutloud.org.au

Department of Home Affairs	The Domestic and Family Violence Support team can provide information and assistance on immigration matters and work with victims of domestic and family violence to resolve visa issues.	https://immi.homeaffairs.gov.au/visas/domestic-family-violence-and-your-visa/overview
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Crisis support and suicide prevention

For information, support and counselling, you can contact:

Lifeline	A national charity providing all Australians experiencing emotional distress with access to 24-hour crisis support and suicide prevention services. Available 24/7.	13 11 14 www.Lifeline.org.au
National Suicide Call Back Service	A nationwide service providing telephone and online counselling to people affected by suicide. Available 24/7.	1300 659 467 https://www.suicidecallbackservice.org.au/
Thirrili Postvention Response Service	The Indigenous Suicide Postvention Response Service supports individuals, families and communities affected by suicide or other significant trauma. Available 24/7.	1800 805 801 https://thirrili.com.au/postvention-support/postvention-services

Mental health support and advice

For information, support and counselling, you can contact:

Beyond Blue	Provides information and support to help anyone in Australia achieve their best possible mental health.	1300 224 636 www.beyondblue.org.au
Head to Health	Digital mental health services from some of Australia's most trusted mental health organisations.	www.headtohealth.gov.au
13 YARN	Support line for mob who are feeling overwhelmed or having difficulty coping. Available 24/7.	13 92 76 https://www.13yarn.org.au/
ReachOut	Online mental health service for young people and their parents in Australia.	www.au.reachout.com
MensLine Australia	A telephone and online counselling service offering support for Australian men.	1300 78 99 78 www.mensline.org.au

Kids Helpline	Free, confidential online and phone counselling service for young people aged 5 to 25. Available 24/7.	1800 551 800 www.kidshelpline.com.au
1800 ELDERHelp	A free call phone number that automatically redirects callers seeking information and advice on elder abuse with the phone service in their state or territory.	1800 353 374
Open Arms – Veterans & Families Counselling	Mental health support for Navy, Army and Air Force personnel, veterans and their families.	1800 011 046 www.openarms.gov.au

Other support

For information, support and counselling, you can contact:

Translating and Interpreting Service (TIS National)	Provides access to phone and on site interpreting services in over 150 languages.	131 450 www.tisnational.gov.au
Aboriginal Interpreter Service (AIS)	Helps to address language barriers faced by Indigenous people in the Northern Territory. Interpreters are trained to work in a wide range of settings and environments including legal and justice systems, health care, education, social services and community engagement.	(08) 8999 8353 (24 hours) Fax (08) 8923 7621 Email ais@nt.gov.au
National Relay Service (NRS)	Allows people who cannot hear or do not use their voice to communicate with a hearing person over the phone.	Voice relay number 1300 555 727 TTY number 133 677 SMS relay number 0423 677 767
eSafety Commissioner	A complaints based reporting scheme for cyberbullying of children, serious adult cyber abuse, image based abuse (sharing, or threatening to share, intimate images without the consent of the person shown) and illegal and restricted content.	https://www.esafety.gov.au/report

NDIS Quality and Safeguards Commission	An independent agency that was established to improve the quality and safety of NDIS supports and services. The NDIS Commission works with NDIS participants to ensure they have access to services and supports that promote choice, control and dignity.	1800 035 544 (free call from landlines) TTY number 133 677 Interpreters can be arranged
National Disability Abuse and Neglect Hotline	A free, independent and confidential service for reporting abuse and neglect of people with disability. Anyone can contact the Hotline, including family members, friends, service providers or a person with disability.	1800 880 052 (toll free) NRS Dial 1800 555 677 then ask for 1800 880 052 TIS number 13 14 50 Email: hotline@workfocus.com

Find services near you

The following directories show available support services, which can be filtered by jurisdiction:

Australia's National Research Organisation for Women's Safety Support Directory	www.anrows.org.au/support-directory
National Association of Services Against Sexual Violence – Sexual Violence Support Directory	www.nasasv.org.au/support-directory
Ask Izzy is a website that connects people in need with housing, a meal, help with money, family violence support, counselling and much more. Ask Izzy is free and anonymous.	www.askizzy.org.au
The Disability Gateway assists all people with disability, their families and carers to locate and access services across Australia. The Disability Gateway helps people find relevant information and navigate services more easily and provides access to services in the health, housing, employment and transport sectors.	1800 643 787 NRS 1800 555 677 Interpreter 13 14 50



Our vision – *Ending violence in one generation*

This National Plan is our commitment to a country free of gender-based violence – where all people live free from fear and violence and are safe at home, at work, at school, in the community and online. This is a human right for all people and we commit to ending violence against women and children in Australia in one generation.

Violence against women and children is a problem of epidemic proportions in Australia. One in 3 women has experienced physical violence since the age of 15, and one in 5 has experienced sexual violence.¹ On average, a woman is killed by an intimate partner every 10 days.² Rates of violence are even higher for certain groups, such as Aboriginal and Torres Strait Islander women.³ A woman is also more likely to experience violence at particular life stages, such as while pregnant or while separating from a relationship.⁴ In 2021, girls aged 10 to 17 made up 42% of female sexual assault victims.⁵



These are not just statistics. They represent the stories of real people, and everyday realities.

The impact of this violence ripples out across Australian families, communities and society as a whole. Intimate partner violence is the main preventable risk factor that contributes to illness and death in women aged 18 to 44.⁶ It is the leading driver of homelessness and incarceration for women.⁷ Children exposed to violence experience long-lasting effects on their development, health and well-being. Violence against women and children also costs the economy \$26 billion each year, with victim-survivors bearing approximately 50% of that cost.⁸

Violence against women and children is not inevitable. By addressing the social, cultural, political and economic factors that drive this gendered violence, we can end it in one generation. While our focus for this National Plan is the next 10 years, we know that we will need to continue to prioritise ending violence against women and children as we strive to build a community that is safe for all.

To achieve this, we must reshape the social, political and economic aspects of our society that allow gender inequality and discrimination to continue. Across Australia – in cities and regional, rural and remote communities alike – every individual's humanity and worth must be respected and valued, regardless of their age, gender identity, sexuality, sex characteristics, disability, race and culture.

This is an ambitious vision, yet we can achieve it, if we all work together. If we address gender inequality, rigid gender norms, and discrimination, we can prevent this kind of violence. Gender inequality, compounded by other forms of discrimination including racism, is at the heart of the problem. Advancing gender equality must be central to the solution. Everyone has a meaningful

role to play – as families, friends, work colleagues, employers, businesses, sporting organisations, media, educational institutions, service providers, community organisations, service systems and governments.

We have more work to do and we must do better.

The *National Plan to Reduce Violence against Women and their Children 2010–2022* (2010–2022 National Plan) was established to coordinate efforts across all levels of governments to address violence against women. Over the past 12 years, the 2010–2022 National Plan has:

- helped bring family, domestic and sexual violence to the nation's attention
- demonstrated the collective commitment by the Commonwealth, states and territories to address family, domestic and sexual violence
- supported increased collaboration including between organisations, government departments and services, including services, that respond to groups disproportionately impacted by violence⁹
- supported the development of a world-leading approach to prevention, including through the development of *Change the story*.

The 2010–2022 National Plan also established key infrastructure and strengthened service responses. Its achievements include establishing Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS), the 1800RESPECT helpline and the *Stop it at the Start* campaign. It has also supported specialised services, including legal services for women, emergency accommodation and safe at home programs.

Since the 2010–2022 National Plan, fewer Australians hold attitudes that support violence against women, and most Australians support gender equality.¹⁰ Women report that they are increasingly feeling safer in private and in community settings.¹¹

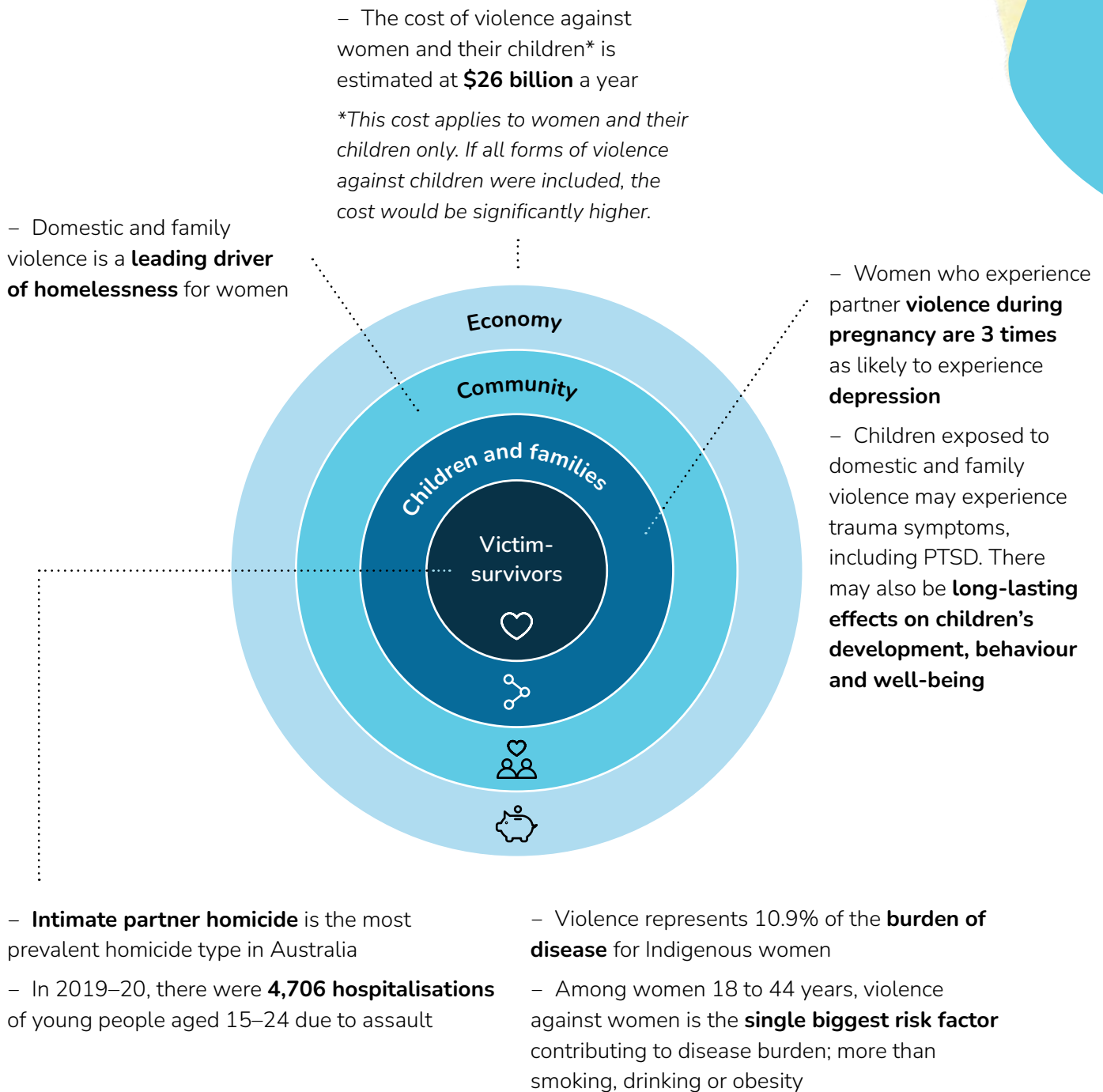
Despite this progress, the 2010–2022 National Plan did not succeed in its goal of reducing violence against women and children. The prevalence of violence against women and children has not significantly decreased during the last 12 years and reported rates of sexual assault continue to rise.¹² While increases in reporting may be due to women feeling more supported to come forward and seek help, we must reduce the prevalence.

It is vital if we are to end violence against women and children that the Commonwealth, states and territories are all pulling in the same direction and are united in our vision to achieve this within a generation.



The ripple effects of violence against women and children

Example impacts



About the National Plan

This National Plan builds upon a history of leadership and action by victim-survivors, advocates and women's and community organisations including legal services, health care professionals, Aboriginal and Torres Strait Islander community controlled organisations, the family, domestic and sexual violence sector, academics, law enforcement, agencies, the justice sector, and all governments and community members.

The National Plan commits to 10 years of sustained action, effort and partnership across sectors and levels of government towards our vision of ending violence against women and children in one generation. It outlines what needs to happen to achieve our vision. This includes building the workforce, growing the evidence base and strengthening data collection systems, while delivering holistic, coordinated and integrated person-centred responses. To achieve this, we must listen to and be guided by victim-survivors and people with lived experience.

The National Plan puts in place a national policy framework to guide the work of governments, policy makers, businesses and workplaces, specialist organisations and family, domestic and sexual violence organisations and workers in addressing, preventing and responding to gender-based violence in Australia.

The National Plan will be implemented through two 5-year Action Plans. These will detail specific Commonwealth, state and territory government actions and investment to implement the objectives across each of the four domains: prevention, early intervention, response, and recovery and healing.

In the longer-term, a standalone First Nations National Plan will be developed to address the unacceptably high rates of violence Aboriginal and Torres Strait Islander women and children experience.¹³ This violence happens alongside the multiple, intersecting and layered forms of discrimination and disadvantage affecting the safety of Aboriginal and Torres Strait Islander families and communities. A deliverable under this National Plan is a dedicated action plan for Aboriginal and Torres Strait Islander family safety, which will provide the foundations for the future standalone First Nations National Plan.

The Domestic, Family and Sexual Violence Commission will work with Commonwealth, state and territory governments and community organisations to promote coordinated and consistent monitoring and evaluation frameworks and will provide annual reports to the Parliament measuring progress against the National Plan.

On the national agenda

Growing evidence base

Improvements in
community attitudes

Progress towards
gender equality

Improvements in
community knowledge

Improved workforce skills

Improved access to quality
supports and services

Improved responses

An increase in reporting

Greater coordination and
improved standards

National Plan - At a glance

Our vision is to end gender-based violence in one generation

Violence against women and children is a problem of epidemic proportions in Australia.

Principles

Advancing gender equality

Closing the Gap

Centring victim-survivors

Prevention

Stopping violence before it starts

- Challenge the condoning of violence against women and embed prevention activities across sectors and settings
- Advance gender equality and promote women's independence and decision-making in public life and relationships
- Strengthen positive, equal and respectful relationships between all people in public and private spheres
- Listen to Aboriginal and Torres Strait Islander voices
- Support men and boys in developing healthy masculinities and positive, supportive relationships with their male peers
- Harness technology in the prevention of violence against women and children
- Invest in making workplaces safe and preventing sexual harassment
- Elevate the voices of children and young people as victim-survivors in their own right

Early intervention

Stop violence escalating and prevent it from reoccurring

- Reduce the long-term impacts of exposure to violence and prevent further exposure
- Address adolescent violence in family settings
- Improve timely responses to newly identified cases of violence, attitudes and behaviours that may lead to violence perpetration
- Enhance accountability of people who choose to use violence and address misidentification of perpetrators
- Build sector and community capacity to identify and support women and children at increased risk of experiencing gender-based violence and to intervene early to stop violence from escalating

Domains

Implementation

Implementation through Action Plans

1st 5-year Action Plan

2nd 5-year Action Plan

Aboriginal and Torres Strait Islander Action Plan

First Nations National Plan

↑ Outlines the specific actions to contribute to achieving the National Plan outcomes.

Developed for and by Aboriginal and Torres Strait Islander peoples to lead culturally appropriate and trauma-informed efforts to achieve the Closing the Gap target.

This National Plan is our commitment to a country free of gender-based violence with our vision of ending violence against women and children in Australia in one generation. The National Plan puts in place a national policy framework to guide the work of governments, policy makers, businesses and workplaces, specialist organisations and

family, domestic and sexual violence organisations and workers in addressing, preventing and responding to gender-based violence in Australia. The National Plan takes a holistic and multi-sectoral approach and builds upon the progress made, and lessons learned over the last 12 years.

Principles

Domains

Evaluation



Accountability



Intersectionality



Person-centred coordination and integration

Response

Recovery and healing

Efforts and programs used to address existing violence

- Ensure frontline services provided by states and territories are coordinated and integrated and appropriately resourced with a skilled and qualified workforce to support all victim-survivors
- Incorporate an understanding and appropriate response to the specific challenges diverse communities face in relation to family, domestic and sexual violence
- Ensure women and children escaping violence have safe and secure housing, from crisis accommodation to longer-term, sustainable social housing
- Improve justice responses to all forms of gender-based violence

Helping to break the cycle of violence and reduce the risk of re-traumatisation

- Ensure victim-survivors are well supported in all aspects of their daily lives through trauma-informed, culturally safe and accessible services that support long-term recovery
- Design recovery services and supports that are tailored to the specific needs of diverse populations and individuals, and women and children of all ages and in all locations
- Ensure everyone impacted by sexual violence receives specialist recovery and healing services
- Recognise children and young people as victim-survivors of violence in their own right, and establish appropriate supports and services that will meet their safety and recovery needs

Victim-survivor advisory group will guide implementation

Evaluation approaches

Outcomes framework

End of 2026

Impact evaluation to inform 2nd Action Plan

2031–32

Impact evaluation

Ongoing data collection and evidence building

The Domestic, Family and Sexual Violence (DFS) Commission will promote coordinated and consistent monitoring and evaluation frameworks by all governments.

Responding to sexual violence in all settings

The prevalence of intimate partner violence has remained consistent since the 2010–2022 National Plan was launched, and so there is still work to do to end violence in intimate relationships. But we have also seen an increase in sexual violence in all settings, including online, and perpetrators using new mechanisms, including violence facilitated by technology.

This National Plan aims to bring addressing sexual violence out of the shadows. Sexual violence includes – but is not limited to – sexual assault, rape, sexual harassment, stalking and image-based abuse. It occurs within intimate relationships, and between people who are dating, friends, acquaintances and strangers.

Women, girls and LGBTIQ+ people are exposed to the risk of sexual violence in every domain of their lives, across both public and private settings including educational settings, sporting clubs and other organisations they may be involved with, their workplaces, through their personal relationships and even at times as children within their own families.

Lifetime prevalence data indicates that 51% of women in their twenties have experienced sexual violence.¹⁴ Women with disability or illness are more likely to report having experienced sexual violence in their lifetime than those without disability. Women identifying as bisexual, or as mainly or exclusively lesbian, are more likely to report having experienced sexual violence in their lifetime than those who identify as mainly or exclusively heterosexual.

Myths about who perpetrates sexual violence – including that it's mostly perpetrated by strangers – continue to influence how the community

responds to it. 'Stranger danger' education and messaging reinforce the idea that women are most at risk of being sexually assaulted by a stranger when they are walking to their car alone late at night – when in fact they are at the greatest risk from someone they know.¹⁵ There is also a significant part of the population who mistrust women's reports of sexual violence. Four in 10 people question the truth of these reports, despite evidence clearly showing false allegations are extremely rare.¹⁶

The implementation of respectful relationships education in schools, campaigns on consent and the #MeToo movement show a readiness to talk about sexual violence, but there is still a long way to go. There needs to be education and training across the community to bust myths about sexual violence and challenge the victim-blaming narratives that surround it. We must also confront some people's belief that sexual violence cannot happen within an intimate relationship. Despite being common across the community, sexual assault continues to be under-reported to police. Victim-survivors fear not being believed, and there is a particular stigma and shame associated with sexual violence that act as a barrier to reporting. When it is reported, attrition rates are high, and prosecution and conviction rates against alleged offenders are low. Over time, our awareness of the prevalence and impact of sexual violence in all settings has grown, and justice and policing responses have begun to evolve with it.

Sexual violence perpetrated against children below the age of consent is child sexual abuse. Although these issues are interrelated, the Commonwealth's child sexual abuse response is covered by the *National Strategy to Prevent and Respond to Child Sexual Abuse 2021–2030*. The drivers and impacts of child sexual abuse can be vastly different to those of adult sexual abuse, and they require different responses.

How this National Plan was developed

The National Plan has been developed and agreed by Commonwealth, state and territory ministers with responsibility for women's safety.

The Australian Government established the National Plan Advisory Group and the Aboriginal and Torres Strait Islander Advisory Council on family, domestic and sexual violence (Advisory Council) to provide expert guidance and advice on the development of the National Plan.

The Commonwealth and state and territory governments were guided by a multi-faceted consultation process in developing the National Plan. Other inputs to the National Plan include:

- the House of Representatives Standing Committee on Social Policy and Legal Affairs Inquiry into family, domestic and sexual violence
- the Statement from Delegates from the 2021 National Summit on Women's Safety, as well as feedback captured through all sessions at the Summit
- key findings from the public consultation and targeted workshops and interviews (including with victim-survivors)
- *Respect@Work: Sexual Harassment National Inquiry Report* (2020); *Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces* (2021) and the *Australian Human Rights Commission's Change the Course: National Report on Sexual Assault and Sexual Harassment at the Australian Universities* (2017)
- the existing evidence base, including *Change the story*, *Changing the picture*, *Changing the landscape*, and the *Wiyi Yani U Thangani (Women's Voices): Securing Our Rights Securing Our Future Report* (2020).



Statement from delegates at the 2021 National Summit on Women's Safety

The 2021 National Summit on Women's Safety brought together a diverse range of speakers, panellists and roundtable participants to provide insights and ideas to inform the development, and implementation, of the National Plan. Due to COVID-19 travel restrictions, the Summit was delivered virtually. Roundtables were held on 2 and 3 September 2021 and panel sessions and keynote speeches on 6 and 7 September 2021.

Each state and territory government nominated approximately 20 delegates from diverse backgrounds, including people with lived experience of violence, to represent varied perspectives, experiences and expertise. Members of the National Plan Advisory Group and the Aboriginal and Torres Strait Islander Advisory Council on family, domestic and sexual violence were members of the Commonwealth delegation.

The Summit provided a national platform for discussions about issues affecting women's safety and focused collective attention towards solutions. Summit outcomes were captured in a Summit Delegates Statement that was presented to Commonwealth, state and territory ministers at the Summit's conclusion.

The Summit Delegates Statement called for the National Plan to work on the following priorities:

- Build on our strong base in primary prevention to stop violence before it starts.
 - Be backed by long-term bipartisan investment by all governments across prevention, intervention, response, and recovery.
 - Recognise that Aboriginal and Torres Strait Islander peoples must lead responses for their communities and deliver those responses through a dedicated Aboriginal and Torres Strait Islander Action Plan.
 - Work with men and boys to disrupt and prevent the attitudes and behaviours that can lead to violence.
 - Listen to, engage with and be informed by diverse lived experiences, particularly those of victim-survivors.
 - Support gender equality and address the complex intersection of gender inequality with other forms of discrimination, inequality and disadvantage.
 - Emphasise the critical role of effective research, data and evaluation.
 - Recognise the importance of justice and healing from trauma.
 - Emphasise that addressing men's violence against women and children must be targeted across all settings including work, education, public, institutional settings and other community spaces, as well as at home.
 - Focus attention and support on the disproportionate impact of technology-facilitated abuse on women and their children, including increased education and training.
 - Ensure there is training and workforce development across sectors such as police, justice systems, health care and frontline services.
 - Provide affordable, culturally appropriate and accessible health services so that all women and children can access holistic, integrated and tailored services across a range of sectors.
- Continuously improve the justice system to ensure people impacted by family, domestic and sexual violence can achieve justice and people using violence and abuse are held to account.
 - Recognise the importance of community-led and place-based responses by promoting lasting partnerships with community organisations.
 - Acknowledge children and young people as victims and survivors of violence in their own right.
 - Link with other national strategies and initiatives to ensure there is a coordinated approach to ending all forms of gender-based violence across sectors.
 - Recognise that ending violence against women and children is everybody's business.

See the full Summit Delegates Statement at womenssafetysummit.com.au.





Specific and measurable targets

Data is crucial to understanding the problem of gender-based violence, measuring our progress towards ending it, and informing decisions about funding, service design and delivery.

Since 2010, the evidence base on family, domestic and sexual violence has grown. We know more about those who perpetrate violence and those who experience it. We understand more about the diverse experiences of victim-survivors and how the system responds. Governments have invested substantially to build the evidence base over the course of the 2010–2022 National Plan. For example:

- there have been notable improvements to the accessibility and availability of key data
- nationally representative surveys on experiences of violence and community attitudes towards violence are now conducted every four years
- key data is collected each year, including:
 - national statistics recorded by police on family, domestic and sexual violence victims and offenders and collated by the Australian Bureau of Statistics (ABS)
 - data on family and domestic homicide incidents, victims and offenders recorded through the National Homicide Monitoring Program and collected by the Australian Institute of Criminology.

The vision for this National Plan is to end violence against women in one generation. This commitment will drive action beyond the life of the plan and short-term political cycles. This must be a shared national commitment.

To ensure accountability, the National Plan requires ambitious and measurable targets to demonstrate progress over time towards ending gender-based violence.

In addition to measuring our progress against reducing prevalence, indicators under each of the National Plan's four domains of prevention, early intervention, response, and recovery and healing, will help to demonstrate real change towards ending gender-based violence.

Continuing to build a strong evidence base is central to the success of the National Plan. Our ability to provide quality responses to victim-survivors, hold perpetrators accountable and keep women and children safe is predicated on addressing data gaps and building strong data-sharing mechanisms. Recognising that data is complex and there are differences between jurisdictions, a key focus of the National Plan is to improve data collection, coordination and consistency.

Currently, data and data-sharing mechanisms are inadequate to provide quality measurements in relation to outcomes for victim-survivors and holding people who choose to use violence to account. Australia has limited data collection on perpetration and there are differences in measures and legal terms between jurisdictions. Data disaggregation is limited and we lack the evidence to understand the experiences of certain communities, such as the LGBTIQ+ community and Aboriginal and Torres Strait Islander peoples.

Steps towards reducing prevalence

To support progress towards reducing the prevalence of gender-based violence, the following steps need to be achieved:

- strengthen the capacity of the prevention workforce
- strengthen the capacity of specialist family, domestic and sexual violence services
- improve access to support services
- better coordinate and integrate systems and services
- deliver services in a culturally safe way
- improve community attitudes and norms
- advance gender equality
- increase women's feelings of community safety
- ensure people have positive experiences when reporting experiences of violence to police and specialist services
- ensure victim-survivors have more positive experiences with, and outcomes through, the justice system, including family law
- ensure men's behaviour change programs and perpetrator interventions are effective

- strengthen accountability for people who choose to use violence
- reduce reports of systems abuse
- reduce rates of perpetration
- increase the capacity of generalist services to identify, respond and treat violence against women and children
- improve social, economic and health outcomes for victim-survivors
- ensure women, children and LGBTIQ+ people feel safer in all settings.

Outcomes Framework

The National Plan will be supported by an Outcomes Framework that will increase our ability to track, monitor and report change over the life of the National Plan. It will help us continuously improve our work and respond to new or emerging areas of need.

The Outcomes Framework will include four outcome levels, recognising the importance of action at the individual level, the service level, the system level and the community level. By including these four levels, the framework represents relevant, meaningful and effective outcomes for a broad range of stakeholders who will be impacted by or involved with the National Plan.

There is still more data and evidence development work to be done to measure sustained population level changes in attitudes about gender-based violence.

That is why, in addition to continuing support for key national survey collections, we are implementing new data collections and data development projects.

The Domestic, Family and Sexual Violence Commission will work with Commonwealth agencies, states, territories and community organisations to promote coordinated and consistent monitoring and evaluation frameworks by all governments.

A whole-of-society effort

To reach our goal of a country where all people live free from fear and violence we need sustained, collective action across society.

All governments: shared delivery

Support and deliver national organisations such as ANROWS and Our Watch

Support behaviour change campaigns and interventions

National strategies such as the National Housing and Homelessness Agreement and Closing the Gap



Australian Government

Support and deliver national services and organisations such as 1800RESPECT and DV-alert

Make improvements to the justice system, including family law, to improve legal responses to better protect victim-survivors and prevent re-traumatisation, and support family violence legal services

Support the prevention of gender-based violence which includes through the delivery of campaigns as well as early intervention

Advance gender equality through leading the development a National Gender Equality Strategy

State and territory governments

Support in the delivery of frontline domestic, family and sexual violence services that support response, recovery and healing

Deliver housing services

Deliver court systems and correctional centres

Support improvements to the justice system and legal representations

Improve police responses to gender-based violence

Invest in prevention and early intervention projects, including through education, and building community awareness through campaigns

Deliver of perpetrator interventions and programs

Domestic, Family and Sexual Violence Commission

Work with governments and community organisations to promote coordinated and consistent monitoring and evaluation frameworks

Provide a national approach to victim-survivor engagement, ensuring the diverse lived experiences of victim-survivors are informing policies and solutions

Family, domestic and sexual violence sector

Deliver expert care and support that is trauma-informed, culturally safe, integrated and coordinated

Advocate for victim-survivors of gender-based violence
Provide perpetrator interventions and services for men using violence, holding them to account and supporting them to change their harmful behaviour

Businesses and workplaces

Prevent gender-based violence through fostering gender equality in the workplace

Design products and services that are safe and prevent misuse, while also focusing on perpetrator accountability

Provide leave entitlements for victim-survivors, such as paid family and domestic violence leave and paid parental leave



Vision: Ending gender-based violence in one generation

support and protect victim-survivors and their families. This includes holding those who choose to use violence to account and support them to change their behaviour.

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Indicators of success

Measuring our progress is not as simple as just looking at the prevalence rates of domestic, family and sexual violence.

The increased effort and awareness that this National Plan will generate is likely to mean that reporting of all forms of gender-based violence will increase in the short-term, as individuals feel more safe and supported to come forward and seek help. As we have seen with the impact of

COVID-19 on the rates of violence against women, factors beyond our control (such as pandemics, financial recessions and natural disasters) may also impact on the prevalence of gender-based violence throughout the life of this National Plan.

Examples: Prevention indicators

- Reduction of attitudes that are associated with violence against women (These may include attitudes that mistrust women's reports of violence, objectify women and disregard consent, and attitudes that minimise violence and shift blame from perpetrators to the victim-survivor.)
- Reduction of attitudes that are associated with gender inequality (These may include increased rejection of attitudes that deny gender inequality experiences, normalise sexism, limit women's personal autonomy in relationships, undermine women's leadership in public life and reinforce rigid gender roles.)



**Prevention
key indicators**

Examples: Recovery and healing indicators

- Increase in proportion of victim-survivors who self-assessed their health as positive
- Reduction in proportion of victim-survivors who experienced financial stress in the last 12 months
- Increase in proportion of victim-survivors reporting they feel safe and supported
- Increase in proportion of victim-survivors reporting they have been supported by their workplaces



**Recovery and
Healing key
indicators**

Example indicators across the domains of prevention, early intervention, response, and recovery and healing are complex and often interdependent – a shift in one indicator may have an effect on another. Unless we all work together on key actions across each domain, we will not see a reduction in the number of people that experience gender-based violence. Key dependencies include adequate data and data-sharing mechanisms, strengthened accountability for perpetrators and workforce considerations.

The National Plan will be supported by an Outcomes Framework, which will determine how we measure relevant, meaningful and effective outcomes to achieve our vision of ending gender-based violence in one generation. Below are indicative National Plan indicators of success that can assist in conceptualising how we will monitor change beyond measuring changes in prevalence. The Outcomes Framework will provide a focus on continuous quality improvement, it

will ensure an interdependent relationship to the National Plan and underpinning Action Plans and determine opportunities for improved data collection, coordination and consistency. More work will be done to validate and establish final indicators and prevalence measures, as well as to develop measurable and meaningful targets through the Outcomes Framework and Action Plans.

Examples: Early intervention indicators

- Increased understanding of violence against women (This may include unequivocal recognition of physical and non-physical forms of violence against women including coercive control, psychological abuse, technology-facilitated abuse and financial abuse, and understanding of the gendered nature of domestic violence that defines both the experience and perpetration of violence against women)
- Increased community-wide intention to intervene when witnessing disrespect and violence against women
- Increase in proportion of population that know where and how victim-survivors can access support

Examples: Response indicators


- Increase in proportion of victim-survivors receiving suitable housing
- Increase in proportion of victim-survivors seeking advice and support
- Increase in capacity of frontline services to meet demand
- Reduction in numbers of perpetrators who breach court orders
- Reduced victimisation rates of children as victim-survivors
- Increase in the proportion of perpetrators held accountable through the justice system

Reducing prevalence

- Reduction in prevalence of family, domestic and sexual violence over the life of the National Plan
- A reduction by 50% in all forms of violence against Aboriginal and Torres Strait Islander women and girls by 2031, as progress towards zero

- Reduction in the prevalence of workplace sexual harassment over the life of the National Plan
- Reduction, as progress towards zero, in the rate of intimate partner homicide over the life of the National Plan

- Reduction in the prevalence of children who witness an incident of intimate partner violence
- Reduction in the number of people who choose to use violence
- Improvement in community attitudes towards violence against women



What we know about violence against women and children

A shared understanding

Violence against women and children is one of the most widespread violations of human rights worldwide. International human rights law condemns violence against women and children in all its forms, whether it occurs in the home, schools, in institutions, the workplace, the community or in other public and private institutions, and regardless of who perpetrates it.¹⁷

Violence against women and girls is a manifestation of inequality and discrimination based on gender, race and other power imbalances. It is rooted in historically unequal power relations that view women and girls as subordinate to men and boys.¹⁸ Overwhelmingly, violence against women in Australia is perpetrated by men.¹⁹

Ninety-five per cent of people who have experienced physical or sexual violence name a man as the perpetrator of at least one incident of violence and around 4 in 5 family and domestic violence offenders are men.²⁰ While men can also be victim-survivors of family, sexual and domestic violence, they are more likely to experience violence perpetrated by a male stranger.²¹

Men's violence against women has particular gendered dynamics. It seeks to exert patriarchal forms of power and control that privilege men's role in decision-making, in private and public life, and access to resources, exploiting women's unpaid labour associated with traditional gender roles. *Change the story* shows there are strong links between socially dominant forms and patterns of masculinity, men's sexist attitudes and behaviours, and men's perpetration of violence against women.²²

While men can also be victim-survivors of family, domestic and sexual violence, men's violence against women, including intimate partner violence, is more prevalent, more often used repeatedly and more likely to lead to serious injury, disability or death.²³ In instances where women do use violent behaviours, research shows that it is usually motivated by fear, and is used in self-defence to protect them against violence that their male partners are already perpetrating.²⁴

Male perpetration is a feature of the violence that some members of the LGBTIQ+ community experience. Eighty-four per cent of respondents in an Australian study of LGBTIQ+ people who had experienced sexual assault said their most recent experience of sexual assault was perpetrated by a cisgender man.²⁵

Men have a critical role to play in ending gender-based violence. It is important that men challenge sexism and attitudes that support violence. They need to be active bystanders in situations where women are experiencing sexual harassment or discrimination on the basis of their gender.ⁱ There are opportunities for more men to model and highlight positive forms of masculinity, including in online and digital environments.

Our shared understanding of violence against women and children must be informed by the stories of victim-survivors and their supporters, as well as the evidence base, so that the policies and solutions are appropriate and work effectively to improve outcomes for people experiencing violence.

It is also important that all people experiencing family, domestic and sexual violence, including men, are supported to access support and services and to leave violent relationships if and when they choose to do so.

ⁱ A bystander is someone who witnesses an incident of sexism or sexual harassment without taking part in it, or someone who is later told about or shown images of an incident. An 'active bystander' is someone who responds to the incident with some sort of action that communicates their disapproval.

Violence against women is serious, prevalent and *driven by gender inequality*

Gendered drivers of violence against women as outlined in Our Watch's *Change the Story*

DRIVER 1

Condoning of violence against women

DRIVER 2

Men's control of decision-making and limits to women's independence in public and private life

DRIVER 3

Rigid gender stereotyping and dominant forms of masculinity

DRIVER 4

Male peer relations and cultures of masculinity that emphasise aggression, dominance and control



Underlying **social context** for violence against women

Social context

Gender inequality and other forms of **oppression** such as *racism, ableism, ageism, classism, cissexism and heteronormativity*

Factors that reinforce violence against women

REINFORCING

Factor 1

Condoning of violence in general

REINFORCING

Factor 2

Experience of, and exposure to, violence

REINFORCING

Factor 3

Factors that weaken prosocial behaviour such as, but not limited to, *neighbourhood level poverty, natural disasters, alcohol and gambling*

REINFORCING

Factor 4

Resistance and backlash to prevention and gender equality efforts

These drivers and reinforcing factors play out at every level of society: from individual attitudes and behaviours, to social norms, organisational cultures and practices, policies, laws, and institutions.

Source: Our Watch. (2021). *Change the story: A shared framework for the primary prevention of violence against women in Australia* (2nd ed.). Melbourne, Australia: Our Watch.

Scope of the National Plan

This National Plan addresses the issue of gender-based violence in Australia and outlines the pathway to improvement in the domains of prevention, early intervention, response, and recovery and healing.

Throughout this plan, we mostly use the term of 'violence against women'. This reflects the term used in the international human rights context, and recognises that women make up the overwhelming majority of victims of gender-based violence. The term 'woman' includes both cis and trans women. We also recognise that women are not a homogenous group.

This plan uses binary language such as 'men' and 'women' in many places. We recognise that gender is socially constructed and does not exist simply in binary categories, however, these categories continue to have real effects on the lives of Australians and thus can be useful to frame discussions about gendered violence. We acknowledge that there are people whose experiences are not captured by the use of binary language, and that many of the experiences covered in this National Plan may be experienced by others in the Australian community.

We also acknowledge that LGBTIQ+ populations are impacted by gendered violence, as we explore within the plan. For this reason, the experiences and needs of LGBTIQ+ people of all genders are included within the plan.

The terms 'violence against women' and 'gender-based violence' encompass a broader range of violence than the term 'family, domestic and sexual violence'. They include additional forms of violence and abuse including sexual harassment, online abuse, and trafficking of women and children. They also include violence perpetrated in settings that are not domestic, such as violence against women in institutions.

Terminology used to discuss family, domestic and sexual violence, gender-based violence and violence against women is evolving and this

language does not work for all people impacted by violence. The Glossary and definitions throughout the plan are intended to build knowledge and awareness and do not serve as legal definitions.

Violence against women and children

The National Plan's definition of 'violence against women' is aligned with the United Nations Declaration on the Elimination of Violence against Women (1993), which defines violence against women as 'any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.'²⁶

The Committee on the Elimination of Discrimination against Women General Recommendation No. 35 makes explicit the gendered causes and impacts of violence against women. It states that gender-based violence is specifically 'directed against a woman because she is a woman, or violence that affects women disproportionately'. It further strengthens the understanding that gender-based violence against women is a social, rather than an individual problem, and it requires comprehensive responses that go beyond specific events, and individual perpetrators and victim-survivors.²⁷

The term 'violence against women' encompasses all forms of violence, harassment and abuse that women (and often young women and girls) experience.²⁸ Violence can be physical, sexual, emotional, psychological, social, cultural, spiritual, financial and technology-facilitated abuse (including image-based abuse), and stalking.²⁹ Women can experience multiple and intersecting forms of violence, harassment and abuse in all settings, including at home, at school and university, in the workplace, in prisons, institutions and other segregated settings, online or in the community. Violence can be a one-off incident,

or an ongoing pattern of behaviour where a perpetrator acts in a coercive way to exert control over a person's life.

Violence against women and children often occurs together in homes and family settings, and can be driven by the same factors. Children may witness domestic and family violence between other family members, or be subjected to violence by other family members. This can have a range of effects on their health, wellbeing, and social and emotional development.³⁰ Experiencing child abuse, including witnessing abuse between other family members and experiencing targeted abuse as a child, increases the probability of using violence in the home. A recent study found young people who had witnessed abuse between family members and been subjected to targeted abuse were more than 9 times more likely to use violence in the home than those who had not experienced any child abuse.³¹

Violence against women from an intimate partner does not necessarily stop when a relationship ends. Coercive control behaviours including intimidation, harassment and stalking, threats and endangerment to children, legal abuse, economic abuse, isolation and discrediting can continue for years after separation. In many cases, violence will escalate, with women more at risk of being killed by a partner or former partner in the period leading up to and immediately following separation.³²

Gender-based violence

'Gender-based violence' refers to violence that is used against someone because of their gender. It describes violence rooted in gender-based power inequalities, rigid gender norms and gender-based discrimination. While people of all genders can experience gender-based violence, the term is most often used to describe violence

against women and girls, because most gender-based violence is perpetrated by heterosexual, cisgender men against women, because they are women.

Gender-based violence, including sexual harassment, can include specific forms of violence that may disproportionately impact women and girls from culturally, ethnically, religiously and linguistically diverse communities and migrant and refugee women, such as migration-related abuse, dowry abuse, forced marriage, female genital mutilation, and trafficking of women and girls. Women with disability experience specific forms of gender-based violence including reproductive coercion, forced sterilisation and forced medical interventions. Violence experienced by LGBTIQ+ people, particularly by those who are gender diverse such as Brotherboy and Sistergirl communities, is also gender-based violence and shares some of the drivers of violence against women.

Building our understanding of national definitions

Our understanding of the ways in which violence can be perpetrated and the impact it has on victim-survivors has developed and evolved since the 2010–2022 National Plan. While this understanding will continue to change, further alignment and greater consistency of national definitions will support a shared understanding of, and consistent response to, gender-based violence in Australia.

The definitions used in the National Plan reflect what we have learned so far, acknowledging that learning will continue over the life of the plan. This will include further work with states and territories in areas where we do not yet have consistent national definitions.

Key terminology and definitions: Working towards national consistency

Definitions of gender-based violence are a whole-of-system issue. Nationally consistent definitions should be used to inform and support program design, public and private sector policies, as well as legislation across states and territories to ensure that all people in Australia have equal access to support and justice. They can also inform everyday working and social experiences as this consistent understanding is applied to workplaces and community, online and government settings.

The National Plan uses the following terms that form the basis for national discussion on consistent definitions:

Intimate partner violence, also commonly referred to as '**domestic violence**', refers to any behaviour within an intimate relationship (including current or past marriages, domestic partnerships or dates) that causes physical, sexual or psychological harm. This is the most common form of violence against women. Intimate partner violence can also occur outside of a domestic setting, such as in public and between 2 people who do not live together.

Family violence is a broader term than domestic violence, as it refers not only to violence between intimate partners but also to violence perpetrated by parents (and guardians) against children, between other family members and in family-like settings. This includes for example elder abuse, violence perpetrated by children or young people against parents, guardians or siblings, and violence perpetrated by other family members such as parents-in-law. Family violence is also the term Aboriginal and Torres Strait Islander peoples prefer because of the ways violence occurs across extended family networks. Family violence can also constitute forms of modern slavery, such as forced marriage and servitude.

Coercive control is often a significant part of a victim-survivor's experience of family and domestic violence. It describes someone's use of a pattern of abusive behaviours against another person over time, with the effect of establishing and maintaining power and dominance over them. Abusive behaviours that perpetrators can use as part of their pattern of abuse include physical abuse (including sexual abuse), monitoring a victim-survivor's actions, restricting a victim-survivors freedom or independence, social abuse, using threats and intimidation, emotional or psychological abuse (including spiritual and religious abuse), financial abuse, sexual coercion, reproductive coercion, lateral violence, systems abuse, technology-facilitated abuse and animal abuse.

Sexual violence refers to sexual activity that happens where consent is not freely given or obtained, is withdrawn or the person is unable to consent due to their age or other factors. It occurs any time a person is forced, coerced or manipulated into any sexual activity. Such activity can be sexualised touching, sexual abuse, sexual assault, rape, sexual harassment and intimidation and forced or coerced watching or engaging in pornography. Sexual violence can be non-physical and include unwanted sexualised comments, intrusive sexualised questions or harassment of a sexual nature. Forms of modern slavery, such as forced marriage, servitude or trafficking in persons may involve sexual violence.

Consent is where a person freely and voluntarily agrees to participate in an interaction. While consent applies to a broad range of issues, in this context it is most often physical or sexual in nature. Consent requires ongoing and mutual communication and decision-making, and can be withdrawn at any point. Legal definitions of sexual consent vary between states and territories, with reforms occurring in a number of jurisdictions to amend the legal definitions of consent, for example, to adopt an affirmative model of consent that requires a person to take active steps to say or do something to find out whether the other person consents to the sexual activity. While the age of consent differs between jurisdictions, children under the age of consent cannot consent to sex or sexual acts. A person must also have the cognitive capacity to consent to the sexual activity at the time and must not be:

- misled about the nature or purpose of the sexual activity
- influenced by someone abusing their position of authority, trust, or dependency.

In the context of forced marriage, a person does not freely or fully consent to the marriage because of threats, deception or coercion, or because they are incapable of understanding the nature and effect of the marriage ceremony, or the individual is under the age of 16 years.

Other definitions and terminology are provided in the Glossary.



Prevalence and patterns of violence against women and children

While all experiences of violence, abuse or harassment are unique, evidence clearly shows most perpetrators of gender-based violence are men, and most victims and survivors are women.³³

- One in 2 women has experienced sexual harassment in their lifetime.
- One in 3 women has experienced violence by a partner, other known person or a stranger since the age of 15.
- One in 4 women has experienced intimate partner violence since the age of 15.
- One in 4 women has experienced emotional abuse by a current or former partner since the age of 15.
- One in 5 women has experienced sexual violence since the age of 15.
- One in 6 women and one in 9 men has experienced physical or sexual abuse before the age of 15.³⁴

Violence affects women across all life stages

We recognise the different needs of women and children at different points of their lives.

Girls and younger women can experience gender-based violence in the same way as adult women.³⁵ Girls experience specific forms of violence including female genital mutilation or 'cutting', forced sterilisation, forced contraception and forced marriage and pregnancy. Young women aged 18 to 34 were almost three times as likely as those aged 35 and over to have experienced intimate partner violence in the previous 12 months.³⁶ Young women aged 18 to 24 are more likely than any other age group to have had an experience of stalking and are more likely to have experienced image-based abuse.³⁷

Women of all ages experience gender-based violence, including sexual abuse and harassment

and technology-facilitated abuse, in every setting. Intimate partner violence is the main preventable risk factor contributing to illness and death in women aged 18 to 44.³⁸ Some relationship factors are associated with the onset or escalation of intimate partner violence, including financial stress, pregnancy, relationship breakdown and separation or divorce.³⁹ Forty-eight per cent of women who were pregnant while living with their violent previous partner experienced violence during pregnancy, including 24% who experienced violence for the first time while pregnant.⁴⁰ Violence against women affects all aspects of their lives. For example, it can have a negative impact on their capacity to attend work, with 48% of women who had experienced violence saying that it reduced their attendance at work.⁴¹ Violence against women and children is also a leading cause of homelessness for women and children.⁴²

For **older women**, gender-based violence includes forms of elder abuse, intimate partner violence, economic abuse and control perpetrated by an adult child or another family member, and violence that occurs in non-family or domestic settings such as violence from carers and sexual violence in residential aged care facilities. Many older women experience the compounding negative effects of taking on multiple unpaid caring roles, which can affect their employment and economic security and mean they have limited control over finances and decision-making.⁴³ The National Elder Abuse Prevalence Study identified that 62% of people who experience elder abuse do not seek help or advice regarding their situation, meaning that this often remains a hidden problem.⁴⁴

Older women are also the fastest growing group of people who are homeless or at risk of homelessness, increasing 31% between 2011 and 2016, and domestic and family violence is the primary reason for older women seeking specialist homelessness services nationally.⁴⁵

Violence affects women at every life stage

Not an exclusive list



Childhood

- Infanticide
- Female genital mutilation
- Forced marriage
- Sexual harassment at school
- Technology-facilitated abuse
- Child sexual abuse



Adulthood

- Dating violence
- Sexual violence
- Intimate partner violence
- Forced marriage
- Sexual harassment at work, in public, and university
- Technology-facilitated abuse
- Economic abuse
- Intimate partner homicide



Older age

- Sexual violence
- Economic abuse
- Physical violence
- Violence in institutions
- Violence perpetrated by intimate partners, family members and carers

The *National Plan to Respond to the Abuse of Older Australians (Elder Abuse) 2019–2023* outlines how Commonwealth, state and territory governments will build our understanding of abuse of older people, strengthen our service responses and strengthen safeguards for older people.⁴⁶

The impacts of violence against women and children

Violence against women and children has significant short-term and long-term effects on victim-survivors' physical and mental health and well-being. In addition, the profound impacts of violence against women and children ripple out across families, communities and society as a whole.

The common impacts of violence against women and children can include poorer health; mental health issues such as depressive and anxiety disorders; early pregnancy loss; alcohol use disorders; economic insecurity; reduced capacity to study; and poorer language skills.⁴⁷

Victim-survivors can experience physical injuries, including lifelong disability and traumatic brain injuries.⁴⁸ Experiences of violence can be the catalyst for anxiety, depression, fear and other negative mental and physical health issues that can continue to affect women and children throughout their lives.⁴⁹

Many victim-survivors will not disclose their trauma and it may remain unresolved. This happens for a range of intersecting and sensitive reasons including personal stigma and lack of access to, or poor experiences with, service systems.⁵⁰

Complex trauma, also known as cumulative trauma, refers to multiple, repeated forms of interpersonal victimisation.⁵¹ One quarter of women who experience gender-based violence

in Australia report at least three different forms of interpersonal victimisation.⁵²

Complex trauma results in health problems and psychosocial challenges that can persist throughout someone's life and after the violence has stopped. It is commonly associated with a wide range of psychiatric diagnoses and misdiagnoses, functional impairments and an array of educational, vocational, relational and other health problems.⁵³

People affected by complex trauma are often in frequent contact with police and other crisis services. They are regularly hospitalised as a result of additional experiences of family, domestic and sexual violence and the associated trauma effects.⁵⁴

Violence impacts people in different ways

No two women's or children's experiences of violence are the same. Violence against women and children can be exacerbated in certain settings and where gender inequality intersects with other forms of disadvantage and discrimination. Violence is less visible and less understood for some groups in the community.⁵⁵

Aboriginal and Torres Strait Islander women and children

For Aboriginal and Torres Strait Islander women, family violence, sexual assault and abuse is a major cause of personal harm, family and community breakdown, and social fragmentation.⁵⁶ This violence is compounded by the ongoing effects of colonisation and racism, for example from non-Aboriginal and Torres Strait Islander partners and their families, and is perpetrated by men of all cultural backgrounds. Continuing impacts of colonisation include displacement from Country and kin and disruption or loss of culture. These are driving factors of violence against Aboriginal and Torres Strait Islander women, children and families.

Across the board, Aboriginal and Torres Strait Islander women experience disproportionately higher rates of violence than non-Indigenous women. Indigenous women are 34 times more likely to be hospitalised because of violence than non-Indigenous women. They report 3 times as many incidents of sexual violence as non-Indigenous women, and are more likely to be killed due to assault.⁵⁷ Aboriginal and Torres Strait Islander men also experience extremely high rates of violence, as both children and adults. Aboriginal and Torres Strait Islander children are removed from their families at disproportionately higher rates than non-Indigenous children.

Family violence is a significant factor contributing to the over-representation of Aboriginal and Torres Strait Islander children in out-of-home care.⁵⁸ Fear of child removal remains one of the greatest deterrents for Aboriginal and Torres Strait Islander women to report violence or seek assistance.⁵⁹ This can be due to a fear of involvement by the child protection system, a fear strengthened by the current over representation of Aboriginal and Torres Strait Islander children in out-of-home care, ongoing institutional racism and the history of the Stolen Generations.

Too often, Aboriginal and Torres Strait Islander women are being misidentified as perpetrators when they seek assistance. The legal and justice systems are not well adapted or informed to respond effectively to the interlocking and compounding forms of violence Aboriginal and Torres Strait Islander women experience. More work is needed to educate and develop the legal and justice systems, particularly at the frontline of policing.

Changing the picture: A national resource to support the prevention of violence against Aboriginal and Torres Strait Islander women and their children, developed by Our Watch under the 2012-2022 National Plan, identifies the specific

underlying drivers of violence against Aboriginal and Torres Strait Islander women. It points to the intersection of racism, gendered factors, and the ongoing impacts of colonisation.

“Violence against Aboriginal and Torres Strait Islander women is not an ‘Aboriginal and Torres Strait Islander problem’. Nor should Aboriginal and Torres Strait Islander peoples bear sole responsibility for addressing it. This violence is an Australian problem, and it is perpetrated by men of all cultural backgrounds.”⁶⁰

Addressing the disproportionate rates of violence against Aboriginal and Torres Strait Islander women is an urgent national priority, which is why the commitments in the *National Agreement on Closing the Gap* are embedded across the National Plan. A future standalone First Nations National Plan will outline strategic approaches to addressing violence against women and children.



Women with disability

Women with disability were more likely to have experienced a range of violent behaviours over a 12-month period.⁶¹

- Sixty-four per cent of people with disability report experiencing physical violence, sexual violence, intimate partner violence, emotional abuse or stalking from the age of 15, compared to 45% of people without disability.⁶²
- People with disability are at nearly twice the risk of all types of violence in comparison to people without disability.⁶³
- Women with an intellectual or psychological disability are nearly three times more likely than women with a physical disability to experience violence.⁶⁴

Violence against women and girls with disability tends to occur more frequently, over a longer period of time and across a wider range of settings.⁶⁵ It can also be perpetrated by a greater range of people than violence against women and girls without disability, including by carers, guardians and support workers, in both home and institutional settings.⁶⁶ In addition, women with intellectual or cognitive disability can also be particularly susceptible to various types of technology-facilitated abuse.⁶⁷

Violence against women with disability is also more diverse in nature. The National Plan is aligned with *Australia's Disability Strategy 2021–2031*, which sets out practical changes Australia can make to improve the lives of people with disability, including ensuring that people with disability are safe and feel safe from violence, abuse, neglect and exploitation.⁶⁸ The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, which commenced in 2019, will also guide future work under this National Plan towards ending violence against women and children with disability.

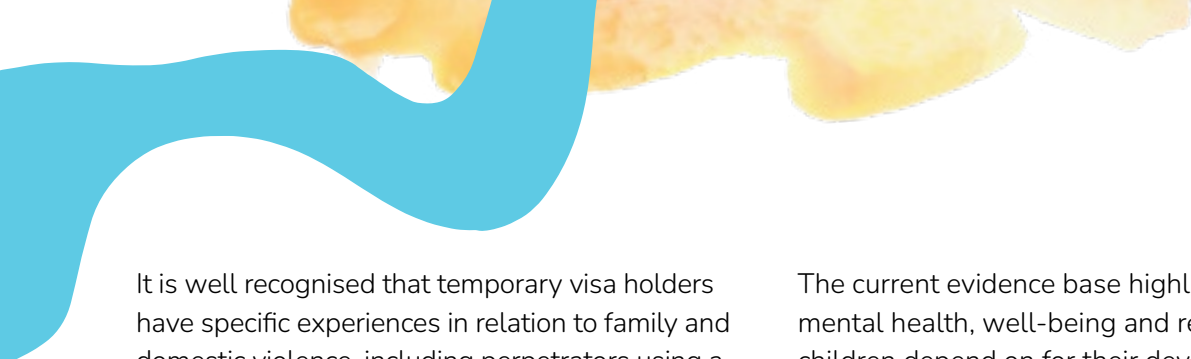
Beyond the actions outlined in *Australia's Disability Strategy 2021–2031*, there is a need to address gender-based violence for victim-survivors with disability. While women with disability face many of the same forms of domestic, family and sexual violence as other women, they also experience and are at more risk of particular forms of violence. For example, women with disability may experience forced sterilisation, seclusion and restrictive practices, and violence in a range of institutional and service settings such as residential institutions and aged care facilities.⁶⁹

There are additional ableist drivers of violence against women and children with disability including:

- negative stereotypes about people with disability
- accepting or normalising violence, disrespect and discrimination against people with disability
- controlling people with disability's decision-making and limiting their independence
- social segregation and exclusion of people with disability.⁷⁰

Women and children from culturally diverse, migrant and refugee backgrounds

Women and children from diverse cultural, ethnical, religious and linguistic backgrounds and migrant and refugee women and children, including those on temporary visas, can face specific challenges. These include the impact of their visa status (for example, depending on partners for residency in Australia and having restricted eligibility criteria for access to government support and services); the absence of trusted social networks or families in Australia and linguistic and cultural barriers in seeking help and reporting violence.⁷¹



It is well recognised that temporary visa holders have specific experiences in relation to family and domestic violence, including perpetrators using a women's visa status to control and abuse them. A 2021 study indicated that one in 3 migrant and refugee women had experienced some form of family and domestic violence, with temporary visas holders consistently reporting proportionately higher levels of family and domestic violence, including controlling behaviours.⁷²

In addition to the barriers outlined above, women on temporary visas may not access support services for violence due to fears that doing so will affect their ability to stay in Australia. The *Migration Act 1958* (Cth) includes provisions that enable certain temporary visa holders and applicants, who experience family violence, the ability to access a permanent visa. Additionally, for some women on temporary visas, the inability to access services can increase their exposure to violence and poverty, minority status, and disrupt their family and community support systems.⁷³

Culturally and linguistically diverse women's experiences of violence have some distinct contributors that relate to other intersecting forms of inequality and discrimination, and may also include culturally specific norms about gender and relationships.⁷⁴ International students and those travelling on working holiday visas may experience increased risk of violence including sexual violence due to exploitation and lack of accommodation and employment opportunities; economic abuse; lack of support from educational institutions; and control over their mobility.

The need to recognise children in their own right

Children can witness violence but children can also experience violence directly. A child's worldview is shaped by the violence they see, hear and experience each day. These experiences affect their perception and understanding of the world, which can have long-term and ongoing impacts.

The current evidence base highlights how the mental health, well-being and relationships children depend on for their development are impacted by domestic and family violence. These experiences can have serious lifelong negative consequences and can result in ongoing profound physical and mental health impacts, poor relationships and housing outcomes, developmental challenges, and barriers to effective participation in education and employment.⁷⁵

In 2019–20, there were 376 hospitalisations of children aged zero to 14 for assault injuries perpetrated by a parent (277 hospitalisations) or other family member (99 hospitalisations).⁷⁶ Over the longer-term, children who are victims or witnesses of intimate partner violence can be twice as likely to have a psychiatric diagnosis, emotional and behavioural difficulties, and impaired language skills at age 10.⁷⁷

Recent longitudinal data showed that any exposure to domestic and family violence from infancy to 10 years was associated with poorer health outcomes.⁷⁸ Reports of child abuse and neglect indicate that violence often happens when parents have alcohol and other drug issues and mental health issues. These 3 risk factors often precipitate child protection involvement.⁷⁹ Fear of intervention from child protection services can be a reason why women and children experiencing family, domestic and sexual violence may be reluctant to access support services and to report violence.⁸⁰

The National Plan acknowledges children, including LGBTIQ+ children and young people, as victims of gender-based violence in their own right. It identifies actions to prevent and address violence against children in each of the four domains, from prevention through to recovery and healing. Making sure that all children in Australia can access age-appropriate consent and respectful relationships education and supporting recovery from childhood trauma are important strategies for ending gender-based violence.

Recent research also highlights the link between adverse childhood experiences and those victim-survivors using violence themselves in the future.⁸¹ Young people who use violence often start using violence at a young age.⁸² A national study of prevalence and history of childhood victimisation found that on average, young people started using violence at 11 years old, with approximately two in 5 young people reporting they had started using violence at age 10 or younger.⁸³ Young people's use of violence is largely retaliatory, either in response to previous or current violence from their abuser or in defence of actual or anticipated violence.⁸⁴

This underlines the importance of preventing and intervening early when children are experiencing violence, abuse and neglect. Supporting children as victim-survivors in their own right and addressing the impacts of developmental trauma will help break future cycles of violence.

Prevalence data and information about children's experiences of family, domestic and sexual violence is difficult to obtain due to the sensitivity of the subject. Administrative sources such as police, child protection and hospitals are only able to identify reported cases. Most large-scale population surveys focus on adult experiences or adults' perceptions of children's experiences. While these sources can provide some insights, they are likely to underestimate the true extent of children's exposure to family violence.⁸⁵ The Australian Child Maltreatment Study, being conducted from 2019 to 2023, is the first national study of child abuse and neglect in Australia. It seeks to identify how many Australians have experienced child abuse and neglect, including exposure to family violence. Findings from this study will inform policy and practice reforms to reduce child abuse and neglect in Australia.⁸⁶

The concurrent national initiative *Safe and Supported: the National Framework for Protecting Australia's Children 2021–2031*, which targets the maltreatment of children and young people, acknowledges that many of the risk factors and experiences of child abuse and neglect

align closely with violence against women and children. Experiences of child sexual abuse will be addressed through the *National Strategy to Prevent and Respond to Child Sexual Abuse 2021–2030*.

Gender-based violence against LGBTIQ+ people

Building on evidence and practice developed over the life of the 2010–2022 National Plan, the National Plan seeks to explicitly include LGBTIQ+ people and children as part of Australia's commitment to ending all forms of gender-based violence.

LGBTIQ+ people can experience violence due to homophobia, biphobia, transphobia and intersexphobia. This stems from cisgenderism and heteronormativity, and the stigmatisation of bodies that do not fit medical and social norms.⁸⁷ A key driver of violence against LGBTIQ+ communities is rigid gender norms, which can result in prejudice-driven violence and harms against LGBTIQ+ people.⁸⁸ There is considerable crossover between the drivers of violence against LGBTIQ+ people and the drivers of violence against women, particularly regarding the binary and inequitable constructions of gender.⁸⁹

LGBTIQ+ people experience violence within their intimate partner relationships at similar levels to those in cisgender heterosexual relationships. LGBTIQ+ people also experience significant violence within their families of origin, particularly as children and young people.



LGBTIQA+ people with disability experience higher rates of intimate partner, family and sexual violence than LGBTIQA+ people without a disability.

The largest national study of the health and well-being of LGBTIQA+ people found that:

- 61% of participants reported ever experiencing intimate partner violence
- 65% of participants reported ever experiencing family violence
- 43% of participants who had experienced intimate partner or family violence reported that they felt they were targeted because of their sexuality, gender or intersex variations
- 49% of participants reported having been coerced or forced into sexual acts they did not want to engage in.⁹⁰

LGBTIQA+ people experience all forms of violence that affect cisgender women and children.

In addition, LGBTIQA+ victim-survivors also experience unique forms of violence sometimes referred to as identity-based abuse. Identity-based abuse can include actions such as:

- pressuring a person to conform to gender norms or undergo surgery they do not want
- homophobic rapeⁱⁱ
- threatening to 'out' the person's gender, sexuality or HIV status
- exiling a person from the family due to their sexuality or gender
- forcing a family member into conversion practices.

Intersex people may also experience body shaming and forced and coercive medical interventions as infants as a result of stigma and misconceptions about intersex variations.⁹¹


ⁱⁱ Homophobic rape, sometimes referred to as corrective rape, is a hate crime in which one or more people are raped because of their perceived sexual orientation such as homosexuality or bisexuality.

Longitudinal data and evidence about the prevalence and experiences of violence rarely include indicators to distinguish diverse sexualities and gender, or intersex variations. Every effort should be made to include LGBTIQA+ people in mainstream data collections using the 2020 ABS Standard for Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Variables, where appropriate. Dedicated research needs to occur across the duration of this National Plan to build a picture of the unique, intersecting and lifelong impacts of violence and abuse against LGBTIQA+ people.

LGBTIQA+ people who are also Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse, or have migrant or refugee experiences, report experiencing violence in their communities as well as prejudice and discrimination in LGBTIQA+ community settings. That is, they experience multiple and intersecting barriers to obtaining support or even identifying that they are experiencing violence. However, relatively little is known about what culturally safe and effective responses for people in these circumstances look like. More needs to be done to understand and respond to this issue.

Aboriginal and Torres Strait Islander peoples who are gender diverse might use the terms Sistergirl and Brotherboy. Aboriginal and Torres Strait Islander LGBTIQA+ and Brotherboy and Sistergirl communities experience a number of significant and intersecting points of discrimination and marginalisation.⁹² It is important that actions to prevent and respond to gender-based violence against Brotherboy and Sistergirl communities are culturally responsive and tailored to their needs.

LGBTIQA+ people experiencing or recovering from violence must have access to safe, inclusive and affirming services, and have choice and control over the services they access. To achieve this, the National Plan promotes increased investment in sexual, domestic and family violence services and programs led by LGBTIQA+ specialist services across Australia. It also promotes building the capacity of the broader service system to respond to the needs of LGBTIQA+ people.



Other experiences that impact on the *prevalence and unique* forms of violence against women

Incarceration

The majority of women in prison are victims of domestic and family violence, with evidence suggesting 70% to 90% of incarcerated women have been physically, sexually or emotionally abused as children or adults.⁹³ This form of violence is often compounded by intergenerational trauma and entrenched in intersectional discrimination. Further, women in prison are widely considered to be at particular risk of ongoing victimisation after they are released. Their support needs often go unrecognised and it is likely that barriers exist that prevent ex-prisoners from accessing services.⁹⁴ Over the past decade the number of women being incarcerated has increased by 64%.⁹⁵ Indigenous women account for much of that growth – they are incarcerated at 21 times the rate of non-Indigenous women.⁹⁶

Sex workers

Sex workers, like any other workers, deserve respect and a safe work environment, including online settings. Sex workers can be exposed to gender-based violence, as well as violence in their work settings perpetrated by clients, client procurers and managers or owners of establishments and online platforms. Due to the stigma associated with sex work, victim-survivors in this industry face significant barriers in reporting, accessing services and getting justice if they experience violence. Trans sex workers may experience violence that is driven by gender inequality, their insecure work context and transphobia.

The COVID-19 pandemic

The COVID-19 pandemic is having and will continue to have a serious and lasting impact on all people. Women and men have experienced the pandemic differently, with women being disproportionately affected. These differences can be partly explained by the existing gender inequalities that drive violence against women.

The COVID-19 pandemic created a range of situations, like lockdowns, that amplified existing inequalities and exposed new cohorts of women and children to increased levels of violence. Two thirds of women who experienced physical or sexual violence by a current or former co-habiting partner since the start of the COVID-19 pandemic reported the violence started or escalated after the pandemic began.⁹⁷

COVID-19 related social restrictions exacerbated the isolation of victim-survivors from their workplaces, extended families and friends. The restrictions also increased known risk factors for family, domestic and sexual violence, such as financial stress, job loss, poor mental health and alcohol consumption. These factors interacted with existing drivers and inequalities to increase the overall risks of gender-based violence.⁹⁸

With many forms of work, education and social life moving online, women and children were also exposed to forms of technology-facilitated abuse. The move to hybrid working models and the integration of technology into ways of living and socialising means the risk of technology-facilitated abuse remains heightened.

Specific groups of women were more likely to have physical and sexual violence perpetrated against them during this time, including Aboriginal and Torres Strait Islander women, women aged 18 to 24, women with a restrictive health condition, women with disability, pregnant women, migrant and refugee women including those on temporary visas, and women in financial stress.⁹⁹

Better understanding the impact of the COVID-19 pandemic on all forms of gender-based violence will support better responses to national health and economic crises. More needs to be done to support individuals, families and communities impacted by the current pandemic, many of whom are experiencing family and domestic violence.

Times of stress can see an increase in men's violence against women and children. As well as health and economic crises like the pandemic, natural disasters and their aftermaths are times when women and children can face a greater risk of violence, displacement, injury, and death.

The 2019 bushfire crisis in Australia, for example, saw an increase in referrals to domestic violence support services, and studies found a similar increase in domestic violence both during and after the 2009 Black Saturday fires.¹⁰⁰

While we know disasters do not directly cause men's violence, they do increase stress, disrupt support networks and social norms, and exacerbate existing inequalities, all of which increase the likelihood and severity of violence against women and children. Grief, trauma, social isolation and loss of support networks can also amplify women's experiences of violence during and following a disaster. We need to make sure that addressing men's violence against women forms part of our emergency response strategies, and that preventing this violence is integral to our work to build community resilience.

Key areas of focus for addressing *gender-based violence* in Australia

Coercive control

Coercive control is characterised by a pattern of behaviours used by a perpetrator over time that has the effect of creating and maintaining power and dominance over another person or persons. A perpetrator may use physical and non-physical behaviours to regulate and control the day-to-day lives of victim-survivors, including through threats, humiliation, isolation from friends and family, restricting a person's movement, rigid rules, financial abuse, stalking and monitoring.¹⁰¹ Non-physical abusive behaviours frequently co-occur with serious forms of physical violence, including non-fatal strangulation, and are closely linked to intimate partner homicides of women.¹⁰² For example, the NSW Coroner's Court found 99% of family and domestic violence homicides between 2008 and 2016 occurred in relationships characterised by the offender's use of coercive and controlling behaviours towards the victim.¹⁰³



In recent years, there has been increased community awareness and recognition that coercive control is often a significant part of a victim-survivors' experience of violence. Some states and territories are progressing legislative reforms to recognise coercive control through their criminal justice systems. The Commonwealth, state and territory governments are also co-designing National Principles to Address Coercive Control (National Principles). The National Principles aim to develop a common understanding of coercive control and to raise awareness of the issue. They also aim to ensure that the community better understands the full range of physical and non-physical tactics used by perpetrators of family and domestic violence, and their impacts. The National Principles will also help to inform more effective and consistent responses to coercive control – for example within training and education.

The National Principles will consider the impact of coercive control on diverse groups of people, including Aboriginal and Torres Strait Islander peoples. It will also consider the barriers different people face in accessing support and how to develop effective, accessible, inclusive and culturally appropriate system responses.

Intimate partner homicide

Approximately one in 4 women and one in 13 men have experienced violence by an intimate partner.¹⁰⁴ Intimate partner violence contributes to more death, disability and illness in women aged 15 to 44 years than any other preventable risk factor.¹⁰⁵ Intimate partner homicide is also the most prevalent type of domestic homicide in Australia, accounting for 45 deaths in 2019–20.¹⁰⁶ On average, one woman is killed by an intimate partner every 10 days.¹⁰⁷ Intimate partner homicide rates have been consistently decreasing for women and men since 1989–90 as a result of increased awareness of family and domestic violence, although the rate of intimate partner homicide remains alarmingly high.¹⁰⁸

Some of the risk factors for intimate partner homicide include:

- offender experiences of childhood trauma, including witnessing intimate partner violence and being the target of family violence
- offender mental health
- the presence of non-fatal strangulation events within the relationship between the victim and offender
- sexual violence perpetrated against the victim by the offender
- offender jealousy.¹⁰⁹

Perpetrators are more likely to escalate their violence in the weeks and months leading up to and directly following separation from a partner. Services and first responders need to recognise patterns of abusive and controlling behaviour in a domestic violence relationship that extend beyond physical violence. To ensure the rate of intimate partner homicide continues to decrease, it is essential we remain committed to collecting data and evidence that inform effective risk and safety assessment practices.

Sexual violence and harassment

The true prevalence of sexual violence is unknown as the majority of incidents go unreported. According to the Australian Bureau of Statistics, 23% of women and 8% of men in Australia have experienced sexual violence in their lifetime.¹¹⁰ In a 2020 national study on the health and well-being of LGBTIQ+ people in Australia, 48.6% of participants reported having been coerced or forced into sexual acts they did not want to engage in.¹¹¹ Victimisation rates continue to rise, and are higher for younger women, women in financial hardship and women with disability. Importantly, while sexual violence can occur in the context of domestic and family violence, it can also be perpetrated by other people known or unknown to the victim-survivor, and may be perpetuated or amplified online, such as through image-based sexual abuse.

Sexual assault is a crime that also contributes to major health and welfare issues in Australia and worldwide. For many victim-survivors, the effects can be wide-ranging and lifelong. People can experience physical injuries, health impacts such as unintended pregnancy, sexually transmitted infection and long-term mental health and trauma impacts that lead to disruption to everyday activities such as eating and sleeping habits. Victim-survivors of rape or sexual assault may delay disclosing and reporting or never disclose their experiences.¹¹² The *2016 Personal Safety Survey* found that only 13% of women reported their most recent incident of sexual assault by a male perpetrator to police.¹¹³ Myths and misconceptions about sexual violence can result in victim-survivors fearing they will not be believed, and this fear is one of the main reasons why women do not report sexual violence.

Many victim-survivors do not disclose or report to law enforcement for a range of reasons, including due to often re-traumatising experiences, such as long delays, failures in communication and the fear or experience of being disbelieved, disrespected or blamed. Law enforcement and legal processes can create environments where victim-survivors can be subjected to victim-blaming, re-traumatisation and unfair treatment. This is intrinsically linked to harmful community attitudes about sexual violence. For example, the *2017 National Community Attitudes towards Violence against Women Survey* found that as many as 4 in 10 Australians mistrust women's reports of sexual violence.¹¹⁴ In a focus group study where participants were asked to estimate the proportion of sexual allegations that are false, the average estimate was 21%.¹¹⁵

Some groups of women experience particular barriers when reporting sexual assault, including women with disability, women from diverse backgrounds, women with limited English

proficiency, women with uncertain visa status and sex workers. Institutional responses to victim-survivors seeking to report or seek help following a sexual assault have often been underpinned by barriers of unfair social stigma, discrimination or promoting feelings of shame preventing them from seeking appropriate support services.

Sexual harassment is part of the continuum of sexual violence and abuse and is predominantly experienced by women, girls and LGBTIQ+ people. Sexual harassment is experienced in a range of settings including workplaces, educational settings, sporting clubs, public places and online. Nearly 3 in 4 Australians report having experienced sexual harassment at some point in their lives, with women being twice as likely as men to experience sexual harassment.¹¹⁶ Significantly, the *2018 National Survey of Sexual Harassment in Australia* revealed almost 2 in 5 women have experienced sexual harassment in the workplace in the previous 5 years.

However, out of those affected, fewer than one in 5 had lodged a formal report or complaint. This study also found that people of diverse sexualities were more likely than heterosexual people to have experienced workplace sexual harassment in the previous 5 years.



Respect@Work

In parallel to implementing the National Plan, the Australian Government will implement all 55 recommendations of the *Respect@Work: Sexual Harassment National Inquiry Report* delivered in 2020 by the Australian Sex Discrimination Commissioner. This work is critical to ensuring safe and respectful workplaces for everyone and putting an end to sexual harassment at work.

In 2021, the Sex Discrimination Commissioner also delivered *Set the Standard: the Report on the Independent Review into Commonwealth Parliamentary Workplaces*.

It is crucial that Commonwealth parliamentary workplaces, as a standard for all Australian workplaces, are safe, respectful and reflect best practice in the prevention and handling of bullying, sexual harassment and sexual assault. The Australian Government will work to implement all recommendations of *Set the Standard*.

Pornography


Pornography often depicts physical and verbal aggression towards women, male dominance and female submission, and non-consensual behaviours. The relationship is complex, but research suggests there are links between people's pornography use and their attitudes about relationships, sex, and men's and women's roles and identities. For example, greater pornography use is associated with less progressive attitudes about gender roles, with a belief that women are sex objects and with acceptance of myths about rape. It is also associated with victim-blaming attitudes such as the belief that if a woman is affected by alcohol or drugs, she is at least partly responsible for whatever happens to her.¹¹⁷ Viewing pornographic material that showcases violence can have negative impacts on a young person's development with regard to their well-being and relationships and it can influence their attitudes and beliefs about sex, intimacy and consent.¹¹⁸ The Longitudinal Study of Australian Children found

the more often young men consume pornography, the more likely they are to enact sexual behaviour that the other person does not want.¹¹⁹

With pornography now overwhelmingly consumed online and via mobile devices, it is both prevalent and pervasive, perpetuating sexist, misogynistic and degrading views about women. This is a serious concern in addressing the drivers of violence against women and children.

Economic abuse including financial abuse

Economic abuse involves a pattern of control, exploitation or sabotage of money and finances and economic resources, which affects a person's ability to obtain, use or maintain economic resources, threatening their economic security and potential for self-sufficiency and independence.¹²⁰ Financial abuse is a common form of domestic and family violence. It is perpetrated by intimate partners or family members, and also occurs in the context of elder and carer abuse. It manifests in different ways but generally it is a type of



controlling behaviour where the perpetrator controls finances and assets to gain power and control in a relationship. Tactics can include controlling access to or taking/spending someone's money without permission, pressuring someone to loan money and refusing to pay back loans, forcing someone to transfer their assets into someone else's name, and preventing someone from gaining employment, thereby limiting their financial autonomy. Financial abuse is a powerful form of abuse and it is often the reason why women find it difficult to leave an abusive relationship. It can also occur after a woman has left an abusive relationship, through forms of technology-facilitated abuse, such as sending threatening and abusive messages via banking transactions or withholding online access to money.

For many women with disability and older women, economic abuse can be further complicated because there are insufficient legal safeguards in substitute decision-making, an arrangement that allows a guardian or caregiver to make financial or other decisions on another person's behalf.

Financial abuse is an intersectional, gendered issue. A 2017 study on economic abuse between co-habiting partners found 16% of women and 7% of men had experienced financial abuse in their lifetimes.¹²¹ The study also established that age, disability, financial stress, and health status were significant risk factors, especially for women. For example, 63% of women who experienced high financial stress and 24% of women with disability or long-term health condition had experienced financial abuse. Middle aged and older women also more commonly experienced financial abuse.

A 2021 study found Aboriginal and Torres Strait Islander women experience financial abuse in distinct ways.¹²² Evidence suggests they may experience financial abuse not only in intimate partner relationships, but in wider family relationships as well. Cultural norms about sharing wealth, caregiving and broader support systems based on reciprocity increase the risk

of financial abuse. One form of this abuse is 'humbugging', pressuring family members into giving financial assistance to the extent it is bothersome.

The COVID-19 pandemic has further increased the risks and experience of financial stress and financial abuse. In one study into Australian women's experiences of intimate partner violence during the pandemic, one in 5 women reported they had experienced financial abuse from their partner in the previous 12 months. Of these, one in 3 reported that their partner pressured them to give them money or access to their money, of whom 43% said that this had included their superannuation.¹²³ Sixty-six per cent of respondents who had been in a relationship longer than 12 months, and who experienced non physical abuse in the 12 months before the survey, said it was the first time it had happened or that it had become more frequent or severe. This indicates that pandemic-related stressors were a factor in the abuse.

More evidence and holistic solutions are needed to understand and address this pervasive form of domestic and family violence. Researchers and practitioners have called for greater attention to be paid to those groups more at risk, such as elders, Aboriginal and Torres Strait Islander women and women with disability and long-term health conditions. There is also the need to:

- address financial stress as a major priority for women leaving an abusive relationship
- develop a nationally consistent definition of financial abuse
- train more financial specialists about financial abuse and its effects
- adopt a holistic approach to addressing financial abuse, including working with banks, credit, utility and housing providers and welfare services
- build evidence on the types of financial abuse experienced by different women and children, including the intersections with forms of technology-facilitated abuse.

Technology-facilitated abuse

Technology-facilitated abuse is widespread and increasing, often taking the form of stalking, surveillance, tracking, threats, harassment and the non-consensual sharing of intimate images.¹²⁴

Perpetrators can misuse devices (such as phones or computers), accounts (such as email) and software or platforms (such as social media) to control, abuse, track and intimidate victim-survivors.¹²⁵ Research shows that mobile phones are the most frequently used technology, and texting and social media (such as Facebook and Snapchat) are the most common services perpetrators use to make unwanted contact with, or abuse, a partner or ex-partner.¹²⁶

By controlling technology in the home, perpetrators can cut women off from family and friends, vital pathways for assistance, and access to government services and funding. This isolates women and makes them dependent on the perpetrator. This has a particular impact for migrant and refugee women who rely on social media to contact family and friends, as well as for women with disability who may rely on technology for everyday services and interactions.¹²⁷ Women and girls have the right to the multiple economic and social opportunities offered online and through emerging technologies, and limiting their access contributes to gender inequality. Studies also show that children are being exploited through the use of technology particularly in co-parenting situations, with some abusers using their children's devices to gather information about a former partner's whereabouts and activities.¹²⁸

Perpetrators are also exploiting new and emerging technology and services, such as drones, artificial intelligence, online dating apps and the 'Internet of Things' to perpetrate sophisticated technology-facilitated abuse that can be difficult for victim-survivors to detect.¹²⁹ Perpetrators are increasingly using spyware as a common tactic of technology-facilitated abuse which significantly interferes with safety planning for women and children. Online platforms can also be used to perpetrate cyber abuse, in which perpetrators share seriously harmful content with or about a person. These forms of abuse are gendered. More than two thirds of complaints received by the eSafety Commissioner (eSafety) about cyber abuse and image-based abuse are from women.¹³⁰

The gendered abuse is also intersectional. eSafety research shows Aboriginal and Torres Strait Islander women, women from culturally and linguistically diverse communities, women who identify as LGBTIQ+ and women with disability are at greater risk of online abuse.¹³¹

Technology-facilitated abuse can cause victim-survivors to feel increased levels of fear and trauma, a sense of being trapped and also a fear of or disengagement from technology. This can compound isolation, restrict access to support and services and further reduce their full economic and social participation.¹³² Technology and internet access are essential for victim-survivors of gender-based violence to access vital health and social services, as well as law enforcement and legal services.¹³³



Addressing structural barriers to achieving change

Strengthening the sector, building the workforce

To end violence against women and children in one generation, multiple sectors need to work together in areas of prevention, early intervention, response, and recovery and healing. Across these domains, there must be a workforce comprised of people with the skills to prevent and respond to gender-based violence.

Workers in the specialist family, domestic and sexual violence sector are often under-recognised and undervalued, and there are few clear career pathways into the sector. Specialist skills are often learned on the job and under immense pressure, and can often result in worker burn out, vicarious trauma and risks to worker safety. Providing access to counselling, supervision, mentoring and de-briefing are some ways to ensure specialist staff stay in the sector. There are additional challenges and barriers to attracting, developing and retaining skilled and qualified staff in regional, rural and remote communities, including the availability of adequate infrastructure and housing, which need to be reflected in funding models.

“Workforce capacity and investing in that is really, really, really critical and that has a direct impact on the capacity for women and their families to receive good services and to be able to recover well, and that’s what we want”

Advocate, Monash Consultation Report, 2021

Outside of the specialist family, domestic and sexual violence sector are a range of workers across the justice system, the health system, educational institutions, workplaces and the media who come into contact with victim-survivors and perpetrators. But there is a significant gap in knowledge and understanding of the drivers of gender-based violence and in knowing how to respond safely, respectfully and compassionately.

The police force, the legal system and the judiciary, for example, are not specifically designed to deal with violence against women and children. Yet, it is estimated that, in some jurisdictions, 60% or more of police work is responding to gender-based violence.¹³⁴ The legal system and judiciary are involved in defending and prosecuting cases and sentencing offenders.

Healthcare workers are not consistently trained in responding to domestic, family and sexual violence, but the health sector provides much of the frontline support for victim-survivors. Evidence shows that a general practitioner is often the first person a victim-survivor turns to for advice and support.¹³⁵

Child protection knowledge has been integrated into qualifications, policies and procedures across a range of professions and industries. Following this example, education on the drivers of gender-based violence – and how to safely and ethically respond to and report it – must be integrated into the foundational training of the non-specialist workforce as part of gaining their qualifications. This will also help to prevent future incidences of gender-based violence by increasing community awareness and reinforcing that everyone has a role to play in ending violence against women and children.

In order to meet the need and work towards Australia's vision of ending gender-based violence in one generation, the sector also needs to grow. Building the sector, both in size and capability, will help to ensure that victim-survivors can access the support they need no matter where they live.

Having a workforce that is adequately skilled to *respond* to violence is just one side of the coin. There must also be an expert workforce to *prevent* gender-based violence. Like the response workforce, the prevention workforce needs to be multidisciplinary. It requires technical and content experts whose focus is on systems change, and sector-based professionals who tailor and deliver prevention initiatives within their organisations. To end gender-based violence in one generation, prevention needs to be embedded in every setting and sector.

Beyond receiving foundational training, non-specialists should receive ongoing, expert training and learning and development on preventing and responding to gender-based violence. Every victim-survivor should feel there is 'no wrong door', and workplaces have a role in stopping violence before it starts. To build this workforce, it is important that the specialist domestic, family and sexual violence sector and the non-specialist workforce work hand-in-hand. Mechanisms that support specialists to share their knowledge and expertise with other sectors and services will assist in developing and maintaining an inclusive, culturally safe and trauma-informed non-specialist workforce.

Collaboration and partnerships between specialist domestic, family and sexual violence services and other services such as Aboriginal Community Controlled Organisations, LGBTIQ+ community organisations, and organisations supporting people with disability and culturally diverse communities are critical in increasing the ability to provide tailored, expert care and support.

Every sector has a role to play in preventing, intervening and responding to those who experience gender-based violence. Schools, early years learning and childcare education staff may come into contact with family violence as a child protection matter and require appropriate

training to safely support women and children experiencing violence. Staff at all levels in tertiary education settings also need training to prevent and respond to incidents of sexism, sexual harassment, sexual assault and rape in their communities.

The media have a critical role in shaping how the community thinks and talks about violence against women. Currently, there is limited evidence-based education for journalists on the drivers of violence or how to safely and ethically report it, either as part of their formal qualifications or on the job. News reports often reinforce community attitudes that condone or tolerate violence. However, the media can also work in a positive way to raise awareness of support services for victim-survivors and provide supportive messaging about holding those who choose to use violence accountable.¹³⁶

Businesses and workplaces more broadly also have a role in preventing gender-based violence, as well as providing a workplace environment that is safe and free from harassment and abuse. One in 3 people has experienced workplace sexual harassment.¹³⁷ Changing the culture in a workplace starts at the top, with the leadership demonstrating a strong commitment to gender equality and respect, taking instances of violence seriously and responding appropriately. Effective processes and policies can also enable employees experiencing gender-based violence to seek support and receive assistance from their employers.

Housing is essential to ending gender-based violence in a generation

Domestic and family violence is the main reason women and children leave their homes in Australia and is the leading cause of homelessness for children.¹³⁸ Women and children who had experienced family and domestic violence made up 42% of Specialist Homelessness Services clients in 2020–21.¹³⁹

Women and children experiencing violence are often faced with significant financial costs of moving homes, including paying bond, rent,

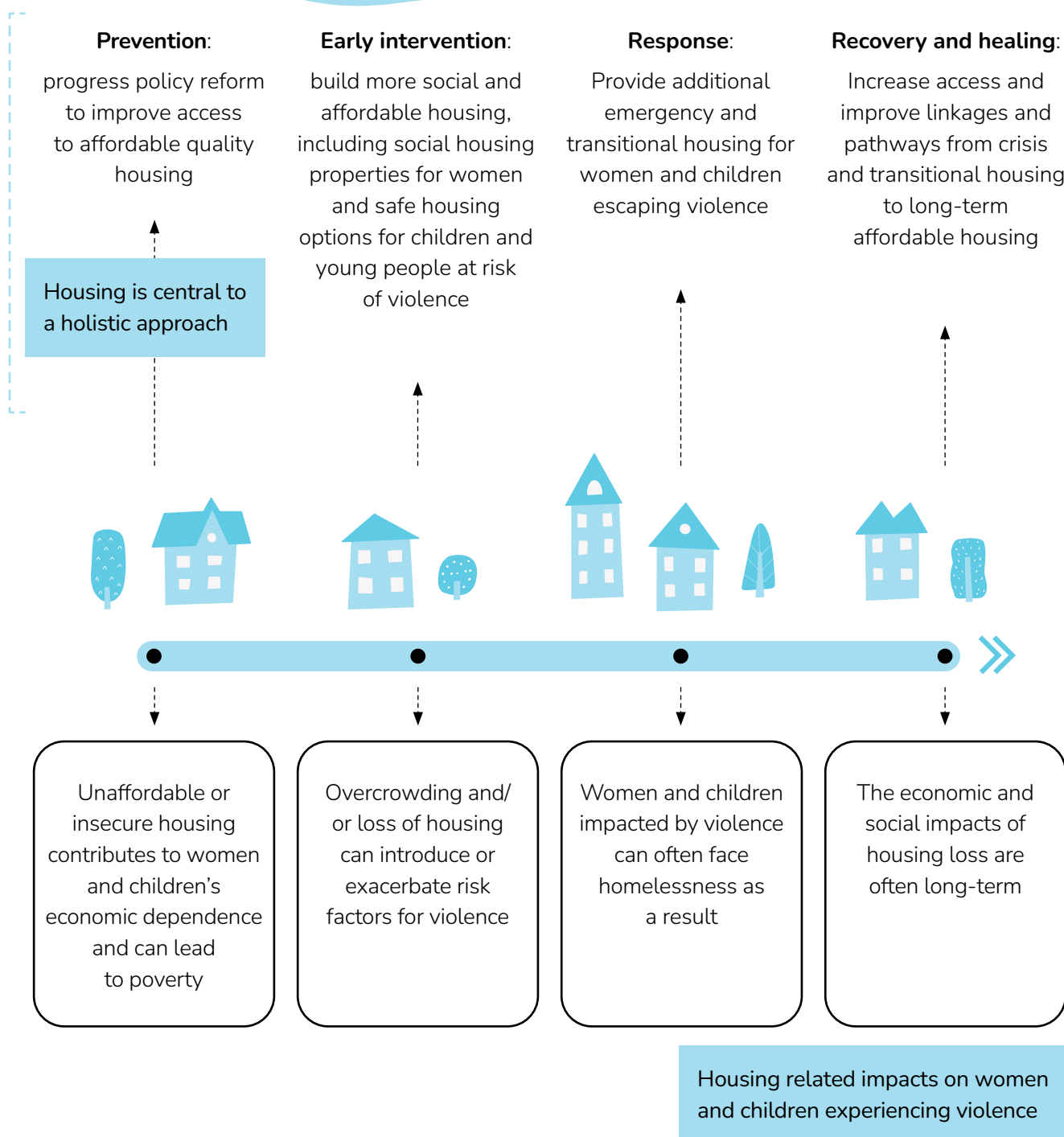
transport and purchasing new furniture and white goods. Unaffordable, inadequate and insecure housing results in over 7,000 women each year returning to violent homes because they have no place to live.¹⁴⁰

Unaffordable or insecure housing is a major barrier for victim-survivors to re-establish their lives after leaving a violent situation and a key consideration in their decision to leave. A shortage of transitional and long-term social and affordable housing means some women and children exiting crisis accommodation are faced with a choice of returning to a violent home or becoming homeless. This is further complicated by overcrowding in crisis accommodation, particularly prevalent in regional, remote and very remote areas. Women on temporary visas experiencing violence face additional barriers to accessing crisis, transitional and longer-term housing as these housing options are often limited to people with permanent residency or citizenship status.

Inadequate housing options limit women's and children's ability to leave violent situations and present barriers to accessing help and support. Inadequate housing has both social and cultural implications for victim-survivors. Escaping violence may force women and children to move towns or states, leaving country, community and support networks behind. This has significant effects on families' ability to recover and heal.

Aboriginal and Torres Strait Islander women and children have strong family values that extend well beyond the loyalties within a nuclear family and are not represented by a mainstream understanding of households. For Aboriginal and Torres Strait Islander women, the effects of homelessness are especially profound.¹⁴¹ Connection to Country and community are key sources of support and are fundamental to identity, a sense of belonging and feeling safe. It is important to understand kinship relationships to understand the need for culturally appropriate dwellings. Inadequate housing can further compound experiences of social exclusion and

Safe, affordable, and accessible housing is key to ending violence against women and children



disadvantage. Women from migrant and refugee backgrounds have similar needs.¹⁴²

Housing is central to personal safety and its role in policy responses must be considered across the continuum, from prevention to recovery and healing. Some emergency accommodation (particularly in older dwellings) is not designed to maximise privacy, security and dignity for clients, resulting in additional barriers for some people – such as mothers accompanied by adolescents, people with disability, transwomen and pet owners.

Improving housing outcomes for women and children experiencing violence requires both an increase in housing stock and better access to housing options. Affordable and secure housing fosters independence of women and children and assists in their recovery. The housing system can be difficult to navigate in times of crisis, particularly for women, children and families with low literacy levels and English as a second language. Housing across the spectrum must be adequate, accessible and fully resourced.

While improving pathways to long-term affordable and appropriate housing is central to supporting the long-term recovery of victim-survivors, it is critical to implement and expand programs that support women and children to remain safely in their own homes if that is their wish. People who choose to use violence need to be held accountable, and providing the option for women and children to stay safely in their homes – and retain their connections to Country and community – must be part of a holistic response.

Addressing barriers to create safety for victim-survivors

Leaving a violent intimate partner relationship is the most dangerous time for a victim-survivor and their children.

In addition to the safety implications, women face multiple and systemic barriers when

leaving a violent relationship, which can lead to homelessness, economic insecurity, social isolation and the loss of employment, income, assets, and support networks.¹⁴³ These impacts can be much worse for women living in areas where there has been underinvestment in local services and institutions, as well as insecure housing, such as Aboriginal and Torres Strait Islander women and children living in certain communities. There is a need to have adequate services and infrastructure with culturally safe options for victim-survivors.

These barriers, risks and impacts faced by women and children experiencing violence show why we need to reframe our approach. The onus and burden to leave violent relationships should not be placed on women and children experiencing violence. Rather, we need to focus on removing barriers so that women and children have a choice, their agency is respected and those who choose to use violence are held to account. This approach also involves recognising that leaving the violent relationship is not always the most appropriate or desired outcome.

Work on addressing barriers should include an emphasis on providing safe and affordable housing. This should include transitional housing to support women and children moving from crisis accommodation, and those who are recently separated. Other ways to remove barriers include providing:

- paid domestic and family violence leave, so women do not have to choose between their personal safety and their economic security
- affordable local public transport, so women and children can travel to safety and access services, employment and their social networks
- affordable childcare, to support women's economic security and social inclusion, and remove a significant obstacle to seeking help.

Strategies such as these reinforce that women and children should not face poverty and exclusion when leaving violence. Rather, they should be able to continue to access opportunities, employment and housing, and to maintain connections with their social supports and communities.

Improving service systems and eliminating systems abuseⁱⁱⁱ

The existing system has largely prioritised crisis, legal responses and mainstream responses to violence. However, systems, legislation and services can unintentionally promote women's dependency on men and perpetuate discrimination. For example, perpetrators can abuse legal systems to exert power and control over victim-survivors. Systems abuse affects victim-survivors' health and well-being as well as having social and economic impacts. It undermines confidence in the legal system, denies victim-survivors support and may inadvertently help the primary perpetrator further control the victim-survivor.¹⁴⁴ These factors may prevent the victim-survivor from reporting abuse, while poor or inadequate legal penalties for the perpetrator and reduced accountability can present additional barriers to reporting. The services on offer may lack a specialised approach, and may not be culturally safe or appropriate, which can further undermine victim-survivors' confidence in the system.

The inappropriate use of legal penalties against victim-survivors who have used violence in response to violence perpetrated against them has been of concern for decades.¹⁴⁵ This often stems from a systems failure, which responds to violence as single incidents. For example, a person using violence in a single incident may be considered the perpetrator, but when viewed more broadly, it is clear that they are the victim of a pattern of coercive control and are using retaliatory or pre-emptive violence. Failure to correctly identify

the perpetrator disproportionately affects Aboriginal and Torres Strait Islander women, who are also more likely to encounter structural racism in their interactions with the criminal legal system.

Social security

Australia's social security system supports victims and survivors to not only leave a violent relationship, but also to establish a life free from violence. Examples of support include:

- Crisis Payment, which is available to victims of family and domestic violence up to four times a year
- Rent Assistance
- higher single rates of social security payments.

Further, there are a number of policy settings in place to ensure the social security system is designed to support victim-survivors, including exemptions from mutual obligation requirements and assets tests. Building on work with Economic Justice Australia, amendments have been made to the Social Security Guide to ensure Services Australia staff are well equipped to offer this greater flexibility and support, and to ensure that family and domestic violence is considered in assessing payment eligibility, including when a person is considered as a 'member of a couple'. The Australian Government will continue to ensure the needs of women and children experiencing family and domestic violence are taken into account in the delivery of government services.

There have been calls to ensure the adequacy of some social security payments to reduce the financial pressure on people experiencing domestic violence and improve their ability to re-establish a home free of violence. The situation for some women has been improved by the

ⁱⁱⁱ Systems abuse refers to the manipulation of legal and other systems by perpetrators of family violence, done so in order to exert control over, threaten and/or harass a current or former partner

availability of the Escaping Violence Payment, which provides financial assistance to people forced to change their living situation due to violence. However, it is acknowledged that this support is one-off and only available once a year.

The Australian Government has committed to review the adequacy of the JobSeeker payment at each Budget. This will consider the circumstances and needs of all Australians who need this support, including sole parents and those who have experienced violence will be part of these deliberations.

Services Australia is committed to providing assistance and support to victim-survivors through its own Family and Domestic Violence Strategy. To reinforce this commitment, a range of strategies have been implemented to ensure the safety of customers and their families, including providing staff with regular training and guidance materials to help identify when customers may be experiencing violence. Training and guidance materials are regularly reviewed to ensure they are up to date and appropriate.

Services Australia continues to build and maintain strong relationships with external referral services, other government agencies, and community service providers to link people to the best support and care services available. There are a number of well-established, specialist teams in place to provide targeted services to those who require it. Additionally, insights from a current agency pilot program is helping to ensure that a more integrated service response is in place for mutual customers who are at significant or immediate risk of family and domestic violence.

In addition to this, there are other initiatives focused on enhancing the customer experience for Child Support customers by simplifying existing processes and providing staff with the tools they need.

Improving the family law system

While states and territories share responsibility for addressing family and domestic violence, the Commonwealth is responsible for the federal family law system.

It is critical that the system protects those at risk of violence – including children and young people – who are victims and survivors of family violence in their own right. The community continues to look to its legal systems to provide accessible and efficient processes when a decision has been made to dissolve a partnership. These systems also need to provide assurances of safety during those processes, particularly where children are involved. While much has been done, work will continue to help more separating families resolve disputes in a timely and safe manner, so that litigation is a last resort.

Since the 2010–2022 National Plan was developed, there have been a series of initiatives within the family law system to help families separate in a safe, child-centred, supportive, accessible and timely way. The aim of these initiatives has been to provide better coordination and awareness of family safety issues in Australia's family law system, and increase the protections and support available to victim-survivors as they move through the court system. Pilot programs within the courts such as the Lighthouse Project and the co-location of child protection and policing officials within family law court registries across Australia have improved the family court system's capacity to recognise and respond to violence against women and children in a timely manner.

When families separate, they are encouraged to settle matters out of court, where it is safe to do so. The Australian Government funds family relationship services that provide free and low

cost assistance to help families manage their family separation and relationship issues. Most notably, as separation is a risk factor for family violence, services help women make decisions about post-separation arrangements, including where financial abuse is present. Children's best interests are always the main consideration in resolving parenting disputes, and a range of services are available to meet the diverse needs of families to help them achieve this outcome. The vast majority of family law matters are settled outside the court system.

When matters proceed to court, they are usually heard by the Federal Circuit and Family Court of Australia or the Family Court of Western Australia. Of the small minority of matters that end up in court, the majority involve allegations of family violence. From 1 July 2021 to 30 June 2022, data from the Notices of Child Abuse, Family Violence or Risk, which are filed with applications for final orders in the Federal Circuit and Family Court of Australia, indicates that:

- in 70% of matters, one or more parties alleged that a child had been abused or was at risk of child abuse
- in 80% of matters, one or more parties alleged that they had experienced family violence
- in 74% of matters, one or more parties alleged that a child had experienced family violence
- in 53% of matters, one or more parties alleged that drug, alcohol or substance misuse by a party had caused harm to a child or posed a risk of harm to a child
- in 58% of matters, one or more parties alleged that mental health issues of a party had caused harm to a child or posed a risk of harm to a child
- in 66% of matters there were four or more risk factors alleged by either party.

Despite the progress that has been made, there is still work to do, particularly in relation to improving victim-survivors' experiences of the family law court system and through the provision

of safe, accessible, and adequate restorative justice processes and family dispute resolution.

Guided by the recommendations of 2 recent comprehensive reviews of the family law system, more will be done to make the family law system, safer and easier to use, and to ensure safer outcomes for women and children.¹⁴⁶

Improving criminal justice responses

Under our federal system of government, each jurisdiction is responsible for administering its own criminal justice system, including criminal laws, policing, courts and corrections. This includes the determination of domestic, family and sexual violence crimes and the provision of police and court ordered intervention orders. While state and territory governments are primarily responsible for criminal justice responses to family, domestic and sexual violence, the scale and prevalence of this violence, and the associated barriers to justice, make it an issue that requires national collaboration.

Key areas for improvement throughout the life of the National Plan include enhancing access to equitable justice outcomes for all victim-survivors; identifying and removing barriers to reporting violence and engaging with the criminal justice process; investigating and prosecuting violence against women and children including sexual violence; ensuring police and prosecutors have the tools and training they need to respond effectively to the use of violence; and strengthening our responses to perpetrators of violence. Capacity building for legal services, including Women's Legal Services and Aboriginal and Torres Strait Islander Women's Legal Services, police, the judiciary and community corrections is also a priority.

Characteristics of the criminal justice system, including the use of legal terminology, complex processes, the adversarial system and long trials, can act as barriers to victim-survivors accessing

justice. This is particularly true for people whose ability to participate in the criminal justice system may be impaired due to trauma or mental, physical or emotional factors.

We also recognise that victim-survivors have diverse lived experience, and can experience violence and trauma differently, meaning they may also have different needs in relation to justice outcomes.

Governments are exploring alternative pathways and strategies to address violence, especially for victim-survivors who do not wish to engage directly with law enforcement or the formal court process. For example, in some jurisdictions, victim-survivors who do not wish to formally report their sexual assault to police can report it in an anonymous, informal way.¹⁴⁷ The National Plan also complements work governments are undertaking under the *Work Plan to Strengthen Criminal Justice Responses to Sexual Assault 2022–2027*.

Access to justice for different communities

Currently, many communities do not have safe and equitable access to justice. This may be due to geographic barriers. For example, family dispute resolution services are not available in many regional and remote areas. Cultural and linguistic barriers may mean that communities that speak languages other than English may find justice systems confronting and difficult to navigate.

Moreover, negative experiences with the police and the judiciary, and concerns about giving evidence against family members for reasons including shame, stigma and fear of retaliation, may mean that some victim-survivors are reluctant to engage with the criminal legal system.

There have been some initiatives to overcome these barriers to access, such as family violence specialist courts, virtual outreach legal services and intermediary schemes for victim-survivors and

witnesses. To improve equitable access to justice, more needs to be done to ensure justice systems are safe, accessible and easy for victim-survivors to navigate.

Journey through the justice response

Alternative approaches, such as restorative justice, family dispute resolution, roundtable conferencing and community courts (such as the Koori courts and Murri courts), also need to be available and accessible. Some communities, such as Aboriginal and Torres Strait Islander communities, have experienced disproportionate levels of institutional violence at the hands of police, corrections and the Australian legal system, and therefore, alternative, trauma-informed and culturally safe justice pathways may be more appropriate. Other communities, such as LGBTIQ+ communities, where acts like consensual sex between men have historically been criminalised, have also faced discrimination and violence at the hands of the justice system that impact their trust and engagement with these systems.

Alternative and culturally appropriate community driven systems should be available, where Elders and whole communities can be involved in processes that create safety for victim-survivors and support their restoration and healing, while holding perpetrators to account and facilitating rehabilitation.

In addition to providing culturally safe approaches, access to justice involves making sure that systems are culturally, linguistically, physically and geographically accessible to diverse communities – for example, migrant and refugee women including those on temporary visas, who may have a first language other than English, and victim-survivors living in remote areas. These systems should be equally responsive and accessible to people with disability and older women, which may involve providing outreach to institutions and aged care facilities.

The adversarial criminal justice system can also be an unsafe place for victim-survivors. This can be through unsafe practices, such as shared waiting rooms, or through inappropriate lines of questioning for sexual assault survivors. If victim-survivors choose to seek justice through the legal system, the system must provide a safe environment and ensure victim-survivors are prepared, know what to expect and are able to make informed choices. This should be supported by trained legal services and judiciary who are educated about:

- the drivers, forms and dynamics of domestic, family and sexual violence
- trauma-informed court practices
- the impact of these crimes on victim-survivors, including how perpetrators may use the system against them.

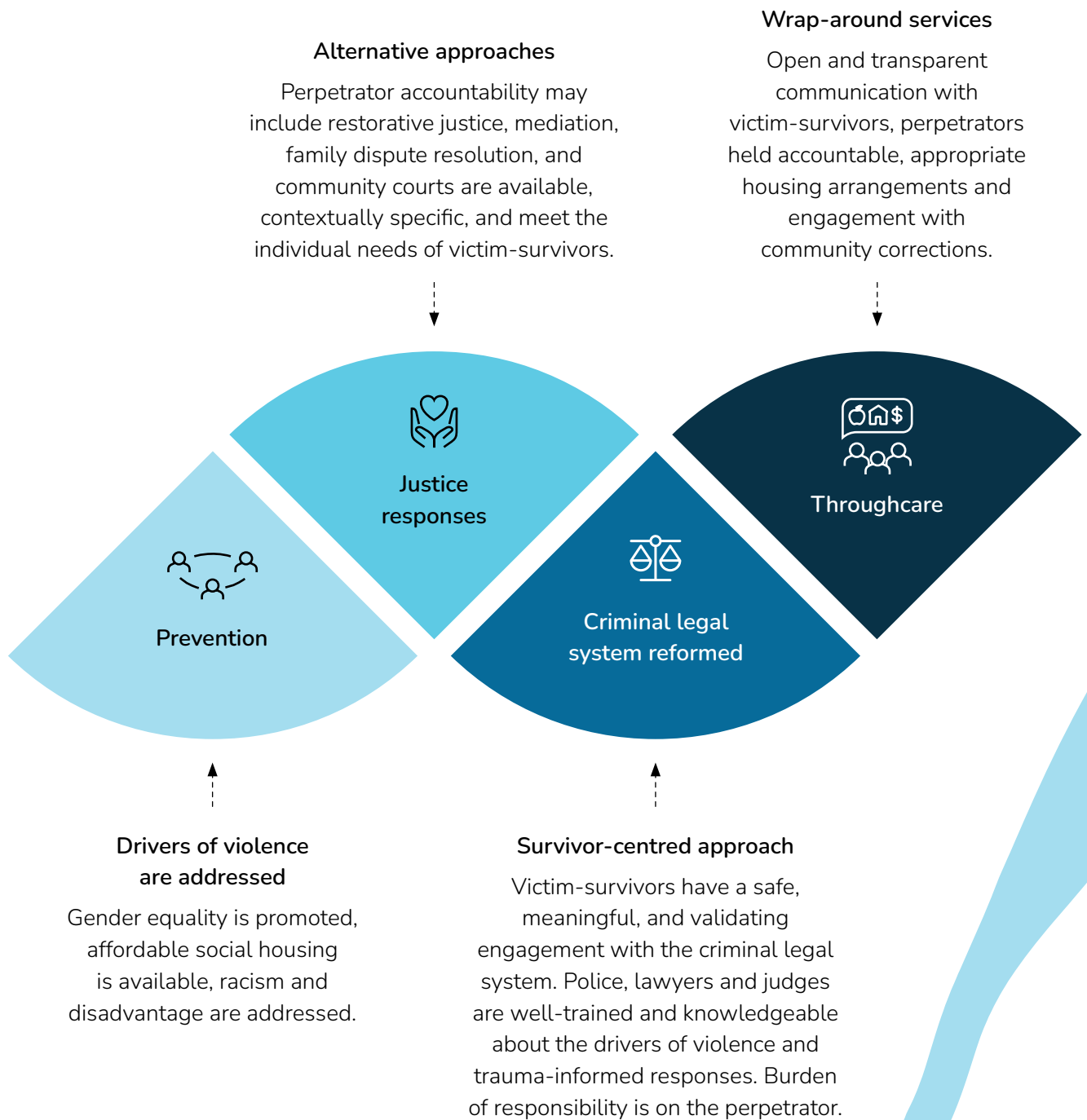
Justice responses should also seek to accommodate the different needs and interests of victim-survivors and employ, where appropriate and safe to do so, different forms of accountability for perpetrators. These might include community sanctions and restorative processes, alongside legal sanctions and perpetrator interventions.

Restorative justice processes should also be available where appropriate to young people and children who have experienced violence. These processes can promote healing and provide victim-survivors with a validating engagement with the justice system. However, these must be delivered by trained specialist services skilled in trauma-informed restorative justice processes.

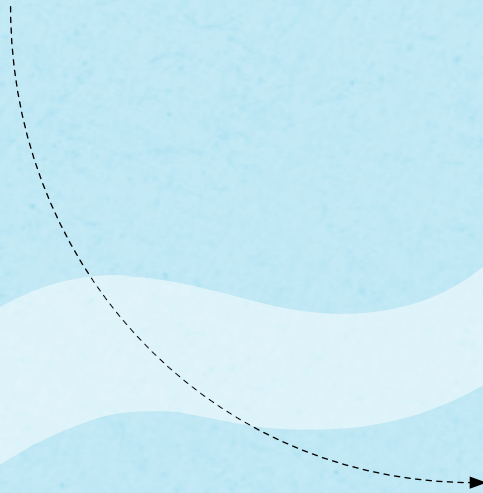


Journey through justice response

Co-ordination, integration, accompaniment



Cross-cutting principles



Advance gender equality

“Achieving gender equality is key to preventing violence.”

Delegate Statement, 2021 National Summit on Women's Safety

Everyone, regardless of gender, identity, ability, race and sexuality, has the right to live and work free from violence and harassment. To achieve this, we must address gender inequality and other forms of discrimination, because these create the social context in which violence against women and children occurs. Evidence shows that higher levels of violence against women are consistently associated with lower levels of gender equality in both public life and personal relationships.¹⁴⁸ Attitudes that deny gender inequality is a problem and support rigid gender roles are the strongest predictors of attitudes that support or condone violence against women.¹⁴⁹ Evidence also shows that more gender equal societies have far lower rates of violence against women, and that people with gender equitable views are much less likely to use violence.

Gender inequality is present when unequal value is afforded to women and men and there is an unequal distribution of power, resources and opportunity between them. While progress has been made through policies and laws to support women's rights and opportunities, there is more work to be done to advance gender equality in Australia. Gender inequality is maintained through:

- social norms such as rigid gender norms and stereotypes
- systems and institutions such as policies that limit women's economic participation
- differences in child-rearing practices for boys and girls

- structures and practices that limit women's participation in the workforce and perpetuate the gender pay gap and the superannuation gap.

Gender inequality does not exist in isolation. It intersects with other forms of structural and systemic discrimination. This means that some women face higher rates of violence, are at a heightened risk of experiencing or being exposed to certain forms of harassment, and can experience greater barriers to accessing support and recovery.

To end violence against women and children, we must address gender inequality in all its forms and expressions. This includes improving women's representation in leadership and decision-making roles and addressing barriers to women's economic and financial security. Work to address violence against LGBTIQ+ people should be led by organisations and individuals within those communities, based on their own frameworks and priorities.

The National Plan will intersect with and be complemented by a National Gender Equality Strategy as well as with existing state and territory strategies on gender equality.

Gendered drivers of violence against LGBTIQ+ people

Gender inequality is underpinned by rigid, binary and hierarchical constructions of sex, gender and sexuality. These also have a significant impact on the violence that LGBTIQ+ people and communities experience.¹⁵⁰

Addressing gender inequality is thus key to addressing multiple forms of gender-based violence. However, work to address violence against LGBTIQ+ people should be led by organisations and individuals within those communities, based on their own frameworks and priorities.

The diverse lived experiences of victim-survivors are informing policies and solutions

No effective solutions can be developed without the people most affected by them, and whom this National Plan intends to serve. Victim-survivors must be at the heart of solutions. Victim-survivors have specific and contextual expertise that comes from lived experience of abuse and violence. They have intimate first hand knowledge of services, systems, and structures that are meant to support them but have sometimes failed them. They know from experience the weaknesses and strengths of interventions in practice.

The National Plan commits to working with victim-survivors and recognises the value of lived experience in informing appropriate and effective initiatives. To achieve this the Domestic, Family and Sexual Violence Commission will establish a formal mechanism for embedding victim-survivor engagement at the national level.

This will mean:

- making sure the diverse views and perspectives of victim-survivors are central in developing the Action Plans that will underpin this National Plan
- setting up mechanisms for ongoing engagement and consultation with victim-survivors to support implementation of the National Plan and its Action Plans
- supporting victim-survivor led advocacy groups to contribute to policy development and implementation
- recognising trauma as a normal response to abuse and as an injury of gender-based violence. Trauma recovery and actions to redress the lifelong impacts of violence and abuse on victim-survivors are embedded in the Action Plans.

“For the National Plan to be successful ... it needs to be something that upholds and preserves the dignity of women. And we do that by centring her as the expert in her life and stepping away, stepping out of the way and allowing her to have choice and agency, that is essential.”

Advocate, Monash Stakeholder Report, 2021

Closing the Gap

The National Agreement on Closing the Gap (Closing the Gap) is an agreement by all Australian governments and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations. The objective of Closing the Gap is to enable Aboriginal and Torres Strait Islander peoples and governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander peoples, so they achieve life outcomes equal to those of all Australians.

In addressing violence against Aboriginal and Torres Strait Islander women and children, it is vital to recognise the continuing trauma and intergenerational effects of colonisation. It is also essential to make sure responses to violence address these ongoing effects.

The National Plan will reinforce and support the Closing the Gap framework by taking a strengths-based approach to working with Aboriginal and Torres Strait Islander communities.

Further, it will align with the Priority Reforms:

- Formal partnerships and shared decision-making
- Building the community controlled sector
- Transforming government organisations
- Shared access to data and information at a regional level.¹⁵¹

In alignment with Closing the Gap, the National Plan supports measures designed to achieve Closing the Gap Target 13: *By 2031, the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children is reduced at least by 50%, as progress towards zero.*¹⁵²

The National Plan also directly and indirectly supports Closing the Gap Targets contributing to addressing over-representation in the justice and out-of-home care systems and reducing suicide (Targets 9, 10, 11, 12 and 14).

Putting Aboriginal and Torres Strait Islander peoples at the forefront of the National Plan is critical to achieving real change. This will mean:

- measuring and reporting on how the National Plan is contributing to the achievement of Closing the Gap Target 13
- developing solutions with and led by Aboriginal and Torres Strait Islander peoples, Elders and communities
- Aboriginal organisations delivering family, domestic and sexual violence services, healing, men and boys services and recovery services to their communities
- ensuring there are mechanisms and genuine partnerships to make sure mainstream services embed cultural safety at their core and meet the needs of Aboriginal and Torres Strait Islander peoples
- establishing prevention-focused services that support and strengthen families, and recognising trauma-informed responses for children impacted by violence

- ensuring specialist programs and services are designed with, by and for Aboriginal and Torres Strait Islander peoples and communities
- developing the Aboriginal and Torres Strait Islander workforce and prioritising opportunities for Indigenous workers to build their capacity
- organisations, businesses, and governments collaborating and sharing with Aboriginal and Torres Strait Islander peoples and communities in a process of two-way learning to deliver localised best-practice responses
- ensuring Aboriginal and Torres Strait Islander communities retain ownership of their cultural knowledge and intellectual property, and integrating mechanisms to promote data sovereignty into the underpinning Action Plans and future standalone First Nations National Plan.

“The Aboriginal community controlled health services sector and other Aboriginal community controlled organisations have a central role in their communities in strengthening families, preventing violence at an individual and community level, and supporting healing from intergenerational trauma and operationalising Aboriginal self-determination.”

Delegate Statement, 2021 National Summit on Women's Safety

Person-centred coordination and integration

Ending violence against women and children requires a holistic multi-sectoral and culturally informed approach and the coordinated efforts of multiple stakeholders.

The National Plan acknowledges the vital role that specialist domestic, family and sexual violence services have played in supporting, advocating for, and uplifting their clients for decades.

A cross-cutting focus of the National Plan is to ensure that all stakeholders, from governments right through to locally based specialist service organisations, communicate effectively and share information. This will support them to coordinate their work and reinforce each other's efforts. Better coordination and integration of a range of systems that assist and support women and children experiencing, or at risk, of violence is integral to creating a person-centred service system.

Mechanisms are needed that enable coordination and collaboration across jurisdictions, sectors and settings, and promote consistency between legislative and policy reforms, programs, and other response and prevention efforts.

These mechanisms respond to and manage risk, and provide a pathway for victim-survivors to aid their recovery. This may include:

- establishing safety and security – for example, through access to police, shelters and transitional housing
- providing health care and treatment – for example, through hospitals and general practitioners, and through socio-emotional support

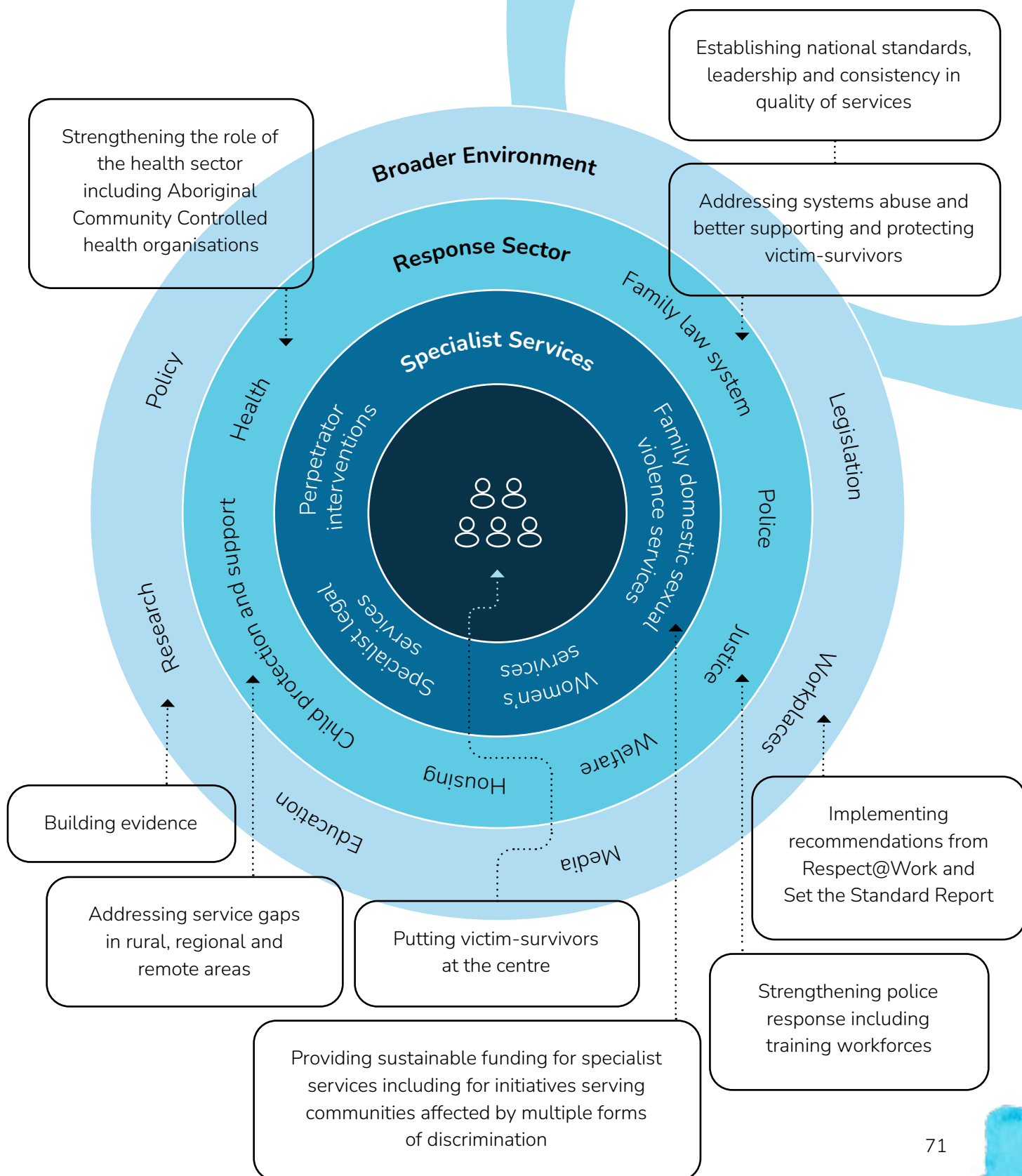
- holding people who choose to use violence accountable – for example, through perpetrator interventions, legal responses and child protection
- providing additional and ongoing support – for example, through case management, advocacy and long-term housing
- establishing referral pathways to make sure the victim-survivor receives follow-up and ongoing support
- making sure follow-up responses acknowledge and manage potential ongoing risk to victim-survivors.

A person-centred service system requires minimum standards to ensure quality and consistency. Under a person-centred system approach, services are aware of each other, and referral pathways are clearly established. This upholds victim-survivors' confidentiality and limits the number of times they must retell their story.

A person-centred service system is timely, safe, inclusive, tailored and accessible, and it delivers integrated specialised services that reinforce the need to work together to end gender-based violence.

Person-centred service system

Delivering a safe, inclusive and accessible service system



Intersectionality

Women and children are not a homogenous group. They have many and varied personal identities, backgrounds, experiences and social positions. The National Plan takes an intersectional approach to addressing men's violence against women, children and LGBTIQ+ people because it is critical to success across all efforts.

This approach recognises that violence and gender inequality exist in relation to multiple and intersecting structural and systemic forms of discrimination, such as racism, colonialism, ableism, homophobia, biphobia and transphobia and ageism. Class discrimination and poverty also compromise the health and safety of women and children. These affect the prevalence, dynamics and severity of violence against women. Not only do these systemic and structural intersections affect women's experiences of violence, both as individuals and as groups, but they also have an impact on how gender and gender inequality are constructed and experienced.¹⁵³ They can also limit or undermine the consequences perpetrators face for choosing to use violence.

While gender inequality and gendered drivers of violence are always relevant in explaining its use against women, they may not be the most significant factors in every context. The probability of experiencing violence (or particular forms of violence) is higher for some women. This is not because some women are inherently 'vulnerable'. Rather, it is because of the intersections between the social, political and economic processes of gender inequality and other forms of systemic and structural inequality.

Some examples of intersections are as follows:

- Aboriginal and Torres Strait Islander women and children face complex barriers that are compounded by the ongoing legacies of colonisation including racism, systemic barriers, social and economic disadvantage resulting from intergenerational and ongoing experiences of trauma and culturally unsafe service provision.¹⁵⁴
- Refugees and migrants, including those on temporary visas and in particular those of colour, experience racism, sexism and other specific forms of discrimination that intersect to drive increased levels of violence against women from these groups – violence that is both gendered and racialised. Women from migrant and refugee backgrounds are less likely to report violence against them due to language barriers, cultural stigma, concerns about visa and residency status, and financial insecurity.¹⁵⁵ Migrant women, including those on temporary visas, also face structural barriers other women do not, such as the impact ending a relationship has on their visa status and eligibility for social security.¹⁵⁶ Granting migrant women access to support services, regardless of their visa status, will help ensure they are not left out.
- Sexism and ableism intersect and compound to drive high levels of violence, and particular forms of violence, against women and children with disability.¹⁵⁷ For example, family members and/or carers and guardians may control the decision-making for and limit the independence of women with disability, making it difficult for them to access help when they need it. They are further excluded when services are not designed with accessibility in mind.¹⁵⁸
- Cisgenderism and heteronormativity, including rigid gender norms, drive and normalise violence against LGBTIQ+ people of all genders.

- The systems and structures of military service and the deeply held cultural views relating to veterans in Australian society mean veterans and their families can be isolated and face complex barriers to help seeking – both as victim-survivors and perpetrators – during and after military service has ended.

The National Plan promotes actions across the domains of prevention through to recovery and healing that respond to the diversity of women and children, while addressing the underlying drivers of gender-based violence.

People who choose to use violence are held accountable

Violence against women and children will not end without a clear and sustained focus on perpetration. Victim-survivors are never responsible for the violence they experience, yet too often the public and institutional response to women experiencing violence is “Why doesn’t she just leave?”. This attitude, pervasive in media reporting and throughout society, places the onus on victim-survivors to end the violence they are experiencing and to seek safety, with little consideration given to the social, economic and safety implications for women and children. Most notably, the act of violence, and the person choosing to use violence, is not the focus of scrutiny, with questions like “Why doesn’t he stop?” almost never asked in tandem. This results in inadequate attention on the role this system must play in holding people who choose to use violence accountable for their behaviours.

Holding people who choose to use violence accountable means the responsibility to stop using violence belongs to the person using it.

The persistent misconception that violence ends once a woman leaves her violent partner can place victim-survivors at further risk, because it ignores the power and control that underpin gender-based violence. Responses to violence must take into account that separation is a risk

factor for the escalation of violence, especially in intimate partner homicide.

Nearly one in 3 Australians agree that women who do not leave a relationship in which violence is occurring hold some responsibility for the abuse continuing and just over one in 6 “don’t believe it’s as hard as people say it is for women to leave a violent relationship”. These attitudes and beliefs create the conditions where violence against women and children is dismissed, condoned or justified.

Violent and abusive behaviour rarely occurs as a single incident. Instead, domestic violence is characterised as a pattern of violence, abuse and control that occurs over a period of time. For some women, the experience of domestic violence can span many decades. For some men, their use of violence and abuse can be repeated from one intimate partner to the next. Responses that focus exclusively on single acts of violence do not adequately consider the broader pattern of violence and abuse, meaning that individual acts can seem less significant and may not be taken seriously. This view also means that an escalation in violence and risk to the victim-survivor can be minimised and overlooked. Responses to violence against women and children must be designed to recognise and respond to the pattern-based nature of violence and abuse.

It is also vital that services, and the law enforcement and justice systems, are equipped to accurately identify the person using violence. Misidentification of the victim-survivor as the perpetrator can occur when only single events or incidents of violence are considered (for example, a single act of physical violence) rather than those events or incidents forming a pattern over time or being considered within a certain context (like leaving). Victim-survivors who retaliate for their own safety and protection, or act to keep their children safe from harm, are more likely to be misidentified as a perpetrator and be charged with an offence or have a co-responding protection order issued against them. The safety of victim-survivors should be prioritised and upheld within all service and support systems, including in harm-based risk assessments.

Misidentification often results in inappropriate legal sanctions against the victim-survivor, including domestic violence orders.¹⁵⁹ Other negative consequences for victim-survivors can include safety risks, involvement by child protection agencies, loss of housing and income support, mistrust of police and legal systems, long and complicated court proceedings, and negative effects on their health and wellbeing.

Misidentification can also result from biases including inequality, and/or racial and other forms of social discrimination. For example, people can hold gendered stereotypes about how an 'ideal victim' should act. However, a victim-survivor may appear to be agitated (which is a normal response to trauma) or may appear 'uncooperative', meaning they are misidentified as the perpetrator.

Perpetrators, on the other hand, may appear to be calmer, more cooperative, more convincing and more in control. Victim-survivors from diverse groups, including Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse communities, LGBTIQ+ people and people with disability, are at risk of being misidentified as the perpetrator if assessments

are based on stereotypes, the miscategorisation of family and domestic violence, or a misunderstanding of the use of violence, power and control.

The recidivism rates of people known to have committed family, domestic and sexual violence must be addressed. Research from 2016 suggests around 50% of offenders commit a further domestic violence offence within 4 years of their initial offence.¹⁶⁰ Effective early intervention strategies not only aim to prevent perpetrators from reoffending with current partners, but seek to address repeated patterns of behaviour with future partners. Being able to safely share information across services and jurisdictions about an individual's history of engaging in violent and abusive behaviour would support a coordinated approach to holding people who choose to use violence responsible.

It is important that there is a diverse range of perpetrator interventions available both in community and justice settings to promote behaviour change and stop violence from occurring again. To ensure safety outcomes are achieved, it is vital that there are services available that respond to the unique and varied needs of perpetrators, beyond men's behaviour change programs. For example, early intervention services engage with people who are at risk of using violence before they do so. Perpetrator interventions can be delivered across mainstream and specialist services, including drug and alcohol services, police interventions, and court mandated interventions and responses. Monitoring and evaluation of all perpetrator interventions, including legal and justice interventions, should indicate whether they uphold victim-survivor safety and reduce or stop a perpetrator's use of violence.

What does accountability mean?

To focus attention and expectations on the actions of people who choose to use violence, we need a better understanding of accountability. Accountability can take different forms and can involve:

- victim-survivors being heard and believed, and the person who committed the violence facing appropriate consequences
- victim-survivors never being held responsible for addressing the violence they face
- people who have used violence taking personal responsibility for their violence and choosing to change their behaviour
- people who have used violence understanding what they have done, working towards changing their behaviour and repairing the harm caused
- people who have used violence face legal, justice or other consequences
- services and systems correctly identify the perpetrator
- improved community understanding of gender-based violence
- social and societal accountability for people who use violence.

It is critical that tailored and culturally safe services and system responses are available to men who seek to address their use of violence.

Violence against women

is tragically common across all Australian communities.

The term 'intersectionality' was originally coined by Kimberlé Crenshaw using the metaphor of a traffic intersection. She explained:

"Consider an analogy to traffic in an intersection, coming and going in all four directions. Discrimination, like traffic through an intersection, may flow in one direction, and it may flow in another. If an accident happens in an intersection, it can be caused by cars traveling from any number of directions and, sometimes, from all of them. Similarly, if a Black woman is harmed because she is in the intersection, her injury could result from sex discrimination or race discrimination."

Source: From the article in *Feminist Theory and Anti-Racist Politics* (1989).

Workplace sexual harassment was higher among those identifying with

diverse

sexual orientation (52%).

Aboriginal and Torres Strait Islander women are

11 times more likely

to be killed due to family violence compared with non-Indigenous women.

1 in 3

women has experienced physical and/or sexual violence perpetrated by a man they know.

1 in 2

women has experienced sexual harassment in their lifetime.

Biphobia

Cisgenderism

Gender inequality creates the conditions in which this violence occurs, is tolerated, justified and condoned.

Homophobia

Racism

Intergenerational trauma

Colonisation

Ableism

To end violence against women, multiple intersecting forms of discrimination and disadvantage must be disrupted.

Driver 1 Condoning of violence against women

Driver 2 Men's control of decision-making and limits to women's independence in public and private life

Driver 3 Dominant forms of masculinity and rigid gender stereotyping

Driver 4 Male peer relations and cultures of masculinity that emphasise aggression, dominance and control

Women living in regional and remote areas experience

higher rates

of intimate partner violence compared with women in capital cities (21% compared to 15% since age 15).

Domestic violence is a

leading cause

of homelessness in Australia.

Geographic disadvantage

Systemic discrimination



This results in higher rates of violence being perpetrated against particular women and gender diverse people, often in complex ways, with severe impacts. This can also make it more difficult for these women to access support.

Housing insecurity



80% of incarcerated women reported prior experience of family, domestic and sexual violence.

In 2017–18, more than

10,900 calls

were made to elder abuse helplines across Australia.

In 2017, young women

aged 15–34

accounted for more than half of all police-recorded female sexual assault victims.

Ageism



Immigration law and uncertain visa status result in unique patterns of abuse among

migrant and refugee women.

2 in 5 ●●●●●

women with disability have experienced physical violence after the age of 15.





A holistic approach: Focus areas across the continuum

The National Plan takes a holistic and multi-sectoral approach to ending violence against women and children in one generation. This builds upon the progress made, and lessons learned over the last 12 years. We acknowledge where we have come from and where we have more work to do.

The priority areas for action are evidence-based and span the continuum of prevention, early intervention, response, and recovery and healing. The priorities are interconnected, with each action reinforcing the effectiveness of others. For example, recovery and healing from childhood trauma contributes to long-term prevention by addressing one of the factors that reinforce violence against women. High-quality and accessible response services hold perpetrators accountable, and in turn reduce the recurrence of violence.

Suggested focus areas for action for each of the domain objectives outlined below can be found in Appendix 1.



Prevention

Our national vision is a country free from violence against women and children. The only way to achieve this is to stop violence from happening before it starts, through prevention efforts.¹⁶¹ Prevention is a long-term national priority, and focuses on ending violence in one generation.

What is prevention?

Prevention means stopping violence against women from occurring in the first place by addressing its underlying drivers. This requires changing the social conditions that give rise to this violence; reforming the institutions and systems that excuse, justify or even promote such violence.¹⁶² Effective prevention requires integrated and cohesive work that builds mutually reinforcing action at all levels, together with clearly defined and well-supported implementation.

Comprehensive prevention aims to influence laws, policies, and the practices and behaviours of organisations, groups and individuals. This whole-of-society approach engages people of all ages in all the places they live, work, learn, socialise and play. It includes a broad range of activities such as:

- employer-led workplace initiatives to embed respect and gender equality in organisational structures, policies and cultures
- efforts to encourage more respectful and informed reporting on violence against women in the media
- respectful relationships and consent education in schools
- gender-responsive policy analysis and development processes to identify ways to address the gendered drivers of violence in public policy.

Current state

Throughout the life of the 2010–2022 National Plan, promising progress has been made in prevention.

This includes the establishment of 2 key independent organisations:

- Our Watch – set up to develop and lead a national approach to prevention
- ANROWS – set up to produce and disseminate evidence on violence against women and their children.

Prevention programming has expanded, with proven and promising techniques implemented across a range of settings. Positive shifts towards gender equality more broadly have been achieved, including increased paid hours of work for women and increased representation of women in the public and private sectors.

Unfortunately, mistrust of women's reports of violence persists, and a concerning number of Australians hold attitudes that disregard the need for sexual consent.¹⁶³

Australia has also seen only modest improvements in women's decision-making power and little evidence of substantial change in the rate of men taking up non-stereotypical caring roles in the home or workforce. Economic inequality for women, manifesting in the gender pay gap and superannuation gap, remains. Many women also continue to experience discrimination on the basis of race, religion, indigeneity, disability, sexuality, migration, lone parenthood, trans experience and socioeconomic status.

There are however positive signs, such as the success of the national primary prevention campaign *Stop it at the Start*, which is leading to a sustained change in attitudes across broad groups of society.¹⁶⁴

Tracking progress in prevention, a national monitoring report on progress towards the primary prevention of violence against women and their children in Australia, identifies some areas that require greater focus and investment, namely:

- actions to drive institutional, systemic and structural change
- research and evaluation strategies to evaluate the impact of prevention initiatives across Australia

- masculinity – in particular, an expansion of prevention initiatives that challenge rigid attachment to dominant norms of masculinity
- systemic reform that addresses intersecting forms of discrimination and inequality – such as racism or ableism – that play a role in driving violence against women.¹⁶⁵

Our evidence-based approach

The National Plan's approach to prevention is founded on Australia's world first guides produced by Our Watch under the 2010–2022 National Plan:

- *Change the story (2nd edition)*: a shared framework for the primary prevention of violence against women and children in Australia¹⁶⁶ (Recommendation 7 of the *Respect@Work* report requires that all Australian governments base their strategies for preventing violence against women on *Change the story*)
- *Changing the picture*: a national resource to support the prevention of violence against Aboriginal and Torres Strait Islander women and their children¹⁶⁷
- *Changing the landscape*: a national resource to prevent violence against women and girls with disability¹⁶⁸
- *Counting on change*: a guide to prevention monitoring.¹⁶⁹

There is a focus on addressing the drivers of violence through evidence-based strategies. Targeted measures need to be directed across a wide range of settings and sectors where people live, work, learn, socialise and play. Focusing on changing attitudes, norms and behaviours is critical to preventing violence.

The importance of engaging men and boys

Research shows there are strong links between socially dominant forms and patterns of masculinity, men's sexist attitudes and behaviours, and men's perpetration of violence against women.¹⁷⁰

Men have an important role to play in constructively engaging with and challenging views that condone gender inequality and gender-based violence against women, children and LGBTIQ+ people. Changing social attitudes and structural norms that condone violence against women and children, such as passive bystanding and victim-blaming, is a key focus. National awareness campaigns aim to do this at a whole-of-population level, supported by other prevention and education initiatives led by schools, workplaces, businesses and communities.

Men and boys play an important role across all parts of society, as people who will work to embed prevention approaches in all settings, not just homes. Men as educators, employers and employees, frontline workers (including police and health care providers), journalists, legal professionals, sports players, parents and carers, citizens and leaders (including faith and community leaders) can champion change, as well as create the conditions that prevent violence, abuse, discrimination and harassment. Similarly, professional development across a range of sectors will better equip men to engage and support victim-survivors when they report violence.

Boys and men are diverse with respect to their race, ethnicity, culture, migration status, age, socioeconomic status, ability status, sexuality, trans experience and religious affiliation. Each of these social identities contributes uniquely and in intersecting ways to shape how men experience masculinity. This in turn contributes to how they relate to others, to their behaviour and to their psychological health in both positive and negative ways. Although boys and men, as a group, tend to hold privilege and power based on their gender, they can also experience discrimination and violence, including sexual violence and disproportionately harsh discipline as children. Gender stereotypes and harmful expectations

of masculinity can mean that men experiencing mental and physical health issues do not seek help when they need it.

Parents, caregivers, teachers and the broader community have a role in raising children to be healthy, resilient, caring and respectful members of society. Countering stereotypes and long-standing cultural notions of what it means to be a boy or how boys should behave will take concerted effort. Having conversations with boys about healthy masculinity and self-expression are important steps, as is role-modelling, healthy relationships, positive masculine expression and respectful ways to be a boy and a man. Strength-based parenting can also provide children the tools and techniques they need to deal with their emotions and express themselves in healthy ways.¹⁷¹

The National Plan, and the national organisations driving change, will continue to build community awareness of the role harmful expressions of masculinity play in driving men's violence against women, children and LGBTIQ+ people.

For men who seek help to address their own harmful behaviours and use of violence, the National Plan outlines early intervention and response measures that incorporate and are responsive to their stage in life, lived experience, career, language, faith, residency status and cultural background.



Prevention objectives

- 1 Challenge the condoning of violence against women and embed prevention activities across sectors and settings.
- 2 Advance gender equality and promote women's independence and decision-making in public life and relationships.
- 3 Strengthen positive, equal and respectful relationships between all people in public and private spheres.
- 4 Listen to Aboriginal and Torres Strait Islander voices.
- 5 Support men and boys in developing healthy masculinities and positive, supportive relationships with their male peers.
- 6 Harness technology in the prevention of violence against women and children.
- 7 Invest in making workplaces safe and preventing sexual harassment.
- 8 Elevate the voices of children and young people as victim-survivors in their own right.

Early intervention

Early intervention is an important part of a holistic approach to ending men's violence against women and children. It is vital in stopping violence from escalating and protecting victim-survivors from both immediate and long-term harm.

What is early intervention?

Early intervention, also known as 'secondary prevention', aims to identify and support individuals and families experiencing, or at risk of, gender-based violence in order to stop violence from escalating, protect victim-survivors from harm and prevent violence from reoccurring.

Current state

Early intervention is now recognised as an important part of a holistic approach to ending violence against women and children, and we have made some progress. Programs for children and young people that aim to address the impacts of exposure to violence against women have shown success. A number of health settings have introduced training and guidance for healthcare professionals to identify and support people at risk of gender-based violence.

However, early intervention is perhaps one of the least developed areas of work and needs greater attention. Early intervention requires efforts across multiple sectors and settings, yet our current capacity to identify and intervene in a timely, safe and supportive way to assist those at risk of gender-based violence is limited.

To date, early intervention activities have focused primarily on intimate partner violence. Less has been done to address other forms of violence including technology-facilitated abuse, sexual harassment in the workplace and sexual violence outside of relationships. Further, there is a considerable gap in our understanding of what works to address violent behaviours perpetrated by young people in family settings and online.

Our evidence-based approach

Effective intervention approaches need to be embedded in a variety of settings and sectors. Early intervention strategies will aim to address all forms of gender-based violence including domestic, family and sexual violence, sexual harassment, financial abuse, technology-facilitated abuse, migration related abuse, trafficking and forced marriage.

Health service providers such as general practitioners, maternal and child health services, care and support service providers, Aboriginal Community Controlled Health Organisations, mental health and suicide prevention services, drug and alcohol services, pharmacists, hospitals and ambulance officers will be supported to identify and respond to those at risk of gender-based violence. This will include a review of safety and quality frameworks to ensure a nationally consistent approach to how health services recognise and respond to victim-survivors and perpetrators of gender-based violence. Similarly, policing and justice systems will be equipped to provide trauma-informed, culturally safe and person-centred responses that prioritise the safety of individuals and families who come into contact with the criminal justice system.

Workplaces and educational settings, including universities, should integrate intervention initiatives to reduce, prevent and respond appropriately to sexual harassment and violence.¹⁷²

Appropriate interventions for children and young people at different ages and stages are needed to address existing trauma and stop harm from escalating and continuing into their adult relationships.

Early intervention objectives

- 1 Reduce the long-term impacts of exposure to violence and prevent further exposure.
- 2 Address adolescent violence in family settings.
- 3 Improve timely responses to newly identified cases of violence, attitudes and behaviours that may lead to violence perpetration.
- 4 Enhance accountability of people who choose to use violence and address misidentification of perpetrators.
- 5 Build sector and community capacity to identify and support women and children at increased risk of experiencing gender-based violence and to intervene early to stop violence from escalating.



Response

A comprehensive and person-centred response system is essential for holding perpetrators to account, helping to keep women and children safe and reducing the reoccurrence of violence.

What is response?

Response refers to efforts and programs used to address existing violence – for example, services such as crisis counselling, financial, housing or medical assistance as well as police and justice responses including family law services and perpetrator interventions. Also known as ‘tertiary prevention’, these efforts aim to prevent the reoccurrence of violence by holding perpetrators of violence to account and supporting victim-survivors.

Our evidence-based approach

Victim-survivors need survivor-centred, holistic responses involving multiple sectors that will meet their diverse needs.

Services and justice responses must also support victim-survivors by holding perpetrators accountable.

Frontline response services are delivered by states and territories and local government and are supported at Commonwealth level with national programs and investment.

The National Plan envisages a future where our comprehensive and coordinated crisis response system:

- minimises the number of times a victim-survivor must share their experience, and shares information with those the victim-survivor has consented to share their experiences with. Where the victim-survivor is a child, the system shares information in line with the child’s needs and interests

- operates perpetrator interventions as part of an ecosystem of programs and in partnership with women’s services
- addresses the underlying trauma of participants in men’s behaviour change programs to ensure men are prepared and able to engage with these programs and that programs adhere to minimum standards
- facilitates safe and quick resolutions of family law matters through an accessible and easy to navigate family law system and family law services. These ensure victim-survivors can obtain fair outcomes and maintain their safety and economic security following family separation
- delivers perpetrator programs that engage with men who have used violence and that monitor and assess risk in an ongoing way, communicating this information to other services as part of a multi-agency response. Such programs keep perpetrators in view, hold men accountable for their use of violence, and challenge the harmful attitudes and beliefs that perpetuate violence
- provides ongoing specialist education, training and professional development to staff in specialist sectors that address the drivers of violence against women and children, how to identify domestic, family and sexual violence, and how to respond in trauma-informed ways to victim-survivors
- recognises the need for clear policy and programs that prevent and mitigate the work health and safety risks related to vicarious trauma, worker burnout and worker safety
- hears and validates victim-survivors, and supports and empowers their choices
- holds people who choose to use violence to account and gives them the opportunity to work to change their harmful behaviours and attitudes

- where the criminal justice system requires or seeks a response, centres the response around victim-survivors and their families to ensure they receive appropriate support throughout the process, particularly where a victim-survivor is a child or has complex needs
- has strong mechanisms for information sharing that safeguard women and children's confidentiality
- considers local place-based models of service to meet the needs of victim-survivors including in remote and rural communities, and those delivered by local governments.

Response objectives

- 1 Ensure frontline services provided by states and territories are coordinated, integrated and appropriately resourced with a skilled and qualified workforce to support all victim-survivors.
- 2 Incorporate an understanding and appropriate response to the specific challenges diverse communities face in relation to family, domestic and sexual violence.
- 3 Ensure women and children escaping violence have safe and secure housing, from crisis accommodation to longer-term, sustainable social housing.
- 4 Improve justice responses to all forms of gender-based violence.



Recovery and healing

Victim-survivors of violence experience a range of physical impacts, sometimes permanent disability, as well as trauma-related mental health problems, financial hardship and social isolation.¹⁷³ Recovery is an essential component of the holistic approach under the National Plan as it recognises that victim-survivors need additional, often lifelong, supports to recover and heal from trauma and the physical, mental, emotional and economic impacts of violence.

What is recovery?

Recovery is an ongoing process that enables victim-survivors to be safe, healthy and resilient and to have economic security and post-traumatic growth. Victim-survivors require support to recover from the financial, social, psychological, emotional and physical impacts of violence. Recovery also includes addressing the short-term, long-term and lifelong health impacts for victim-survivors, which may include physical injuries, reproductive and sexual health issues and poor mental health. Recovery also relates to the rebuilding of a victim-survivor's life, their ability to return to the workplace and community, as well as obtaining financial independence and economic security. However, it must be acknowledged that victim-survivors recover and heal in different ways, with some people being unable to return to work and requiring access to ongoing support.

In cases of gender-based violence, the victim-survivor may still be in contact or live with the perpetrator. In these situations, the family as a whole may need support to recover. Moreover, in some cases, people are both victim-survivors and perpetrators of violence – for example, some adolescents using violence. People in this situation must be supported to both recover from their experiences of violence and address their own use of violence to prevent further harm.

Trauma and healing

Trauma is a normal emotional, psychological and physical response to abuse.¹⁷⁴ Trauma can occur immediately after an event, or many years later. Within the context of gender-based violence, victim-survivors often experience multiple traumatic events over time. This can result in complex trauma and the mental, emotional and physical impacts can extend over the long-term. Trauma extends to children and other family members who may experience or witness violence. Children's exposure to multiple types of violence increases the likelihood that they will experience post-traumatic stress disorder.¹⁷⁵ Trauma can also be experienced vicariously by people supporting others who have experienced violence or abuse.

Traumatic stress reactions can include anxiety, depression, dissociation, flashbacks, hypervigilance and difficulty forming relationships and connections, as well as physical symptoms like difficulty sleeping, headaches or nausea.¹⁷⁶ Trauma looks different for each victim-survivor and how it affects someone depends on many factors, including their personal characteristics and the nature of the traumatic experiences, and sociocultural factors.¹⁷⁷

Some victim-survivors may clearly display trauma response behaviours, while others may have delayed responses to trauma. Underlying trauma can go unrecognised and unidentified, which can result in long-term impacts on the person's physical and mental health.¹⁷⁸

The impacts of trauma, whether acknowledged or not, may surface at any time, and affect people's ability to connect, study, work and live. While these impacts are significant, they can be managed with the right support and access to culturally responsive and trauma-informed response and recovery services.

Victim-survivors of violence who continue to experience the impacts of trauma may pass on their trauma to further generations. In Australia, intergenerational trauma particularly affects Aboriginal and Torres Strait Islander peoples, especially the children, grandchildren and future generations of the Stolen Generations.¹⁷⁹

Current state

Due to ongoing research and efforts from specialist services, there is greater understanding of the long-term impacts of violence on victim-survivors, including intergenerational trauma, and the need to plan and develop ongoing support for women, children, men and LGBTIQ+ people.¹⁸⁰

Australia has seen progress in efforts to support victim-survivors' recovery through a focus on enhanced, trauma-informed service delivery. This has been coupled with an increased focus and investment in mental health as a public health issue.

Furthermore, there is greater understanding of desistance of violence,¹⁸¹ the coping mechanisms of women who have experienced violence, and the importance of healing the parent-child relationship and attachment in the aftermath of violence.¹⁸² Despite advancements, gaps remain.

Our growing understanding of recovery

It is well known that family, domestic and sexual violence can often be perpetrated over many years, in many forms, and has lifelong effects.¹⁸³ Yet little is known about the ongoing impacts of violence on victim-survivors that may manifest later in life. In particular, little is known about the impacts of violence and trauma on children over time, and how these impacts may present as they become adults. There is a considerable gap in how services respond to child sexual abuse, support the recovery of child sexual abuse victim-survivors and prevent further harm. There is also further work to do in supporting the recovery efforts of adolescents who use violence, who may also be victim-survivors of gender-based violence.

Women and children experiencing violence can suffer traumatic brain injury. Further, studies have found that the rate of brain injury among samples of male perpetrators of intimate partner violence is around 60%.¹⁸⁴ While analysis indicates that brain injury is a risk factor for family violence, it is not inevitable that a person with a brain injury will become a perpetrator.¹⁸⁵ More research is needed to inform response and recovery efforts to be able to identify and treat traumatic brain injuries.¹⁸⁶

Many victim-survivors also sustain permanent disabilities from physical violence. The extent of long-term injuries caused by family violence is largely unknown, which has implications for preventing violence and for post-injury rehabilitation and recovery. Similarly, mental health conditions like eating disorders are common among victim-survivors.¹⁸⁷ More evidence is needed to understand these linkages and how to assist victim-survivors to recover.

Recovery services are still lacking in many areas, particularly regional, remote and very remote areas.¹⁸⁸ There are also gaps in appropriate support and recovery for victim-survivors experiencing multiple compounding traumas such as from racism, homophobia, transphobia, ableism and intergenerational trauma.

Our evidence-based approach

Recovery from family, domestic and sexual violence can be a difficult and long-term process. It takes tremendous strength and resilience. We must look beyond the crisis response to ensure that women and children who have experienced violence can access support for their recovery and healing – and in doing so, achieve long-term improvements in their health and well-being. Recovery and healing takes time and victim-survivors will, in many cases, require life-long support through dedicated and tailored services and interventions.

“It’s integral that we link recovery to prevention, [and to recognise] that where there is a high trauma burden in a person’s life or in their family or in their community, they are at increased risk of re-victimisation. So they’ve been victimised in the past, they’re not supported to recover, they’re at increased risk to being victimised in the future.”

Advocate, Monash Consultation Report, 2021

Victim-survivors who leave abusive or violent relationships must be supported to transition from being controlled, to being in control of their lives, while acknowledging they are often also managing feelings of fear, shame and grief.¹⁸⁹ Women’s self-esteem, trust in others, view of self and sense of justice may also be negatively impacted during and after experiences of family, domestic and sexual violence.¹⁹⁰

It is not a woman’s responsibility to leave a relationship, nor is it their responsibility to end the violence they are experiencing. Recovery is challenging, especially when the victim-survivor has ongoing contact with the perpetrator, such as through shared care arrangements of children, or legal or financial connections. This ongoing relationship can perpetuate the abuse and trauma. Moreover, some victim-survivors may still live with the perpetrator, so there is a need to consider what recovery looks like for each individual and their circumstances.

Recovery services must be tailored to the needs of victim-survivors of sexual violence including sexual assault, rape and sexual harassment from non-intimate partners and outside of family structures. They must also be sensitive to the age and circumstance of the victim-survivor and their cultural and religious needs. An intersectional approach is required to support recovery efforts that cater to the diverse needs of victim-survivors, including children, who face multiple and

intersecting forms of discrimination. When victim-survivors are not supported to recover, they are at higher risk of being subjected to continued harm, experiencing poorer health and well-being, and being targeted by another perpetrator.

Trauma-informed and person-centred approaches are needed to address barriers to recovery and healing and to minimise the possibility that victim-survivors will be re-traumatised and harmed when using services and systems.

Recovery and healing objectives

- 1 Ensure victim-survivors are well supported in all aspects of their daily lives through trauma-informed, culturally safe and accessible services that support long-term recovery.
- 2 Design recovery services and supports that are tailored to the specific needs of diverse populations and individuals, and women and children of all ages and in all locations.
- 3 Ensure everyone impacted by sexual violence receives specialist recovery and healing services.
- 4 Recognise children and young people as victim-survivors of violence in their own right, and establish appropriate supports and services that will meet their safety and recovery needs.



Working together to achieve change

The 2010–2022 National Plan saw the establishment of key national organisations that form the foundational infrastructure for Australia’s response to family, domestic and sexual violence – Our Watch, ANROWS and 1800RESPECT. Since their establishment, they have played crucial and interlocking roles using investment from Commonwealth, state and territory governments to provide a consistent, national focus on family, domestic and sexual violence.

In recognition that we are all responsible for understanding family, domestic and sexual violence, these organisations share expertise and support across governments, business, the family, domestic and sexual violence sector and the broader public, to promote change. Their work will continue under this National Plan, and be augmented by the work of the Domestic, Family and Sexual Violence Commission, which will have a strong focus on accountability and ensuring activities and initiatives are appropriately aligned and collaborative.



Our Watch

Our Watch is an independent not-for-profit organisation established in 2013 by the Australian and Victorian governments. Since then, all state and territory governments have become members.

Our Watch is a national leader in the primary prevention of violence against women in Australia, and has created policy frameworks such as *Change the story*, *Changing the picture* and *Changing the landscape* that underpin government commitments to prevent violence against women.

Our Watch compiles evidence, develops advice, tools and resources, and works in partnership with governments, corporate organisations, civil society and communities to drive shared efforts to address the drivers of violence against women.

Australia's National Research Organisation for Women's Safety

Established in 2014, Australia's National Research Organisation for Women's Safety (ANROWS) delivers research and associated reports, research synthesis papers, tools and resources across all priority areas of the National Plan. The principal work of ANROWS is to influence how we prevent and respond to violence against women and children, by providing an evidence base for policy and practice design.

To achieve these objectives, ANROWS:

- delivers high-quality, innovative and relevant research
- ensures the effective dissemination and application of research findings
- builds, maintains and promotes collaborative relationships with and between stakeholders
- is an efficient, effective and accountable organisation.

1800RESPECT

1800RESPECT is the national family, domestic and sexual violence counselling service, and is available 24 hours a day, 7 days a week. It provides counselling, online referral, resources, information services and supports for people experiencing, or at risk of experiencing, violence, as well as their friends, family and professionals.

1800RESPECT is supported by not-for-profit family, domestic and sexual violence partner organisations that provide trauma-informed specialist counselling.

The Domestic, Family and Sexual Violence Commission

The Australian Government has established the Domestic, Family and Sexual Violence Commission to provide national leadership and promote national coordination across a range of domestic, family and sexual violence policies and system interactions. It will act as an independent, accountable and transparent agency that amplifies the voices of victims and survivors and promotes the coordination and consistency of data and evidence on best-practice. The Domestic, Family and Sexual Violence Commission will also provide a national approach to victim-survivor engagement, ensuring the diverse lived experiences of victim-survivors are informing policies and solutions.


Aboriginal and Torres Strait Islander *family safety*

Aboriginal and Torres Strait Islander family safety

Aboriginal and Torres Strait Islander peoples experience higher rates of family violence, child removal, suicide and incarceration, and poorer outcomes in relation to mental health, employment and housing.¹⁹¹ These social harms have lingered for so long and can often be seen as normal. If action is not taken to address these issues they threaten to become permanent.

Aboriginal and Torres Strait Islander women are less likely to seek help or report violence because of past government practices, and mistrust of police and mainstream services arising from previous experiences of reporting violence, misidentification of victims as perpetrators, incarceration and child removal. These structural and social inequalities are now also manifesting in higher rates of technology-facilitated abuse against Aboriginal and Torres Strait Islander peoples.¹⁹²

Artwork by Carmen Glynn-Braun



For some time, Aboriginal and Torres Strait Islander leaders, particularly women, have been calling for innovation and investment in measures that will address violence.

Aboriginal and Torres Strait Islander women are essential to the strength, protection and revitalisation of Aboriginal and Torres Strait Islander communities and families. As with the National Plan, everyone must play a role in stopping men's violence against women and children, meaning Aboriginal and Torres Strait Islander men also play a key role in bringing about change and ensuring safe places for families to grow and thrive.

Driving culturally appropriate, community-led solutions that recognise truth-telling

The *National Agreement on Closing the Gap*, which came into effect in July 2020, charted the way forward to enable Aboriginal and Torres Strait Islander peoples and governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander peoples, and achieve life outcomes equal to all Australians.

Closing the Gap highlights that strong Aboriginal and Torres Strait Islander cultures are fundamental to improved life outcomes for Aboriginal and Torres Strait Islander peoples, recognising Aboriginal and Torres Strait Islander peoples' strength in their identity as a critical protective factor. The National Plan acknowledges the connections between, and impact of, social and economic disadvantage as a result of intergenerational and ongoing experiences of trauma, including racism, dispossession and violence, and the ongoing impacts of these experiences on Aboriginal and Torres Strait Islander peoples and communities.

All governments have a role to play in addressing the broader drivers of violence – including to improve rates of economic participation, education

and housing security – which support communities and families and in turn drive reductions in violence against women and children.

Furthermore, remote and very remote communities, specifically Aboriginal and Torres Strait Islander communities in those geographic settings, face challenges in preventing and addressing violence against women and children. These include limited or no phone and network coverage, few transport options and limited housing options. Specifically, Aboriginal and Torres Strait Islander communities disproportionately experience overcrowded housing and severe shortages of appropriate housing.¹⁹³

The National Plan commits to improving and building capacity in mainstream government institutions, services and responses in line with Priority Reform Three of Closing the Gap, so that these are culturally safe and can better meet the needs of Aboriginal and Torres Strait Islander peoples and communities. The National Plan also simultaneously supports building the community controlled sector to enable community-driven, strengths-based, localised approaches to prevent violence against Aboriginal and Torres Strait Islander peoples in line with Priority Reform Two.¹⁹⁴

Developing a dedicated Aboriginal and Torres Strait Islander Action Plan

The Aboriginal and Torres Strait Islander Advisory Council on family, domestic and sexual violence (Advisory Council) is leading the development of the dedicated Aboriginal and Torres Strait Islander Action Plan. The Advisory Council will work with Aboriginal and Torres Strait Islander leaders, Elders, communities, community-led organisations and governments to build effective pathways, services and responses for both victim-survivors and perpetrators of family violence.

The Action Plan will be developed and implemented under the 4 Priority Reforms of Closing the Gap. It will embed a focus on equality and diversity to ensure all Aboriginal and Torres Strait Islander peoples are represented, including but not limited to Elders, LGBTIQ+ people, Brotherboy and Sistergirl communities, people with disability, and those who live in urban, regional or remote areas.

The Action Plan will promote healing-informed, strength-based and trauma-aware approaches to addressing family violence that are culturally safe and community-led. It will build on the commitments made through the Closing the Gap, particularly in relation to the 4 Priority Reforms and Target 13: *By 2031, the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children is reduced at least by 50%, as progress towards zero.*

The Advisory Council has developed the following principles to guide the development of the Action Plan:

- Voice, self-determination and agency
- Strength, resilience and therapeutic healing
- Re-forming institutions and systems
- Inclusion and intersectionality
- Evidence and data eco-systems

The Advisory Council notes that the Fourth Action Plan under the 2010-2022 National Plan and *Wiyi Yani U Thangani (Women's Voices): Securing Our Rights, Securing Our Future Report* called attention to the impact of violence on Aboriginal and Torres Strait Islander women and children, as well as the key protective factors that are essential if Aboriginal and Torres Strait Islander communities are to be free from violence.

“First things learnt are hardest to forget, from one generation to another, we need to change.”

Non-identified person

Setting the foundations for the standalone First Nations National Plan

The Australian Government has also committed to delivering a standalone First Nations National Plan. In order to address the complex and sensitive factors driving violence against Aboriginal and Torres Strait Islander women, children and communities, both the Aboriginal and Torres Strait Islander Action Plan and the standalone First Nations National Plan will explore solutions linked to the principles of truth telling and self-determination. They will also highlight the need to transform current prevention, early intervention, response, recovery and healing efforts so that they:


- counter systemic racism
- promote culturally safe practices and holistic approaches that respond to deeply held historical trauma and improve the well-being of Aboriginal and Torres Strait Islander peoples.

These principles, along with continued work to establish meaningful partnerships between Aboriginal and Torres Strait Islander leaders, communities and those sectors involved in the broader family violence system, are required if Australia is to achieve the Closing the Gap Target 13.

“We have to be very cognisant that there is no quick fix to the experiences that we have in our communities and so I think that the solutions that are available in the non-Indigenous community are not the solutions that are necessarily going to work for us. Too often I think the solutions are often thought of that they will work for us and that is often a big mistake that hurts our community.”

Advocate, Monash Consultation Report, 2021





Business and industry responses to violence against women and children

Addressing violence against women and children requires the support of the whole community, with businesses and the corporate sector playing a vital role.

The Parliamentary Inquiry into family, domestic and sexual violence noted business and industry play a vital role in addressing and preventing violence against women and children.¹⁹⁵ The Inquiry's final report noted that businesses often bring an entrepreneurial and innovative flair to their initiatives and this could be used to help implement strategies and initiatives to address and prevent gender-based violence.



The Champions of Change Coalition's *Framework for Workplace Action on Domestic and Family Violence*, which was developed by specialist sector experts is one example of using evidence to underpin and guide industry action. It sets out four key ways in which industry can make a difference:

- supporting employees who are experiencing violence
- responding to employees who use or may use violence
- helping prevent domestic and family violence by progressing gender and other forms of equality
- extending responses to clients, customers and communities in which a business operates.¹⁹⁶

Recently, businesses have demonstrated their capacity to support population-level change by investing in public awareness raising about issues like the COVID-19 pandemic.

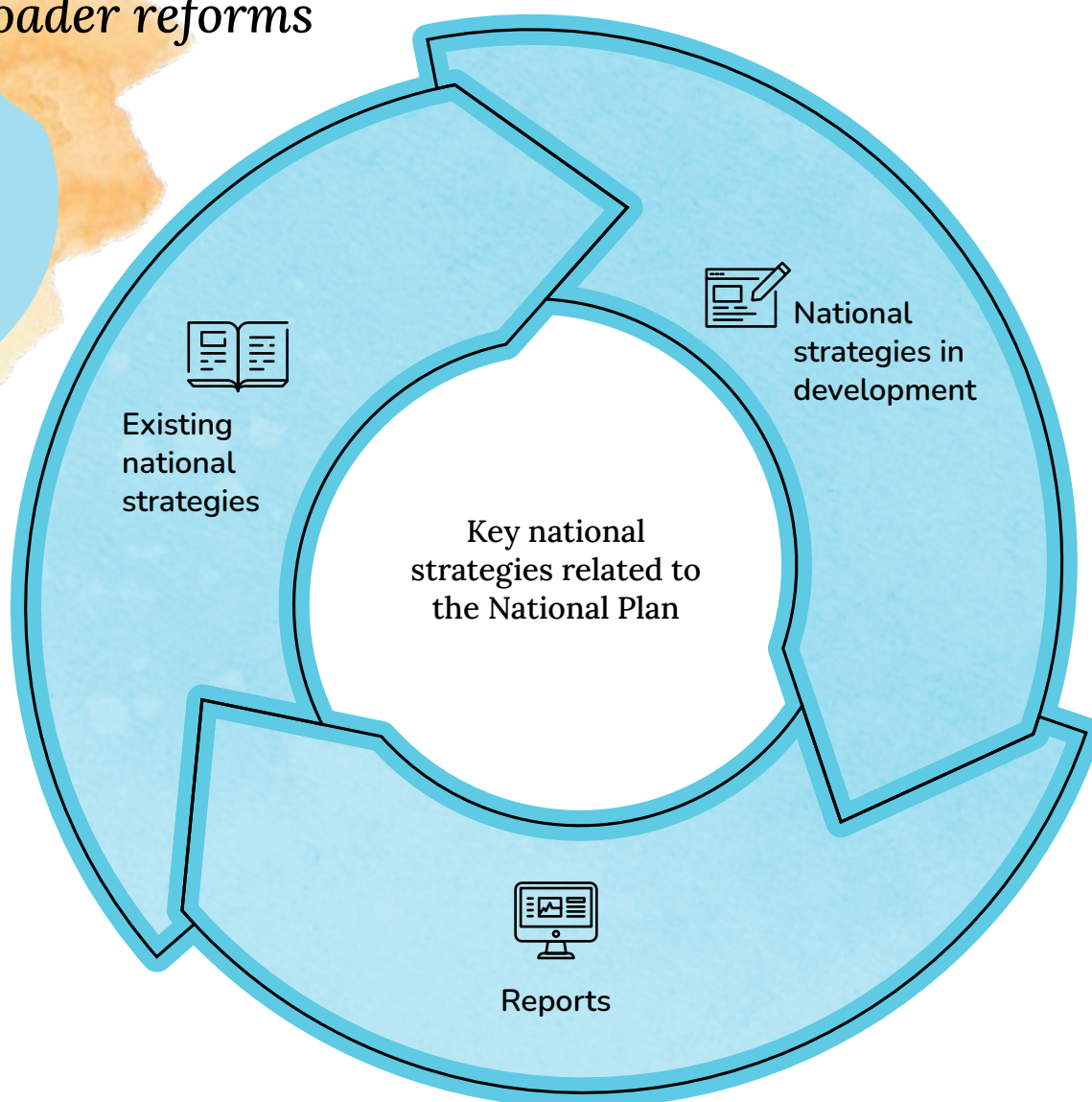
Businesses can work to prevent and address gender-based violence through fostering gender equality in the workplace, and providing support for individuals experiencing violence and the ongoing impacts of trauma. Evidence points to the importance of taking a whole-of-organisation approach that works holistically across every level of an organisation, across policies and processes and with staff to drive long-lasting change. There are a number of models and tools available to support businesses and industries to promote gender equality in the workplace, such as Our Watch's Workplace Equality and Respect approach, which offers resources to workplaces to take a whole-of-organisation approach to addressing gender inequality and preventing violence against women.

Key industries, like banking and utilities, as well as businesses that have contact with people at their homes – like delivery services – are leading the way by changing their business practices and the way staff respond to family, domestic and sexual violence. This has included recent initiatives to better respond to, and support victim-survivors. There is more to do to take advantage of the commitment industry has shown. A positive step forward is the introduction of 10 days paid family and domestic violence leave for victim-survivors. In addition, we must continue to work with the digital technology industry to implement eSafety's Safety by Design principles and the Basic Online Safety Expectations under the *Online Safety Act 2021* (Cth).

The Safety by Design principles guide organisations in incorporating user safety into their platforms and services, and in assessing and enhancing existing user safety measures. The principles are:

- Service provider responsibility – the burden of safety should never fall solely upon the user.
- User empowerment and autonomy – products and services should align with the best interests of users.
- Transparency and accountability – transparency and accountability are hallmarks of a robust approach to safety.

Alignment to *broader reforms*



Reports

Wiyi Yani U Thangani (Women's Voices) Report

- Strength and resilience of women and girls leading solutions for safer communities and families

Respect@Work Report

- Sexual harassment

Parliamentary Inquiry into Family, Domestic and Sexual Violence

- Made recommendations to inform development of the National Plan

Set the Standard Report

- Ensuring Commonwealth Parliamentary Workplaces are safe and respectful

Existing national strategies

National Agreement on Closing the Gap

- Target 13: at least 50% reduction in violence and abuse, towards zero
- Target 12: 45% reduction in children in out-of-home care

National Action Plan to Combat Modern Slavery 2020–25

- Intersections between FDSV and modern slavery, such as forced marriage

National Aboriginal and Torres Strait Islander Health Plan 2013–2023

- Family violence as a social determinant of health outcomes

National Strategy to Prevent and Respond to Child Sexual Abuse 2021–2030

- Women and children are disproportionately victims and secondary victims of child sexual abuse

National Plan to Respond to the Abuse of Older Australians (Elder Abuse) 2019–2023

- Violence against older women

National Women's Health Strategy 2020–2030

- Health impacts on violence

Australia's Disability Strategy 2021–2031

- Safety of women with disability

Safe and Supported: The National Framework for Protecting Australia's Children 2021–2031

- FDSV experienced by children and intersections with the child protection system

National Aboriginal and Torres Strait Islander Early Childhood Strategy

- Supporting children to grow up in safe homes supported by strong families

National Preventive Health Strategy 2021–2030

- Violence and abuse as a social determinant of health outcomes

Work Plan to Strengthen Criminal Justice Responses to Sexual Assault 2022–2027

National Drug Strategy 2017–2026

National Alcohol Strategy 2019–2028

National strategies in development

National Injury Prevention Strategy

- Injury incurred through violence

Early Years Strategy

- New integrated, holistic, whole-of-government approach to the early years

National Gender Equality Strategy

International context

The Australian Government is committed to the international human rights framework and undertakes to ensure the commitments guide our work in this National Plan. The National Plan reinforces Australia's leadership in promoting gender equality and the human rights of women and girls in all their diversity around the world. This includes eliminating sexual and gender-based violence. The human rights, safety and well-being of LGBTIQ+ people are acknowledged through the Yogyakarta principles.¹⁹⁷



Australia is advancing gender equality and the rights of women and girls

Achieving gender equality is vital to realising the human rights of all people and sustainable development. Australia is strongly committed to working with the international community to advance the rights of women and girls across the world.¹⁹⁸ Gender equality and women's and girls' empowerment are key priorities in the assistance Australia provides other countries to aid their development.

Australia's Ambassador for Women and Girls is a lead advocate for Australia's work on gender equality and the human rights of women and girls. The Ambassador engages in international advocacy, public diplomacy and outreach in support of Australian Government policies and programs.

Australia's international commitments and engagements

Australia is a party to 7 core international human rights treaties.

Australia also engages in a range of international forums to advocate for adequate responses to, and the elimination of, sexual and gender-based violence.

Australia advocates for gender equality, and specifically for tackling discrimination and violence against women and girls, in a range of international and regional forums. For example, Australia works with like-minded countries on commitments and negotiations that refer to violence against women and girls, trafficking in persons, forced marriage and access to sexual and reproductive health services in UN bodies. Australia also leads efforts in multilateral forums including ASEAN, the Commonwealth and the OECD to tackle existing and emerging forms of violence against women and girls such as technology-facilitated abuse and to support the need to address women's safety as fundamental to women's economic security and health and well-being. Australia is also a founding member of the Global Partnership for Action on Gender-Based Online Harassment and Abuse.

Global movements and international days of recognition

Women across the world continue to publicly share their experiences of violence including family, domestic and sexual violence. As shown by the #MeToo movement, women have harnessed the power of social media to have a global conversation between victims and survivors, highlighting their experiences of sexual harassment and sexual violence. In doing so, they have faced attempts to suppress and silence their voices, including through abuse and harassment online, as well as threats of legal action.

Days of recognition such as International Women's Day and International Day of the Girl Child further highlight the ongoing importance of action. Since 2020, 28 May has marked LGBTQ Domestic Violence Awareness Day, a campaign started in Australia. The International Day for the Elimination of Sexual Violence in Conflict, 19 June, calls for the end of all forms of conflict related sexual violence and honours the victims and survivors of these crimes. The 16 Days of Activism against Gender-Based Violence, an annual international campaign that starts on 25 November (the International Day for the Elimination of Violence against Women), and runs until 10 December (International Human Rights Day) also raise awareness of, and calls for continued action on, preventing and eliminating violence against women and girls.

Violence against women and children is a *human rights* issue

The National Plan reinforces Australia's leadership internationally to promote gender equality and eliminate gender-based violence in all its forms. Australia's Ambassador for Women and Girls' advocacy includes highlighting the urgency of ending gender-based violence.



Internationally, Australia is committed to advancing gender equality and women's and girls' empowerment is at the centre of our international efforts, including through our advocacy, partnerships, multilateral engagement as well as our overseas development assistance and humanitarian programs.

In particular, Australia invests in and advocates for:

- ending all forms of sexual and gender-based violence
- women's economic empowerment

- enhancing women's voices in decision-making, leadership, and roles in peace processes, and
- women and girls having access to, using and helping shape delivery of quality education, social protection, justice, and health services, including sexual and reproductive health services.

UN Women Partnership

Ending violence against women and girls is a strategic priority for Australia's partnership with UN Women.

Generation Equality Forum

Australia has joined the Gender-based Violence Action Coalition, one of 6 Action Coalitions established by the GEF and is a member of the United Nations Group of Friends on the Elimination of Violence Against Women.



Australia supports the Women, Peace and Security Agenda

In April 2021, Australia released its second National Action Plan on Women, Peace and Security (2021-2031), which sets out Australia's long-term strategy to realise gender equality and human rights of women and girls in fragile and conflict-affected contexts.

Call to action on Protection from Gender-based Violence in Emergencies



Australia has international obligations to tackle discrimination and violence against women and girls

Convention on the Elimination of All Forms of Discrimination against Women

Under CEDAW, Australia has committed itself to being a country that promotes policies, laws, organisations, structures and attitudes that ensure women are guaranteed the same rights as men.

United Nations Convention on the Rights of the Child

Australia is a signatory and is committed to upholding the rights of children. This includes taking all appropriate legislative, administrative, social and educational measures to protect children from physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse (Article 19).

United Nations Commission on the Status of Women

Australia participates in CSW, the principal global intergovernmental body exclusively dedicated to the promotion of gender equality and the empowerment of women, demonstrating our commitment to international engagement on gender equality and women's and girl's empowerment.

2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development provides a global consensus for action across 17 Sustainable Development Goals (SDGs). Australia tracks and reports on each of the components of SDG 5 targets including the proportion of women and girls who have experienced physical, sexual or psychological violence, or have undergone female genital mutilation.

United Nations Declaration on the Rights of Indigenous Peoples

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) is the most comprehensive international soft law instrument on the rights of Indigenous peoples. It establishes a universal framework of minimum standards for the survival, dignity and well-being of the indigenous peoples of the world and it elaborates on existing human rights standards and fundamental freedoms as they apply to the situation of indigenous peoples.



Australia is a party to 7 core international human rights treaties

- The International Convention on the Elimination of All Forms of Racial Discrimination
- The International Covenant on Civil and Political Rights
- The International Covenant on Economic, Social and Cultural Rights

- The International Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- The Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
- The Convention on the Rights of the Child (CRC)
- The Convention on the Rights of Persons with Disability

Appendix 1: Actions to achieve the objectives of the National Plan

Below are suggested focus areas for action that will help us achieve our objectives under each of the four domains of the National Plan: prevention; early intervention; response; and recovery and healing. These will guide the development of the underpinning Action Plans.



Challenge the condoning of violence against women and embed prevention activities across sectors and settings.

- Shift community attitudes and social norms that justify, excuse, trivialise, normalise or downplay violence against women and children, and challenge the condoning of other forms of violence based on discriminatory attitudes.
- Shift community attitudes that place the onus on women and children to end the violence, and instead cultivate a focus on perpetrator accountability and challenge their use of violence.
- Embed prevention approaches in all settings including in homes, educational institutions, care and health settings, workplaces, law enforcement, media, online, the justice system, the arts, sports and community organisations.
- Recognise and champion the critical role the corporate sector plays in preventing gender-based violence by fostering gender equality in the workplace and designing products and services that are safe and prevent misuse, while also focusing on perpetrator accountability.
- Challenge sensationalised or stereotyped views, as well as views informed by sexism, racism, and other types of discrimination, that contribute to a culture that condones gender-based violence and enables victim-blaming.
- Continue to develop, implement and evaluate targeted primary prevention activities designed by, and tailored for, the specific communities they are intended to support – including Aboriginal and Torres Strait Islander communities, LGBTIQ+ people, women and children with disability, children and young people, older women, migrant and refugee women, women on temporary visas and people in remote and rural communities.
- Support resource development and primary prevention initiatives that focus on accountability, including encouraging initiatives that engage men and boys.
- Develop guidance and training materials for journalists and media outlets reporting on family, domestic and sexual violence cases to help them avoid victim-blaming narratives and hold people who choose to use violence to account.
- Focus on integrated and coordinated prevention activities across multiple levels and settings.
- Encourage awareness-raising activities and campaigns about preventing violence against women and children that reflect diversity and are culturally responsive and safe.

Advance gender equality and promote women's independence and decision-making in public life and relationships.

- Deliver a National Gender Equality Strategy that addresses the structural, social and economic barriers to advancing gender equality in Australia.
- Progress policy reform to address the gender pay gap and superannuation gap and to improve access to affordable high-quality housing and early childhood education.
- Strengthen women's economic security, independence, social, political and economic participation and decision-making in public life so all people have equal access to power and resources.
- Challenge attitudes and social norms that normalise male control and dominance, privilege masculine behaviours and character traits, and promote male control over decision-making in public life and in relationships.
- Support women to make decisions about their own lives, particularly women with disability.

Strengthen positive, equal and respectful relationships between all people in public and private spheres.

- Ensure programs are available for people of all ages, particularly young people, that promote positive, equal and respectful relationships, between people of all genders, in all contexts – for example, respectful relationships education, comprehensive consent education and emotional literacy programs.
- Build digital literacy among children, young people and adults, including skills they need to engage respectfully online.
- Give people the tools and confidence to act as prosocial bystanders to challenge sexism, harassment, inequality, disrespect and hostility towards women and attitudes that support violence in their personal and professional lives and in all settings, including online.
- Give women and girls with disability the tools and confidence to challenge sexism, harassment and the specific forms of violence and abuse directed at those who rely on carers and support so they can challenge violence in those contexts.
- Address the role of pornography and social media in contributing to harmful sexual behaviours and reinforcing stereotyped attitudes among adults, children and young people.

Listen to Aboriginal and Torres Strait Islander voices.

- Ensure Aboriginal and Torres Strait Islander peoples and communities have the resources to lead, design, implement and evaluate culturally safe, trauma-aware and healing-informed work to prevent violence against Aboriginal and Torres Strait Islander women and children.
- Address intergenerational trauma for Aboriginal and Torres Strait Islander peoples by truth-telling and capacity building, as well as by strengthening connections to culture, language, knowledge and identity – including through partnerships consistent with Priority Reform Two under Closing the Gap.
- For regional, rural and remote communities, consider funding models that address complexity of services, workforce challenges and access issues on a community-by-community basis.

Support men and boys in developing healthy masculinities and positive, supportive relationships with their male peers.

- Support primary prevention interventions that support and encourage men and boys to have respectful and equal relationships, challenge dominant forms of masculinity, and engage all men to be part of the change.
- Develop and promote healthy masculinities and representations of men and boys, and normalise respectful, fair, ethical, safe and supportive behaviours within relationships by modelling these behaviours.
- Engage those in leadership positions across the community, including men, and help them to become agents of change, while balancing this with transparency and accountability.
- Ensure programs are available to those who want to challenge or reform their behaviours and attitudes, before they escalate to using violence.
- Challenge people who promote homophobic and transphobic views as an expression of masculinity at an individual, relationship, peer, organisational and institutional level.
- Support bystander interventions specifically targeted at men and boys.
- Support programs that work with men who have changed their behaviours alongside men who don't use violence.

- Engage Aboriginal and Torres Strait Islander men and boys outside the criminal justice system through cultural healing led by Aboriginal and Torres Strait Islander community leaders and Elders and by Aboriginal Community Controlled Organisations.
- Engage fathers or those in caring roles and support and encourage them to build the skills to be a good father and to develop healthy attitudes about parenting, including shared responsibilities.

Harness technology in the prevention of violence against women and children.

- Build on the work of eSafety to better support individuals when they experience technology-facilitated abuse to ensure they can use technology without the fear of it being a vehicle for violence and can safely participate in online spaces.
- Expand bystander training and resources to develop campaigns and tools that help various individuals, community groups and sectors become active online bystanders and online allies.
- Leverage and highlight best-practice from industry, including responsible program design and Corporate Social Responsibility programs.
- Encourage the technology industry to include proactive safety features and functions in online products and services, drawing upon eSafety's Safety by Design initiative, and to embed the Safety by Design principles of service provider responsibility, user empowerment and autonomy, and transparency and accountability in all products and services.
- Expand work within the financial sector to identify and act against the misuse and weaponisation of banking platforms, as well as providing access to eSafety resources.

- Provide the investment sector with eSafety's suite of resources for financial entities. Also assist with their implementation, ensuring early stage technology companies put safety and ethical considerations at the heart of their design processes.
- Engage directly with the start-up community to enhance their awareness of online harms, providing solutions to combat abuse through the use of eSafety's Safety by Design principles and assessment tools.
- Embed safety principles in all products and services as part of the ongoing whole-of-government digital transformation of services.

Invest in making workplaces safe and preventing sexual harassment.

- Implement all 55 recommendations of the *Respect@Work* report.
- Implement all recommendations of *Set the Standard*.

Elevate the voices of children and young people as victim-survivors in their own right.

- Ensure children and young people are able to access services and supports that are appropriate for their needs.
- Recognise that children and young people are victims in their own right and work with them in age-appropriate ways to inform polices and services.
- Ensure age-appropriate and accessible resources are developed for children and young people.

Reduce the long-term impacts of exposure to violence and prevent further exposure.

- Strengthen early intervention mechanisms for children and young people that aim to address the impacts of exposure to violence against women and promote alternative models of healthy, equitable and non-violent relationships, characterised by respect and equality (also see Recovery and healing domain).
- Strengthen mental health supports for children and young people as an early intervention mechanism in recognition of the mental health impacts of gender-based discrimination on children.
- Support healing strategies and other efforts to mediate the impacts of past and ongoing violence such as child abuse, colonial violence experienced by Aboriginal and Torres Strait Islander communities, racist violence, violence against women with disability, war-related trauma and torture experienced by refugees and asylum seekers, or violence occurring in prisons and detention centres.
- Strengthen the promotion of non-violent parenting, which helps in preventing child abuse, ensuring that interventions are culturally safe, community owned and tailored to different community groups.
- Adopt initiatives that target life stages where individuals are most at risk, such as during pregnancy and after relationship breakdown.
- Provide culturally safe early intervention family support services.

- Create formal partnerships between specialist services and child protection systems to promote joint interventions that support families to recover from trauma.
- Build the data and research base to understand the factors correlated with men perpetrating violence, including the role of their own lived experience of violence and trauma and the impact of alcohol and other drug use.
- Address the intersections between gender inequality and other forms of systemic and structural inequality and discrimination, with a view to promoting broader social justice.

Address adolescent violence in family settings.

- Expand the availability of support services for children and young people who use violence in the family setting, and other ‘family-like’ settings such as out-of-home care, to address and change their behaviour and divert them away from the criminal justice system.
- Build the evidence base to increase understanding of effective rehabilitation approaches for children and young people who use violence in family settings and intimate partner relationships.

Improve timely responses to newly identified cases of violence, attitudes and behaviours that may lead to violence perpetration.

- Improve timely identification of and responses to at-risk behaviours or attitudes, including harmful sexual behaviours.
- Provide effective early engagement, referral pathways and treatment programs to assist individuals to change their behaviour, prior to interactions with criminal justice systems.
- Build the capability of those who work with men and boys to address and change their behaviours in recognition of the highly specialised nature of this work, including through consistent standards.

Enhance accountability of people who choose to use violence and address misidentification of perpetrators.

- Develop best-practice programs that focus on accountability and deterrence, including new approaches to monitoring, and ensure perpetrators understand the impacts of their offending.
- Maximise opportunities within the correctional system to identify and respond to all cohorts of people who may use family, domestic or sexual violence as a part of offending behaviour.
- Embed victim-survivor support in all programs, including ongoing risk assessment and mitigation, to ensure that victim-survivors understand the actions being undertaken and there are no unintended consequences for their safety or well-being.
- Build capacity in mainstream frontline services responding to gender-based violence, such as health and policing, including the ability to accurately identify the 'person most in need of protection' and prevent misidentification of the victim-survivor as the perpetrator.
- Help integrate or create datasets that could identify patterns of violent behaviour.
- Support the establishment and expansion of evidence-based programs to work with people using violence, and make these programs available to individuals who are concerned about, and want to change their behaviour, not only to those already using violence.

- Promote the upskilling of professionals in a range of different sectors and services, such as general practitioners and other healthcare professionals, to respond to men using violence.
- Increase specialist and targeted training for police, the judiciary and the legal profession on family, domestic and sexual violence, including coercive control and misidentification, to support a transition to pattern-based responses.

Build sector and community capacity to identify and support women and children at increased risk of experiencing gender-based violence and to intervene early to stop violence from escalating.

- Build the capacity of the services in contact with women and children at risk of experiencing violence, including health professionals, police, justice and correctional systems and other family, domestic and sexual violence services to support diverse groups. This includes Aboriginal and Torres Strait Islander women, women with disability, women from regional and remote areas, women from migrant and refugee backgrounds, LGBTIQ+ communities and military and veteran families.
- Build the capacity of maternal health professionals to understand and identify the signs and risks of violence against pregnant women, assist and have difficult conversations, and support and refer women to specialist family, domestic and sexual violence services.
- Increase support for children and young people experiencing or at risk of using violence including dating violence, online harassment and image-based abuse, trafficking in persons and forced marriage.
- Increase awareness and build capacity in response services to better understand and identify violence in all its forms against older women and women with disability, including in institutions.

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- Support settlement services, multicultural, ethno-specific and faith-based organisations to identify and respond to women, children and LGBTIQ+ people at risk of gender-based violence.
 - Equip emergency service workers and first responders to recognise the signs of violence during and following natural disasters and other emergency situations and support them in referring victims to support services.
 - Ensure early intervention strategies for Aboriginal and Torres Strait Islander populations are co-designed, culturally safe and community owned and delivered, by prioritising funding for Aboriginal Community Controlled Organisations.
 - Explore the need for specific prevention activities targeted at financial practices to help identify older women experiencing violence.
 - Recognise the increased risk and unique forms of violence experienced by Aboriginal and Torres Strait Islander women, women with disability, migrant and refugee women including those on temporary visas, LGBTIQ+ people, young women, older women and women in rural and remote communities, while recognising the intersections with other forms of discrimination experienced by women across a range of backgrounds and experiences.
 - Ensure referral services for people with disability, their families and carers can identify and respond appropriately to women, children and LGBTIQ+ people at potential risk of gender-based violence.
 - Expand data collection and data disaggregation efforts to embed the ABS 2020 Standard on Sex, Gender, Variations in Sex Characteristics and Sexual Orientation Variables, as well as to include demographics such as disability, ethnicity, visa and residency status, language barriers, age and other relevant demographic characteristics, to enable a nuanced understanding of different women's experiences.

Ensure frontline services provided by states and territories are coordinated, integrated and appropriately resourced with a skilled and qualified workforce to support all victim-survivors.

- Ensure service arrangements take into account the increased costs of providing services in remote communities.
- Support workforces to access training and information to build their ability to deliver evidence-based and trauma-informed services to victim-survivors and perpetrators, including in areas of emerging forms of family, domestic and sexual violence, such as technology-facilitated abuse that uses new and emerging technologies.
- Establish consistency in support across jurisdictions, with mechanisms for quality assurance.
- Ensure family, domestic and sexual violence services are able to support people with disability without relying on the individual being accompanied by a family member or a support worker.
- Train services in perpetrator risk assessment, which informs structured professional judgement and 'risk, needs, responsivity' models of risk assessment and response. Enhance services in regional, remote and very remote locations – for example, provide perpetrator interventions and other services for men using violence, hold them to account for their use of violence and support them to change their harmful behaviour.
- Explore the need for national minimum standards for men's behaviour change programs.
- Invest in the development and sustainability of a specialist workforce to work with men using violence, including in men's behaviour change programs and other perpetrator interventions.
- Ensure services understand and are equipped to respond appropriately to victim-survivors who are experiencing the complex interplay of gender-based violence, alcohol and other drug use and poor mental health.
- Increase access to frontline recovery services for children and young people who have experienced domestic, family or sexual violence.

Incorporate an understanding and appropriate response to the specific challenges diverse communities face in relation to family, domestic and sexual violence.

- Recognise that intergenerational trauma and past policies and practices of governments create complex barriers for Aboriginal and Torres Strait Islander women and children in accessing services.
- Recognise that Aboriginal and Torres Strait Islander women and children know what their priorities are. Aboriginal Community-Controlled Organisations must have autonomy to prioritise their own capacity building to enable services to be developed and delivered in culturally appropriate ways.
- Understand and address the unique forms of gender-based violence experienced by women with disability.
- Build the capacity of services to recognise and respond to the gendered drivers of violence experienced by LGBTIQ+ communities, and the over-representation of trans people (binary and non-binary) as victim-survivors.
- Break down the systemic barriers that directly impact women from migrant and refugee backgrounds and recognise the diversity of their experiences.
- Build the capacity of cultural and faith-based services to work with specialist family violence services in providing family violence support, including identification and response.
- Build the evidence base on the effectiveness of men's behaviour change programs and other perpetrator interventions.
- Ensure services and materials are produced in language to reduce barriers for culturally and linguistically diverse communities.
- Build capacity and integrate supports to assist in translation services in order to meet the needs of all victim-survivors in a culturally sensitive way.
- Increase cultural awareness and safety training for frontline police and throughout the justice system to recognise and respond to the interrelated and compounding forms of violence experienced by Aboriginal and Torres Strait Islander women.

Ensure women and children escaping violence have safe and secure housing, from crisis accommodation to longer-term, sustainable social housing.

- Expand options for women and children to stay safely in their own home, rather than being made to leave as a default, and consider how to maximise the opportunities for women and children to stay at home. This includes ensuring there are effective policing practices to support victim-survivors to stay in their own home safely.
- Build more social and affordable housing for women and children, including more social housing properties.
- Provide additional crisis and transitional housing options for women and children, including adolescent males escaping violence and older women on low incomes who are at risk of homelessness.
- Enhance linkages between emergency accommodation, transitional housing and long-term housing to support the housing needs of victim-survivors through the continuum of housing needs through to the recovery stage.
- Support victim-survivors to find safe housing options in the private market where they are able to do so.
- Recognise the particular housing challenges faced by women and children with disability, LGBTIQ+ communities, migrant and refugee women, women in remote and regional communities and Aboriginal and Torres Strait Islander women. Ensure housing and infrastructure plans respond to these challenges by including the voices of people with lived experience from the early design phase to completion.
- Deliver safe housing options for children and young people experiencing domestic, family and sexual violence, including respite services.
- Enhance accommodation options for perpetrators and adolescents using family violence to increase their compliance with court orders so victim-survivors can remain safely in the family home should they choose to.

Improve justice responses to all forms of gender-based violence.

- Ensure victim-survivors have access to appropriate and timely survivor-centred justice responses. This may include alternative and complementary interventions to criminal justice pathways and family courts to identify and implement responses for domestic and family violence.
- Ensure victim-survivors have access to timely forensic examinations, medical care and trauma specialist crisis counselling.
- Improve alternative civil justice and non-criminal pathways for holding perpetrators to account.
- Explore enhancement of Women's Legal Services when supporting victim-survivors experiencing gender-based violence, including capacity building for Women's Legal Services for diverse cohorts including Aboriginal and Torres Strait Islander peoples.
- Promote greater consistency across all states and territories in terms of laws, justice responses and support offered to victim-survivors when they interact with the justice and court systems.
- Enhance the response to family violence in family law matters, including by strengthening information sharing and inter-agency collaboration between the family law courts and state and territory police and child protection systems.
- Increase and improve training and awareness about gender-based violence for police, lawyers, family law professionals and the judiciary.
- Embed trauma-informed and culturally safe response models to minimise re-traumatisation of victim-survivors of sexual violence through the criminal justice system and increase how often victim-survivors feel they have been believed and treated with sensitivity and empathy.
- Implement culturally safe policing and justice responses for Aboriginal and Torres Strait Islander communities. In particular, work to prevent all cases where Aboriginal women experiencing intimate partner violence and other forms of gender-based violence are misidentified as the perpetrator.
- Respond to the serious impacts on children, young people and women of technology-facilitated abuse, in which perpetrators misuse common devices and platforms such as mobile phones, texting and social media. Use this knowledge to inform policy, legislative and program decisions and research agenda setting.
- Consider the impact of domestic and family violence and financial abuse in the context of the *Privacy Act 1988* (Cth).
- Support building capacity in the police forces, justice system, health services, educational institutions and other frontline services (including settlement and multicultural services) to identify all forms and experiences of violence and provide appropriate responses.

Recovery and healing

Ensure victim-survivors are well supported in all aspects of their daily lives through trauma-informed, culturally safe and accessible services that support long-term recovery.

- Undertake research related to the long-term impacts of gender-based violence and best-practice pathways to recovery for people with a range of lived experiences of violence.
- Develop policy guidelines with reference to best-practice for providing integrated, trauma-informed services to support victim-survivors to recover and heal, and fully participate in society, both socially and economically.
- Support mental health and other health practitioners to identify and treat mental health and trauma impacts of gender-based violence, including intergenerational trauma. This support should be integrated with access to relevant support services including legal and workforce support.
- Ensure victim-survivors have access to the range of health, welfare and legal services they may need in the recovery process. Develop service navigation and coordination functions to support this.
- Support communities of practice at a national, state and territory and local level to enhance networking, skill sharing, research and the improvement of healthcare pathways.
- Enhance recovery services so they are accessible to women with disability, noting they may require specialised services or benefit from having access to services managed by people with disability.
- Develop whole-of-family approaches to healing for Aboriginal and Torres Strait Islander peoples, underpinned with an understanding of complex and intergenerational trauma. This includes supporting the capacity of Aboriginal and Torres Strait Islander-led services to deliver healing-informed services and approaches.
- Develop approaches to healing for culturally and linguistically diverse communities, including refugees, migrants and those on temporary visas, that are underpinned by trauma-informed and culturally safe healing approaches.
- Resource services to contribute to victim-survivors' longer-term recovery and healing by addressing a range of complex needs. This could include care coordination, psychological and mental health support and assistance with substance use.
- Integrate with other relevant strategies such as the *National Preventive Health Strategy*, the *National Mental Health and Suicide Prevention Agreement*, the *National Children's Mental Health and Well-being Strategy*, *National Drug Strategy 2017–2026* and *National Alcohol Strategy 2019–2028*.

Design recovery services and supports that are tailored to the specific needs of diverse populations and individuals, and women and children of all ages and in all locations.

- Recognise the recovery needs of older people. This includes the accumulated economic disadvantage older women experience and the need to increase access to safe and affordable long-term housing.
- Provide trauma-informed recovery support for people impacted by family, domestic and sexual violence, including people who have experienced violence and people who choose to use violence.
- Support migrant and refugee women and children to access culturally appropriate services in their language.
- Support the recovery of victim-survivors who are in contact or live with a person who has perpetrated violence against them. This includes those who are unable to leave or who choose to remain in a relationship or household.
- Support LGBTIQ+ communities to access inclusive and affirming recovery support. This should recognise that tailored services are most effective when developed and delivered by, and in collaboration with, specialist LGBTIQ+ services.
- Recognise the distinct needs of Aboriginal and Torres Strait Islander victim-survivors in recovery and healing, including connection to culture and understandings of social and emotional well-being.
- Support military and veteran families to access support that understands and can respond to their experiences.

Ensure everyone impacted by sexual violence receives specialist recovery and healing services.

- Ensure that services and support practices work to prevent future re-victimisation by supporting ongoing healing and building resilience.
- Provide trauma-informed and person-centred care through counselling and health services that are respectful of, and responsive to, the preferences, needs and values of victim-survivors and that minimise the risks of re-traumatisation.
- Acknowledge that domestic violence and sexual assault can co-occur at the same time as part of victim-survivors' complex lived experience.
- Provide specialist support for child sexual abuse survivors, both as children and as adults.
- Increase availability of trauma recovery services and include care coordination that addresses practical and material needs, as well as trauma specialist counselling and other allied health services.
- Develop national standards similar to the Standards of Practice Manual for Services Against Sexual Violence, and service evaluation to support a model of best-practice, evidence-based recovery and healing services for victim-survivors that recognises and responds to intersectionality.

Recognise children and young people as victim-survivors of violence in their own right, and establish appropriate supports and services that will meet their safety and recovery needs.

- Provide children and young people with access to holistic and flexible care models that are responsive to the needs of diverse population groups and local communities and that focus on repairing the often undermined mother-child relationship.
- Support integrated specialist family, domestic and sexual violence services and programs for children and young people who have been impacted by violence that focus on addressing trauma impacts, disrupting violence and reducing potential future re-victimisation or perpetration.
- Support recovery efforts for adolescents who use violence who have also been victim-survivors of violence.
- Support children who have been removed from their families due to violence, and extend this support throughout any reunification, noting the impact child protection can have on recovery.
- Create laws, structures and processes that embed the best interests of the child at the centre of decision-making in relation to family and domestic violence matters, including in the family law system, and respect the views of that child.

Appendix 2: Roles and responsibilities

Everyone has a role to play in ending violence. This table shows the services and supports relevant to family, domestic and sexual violence. These are mainly delivered by the Australian Government and state and territory governments, but there is shared delivery in some areas. This is not an exhaustive list but provides an overview of how the different levels of government work together to end violence against women and children.

Australian Government services and systems

- | | |
|---|---|
| – Domestic, Family and Sexual Violence Commission | – Child Care Subsidy |
| – 1800RESPECT | – Medicare, primary care, mental health services and health workforce |
| – DV-alert | – Aboriginal and Torres Strait Islander Community Controlled primary healthcare organisations |
| – eSafety Commissioner | – Universities |
| – Employment services | – National Disability Insurance Scheme |
| – Services Australia income and support payments and programs | – Migration system |
| – Paid Parental Leave | – Settlement services |
| – Taxation and superannuation | – International obligations and engagement |
| – Federal justice system including family law | – Aged Care |
| – Australian Federal Police | |
-

Services state and territory governments deliver

- | | |
|---|---|
| – Frontline domestic, family and sexual violence services | – Kindergartens and pre-schools |
| – Crisis accommodation | – Jurisdictional court systems and correctional centres and community corrections |
| – State-based support lines | – State/territory police |
| – Public hospitals | – Child protection |
| – Community health services | – State and territory human rights/anti-discrimination bodies |
| – Public transport services | – Prevention of violence against women lead agencies |
| – Men's behaviour change programs | |
| – Public primary and secondary schools | |
| – TAFE/Vocational Education and Training (VET) | |
-

Initiatives with shared delivery

- Closing the Gap
 - Our Watch
 - ANROWS
 - Primary prevention activities, including behaviour change campaigns
 - Perpetrator interventions
 - Counselling and recovery supports for victim-survivors
 - Community services, including family support.
 - National Housing and Homelessness Agreement
 - Legal services, including legal aid commissions, community legal centres (including women's legal centres), Aboriginal and Torres Strait Islander Legal Services and Family Violence Prevention Legal Services.
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Appendix 3: Membership of National Plan advisory bodies

Aboriginal and Torres Strait Islander Advisory Council on family, domestic and sexual violence

Membership as at 1 October 2022

Professor Sandra Creamer AM	CEO, National Aboriginal and Torres Strait Islander Women's Alliance
Professor Muriel Bamblett AM	CEO, Victorian Aboriginal Child Care Agency, and Secretariat of SNAICC, National Voice for our Children
Shirleen Campbell	Coordinator, Tangentyere Women's Family Safety Group
Professor Bronwyn Carlson	Head of Department of Indigenous Studies, Macquarie University
Emily Carter	CEO, Marninwarntikura Women's Resource Centre
Susan Cook	Board member, Indigenous Consumer Assistance Network (ICAN)
Fiona Cornforth	CEO, Healing Foundation
Rachel Dunn	CEO, Karadi Aboriginal Corporation
Damian Griffis	CEO, First Peoples Disability Network (Australia) Sydney
Professor Victoria Hovane	Centre for Indigenous Peoples and Community Justice, University of WA and Australian Centre for Child Protection, University of SA
Donnella Mills	Chair, National Aboriginal Community Controlled Health Organisation (NACCHO); Director, Wuchopperen Health Service.
Phillip Sariago	Executive Officer for 2Spirits, Queensland Council for LGBTI Health
Robert Skeen	CEO, Aboriginal Health and Medical Research Council of NSW
Geiza Stow	Board member, Mura Kosker (Torres Strait Islands)
Michael Torres	Counsellor, Darwin Indigenous Men's Service under Darwin Aboriginal and Islander Women's Shelter (DAIWS)
June Oscar AO (Special Advisor)	Aboriginal and Torres Strait Islander Social Justice Commissioner. Leader of the Wiyi Yani U Thangani (Women's Voices) project.
Professor Marcia Langton AO (Special Advisor)	Associate Provost, University of Melbourne

National Plan Advisory Group

Membership as at 1 October 2022

Gulnara Abbasova	Executive Officer, Harmony Alliance
Karen Bentley	CEO, WESNET
Professor Sandra Creamer AM	CEO, National Aboriginal and Torres Strait Islander Women's Alliance
Frances Crimmins	CEO, YWCA Canberra
Lula Dembele	Survivor Advocate and lived experience
Catherine Fitzpatrick	Member, National Plan Advisory Group
Hayley Foster	CEO, Full Stop Australia
Carolyn Frohmader	Executive Director, Women with Disabilities Australia
Maria Hagias	CEO, Women's Safety Services SA
Anne Hollonds	National Children's Commissioner
Patty Kinnerly	CEO, Our Watch
Eloise Layard	Program Coordinator, ACON
Donnella Mills	Chair, National Aboriginal Community Controlled Health Organisation
Padma Raman PSM	CEO, Australia's National Research Organisation for Women's Safety
Dr Michael Salter	Associate Professor, UNSW
Joanne Sheehan-Paterson	Chair, National Association of Services against Sexual Violence
The Hon Dale Wakefield	Former Minister for Territory Families, NT
Jacqui Watt	CEO, No to Violence

Glossary

Term	Definition
1800RESPECT	The national telephone and online counselling and support services for people affected or at risk of domestic, family and sexual violence. Services are available online at 1800respect.org.au or by telephone on 1800 737 732, 24 hours 7 days per week.
Ableism	A term used to capture the way that the construction of social systems with able bodied people as the norm results in the systemic, structural, intersecting and individual forms of discrimination against, and exclusion of, people with disability. ¹⁹⁹
Abuse of process	Abuse of process is the exploitation of rules or processes to control, financially damage or abuse another person. It includes vexatious behaviour by the other party, controlling parties through the emotional and economic toll of ongoing court proceedings. These tactics are also referred to as malicious, frivolous, vexatious or querulous. Some examples include the perpetrator failing to appear in court, repeatedly seeking adjournments, or appealing decisions on tenuous grounds.
ANROWS	Australia's National Research Organisation for Women's Safety, a not-for-profit independent national research organisation. ANROWS was established by the Commonwealth and all state and territory governments to produce, disseminate, and assist in applying evidence for policy and practice addressing violence against women.
Backlash / resistance	The resistance, hostility or aggression with which gender equality or violence prevention strategies are met by some groups. From a feminist perspective, backlash can be understood as an inevitable response to challenges to male dominance, power or status, and is often interpreted as a sign that such challenges are proving effective. ²⁰⁰
Bisexual/Bi+	Someone who is sexually and/or romantically attracted to more than one gender.
Brotherboy	A term used by Aboriginal and Torres Strait Islander peoples to describe gender diverse people who have a male spirit and take on male roles within the community. ²⁰¹

Cisgender	A term used to describe people who identify their gender as the same as what was presumed for them at birth (male or female). 'Cis' is a Latin term meaning 'on the same side as'.
Cisgenderism	Cisgenderism (sometimes referred to as cisnormativity and cissexism) is a structural stigma that denies, ignores, and pathologises the trans experience and trans people – binary and non-binary. Cisgenderism positions expansive expressions of gender as a problem, ignores the validity of non-binary genders and seeks to enforce traditional gender roles and inequalities. ²⁰²
Class	A system of structured inequality based on unequal distributions of power, education, wealth and income that determine social position and status.
Coercive control	<p>Coercive control is often a significant part of a person's experience of family and domestic violence and describes someone's use of abusive behaviours against another person over time, with the effect of establishing and maintaining power and dominance over them.</p> <p>Abusive behaviours that perpetrators can use as part of their pattern of abuse include physical abuse (including sexual abuse), monitoring a victim-survivor's actions, restricting a victim-survivor's freedom or independence, social abuse, using threats and intimidation, emotional or psychological abuse (including spiritual and religious abuse), financial abuse, sexual coercion, reproductive coercion, lateral violence, systems abuse, technology-facilitated abuse and animal abuse. A focus on coercive control reflects a shift from specific, isolated incidents (of primarily physical violence) to a recognition that individual acts can be used by perpetrators to form a broader pattern of abusive behaviours that reinforce and strengthen the control and dominance of one person over another.</p>
Consent	<p>All state and territory laws require consent to sexual activity be either "freely and voluntarily given" or that consent involves "free" or "free and voluntary" agreement.</p> <p>However, legal definitions of consent vary between Australian state and territory jurisdictions. There are ongoing reforms in a number of states and territories to amend the definition of consent to require affirmative communication of consent.²⁰³</p>
Evidence-based	Describes models, approaches or practices found to be effective through evaluation or peer reviewed research. Evidence is usually published and may be found in full or summarised in academic research documents, organisational reports, program evaluations, policy papers and submissions. There is a strong evidence base for strategies to prevent gender-based violence. As our understanding of what drives violence against women and children in different population groups and settings increases, the evidence base will continue to evolve.

Family	The use of the term ‘family’ acknowledges the variety of relationships and structures that can make up family units and kinship networks. It can include current or former partners, children (including adolescent or adult children), siblings, parents, grandparents, extended family and kinship networks and carers.
Forced marriage	A modern slavery crime where someone is married without freely and fully consenting to the marriage because of threats, deception or coercion, or the individual is incapable of understanding the nature and effect of the marriage ceremony, or the individual is under the age of 16 years.
Forced sterilisation	Refers to the process of removing or compromising an individual’s reproductive organs without their free and full consent.
Gender	Refers to the economic, social, political, and cultural attributes and opportunities associated with being women and men. The social definitions of what it means to be a woman or a man vary among cultures and change over time. Gender is a sociocultural expression of particular characteristics and roles that are associated with certain groups of people with reference to their sex and sexuality. Rigid gender roles leave no space for acknowledgement or celebration of gender diversity. ²⁰⁴
Gay	Describes a person whose primary emotional and sexual attraction is toward people of the same gender. The term is most commonly applied to men, although some women use this term. ²⁰⁵
Gendered drivers of violence	The underlying causes that are required to create the necessary conditions in which violence against women, children and LGBTIQ+ people occurs. They relate to the particular structures, norms and practices arising from gender inequality in public and private life, but which must always be considered in the context of other forms of social discrimination and disadvantage.
Gender equality	Involves equality of opportunity and equality of results. It includes both the redistribution of resources and responsibilities between men and women and the transformation of the underlying causes and structures of gender inequality to achieve substantive equality.
Gender inequality	A social condition characterised by unequal value afforded to men and women and an unequal distribution of power, resources and opportunity between them. It is the direct result of patriarchal systems that privilege the needs, interests and behaviours of men over women, and that permeate many aspects of Australian society and institutions. ²⁰⁶

Gender identity	A person's deeply felt sense of being male, female, both, in between, or something other.
Gender norms	The dominant beliefs and rules of conduct that are determined by a society or social group in relation to the types of roles, interests, behaviours and contributions expected from girls and boys, men and women. Norms are not neutral in their effect, but rather create and maintain unequal relations of power.
Gender stereotypes	Gender stereotypes are simplistic assumptions and generalisations about the attributes, skills, behaviours, preferences and roles that people should have or demonstrate based on their gender. These attributes are often perceived as natural or innate, but are actually the result of people of different genders being socialised in different ways. Gender stereotypes are not necessarily negative assumptions or generalisations. ²⁰⁷
Heteronormativity	Heteronormativity includes a suite of cultural, legal and institutional practices that work to explicitly privilege relationships between 'men' and 'women' as the only 'normal' and 'natural' form of relationship.
Homophobia	Refers to the fear and hatred of lesbians and gay men and of their sexual desires and practices that often leads to discriminatory behaviour or abuse. ²⁰⁸
Image-based abuse	When an intimate image or video is shared, or threatened to be shared, without the consent of the person shown. This includes images or videos that have been digitally altered. ²⁰⁹
Intergenerational trauma	A form of historical trauma transmitted across generations. Survivors of the initial experience who have not healed may pass on their trauma to further generations. In Australia, intergenerational trauma particularly affects Aboriginal and Torres Strait Islander people, especially the children, grandchildren and future generations of the Stolen Generations. ²¹⁰
Intersectional approach	In the context of addressing violence against women and children, an intersectional approach recognises that the way women experience gender and inequality can be different based on a range of other cultural, individual, historical, environmental or structural factors including (but not limited to) race, age, geographic location, sexual orientation, ability or class. This approach also recognises that the drivers, dynamics and impacts of violence women experience can be compounded and magnified by their experience of other forms of oppression and inequality, resulting in some groups of women experiencing higher rates and/or more severe forms of violence, or facing barriers to support and safety that other women do not experience. ²¹¹

Intersex	Describes people born with physical sex characteristics that do not fit medical and social norms for female or male bodies. ²¹²
Lateral violence	Lateral violence, also known as horizontal violence, is a product of a complex mix of historical, cultural and social dynamics that results in a spectrum of behaviours that include gossiping, jealousy, bullying, shaming, social exclusion, family feuding, organisational conflict and physical violence. Lateral violence is not just an individual's behaviour – it also occurs when a number of people work together to attack or undermine another individual or group. It can also be a sustained attack on individuals, families or groups. ²¹³
Lesbian	Describes a woman whose primary emotional and sexual attraction is towards other women. ²¹⁴
LGBTIQA+	An acronym used to describe members of the lesbian, gay, bisexual, trans, intersex, queer and asexual community. Other acronyms used to describe this community include LGBTIQ, or LGBTIQ+. ²¹⁵
Modern slavery	<p>Describes all human trafficking, slavery and slavery-like practices in Divisions 270 and 271 of the <i>Criminal Code Act 1995</i> (Cth). These offences include trafficking in persons, slavery, servitude, forced labour, deceptive recruitment for labour or services, debt bondage, and forced marriage. The term modern slavery is also used to describe the worst forms of child labour.</p> <p>Some modern slavery crimes, such as forced marriage and servitude in family and domestic settings, can involve victims who experience abuse and exploitation by their partners or members of their immediate or extended family, resulting in physical, sexual and psychological harm.</p>
National Agreement on Closing the Gap	The National Agreement on Closing the Gap was developed in formal partnership between all Australian governments and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations. There are four Priority Reforms and 17 outcomes. The objective of the National Agreement on Closing the Gap is to enable Aboriginal and Torres Strait Islander peoples and governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander people. ²¹⁶
National outcome standards for perpetrator interventions	Refers to the national document including standards that both guide and provide a measure of the actions of government, community partners and systems, and the outcomes they achieve when intervening with male perpetrators of domestic, family and sexual violence against women and children.

Non-binary	An umbrella term for any number of gender identities that sit within, outside of, across or between the spectrum of the male and female binary. A non-binary person might identify as gender fluid, trans masculine, trans feminine, agender, bigender, etc.
Our Watch	The organisation established under the <i>National Plan to Reduce Violence against Women and their Children 2010–2022</i> , to influence and drive nationwide change in the culture, behaviours and power imbalances that lead to violence against women.
Perpetrator	Refers to a person who commits an illegal, criminal or harmful act, including domestic, family or sexual violence.
Personal Safety Survey (PSS)	Refers to the survey conducted by the Australian Bureau of Statistics collecting information from men and women aged 18 years and over about the nature and extent of violence experienced since the age of 15. PSS also includes childhood experiences of abuse.
Practices	Gendered practices are the things people do to distinguish between girls and boys, or between male and female roles or spheres. They include a wide range of everyday actions, processes and behaviours that are undertaken both at individual, relational, organisational/institutional and societal levels that reinforce and perpetuate gendered norms and structures.
Queer	<p>The identity and term 'queer' can be used in different ways and by different people. For some it is a reclaimed derogatory term and a political movement that celebrates difference.</p> <p>The term 'queer' is a politicised term and often used as a reaction against pressures to be cisgender and heterosexual. It can also be used against non-heterosexuals, intersex and trans people, based on the belief that they should express themselves only in ways acceptable to the cisgender heterosexual mainstream.</p> <p>For others, or in other circumstances, it is used as an umbrella term to be inclusive of anyone whose gender and/or sexual identity does not fit within the norm.²¹⁷</p>
Respectful relationships	Refers to relationships among intimate, romantic, or dating partners that are characterised by non-violence, equality, mutual respect, consideration and trust. ²¹⁸
Seclusion	Defined as isolating a person in a confined space where they are alone and unable to freely leave. ²¹⁹

Settings	Environments in which people live, work, learn, socialise and play.
Sexism	Discrimination based on gender, and the attitudes, stereotypes and cultural elements that promote this discrimination. ²²⁰
Sexual assault	Sexual assault is an act of a sexual nature carried out against a person's will through the use of physical force, intimidation or coercion, including any attempts to do this. This includes rape, attempted rape, aggravated sexual assault (assault with a weapon), indecent assault, penetration by objects, forced sexual activity that did not end in penetration and attempts to force a person into sexual activity. Note sexual assault occurs when a person is forced, coerced or tricked into sexual acts against their will or without their consent, including when they have withdrawn their consent. ²²¹
Sexual harassment	An unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated, where a reasonable person would anticipate that reaction in the circumstances.
Sexuality	Refers to the component of identity that includes a person's sexual and emotional attraction to another person. A person may be attracted to men, women, both, neither, and/or to people who are non-binary, or have other gender identities.
Sistergirl	A term used by Aboriginal and Torres Strait Islander peoples to describe gender diverse people who have a female spirit and take on female roles within the community. ²²²
Social norms	The informal, mostly unwritten and unspoken collective rules that define typical, acceptable, appropriate and obligatory actions in a social group, setting or society. They are produced and reproduced by customs, traditions and value systems that develop over time to uphold forms of social order.

Systems abuse	Refers to the manipulation of legal and other systems by perpetrators of family violence, done so in order to exert control over, threaten and harass a current or former partner. ²²³ Perpetrators of domestic and family violence who seek to control the victim before, during or after separation may make multiple applications and complaints in multiple systems (for example the courts, Child Support, Centrelink) in relation to a protection order, breach, parenting, divorce, property, child and welfare support and other matters with the intention of interrupting, deferring, prolonging or dismissing judicial and administrative processes, which may result in depleting the victim's financial resources and emotional well-being, and adversely impacting the victim's capacity to maintain employment or to care for children. ²²⁴
Technology-facilitated abuse	A wide-ranging term that encompasses many subtypes of interpersonal violence and abuse using mobile, online and other digital technologies. These include harassing behaviours, sexual violence and image-based sexual abuse, monitoring and controlling behaviours, and emotional abuse and threats.
Trans	An inclusive umbrella term that describes people whose gender is different to what was presumed for them at birth. Trans people may position 'being trans' as a history or experience, rather than an identity, and consider their gender identity as simply being female, male or a non-binary gender. Some trans people connect strongly with their trans experience, whereas others do not. Processes of medical and legal gender affirmation may or may not be part of a trans person's life. Throughout this plan we use trans as the shorthand for trans and gender diverse people.
Trauma	<p>Trauma occurs when someone's ability to cope is overwhelmed. It can have a significant effect on someone's physical, emotional and psychological well-being. The impacts of trauma, whether resolved or acknowledged, may surface at any time, particularly when victim-survivors tell or repeat their experiences, or when they encounter similar experiences that are shared by others.</p> <p>Trauma looks different for people depending on their experience of trauma and other factors such as exposure to previous traumatic events, access to support and mental health status.²²⁵</p>
Trauma-informed	<p>Trauma-informed care and practice recognises the prevalence of trauma and its impacts on the emotional, psychological and social well-being of people and communities.</p> <p>Trauma-informed practice means integrating an understanding of past and current experiences of violence and trauma in all aspects of service delivery. The goal of trauma-informed systems is to avoid re-traumatising individuals and support safety, choice and control to promote healing.</p>

Victim-blaming	Refers to comments and suggestions that directly or indirectly, intentionally or unintentionally, put blame on the person experiencing violence for the abuse they have or continue to experience.
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Victim-survivors	People who have experienced family and domestic violence or gender-based violence. This term is understood to acknowledge the strength and resilience shown by people who have experienced or are currently living with violence. People who have experienced violence have different preferences about how they would like to be identified and may choose to use 'victim' or 'survivor' separately, or another term altogether. Some people prefer to use 'people who experience, or are at risk of experiencing, violence'. ²²⁶
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Appendix 2

*LGASA submission to the DSS consultation on the Draft
National Plan to End Violence against Women and
Children 2022-2032 (February 2022)*

Draft National Plan to End Violence Against Women and Children 2022-2032

**Submission to the
Consultation Survey**

February 2022

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Introduction

About the Local Government Association of South Australia

The Local Government Association of South Australia (LGASA) is the voice of local government in South Australia, representing all 68 councils across the state and the Anangu Pitjantjatjara Yankunytjatjara.

The South Australian Local Government Act 1999 recognises the LGASA as a public authority for the purpose of promoting and advancing the interests of local government. The LGASA is also recognised in and has prescribed functions in 29 other South Australian Acts of Parliament. The LGASA provides leadership, support, representation, and advocacy relevant to the needs of our member councils.

The LGASA is a strong advocate for policies that achieve better outcomes for councils and the communities they represent. Councils are a partner in government and part of the solution. Working together we can make positive contributions to the health and wellbeing of our communities.

Background

Family and domestic violence is a complex, serious and widespread problem in Australia, with enormous individual and community impacts and social costs. However, it is also ultimately preventable.¹

The economic costs of violence against women has been reported to be as high as \$21.7 billion each year, let alone the social costs relating social isolation, difficulties with education and employment opportunities and poverty.²

The breadth of services and community infrastructure delivered by councils allows an opportunity for activity to prevent violence against women and allow a gender lens to be applied across a wide range of council services and settings, such as health and community services, arts, sports and recreation, education and care settings and public spaces.

Local government is uniquely placed to support local organisations, whether that be through managing funding and reporting to providing facilities or promoting programs or brokering relationships. Our members understand that it takes many expert organisations and specialist skills to work in partnership in order to effect sustainable change.

Our members recognise that collaboration is vital to successful and meaningful work in the prevention of violence against women and their children. There are numerous examples how councils can lead, advocate, facilitate, partner or be an agent of change in this area.

The LGASA is aware that many South Australian councils have chosen to play an important advocacy role in addition to providing sources of information and referral for domestic and family violence victims.

Other support has included training front line staff to deal with sensitive situations, leadership and skill development programs for women, youth programs and providing information about external support programs. Several councils have also chosen to participate in primary preventative programs, promote

¹ <https://www.ourwatch.org.au/quick-facts/>

² Ayre, J, Lum On, M, Webster, K, Gourley, M & Moon, L 2016, Examination of the burden of disease of intimate partner violence against women in 2011: Final report, ANROWS, Sydney.

gender equality, and review their organisation's internal working culture to ensure it supports those experiencing domestic and family violence. The actions undertaken by individual councils are heavily influenced by financial and resource constraints.

Our Submission

The LGASA welcomes the opportunity to provide responses to the survey collating feedback on the *draft National Plan to End Violence Against Women and Children 2022-2032*. This submission provides more detailed responses to each of the questions asked where required.

Questions one to four and ten of the survey required basic information about the LGA.

5 – What family, domestic, and sexual violence services does your organisation provide?

The LGASA is an advocate for South Australian (SA) councils, who in turn provide a range of community services and can be a first point of contact for those experiencing family and domestic violence and can aid in connecting victims with specialised services. Many councils also provide workplace support programs.

6 – Where are your organisation's services available?

South Australia

7 – Where are your organisation's face-to-face services available?

- Very remote
- Remote
- Outer regional
- Inner regional
- Major cities
- Online
- Telephone

8 – Does your organisation target services to the following client groups?

The LGASA provides advocacy and assistance to its member councils. Many local councils provide services to their diverse local communities.

9 – In regard to people working in organisations who provide services to people experiencing gendered violence, but are not a specialised family, domestic, and sexual violence service, what services do you offer?

The LGASA supports SA councils in the services they provide to their local communities and works with both the State and Federal Government to do so when required. Local councils themselves may offer a wide range of services or support services, including but not limited to, housing and homelessness, disability, child and family services, aged care, employment support, community services.

11 – The draft National Plan includes a clear explanation of the prevalence, drivers, and different forms of gender-based violence in Australia.

The explanations of the different types of gender-based violence in the draft National Plan are clear. The draft National Plan does not however, explain how drivers of gender-based violence will be addressed.

For example, gender inequality is a contributor to domestic violence and is highlighted as a foundational principle, but no explanation is given to how the draft National Plan intends to improve gender equality beyond education around respect and attitudes. The prevention pillar is by-stander and victim focused without acknowledging the systemic economic contributors. Economic security is only addressed in relation to recovery from and legal costs of a victim from domestic violence not.

12 – The draft National Plan meaningfully reflects issues highlighted through stakeholder consultations and the National Summit on Women’s Safety, including the experiences of victim-survivors.

The draft National Plan does not reflect previous recommendations from local government associations, including MAV and ALGA. These submissions called for a greater acknowledgement of and funding for local government as a key community facing organisation.

Local communities would greatly benefit from a dedicated Domestic Violence Prevention Officer position located in each State and Territory local government association. This position, funded jointly by state and federal governments, will enable the associations to support their local councils in increasing community education around domestic violence as well as assisting in early intervention.

The role of local government should be included in the National Plan in line with Our Watch’s *Prevention toolkit for local government*.

13 – The four Foundation Principles (gender equality, the diverse lived-experiences of victim-survivors are informing policies and solutions, Closing the Gap, and intersectionality) appropriately underpin the National Pillars and actions within the National Plan.

The LGASA supports the approach but suggests that the National Plan requires a Foundation Principle which addresses the lack of resources and workforce needed to address the significant gaps in services in prevention, early intervention and inequality.

The gaps in this area fall unfairly on community providers and local government. Funding and resources must be allocated to local government to acknowledge and support their crucial role within the community.

14 – The four National Pillars in the draft National Plan provide a holistic approach to identifying and responding to gender-based violence.

The four National Pillars require a stronger focus on how they will be achieved, including in terms of roles and responsibilities of each level of government and sector stakeholders. The National Plan should make more reference to the different prevention strategies needed between the general population and high-risk populations within the community.

The roles and responsibilities of each level of government need to be more clearly defined.

15 – The four National Pillars in the Draft National Plan reflect the family, domestic and sexual violence service system.

The Pillars do not name the specific services sectors which are the foundation to end family, domestic and sexual violence. The National Plan should identify where the gaps in these services are and how they will be rectified through funding/collaboration with other sectors. This should include:

- Prioritisation of the ‘Housing First’ model
- Housing affordability/availability in capital cities and the regions
- Investment in drug rehabilitation services
- Legislated domestic violence leave
- Funding of support services for children and pets
- Funding for implementation of Our Watch’s *Prevention Toolkit for Local Government*
- Ensuring adequate primary healthcare services in regional Australia – see https://www.aph.gov.au/sitecore/content/Home/Parliamentary_Business/Committees/Senate/Community_Affairs/PrimaryHealthServices.

16 – The Draft National Plan reflects the needs and experiences of women and children.

Without seeing the action plans or targets, it is difficult to respond to this question. The draft National Plan does not include clear and specific actions which will address the needs and experiences of women and children.

There is no commitment in the Plan to working with children or young people. Local government’s role in delivering services to children and young people such as through libraries, playgroups, youth groups can be a conduit for this type of work if adequately resourced.

17 – The draft National Plan reflects the needs and experiences of diverse communities and individuals.

While the draft National Plan identifies some groups of women and the need to understand the specific challenges they face (for example, Aboriginal and Torres Strait Islander people, LGBTIQ+ and people with disabilities), it does not provide enough focus on women and children in regional areas.

Regional SA medical and health services are significantly under-resourced therefore council services are likely be the first point of call for victims of family, domestic and sexual violence without having the support of health adequate health services or their own resources to respond.

LGASA also note that Our Watch has released *Changing the Landscape: A national resource to prevent violence against women and girls with disabilities* since the release of the draft National Plan. The insights from this piece of work should be incorporated.

18 – The draft National Plan supports building further evidence on what works for gender-based violence prevention, early intervention, response and recovery.

The LGASA supports the improvements in data collection outlined in the draft National Plan. The ongoing effects of the COVID-19 pandemic is also a gap.

The draft National Plan requires more work to support nationally consistent locally contextualised data, particularly at the local government area level. This would assist with planning, monitoring and implementation of programs and services at the local level.

19 – The draft indicators and outcome measures provide a strong framework for measuring progress towards the next National Plan goals.

While the four areas are outlined well in the Outcomes Framework, they require further development to allow for monitoring and evaluation of short- and medium-term outcomes. This would then better enable the measurement of progress along the way.

20 – What would you not change about the draft National Plan?

The LGASA supports the intent of the Plan and agrees that there needs to be an understanding of gender-based violence and that the four pillars are sound.

21 – What would you change about the draft National Plan?

The Foundation Principle need to change to include workforce and resourcing. They should acknowledge the need to ensure the service sector, community organisations and local government is well resourced as key responders to family, domestic and sexual violence.

Refer to other parts of this submission.

22 – Is there any other feedback or additional information you wish to provide?

The draft National plan does not acknowledge the role of local government as the tier of government which sits closest too and has the most interactions with the community. The draft National Plan also fails to acknowledge existing resources such as Our Watch's *Local Government Domestic Violence Prevention Toolkit*.

Our Watch's toolkit is an evidence-based and accessible resource for councils to take a leading role in prevention of family and domestic violence in their communities. One key challenge, however, for local governments, is that many do not have the funding or resources to implement or promote the toolkit.

A dedicated Family and Domestic Violence Prevention Officer should therefore be funded jointly by state and federal governments as part of the National Plan and located within each State and Territory Association representing local government including the LGASA. This position can assist councils to implement the toolkits in their local communities and undertake important primary prevention work.

A funded position such as this would have significant reach across each state and territory with communities experiencing significant benefits. Local government is a partner in government and being closest to communities, can leverage state and federal monies further.

This position should have a minimum five-year funding period in line with the first stage of the National Plan and be reviewed when the National Plan is reviewed for a potential second five-year funding commitment.

The LGASA suggest that the following resource be considered:

Evaluation of the role of local government in preventing violence against women, NOUS Group June 2017

Appendix

LGASA, 2020, Inquiry into family, domestic and sexual violence,
<https://www.lga.sa.gov.au/__data/assets/pdf_file/0026/720359/ECM_710997_v9_Inquiry-into-Family,-domestic-and-sexual-violence-LGA-Submission-1.pdf>.

Our Watch, 2022, Our Watch, viewed 24 February 2022 <<https://www.ourwatch.org.au/>>.

Our Watch, 2022, Prevention toolkit for local government, viewed 24 February 2022 <
<https://www.ourwatch.org.au/>>.

148 Frome St
Adelaide SA 5000
GPO Box 2693
Adelaide SA 5001
T (08) 8224 2000
E lgasa@lga.sa.gov.au

www.lga.sa.gov.au

Appendix 3

*ALGA position statement – Local government domestic
violence prevention officers needed to drive change
in communities (August 2022)*

Local government domestic violence prevention officers needed to drive change in communities

DOMESTIC VIOLENCE PREVENTION OFFICER IN EACH LOCAL GOVERNMENT STATE AND TERRITORY ASSOCIATION

Key request: In order for local government to be able to maximise its capacity to contribute to the prevention of domestic violence, it is essential that councils receive support. Local government strongly advocates for Commonwealth/State funding to establish a dedicated Domestic and Family Violence Prevention Officer in every State and Territory Association. As demonstrated by our State Associations in Victoria and Queensland, a dedicated officer has made an enormous difference in increasing the capacity of councils in those States to counter domestic and family violence at the local level through targeted, ongoing support.

Impact: For a relatively small investment, of around \$1M per annum, a domestic and family violence prevention officer could be located in every State and Territory Association (except for the ACT which does not have councils, and which is not a member of ALGA). Every council in Australia would benefit from this investment through: a suite of resources developed by each State Association to assist in increasing the capacity of their councils; resource sharing between Associations for the benefit of all councils; enable a more agile response to emerging issues at a community level; promoting the LG Toolkit to councils and assisting them to apply it; ability of the Domestic and Violence Prevention Officers to work with all levels of government in prevention initiatives; and enabling long-term, sustainable activities through an ongoing resourcing commitment.

Councils' unique position in the community

- As the closest level of government to the community, councils are uniquely placed to influence and drive social change to prevent domestic, family, and sexual violence through existing partnerships, networks, and structures.
- Councils have significant reach within the community and can provide a platform for integrated activity in preventing violence, by applying a prevention focus through their networks and partnerships, by using a gender equity and inclusion lens when planning, implementing and evaluating programs and services for libraries; youth services; early years; maternal and child health; aged and disability programs; planning and infrastructure; rates, revenue and local laws; community engagement prevention campaigns such 16 Days of Activism Against Gender-based Violence (including White Ribbon Day); Elder Abuse Awareness Day and others.
- Local Government comprises a significant workforce, with almost 200,000 people employed in 537 councils across Australia, the majority of which (55%) are rural, regional, or remote. Most people employed in councils also live locally and have capacity to influence change beyond their workplaces in their communities such as sports clubs, schools, faith-based settings, and neighbourhoods.

- Prevention of violence against women is a responsibility of everyone in local government - from the role modelling and leadership of elected members to the activities, workplace policies of councils and culture and practices of employees. Councils can provide guidance and support for awareness raising and prevention activities at local level – across the nation.
- Councils are committed to playing their role in partnership with other levels of government to prevent domestic and family violence. There are numerous examples of councils contributing to the prevention of domestic and family violence in their communities, despite the limited funding and resources available to them. This work could be maximised with additional funding and support.

Role of ALGA and State and Territory Associations

- State and Territory Local Government Associations – which represent councils in their jurisdiction – work co-operatively with state and territory governments to support state-wide initiatives (an example of this is the Local Government Association of Queensland joining the Queensland Government’s push for new legislation on domestic violence following the report of the Queensland Special Taskforce on Domestic and Family Violence in February 2015. During September and October 2015, Queensland councils were involved in rallies and marches as part of a local government campaign “Safer Families, Better Communities”).
- A key area of focus for the LGAQ Domestic and Family Abuse Project Officer has been the development and ongoing support of two ‘community of interest’ networks which bring together local government officers that will be ‘champions’ for the issue of domestic and family violence. Forty-four (44) councils are represented across both networks, including representation from some of the seventeen (17) First Nations Councils. A database has been created for all seventy-seven (77) Queensland councils to facilitate swift distribution of information and campaigns.
- The Australian Local Government Association (ALGA) was involved in the development of the National Framework to Prevent Violence Against Women and their Children – ***Change the Story*** - coordinated by Our Watch in partnership with VicHealth and Australia’s National Research Organisation for Women’s Safety (ANROWS) in 2015, to provide a local perspective to potential initiatives and role of local government. The Framework was launched in late 2015. ALGA and State and Territory Associations have been involved in consultations to develop the next version of *Change the Story*.
- As part of the National Plan to Reduce Violence Against Women and their Children 2010-2022, the Third Action Plan included a priority to “co-design tools and resources with local government to engage with sporting organisations and community groups to promote action against violence against women and their children”. The Prevention Toolkit for Local Government (<https://handbook.ourwatch.org.au/localgovtoolkit/>) was designed in conjunction with all Local Government State and Territory Associations, ALGA, Department of Social Services, consultants, Our Watch and ANROWS, and launched in 2020 to provide councils with a resource to assist them in their role in preventing domestic and family violence in their communities and raising awareness of the issue. The Toolkit was officially launched in November 2020 at the ALGA’s National Local Government Roads and Transport Congress.
- Local disaster/emergency events are known to increase the risk of domestic violence. Research has shown (including after the Black Saturday bushfires in Victoria in 2009 and lockdowns in relation to COVID 19) that

the incidence of domestic violence increases during and post disaster and that there are significant differences in how men and women experience and recover from disaster. Research also shows a higher death rate for women after disasters. An example of Local Government work to address this issue is by the Municipal Association of Victoria, which has developed a Gender and Emergency Management Strategy which is designed to help councils and their partners improve their understanding of gender differences and incorporate gender considerations into their emergency management policy, planning, decision making and service delivery.

- The Municipal Association of Victoria and the Local Government Association of Queensland are currently the only Associations which have a Policy Officer who is dedicated to Domestic and Family Violence Prevention. The work being done by these two Associations for their councils has made a huge difference in the resources and support available to these councils to tackle violence against women. In order to harness the full potential of local government as a platform for integrated primary prevention, it will require resourcing of each municipality to drive and embed change across services and programs on a day-to-day basis. Rural councils, require funding assistance to undertake this role. The Australian Local Government Association (ALGA), on behalf of councils across Australia, has called on the Commonwealth and State Governments to fund a dedicated Domestic and Family Violence Prevention Policy Officer in every Local Government State and Territory Association.
- Each Local Government State and Territory Association is supporting councils in its state or territory to the extent of its capability. State Associations recognise this issue as a priority.

Financial support needed for Local Government to be able to maximise its capacity to prevent domestic and family violence at local level

- ALGA's key recommendation to the House of Representatives inquiry into family, domestic and sexual violence (2020) was for a dedicated domestic violence prevention officer in every State and Territory Association. The Committee supported this recommendation, as well as supporting the other recommendations made by ALGA in its submission to the inquiry, namely:
 - ❖ **that ALGA is a member of the National Federation reform Taskforce on Women's Safety;**
 - ❖ **that a domestic violence policy officer in each state and territory local government association be funded by the Commonwealth and State and Territory Governments on a 50/50 basis for an initial period of 5 years.**
 - ❖ **that the Commonwealth and State and Territory Governments work with ALGA to consider whether additional resources are required to assist individual councils to be more active in preventing violence.**
 - ❖ **it also further recommended that local government be directly involved in the development and implementation of the next National Plan.**

Local government awaits the Commonwealth Government's response to the Committee's recommendations and continues to advocate for adequate financial support for local government.

- Although a Toolkit has been developed to assist local government to play its role in preventing violence against women, councils require funding support to implement the Toolkit and allow continuing and sustained activity at local government level. Councils chosen as trial sites during the development of the Toolkit all expressed concerns at the end of the 12-month trial, saying that once trial site funding ceased,

they would not be able to sustain their domestic violence prevention activities. The parliamentary inquiry into family, domestic and sexual violence highlighted the need for additional financial resources to assist local government.

- Local Government's experience is that short term, project-by-project approaches to primary prevention will not have a lasting effect. This is reinforced by the National Framework to Prevent Violence Against Women and their Children which promotes a consistent, coordinated approach across all sectors and governments. Changing attitudes, practices, structures, and norms needs sustained, coordinated effort and response across all levels of government. Local government is the closest level of government to communities and is often the best positioned to lead by example and raise community awareness.
- Where councils and/or State Associations have benefited from resourcing, there have been significant impacts in the capacity of councils to promote equality and respect and preventing violence against women within their community and workplace. However, few councils or local government state and territory associations nationally have been resourced to drive essential prevention work. With appropriate resourcing and coordination, Local Governments could contribute far more significantly to play their role in driving coordinated and sustainable prevention activities within their community
- In late 2020, following the launch of the Prevention Toolkit for Local Government, the Australian Local Government Association (ALGA) Board and the Our Watch Board agreed to a closer working relationship between the two organisations to maximise strategies and opportunities for prevention at the local level. A network of Our Watch, ALGA and State and Territory Associations meets regularly to progress prevention workforce development strategies, training opportunities and other initiatives to prevent violence against women. ALGA is also working with Our Watch on the Second version of the national prevention framework and is keen to be involved in the development of the 2nd National Action Plan.

Conclusion

- Councils want to play a bigger role in the prevention of violence against women but need financial assistance to allow them to drive social change locally and to fully play their part. **Embedding a domestic and family violence prevention officer in every State and Territory Association would not only enable each Association to assist the councils in their state, but also to be more agile in responding to emerging issues, share knowledge and experiences, and increase the capacity of Local Government as a sector to prevent violence against women.**
- For a relatively small amount of funding, locating a dedicated Policy Officer in each Association will have a major impact in maximising the capacity of the sector to prevent domestic violence. Benefits of a domestic family violence prevention officer have been clearly demonstrated in the MAV and LGAQ, where these two officers have significantly increased the capacity of councils in those states to prevent violence against women at the local level.
- This position is supported by ALGA and all State and Territory Local Government Associations.

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 February 2023
AGENDA BUSINESS ITEM**

Item: 11.2 Motion on Notice

Originating from: Cr Mark Osterstock

Subject: Hanson Construction Materials Ltd – White Rock Quarry
Expansion Status Update

1. MOTION

I move:

- 1. That the Chief Executive Officer, on behalf of Council, writes to Dr Paul Heithersay, Chief Executive Officer of the Department for Energy and Mining, requesting:**
 - a. Details on the current status of Hanson Construction Materials Ltd (Hanson) White Rock Quarry (expansion) revised Mine Operations Plan (MOP) that was originally submitted on or about 23 December 2020.**
 - b. Details and outcomes of any and all compliance order(s) that have been issued to Hanson since the subject MOP was submitted on or about 23 December 2020.**
 - c. Details and outcomes of any and all compliance actions that the Environment Protection Authority have undertaken in respect to Hanson since the subject MOP was submitted on or about 23 December 2020.**
 - d. Confirmation that the ultimate decision maker as to whether Hanson's MOP obtains approval is the Minister for Energy and Mining, the Honourable Tom Koutsantonis MP.**
-

2. BACKGROUND

Hanson Construction Materials Ltd (Hanson) own and operate the White Rock Quarry (the quarry) located on Horsnells Gully Road, Horsnell Gully. The Hanson White Rock Quarry is an open cut quarry which extracts quartzite, sandstone and siltstones and uses these to produce products for the construction and road building industries. Products include concrete aggregates and road base.

The site also contains a concrete batching plant which generally operates between the hours of 4am and 5pm. However, at times due to specific client needs, batching has and will occur outside of these hours. The quarry site is predominantly located within the Adelaide Hills Council area with a portion extending into the Burnside Council area, and is approximately 10 km east of the Adelaide CBD. The property within which the quarry is located covers an area of 136.87 hectares and is bounded by Old Norton Summit Road to the north, and Horsnell Gully Conservation Park to the south, the residential suburb of Skye in the Burnside Council area to the west, and rural residential properties to the east.

The quarry has ‘private mine’ status granted in early 1970’s, with quarrying having commenced at the site in 1946. Ownership of the quarry has changed over the years, with Hanson being the owner since 2007.

When the *Mining Act 1971* (the Act) commenced on 3 July 1972, ownership of South Australia’s minerals became vested in the Crown. As this represented a significant shift in this regard, existing mine operators were at the time permitted for a limited period after the commencement of the Act, to be registered as a private mine in order to retain their mineral rights under certain circumstances. In this instance, the previous owners of the quarry were successful in applying for private mine status, noting it had been in operation since 1946, which predated the Act. Private mines are distinct from other mining tenements and are regulated under the framework as set out in the Act.

The State Government has identified the quarry as a Strategic Mineral Resource Area (SMRA) within the greater Adelaide region due to the extracted material (quartzite, sandstone and siltstones) being used in the construction and road building industries. The quarry expansion is detailed in a Mine Operations Plan (MOP), a statutory document required by the *Mining Act 1971* (the Act) for approval for any future expansion of a private mine. Private mines require authorisation from the Department of Energy and Mining (DEM) for future expansion/development plans and have to submit a Mine Operations Plan (MOP) for review and approval. Hanson currently operate under a MOP approved in 2004.

Hanson undertook an analysis of the resource capacity of the quarry site and developed an expansion plan covering the next 100 years.

The revised MOP was lodged with the Department for Energy and Mining (DEM) on 23 December 2020 for assessment and approval. DEM completed a preliminary assessment of the MOP on 15 January 2021, and a detailed assessment is currently underway. Expansion of the quarry operations cannot occur until DEM has approved the MOP. Private mines are distinct from other mining tenements and are regulated under the framework as set out in the Act. One of the key differences between private mines versus new mines is that the draft MOP does not require formal public or council consultation.

It is understood that the MOP has, to date, not been approved by the State Government. The purpose of this motion is to obtain a detailed response from the DEM as to the current status of the revised MOP, and ultimately, in the public interest, place that response on the public record.

3. OFFICER'S RESPONSE – Natalie Armstrong, Director Development & Regulatory Services

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal a valued Natural Environment

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

➤ Legal Implications

The Minister for Energy and Mining, as the relevant authority via the Department for Energy and Mining (DEM), considers and approves applications for mining operations pursuant to the *Mining Act, 1971*. Council has no formal role or involvement in the mine approval process other than to provide comments to the aforementioned Minister when provided with the opportunity to do so. In this instance, as this is a private mine, no formal consultation with residents or the Council is required as would otherwise be the case for a new mine. Therefore no referral to Council is required pursuant to Section 75 (2) of the *Development Act, 1993*, and Regulation 84(1)(b) of the *Development Regulations, 2008* in this instance (as the legislation operational at the time).

However, Building Rules Consent (BRC) is required to be issued by the relevant council for all housing, offices and work areas or other amenities which are not directly associated with the mining/quarry operations (e.g. staff canteen) which trigger the need for development approval. The "planning" consents though are issued by DEM under the *Mining Act, 1971*.

➤ Risk Management Implications

The proposed Motion on Notice will assist in mitigating the risk of:

Council not responding to community concerns regarding the quarry expansion plans and considering what possible impacts these will have on Council's infrastructure, the environment and the community, and forwarding these concerns to the Minister for Energy & Mining.

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Low (2D)	Low

This risk mitigation control is an existing control.

➤ Financial and Resource Implications

There are no financial implications as a result of this Motion on Notice.

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

A number of residents have raised concerns about the proposed quarry expansion plans. Although this is a private mine and no formal consultation with residents or the Council is required, Council still has the option of advocating on behalf of its residents and raising concerns about the proposed expansion with DEM and/or the Minister for Energy and Mining, if it chooses to do so. The MOP report states that there are no records of Aboriginal Heritage Sites within the Private Mine site as per the Department for Environment & Water (DEW) heritage register.

➤ **Sustainability Implications**

There are no sustainability implications as a result of this Motion on Notice.

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

External Agencies: Not Applicable

Community: Not Applicable

4. ANALYSIS

The Council has made a number of previous resolutions in relation to this matter which are detailed below.

On 27 January 2021, the Council resolved the following:

15.1 Horsnell White Rock Quarry Mine Operations Plan

Moved Cr Mark Osterstock
S/- Cr Nathan Daniell

12/21

Council resolves that

1. the Mayor write to the Minister for Energy & Mining, the Hon. Dan van Holst Pellekaan, seeking that no decision be made on the Horsnell White Rock Quarry Mine Operations Plan (MOP) until Council has submitted its views/comments on this proposal.
2. representatives of the Hanson White Rock Quarry be invited to present to their proposal to Council at its 23 February 2021 ordinary meeting.
3. staff prepare a report for Council's consideration on this matter, including recommendations, on how resident concerns could be addressed, whether as part of the existing State Government approval process, or by legislative amendment, including, yet not limited to:
 - a. Potential noise impacts on adjoining residents
 - b. Pollution of the adjoining creek
 - c. Impacts of heavy vehicle traffic on Council's roads
 - d. Impacts on fauna and flora within the proposed expansion area
 - e. Management of Crystalline Silica dust generated by the quarrying activity
 - f. Meeting of EPA separation guidelines
 - g. Impact on the Hills Face Zone
 - h. Buffer or exclusion zones

Carried Unanimously

On 23 February 2021, the Council resolved the following:

1. Council resolves that the report be received and noted.
2. That the Mayor, on behalf of Council, writes to the Minister for Energy and Mining, the Hon Dan van Holst Pellekaan, together with the Hon Vickie Chapman, Member for Bragg, advising that Council:
 - 2.1 having carefully considered the Mine Operations Plan [MOP], that has been publicly released by Hanson Construction Materials Pty Ltd, and specifically noting the position of the City of Burnside, the views of the local community, and together with the fact that the mine is wholly within the Hills Face Zone, is opposed to approval being granted beyond Stage 3 [excluding Stage 3A], due to the environmental impacts that expansion beyond Stage 3 is likely to have on the environment, including yet not limited to, the significant natural flora and fauna habitat.
 - 2.2 is concerned that with any expansion of the mine's current operation, that such expansion is likely to have an adverse impact on traffic management for the area. Noting that traffic management / impact has not been addressed in the MOP, Council requests that this issue be addressed by Hanson Construction Materials Pty Ltd, as a priority, in consultation with Council, prior to any approval being granted.

- 2.3 notes that separation distances do not apply to ‘existing’ private mines. However, notwithstanding this, Council’s firm view is that given the sensitive nature of the MOP, and, importantly, the fact that the current Mining Act 1971 stipulates a 400-metre separation distance for mining operations, that no approval be granted unless a minimum 400 metre [preferably 500 metre] separation distance is adopted [noting that the EPA suggests a 500-metre separation distance for mining operations, involving blasting]. Should this require legislation to achieve this desired outcome, given that this is a private mine, seeking to expand, that legislative change be pursued, in the absence of agreement from Hanson Construction Materials Pty Ltd, in order to achieve this desired outcome.
- 2.4 is concerned with the MOP’s proposed hours of operation. Council is of the view that none of these activities should occur on a Sunday. Further, that any operation outside of the hours stipulated in the MOP, should not occur unless absolutely necessary to meet specific client need. Council’s view is that any approval should incorporate this desired outcome.
- 2.5 notes that current production levels from the mine are in the order of approximately 300,000 tonnes per year. Council is concerned that the MOP does not provide for any cap on production. It is reasonable to conclude that increased production is highly likely to result in increased traffic movements, and importantly, increased noise and dust. Council’s view is that any approval should include a cap on annual production, in order to minimise such adverse consequences.
- 2.6 notes that the current mine operation generates, amongst other dust materials, Crystalline Silica dust. Council notes that Crystalline Silica dust is harmful to human health. Council requests that the State Government, as a priority, initiate an investigation into the dust generated by the mine’s current operations [with the report and findings being made publicly available], and that the investigation include, yet is not limited to, the impact that exposure to respirable Crystalline Silica dust may have on the health of members of the community who reside in the vicinity of the mine.
3. That Council requests Hanson Construction Materials Pty Ltd publicly release all self audit data of dust measurements, particularly Crystalline Silica dust readings.
4. That Council thanks the representatives of Hanson Construction Materials Pty Ltd for their presentation and trusts that the desired outcomes that Council seeks, on behalf of the local community, can be accommodated.

Carried Unanimously

On 27 April 2021, the Council resolved the following:

11.1 White Rock Quarry Proposed Mine Expansion

Moved Cr Mark Osterstock
S/- Cr Kirsty Parkin

67/21

That the Mayor, on behalf of Council, writes to the Minister for Energy and Mining, the Honourable Dan van Holst Pellekaan, together with the Honourable Vickie Chapman, Member for Bragg, advising that Council:

1. Acknowledges the Minister’s letter, dated 14 April 2021 (refer to *Appendix 1* for a copy), in response to the Mayor’s letter, on behalf of Council, dated 17 March 2021 (refer to *Appendix 2* for a copy).
2. Notes that the Minister, has not specifically addressed several important matters that were raised by Council, that requested action on the part of the Minister, and or State Government, in relation to the Hanson White Rock Quarry proposed expansion plan, and that Council respectfully requests, once again, that these matters be addressed by the Minister; namely:

- [2.2] That Council “is concerned that with any expansion of the mine’s current operation, that such expansion is likely to have an adverse impact on traffic management for the area. Noting that traffic management / impact has not been addressed in the MOP, Council requests that this issue be addressed by Hanson Construction Materials Pty Ltd, as a priority, in consultation with Council, prior to any approval being granted.”

[2.3] That Council “notes that separation distances do not apply to ‘existing’ private mines. However, notwithstanding this, Council’s firm view is that given the sensitive nature of the MOP, and, importantly, the fact that the current Mining Act 1971 stipulates a 400-metre separation distance for mining operations, that no approval be granted unless a minimum 400 metre [preferably 500-metre] separation distance is adopted [noting that the EPA suggests a 500-metre separation distance for mining operations, involving blasting]. Should this require legislation to achieve this desired outcome, given that this is a private mine, seeking to expand, that legislative change be pursued, in the absence of agreement from Hanson Construction Materials Pty Ltd, in order to achieve this desired outcome.”
 - [2.6] That Council “notes that the current mine operation generates, amongst other dust materials, Crystalline Silica dust. Council notes that Crystalline Silica dust is harmful to human health. Council requests that the State Government, as a priority, initiate an investigation into the dust generated by the mine’s current operations [with the report and findings being made publicly available], and that the investigation include, yet is not limited to, the impact that exposure to respirable Crystalline Silica dust may have on the health of members of the community who reside in the vicinity of the mine.”
 - “Further, we request that analysis into possible groundwater disruption and impacts on water flows into 3rd Creek be considered as part of the assessment process as Council wishes to ensure that there are no negative impacts on groundwater or the water flowing down the said Creek. If negative impacts are identified, then it is considered that the MOP should include the possible use of mains water as part of the operations in order to reduce the impact on water flows down 3rd Creek.”
 - “Lastly, it was noted during Hanson’s presentation that there are caves on the site which may be of significance and/or sacred to Kaurna People and which may be impacted by the proposed quarry expansion plans. It is therefore requested that consultation with representatives of the Kaurna People be undertaken and that, if requested by them, the caves be preserved accordingly.”
3. Council requests, on behalf of local residents impacted by the proposed mine expansion, that in the event that the Minister is unable or unwilling to address the aforementioned matters, that a detailed response is forthcoming - as to why.
4. As the City of Burnside (the Council) is an interested party to these proceedings, that a copy of this resolution, together with attachments and supporting information, be forwarded to the Council for information.

Carried Unanimously

The Council has written to the Minister for Energy and Mining, as required under the above resolutions, raising concerns in relation to the proposed expansion of the mine on three prior occasions, being the 10th February 2021, 17th March 2021 and 19th May 2021 and has received responses to those letters.

In summary response, the Minister has acknowledged the concerns and position of Council and confirmed that *“the decision-making process will consider all relevant information”* and *“that the assessment, being conducted in accordance with the Mining Act 1971, is considering potential impacts and proposed mitigations across elements including (but not limited to) air quality, noise, traffic, flora and fauna impacts, cultural impacts, visual amenity and rehabilitation plans.....”*. It was also stated *“The requirement to protect community from potential impacts such as noise and dust is obligatory for all quarries and mines in South Australia, and no difference for private mines. Further, the standards applied to all mines and quarries are the same standards that are applied to all forms of development in South Australia. This reflects a state-wide focus on safe, fit-for-purpose management of potential impacts in each circumstance”*.

The Department of Mines and Energy has established a separate page on their website for updates in relation to the White Rock Quarry, with the last update being 12 October 2022 in relation to a compliance order issued to Hanson Construction Materials for the offsite release of sediment-laden stormwater into Third Creek from the White Rock Quarry.

<https://www.energymining.sa.gov.au/industry/minerals-and-mining/mining/major-projects-and-mining-activities/major-operating-quarries/white-rock-quarry>

The last update listed on the website on the progression of the assessment of the application for expansion was 16 June 2022 where it was noted that Hanson had been granted an extension of time, to 31 March 2023, to provide their revised Mine Operation Plan.

5. **APPENDIX**

(1) Location Plan

Appendix 1

Location

22-February-2023



SKYE

HORSNELL GULLY

White Rock Quarry

Scale = 1:12065760
Planning & rates

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 February 2023
AGENDA BUSINESS ITEM**

Item: 12.1

Responsible Officer: Mike Carey
Manager, Financial Services
Corporate Services

Subject: 2022-23 Budget Review 2

For: Decision

SUMMARY

The *Local Government (Financial Management) Regulations 2011* (the “Regulations”) requires Council to formally consider its budget three times per year. This statutory requirement recognises the likelihood that events will occur that require, or offer opportunities for changes to the budget during the year.

This report presents the second formal Budget Review (BR2) of the 2022-23 financial year.

The proposed budget changes look to maintain Council’s Operating Surplus at \$830k. This has resulted from a number of increases in budget including arboriculture costs from storm damage, diesel and fuel and the impact of the new electricity contract being offset by savings in waste including recyclables and vacancy management.

There are no proposed variations to the 2022-23 capital program as part of the BR2 review other than to recognise an overall reduction in the 2022-23 capital expenditure budget of \$8m to be carried forward to 2023-24 to better reflect the timing of capital project delivery.

Given no overall change to the Operating Surplus, the resultant reduction of \$8m in 2022-23 capital expenditure reduces Council’s 2022-23 Net Borrowing Result from \$8.342m to \$342k. It is also noted that Council’s ‘underlying’ Operating Surplus has been calculated at increasing by \$23k to \$721k due to several savings being recognised as ongoing and therefore continuing in future years.

The Audit Committee considered Budget Review 2 at its meeting on 20 February 2023, and resolved to recommend to Council the proposed budget adjustments as presented in Budget Review 2.

RECOMMENDATION

Council resolves:

1. That the report be received and noted.
2. To adopt the proposed budget adjustments presented in the 2022-23 Budget Review 2 which result in:
 - a. No change to the Operating Surplus of \$830k for the 2022-23 financial year.
 - b. A reduction of \$8m in capital expenditure for the 2022-23 financial year to reflect estimated carry forwards relating to project delivery resulting in a revised capital expenditure budget for 2022-23 of \$19.369m.
 - c. Council's Net Borrowing Result for the 2022-23 financial year being reduced by \$8m to \$342k.
 - d. proposed financial sustainability indicators within Council's agreed targets of the following:
 - i. Operating Surplus Ratio 1.6% (Target 1% to 5%)
 - ii. Net Financial Liabilities Ratio 47% (Target 25% to 75%)
 - iii. Asset Renewal Funding Ratio 104% (Target 95% to 105%)

1. BACKGROUND

The Regulations require Council to formally consider its budget three times per year. This statutory requirement recognises the likelihood that events will occur that require, or offer opportunities for changes to, the budget during the year. This report presents the second Budget Review (BR2) of the 2020-21 financial year.

At the Council meeting held on the 28 June 2022, Council adopted the original 2022-23 *Annual Business Plan and Budget*, reflecting a Budgeted Operating Surplus before Capital Revenue of \$1.361m and an estimated Net Borrowing Result for the financial year of \$2.401m.

Subsequent to that meeting, Council, in consideration of agenda reports from a number of meetings, has approved a number of the 2022-23 Budget changes as detailed in the budget reconciliation included as part of this report as **Appendix 2**.

The latest adoption of Council's revised Budget occurred at the Council meeting held on the 20 December 2022, where Council adopted the 2022-23 Budget Review 1 (BR1) with a Budgeted Operating Surplus before Capital Revenue of \$830k and the Net Borrowing Result increased to \$8.342m.

Given that Council's meeting timing has both Budget Review 2 and the *Draft 2023-24 Long Term Financial Plan* (LTFP) being presented to the February 2023 meeting, it is noted that where possible, the *Draft 2023-24 LTFP* includes the impact of Budget Review 2 (BR2) changes that are ongoing and therefore also impact on future years.

Council's customary practice is to include Budget Reviews as an agenda item at Audit Committee meetings prior to consideration of Council, where possible. The Audit Committee considered Budget Review 2 at its special meeting on 20 February 2023, and resolved as follows:

7.1. Budget Review 2

Moved Peter Brass
S/- Natalie Johnston

AC10/23

The Audit Committee resolves:

- 1. That the report be received and noted**
- 2. To recommend to Council the proposed budget adjustments presented in Budget Review 2 which result in:**
 - a. No change to the Operating Surplus of \$830k for the 2022-23 financial year.**
 - b. A reduction of \$8m in capital expenditure for the 2022-23 financial year to reflect estimated carry forwards relating to project delivery resulting in a revised capital expenditure budget for 2022-23 of \$19.369m.**
 - c. Council's Net Borrowing Result for the 2022-23 financial year being reduced by \$8m to \$342k.**
 - d. proposed financial sustainability indicators within Council's agreed targets of the following:**

	Target	Forecast
i. Operating Surplus Ratio –	1% - 5%	1.6%
ii. Net Financial Liabilities Ratio	25% - 75%	47.0%
iii Asset Renewal Funding Ratio	95% - 105%	104.0%

Carried Unanimously

Budget Review Presentation

In accordance with the Regulations, the Budget Review presentation for BR2 for the year needs to include the full budgeted financial statements presented in a manner consistent with the Model Financial Statements.

In addition, a council must also include in this report revised forecasts for the relevant financial year of the council's operating surplus ratio, net financial liabilities ratio and asset renewal funding ratio compared with estimates set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators (**Appendix 1**).

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

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

Priority O3.1 Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long term targets for a sustainable operating surplus and level of debt

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

Priority O5.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

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

A key aspect of Council's formal budget reviews is to review and monitor Council's Annual Budget with reference to its overall financial position and its *Long Term Financial Plan* (LTFP) to ensure Council continues to be financially sustainable.

➤ Legal Implications

The undertaking of formal budget reviews is a requirement of the *Local Government Act 1999* (the "Act") and the *Local Government (Financial Management) Regulations 2011* (the "Regulations"). In particular:

Section 123(13) of the Act states that a council must, as required by the regulations, and may at any time, reconsider its annual business plan or its budget during the course of a financial year and, if necessary or appropriate, make any revisions.

Section 9 of the Regulations requires a council to prepare and consider the following reports:

(a) at least twice, between 30 September and 31 May (both dates inclusive) a report showing a revised forecast of its operating and capital investment activities for the relevant financial year compared with the estimates for those activities set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and

(b) between 30 November and 15 March (both dates inclusive) a report showing a revised forecast of each item shown in its budgeted financial statements for the relevant financial year compared with estimates set out in the budget presented in a manner consistent with the Model Financial Statements.

➤ **Risk Management Implications**

Conducting the budget review process as required by Regulations will assist in mitigating the risk of:

Failure to conduct the budget review process as required by Regulations results in inaccurate budgets and unforecasted deficits leading to inadequate resourcing for current and future activities.

Inherent Risk	Residual Risk	Target Risk
Medium (4D)	Low (2E)	Low (2E)

It ensures that financial resources are deployed in areas that align with Council's Strategic Management Plans, are affordable and support Council's LTFP.

➤ **Financial and Resource Implications**

In aggregate the proposed operating budget variations maintain Council's budgeted Operating Surplus at \$830k. This result comprises an increase in Operating Expenses of \$147k, fully offset by an increase in Operating Revenue of same amount.

Estimated carry forward capital expenditure to take into account project delivery issues has resulted in a reduction of \$8.0m in the Capital Works program for this Budget Review.

This reduction in capital expenditure for 2022-23 has reduced Council's Net Borrowing Result from \$8.342m to \$0.342m for the 2022-23 financial year.

It should be noted that the figures in this report and supporting appendices have been rounded and consequently individual sub-totals, whilst being correct, may differ slightly from the sum of the rounded amounts.

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

Not applicable.

➤ **Sustainability Implications**

Not applicable.

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

Consultation on the development of this report was as follows:

Council Committees: Budget Review 2 was considered by the Audit Committee on 20 February 2023

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

External Agencies: Not Applicable

Community: Not Applicable

➤ **Additional Analysis**

BR2 has been prepared in consultation with Directors and Managers who have provided information for each budget area.

Budget Review 2 Proposed Adjustments

\$000s	2022-23 Current Budget	Proposed BR2 Adjustments	Revised Budget after BR2
Operating Income	53,290	147	53,438
Operating Expenditure	52,460	147	52,607
Operating Surplus	830	-	830
Depreciation	10,446	-	10,446
Capital income	7,750	-	7,750
Capital Expenditure	(27,369)	8,000	(19,369)
Net Borrowing Position	(8,342)	8,000	(342)

Operating:

Operating Income - \$147k increase

More significant items include:

- An increase in Biodiversity grant funding of \$50k from the Local Economic Recovery fund which has associated expenditure commitments
- An increase of \$46k in Utilities Reimbursements resulting from a forecast increase in electricity expenses to be reimbursed by Old Woollen Mill tenancies
- An ongoing increase of \$30k in rates fines and interest income. It is proposed that this new savings opportunity replace the savings initiative relating to credit card surcharge options giving the difficulty in implementing that option in the current year
- an increase in statutory income of \$29k in animal registrations based on year to date income received. This income is considered ongoing to future years

Operating Expenditure - \$147k increase

The more significant items relate to:

- an increase in fuel of \$120k resulting from the impact of both unleaded and diesel price increases. Of this an amount of \$75k has been estimated as ongoing and impacting on future years
- a net increase in electricity of \$82k (being \$128k relating to expenditure offset by the \$46k tenancy reimbursement discussed above)
- an increase in contractor costs of \$95k relating to an extreme storm event that occurred in November 2022 where the Arboriculture area was required to respond to and resolve large volumes of urgent tree works that posed elevated levels of risk to the community
- an increase in Tour Down Under (TDU) tree works of \$34k due to changes in the proposed TDU course
- an increase in expenditure relating to the application of the Biodiversity grant funding increase of \$50k as discussed above
- a reduction of \$84k in waste costs (\$79k ongoing) including \$50k in relation to the recyclable budget based on current charges from East Waste
- vacancy management savings in the order of \$205k

- a transfer from materials, contract and other expenses to employee costs largely in relation to arboriculture resources originally budgeted under contractors in Council's Adopted Budget.

Capital Items

\$000s	2022-23 Current Budget	Carry Forward Adjustment	Proposed BR2 Budget
Capital income	7,750	0	7,750
Capital - Renewal Expenditure	(13,407)	2,667	(10,740)
Capital - New Capital Expenditure	(13,962)	5,333	(8,629)
Total Capital Expenditure	(27,369)	8,000	(19,369)
Net Capital Position	(19,619)	(8,000)	(11,619)

For Budget Review 2, there are no proposed changes to specific capital projects due for delivery in the 2022-23 financial year. However, given the large capital spend forecast for this financial year, it is proposed that the total 2022-23 capital expenditure budget be reduced by \$8.0m to reflect the timing of project delivery. At BR1, this was estimated at \$5.0m but at that time the adopted capital budgets were not adjusted to reflect that estimate. As at February 2023 the capital works program had not advanced significantly enough to readily identify the specific projects and amounts that will be at risk of not being delivered on a timely basis and within budget. This will be revisited in Budget Review 3 once further progression of the overall capital expenditure has occurred.

As a result of this consideration and in line with Council's position taken in the preparation of Council's *Draft 2023-24 Long Term Financial Plan*, an adjustment of \$8m to the Capital Program and associated funding has been made to ensure that Council's forecast borrowing position more accurately reflects Council's funding requirements as at 30 June 2023 and future financial years.

Movements in Budgeted Borrowings

As shown below, as a result of proposed BR2 changes, forecast borrowings including Council's short term drawdown have been revised downwards by \$3m from \$19.2m to \$16.2m at 30 June 2023,. It is noted that for BR1 \$5m out of \$8m proposed carry forward was reflected as an adjustment to Borrowings given the impact on the LTFP in future years.

Borrowings excluding Leases \$000s	Opening July 2022	New Borrowings	Repayments	Forecast June 2023
CAD (Short Term Drawdown)	9,206	-	(719)	8,487
Current Other Borrowings	-	-	-	-
Fixed Term Borrowings	5,000	3,000	(271)	7,729
Total Borrowings	\$14,206	\$3,000	(990)	\$16,216

The Financing transaction detail as shown at the bottom of Council's *Uniform Presentation of Finance (Appendix 3)* highlights that in addition to Borrowings as discussed above, the financing result for the financial year also includes budgeted payments relating to the landfill remediation provision and the reduction in aged care debenture loans as part of Bridgewater Retirement Village sale.

Other points of note:

Financial Indicator Analysis

The BR2 Revised Budget Financial Indicators are shown with reference to the Current Adopted Budget for 2022-23 BR1 adopted in December 2022.

Financial Indicator	Target	Current Budget for 2022-23 (BR1 Dec 2022)	Proposed BR2 Budget 2022-23
Operating Surplus Ratio	1% to 5%	1.6%	1.6%
Net Financial Liabilities Ratio	25% to 75%	52%	47%
Asset Renewal Funding Ratio	95% to 105%	106%	104%

Contributing factors that have impacted on the changes in ratios since they were last reported as per the table above are as follows:

Operating Surplus Ratio

There has been no change to the Operating Surplus as result of BR2 and hence no change to Operating Surplus Ratio.

Net Financial Liabilities Ratio

The reduction in Council's Net Financial Liabilities Ratio from 52% to 47% is a result of the transfer of carry forward capital and the resultant reduction in borrowings for 2022-23.

Asset Renewal Funding Ratio

The reduction in capital expenditure on renewal and replacement of existing assets as part of estimated carry forwards adjusted in BR2 has reduced the asset renewal ratio from 106% to 104%.

Summary

As Council has approved a number of the 2022-23 Budget changes from Council's original adopted budget, a summary of those adjustments has been detailed in the budget reconciliation included as part of this report as **Appendix 2**.

A summary of the elements impacting on Council's Net Borrowing Position for BR2 is shown below:

\$000s	\$
BR1 Adopted Budget Net Lending (Borrowings) Result	(8,342)
Impact of Operating Budget Adjustments for BR2	-
Impact of Capital income and Expenditure BR2 Carry Forwards	8,000
BR2 Revised Net Lending (Borrowing) Result	(342)
2022-23 Underlying Operating Surplus	721

In the last couple of years, Council's operating surplus has been impacted by a significant number of one off budget items together with a large amount of grant funding received with associated expenditure commitments often accounted for in different years as well as to fund capital projects.

It has therefore been agreed that Administration would provide details of Council's underlying Operating Surplus as part of financial reporting performance and Budget Reviews to assist in the assessment of Council's ongoing financial sustainability and long term financial planning.

As noted in **Appendix 2**, which shows the budget reconciliation of 2022-23 Budget changes Council's underlying Operating Surplus has increased from \$698k to \$721k from the previous Budget Review largely to account for:

- An increase in the estimated animal management registration income of \$29k which is considered ongoing
- Identified ongoing waste savings of \$79k including recyclables savings of \$50k offset by estimated ongoing fuel cost increases of \$75k.

Quarterly Finance Performance Results

At its 19 June 2018 meeting, Council adopted (Res 128/18) the *Corporate Planning & Performance Framework*, of which a key element was the establishment of a suite of Corporate Business Performance Indicators which are aligned with Adelaide Hills Council's Strategic Plan goals and will enable the tracking of performance over time.

As a result Quarterly Council Performance Reports were prepared showing the performance against the Corporate Performance indicators, strategic initiatives and key activities of the Council's *Annual Business Plan*.

To reflect the alignment to the Strategic Plan 2020-24 – A brighter future the format of the Quarterly Council Performance Report is formatted to show Council's performance against the 5 strategic goals with the report also includes the Customer Service Standards, Capital Works performance, and Quarterly Financial Performance.

As a result of a change in the timing of reporting, the Quarterly Performance Reports are now provided to Council and the Audit Committee at the meeting directly following the end of the quarter.

As the financial performance information contained in that report is only preliminary at that meeting it was agreed for completeness to include the final quarterly financial performance as part of each Budget Review. As a result this information is shown as Appendix 4.

3. OPTIONS

Council has the following options:

- I. To adopt the budget review as prepared without making any further amendment to the adopted budget (Recommended)
- II. To determine required changes to the review and adopt a revised Budget Review 2, recognising the likely impact upon future Budget Reviews and Council's Long Term Financial Plan (Not Recommended)
- III. Not to adopt the review, in which case it will risk breaching the requirements of the *Local Government Financial Management Regulations (2011)* unless an alternative review is adopted (Not Recommended).

The recommended option will ensure Council meets the requirements of Section 7 and 9 of the *Local Government (Financial Management) Regulations 2011*.

4. APPENDICES

- (1) 2022-23 Budget Review 2 Statutory Financial Statements
- (2) 2022-23 Budget Adjustments subsequent to Original Budget Adoption
- (3) Financial Performance Report for Quarter Ended 31 December 2022

Appendix 1

2022-23 Budget Review 2 Statutory Financial Statements

Adelaide Hills Council
BUDGETED UNIFORM PRESENTATION OF FINANCES
2022-23 Annual Budget

2021-22 Actuals		2022-23 BR1 Budget	BR2 Changes	2022-23 Revised Budget
\$'000		\$'000	\$'000	\$'000
	INCOME			
41,504	Rates	44,339	30	44,369
1,430	Statutory charges	1,360	9	1,369
884	User charges	888	-	888
7,667	Grants, subsidies and contributions	6,198	55	6,253
59	Investment income	5	-	5
197	Reimbursements	186	47	233
583	Other income	214	7	221
133	Net gain - equity accounted Council businesses	100	-	100
52,457	Total Income	53,290	147	53,438
	EXPENSES			
19,608	Employee Costs	20,859	(3)	20,856
21,515	Materials, contracts & other expenses	20,561	150	20,711
9,820	Depreciation, amortisation & impairment	10,446	-	10,446
306	Finance costs	594	-	594
66	Net loss - equity accounted Council businesses	-	-	0
51,315	Total Expenses	52,460	147	52,607
1,142	NET BUDGETED SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS	830	0	830
	Net Outlays on Existing Assets			
(12,337)	Capital Expenditure on Renewal and Replacement of Existing Assets	(13,407)	2,667	(10,740)
756	Proceeds from Sale of Replaced Assets	636	-	636
9,820	Depreciation	10,446	-	10,446
(1,761)	NET OUTLAYS ON EXISTING ASSETS	(2,325)	2,667	342
	Net Outlays on New and Upgraded Assets			
(4,839)	Capital Expenditure on New and Upgraded Assets & Remediation costs	(13,962)	5,333	(8,629)
2,552	Capital Grants & Monetary Contributions - New & Upgraded Assets	5,621	-	5,621
9	Proceeds from Sale of Surplus Assets	1,494	-	1,494
(2,278)	NET OUTLAYS ON NEW AND UPGRADED ASSETS	(6,848)	5,333	(1,515)
(2,897)	NET LENDING/ (BORROWING) RESULT 2022-23	(8,342)	8,000	(342)
(20,311)	Net Financial Liabilities at Beginning of Year	(24,015)	-	(24,015)
(740)	Decrease / (increase) in Other	4,571	(5,000)	(429)
(67)	Non Cash Equity Movement	(100)	-	(100)
(24,015)	Net Financial Liabilities at End of Year	(27,886)	3,000	(24,886)

In a year, the financing transactions identified below are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

	Financing Transactions			
(2,897)	NET LENDING/ (BORROWING) RESULT 2022-23	(8,342)	8,000	(342)
(76)	Proceeds from Bonds & Aged Care Facilities deposits	670	-	670
4,006	Increase/(Decrease) in Short Term Draw Down	(19)	(700)	(719)
(2,578)	(Increase)/Decrease in Cash & Investments	2,700	-	2,700
	Estimate of Capital Carry Forward to be transferred to next Year	5,000	(5,000)	0
1,488	(Increase)/Decrease in Other Working Capital	-	-	0
629	Increase/(Decrease) in Grants Received in Advance	(2,922)	-	(2,922)
-	Principal Repayments on Borrowings	(271)	-	(271)
(400)	Repayment of Lease Liabilities	(429)	-	(429)
(105)	Reinstatement/Restoration Provision Payment	(403)	-	(403)
	Debenture Payment	(1,184)	-	(1,184)
(67)	Non Cash Equity Movement	(100)	-	(100)
0	REDUCED BORROWINGS/(NEW BORROWINGS) 2022-23	(5,300)	2,300	(3,000)

It should be noted that the figures in this appendix have been rounded and consequently individual sub-totals, whilst being correct, may differ slightly from the sum of the rounded amounts.

Adelaide Hills Council

STATEMENT OF COMPREHENSIVE INCOME 2022-23 Adopted Budget

2021-22 Actuals		2022-23 Revised Budget
\$'000		\$'000
	INCOME	
41,504	Rates	44,369
1,430	Statutory charges	1,369
884	User charges	888
7,667	Grants, subsidies and contributions	6,253
59	Investment income	5
197	Reimbursements	233
583	Other income	221
133	Net gain - equity accounted Council businesses	100
52,457	Total Income	53,438
	EXPENSES	
19,608	Employee costs	20,856
21,515	Materials, contracts & other expenses	20,711
9,820	Depreciation, amortisation & impairment	10,446
306	Finance costs	594
66	Net loss - equity accounted Council businesses	-
51,315	Total Expenses	52,607
1,142	OPERATING SURPLUS / (DEFICIT)	830
(1,693)	Asset disposal & fair value adjustments	764
1,905	Amounts received specifically for new or upgraded assets	5,621
4,072	Physical Resources Received Free of Charge	
5,426	NET SURPLUS / (DEFICIT)	7,215
2,814	Changes in revaluation surplus - infrastructure, property, plant & equipment	5,300
1	Other Comprehensive Income	-
6	Share of Other Comprehensive Income JV	-
2,821	Total Other Comprehensive Income	5,300
8,247	TOTAL COMPREHENSIVE INCOME	12,515

Adelaide Hills Council
STATEMENT OF FINANCIAL POSITION
2022-23 Adopted Budget

2021-22 Actuals		2022-23 Revised Budget
\$'000		\$'000
	ASSETS	
	Current Assets	
3,215	Cash and cash equivalents	515
3,025	Trade & other receivables	3,025
32	Inventories	32
<u>6,272</u>		<u>3,572</u>
-	Non-current Assets held for Sale	-
<u>6,272</u>	Total Current Assets	<u>3,572</u>
	Non-current Assets	
-	Financial assets	-
2,416	Equity accounted investments in Council businesses	2,516
<u>445,461</u>	Infrastructure, property, plant & equipment	<u>458,747</u>
<u>447,877</u>	Total Non-current Assets	<u>461,263</u>
<u>454,149</u>	Total Assets	<u>464,835</u>
	LIABILITIES	
	Current Liabilities	
9,651	Trade & other payables	6,215
9,206	Borrowings - Short Term Draw Down	8,487
375	Borrowings - Other	561
4,072	Provisions	3,669
<u>23,304</u>	Total Current Liabilities	<u>18,932</u>
	Non-current Liabilities	
5,200	Borrowings	7,743
1,751	Provisions	1,751
<u>6,951</u>	Total Non-current Liabilities	<u>9,494</u>
<u>30,255</u>	Total Liabilities	<u>28,426</u>
<u>423,894</u>	NET ASSETS	<u>436,409</u>
	EQUITY	
147,964	Accumulated Surplus	155,179
275,831	Asset Revaluation Reserves	281,131
99	Other Reserves	99
<u>423,894</u>	TOTAL EQUITY	<u>436,409</u>
<u>24,015</u>	NET FINANCIAL LIABILITIES	<u>24,886</u>

Adelaide Hills Council

STATEMENT OF CHANGES IN EQUITY 2022-23 Adopted Budget

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
2022-23	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period	147,964	275,831	99	423,894
Net Surplus / (Deficit) for Year	7,215	-	-	7,215
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment	-	5,300	-	5,300
Transfers between reserves		-		-
Balance at end of period	155,179	281,131	99	436,409

2021-22				
Balance at end of previous reporting period	142,182	273,017	448	415,647
Restated opening balance				
Net Surplus / (Deficit) for Year	5,426	-	-	5,426
Other Comprehensive Income				
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	2,814	-	2,814
Share of Other Comprehensive Income Equity Businesses	1			1
Other Equity Adjustments - equity accounted Council businesses	6			6
Transfers between reserves	349		(349)	-
Balance at end of period	147,964	275,831	99	423,894

FINANCIAL INDICATORS

	2022-23 Adopted Budget
Operating Surplus Ratio	
<u>Operating Surplus</u>	1.6%
Total Operating Revenue	
Operating Surplus Ratio using Underlying Surplus	
<u>Operating Surplus</u>	1.4%
Total Operating Revenue	
Net Financial Liabilities Ratio	
<u>Net Financial Liabilities</u>	47%
Total Operating Revenue	
Asset Renewal Funding Ratio	
<u>Asset Renewals</u>	104%
Infrastructure & Asset Management Plan required expenditure	

Adelaide Hills Council

CASH FLOW STATEMENT 2022-23 Adopted Budget

2021-22 Actuals		2022-23 Revised Budget
\$'000	<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>	\$'000
	<u>Receipts</u>	
41,289	Rates - general & other	44,369
1,430	Fees & other charges	1,369
884	User charges	888
8,225	Grants	6,253
59	Investments	5
197	Reimbursements	233
292	Other revenues	221
	<u>Payments</u>	
(19,191)	Employee costs	(20,856)
(19,972)	Materials, contracts & other expenses	(21,114)
(306)	Finance payments	(594)
12,907	NET CASH USED IN OPERATING ACTIVITIES	10,773
	<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>	
	<u>Receipts</u>	
-	Proceeds from Borrowings	3,000
-	Proceeds from Aged Care Facility Deposits	670
	<u>Payments</u>	
-	Repayment from Borrowings	(271)
(400)	Repayment of Lease Liabilities	(429)
(76)	Repayments of Aged Care facility deposits	(1,184)
(476)	NET CASH USED IN FINANCING ACTIVITIES	1,786
	<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>	
	<u>Receipts</u>	
2,552	Grants for new or upgraded assets	2,699
756	Sale of replaced assets	636
9	Sale of surplus assets	1,494
-	Repayment of loans from Community Groups	-
-	Distributions received from Equity Accounted Businesses	-
	<u>Payments</u>	
(4,839)	Expenditure on new/ upgraded assets	(8,629)
(12,337)	Expenditure on renewal/ replacement of assets	(10,740)
(13,859)	NET CASH USED IN INVESTING ACTIVITIES	(14,540)
(1,428)	NET INCREASE / (DECREASE) IN CASH HELD	(1,981)
(4,563)	CASH AT BEGINNING OF YEAR	(5,991)
(5,991)	CASH AT END OF YEAR	(7,972)
3,215	Cash & Investments	515
(9,206)	Short Term Drawdown	(8,487)
(5,991)		(7,972)

Appendix 2

*2022-23 Budget Adjustments subsequent to Original
Budget Adoption*

ADELAIDE HILLS COUNCIL
2022-23 BUDGET ADJUSTMENTS SUBSEQUENT TO BUDGET ADOPTION

Description	Operating Income	Operating Expenses	Net Operating Result	Capital Expenditure	Capital Income	Depreciation	Net Borrowing Result Impact	2022-23 Underlying Surplus
Published 2022-23 Annual Budget Plan	53,295	51,934	1,361	22,339	8,074	10,502	(2,401)	578
Operating Initiatives Carry Forwards from 2021-21		144	(144)				(144)	(55)
Operating Grants Carry Forwards from 2021-22	385	145	240				240	
Capital Carry Forwards from 2021-22			0	4,450	602		(3,848)	
2022-23 Additional Budget Requests Grants	64	64	0					
2022-23 Budget Changes LRCIP Phase 3	(781)		(781)				(781)	
Sub total Budget Adjustments since Annual Business Plan Adoption	(332)	353	(685)	4,450	602		(4,533)	(55)
AHC Adopted Budget at 23 August 2022 Council Meeting	52,963	52,287	676	26,789	8,676	10,502	(6,934)	523
Sub total Budget Adjustments	327	173	154	580	(926)	(56)	(1,408)	175
AHC Adopted Budget at 20 December 2022 Council Meeting	53,290	52,460	830	27,369	7,750	10,446	(8,342)	698
One-off budget changes	78	100	(23)					
On-going budget changes	70	47	23					23
Capital Carry Forwards to 2023-24			0	(8,000)			8,000	
2022-23 Budget Review 2	147	147	0	(8,000)			8,000	23
AHC Proposed Budget for 22 February 2022 Council Meeting	53,437	52,607	830	19,369	7,750	10,446	(342)	721

Appendix 3








*Financial Performance Report for Quarter Ended 31
December 2022*












Financial Performance

Adelaide Hills Council Quarterly Financial Performance

Overall Funding Statement

as at December 2022

	YTD Actual	YTD Budget	YTD Variance	Revised Budget
	\$'000	\$'000	\$'000	\$'000
Total Operating Income	48,153	47,815	 337	53,285
Total Operating Expenditure	20,536	20,826	 289	52,455
Funding surplus before Capital	27,616	26,989	 627	830
Capital Expenditure	4,883	6,288	 1,405	27,368
Capital Income	3,026	2,936	 90	7,751
Net expenditure - Capital projects	1,857	3,352	 1,495	19,616
Net Lending / (Borrowing) Result for Year	25,760	23,637	 2,122	(8,342)

Adelaide Hills Council Operating Summary By Directorate as at December 2022				
	YTD Actuals \$'000s	YTD Budget \$'000s	YTD Var fav / (unfav) \$'000s	Revised Budget \$'000s
Income				
Community Capacity	1,731	1,683	 47	2,590
Corporate Services	43,067	42,993	 74	44,519
Development & Regulatory Services	934	887	 47	1,369
Infrastructure & Operations	2,422	2,252	 169	4,807
Income Total	48,153	47,815	 337	53,285
Expenditure				
Community Capacity	3,583	3,742	 159	8,579
Corporate Services	6,631	6,723	 92	10,796
Development & Regulatory Services	1,883	1,903	 19	3,984
Infrastructure & Operations	8,439	8,459	 20	29,097
Expenditure Total	20,536	20,826	 289	52,455
Operating Surplus (Deficit)	27,616	26,989	 627	830

Adelaide Hills Council Quarterly Financial Performance

as at December 2022	Income by Function			Expenditure by Function			Net Position
	YTD Actuals \$'000s	YTD Budget \$'000s	YTD Var fav/(unfav) \$'000s	YTD Actuals \$'000s	YTD Budget \$'000s	YTD Var fav/(unfav) \$'000s	Variance \$'000s
CEO Office	-	-	-	88	149	61	61
Governance & EM	20	20	-	1,223	1,180	(43)	(43)
CEO Directorate	20	20	-	1,311	1,329	18	18
CC Director's Office	6	6	-	181	169	(12)	(12)
Customer Experience	-	-	-	16	33	17	17
Communications, Engagement & Events	2	-	2	274	285	11	12
Economic Development	96	95	1	258	296	39	39
FABRIK	44	49	(5)	149	170	20	15
Community Development	81	75	6	512	524	12	18
Community Resilience	525	525	-	105	102	(3)	(3)
Positive Ageing (Home and Social Support)	577	505	72	575	569	(6)	66
Positive Ageing Project (Collaborative)	51	67	(16)	47	41	(6)	(22)
Community Centres	19	28	(9)	199	184	(15)	(24)
Library & Customer Services	330	333	(3)	1,269	1,370	102	99
Community Capacity	1,731	1,683	47	3,583	3,742	159	206
CS Director's Office	3	4	(1)	137	129	(8)	(8)
Financial Services	42,651	42,614	37	1,616	1,602	(14)	23
Information Services	-	-	-	1,314	1,381	67	67
OD & WHS	-	-	-	422	455	33	33
Old Woollen Mill Precinct Lobethal	162	151	11	95	106	11	22
Cemeteries	130	132	(2)	98	105	7	5
Property Management	79	50	29	1,031	1,065	34	63
Retirement Villages	22	23	(1)	16	13	(3)	(4)
Sport & Recreation	-	-	-	592	538	(54)	(54)
Corporate Services	43,047	42,973	74	5,321	5,394	74	148
DRS Director's Office	-	-	-	226	228	2	2
Development Assessment & Compliance	356	327	29	1,038	1,073	34	63
Environmental Health	59	63	(4)	247	258	12	8
Regulatory Services	519	497	22	372	343	(29)	(7)
Development & Regulatory Services	934	887	47	1,883	1,903	19	66
IO Director's Office	-	-	-	162	167	5	5
Civil Services	471	432	39	2,414	2,537	123	162
Open Space - Biodiversity	88	20	68	300	330	30	97
Open Space Operations	28	-	28	2,533	2,389	(144)	(117)
Community Wastewater Management System	1,719	1,697	22	300	252	(48)	(25)
Strategic Assets	-	-	-	243	256	13	13
Sustainability	-	-	-	133	130	(3)	(3)
Emergency Management	-	-	-	17	19	2	2
Waste	116	104	12	2,338	2,379	41	54
Infrastructure & Operations	2,422	2,252	169	8,439	8,459	20	190
Total	48,153	47,815	337	20,536	20,826	289	627

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 February 2023
AGENDA BUSINESS ITEM**

Item: 12.2

Responsible Officer: Mike Carey
Manager, Financial Services
Corporate Services

Subject: Draft 2023-24 Long Term Financial Plan for Consultation

For: Decision

SUMMARY

Prior to commencement of the budget process each year a review of the Long Term Financial Plan (LTFP) is undertaken. This review ensures that the LTFP is updated to reflect movements in key economic indicators as well as any revised strategies or plans considered by Council.

The LTFP was last adopted by Council in April 2022.

This is a particularly challenging year given the impacts that world events are having on the cost of delivering services with the 12-month increase in the Consumer Price Index (CPI) currently in excess of 8% for South Australia. Given that increases in the costs of delivering services in Local Government often exceed increases in the CPI, the focus of recent workshops has been to reduce expenditure to enable the impact on rates, which are Council's primary source of revenue, to be held at or below CPI increases in 2023-24.

As part of the development of the 2023-24 LTFP, Elected Member workshop sessions were held on 11 October 2022, 6 December 2022 as well as a full day workshop of Council on 11 February 2023. In addition to these workshops, a survey was undertaken prior to the February 2023 workshop seeking Elected Member opinions and discussion on a number of questions relating to the development of the 2023-24 LTFP.

After taking into account workshop feedback and consideration of financial sustainability of Council over the 10 year LTFP horizon, the draft 2023-24 LTFP key parameters and assumptions have been updated to reflect:

- A currently proposed 2023-24 average rate increase of 6.9%, being 0.5% below estimated LGPI and 0.1% below forecast CPI
- that all categories of land use are differentiated so that each land use have their own rate in the dollar built into the *Rating Policy* moving forward thus no longer referencing the residential rate.
- That the differential rate for land uses Commercial, Industrial and Vacant be adjusted to better reflect the relativity of those land uses to the overall rates raised given that Council's residential ratepayers pay a greater proportion of total rates compared to many other councils.
- The inclusion of \$600k in administrative savings (ongoing) – this is on top of \$650k captured in 2022-23.

- The inclusion of service changes that will achieve savings of \$230k in 2023-24 and be ongoing.
- The inclusion of increases in certain fees and charges to achieve additional revenue of \$50k per annum.
- The inclusion of funding for a pilot of waste options in 2023-24.

In addition, the Administration is recommending to include a projection that rate revenue will increase in line with increases in LGPI from 2024-25 for the life of the plan, i.e. no additional increase to make up for a lower than LGPI increase in 2023-24. Further it is proposed that the financial sustainability targets also remain unchanged from the previously adopted LTFP. It is noted of course that Council needs to make a decision annually on rate adjustments in light of its intentions for its budget and business plan each year.

After factoring these elements into the LTFP, it is considered that the draft LTFP continues to demonstrate that the Council is financially sustainable over the 10 year term of the LTFP, whilst achieving the objectives outlined in the *Strategic Plan*.

On 20 February 2023 the Audit Committee reviewed an updated version of Council's Draft 2023-24 LTFP and recommended in part that *"Council approve the 2023-24 Draft Long Term Financial Plan, as contained in Appendix 1 for community consultation in accordance with Section 122 of the Local Government Act 1999."*

This report provides the updated Draft 2023-24 LTFP to Council for consideration prior to community consultation being undertaken.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
- 2. To adopt the Draft Long Term Financial Plan, as contained in Appendix 1 for community consultation in accordance with Section 122 of the *Local Government Act 1999* noting the adherence to adopted financial sustainability ratios relating to Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Renewal Funding Ratio.**
- 3. That the CEO be authorised to:**
 - a. Make any formatting, nomenclature or other minor changes to the Plan prior to being released for public consultation, and**
 - b. Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council's *Public Consultation Policy*.**

1. BACKGROUND

The Act requires Council to prepare a LTFP as part of its suite of Strategic Management Plans, and to update it on the same basis. Members of the public are to be given a reasonable opportunity to be involved in the development and review of Council's LTFP.

Council considers that its LTFP is a fundamental instrument of accountability and provides projections for Council's planned activities over a ten year timeframe.

The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving Council's corporate objectives as specified in its *Strategic Plan*. At the same time the LTFP ensures that there is an understanding of the impact of decisions made today on future sustainability. This means ensuring the cost effective delivery of works and services, and the appropriate maintenance and renewal of Council's asset base in a financially sustainable manner.

The purpose of this Plan is not to provide specific detail about individual works or services. It does however provide a decision making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver cost effective services to our community in the future in a financially sustainable manner.

A council's LTFP must contain a summary of the proposed operating and capital investment activities in the Uniform Presentation of Finance format for a period of at least ten years. It should include estimates of the key ratios, operating surplus, net financial liabilities and asset renewal. This illustrates the expected long term financial performance of the Council, and hence whether financial sustainability is being achieved.

The LTFP is prepared using a number of assumptions, with regard to projected rate income, projected fees, charges and grants and also includes assumptions about future operational and capital expenditure. As part of considering future operational requirements Council needs to consider whether there is any changes to services and whether the existing service levels from continuing services will be maintained.

In recent years Council has increased its services and related service levels in many areas including:

- Tree Management / Horticultural program
- Playground/park furniture/cemeteries resourcing
- Sport & Recreation Planning
- Community and Recreation Facilities
- Trail Strategy Planning and Delivery
- Responding to the impact of China Sword & other waste costs
- Progressing FABRIK
- Economic Development resources to support the business community
- Disability and Community Well Being support
- CWMS oversight and operational support
- Emergency Management – COVID & Fires
- Other support area resourcing including Procurement, Governance and Event Management

This has resulted in increased annual costs in excess of \$3m which have largely been balanced by significant savings initiatives to minimise any impact on rates.

The previous LTFP was considered by Council on 22 February 2022 and was subsequently endorsed for public consultation by Council prior to the budget setting process and formally adopted by Council in April 2022.

The Audit Committee considered the updated 2023-24 LTFP on 20 February 2023, and resolved as follows:

8.7. Long Term Financial Plan Review

Moved Peter Brass
S/- David Moffatt

AC9/23

The Audit Committee resolves:

1. That the report be received and noted.
2. That the Draft Long Term Financial Plan (2023 revision) including the adherence to adopted financial sustainability ratios relating to Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Renewal Funding Ratio be noted.
3. To recommend that Council approve the *Draft Long Term Financial Plan (2023 revision)*, as contained in Appendix 1 for community consultation in accordance with Section 122 of the *Local Government Act 1999*.
4. That the Chief Executive Officer be authorised to make minor changes to the *Draft Long Term Financial Plan (2023 revision)* arising from the Committee's consideration of the matter prior to it being provided to Council.

Carried Unanimously

As part of the discussion with individual Audit Committee members and the Audit Committee's deliberation, a number of matters were raised and considered. However, there were no changes required to the Draft 2023-24 LTFP based on the discussion provided.

2. ANALYSIS

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

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

Priority O3.1 Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long term targets for a sustainable operating surplus and level of debt

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

Priority O5.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

The Council is committed to open, participative and transparent decision making and administrative processes. We diligently adhere to legislative requirements to ensure public accountability and exceed those requirements where possible.

One key aspect of Council's legislative responsibilities is to develop and adopt a long-term financial plan for a period of at least 10 years to ensure Council continues to be financially sustainable.

➤ **Legal Implications**

The LTFP is prepared as a part of the Strategic Management Plans as required under Section 122 of the *Local Government Act 1999* (the "Act"). In particular:

- 1a (a) A council must, in conjunction with the plans required under subsection (1), develop and adopt a long-term financial plan for a period of at least 10 years;
- (1b) The financial projections in a long-term financial plan adopted by a council must be consistent with those in the infrastructure and asset management plan adopted by the council.
- 4 - A council may review its strategic management plans under this section at any time but must—
 - (a) undertake a review of—
 - (i) its long-term financial plan; and
 - (ii) any other elements of its strategic management plans prescribed by the regulations for the purposes of this paragraph, on an annual basis; and
 - (b) in any event, undertake a comprehensive review of its strategic management plans within 2 years after each general election of the council.

Section 4 (a) of the Act was updated in January 2022 to now require the LTFP to be reviewed on an annual basis. Previously legislation required the LTFP to be updated as soon as practicable after adopting the council's annual business plan for a particular financial year.

- (4a) A council must, for the purposes of a review under subsection (4), take into account—
 - (a) in relation to a review under subsection (4)(a)(i)—a report from the chief executive officer on the sustainability of the council's long-term financial performance and position taking into account the provisions of the council's annual business plan and strategic management plans; and
 - (b) insofar as may be relevant—any other material prescribed by the regulations.
- 6 A council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans

The LTFP is also required to comply with Regulation 5 of the *Local Government (Financial Management) Regulations 2011*. In particular:

- 1 A long-term financial plan developed and adopted for the purposes of section 122(1a)(a) of the Act must include—
 - (a) a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and
 - (b) estimates and target ranges adopted by the council for each year of the long-term financial plan with respect to an operating surplus ratio, a net financial liabilities ratio and an asset renewal funding ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

- 2 A long-term financial plan must be accompanied by a statement which sets out—
- (a) the purpose of the long-term financial plan; and
 - (b) the basis including key assumptions on which it has been prepared; and
 - (c) the key conclusions which may be drawn from the estimates, proposals and other information in the plan.

Regulation 5(2)(b) of the *Local Government (Financial Management) Regulations 2011* was updated in January 2022 to require the key assumptions used to be clearly identified within the LTFP.

➤ **Risk Management Implications**

Preparing a LTFP as required by the Act and Regulations will assist in mitigating the risk of:

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

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (4D)	Medium (3D)

It ensures that financial resources are deployed in areas that align with Council's Strategic Management Plans, are affordable and supported within the Council's LTFP.

The LTFP has been developed based on the best information and assumptions available at the time. However, users of this information should be aware that there are risks associated with using estimated increases to Consumer Price Index (CPI), Local Government Price Index (LGPI), Average Weekly Earnings (AWE) and predictions in finance costs and interest rates.

In addition, the LTFP may be impacted by events such as new legislation, legal action or disasters that could materially affect the projected outcomes and results of the LTFP. Whilst Council has factored in the known impacts of prior events (including landfill remediation, recent bushfires and the COVID-19 pandemic), it is important to acknowledge that significant future events will necessitate ongoing review. The projected increase in the operating surplus ratio will assist in mitigating this risk.

Council is aware that the Boundaries Commission has developed an Inquiry Plan to inquire into the Campbelltown City Council's (CCC) proposal for the boundary between CCC and Adelaide Hills Council to be realigned to the eastern and southern side of Woodforde and Rostrevor suburbs, effectively moving those suburbs into CCC's area. At the last advice received, the Commission was seeking a cost estimate for the Inquiry. Once the estimate is obtained it will be provided to CCC and the inquiry will only proceed if CCC provides a clear direction to do so, on consideration of the cost estimate, which they will be required to fund. Given the current status of the boundary change process, no adjustment has been made to Council's LTFP for any possible impact on rates revenue, servicing costs and capital expenditure.

In order to reduce risk the plan is reviewed and updated annually to incorporate the best available information. This includes the LTFP and its assumptions being reviewed by Council's Audit Committee.

➤ **Financial and Resource Implications**

Satisfactory internal financial controls provide the foundation for ensuring Council's ongoing financial sustainability. The LTFP is a financial model that aims to achieve long term financial sustainability, using the key financial indicators and benchmarks for guidance, projected over 10 years using inputs from Council's *Strategic Plan*, *Asset Management Plan* and other key Strategies.

A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

Except for identified changes in service levels, the LTFP is based on continuing existing service levels including infrastructure renewal and upgrade and is regularly updated to account for any changes.

At the time of undertaking the review of the Draft 2023-24 LTFP consideration of projects to be funded from the fourth round of the Local Roads and Community Infrastructure Program totalling \$781k had not been finalised. Final outcomes from this Program will be captured in the development of the 2023-24 Annual Business Plan.

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

Public consultation will be undertaken following consideration by Council on 28 February 2023.

➤ **Sustainability Implications**

The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving Council's corporate objectives as specified in its *Strategic Plan*, *Corporate Plan* and Functional Strategies.

Council has specific functional strategies that address environmental and economic sustainability goals, objectives and priorities. At the same time the LTFP ensures that there is an understanding of the impact of decisions made today on future sustainability.

This means ensuring the cost effective delivery of works and services, and the appropriate maintenance and renewal of our asset base in a financially sustainable manner.

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

Consultation on the development of this report was as follows:

Council Committees: The Audit Committee considered the Draft 2023-24 LTFP on 20 February 2023.

Council Workshops: Council Workshop Sessions covering the LTFP were held on 11 October 2022, 6 December 2022 as well as a full day workshop on 11 February 2022 to provide an overview of the process undertaken to develop the LTFP; better understand a number of emerging pressures and proposed new strategies and consider various options in relation to savings initiatives, revenue options, and other options

to ensure Council can continue to achieve its financial sustainability targets.

In addition, a survey was distributed late January prior to the February 2023 workshop seeking Elected Member opinions on a number of questions relating to the development of the 2023-24 LTFP with survey results and comments subsequently considered at the 11 February 2023 workshop.

Advisory Groups: Not Applicable

External Agencies: Not Applicable

Community: Not applicable at this stage, however public consultation will be undertaken following consideration by Council on 28 February 2023.

➤ **Additional Analysis**

The draft 2023-24 LTFP is based upon 2022-23 adopted budget that has been revised for amendments adopted by Council including Budget Review 2 (BR2) considerations also presented at this Council meeting. Indices have been applied to categories within the LTFP to produce an uplifted 2023-24 LTFP budget that is capable of being used as a “target” for the 2023-24 budget setting process.

The LTFP starting point has also been updated to reflect the 30 June 2022 audited end of year financial position adopted by Council in October 2022.

In the development of the 2023-24 LTFP Council also considered its alignment to Council’s *Strategic Plan*, consistency with updated *Asset Management Plans* and the financial sustainability of Council.

Key Considerations

This is a particularly challenging year given the impacts that world events are having on the cost of delivering services with the 12-month increase in the Consumer Price Index (CPI) currently in excess of 8% for South Australia. Given that increases in the costs of delivering services in Local Government often exceed increases in the CPI, the focus of recent workshops has been to reduce expenditure to enable the impact on rates, which are Council’s primary source of revenue, to be held at or below CPI increases in 2023-24.

As part of the development of the 2023-24 LTFP, an initial Elected Member workshop session was held on 12 October 2022 to provide Elected Members with an understanding of the preliminary LTFP position as a base for 2023-24 and to make Council aware of indicative CPI impacts on the budget targets for 2023-24 (in particular rates). This workshop also highlighted some possible strategies & other options to be investigated to assist in the achievement of targets.

A further Council workshop was also held on 6 December 2022 to better understand more fully additional pressures on Council’s base budget and further explore the strategies and other options to be considered to assist in the achievement of LTFP Financial Sustainability targets.

New pressures identified include:

- revised electricity costs from new contract
- fuel costs currently significantly exceeding budget
- adverse interest rate movements as a result of a number of Reserve Bank cash rate increases
- waste cost increases that stem from fuel cost increases
- depreciation to be adjusted following 2022-23 asset revaluations (effective 1 July)
- escalating software licensing costs
- ESCOSA and Planning levies

It is noted that many of the cost pressures identified are impacting on the ongoing budget base of Council in addition to those with a more short term impact over one to two years.

A key element of the 2023-24 LTFP development was a further full day workshop held on 11 February 2023 with the objective of reaching an agreed understanding of key parameters and assumptions to be captured within the 'draft' 2023-24 LTFP to enable a sustainable position to be presented to Council on 28 February 2023 prior to community consultation.

The preparation for the full day workshop in February 2023 included a survey open from late January 2023 seeking Elected Member opinions and discussion on a number of questions relating to the potential strategies to help guide the development of the 2023-24 LTFP.

This survey and workshop covered in detail the following strategies to maintain sustainability within the LTFP for 2023-24 and beyond:

- Range of Average Rate increase
- Differential Rates
- Savings Strategies
- Service Changes
- Fees and Charges
- New initiatives (including waste pilot)

After taking into account workshop feedback and consideration of financial sustainability of Council over the 10 year LTFP horizon, the draft 2023-24 LTFP key parameters and assumptions have been updated to reflect:

- A currently proposed 2023-24 average rate increase of 6.9%, being 0.5% below estimated LGPI and 0.1% below forecast CPI
- The inclusion of \$600k in administrative savings (ongoing) – this is on top of \$650k captured in 2022-23.
- The inclusion of service changes that will achieve savings of \$230k in 2023-24 and be ongoing.
- that all categories of land use are differentiated so that each land use have their own rate in the dollar built into the *Rating Policy* moving forward thus no longer referencing the residential rate.
- That the differential rate for land uses Commercial, Industrial and Vacant be adjusted to better reflect the relativity of those land uses to the overall rates raised given that Council's residential ratepayers pay a greater proportion of total rates compared to other councils.
- The inclusion of increases in certain fees and charges to achieve additional revenue of \$50k per annum.
- The inclusion of funding for a pilot of waste options/s in 2023-24.

In addition, the Administration is recommending to include a projection that rate revenue will increase in line with increases in LGPI from 2024-25 for the life of the plan, i.e. no additional increase to make up for a lower than LGPI increase in 2023-24. Further it is proposed that the financial sustainability targets also remain unchanged from the previously adopted LTFP. It is noted of course that Council needs to make a decision annually on rate adjustments in light of its intentions for its budget and business plan each year.

As such, there will still be the opportunity to fine tune rating policy decisions as part of the 2023-24 Annual Business Plan and Budget development.

CEO Statement on Financial Sustainability:

The revised Draft 2023-24 LTFP included at Appendix 1 demonstrates that the Council is financially sustainable over the 10 year term of the LTFP, whilst achieving the objectives outlined in the *Strategic Plan*.

This includes:

- Implementation and funding of the appropriate level of maintenance and renewal of the portfolio of infrastructure assets
- Meeting the ongoing expectations of service delivery to our community
- Managing the impact of cost shifting from other levels of government
- The appropriate use of debt as a means of funding new/upgraded capital expenditure
- Ensuring the financial sustainability of Council's operations.

Financial sustainability has been demonstrated through adherence to the agreed target ranges in all of the following three key ratios:

- Operating Surplus Ratio, target range 1% to 5%
- Net Financial Liabilities Ratio, target range 25% to 75%
- Asset Renewal Funding Ratio, target range 95% to 105%

In achieving these targets, which are explained in more detail within the LTFP, there is a level of certainty provided to the community that financial sustainability of the council's long-term financial performance and position will be maintained.

Importantly, as the draft LTFP demonstrates sustainability over a ten year period, and the 2023-24 LTFP target budget is embedded within the LTFP, then the subsequent development of a 2023-24 budget that aligns with the LTFP targets that have been set will also demonstrate that a financially sustainable position is being achieved.

3. OPTIONS

- I. To receive and note this report and recommend to Council the Draft 2023-24 Long Term Financial Plan as prepared (Recommended).
- II. To make additional comments or suggestions to Administration to consider prior to finalising the Draft 2023-24 Long Term Financial Plan for Consultation.

4. APPENDIX

- (1) Draft 2023-24 Long Term Financial Plan for Consultation

Appendix 1

*Draft 2023-24 Long Term Financial Plan for
Consultation*

2023- 24 Draft Long Term Financial Plan



Adelaide Hills
COUNCIL

Long Term Financial Plan

Feb 2023

Why does Council prepare a Long Term Financial Plan (LTFP)?

The *Local Government Act 1999* requires Council to prepare a Long Term Financial Plan (LTFP) as part of its Strategic Management Plans. Council considers that its Long Term Financial Plan (LTFP) is a fundamental instrument of accountability and provides projections for Council's planned activities over a ten year timeframe.

It ensures that financial resources are deployed in areas that align with Council's Strategic Management Plans, are affordable and supported within the Council's LTFP.

The LTFP provides Council with a decision making tool that ensures there is an understanding of the impact of decisions made today on future sustainability. This means ensuring the cost effective delivery of works and services, and the appropriate maintenance and renewal of our asset base in a financially sustainable manner.

The LTFP contains estimated financials over a ten year period and includes estimates of the key ratios which are operating surplus, net financial liabilities and asset renewal funding ratios. This projection of estimates creates a model that illustrates the expected long term financial performance of the Council, and hence whether financial sustainability is being achieved.

The model is a complex and fluid document, continually reviewed, modified and refined as new information is discovered. This is usually at each quarterly Budget Review and during the construction and adoption of Council's Annual Budget.

The plan does not provide specific detail about individual works or services, as this level of detail is addressed in the Annual Business Plan and Budget.

The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving Council's corporate objectives as specified in its Strategic Plan, Corporate Plans and Functional Strategies.

How does Council prepare the Plan?

The 10 year LTFP is prepared using a number of assumptions about projected rate income, projected fees, charges and grants and also includes assumptions about future operational and capital expenditure. As the plans are derived from an estimate of future performance, the actual results are likely to vary from the information contained in this LTFP.

Calculating a sustainable Long Term Financial Plan

The LTFP calculations are based on a complex model which is built on a very large range of variables applied to its performance in recent years. In order to use it to guide each year's budget setting process, the key variables have been divided into two groups:

- *Controllable variables* – items that Council and/or Council's Administration can control such as service levels, capital expenditure, rate increases and wage increases
- *Non-controllable variables* – items outside Council's control, such as interest rates, inflation and economic growth (eg. residential development, new businesses, etc) as well as government fees and charges/imposts such as the Solid Waste Levy.

For controllable variables, Council is able to change different variables up or down to see what effect they have on financial performance. The long-term effects of each decision can then be assessed.

For non-controllable variables, the plan uses reasonable long-term estimates which do not change (except to update them at the beginning of each budget cycle). In this way the impact of different choices about the variables in the model can be better assessed.

For example: Inflation which is measured by the Local Government Price Index (LGPI) for Councils has fluctuated substantially in recent years. Because inflation works differently on different elements of Council's income and expense it can easily distort the LTFP, especially in later years. If the distortion negatively impacted the LTFP, Council could assess which controllable variables could be adjusted to keep the plan sustainable.

Key considerations incorporated in the current LTFP review

As part of the development of the 2023-24 LTFP, a full day workshop of Council was held in February 2023 with the objective of reaching an agreed understanding of key parameters and assumptions to be captured within the 'draft' 2023-24 LTFP to enable a sustainable position to be presented to Council prior to community consultation.

This was a particularly challenging year given the impacts that world events are having on the cost of delivering services with the Consumer Price Index (CPI) currently in excess of 8% for South Australia. Given the costs of delivering services in Local Government often exceed CPI, the focus of the workshop was to reduce expenditure to enable the impact on rates, which are Council's primary source of revenue, to be held below CPI in 2023-24.

After taking into account workshop feedback, the draft 2023-24 LTFP key parameters and assumptions have been updated to reflect:

- an average residential rate increase for 2023-24 that is 0.5% below estimated LGPI to ensure that the increase is below forecast CPI
- The inclusion of \$600k in administrative savings (ongoing). This is in addition to the \$650k of ongoing savings captured in the last LTFP review
- The inclusion of service changes that will achieve savings of \$230k in 2023-24 and be ongoing
- That all categories of land use be differentiated for rating purposes, and that the differential rate for land uses Commercial, Industrial and Vacant be adjusted to better reflect the relativity of those land uses to the overall rates raised given that Council's residential ratepayers pay a greater proportion of total rates compared to other councils.
- The inclusion of increases in certain Fees and Charges to achieve additional revenue of \$50k per annum.
- The inclusion of funding for a pilot of waste options in 2023-24. Other key initiatives include the continued rollout of the Community and Recreation Facilities Framework, delivery of the Biodiversity Strategy outcomes and increased maintenance for Hamilton Hill, Dunsfield Estate and The Crest.

Once the above elements were factored in, revised LTFP modelling provides for an improved operating surplus than previously projected and therefore Council had increased its flexibility to better absorb the financial impacts of events such as bushfires and pandemics without significantly impacting on the delivery of Council's Strategic Plan outcomes and the full range of services and activities.

Further it is proposed that the financial sustainability targets also remain unchanged from the previously adopted LTFP.

Local Government Price Index (LGPI)

The Consumer Price Index (CPI) is calculated using the mix of goods and services typically consumed by households, however the mix of goods and services purchased by Local Councils is quite different. Council's major expenditure purchases include waste disposal and processing, solid waste levy, arboriculture services, maintenance for infrastructure including bitumen and other materials, insurance, energy, diesel and water as well as employment costs

Because Council's expenses are so different from households, the Australian Bureau of Statistics were commissioned to develop a Local Government Price Index (LGPI) over 10 years ago as an independent measure of price movements faced by Local Government in South Australia in respect of their purchases of goods and services. In more recent years the South Australian Centre for Economic Studies has taken over responsibility for preparing the LGPI.

Council has then used both the LGPI and CPI when considering the setting of rates as part of its Annual Business Planning and Budget process.

When Council bases rate increases only on CPI it can significantly impact Council's overall financial sustainability as it may not accurately reflect the actual cost increases that Council is facing over time.

Improving Council's Operating Surplus Ratio is important to Adelaide Hills Council given Council's desire to:

- increase Council's capacity to absorb such events as bushfires and COVID-19 and the associated expenditure impacts
- Increase capacity to fund additional services required by the community including tree management and the Community & Recreation Facilities Framework;
- keep the operating surplus at a level to fund a proportion of new/upgraded capital expenditure without requiring additional borrowings and provide for the capacity to reduce debt

This position to improve the Operating Surplus has been further supported by previous years' community consultation on the LTFP.

Given the above it is recommended to increase the average residential rate increase for 2023-24 at 0.5% below estimated LGPI to ensure that the increase is below forecast CPI and then align rate increases in accordance with LGPI for subsequent years, i.e. no extraordinary increase above and beyond the base to make up for a lower increase in 2023-24.

Chief Executive Officer's Report on Financial Sustainability

What key conclusions may be drawn from the plan?

The LTFP demonstrates that the Council is financially sustainable over the 10 year term of the LTFP, whilst achieving the objectives outlined in the Strategic Plan. This includes:

- Implementation and funding of the appropriate level of maintenance and renewal of the portfolio of infrastructure assets
- Meeting the ongoing expectations of service delivery to our community
- Managing the impact of cost shifting from other levels of government
- Enabling the delivery of strategies identified within the Strategic Plan as well as other endorsed Functional Strategies
- The appropriate use of debt as a means of funding new capital expenditure
- Ensuring the financial sustainability of Council's operations.

Financial sustainability has been demonstrated through adherence to the agreed target ranges in all of the following three key ratios:

- 1. Operating Surplus Ratio, target range 1% to 5%**
- 2. Net Financial Liabilities Ratio, target range 25% to 75%**
- 3. Asset Renewal Funding Ratio, target range 95% to 105%**

In achieving these targets, which are explained in more detail within this document, there is a level of certainty provided that financial sustainability will be maintained.

Ratios

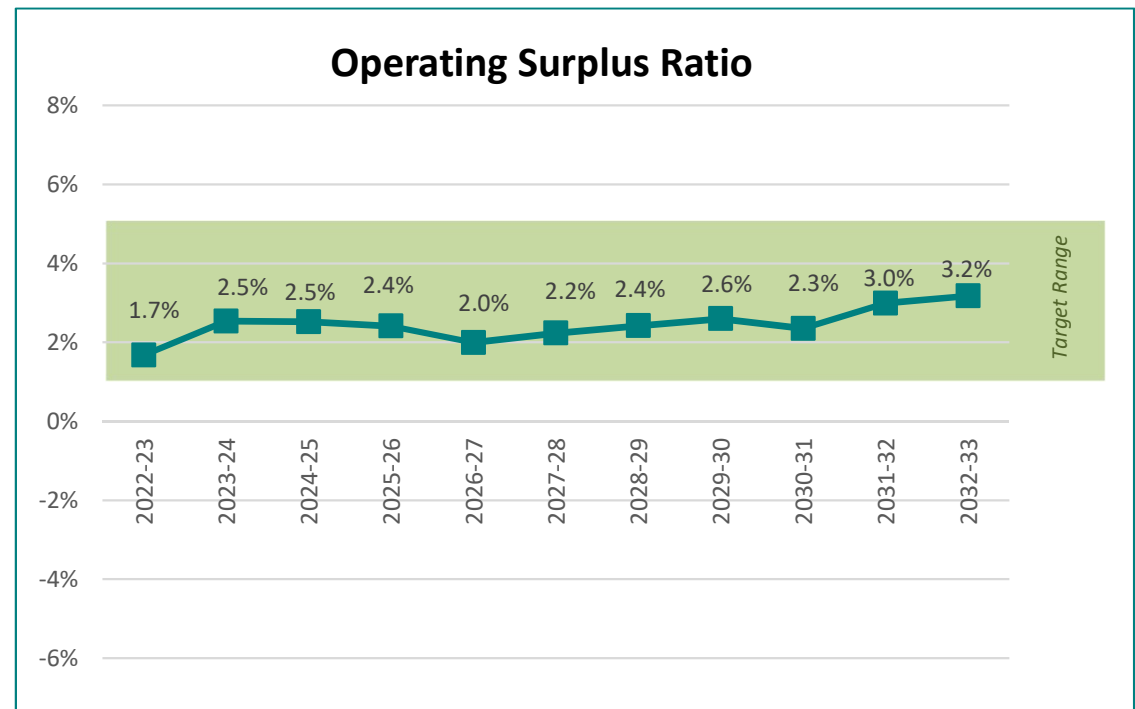
Operating Surplus Ratio

The operating surplus ratio indicates whether operating revenue is sufficient to meet all operating expenses and whether current ratepayers are paying for their consumption of resources.

The Operating Surplus ratio expresses the operating surplus as a percentage of total operating income. A negative ratio indicates the percentage that the operating expenses outweigh the operating income. A positive ratio indicates the percentage that the operating revenue exceeds the operating expenses.

Target Range: 1% - 5%
10 Year Result Range 2.0% - 3.2%

The ratio above indicates that the cost of services provided to ratepayers is being met from operating revenues with surplus's being used to fund an appropriate amount of new/upgraded infrastructure works in accordance with our LTFP projections.



Net Financial Liabilities Ratio

Net Financial Liabilities is an indicator of the Council's total indebtedness and includes all Council's obligations including provisions for employee entitlements and creditors.

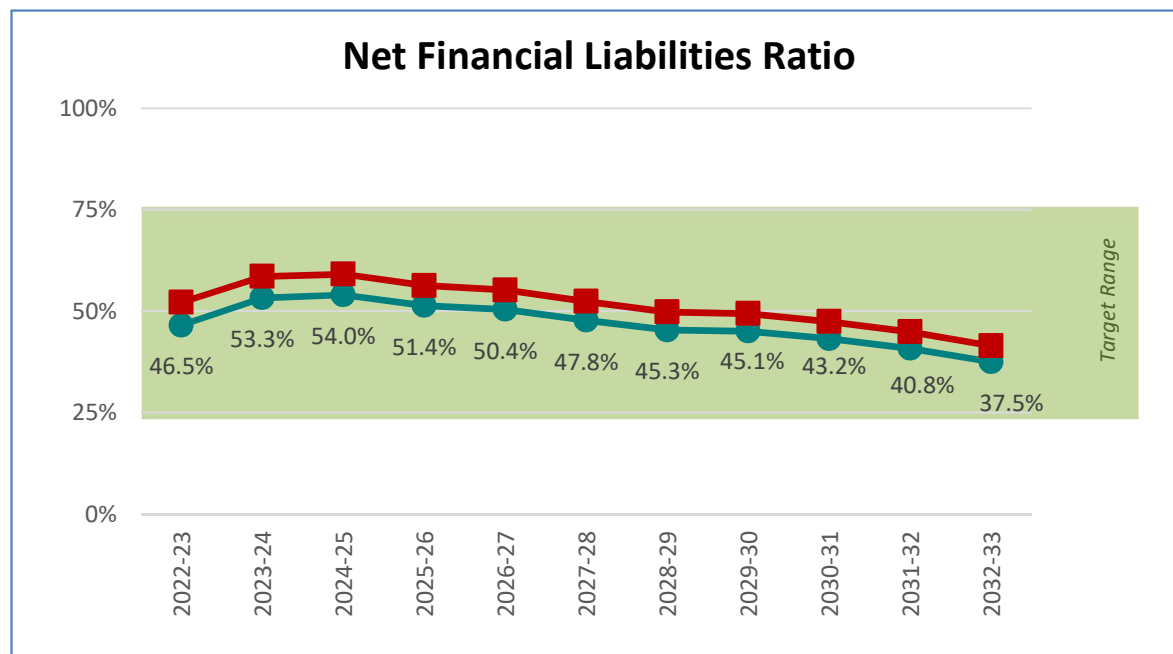
This ratio indicates whether the net financial liabilities of the Council can be met by the Council's total operating revenue. Where the ratio is falling, it indicates that the Council's capacity to meet its financial obligations from operating revenues is strengthening. Where the ratio is increasing, it indicates that a greater amount of Council's operating revenues is required to service its financial obligations.

Council has considered the financial impact of significant events such as disasters including bushfire or storm as these type of events have occurred more regularly in recent years. As a result, Council has also assessed its Net Financial Liability ratio with an additional \$3m of borrowings represented by the top red line in the graph below. The resultant ratio shows that even with the additional \$3m, Council still maintains this ratio within a sustainable target range.

The \$3m represents the likely Council net contribution to a very significant disaster in the order of \$10m taking into account financial assistance from State and Federal Governments. This assumption is also based on Council's strong preference to borrow if such a major event did occur rather than requiring an increase in rates to fund any financial impact.

Target Range: 25% - 75%

10 Year Result Range 38% - 54%



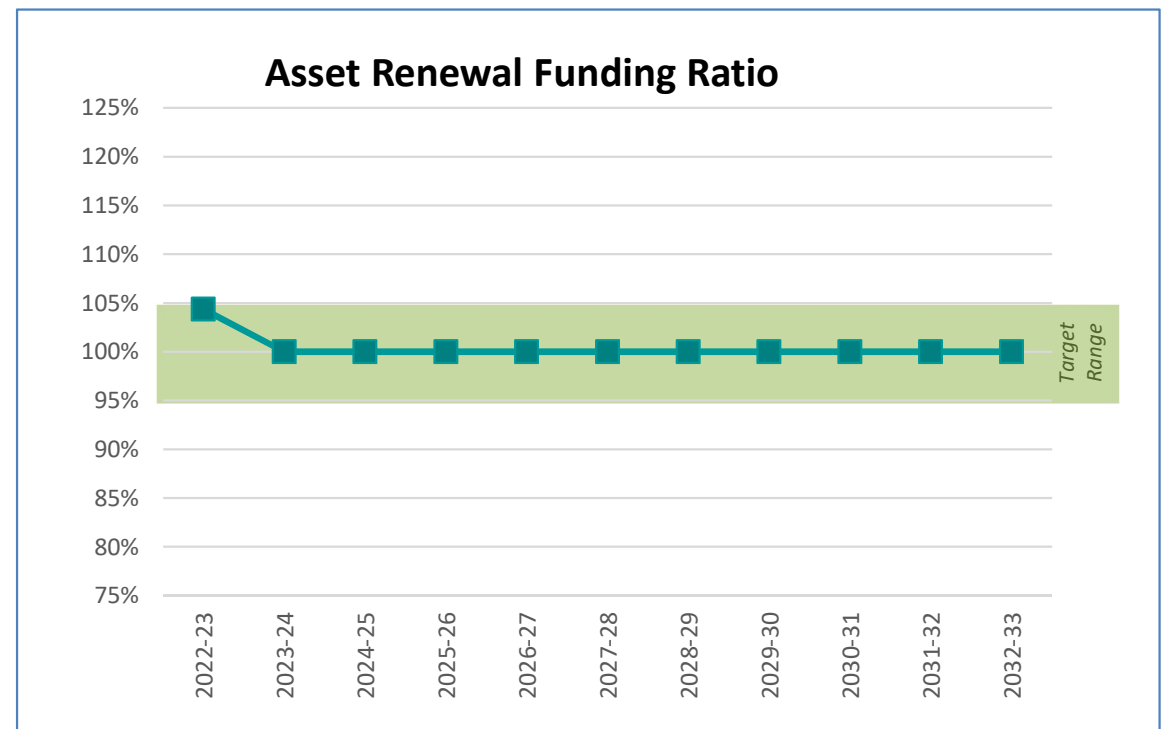
Asset Renewal Funding Ratio

This ratio indicates whether a Council is renewing or replacing existing infrastructure assets at the same rate that its asset management plan requires.

The target for this ratio is to be between 95% and 105% in any given year, with 100% on average over five years. This would mean that Council is replacing 100% (or all) of the assets that require renewal. Carry forwards are not taken into account in this calculation given that this indicator needs to be compared to required renewal expenditure emanating from Asset Management Plans and not as a reflection of capital delivery.

Target: 95 - 105%
10 Year Result Range 100%

The result achieved for this measure is the same throughout the 10 year horizon of the LTFP as the amount of future renewal expenditure is based on the required asset management expenditure.



Key sections explained.....

Uniform Presentation of Finances (including key assumptions and financial indicators)

In accordance with the requirements of *Local Government (Financial Management) Regulations 2011* this section of the LTFP presents the financial position of Council for the next 10 years in the mandated format consistent across the Local Government sector.

This section of the LTFP is broken into the following key elements:

- A summary of all operating income and expenditure to highlight the Operating Surplus/(Deficit)
- Net outlays on existing assets after providing for depreciation and proceeds from any replacement asset sales
- Net outlays on new and upgraded assets after providing for grants received and proceeds from any surplus asset sales
- Details of the financial transactions relating to Council's Net Lending/borrowing Position to highlight Council's approach to funding services & infrastructure
- Key indexation forecasts and interest rate projections for borrowings and investments

The resultant key financial ratios are derived from the above and demonstrate financial sustainability through the adherence to the agreed target ranges over the 10 year life of the LTFP. Detailed information is provided in relation to each ratio within this plan.

Statement of Comprehensive Income

This Statement provides a 10 year projection of the state of a council's annual operating result (ie. the surplus or deficit between its annual spending and revenue). It shows Council's operational income and expenditure using the projected 30 June 2022 Budget as the base year.

As this statement outlines the intended sources of total operating income (such as rates, grants and other fees and charges) for the period to which the LTFP relates it provides details of council's funding approach to the funding services and infrastructure of the council.

It can be seen that Council has a heavy reliance on rates and to a lesser extent grants with rates constituting over 85% of Operating Income. Other revenue sources include statutory fees (largely development and dog and cat registration) and user charges relating to cemeteries, community centre programs and Lobethal Woollen Mill Precinct rentals.

For expenditure key items are employee costs and material, contracts & other expenses both constituting around 40% of operational expenditure.

This statement also shows the predicted increase from revaluations relating to Council's large investment in infrastructure & related assets.

Statement of Financial Position

This Statement provides a 10 year projection of Council's assets and liabilities using the projected 2022-23 Budget as the base year. The projections result from proposed capital expenditure emanating from the Asset Management Plans and adopted strategies, together with borrowings necessary to meet those capital requirements, and net funding generated by operations.

Council's borrowings are represented by a Cash Advance Drawdown (CAD) facility as well as credit foncier (principal and interest) loans split between short term and longer term loans. **Over the life of the LTFP, total borrowings peak at \$25m in 2026-27.**

Capital Investment by Asset Category

Council's Asset Management Plans are progressively reviewed to ensure future provisions for asset related expenditure are sufficient. Recent reviews have highlighted the need for additional renewal expenditure in some of the infrastructure categories which has been provided for within the current LTFP. This includes any changes from asset revaluations and subsequent inspection of asset conditions.

Key points of note include:

Total capital expenditure projected over the 10 year period totals \$156 million of which \$124 million has been allocated to the renewal of existing assets. Over \$ 60 million of this renewal investment is on road related infrastructure, including resurfacing over 200 km of seal roads, re-sheeting 170 km of our unsealed network, replacing about 1.5% of our road base and renewal bridge components.

As identified above, the remaining \$32 million relates to new assets, as well as capacity/upgraded assets derived from Council's current adopted Strategic Plan and endorsed Functional Strategies. This includes \$ 5.8 million for the completion of Fabrik activation and functional upgrades across our 200 plus building and related asset portfolio, \$ 3.2 million towards upgrades to Council playgrounds, \$ 4.7 million on Stormwater upgrades and \$ 0.5 million to transition towards more electric vehicles in the fleet. The Council will invest \$ 4.6 million on extending its footpath and trails networks.

Economic and Key Financial Indicators

The LTFP has been developed based on a number of assumptions using the best up to date information available at the time. Key economic indicators used include estimated increases to Consumer Price Index (CPI), Local Government Price Index (LGPI) and predictions in relation to short term and long term interest rates. These LTFP assumptions are detailed in this section.

Further, these LTFP assumptions are affected by various internal and external influences as listed below.

Internal (more controllable)

- Enterprise Development and Bargaining Agreements covering salary and wage increases
- Workforce planning
- Treasury Management Policy and decisions on borrowings
- Service Improvement Reviews
- Risk Management consideration
- Asset Sustainability & Service levels maintained during the period of the LTFP
- Increase/decrease in Services.

External (more non controllable)

- Local Government Price Index
- Consumer Price Index
- Interest rates
- Landscape and Community Wastewater Management System (CWMS) levy increases
- Utility increases including water and electricity and waste related costs including solid waste levy
- Insurance and governance related costs
- Federal and State Government Policy including cost shifting
- Broader economic environment

Risks Associated with the Long Term Financial Plan

The LTFP has been developed based on the best information and assumptions available at the time. However, users of this information should be aware that there are risks associated with using estimated increases to Consumer Price Index (CPI), Local Government Price Index (LGPI), Average Weekly Earnings (AWE) and predictions in finance costs and interest rates.

In addition, the LTFP may be impacted by events such as new legislation, legal disputes or disasters that could materially affect the projected outcomes and results of the LTFP. Whilst Council has factored in the known impacts of prior events (including recent bushfires, the COVID-19 pandemic and legal matters), it is important to acknowledge that significant future events will necessitate ongoing review. The projected increase in the operating surplus ratio will assist in mitigating this risk.

Council is aware that the Boundaries Commission has developed an Inquiry Plan to inquire into the Campbelltown City Council's (CCC) proposal for the boundary between CCC and Adelaide Hills Council to be realigned to the eastern and southern side of Woodforde and Rostrevor suburbs, effectively moving those suburbs into CCC's area. At the last advice received, the Commission was seeking a cost estimate for the Inquiry. Once the estimate is obtained it will be provided to CCC and the inquiry will only proceed if CCC provides a clear direction to do so, on consideration of the cost estimate, which they will be required to fund. Given the current status of the boundary change process, no adjustment has been made to Council's LTFP for any possible impact on rates revenue, servicing costs and capital expenditure.

In order to reduce risk the plan is reviewed and updated annually to incorporate the best available information. In addition, the LTFP and its assumptions are reviewed by Council's Audit Committee.

Adelaide Hills Council 10 Year Financial Plan for the Years ending 30 June 2033 UNIFORM PRESENTATION OF FINANCES - COUNCIL			Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	Projected Years										Accumulation of 10 Yrs of LTFP
Scenario: 2023-24 Draft Long Term Financial Plan			2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000			
Operating Activities															
Income			52,457	53,336	56,862	58,835	60,876	62,805	64,797	66,854	68,979	71,175	73,442	75,784	660,409
less Expenses			(51,315)	(52,443)	(55,419)	(57,352)	(59,408)	(61,554)	(63,350)	(65,239)	(67,190)	(69,504)	(71,245)	(73,380)	(643,642)
Operating Surplus / (Deficit)			1,142	893	1,442	1,483	1,468	1,251	1,447	1,616	1,789	1,671	2,197	2,405	16,767
Capital Activities															
less (Net Outlays) on Existing Assets															
Capital Expenditure on Renewal and Replacement of Existing Assets			(12,337)	(10,740)	(12,516)	(11,359)	(10,836)	(11,583)	(11,064)	(11,876)	(14,438)	(13,141)	(13,699)	(13,062)	(123,574)
add back Depreciation, Amortisation and Impairment			9,820	10,446	11,096	11,553	12,005	12,372	12,751	13,142	13,541	13,951	14,359	14,779	129,550
add back Proceeds from Sale of Replaced Assets			756	636	899	669	834	665	783	880	1,477	1,137	1,279	920	9,543
(Net Outlays) on Existing Assets			(1,761)	341	(521)	864	2,003	1,454	2,470	2,146	580	1,947	1,939	2,637	15,520
less (Net Outlays) on New and Upgraded Assets															
Capital Expenditure on New and Upgraded Assets															
(including Investment Property & Real Estate Developments)			(4,839)	(8,629)	(7,083)	(4,267)	(2,410)	(2,525)	(2,616)	(2,515)	(2,545)	(2,653)	(2,729)	(2,843)	(32,186)
add back Amounts Received Specifically for New and Upgraded Assets			2,552	5,621	-	-	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets															
(including Investment Property & and Real Estate Developments)			9	1,494	1,230	1,000	-	-	-	-	-	-	-	-	2,230
(Net Outlays) on New and Upgraded Assets			(2,278)	(1,514)	(5,853)	(3,267)	(2,410)	(2,525)	(2,616)	(2,515)	(2,545)	(2,653)	(2,729)	(2,843)	(29,956)
Net Lending / (Borrowing) for Financial Year			(2,897)	(279)	(4,932)	(921)	1,061	180	1,301	1,247	(176)	964	1,407	2,199	2,330
In a year the financing transactions identified below are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.															
Financing Transactions															
New Borrowings			-	3,000	6,000	8,700	1,700	2,400	1,200	2,700	2,950	2,100	3,500	1,500	
Repayments of Borrowings			-	(271)	(561)	(6,061)	(1,802)	(2,024)	(1,975)	(1,822)	(2,126)	(2,465)	(2,754)	(3,167)	
Repayment of Lease Liabilities			(400)	(429)	(440)	(451)	(463)	(474)	(486)	(498)	(511)	(523)	(536)	(550)	
(Increase)/Decrease in Cash & Drawdown			1,428	1,986	460	(739)	(168)	48	91	(1,496)	(6)	57	(1,483)	151	
Increase/(Decrease) in Remediation Provision			(105)	(403)	(427)	(428)	(229)	(30)	(30)	(31)	(32)	(33)	(33)	(33)	
Non Cash Equity Movement			(67)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	
(Increase)/Decrease in Working Capital			2,117	(2,989)	-	-	-	-	-	-	-	-	-	-	
Proceeds from Bonds & Aged Care Facilities deposits			670	-	-	-	-	-	-	-	-	-	-	-	
Repayment of Aged Care Facility Deposits			(76)	(1,184)	-	-	-	-	-	-	-	-	-	-	
How the Net Borrowing/(Lending) Result is accommodated/(applied)			2,897	279	4,932	921	(1,061)	(180)	(1,301)	(1,247)	176	(964)	(1,407)	(2,199)	
TOTAL NET FINANCIAL LIABILITIES			24,015	24,824	30,296	31,767	31,269	31,663	30,948	30,300	31,086	30,745	29,975	28,426	
TOTAL BORROWINGS			14,781	16,865	22,695	24,595	24,325	24,749	24,065	23,447	24,265	23,957	23,220	21,704	
INDEXATION FORECASTS															
General operating income and expenditure - CPI applied					7.00%	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Employment Costs (includes superannuation guarantee increases)					8.17%	4.72%	4.02%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	
Depreciation increase					3.65%	3.00%	3.30%	2.80%	2.80%	2.80%	2.80%	2.80%	2.70%	2.70%	
Proposed rate increase (from 2024-25 Local Government Price Index)					6.90%	3.90%	3.40%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	
Rates growth from new development					0.90%	0.70%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	
Proposed CWMS increase					3.45%	1.95%	1.70%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	
CWMS Impact					(58)	(34)	(30)	-	-	-	-	-	-	-	
FAG and Other Grants increase					3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Grants Impact					(80)	(16)	(13)	-	-	-	-	-	-	-	
Carry Forward Adjustment				(8,000)	(5,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	
TREASURY FORECASTS															
Estimated Loan rate					5.00%	5.00%	5.00%	5.00%	5.25%	5.25%	5.25%	5.50%	5.50%	5.50%	
Estimated Cash Advance Rate					4.12%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	
KEY FINANCIAL INDICATORS															Average 10 Years
Operating Surplus Ratio			2.2%	1.7%	2.5%	2.5%	2.4%	2.0%	2.2%	2.4%	2.6%	2.3%	3.0%	3.2%	2.5%
Net Financial Liabilities Ratio			46%	47%	53%	54%	51%	50%	48%	45%	45%	43%	41%	38%	46.9%
Net Financial Liabilities Ratio + \$3m			52%	52%	59%	59%	56%	55%	52%	50%	49%	47%	45%	41%	51.5%
Asset Renewal Funding Ratio			114%	106%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100.0%

Adelaide Hills Council												
10 Year Financial Plan for the Years ending 30 June 2033												
STATEMENT OF COMPREHENSIVE INCOME - COUNCIL												
Scenario: 2023-24 Draft Long Term Financial Plan												
	Actuals	Current Year	Projected Years									
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Income												
Rates	41,504	44,339	48,330	50,624	52,680	54,436	56,252	58,128	60,068	62,073	64,146	66,288
Statutory Charges	1,430	1,398	1,502	1,555	1,601	1,641	1,682	1,724	1,768	1,812	1,857	1,903
User Charges	884	890	1,299	1,345	1,385	1,420	1,455	1,491	1,529	1,567	1,606	1,646
Grants, Subsidies and Contributions	7,667	6,204	5,155	4,721	4,604	4,689	4,776	4,865	4,956	5,050	5,146	5,244
Investment Income	59	5	5	6	6	6	6	6	7	7	7	7
Reimbursements	197	186	197	204	210	215	221	226	232	238	243	250
Other Income	583	214	272	282	290	298	305	313	320	328	337	345
Net gain - equity accounted Council businesses	133	100	100	100	100	100	100	100	100	100	100	100
Total Income	52,457	53,336	56,862	58,835	60,876	62,805	64,797	66,854	68,979	71,175	73,442	75,784
Expenses												
Employee Costs	19,608	21,083	23,004	23,921	24,710	25,507	26,480	27,335	28,217	29,128	30,068	31,039
Materials, Contracts & Other Expenses	21,515	20,316	20,737	21,008	21,768	22,753	23,194	23,875	24,531	25,490	25,904	26,616
Depreciation, Amortisation & Impairment	9,820	10,446	11,096	11,553	12,005	12,372	12,751	13,142	13,541	13,951	14,359	14,779
Finance Costs	306	599	582	870	926	922	925	887	901	936	914	945
Net loss - Equity Accounted Council Businesses	66	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	51,315	52,443	55,419	57,352	59,408	61,554	63,350	65,239	67,190	69,504	71,245	73,380
Operating Surplus / (Deficit)	1,142	893	1,442	1,483	1,468	1,251	1,447	1,616	1,789	1,671	2,197	2,405
Asset Disposal & Fair Value Adjustments	(1,693)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	1,905	5,621	-	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	4,072	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	5,426	6,514	1,442	1,483	1,468	1,251	1,447	1,616	1,789	1,671	2,197	2,405
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	2,814	5,300	5,687	5,903	6,098	6,269	6,444	6,624	6,810	7,001	7,190	7,384
Share of Other Comprehensive Income - Equity Accounted Council Businesses	1	-	-	-	-	-	-	-	-	-	-	-
Other	6	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	2,821	5,300	5,687	5,903	6,098	6,269	6,444	6,624	6,810	7,001	7,190	7,384
Total Comprehensive Income	8,247	11,814	7,129	7,386	7,566	7,519	7,891	8,240	8,599	8,671	9,386	9,788

Adelaide Hills Council												
10 Year Financial Plan for the Years ending 30 June 2033												
STATEMENT OF FINANCIAL POSITION												
Scenario: 2023-24 Draft Long Term Financial Plan												
	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,215	584	515	515	515	515	515	515	515	515	515	515
Trade & Other Receivables	3,025	3,025	3,025	3,025	3,025	3,025	3,025	3,025	3,025	3,025	3,025	3,025
Inventories	32	32	32	32	32	32	32	32	32	32	32	32
Total Current Assets	6,272	3,641	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572
Non-Current Assets												
Equity Accounted Investments in Council Businesses	2,416	2,516	2,616	2,716	2,816	2,916	3,016	3,116	3,216	3,316	3,416	3,516
Infrastructure, Property, Plant & Equipment	445,461	457,984	470,485	479,243	486,210	494,023	501,099	508,591	517,876	526,107	534,622	542,762
Total Non-Current Assets	447,877	460,500	473,101	481,959	489,026	496,939	504,115	511,707	521,092	529,423	538,038	546,278
TOTAL ASSETS	454,149	464,141	476,673	485,531	492,598	500,511	507,687	515,279	524,664	532,995	541,610	549,850
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	9,206	8,561	8,952	8,213	8,045	8,093	8,184	6,688	6,682	6,739	5,256	5,407
Trade & Other Payables	9,651	6,148	6,148	6,148	6,148	6,148	6,148	6,148	6,148	6,148	6,148	6,148
Borrowings	375	1,001	6,513	2,264	2,498	2,461	2,320	2,636	2,989	3,291	3,717	3,447
Provisions	4,072	4,001	3,928	3,854	3,814	3,809	3,804	3,799	3,793	3,788	3,782	3,776
Total Current Liabilities	23,304	19,711	25,540	20,479	20,506	20,512	20,456	19,271	19,612	19,965	18,903	18,779
Non-Current Liabilities												
Borrowings	5,200	7,303	7,231	14,118	13,782	14,195	13,561	14,123	14,594	13,927	14,247	12,849
Provisions	1,751	1,419	1,065	711	521	497	472	446	420	393	365	338
Total Non-Current Liabilities	6,951	8,722	8,296	14,828	14,303	14,692	14,033	14,569	15,014	14,320	14,612	13,187
TOTAL LIABILITIES	30,255	28,433	33,836	35,307	34,809	35,203	34,488	33,840	34,626	34,285	33,515	31,966
NET ASSETS	423,894	435,708	442,837	450,223	457,789	465,308	473,199	481,439	490,038	498,709	508,096	517,884
EQUITY												
Accumulated Surplus	147,964	154,478	155,920	157,403	158,871	160,122	161,568	163,184	164,973	166,644	168,840	171,245
Asset Revaluation Reserves	275,831	281,131	286,818	292,721	298,819	305,087	311,531	318,156	324,966	331,966	339,156	346,540
Other Reserves	99	99	99	99	99	99	99	99	99	99	99	99
TOTAL EQUITY	423,894	435,708	442,837	450,223	457,789	465,308	473,199	481,439	490,038	498,709	508,096	517,884
TOTAL NET FINANCIAL LIABILITIES	24,015	24,824	30,296	31,767	31,269	31,663	30,948	30,300	31,086	30,745	29,975	28,426
TOTAL BORROWINGS	14,781	16,865	22,695	24,595	24,325	24,749	24,065	23,447	24,265	23,957	23,220	21,704

TOTAL BORROWINGS consist of:												
Fixed Loans												
Opening Balance	5,575	5,575	8,304	13,743	16,382	16,280	16,656	15,881	16,759	17,583	17,218	17,963
New Borrowings	-	3,000	6,000	8,700	1,700	2,400	1,200	2,700	2,950	2,100	3,500	1,500
Principal Repayments	-	(271)	(561)	(6,061)	(1,802)	(2,024)	(1,975)	(1,822)	(2,126)	(2,465)	(2,754)	(3,167)
Closing Balance Fixed Term Borrowing	5,575	8,304	13,743	16,382	16,280	16,656	15,881	16,759	17,583	17,218	17,963	16,297
CAD												
Opening Balance	5,200	9,206	8,561	8,952	8,213	8,045	8,093	8,184	6,688	6,682	6,739	5,256
Change in CAD from Working Capital	4,006	(645)	391	(739)	(168)	48	91	(1,496)	(6)	57	(1,483)	151
Closing Balance CAD	9,206	8,561	8,952	8,213	8,045	8,093	8,184	6,688	6,682	6,739	5,256	5,407
TOTAL BORROWINGS	14,781	16,865	22,695	24,595	24,325	24,749	24,065	23,447	24,265	23,957	23,220	21,704

Adelaide Hills Council		10 Year Financial Plan for the Years ending 30 June 2033									
CAPITAL INVESTMENT BY ASSET CATEGORY		Projected Years									
Scenario: 2023-24 Draft Long Term Financial Plan		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
RENEWAL CAPITAL WORKS											
Bridges		313	129	115	62	128	106	94	97	153	158
Buildings		550	337	318	546	788	812	955	492	380	540
Cemeteries		41	42	44	45	46	48	49	50	52	54
CWMS		598	657	362	557	126	129	412	340	141	223
Footpaths		424	426	428	311	308	304	299	294	288	297
Kerb & Water		68	70	73	75	77	79	82	84	87	89
Other (including Guardrails/Retaining Walls/Street furniture)		198	204	194	200	206	212	219	225	236	244
Road Pavement		1,618	1,146	1,610	1,882	1,380	1,422	1,464	1,508	1,659	1,708
Road Seal		1,993	2,219	1,956	2,519	2,440	2,513	2,588	2,666	2,718	2,800
Shoulders		285	293	302	311	320	330	340	350	361	371
Sport and Recreation		405	155	149	219	225	243	203	209	215	222
Playgrounds		149	154	158	163	168	173	178	183	189	194
Stormwater		114	117	121	124	128	132	136	140	144	149
Unsealed Roads		1,302	1,309	1,316	1,323	1,330	1,336	1,343	1,383	1,514	1,560
Heavy Plant		1,142	733	1,048	563	811	1,239	2,937	2,093	2,402	1,235
Light Fleet		702	720	738	756	776	796	815	835	857	878
Information, Communication & Technology		505	687	516	493	351	470	698	547	605	614
F&F including Library		62	64	66	68	70	72	74	76	78	81
Project Management Costs		1,049	1,234	1,330	1,377	1,399	1,472	1,564	1,579	1,633	1,660
Carry Forwards		1,000	667								
TOTAL RENEWAL CAPITAL WORKS:		11,517	11,361	10,841	11,594	11,075	11,887	14,450	13,153	13,713	13,076
NEW, CAPACITY / UPGRADE CAPITAL WORKS											
Bridges		-	-	-	-	-	-	-	-	-	-
Buildings		2,577	366	324	334	344	354	364	374	386	398
Cemeteries		40	41	42	43	44	-	-	-	-	-
CWMS		338	347	-	120	124	128	132	136	140	144
Footpaths		414	413	425	437	450	464	478	492	506	522
Kerb & Water		-	-	-	-	-	-	-	-	-	-
Other (including Guardrails/Retaining Walls/Street furniture)		160	151	147	153	157	161	165	169	173	177
Road Pavement		221	179	179	185	191	197	203	209	215	222
Road Seal		-	-	-	-	-	-	-	-	-	-
Shoulders		-	-	-	-	-	-	-	-	-	-
Sport & Rec		124	124	174	200	200	100	103	106	109	112
Playgrounds		267	273	280	288	297	306	315	324	334	344
Stormwater		300	522	544	444	457	471	485	500	515	530
Street Lighting		-	-	-	-	-	-	-	-	-	-
Unsealed Roads		-	-	-	-	-	-	-	-	-	-
Plant and Fleet		140	140	-	23	24	25	26	27	28	29
ICT		40	40	-	-	-	-	-	-	-	-
Minor Equipment including Library		-	-	-	-	-	-	-	-	-	-
Project Management Costs		463	339	296	300	331	312	276	319	325	360
Carry Forwards		2,000	1,333								
TOTAL NEW CAPACITY / UPGRADE CAPITAL WORKS:		7,083	4,268	2,411	2,527	2,619	2,518	2,547	2,656	2,731	2,838
TOTAL CAPITAL WORKS:		19,600	15,629	13,252	14,121	13,694	14,405	16,997	15,809	16,444	15,914
PROCEEDS FROM SALE OF REPLACED ASSETS											
Proceeds - Heavy Plant		467	219	366	179	277	355	931	572	692	312
Proceeds - Light Fleet		432	450	468	486	506	526	545	565	587	608
PROCEEDS FROM SALE OF REPLACED ASSETS:		899	669	834	665	783	880	1,477	1,137	1,279	920
AMOUNTS RECEIVED SPECIFICALLY FOR NEW/UPGRADED ASSETS											
Grants for New/Upgrade Assets		-	-	-	-	-	-	-	-	-	-
TOTAL AMOUNTS RECEIVED FOR NEW/UPGRADED ASSETS:		-	-	-	-	-	-	-	-	-	-
PROCEEDS FROM SALE OF SURPLUS ASSETS											
Proceeds - Old Woolen Mill Divestment		1,230	-	-	-	-	-	-	-	-	-
Proceeds - Other		-	1,000	-	-	-	-	-	-	-	-
TOTAL PROCEEDS FROM SALE OF SURPLUS ASSETS		1,230	1,000	-	-	-	-	-	-	-	-

Adelaide Hills Council		Projected Years									
10 Year Financial Plan for the Years ending 30 June 2032		2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
ECONOMIC & KEY FINANCIAL INDICATORS		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Scenario: 2023-24 Draft Long Term Financial Plan											
GENERAL INDEXATION:											
CPI - Adelaide		7.00%	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
LGPI - Operating		7.40%	3.90%	3.40%	2.90%	2.90%	2.90%	2.90%	2.90%	2.70%	2.70%
CPI - LGPI diff		0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.20%	0.20%
LGPI - Capital		7.30%	3.80%	3.30%	2.80%	2.80%	2.80%	2.80%	2.80%	2.70%	2.70%
Index Applied to General Revenue		7.00%	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Index Applied to Non-CPI'd Revenue		3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Index Applied to General Expenditure		7.00%	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Index Applied to Depreciation & Capital		3.65%	3.00%	3.30%	2.80%	2.80%	2.80%	2.80%	2.80%	2.70%	2.70%
EMPLOYMENT COSTS:											
Aligned to CPI		7.00%	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Enterprise Agreement		0.25%	0.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Leave Revaluation		0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%
Grade Step Increases		0.35%	0.40%	0.45%	0.70%	0.70%	0.70%	0.70%	0.70%	0.70%	0.70%
Index Applied to LTFP		7.65%	4.20%	3.50%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%
Superannuation		11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Superannuation Increase in % Terms		4.76%	4.55%	4.35%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
RATES INCOME											
CPI - Adelaide		7.00%	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Adjustment to CPI/LGPI Alignment		(0.10%)	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%
Average General Rate Increase		6.90%	3.90%	3.40%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%
Growth		0.90%	0.70%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
General Rates Revenue Increase		7.80%	4.60%	3.90%	3.40%	3.40%	3.40%	3.40%	3.40%	3.40%	3.40%
Index Applied to Hills & Fleurieu Landscape Levy		47.00%	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Index Applied to CWMS Revenue		3.45%	1.95%	1.70%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%
ELECTRICITY COSTS											
Anticipated price variation to CPI		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Anticipated change in consumption		0.00%	0.00%	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Index Applied to LTFP (excl CPI) Electricity		0.00%	0.00%	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Index Applied to LTFP (excl CPI) Streetlighting		0.00%	0.00%	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
WATER COSTS											
Anticipated price variation to CPI		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Anticipated change in consumption		0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Index Applied to LTFP (excl CPI)		0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
INSURANCE COSTS											
Anticipated price variation to CPI		2.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Anticipated change in VOLUME		0.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Index Applied to LTFP (excl CPI)		2.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
WASTE COSTS											
Anticipated price variation to CPI		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Anticipated change in consumption		(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
Index Applied to LTFP (excl CPI)		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TREASURY COSTS											
Estimated Investment rate		3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Estimated Loan rate		5.00%	5.00%	5.00%	5.00%	5.25%	5.25%	5.25%	5.50%	5.50%	5.50%
Estimated Cash Advance Rate		4.12%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
KEY FINANCIAL INDICATORS											
Operating Surplus Ratio		2.5%	2.5%	2.4%	2.0%	2.2%	2.4%	2.6%	2.3%	3.0%	3.2%
Net Financial Liabilities Ratio		53.3%	54.0%	51.4%	50.4%	47.8%	45.3%	45.1%	43.2%	40.8%	37.5%
Net Financial Liabilities Ratio + \$3m		58.6%	59.1%	56.3%	55.2%	52.4%	49.8%	49.4%	47.4%	44.9%	41.5%
Asset Renewal Funding Ratio		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 February 2023
AGENDA BUSINESS ITEM**

Item: 12.3

Responsible Officer: Melissa Bright
Manager Economic Development and Growth
Community Capacity

Subject: Economic Development Plan Mid Term Review

For: Decision

SUMMARY

During the development of the *Strategic Plan 2020-24 A Brighter Future*, A Prosperous Economy was identified as one of the five key goal areas. Four objectives and 18 priority areas were also contained within that goal area.

The *Economic Development Plan 2020-2024* (**Appendix 1**) outlines Council's actions to support the development of our region's economy and to deliver the objectives and priorities identified in the Strategic Plan.

The purpose of this report is to provide a mid term review of the *Economic Development Plan 2020-24* for Council's consideration.

The mid term review outlines progress against the plan and considers any changes or updates that may be required. The review has indicated a good level of achievement against the objectives and no changes are recommended.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
 - 2. That no changes be made to the existing *Economic Development Plan 2020-24*.**
-

1. BACKGROUND

In February 2021 the Council adopted the current *Economic Development Plan 2020-24* (EDP) (**Appendix 1**). This document provides a basis for ongoing discussion with the region's business community and how best to support economic development. At its meeting, Council resolved:

12.3 Economic Development Plan

**Moved Cr Linda Green
S/- Cr Leith Mudge**

30/21

Council resolves:

- 1. That the report be received and noted.**
- 2. To adopt the Economic Development Plan, as contained in Appendix 1.**
- 3. That the CEO, or delegate, be authorised to make any necessary formatting, nomenclature or other minor changes to the Economic Development Plan prior to being published.**

Carried Unanimously

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

Over the past seven years Council has been working with other levels of government, local businesses and associations to build stronger relations, and better understand the local economic development issues. Endeavours have been made to ensure that existing programs and activities (in and outside of Council) are not duplicated and that the contribution made by Council is both value adding, effective and efficient.

The demand for information and advice on a wide range of economic development issues in the region – workforce development, infrastructure requirements and projects, grants and business support requirements, industry development needs etc. – has escalated significantly and it is expected that this will continue as all levels of Government look towards community-led recovery (from both bushfire and COVID-19). Having a good understanding of and being well connected with the region's business community ensures Council is best placed to provide the type of advice and advocacy that ensures that the right programs and services are being provided to our business community and that investment in major infrastructure is appropriately aligned with the region's needs.

Council has been directly funding economic development activities for some time, notably to Adelaide Hills Tourism, the Adelaide Hills, Fleurieu and Kangaroo Island RDA and Stirling Business Association (funded through a separate rate). Council will continue to engage closely with these organisations to ensure that the activities and economic development outcomes of this funding are consistent with the EDP.

In August 2022 an internal audit was carried out to examine the delivery of the Economic Development Plan as part of the Council's Strategic Internal Audit Program. The audit found that two (12.5%) of the actions tested were not adequate to support the designed outcomes. The auditor recommended that reviews and updates of the action items be undertaken to reflect the relevance and accuracy of the action items; and that a mid-term review of the delivery of the plan be carried out so that any changes to proposed actions be considered and endorsed by the Council.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 3 A prosperous economy

Objectives E1 to E4

Priorities E1.1 to E4.4

A Prosperous Economy was identified as one of the five key goals in the *Strategic Plan 2020-24 – A Brighter Future* (Strategic Plan). The *Economic Development Plan 2020-24* (EDP) directly connects to the objectives (E1 to E4) and priorities (E1.1 to E4.4) in our Strategic Plan and the associated Action Plan suggests the outcomes and actions required to make A Prosperous Economy goal a reality.

➤ Legal Implications

Chapter 2, Section 7 of the *Local Government Act, 1999*, specifies one of the functions of a council to include:

(g) *To promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;*

The Council's EDP assists Council in fulfilling this responsibility.

➤ Risk Management Implications

Together with the Council's Strategic Plan, the EDP is an essential component in recognising the role of Council in economic development. Effective implementation of the EDP will assist in mitigating the risk of:

Not having planning and guidance for taking a more active and directed role in supporting local economic development leading to economic development services and programs that are not aligned with the needs of the region.

Inherent Risk	Residual Risk	Target Risk
Medium (3D)	Medium (3D)	Low (2D)

The EDP is an existing control put in place to address the identified risk.

➤ Financial and Resource Implications

The budget allocated to economic development currently totals \$572,600 and includes:

- Economic Development staff employment and on-costs - \$282,800
- Adelaide Hills Tourism - \$110,900 per annum through three year funding agreement
- Adelaide Hills, Fleurieu and Kangaroo Island RDA - \$67,900 per annum through three year funding agreement
- Stirling Business Association - \$95,000 (noting this is offset by the separate rate)
- Operations - \$16,000

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

Improving communication between Council, the region's business community, other levels of government, key industry groups and regional development bodies is a key activity for the Economic Development team.

➤ **Sustainability Implications**

Sustainable economic development is the rate of growth which can be maintained without creating other significant problems (financial, environmental and social), especially for future generations. This principle underpins all the objectives, priorities and actions of the EDP.

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

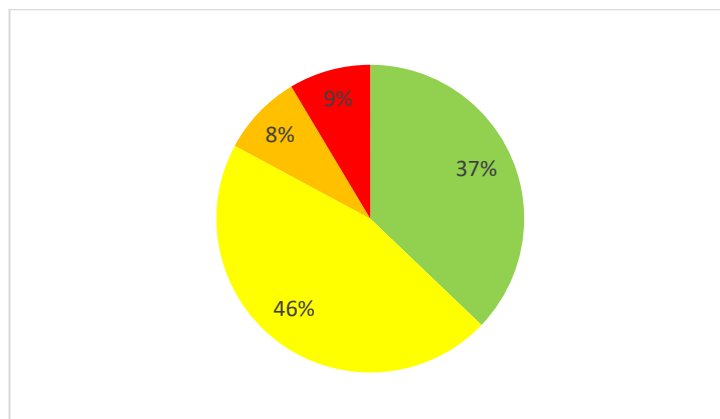
The Economic Development team regularly communicates and engages with individual business owners, business and industry organisations and other levels of government.

Every two years Council surveys the local business community to better understand the challenges and opportunities they are facing. These insights are used to inform the implementation of the Council's EDP. The Council's biannual survey of businesses was last undertaken in 2021, with the next one scheduled for August 2023.

➤ **Additional Analysis**

A listing of the key activities and highlights achieved in the first two years of the EDP have been tabled in **Appendix 2** against the outcomes originally identified in the EDP (**Appendix 1**). In providing this mid term review each of the Actions have been provided a status using the following key:

- Achieved
- Ongoing
- On Track
- At Risk



From July 2021 to August 2022 the Economic Development Team consisted of just one member with the secondment of the Manager to another role during this time. Nevertheless, some of the key achievements have included:

- Four quarterly e-newsletters collated and distributed to more than 6,000 recipients with an open rate of around 35 per cent.
- Supported and coordinated the “Rethinking Business” workshop event which provided information and advice to support in responding to the impact of bushfires and COVID-19 to more than 60 attendees.
- Undertook The Biannual Business Survey which received 109 responses which is a 30 per cent increase from the 2019 survey.
- Conducted an expression of interest process to establish ‘Free’ camping sites in the district with free camping and dump point facility now approved and installed at Balhannah Recreation Ground.
- Created five short videos (see website) to explain the business services within council and highlighting successful businesses across the Hills.
- Developed a Home Based Business Network and held 5 networking events across the region, grown membership to 68 businesses and facilitated the development of Facebook page for the group.
- Coordinated and hosted the final judging in the “Agricultural Town of the Year” awards in which Woodside was one of five finalists.
- Worked closely with City of Adelaide to develop a joint nomination, an expert review and workshop to determine if there is a valid case for World Heritage to be further explored. A Tentative list document has since been drafted and most importantly, support has been received from the Deputy Premier to develop the Tentative Listing submission within the next two years.

The Administration’s focus is on those initiatives and partnerships that have the potential to make significant improvements to the sustainability of our region’s economy and destination development potential. In broad terms the activities can be summarised as:

- Improving relations between Council and the business community
- Improving coordination and contribution of the existing economic development initiatives funded by Council
- Improving understanding internally of how Council services impact on business
- Providing regional perspective in regional, State and Commonwealth Government economic development initiatives, and
- Collaborating with contiguous economic development regions (Mt Barker, Alexandrina, Victor Harbor, Yankalilla, Kangaroo Island Councils and RDA).

The review identified three outcomes as “At Risk”. These were:

- Young Business Leaders are growing and inspiring entrepreneurship in the region.
- Develop a regional identity.
- Regional opportunities are identified and implemented.

It is not proposed to make changes to the current Economic Development Plan at this stage as circumstances may change in the remaining two years of the Plan and an opportunity to further pursue these outcomes may be provided. However when relevant, the consistency with the next Strategic Plan will be examined and considered.

3. OPTIONS

Council has the following options:

- I. To note and receive the report (Recommended)
- II. To not note and receive the report (Not Recommended)

4. APPENDICES

- (1) *Economic Development Plan 2020-2024*
- (2) *Action Plan Status Report*

Appendix 1

Economic Development Plan 2020-2024

Economic Development Plan

2020 to 2024



Council's Prosperous Economy Aspiration

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

Strategic Plan 2020-24 – A brighter future

Glossary of Economic Terms

Output

Output is the result of an economic process resulting from the use of Land, Labour and Capital (inputs).

Input

Are the factors of production Land, Labour and Capital used to create economic activity (outputs).

Gross Regional Product

Is a measure of economic activity of a region. It is calculated as the total value of the region's output minus the cost of the region's inputs.

Gross State Product

Is a measure of economic activity of a state. It is calculated as the total value of the State's outputs minus the cost of the state's inputs.

Gross Domestic Product

Is a measure of economic activity in a Country. It is calculated as the total value of the countries' outputs minus the cost of the Countries' inputs.

Comparative Advantage

Comparative advantages are advantages that are born out of differences in social, political, and economic conditions.

Competitive Advantage

Competitive advantages are advantages that were gained through active action or positioning by the competitor.

Unemployment

Unemployment is a term referring to individuals who are employable and actively seeking a job but are unable to find a job.

Underemployment

Underemployment is a term referring to individuals who are employed but are wanting to work more hours.

Productivity

The relationship between inputs and outputs as a measure of efficiency of production.

SME Small Medium Enterprise

According to the Australian Tax Office a Small Medium Business is one that has an aggregate turnover of less than \$10,000,000.

The Australian Bureau of Statistics use the following definitions:

- Micro-business employs between 0-4 persons
- Small business employs between 5-19 persons
- Medium business employs between 20 and 199 persons.

Disruptors

A disruptive innovation is an innovation that creates a new market and value network and eventually disrupts an existing market and value network, displacing established market-leading firms, products, and alliances.

E-Commerce

Ecommerce, also known as electronic commerce or internet commerce, refers to the buying and selling of goods or services using the internet, and the transfer of money and data to execute these transactions. Ecommerce is often used to refer to the sale of physical products online, but it can also describe any kind of commercial transaction that is facilitated through the internet.

Innovation

The Organization for Economic Cooperation and Development (OECD) defines innovation as “the implementation of a new or significantly improved product (good or service), process, a new marketing method, or a new business practice, workplace organisation or external relations”.

Introduction

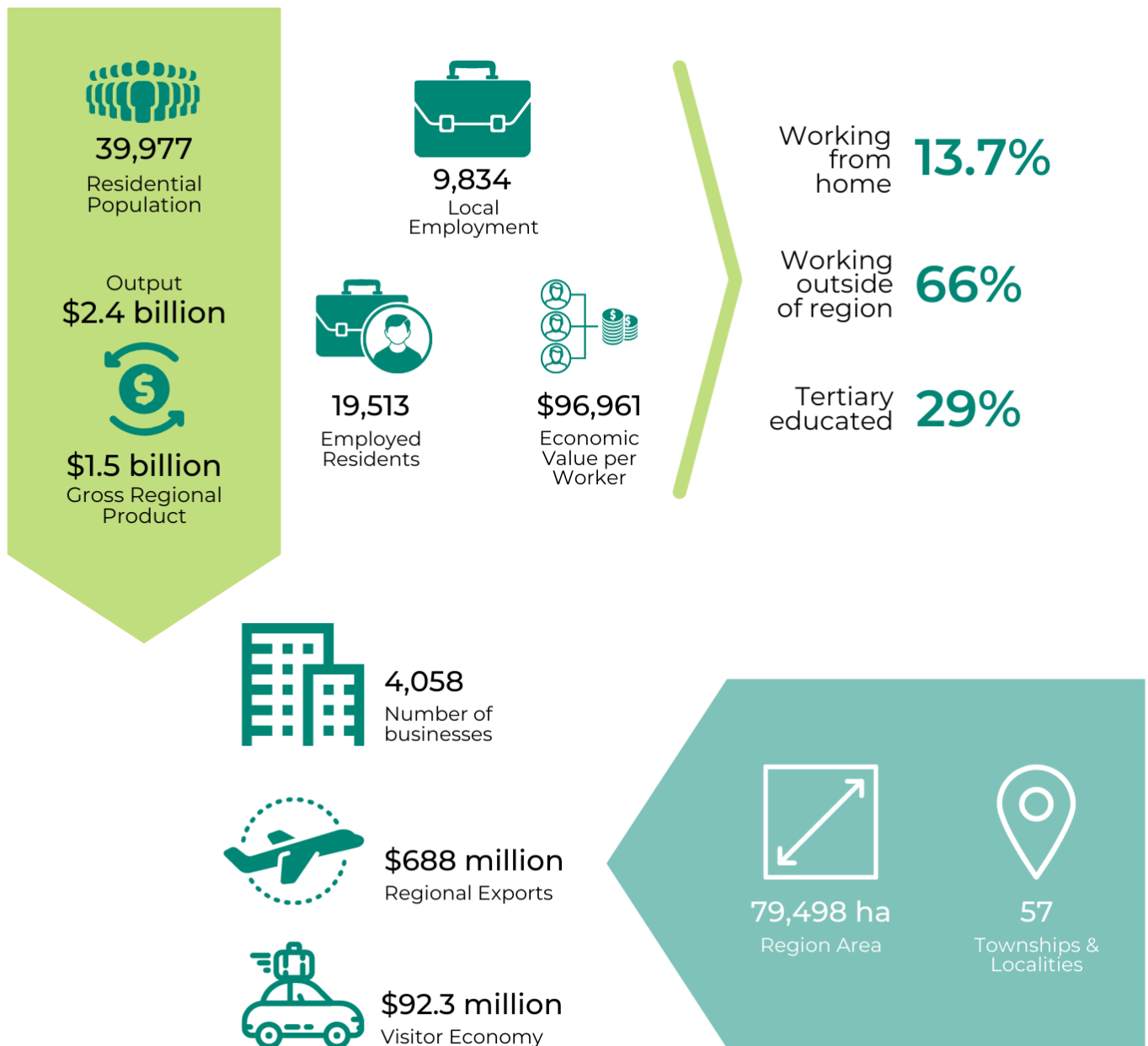
Business (including primary production activities) is an important part of the Adelaide Hills community, with over 4,000 registered businesses operating in the region. Supporting sustainable long-term economic growth through the retention of existing business, and the attraction of new business and investment,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

Economic prosperity is necessary for the region to be competitive in both a national and international context. As our economy evolves from predominantly primary production to one that includes services innovation and creativity, it is important that we change in a way that strengthens our industries, creates good jobs and encourages investment in the region. Economic development is not pursued for its own sake but rather for what it contributes to community wellbeing in all its dimensions.

It is recognised that economic development is a dynamic process that is evolutionary and path-dependent with the possibility of new pathways opening up through interrupters such as disruptive technologies, pandemics and climatic events. Like many regional areas, the economic environment within which Adelaide Hills operates is changing, and rapidly. This presents challenges, but also opportunities for our economy to become more diverse and innovative. While many factors are beyond the direct influence of Council, we can help to remove barriers and create the conditions necessary to make it easier for business to seize opportunities as they arise.

In 2020 the Adelaide Hills Council released our *Strategic Plan 2020-24 – A brighter future* where a Prosperous Economy was identified by our community as one of the five key goals. With the above in mind, this Economic Development Plan outlines Council's actions to support the development of our region's economy and to deliver the objectives and priorities identified in the Strategic Plan.

Fast Facts



Source: www.economy.id.com.au/rda-ahfki

The Adelaide Hills has a range of comparative advantages including:

- Convenient access to Adelaide
- A highly skilled workforce
- Agreeable climate for both lifestyle and agriculture
- Envious lifestyle
- Friendly local people
- Widely available entertainment and leisure opportunities

Role of Council

The South Australian *Local Government Act 1999* outlines a range of functions that councils need to provide for their communities. The function most relatable to economic development is:

To promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism.

Undertaken at the regional level and actively involving the region's community, addressing regional problems and issues through a systematic and well-defined change process is more likely to improve living standards and generate better value for money.

The role for Council in economic development is essentially one of facilitating economic activity and growth by identifying opportunities and challenges and responding to these by improving the flow of information and bringing relevant parties together (including business, industry representative groups, all levels of government) to use this information for greater economic benefit.

The demand for information and advice on a wide range of economic development issues in the region – workforce development, infrastructure requirements and projects, grants and business support requirements, industry development needs etc– has escalated significantly and it is expected that this will continue as all levels of Government look towards community-led recovery (from both bushfire and COVID-19). Having a good understanding of and being well connected with the region's business community ensures Council is best placed to provide the type of advice and advocacy that ensures that the right programs and services are being provided to our business community, particularly during these difficult times.

In developing the action plan, the proposed role of Council has been identified using the following guide:

Council Role	Description
Advocate	Formally or informally speaking or writing in favour of/supporting a recommendation of
Inform/Promote	Giving or distributing knowledge and information
Invest/Provide	Contributing financially or in-kind including through purchase, interest, or income to achieve something
Lead	Owning and undertaking actions directly (e.g. developing, maintaining or improving something)
Partner/Connect	Working alongside other organisations/government/non-profits/businesses etc. to achieve something
Research	Undertaking inquiry or investigation or evaluation
Regulate	Specific role in response to legislation & compliance
Review	Inspecting or looking at or discussing
Support	Providing assistance using existing resources to develop, maintain, or improve, bring together stakeholders to collectively pursue a shared interest, service or resolve an issue.

Success Through Partnerships

Many of our challenges and opportunities exist on a regional level and are therefore best addressed by adopting a “no boundaries” approach. In delivering and contributing to the region’s economic prosperity, Council works with a number of key strategic partners including:

- Adelaide Hills Tourism
- Adelaide Hills Wine Region
- Apple and Pear Grower’s Association
- Cherry Growers SA
- Commonwealth Government – AusIndustry, Department for Education, Skills and Employment, AusTrade, Department of Infrastructure, Transport, Regional Development and Communications
- Local Government - Neighbouring councils, Local Government Association, Greater Adelaide Region Organisation of Councils, Southern Hills Local Government Association
- Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island
- South Australian Government – South Australian Tourism Commission, PIRSA, Department for Trade and Investment, Department for Innovation and Skills
- Stirling Business Association
- Woodside Commerce Association

To assist our economic development activities in the region we have formal funding arrangements with the following:

Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island is a partnership between the Australian, State and Local Governments to support the growth and development of region. This non-profit, community-based organisation builds partnerships between governments, local businesses, community groups and key regional stakeholders to provide strategic and targeted responses to economic, environmental and social issues affecting the region.

Adelaide Hills Tourism is the State Government recognised Regional Tourism Organisation for the Adelaide Hills Tourism Region. AHT provides leadership, strategic projects and market intelligence, coordinates marketing and provides connectivity between tourism operators and government. It is directed by a Board comprising tourism operators, industry sector and regional stakeholder representatives and the main funding partners – Adelaide Hills Council and Mount Barker District Council.

Stirling Business Association is funded through a separate rate on commercial property in the village to provide a central point of contact for Council, businesses and others to:

- Represent the views of the Stirling business community
- Facilitate a shared vision for the village and collaborate with key stakeholders to realise the vision
- Further the economic development of the village and encourage further investment in the village
- Oversee key marketing, promotion and communication activities and
- Build relationships among the village business community, community groups, Council and other levels of Government.

Action Plan

Directly connected to the objectives (E1 to E4) and priorities (E1.1 to E4.4) in our Strategic Plan, the Action Plan suggests the outcomes and actions required to make A Prosperous Economy goal a reality. The Plan has been developed with a whole-of-council approach in mind and actions will be achieved in collaboration with key partners in business, community and government. Reflecting the collaborative intent of the Plan, relevant strategic documents have been drawn upon and Council's role to assist has been considered. These include:

- Regional Visitor Strategy
- Horticulture Strategy
- Creative Industries Strategy
- Food, Wine and Agribusiness Plan for Growth
- The South Australian Visitor Economy Sector Plan 2030

Listening to and getting feedback from our business community as well as analysing demographic, growth and visitor data will help to track how our services are assisting local businesses and overall economic prosperity. The Plan will also be reviewed annually to ensure our progress is understood, while providing the flexibility to address emerging challenges and new opportunities.

The Actions have been collated under four key themes, however it is recognised that these are not mutually exclusive with overlaps and dependency between the themes.



Our Industries

When thinking about the region's economy it is useful to classify industries as:

- **Engines** – industries that bring money into the region and that drive the local economy. In the Adelaide Hills these are predominantly viticulture, horticulture and tourism.
- **Enabling** – industries that support the engines such as agronomy,
- **Population serving** – industries that support the local population such as real estate agents, trades, health care, education and retail sector.

Many people in the Adelaide Hills are employed in the population servicing industries. However, typically the fortunes of both the population-servicing and the enabling industries depends on the success of the engines, and therefore, to drive growth and prosperity, it is important to focus on the engine sectors.

However, as sectors change and adapt to market pressures our engines of growth are also likely to change over time. Indeed, international studies attribute one-fifth to one-half of economic growth to changes in industry composition (PC, 2012). An economy cannot raise productivity without change – whether through doing new things or doing old things better. Facilitating innovation and enabling investment is therefore critical to supporting a competitive and productive region.

The Economic Development Plan recognises the existing strengths of the region and describes the strategies and actions for building on those strengths.

“

Local economic development is a process that builds up the economic capacity of the local area to improve its economic future and the quality of life for all. It is a process by which public, business, government and non-government sector partners work collectively to create better conditions for economic growth and employment generation. Economic development focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive

”

The World Bank, 2013

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

Outcome	How	Council Role
E1.1 - Support and encourage a compelling reason for both intrastate, interstate and international tourists to visit the Adelaide Hills		
Adelaide Hills Tourism is recognised as the lead body to deliver industry led projects and programs.	Implement three-year funding agreement with Adelaide Hills Tourism. Provide advice and support to Adelaide Hills Tourism to develop and implement their strategic priorities.	Promote/ Educate Lead/Empower Partner Support Invest/Provide
Residents engage with the region to enhance the visitor experience for their visiting friends and relatives.	Support Adelaide Hills Tourism to implement programs focussed on the Adelaide Hills community.	Promote/Educate Partner Support
Visitor needs are serviced across a range of print and digital platforms.	Support and advise Adelaide Hills Tourism's development, implementation and evaluation of digital servicing tools.	Partner Support
Improved partnerships between local tourism operators.	Promote collaboration and encourage businesses through identification of opportunities and individual support.	Promote/ Educate Support
E1.2 - Take advantage of the full potential of our region's primary production and associated value adding activities		
Primary Production businesses have grown their markets domestically and internationally.	Facilitate connections between Primary Production businesses and agencies/programs that assist with export services and capability development including R&D and production efficiencies.	Partner Support
There is a reduction in complaints from residents about Primary Production activities.	Support development of "Living in Harmony" campaign to promote co-existence of industry and residents.	Promote/Educate Support
Adelaide Hills has pest free zone status.	Advocate and support regulation requirements for pest control and support community messaging campaigns.	Promote/Educate Advocate
E1.3 - Support and encourage the growth and development of our region's creative industry micro businesses		
Develop creative industry co-working space at Fabrik.	Research and review creative industry hub models, scope up the role of a business hub at Fabrik and seek external funding and support.	Research Lead Partner
There is an increase in the number of Creative industries businesses linked to the Fabrik development and creating textile/fashion business ecosystem.	Promote collaboration opportunities to industry partners and creative businesses.	Research Partner
Micro creative industry businesses improve business skills	Facilitate links between Adelaide Hills based creative industry businesses and business support services and programs.	Partner Support

Outcome	How	Council Role
E1.4 - Promote, support and encourage our existing and emerging businesses to respond to economic changes by being creative, innovative productive and resilient to unexpected impacts		
Businesses are using e-commerce and new technology to build markets and increase productivity.	Promote information to businesses on the use of e-commerce and new technology. Identify and facilitate access through referral to programs.	Promote/Educate
Manufacturing and Service provision businesses are increasing in number and growing their markets domestically and internationally.	Promote business support services which build resilience and capability in response to adverse events including climate change and disruptors.	Promote/Educate
There is an increase in the number and retention of start-up businesses.	Promote and facilitate connections to business start-up support services. Identify and develop relationships with Aboriginal and Torres Strait Islander businesses in the region.	Promote/Educate
E1.5 - Engage and assist our region's key business and industry groups to be resilient, proactive and successful		
Business and Industry Associations are active, resilient, sustainable and successful.	Support industry associations with information, advice and training.	Partner Support
Businesses have the skills and support needed to maintain and grow their capability.	Promote small business support services. Support business resilience training program.	Promote/Educate Advocate
E1.6 - Encourage and facilitate local supplier participation in all level of Government tendering processes		
More Adelaide Hills businesses are successful in winning work to supply goods and services to Local, State and Australian Government.	Local businesses are informed of and assisted to register with the SA Government Industry Capability Network. Councils explores joining the Small Business Commissioners Friendly Council initiative by developing a procurement register and training program for local suppliers.	Promote/Educate Lead

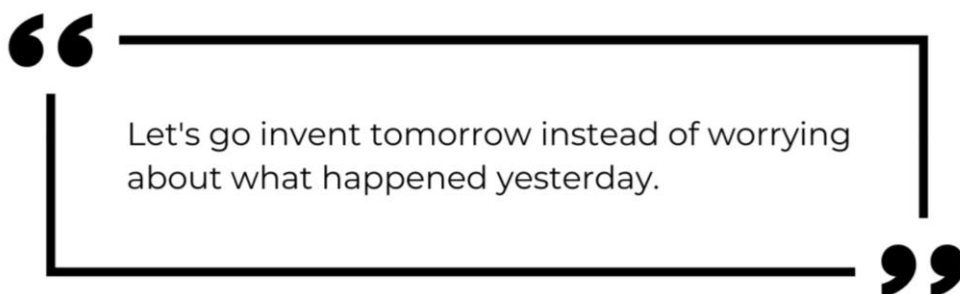
Our Infrastructure

Infrastructure services, including transport, communications, energy and water, provide platforms for production and innovation and the costs and quality of these services strongly influences the regions competitiveness. Without ongoing investment in infrastructure, any competitive advantage is quickly eroded.

Telecommunications remains an ongoing challenge for the region with the added complexity of the fast-moving pace of the sector. Poor telecommunication services in regional areas are a significant contributor to the rural/urban divide.

A large proportion of residents commute for work, educational purposes and general services making our road networks crucial infrastructure for the region. When transport systems are efficient, they provide economic and social opportunities and benefits that result in positive multiplier effects such as better accessibility to markets, employment, and additional investments.

The Economic Development Plan recognises the importance of infrastructure as a key enabler to our region's development and describes the strategies and actions required to encourage timely and efficient provision of infrastructure services.



Steve Jobs
Co-founder, Apple

E2 - Provide local infrastructure to drive growth and productivity

Outcome	How	Council Role
E2.1 - Work with all levels of Government to ensure the region's infrastructure needs are understood and prioritised		
There is sufficient high quality broadband internet and phone communication services coverage across the region through fixed and mobile platforms to meet business's needs.	Identify blackspots/service gaps and advocate for improvements to regional quality broadband internet and phone communication through fixed and mobile platforms to address these.	Research Advocate
Transport infrastructure meets the needs of businesses and residents.	Identify gaps in both passenger and freight transport systems and advocate for improvements. Adopt co-design principles that engage our residents with disability, their families and carers, in the ongoing management, maintenance and replacement planning of public infrastructure (including roads, bridges, signage, footpaths) through consultation processes. Advocate for rapid transit transport solutions for residents and businesses.	Research Advocate
Increased usage of recreational infrastructure such as trails.	Promote and support the upgrade and improvement in the region's trails.	Lead
E2.2 - Explore and advocate for the opportunities that new technologies could bring to our region		
There is an increase in the number and productivity of businesses using new technologies in the Adelaide Hills.	Identify and promote services for hi-tech businesses including training and University partnerships. Investigate opportunities to develop Hi-Tech hub in region.	Research Promote/Educate
E2.3 - Support changes to planning and development that leverages and encourages sustainable economic development		
Planning processes and procedures meet the needs of business and community in a timely and efficient manner.	Advocate for effective processes to be included in the new planning code and for it to be implemented. Provide education for businesses and community members on the requirements and processes involved in the new planning code.	Advocate Lead Review Promote/Educate Regulate
E2.4 - Manage and maintain Council assets to maximise their utilisation and benefit to the community		
Free Camping facilities are provided within the Adelaide Hills region.	Investigate free camping opportunities and requirements within the Adelaide Hills.	Research Lead Invest
Pop-Up ventures are supported and add vibrancy to the regions towns and economy.	Opportunities for Pop-Up ventures are identified and supported by planning processes.	Research Regulate
Tourism and Community recreation infrastructure supports local businesses and economies.	Community Halls, Sporting and Recreation Facilities are maintained with the aim of generating income for communities where possible.	Lead Invest Support

Our People

From a quality of life perspective, the region offers many advantages to residents and workers including: good local services, natural amenity, diversity of employment opportunities (from first job to own your own business) and a strong sense of community. Recognition of the region's strengths in terms of providing a high quality standard of living will likely increase as people seek alternative lifestyles to support recent workforce changes such as working from home.

The Adelaide Hills is the traditional lands of the Peramangk and Kaurna peoples. A number of Adelaide Hills residents identify as Aboriginal or Torres Strait Islander and live, work and raise their families here. There is an opportunity to build on the relationship that Traditional Custodians have with this area through education and promotion to the broader community and visitors to the region.

As markets shift, the productivity and worker efficiency become increasingly more important. Customers are also becoming more particular about how they spend their money and the service they receive. A skilled workforce is therefore a necessity, not a luxury.

The Economic Development Plan recognises the importance of supporting the employment and working needs of the region and describes a range of strategies and actions required.

“ Economic development is about creating places where people want to invest, work and live. It's about making connections between people, companies, institutions, and communities. ”

Jeff Finkle
*CEO, International Economic
Development Council*

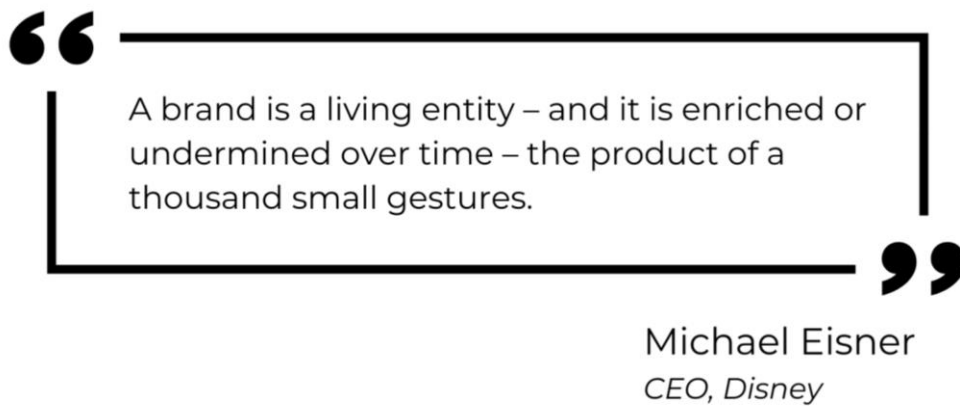
E3 - Encourage, attract and retain a creative, talented and skilled workforce in our region

Outcome	How	Council Role
E3.1 - Attract and encourage professional and business development and networking activities		
Young Business Leaders are growing and inspiring entrepreneurship in the region.	Research models, scope interest, support interested young business leaders to implement a support network.	Research Partner
Increased attendance at workshops and seminars for business within the region.	Opportunities for workshops are identified and local delivery facilitated. Workshops will be promoted through the quarterly business e-newsletter and through Business and Industry Associations.	Promote/Educate
E3.2 - Understand the nature of skills our region's businesses will require to prosper into the future		
Local industry and business are well connected to enable them to access the workforce that they need.	Assist identification of local workforce needs and connect these to services and funding opportunities. Identify and promote services that assist industries that have an ageing ownership and workforce profile. Assist employment service providers to connect with local industry, schools and youth support services. Advocate for employment outcomes for Aboriginal and Torres Strait Islander recruitment, retention and professional development. Advocate for local business and organisations to consider the benefits and requirements of employing people with disability.	Partner Support Promote/Educate Advocate
E3.3 - Work with our local communities and businesses to create active, attractive and vibrant places		
Mainstreets are vital and active places that attract businesses and people.	Using consistent planning guidelines work with local businesses and developers to develop Mainstream Masterplans and attract investment.	Lead Regulate Support
Communities are working together to identify and develop projects that activate and energise the region.	Scope up and implement a targeted program using coordinated planning and grants to assist communities to activate their towns and communities. Explore opportunities to engage with Aboriginal and Torres Strait Islander stakeholders in open space planning and use.	Research Support
E3.4 - Enable start-ups and home based business through services, information and networking opportunities		
Home based businesses in the Adelaide Hills are connected to and supported by Council.	Undertake a needs analysis of home based businesses to assess interest in receiving assistance. Promote the region as an attractive place to maintain a quality lifestyle while working or conducting business from home.	Research Support Advocate
Home based businesses in the Adelaide Hills region have access to the infrastructure needed to be successful and sustainable.	Council advocates for improved high quality broadband internet and phone communication through fixed and mobile platforms and transport linkages into the region.	Advocate

Our Identity

Sustainable regional economic development is the result of the interaction of the place-specific *hardware* (economic-spatial factors), *software* (social-cultural factors), *orgware* (government and governance) and *mindware* (image and self-image). Regional branding is a tool to bring the mindware of a place in line with its hardware, software and orgware. It helps to identify those aspects that makes a region unique (e.g. landscapes, offerings, products etc.), creates product differentiation and then takes a collaborative approach to marketing and branding the region for these attributes.

The Economic Development Plan proposes to work with key stakeholders in the region to create a stronger sense of place for the region.



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

Outcome	How	Council Role
E4.1 - Develop a realistic, yet inspiring, collective vision to connect the region and its industries		
Develop a regional identity	Workshop with key stakeholders to gauge interest in developing a collective vision for the region. Prepare a scoping paper to identify potential brand partners and scopes out brand application and opportunity. Work with brand partners to define the region and its attributes. Investigate funding opportunities to support brand development and implementation.	Partner Support
E4.2 - Encourage co-ordinated and strategic regional projects that enhance and support the regional identity		
Regional opportunities are identified and implemented.	A list of Strategic Projects and priorities is developed to inform funding applications and legislative reform.	Lead Support
E4.3 - Support and encourage events that supports the region's identity and generates social, cultural and economic benefits		
Events that celebrate the region's authentic offering will be delivered.	Support and encourage new and existing events.	Partner Support
E4.4 - Support the continued development and community engagement for the World Heritage nomination of the region		
Adelaide and the Adelaide Hills are recognised as a World Heritage location.	Explore the opportunity to develop a joint bid with the central Adelaide area.	Advocate Partner

Appendix 2

Action Plan Status Report

Action Plan – Status Report February 2023

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

Strategic Plan 2020-24 – A brighter future

Status Key



Achieved



Ongoing



On Track



At Risk

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

Outcome	Key Highlights	Status
E1.1 - Support and encourage local and international tourists to visit the Adelaide Hills		
Adelaide Hills Tourism is recognised as the lead body to deliver industry led projects and programs.	<ul style="list-style-type: none"> Three-year funding agreement in place (to be renegotiated for 2023-24 onwards) AHT Board meetings regularly attended 	
Residents engage with the region to enhance the visitor experience for their visiting friends and relatives.	<ul style="list-style-type: none"> AHT have an ongoing media partnership with both the Adelaide Hills Herald and The Courier's new magazine, Hills Wanderer. Quarterly media support is provided which delivers key messages to the local community on seasonal product along with corporate messaging on the importance of the visitor economy. Stirling nominated for the Small Tourism Town Awards 2022. 	
Visitor needs are serviced across a range of print and digital platforms.	<ul style="list-style-type: none"> Developed maps and online material for Amy Gillet bikeway which is now on www.visitadelaidehills.com.au and AHC's website. Supported Wellness Weekend with promotion and economic modelling of outcomes Through Adelaide Hills Tourism www.visitadelaidehills.com drives extensive online traffic with key highlights as at December 2022 being: <ul style="list-style-type: none"> 58,000 users spending nearly a minute on site. User Location: 93% Australia, followed by small numbers from US, Singapore, UK, China, New Zealand and Ireland. 64% of users are from Adelaide (55%), with next highest Melbourne (9%), Sydney (9%) and Brisbane (3%). New users accounted for 76.1% of traffic, with 23.9% from those returning to the site. 70.1% are using mobile devices rather than desktop (and the vast majority of those are on mobiles rather than tablets) Out of 179,413 total page views on the site, there were a total of 45,732 views of individual ATDW product listings (operators and experiences). 	

Improved partnerships between local tourism operators.	<ul style="list-style-type: none"> Ensured Amy Gillet bikeway map references key attractions along the bikeway Mt Lofty Vineyard was case studied in the August 2022 e-newsletter Supported local businesses to engage with opportunities from TDU Wellness Wander has been launched for the second year in a row which features a significant number of new operator participations with multiple operator collaborations. AHT is seeing many more complementary collaborations between products (eg The Lane and Mount Lofty with Jurlique for both spa and food offerings) 	
E1.2 - Take advantage of the full potential of our region's primary production and associated value adding activities		
Primary Production businesses have grown their markets domestically and internationally.	<ul style="list-style-type: none"> Regular promotion of Trade and Investment Programs through e-newsletter 	
There is a reduction in complaints from residents about Primary Production activities.	<ul style="list-style-type: none"> Living in Harmony Papers and videos produced and on Council Website under Rural living 	
Adelaide Hills has pest free zone status.	<ul style="list-style-type: none"> Fruit fly regulations promoted regularly through Council Social media 	
E1.3 - Support and encourage the growth and development of our region's creative industry micro businesses		
Develop creative industry co-working space at Fabrik.	<ul style="list-style-type: none"> Engaged with various agencies and service providers (national and international) to inform the business model for co-working and artist studio spaces within the new Fabrik development 	
There is an increase in the number of Creative industries businesses linked to the Fabrik development and creating textile/fashion business ecosystem.	<ul style="list-style-type: none"> Commissioned a creative industry report written by EconomyID which provides an overview of the number and characteristic of creative industry businesses within the Adelaide Hills. Building Fabrik's reputation through hosting a range of Economic Development visitors and events at Fabrik eg RDA meeting, Home Based Business Networking event 	
Micro creative industry businesses improve business skills	<ul style="list-style-type: none"> Undertaken early preparation for the delivery of business support services to creative industry once the new development is up and running 	
E1.4 - Promote, support and encourage our existing and emerging businesses to respond to economic changes by being creative, innovative, productive and resilient to unexpected impacts		
Businesses are using e-commerce and new technology to build markets and increase productivity.	<ul style="list-style-type: none"> Regularly promote e-commerce and State Government Cyber business support services through e-newsletter Regularly provide business referrals and connections to the Adelaide Hills based Digital Solutions Adviser, Entrepreneurs Program 	
Manufacturing and Service provision businesses are increasing in number and growing their markets domestically and internationally.	<ul style="list-style-type: none"> RDA provided grant for manufacturing businesses to support upgrade or address barriers to growth. Exploring alternative funding options including Building Upgrade Finance. 	
There is an increase in the number and retention of start-up businesses.	<ul style="list-style-type: none"> Investigated options for a Co-working space including discussion with Stirling Business Association about suitable locations. 	
E1.5 - Engage and assist our region's key business and industry groups to be resilient, proactive and successful		
Business and Industry Associations are active, resilient, sustainable and successful.	<ul style="list-style-type: none"> Ongoing support provided to Stirling Business Association, Woodside Commerce Association, Gumeracha Business Group Regular contact and engagement with Adelaide Hills Tourism, Fruit Growers SA and Adelaide Hills Wine Region 	
Businesses have the skills and support needed to maintain and grow their capability.	<ul style="list-style-type: none"> Quarterly e-newsletter distributed to 6,000 recipients with an open rate around 35% Undertook The Biannual Business Survey which received 109 responses which is a 30% increase from the 2019 survey. Created five short videos (see website) to explain the business services within council and highlighting successful businesses across the Hills. Facilitate the Adelaide Hills Business Support Network to meet every 6 weeks to coordinate business support services across the region. Supported 60 Business who attended the "Rethinking Business" workshop event which provided information and advice to support in responding to the impact of bushfires and COVID-19. 	

	<ul style="list-style-type: none"> Attend quarterly RDA Economic Development Forum. Assessing interest for Aboriginal Owned businesses to engage in business networking activities. 	
E1.6 - Encourage and facilitate local supplier participation in all level of Government tendering processes		
More Adelaide Hills businesses are successful in winning work to supply goods and services to Local, State and Australian Government.	<ul style="list-style-type: none"> Two workshops have been run (15 businesses attended) to explain Government procurement processes. A procurement register of potential local businesses has been developed Explored joining the Small Business Commissioner's Friendly Council initiative and decided not to proceed. 	

E2 - Provide local infrastructure to drive growth and productivity

Outcome	Key Highlights	Status
E2.1 - Work with all levels of Government to ensure the region's infrastructure needs are understood and prioritised		
There is sufficient high quality broadband internet and phone communication services coverage across the region through fixed and mobile platforms to meet business's needs.	<ul style="list-style-type: none"> Blackspots/service gaps identified and advocated for improvements to regional quality broadband internet and phone communication through fixed and mobile platforms. Advocated for the inclusion of Bridgewater in the most recent roll out of NBN full fibre upgrades. 	
Transport infrastructure meets the needs of businesses and residents.	<ul style="list-style-type: none"> Gaps in both passenger and freight transport systems identified and advocated for improvements. Updated Council's Road, Kerb and Footpath Asset Plan to ensure optimum cost delivery of these services to the community over the assets lifetime. Transport Policy adopted by Council in July 2022 	
Increased usage of recreational infrastructure such as trails.	<ul style="list-style-type: none"> Improved signage and visitor services eg benches, bike repair, water fountain along Amy Gillet bikeway Trails and Cycling Routes Management Policy adopted in August 2021 Discover Play Bikeway event along Amy Gillet 	
E2.2 - Explore and advocate for the opportunities that new technologies could bring to our region		
There is an increase in the number and productivity of businesses using new technologies in the Adelaide Hills.	<ul style="list-style-type: none"> Promoted local online market place ShopLocal through e-newsletter case study and Home Based Business Network event Engaged with local high tech businesses to raise awareness of business development opportunities Investigating the Building Upgrade Finance Program. 	
E2.3 - Support changes to planning and development that leverages and encourages sustainable economic development		
Planning processes and procedures meet the needs of business and community in a timely and efficient manner.	<ul style="list-style-type: none"> Advocated for effective processes to be included in the new planning code and for it to be implemented. Provided pre application advice and Duty Planner assistance Finalised Crafers Village Design Guidelines in September 2020 	
E2.4 - Manage and maintain Council assets to maximise their utilisation and benefit to the community		
Free Camping facilities are provided within the Adelaide Hills region.	<ul style="list-style-type: none"> Conducted an expression of interest process to establish 'Free' camping sites in the district. Free camping and dump point facility approved and installed at Balhannah Recreation Ground Working closely with other sites in the region on their proposal to develop free camping sites 	
Pop-Up ventures are supported and add vibrancy to the regions towns and economy.	<ul style="list-style-type: none"> Road Side Trading policy approved by Council 24 May 2022 	
Tourism and Community recreation infrastructure supports local businesses and economies.	<ul style="list-style-type: none"> Developed tourist maps which highlights businesses and key attractions along the Amy Gillet bikeway 	

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

Outcome	Key Highlights	Status
E3.1 - Attract and encourage professional and business development and networking activities		
Young Business Leaders are growing and inspiring entrepreneurship in the region.	<ul style="list-style-type: none"> Undertook consultation with a number of young business leaders who did not express an interest in taking part in a local Young Business Leaders network. 	
Increased attendance at workshops and seminars for business within the region.	<ul style="list-style-type: none"> Worked with Adelaide Hills Business Support to identify opportunities. Focussed social media and email blasts have seen increased attendance at a range of events and networking activities. 	
E3.2 - Understand the nature of skills our region's businesses will require to prosper into the future		
Local industry and business are well connected to enable them to access the workforce that they need.	<ul style="list-style-type: none"> Worked with the RDA Workforce program and the Australian Governments workforce programs to inform them of local workforce needs. Developed and maintained contact with the key program provider stakeholders within the area. Advised Youth employment service provider Employment Options of opportunities in the Hills. Held discussions with the Aboriginal Enterprise Centre regarding opportunities for local Aboriginal people. Included employment elements in Council's Reconciliation Action Plan. 	
E3.3 - Work with our local communities and businesses to create active, attractive and vibrant places		
Mainstreets are vital and active places that attract businesses and people.	<ul style="list-style-type: none"> Assisted Stirling's nomination for the Small Tourism Town Awards 2022. Delivered the Gumeracha mainstreet upgrade 	
Communities are working together to identify and develop projects that activate and energise the region.	<ul style="list-style-type: none"> Coordinated and hosted the final judging in the "Agricultural Town of the Year" awards in which Woodside was one of five finalists. Engage regularly with key community and business groups to encourage and support community-led initiatives across our townships 	
E3.4 - Enable start-ups and home based business through services, information and networking opportunities		
Home based businesses in the Adelaide Hills are connected to and supported by Council.	<ul style="list-style-type: none"> Developed a Home Based Business Network. Held 5 networking events across the region, grown membership to 63 businesses and encouraged development of Facebook page. Promoted business Start Up programs delivered by Adelaide Business Hub. 	
Home based businesses in the Adelaide Hills region have access to the infrastructure needed to be successful and sustainable.	<ul style="list-style-type: none"> Connected home based businesses with regional NBN Co contact to troubleshoot their individual issues. 	

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

Outcome	Key Highlights	Status
E4.1 – Develop a realistic, yet inspiring, collective vision to connect the region and its industries		
Develop a regional identity	<ul style="list-style-type: none"> Unlikely to be further pursued due to staff changes within the key industry groups and also funding constraints 	
E4.2 – Encourage co-ordinated and strategic regional projects that enhance and support the regional identity		
Regional opportunities are identified and implemented.	<ul style="list-style-type: none"> Unable to progress as consistent regional identity has not been developed. 	

E4.3 - Support and encourage events that support the region's identity and generates social, cultural and economic benefits.		
Events that celebrate the region authentic offering will be delivered.	<ul style="list-style-type: none"> Supported more than 180 events in 2021/22 including Wellness Wander, Gumeracha Medieval Fair, Winter Reds, Chardonnay May, Sparkling Spring, Bay to Birdwood, Tour Down Under, Laneways, Oakbank Easter Carnival, Local Markets and many, many more 	
E4.4 – Support the continued development and community engagement for the World Heritage nomination of the region.		
Adelaide and the Adelaide Hills are recognised as a World Heritage location.	<ul style="list-style-type: none"> Working closely with City of Adelaide to develop a joint nomination. Expert workshops held in September 2022 that concluded that while there is further research required, there is consensus that a valid case for World Heritage can be explored. Tentative list document drafted. Support received from the Deputy Premier to develop the Tentative Listing submission within the next two years. 	

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 February 2023
AGENDA BUSINESS ITEM**

Item: 12.4

Responsible Officer: Ashley Curtis
Manager Civil Services
Infrastructure & Operations

Subject: Parking and road safety Wattle Tree Road, Bridgewater

For: Decision

SUMMARY

Wattle Tree Road, Bridgewater is a narrow, low volume, rural residential road located in hilly terrain. A traffic and parking assessment has been completed for this site, which includes a recommendation to improve road safety as well as options should formalised parking be deemed required. At this stage, staff propose to undertake minor safety improvements and then continue to monitor parking along Wattle Tree Road, with an expectation that homeowners will cater for their vehicle parking within their own property.

RECOMMENDATION

Council resolves:

1. That the report be received and noted.
 2. To implement the recommended signage improvements and vegetation trimming identified in the report, and to monitor the situation while managing parking as per normal operational practices.
-

1. BACKGROUND

At the 25 October 2022 Council Meeting, Council resolved as follows:

11.1 Parking and Road Safety, Wattle Tree Road, Bridgewater

Moved Cr Kirsty Parkin
S/- Cr Leith Mudge

273/22

I move that a report be presented back to Council by January 2023 covering the following:

1. The current safety of Wattle Tree Road for motorists, and what could be done to improve safety in the long term.
2. Possible solutions for on-street parking in Wattle Tree Road.

Carried Unanimously

Council engaged a suitably qualified traffic engineer to conduct a review of Wattle Tree Road, including an investigation into existing arrangements, as well as recommendations for potential safety and parking improvements.

The consultant's report is provided in **Appendix 1**.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 1 A functional built environment

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

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

➤ Legal Implications

There are no legal implications from receiving and noting this report, but there may be legislative requirements as well as Australian Standards that need to be complied with should Council choose to pursue any recommendation or options outlined in the report.

➤ **Risk Management Implications**

The receiving and noting of this report will assist in mitigating the risk of:

Lack of information leading to poor future decision making.

Inherent Risk	Residual Risk	Target Risk
Low (1C)	Low (1E)	Low (1E)

➤ **Financial and Resource Implications**

There are no financial implications from receiving and noting this report, but if Council chooses to pursue any recommendation or options outlined in the report, there may be costs associated that are currently unbudgeted for and would need to be considered as part of the Annual Business Plan and Budget process.

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

Not applicable.

➤ **Sustainability Implications**

Not applicable.

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

Consultation on the development of this report was as follows:

Council Committees: Not applicable

Council Workshops: Not applicable

Advisory Groups: Not applicable

External Agencies: Not applicable

Community: Not applicable

➤ **Additional Analysis**

The Traffic and Parking Assessment provided in **Appendix 1** has been reviewed by a Council engineer and found to be an appropriate assessment of existing conditions at Wattle Tree Road, Bridgewater.

In response to community concerns raised, Council staff have already installed crest advisory signs at appropriate locations along Wattle Tree Road, which has improved safety by communicating the potential approaching hazard to motorists.

Other recommendations of the report include the provision of curve advisory signs for the curve in the vicinity of number 58, and the trimming of roadside vegetation to improve sight lines in the vicinity of numbers 47 and 58. These recommendations are deemed appropriate and will be implemented by Council staff as part of routine maintenance practices.

Regarding options to improve parking along Wattle Tree Road, Council staff propose to follow Option 1 as outlined in the report, which is to not formalise parking at this time, but to review the situation after the remaining properties have been developed.

It is important to note that Council has no obligations to provide on-street parking, nor would it be reasonably practicable to do so at all locations. Whilst some concerns have been raised with Council about the lack of parking, this has been in the context of households having more vehicles than will fit on their property. Other properties along Wattle Tree Road have included adequate parking as part of their developments, either by factoring off-street parking into their designs for their own site, or by altering the verge adjacent their property to be flatter and wider (under permit from Council). In essence, to create specific on-street car parking would be to commit ratepayer funds toward the provision of residential parking at private properties.

If Council wish to pursue any of the other options outlined in the report, they are unbudgeted, and would need to be considered as part of the Annual Business Plan and Budget process.

3. OPTIONS

Council has the following options:

- I. To receive and note the report (recommended)
- II. To implement the recommended signage improvements and vegetation trimming identified in the report, and to monitor the situation while managing parking as per normal operational practices (recommended)
- III. To install formal parking bays along Wattle Tree Rd, Bridgewater, subject to approved budget via the Annual Business Plan process (not recommended)
- IV. To formalise a section of Wattle Tree Rd, Bridgewater, as a narrow one way road with defined priority (not recommended)

4. APPENDIX

- (1) Wattle Tree Road Traffic and Parking Assessment

Appendix 1

Wattle Tree Road Traffic and Parking Assessment

Reference #: BE22-098-02 REP001 Rev A

25 January 2023

Mr Ashley Curtis
Manager Civil Services
Adelaide Hills Council
63 Mount Barker Road
Stirling SA 5152

Dear Ashley,

RE: WATTLE TREE ROAD, BRIDGEWATER – TRAFFIC AND PARKING ASSESSMENT

Be Engineering Solutions (BEES) has been engaged by Adelaide Hills Council (Council) to undertake an independent traffic and parking assessment of the existing conditions along Wattle Tree Road in Bridgewater. The assessment includes identifying recommendations to improve the level of safety along the length of Wattle Tree Road with specific consideration of treatments to alleviate parking safety issues, vehicle traffic flow and parking bay opportunities.

1. EXISTING CONDITIONS

Wattle Tree Road is a local no through road primarily used for residential access and is under the care and control of Adelaide Hills Council. The road is aligned in an east-west direction intersecting Second Avenue at its western end. It is a narrow, sealed, undivided and unkerbed road, and is subject to the default urban speed limit of 50 km/h. There are no formal footpaths either side of the road. There are neither formalised on road parking areas or parking controls along the road.



Figure 1: Subject Area

Wattle Tree Road has a varying longitudinal profile with a narrow road width varying between 4.5-6.0m, including on road parking which generally restricts the free movement of vehicles, limiting two way traffic flow.

The road consists of several horizontal curves and there is no road lighting. The road is zoned for residential land use, with a roadside environment best characterised as rural residential in hilly terrain. Road drainage is generally informal with no formal drainage structures or kerbing along the length of the road. The road shoulders vary in terms of width and are a mix of informal widened areas and property driveways, sealed or unsealed.

In order to further define the characteristics of the road, it has been separated into three sections, as shown in the figure below.



Figure 2: Identified sections along Wattle Tree Road for assessment purposes

Section 1 is defined as Wattle Tree Road from its western end to the horizontal curve near property number 36. Within this section there are wide verge areas varying in width between 2.5 m – 6.1 m along both sides of the road with property boundaries set back from the road edge. Vehicles travel uphill in an eastbound direction, approaching a crest located at the horizontal curve, limiting sight lines along the road ahead. A 'CREST' warning sign is provided for both directions of traffic. There are Stobie poles along the northern side of the road continuing to the end of the road.



Figure 3: The 'CREST' sign on the northern side of Wattle Tree Road

Section 2 is defined between the crest and the curve near property number 58. The northern side of this road section provides for properties on steep embankments falling to the edge of the sealed roadway. On the southern side, there are sections of unsealed shoulder varying in width (0.5 - 1.5m wide) and sections of steep embankment which fall away from the road to residential properties.

The roadside environment along Wattle Tree Road has slowly developed over the last decade and there are a total of 39 existing properties and 3 properties under construction as of January 2023. This development is most apparent along the southern side between the two road curves in Section 2.

Due to the road geometry, some properties have steep driveways which intersect with the roadway at an angle (Figure 4). Some driveway accesses allow vehicles to drive into the property in a forward direction and then reverse back out to travel eastbound to the end of the road to a turn around area. Where parking occurs opposite driveways there is space for drivers to manoeuvre from their driveway onto the road. For those driveways on the same side of the road as the parked cars, driver's sightlines from the property driveway are obstructed.



Figure 4: Steep single driveways on the northern side of Wattle Tree Road

The majority of on road parking manoeuvres occur within this section and along the southern side of the road. Parking manoeuvres involve drivers parking and straddling sections of road shoulder and sealed roadway leaving a portion of roadway for passing traffic. Drivers generally appeared to be complying with parking requirements under the Australian Road Rules (ARR) during site observations.

The roadside environment for the remaining road section (Section 3) has similar features as Section 2. However, the road width generally increases to 6.0m towards the end of the road and a turnaround area is provided for recirculation.



Figure 5: Looking east towards the end of Wattle Tree Road

2. TRAFFIC DATA AND CRASH HISTORY

No recent traffic data for Wattle Tree Road was provided for review as part of this assessment.

Crash data for the most recent available 5-year period (2017-2021) along the subject road was obtained from Location SA which identifies one right angle crash involving a cyclist reported near property number 56 and resulting in property damage only.

There are no recorded crashes involving parked cars, however there are anecdotal reports of incidents involving vehicles rolling back over an embankment.

3. DISCUSSION

To gain an appreciation of the subject area, a day-time inspection was undertaken on Tuesday, 10 January 2023 and at the time of inspection, the weather conditions were sunny and road surface was dry. In addition to the observations noted as part of the existing conditions, during the inspection, traffic volumes were very low and on road parking was apparent. Improvements for consideration have been identified and these have been discussed in detail below.

3.1. TRAFFIC ASSESSMENT

Based on the site observations, the majority of the land along Wattle Tree Road has been developed. It is expected that the traffic volume is low with no significant change or increase in traffic volumes following completion of the remaining dwellings under construction is expected.

Wattle Tree Road allows for General Access Vehicles, however, it is expected that the largest vehicle accessing the road is a waste collection truck / service vehicle or an emergency vehicle which can safely pass when vehicles are legally parked. In consideration of Australian Standards, the Department for Infrastructure and Transport (DIT) Guidelines and Austroads Road Design Guidelines, the following treatments are recommended for Council to consider improving the level of safety along Wattle Tree Road.

WARNING SIGNS

An assessment for the warrants to install warning signage at the curve near property 58 in Section 2 has been undertaken using the Desktop Method (Road Geometry Data Acquisition System method) with reference to DIT Operational Instruction 2.1 'Traffic Control Devices for Horizontal Curves'. The assessment outcome indicates that the bend is considered to be a substandard horizontal curve, assuming an 85th percentile speed of 40km/h or less.

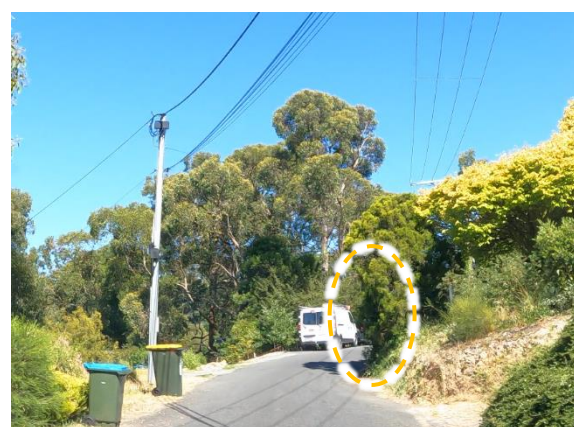
In accordance with Australian Standards 1742.2 'Traffic Control Devices for General Use', when a horizontal curve is considered as substandard, a curve warning sign supplemented with an advisory speed sign of 25 km/h can be installed on each approach to the curve, to warn drivers of the change in road alignment and display the desirable speed for comfortable travel around the curve.

ROADSIDE VEGETATION MAINTENANCE

Based on site observations, when vehicles are travelling through the horizontal curves on Wattle Tree Road, drivers' sight lines are partially obstructed by the roadside vegetation on the inner side of the curves (Figure 6). Vegetation management is required to improve line of sight and enable forward sight distance through the curves. Based on the SA Property and Planning Atlas, this vegetation appears to be located in road reserve.



(a) The curve near property number 58



(b) The curve near property number 47

Figure 6: Potential Roadside vegetation management along horizontal curves

4. PARKING ASSESSMENT

Those sections of Wattle Tree Road beyond the edge of the existing seal vary and are a patchwork of driveway crossovers, sealed widened sections, and unsealed widened sections. As a narrow road, drivers are permitted to park in accordance with ARR 208 and its subrules. Specially in the case of Wattle Tree Road:

- A driver must position the vehicle parallel, and as near as practicable, to the far left side of the road in the direction of travel,
- If the driver does not park in a parking bay, the driver must position the vehicle at least 1 metre from the closest point of any vehicle in front of it and any vehicle behind it,
- If the road has a continuous dividing line or a dividing strip, the driver must position the vehicle at least 3 metres from the continuous dividing line or dividing strip, unless otherwise indicated,
- If the road does not have a continuous dividing line or a dividing strip, the driver must position the vehicle so there is at least 3 metres of the road alongside the vehicle that is clear for other vehicles to pass,
- The driver must position the vehicle so the vehicle does not unreasonably obstruct the path of other vehicles or pedestrians.

Site observations indicate that in general these conditions were being complied with aside from some drivers being parked in the opposite direction to traffic.

Parking on footpaths, nature strips (the area between the property boundary and the kerb or edge of the roadway) or footways is not permitted in accordance with ARR 197, which is not applicable to Wattle Tree Road however relevant in the context of the rules regarding parking. Rule 198 prohibits a driver obstructing access to a footpath or driveway which was generally complied with by drivers during the site inspection.

The South Australian Planning and Design Code (The Code) governs development including dwellings requiring new residential development to allow for off street parking and generally 2 spaces per dwelling. This aims to achieve self-containment of parking on allotments and reduce and manage potential traffic and parking problems being transferred to public roads as a result of development. Formalising remaining driveway access points to those dwellings to be constructed or under construction is expected to change available parking in Section 2.

Noting that the most significant amount of on road parking is occurring in Section 2, this is also where drivers are most exposed to an embankment and dwelling construction is underway.



(a) Parking demand in Section 2



(b) Parked vehicles next to embankment

Figure 7: Vehicles parked along the southern side of Wattle Tree Road (Section 2)

Considering all of the above, four (4) options have been identified for consideration to be explored in more detail requiring further investigation and design following review.

OPTION 1 - DO NOTHING

Parking manoeuvres are occurring on a daily basis with no recorded crash history. Given the road dead ends and is subject to local traffic only, the types of traffic and parking manoeuvres are predominately likely to be residents or visitors. While specific events and the actions of drivers parking may have anecdotally required intervention to date, the risk of the current situation, is considered situational.

Given there is development occurring and its occurring in a challenging road and roadside environment, there is a greater level of activity along Section 2 than there previously has been. Longer term, once the dwellings are constructed, with the expectation that the dwellings will allow for their own off-street parking in accordance with The Code there will potentially be some level of adhoc ongoing demand for resident and visitor parking on Wattle Tree Road.

From a risk assessment perspective, considering the scenario of a parked vehicle (no driver or passenger) falling down the embankment in Section 2, a risk matrix has been considered. The risk impact rating is based on the intersecting factors in the matrix including the likelihood that the risk event will occur and the consequence and injury level that the risk event will cause, as shown in the table below.

		Likelihood (Probability of the risk event happening)				
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Consequence	Insignificant (1)	1 - Low	2 - Low	3 - Low	4 - Low	5 - Low
	Minor (2)	2 - Low	4 - Low	6 - Moderate	8 - Moderate	10 - High
	Moderate (3)	3 - Low	6 - Moderate	9 - Moderate	12 - High	15 - High
	Major (4)	4 - Low	8 - Moderate	12 - High	16 - Extreme	20 - Extreme
	Critical (5)	5 - Low	10 - High	15 - High	20 - Extreme	25 - Extreme

For the risk event of parked vehicles rolling over the embankment, the likelihood of the risk event happening is considered to be Unlikely given past history to date and under the assumption that this type of event requires other factors /circumstances to occur. Considering the consequence as Major where the result could cause major personal injury or hospitalisation, this gives a Moderate overall risk rating. Subjectively, an acceptable level of risk that could be further mitigated with engineering measures where feasible.

Given the steepness and proximity of the embankment at the side of the road, the risk of an errant vehicle driving along the road and crashing down the embankment is also present but unlikely given the speed environment and roadside conditions.

There is also a risk to passengers of vehicles parked getting into and out of the vehicle on the passenger side depending on the position of the parked vehicle and the ground surface at that point. The majority of drivers choosing to park currently in Section 2 are expected to be drivers without passengers.

Parked cars influence driver behaviour and have a perpetual narrowing effect on the driver naturally influencing a lower speed environment and therefore a potential reduction in both the frequency and severity of crashes.

Following completed development of all allotments, available parking space is limited to spaces between driveways. With the appropriate care and attention, on road parking could continue and any localised issues between driveways further reviewed where necessary to introduce long term physical restrictions such as vegetation, fencing or bollards as required.

OPTION 2 – INSTALL FORMAL PARKING BAYS IN SECTION 2

The Australian Standard for On Street Parking 2890.5 requires a parking space width of 2.0-2.3m for parallel parking in low-speed environments 50km/h or less.

Formalising parking within Section 2, creating parking bays as off-road parking areas (road related areas) in accordance with ARR 13(1) would require any parking manoeuvres outside of the bay areas to be restricted. The introduction of formal road markings and parking bays require vehicles to be completely within these bays with no part of the vehicle overhanging the bays.

Upon preliminary review, as shown in the figure below, it may be possible to provide for 7 sealed spaces making use of existing areas between driveways and maintaining a single lane width for passing. This is less than what can be achieved currently noting driveway areas are still to be formalised and further detailed design and engineering survey would be required to clearly determine impacts and requirements.

Along the frontage of allotment 50 and 52 there is a tree and power pole, approximately 1.5m from the edge of seal and formal driveways for number 50 and 52 are expected to be either side of this, potentially leaving legal space for 1 vehicle around the two driveways as indicated in the figure below.

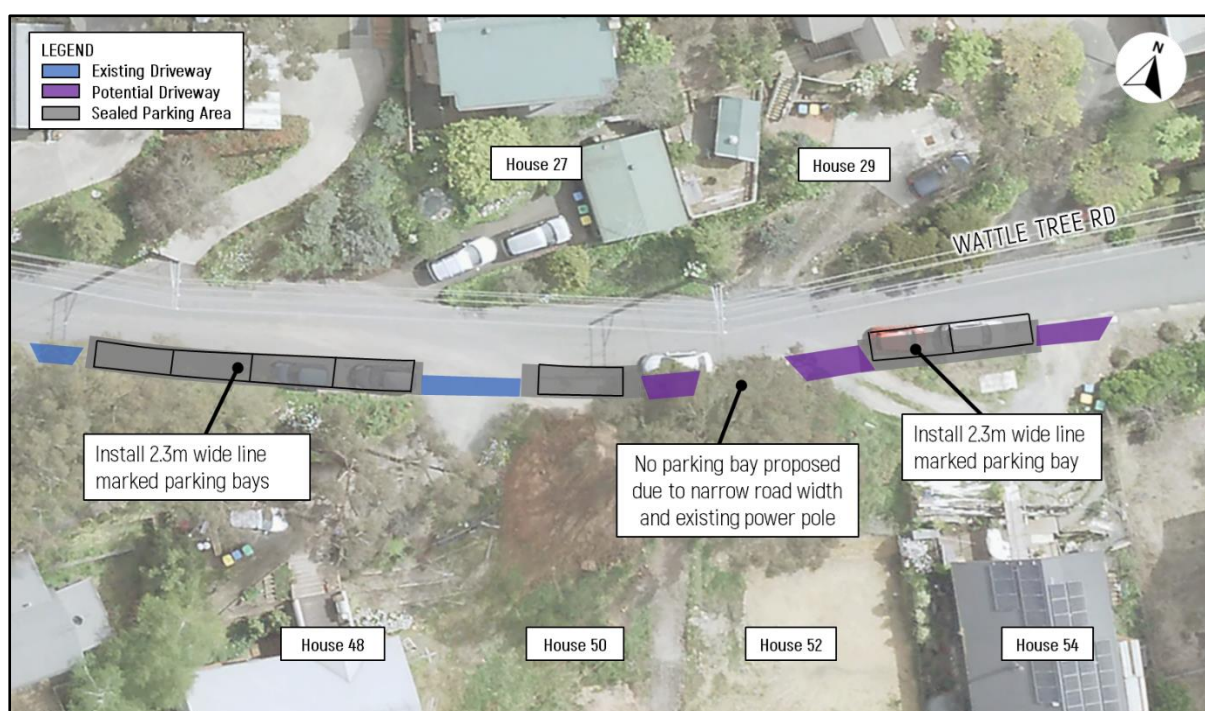


Figure 8 - Sketch of Formal Parking Bay Spaces

This option would likely attract significant cost however it is a physical intervention to achieve a high compliance and control of parking manoeuvres. The number of spaces achievable would be dependant on those driveways for Houses 50 and 52 and the passenger sides of the spaces would need to allow for a suitable landing and fencing for entering and exiting on the passenger side if the spaces were formalised.

Parking control time limits may need consideration to avoid particular residents allocating themselves spaces which would also have an impact on the need for Council enforcement.

OPTION 3 – INSTALL FORMAL PARKING BAYS IN SECTION 1 – RESTRICT PARKING SECTION 2

There are verge areas close to the western end of Wattle Tree Road that could be potentially used for parking, as shown in the figure below. The existing verge area is approximately 2.5 – 6.1m wide and the road profile within this section does not have a significant change in fall, which could be suitable for constructing unsealed shoulders or parking bays to form legal parking areas. Further investigations such as geotechnical investigation and underground services survey are required to confirm the extent and the feasibility for construction.

Parking in Section 2 adjacent the embankment could be restricted with parking controls in attempt to shift demand to these potential parking areas, noting that passive treatments such as signs and line marking parking control may just be ignored by residents given that council enforcement would be low.



Figure 9: Potential parking changes

This option has the potential to create an equivalent number of spaces compared with existing conditions. As previously noted there are no formal footpaths provided along both sides of Wattle Tree Road and given the grade of the road in Section 1 those residents and visitors who park would need to walk a distance to their destinations, along the road and over the crest which introduces alternative risks. This option would provide feasible alternative parking spaces however their utilisation would require a behaviour change from residents and visitors.

OPTION 4 – FORMALISE SECTION 2 AS A NARROW ONE WAY ROAD WITH DEFINED PRIORITY

This option aims to provide improved delineation and instruction to drivers by defining priority through a specific area of narrow roadway within Section 2. The position of the giveaway location for drivers heading eastbound aligns with the majority of the on road parking and allows the driver to see through to the road curve and judge on oncoming vehicle before formally proceeding, or hold and allow the oncoming driver to travel through the narrow roadway before passing within a wider transition area to allow two vehicle to pass each other simultaneously in accordance with ARR 70. This mimics the existing operation of the road formalising priority to westbound traffic.

The layout would utilise the area adjacent house number 50 and 52 as the transition area, restricting parking and allowing parking to continue prior to or after as per existing conditions. It aims to allocate that space (in front of 50 and 52) which is most exposed to the embankment, as road space for negotiating the road rather than parking.

This option includes introducing formal priority and a formal one way section of road, leaving the shoulder unsealed to allow informal parking except at the giveaway transition area (which could be sealed and parking restricted parking with line marking and signage). The transition area would place passing traffic closer to the edge of the embankment however this is expected to occur at low speed and with clear visibility.

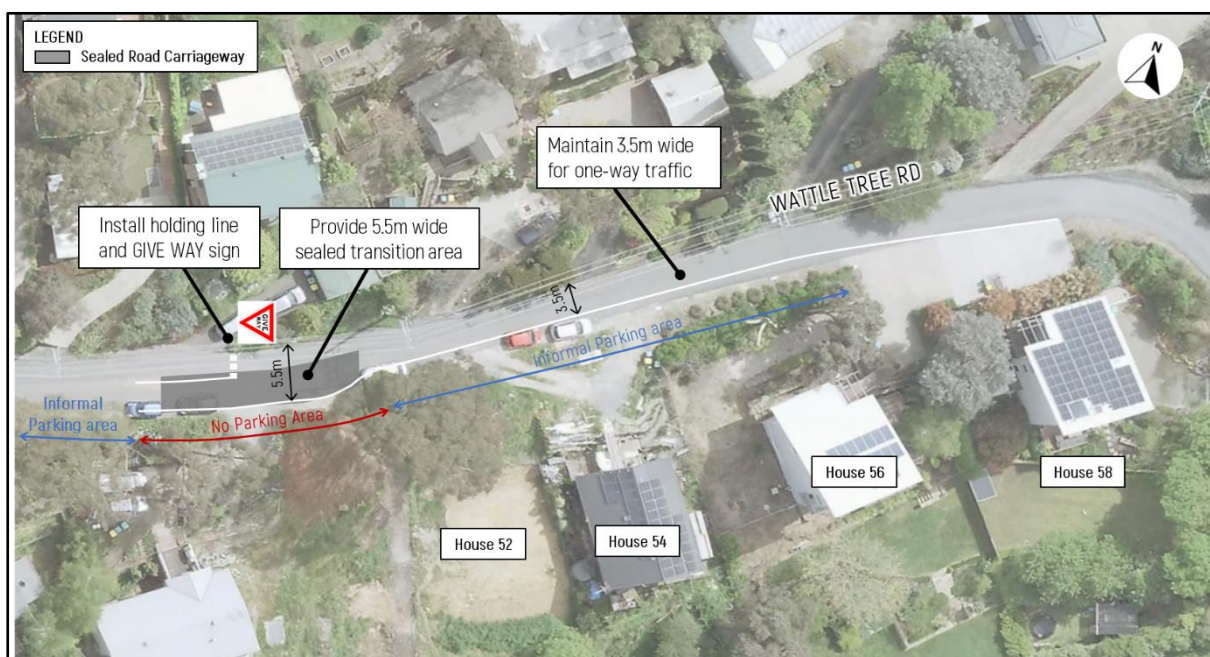


Figure 10 - Sketch of Priority to westbound traffic

This option results in a loss of available spaces compared with existing conditions and could potentially cause compliance issues or pressure along the road at other locations, transferring a problem. Nevertheless, it would be an improvement in terms of formalising the operation of existing conditions, maintaining some parking and as an opportunity to address the most exposed section of parking adjacent the embankment with a formal parking restricting with reasonable compliance expected.

5. SUMMARY AND RECOMMENDATION

Be Engineering Solutions (BEES) was engaged by Adelaide Hills Council to undertake a traffic and parking assessment of the existing conditions and provide recommendations to address or mitigate any identified safety issues. Based on the assessment, the following safety improvement options in terms of traffic and parking are provided for Council review and consideration.

Traffic improvements including:

- Installing a curve warning sign supplemented with an advisory speed sign of 25km/h on both approaches to the curve near property number 58 and
- Vegetation management along the horizontal curves to improve driver's sight lines.

These changes will improve the operation of the road and drivers' awareness of the road conditions.

In terms of parking improvements and from a longer term perspective, informal parking will continue and some level of risk will remain given the road and roadside environment. This risk to the community has been acknowledged in Option 1 and the risk should be reviewed following the completion of the development. Option 3 would be reliant on resident and visitor behaviour changes and has the potential to be underutilised if drivers park illegally instead. Option 4 focuses on improving the operation of the existing conditions with some loss in available parking spaces along the road albeit with a lower expected cost for implementation compared with Options 2 and 3. It maintains parking manoeuvres similar to existing conditions and targets risk mitigation through localised parking restrictions.

On balance and with the objective of retaining parking and providing for as much parking as possible for the longer term, Option 2 would create a more controlled environment that would most likely be accepted by residents in terms of behaviour and compliance. Further detailed design would be required to establish the engineering and cost implications however it is recommended this be explored as the longer term option.

Yours Sincerely,

Prepared by:

Lucy Mao

Traffic Engineer

Be Engineering Solutions Pty Ltd

Reviewed by:

Martin Elsworthy

Senior Traffic Engineer

Be Engineering Solutions Pty Ltd

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 February 2023
AGENDA BUSINESS ITEM**

Item: 12.5

Responsible Officer: Ashley Curtis
Manager Civil Services
Infrastructure & Operations

Subject: Coach Parking, Stirling

For: Decision

SUMMARY

The Stirling main street precinct, which services both a local and tourism market, currently has no provision for service by coaches. A qualified traffic engineer has reviewed the subject area from a technical perspective and provided a report detailing options for the provision of coach parking. This includes utilising existing private facilities within the area and creating dedicated indented parking spaces for coaches at a number of locations. Each option has its own advantages and disadvantages that need to be considered if the provision of coach parking in Stirling is to be pursued further. Any investment in infrastructure to support coach parking in Stirling should be weighed against likely economic benefit from increased tourism. At this stage, it does not appear that the potential economic benefit justifies the required investment to accommodate coach parking in Stirling.

RECOMMENDATION

Council resolves:

- 1. That the report be received and noted.**
 - 2. That no further action relating to coach parking be taken at this time and that Council continues to work closely with local developers, Stirling Business Association and Adelaide Hills Tourism to promote and develop the Stirling main street as a sought after tourist destination.**
-

1. BACKGROUND

At the 27 September 2022 Council Meeting, Council resolved as follows:

11.2 Coach Parking

Moved Cr Kirsty Parkin
S/- Cr Nathan Daniell

254/22

That the CEO prepares a report into the viability of a Coach Parking space in Stirling and adjacent environs by 31 January 2023.

Carried Unanimously

Council engaged a suitably qualified traffic engineer to conduct a review of the viability of coach parking in Stirling, including options to provide compliant coach parks.

The consultant's report is provided in **Appendix 1**.

2. ANALYSIS

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal A Prosperous Economy

Objective E2 Provide local infrastructure to drive growth and productivity

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

➤ Legal Implications

There are no legal implications from receiving and noting this report, but there may be legislative requirements as well as Australian Standards that need to be complied with should Council choose to pursue any of the options outlined in **Appendix 1**.

➤ Risk Management Implications

Providing a report to Council regarding the viability of a coach parking space in Stirling will assist in mitigating the risk of:

Decisions regarding investment in the provision of coach parking in Stirling not being adequately informed, leading to a loss in community confidence in Council.

Inherent Risk	Residual Risk	Target Risk
High (2B)	Low (1D)	Low (1D)

➤ **Financial and Resource Implications**

There are no financial implications from receiving and noting this report, but if Council chooses to pursue any of the options outlined in **Appendix 1**, there will likely be costs associated that are currently unbudgeted for, and would need to be considered as part of the Annual Business Plan and Budget process.

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

Lofty Coaches provided a letter in support as part of the original motion, outlining their case for coach parking close to the Stirling business district. Stirling Business Association have also raised coach parking as a matter of interest.

➤ **Sustainability Implications**

Not applicable.

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

Consultation on the development of this report was as follows:

Council Committees: Not Applicable

Council Workshops: Not Applicable

Advisory Groups: Not Applicable

External Agencies: Not Applicable

Community: Not Applicable

➤ **Additional Analysis**

The Stirling main street precinct, which services both a local and tourism market, currently has no provision for service by coaches. Proponents for coach parking envisaged that there could be two coach parking areas – one at each end of the main street – to enable drop off at one end, tourists to walk along the street and be picked up at the other end. A qualified traffic engineer has reviewed the subject area from a technical perspective and provided a report detailing options for the provision of coach parking.

The Coach Parking Assessment provided in **Appendix 1** is reasonably self-explanatory so the bulk of the content is not repeated here. The report has been reviewed by a Council engineer and found to be an appropriate assessment of existing conditions within the Stirling ‘village’ with respect to the provision of coach parking.

Of particular note is that under the Australian Road Rules, coaches may not utilise public bus stops for set down or pick up, which limits accessibility for coaches in Stirling.

Other important information sourced subsequent to the completion of the traffic engineer's assessment include:

- Utilising the loading area or car park at Aldi (Option 1) would be considered a change in land use from a planning perspective, and would require a development application.
- The Department for Infrastructure and Transport have provided in-principle support for Options 3 and 4, which utilise Mount Barker Road, subject to detailed design.

All options for coach parking in Stirling outlined in **Appendix 1** have different advantages and disadvantages, and therefore none are especially recommended by the Administration. The consulting traffic engineer provides a recommendation that Option 1 should be pursued in the first instance, with Option 3 the next preferred alternative, from a technical perspective. Regardless, if Council wish to pursue any of the options outlined in **Appendix 1** for the provision of coach parking in Stirling, they all generally require some capital investment which is currently unbudgeted and would need to be considered as part of the Annual Business Plan and Budget process.

There is an existing indented parking area on Avenue Rd, adjacent Steamroller Park, and this was also considered by the consultant, but was not included as an option as it may not be viable. This is due to uncertainty around compliance with minimum standards for indented bus bays, impacts on available parking which is at a premium at that location, and challenges for coaches to navigate the residential streets required to return to Mt Barker Rd.

It is important to note that this engineer's assessment focuses on the technical requirements for coach parking, such as vehicles sizes and manoeuvrability, relevant Australian Standards or other legislation and design codes, and infrastructure implications. It does not address the merits or otherwise of providing coach parking from an economic perspective.

The opportunity for coach parking to provide a tourism boost for Stirling was further explored with industry experts in the region. This advice suggested that coach tours were not regarded as a high yielding tourist market as they tended to purchase only small, easily transportable items and consume budget type meals that were usually pre-arranged as part of the tour. Competing directly with Hahndorf, Stirling would be unlikely to capture a large share of the small opportunity from this tourist group. That aside, coach parking does provide access to Stirling for the less mobile and lower spending visitor.

In light of the above, the administration does not consider it to be worth pursuing the matter further at this time but will continue to work closely with local developers, Stirling Business Association and Adelaide Hills Tourism to promote and develop the Stirling main street as a sought after tourist destination.

3. OPTIONS

Council has the following options:

- I. To receive and note the report, and take no further action (recommended)
- II. To pursue the Loading Bay in the Aldi Car Park option as outlined in **Appendix 1**, subject to consideration and funding via the Annual Business Plan and Budget process (not recommended)
- III. To pursue the New Indented Parking Bay on Pomona Rd option as outlined in **Appendix 1** subject to consideration and funding via the Annual Business Plan and Budget process, (not recommended)
- IV. To pursue the New Indented Parking Bay on Mount Barker Road In Front of the Stirling Oval option as outlined in **Appendix 1**, subject to consideration and funding via the Annual Business Plan and Budget process (not recommended)
- V. To pursue the New Indented Parking Bay on Mount Barker Road opposite Stirling Hire option as outlined in **Appendix 1**, subject to consideration and funding via the Annual Business Plan and Budget process (not recommended)

4. APPENDIX

- (1) Stirling Village Coach Parking Options Report

Appendix 1

Stirling Village Coach Parking Options Report

Reference #: BE22-098-03 REP001 Rev B

1 February 2023

Mr Ashley Curtis

Manager Civil Services
Adelaide Hills Council
63 Mount Barker Road
Stirling SA 5152

Dear Ashley,

RE: STIRLING VILLAGE COACH PARKING

Be Engineering Solutions (BEES) have been engaged by Adelaide Hills Council (Council) to undertake a traffic and parking assessment to determine the viability for coach parking in the Stirling Village area. This letter report has been prepared to provide a summary of the assessment undertaken and the recommendations on potential locations or treatment options for coach parking spaces, considering the requirements of the relevant Australian Standards, Austroads Road Design Guides and the DIT Code of Technical Requirements.

The ability for coach buses to visit Stirling and provide pick up and drop off for passengers could bring economic benefits and tourism to the area. The Stirling Business Association and Lofty Bus Services have raised concerns that currently no designated coach parking spaces are present in and around the Village area and as such Stirling is not included as part of advertised tour packages of the region.

Being a shopping and business precinct, the village consists of a mix of development such as shops, restaurants, cafes, and supermarkets, located on both sides of the Mount Barker Road, between Pomona Road and the Stirling Oval as identified in the figure below.

BEES have identified potential options to facilitate a coach bus servicing Stirling and parking temporarily within the Village and these options are detailed below.



Figure 1: Stirling Village

1. EXISTING CONDITIONS

Mount Barker Road functions as an arterial road and is generally aligned in an east-west direction and under the care and control of Department for Infrastructure and Transport (DIT). It is the main street connecting the south-eastern townships including Stirling, Aldgate, Bridgewater and Hahndorf.

Within the Stirling Village area, Mount Barker Road is generally a two-way two-lane road separated by a solid dividing line or a raised solid median. Angle parking and accesses to off-street car parking are provided on both sides of the road. Full time bike lanes are installed on Mount Barker Road between Pomona Road and the Pedestrian Actuated Crossing (PAC) located near the library. Mount Barker Road forms part of the metropolitan bus routes with stops located on each side of the road in indented bus bays to allow traffic to pass alongside.

Mount Barker Road is surrounded by various land uses including commercial, retail, hospitality, and recreational uses, which create a highly pedestrianised environment. There are footpaths located along both sides of the road which are set back from the road and separated by landscaped verge areas with dense vegetation and trees. A 40km/h speed limit applies to part of Mount Barker Road between Pomona Road and Merrion Road. This section includes numerous pedestrian crossing options including pedestrian walkthroughs and the PAC. Beyond Merrion Road to the east and past the Stirling Oval, the speed limit reverts to the urban default speed limit of 50km/h.



Figure 2: Mount Barker Road (looking north)

2. TRAFFIC DATA AND CRASH HISTORY DATA

Traffic data sourced from DIT indicates that Mount Barker Road has an Annual Average Daily Traffic (AADT) volume of 12,900 vehicles per day (between Pomona Road and Merrion Road) and 9,600 vehicles per day (east of Merrion Road).

The below figure shows a summary of the crash history for the most recent available five-year period (2017-2021) as made available by DIT. A total of 13 crashes were reported along the subject section of Mount Barker Road, resulting in 9 property damage only and 4 minor injuries.

The data doesn't suggest any specific trends over the length of road aside from at the Mount Barker Road and Pomona Road roundabout, however those crashes that have been reported are likely to have occurred at low speed. The roundabout is a possible entry point for a coach bus to access the Village and acknowledging the recorded crash history, a coach bus is still expected to be able to safely negotiate the roundabout with the appropriate care and attention.

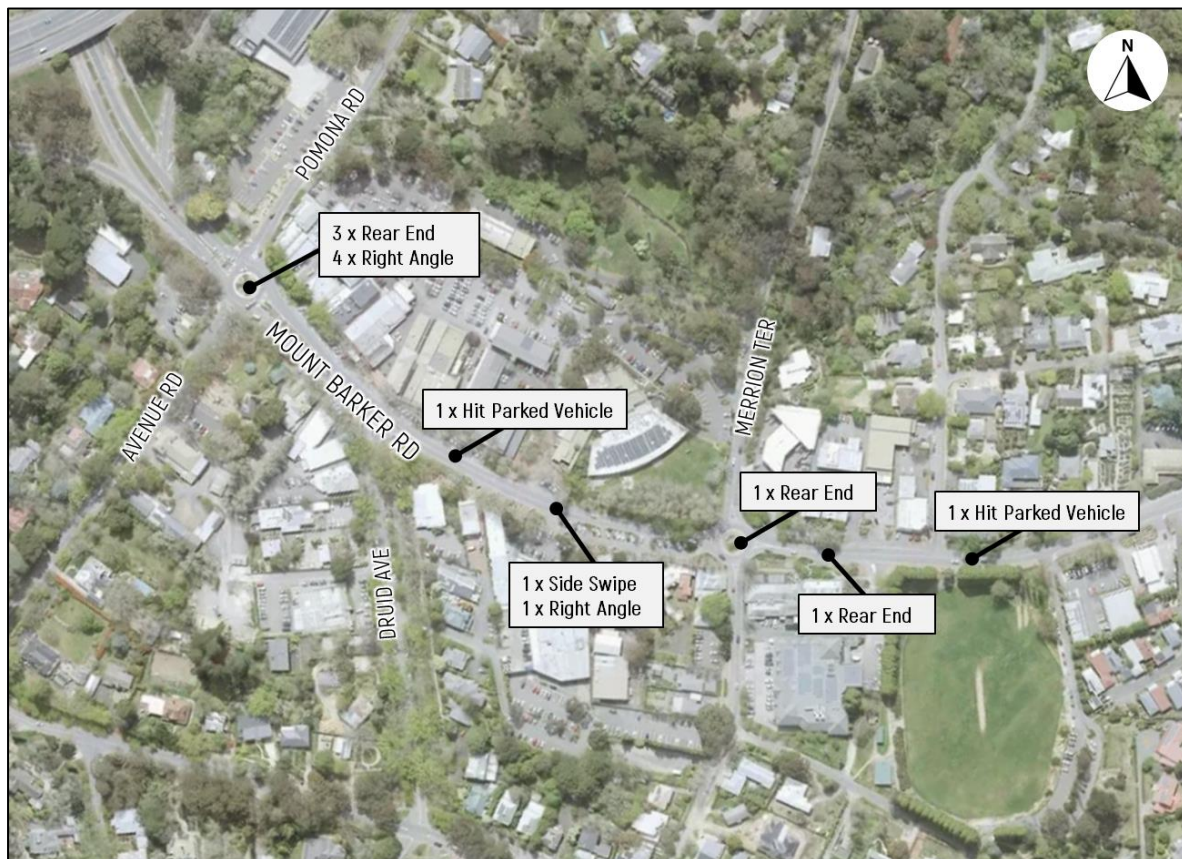


Figure 3: Crash history along Mount Barker Road within Stirling Village

3. DISCUSSION

To gain an appreciation of the subject area, a day-time site inspection was undertaken on Tuesday 10 January 2023 and at the time of the inspection the weather conditions were sunny and the road surface was dry.

Much of the road and adjacent road space along Mount Barker Road has been optimised for through traffic, cycling, off street parking and Adelaide Metropolitan buses and bus stops. Coach buses which are run by private operators are not permitted to use existing metropolitan bus (public bus) stop locations due to the Australian Road Rule (ARR) 195. These locations and the road rule are identified by the yellow bus stop signs or specific parking controls. There is limited remaining space within the Village area and while space could be reallocated and prioritised, it would likely change the visual streetscape and functionality of the Village area, impacting trees, parking spaces and traffic or access operations.

For the purposes of location siting, it has been assumed that a coach bus has similar dimensions to a standard Austroads long rigid bus, with a width of 2.5m and a length of 14.5m or less. We have assumed that the numbers of coach buses that could potentially access Stirling would be reasonably low (less than 8 per week) and therefore the turnover of a coach parking area would also be low.

Based on site observations and with consideration of appropriate standards and guidelines, the following options for coach parking are recommended for Council review and consideration.

3.1. OPTION 1 – LOADING BAY IN THE ALDI CAR PARK

This option aims to utilise the existing loading bay in the ALDI car park located at the northeast corner of the Mount Barker Road / Pomona Road intersection as a potential location for coach parking, as shown in Figure 4.



Figure 4: Existing loading bay within the ALDI car park

The loading bay has been designed to accommodate 19m long semi-trailer movements from the Mount Barker Road and Pomona Road roundabout, allowing them to turn left into the shopping centre access, and then reverse into the loading bay area. They can then exit in a forward direction back onto Pomona Road via the roundabout to the South Eastern Freeway. Changes to the roundabout and Pomona Road have been made to accommodate this movement which would therefore also allow for a coach bus of a shorter length. A turn path check noting that a rigid vehicle will have a slightly different turning profile compared with an articulated vehicle should still be undertaken for verification purposes.

This option would require a negotiation between the supermarket and the coach bus operators as the infrastructure for it to occur is already in place. Advantages and disadvantages have been discussed below to outline the impacts of this option more specifically.



Figure 5: Existing entry and exit movements of delivery trucks to ALDI

ADVANTAGES:

- The loading bay in the ALDI carpark should provide sufficient space for a 14.5 long coach to park without any additional construction work required compared with Option 2 and 3.
- Passengers have direct access to the ALDI during pick and drop off improving tourists access to goods and encouraging shopping and spending in the Village. Arguable this could also be a disadvantage from the community's perspective depending on how this is perceived in terms of opportunities for access to other businesses and shops as part of the tourist experience.
- This option potentially provides more business for ALDI as bus passengers would have direct access to the store.
- The manoeuvring for the coach bus loading and unloading occurs on private property with very little traffic intervention or safety risk, maintaining traffic flow along Pomona Road.
- A pedestrian path is located adjacent to the proposed coach parking area and is connected to the existing footpath on Pomona Road, linking passengers within walking distance to the centre of the Village.
- No involvement from DIT needed assuming turn paths confirm no impacts to the Mount Barker Road and Pomona Road roundabout. No specific approval needed from Council aside from acknowledging the use of Pomona Road.
- Should the loading bay be occupied and another vehicle arrives needing access, an aisle of the carpark can be blocked and drivers still be able to navigate out of the car park as it operates two way. Shoppers parked in parking spaces may be temporarily inconvenienced.
- Potential for optimisation of ALDI access needs and Coach Bus timetable access to be offset, to make use of the loading bay infrastructure that would otherwise be underutilised each week.
- No additional traffic up and down the Main Street or changes to the visual amenity of Main Street.
- No direct impact to residential properties or increase in noise while parked compared with existing delivery of goods arrangements.

DISADVANTAGES:

- Using this private car park for coach parking will require negotiation and a contract agreement between the private landowner (ALDI) and the private coach operating companies for the use of the private space, which could be a complicated and time-consuming process.
- Walking on Pomona Road from the ALDI car park to Mount Barker Road there is a relatively steep uphill walk which is less accessible to elderly and disabled people.
- Coordination between ALDI deliveries and other ALDI vehicles using the loading area would be required. Scheduling would need to be reliable and transparent between both parties to ensure time specific deliveries are able to occur without significant disruption to operations or impacts to passenger comfort.
- Perception from the Stirling community in directing tourism direct to ALDI, an overseas corporation.

3.2. OPTION 2 – NEW INDENTED PARKING BAY ON POMONA ROAD

This option aims to construct a new indented coach parking bay on the existing verge area on the north side of Pomona Road, east of the ALDI car park access.

The location of the bay is similar to Option 1 and within reasonable proximity to the centre of the Village. Pomona Road operates as part of the Adelaide Metropolitan public route, as shown in Figure 6. Buses turn onto Pomona Road from the South Eastern Freeway and left at the Mount Barker Road / Pomona Road Roundabout. In order to get back to the South Eastern Freeway from Pomona Road buses turn right onto Merrion Terrace and then onto Mount Barker Road via at right turn at another roundabout. This option aims to adopt the same route for a coach bus.

An alternate option via Pomona Road and then Old Mount Barker Road, to Piccadilly Road via Crafrers would also allow return to Adelaide via the South Eastern Freeway and also follow the public bus route.

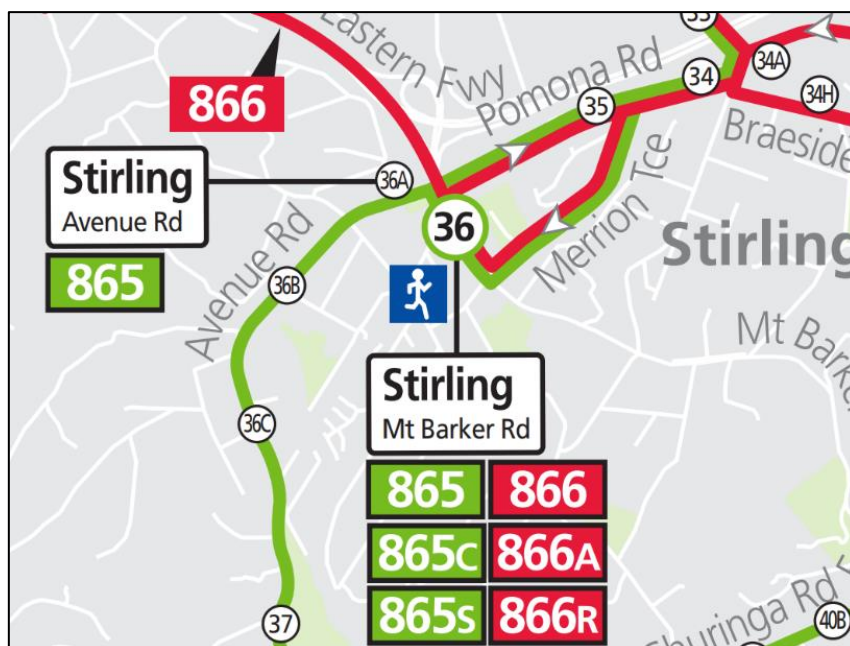


Figure 6: Public transport routes (sourced from Metro Adelaide on 16/01/2023)

A concept sketch of Option 2 is shown in Figure 7. It is proposed to install a 3.0m wide parallel parking bay catering for one coach park and construct a new 1.5m wide footpath alongside the parking bay. Kerb ramps allowing people to cross Pomona Road north-south could also be adopted to provide pedestrian options for linking to Mount Barker Road.

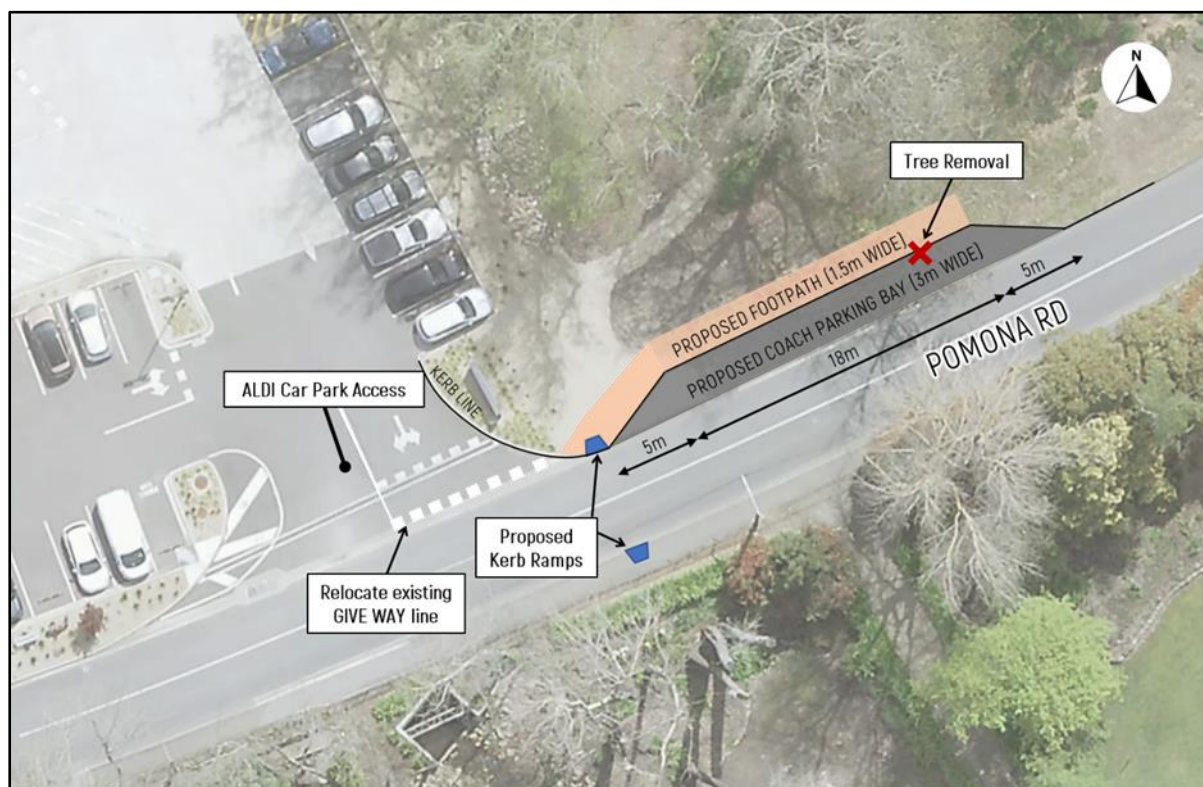


Figure 7: A concept sketch of Option 2

Driver sight lines looking east from the ALDI car park access is currently unrestricted, however, this option introduces a potential temporary obstruction when a coach is parked at the proposed parking bay. In accordance with *Australian Standards 2890.1 Off-street car parking (AS2890.1)*, the minimum stopping sight distance (SSD) required at the car park access is 45m, when the main road is 50km/h.

Measuring the driver position 2.5m back from the existing GIVE WAY line, the sight lines looking east with a coach parked would be less than the Australian Standard requirement. However, by bringing the GIVE WAY hold line forward, drivers at the car park access are encouraged to prop closer to the edge of the travel lane improving sight lines. The position and offset from the travel lane could also be optimised to achieve the minimum required by Australian Standards. Further detailed design would be required to understand the impacts, however achieving SSD is considered feasible. A turn path assessment of a coach bus accessing the two roundabouts on Mount Barker Road is also recommended. Figure 8 shows the driver sight lines at the car park access before and after the relocation of existing GIVE WAY line when a coach parked. The option is subject to further detailed design.

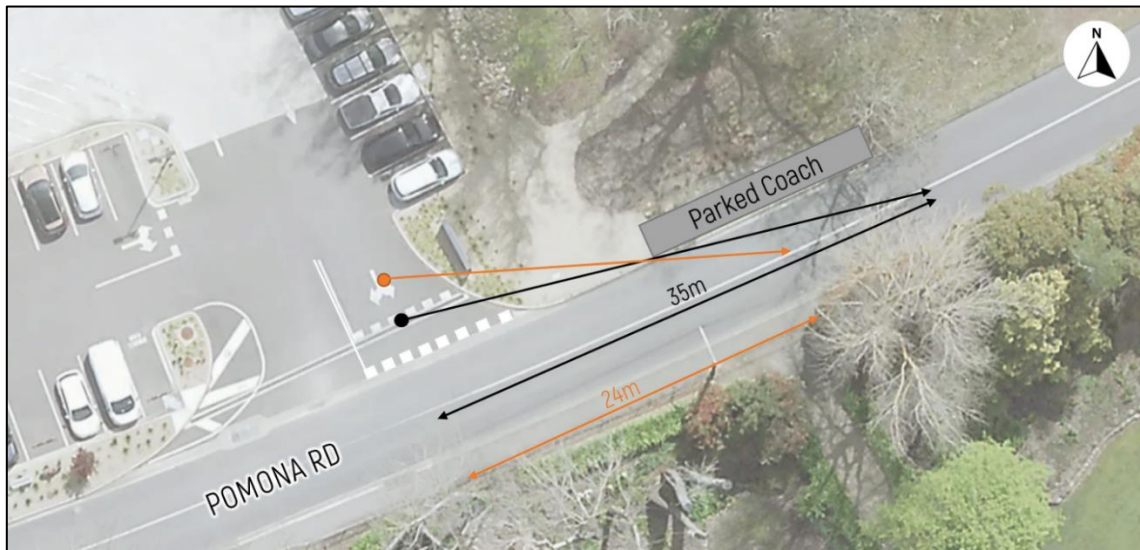


Figure 8: Driver sight lines at the car park access before and after relocation of GIVE WAY line

ADVANTAGES:

- This option makes use of existing approved bus routes to and from the South Eastern Freeway.
- Provides a dedicated parking bay for coaches that can be used anytime of the day or night.
- Pedestrian path can be connected to the proposed coach parking bay linking passengers within walking distance to the centre of the Village.
- Maintains traffic flow along Pomona Road without restriction when parked.
- No involvement from DIT needed assuming turn paths confirm no impacts to the Mount Barker Road roundabouts.
- No impact to the visual amenity of Main Street.
- Complies with the DIT Master Specification – Bus Operations Part RD-PT-D1 3.46 for minimum Roadway widths for buses to safely traverse roads achieving a minimum 11.4m
- Maintains a road width of 3.5m for passing traffic and straight through traffic bus movements also in accordance with the DIT master specification.

DISADVANTAGES:

- Subject to design and construction, costs of a new parking bay, footpath connection and kerb ramps.
- Removal of an existing mature tree located in the verge area will be required.
- The land for the indented bay would need to be purchased and negotiated with the private landowner (ALDI) leading to additional time and cost.
- Walking on Pomona Road from the ALDI car park to Mount Barker Road there is a relatively steep uphill walk which is less accessible to elderly and disabled people.
- Design of the bay will require optimisation of positioning and offset from the road to achieve required minimum SSD.
- As the proposed parking bay located on an existing verge area, it may affect the existing underground irrigation system and modification may be required.
- Parking restriction enforcement may be needed.
- Additional bus traffic via local Council residential roads in order to get back to the South Eastern Freeway.

- More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents.
- Detailed design may reveal the need for small retaining walls to manage the adjacent ground surface levels, underground services may also be impacted, adding further cost to the scheme.

3.3. OPTION 3 – NEW INDENTED PARKING BAY ON MOUNT BARKER ROAD IN FRONT OF THE STIRLING OVAL

This option aims to narrow the existing paved footpath on the southern side of Mount Barker Road, west of the maintenance vehicle access to the Stirling Oval and create space for the construction of a new indented coach parking bay.

As Mount Barker Road falls under the care and control of DIT, the guidelines stated in the DIT Road Design Standards & Guidelines 'Bus Shelters and Indented Bus Bay – GD800', has been referenced as shown in Figure 9. GD800 indicates that a minimum width of 6.5m is required between the back of indented bay kerb and the road dividing line, including a minimum 1.9m wide parking area to providing sufficient road space for traffic to pass buses safely. A minimum 2.5m width is expected between the indented bay kerb and the property boundary for use as a passenger waiting area and footpath.

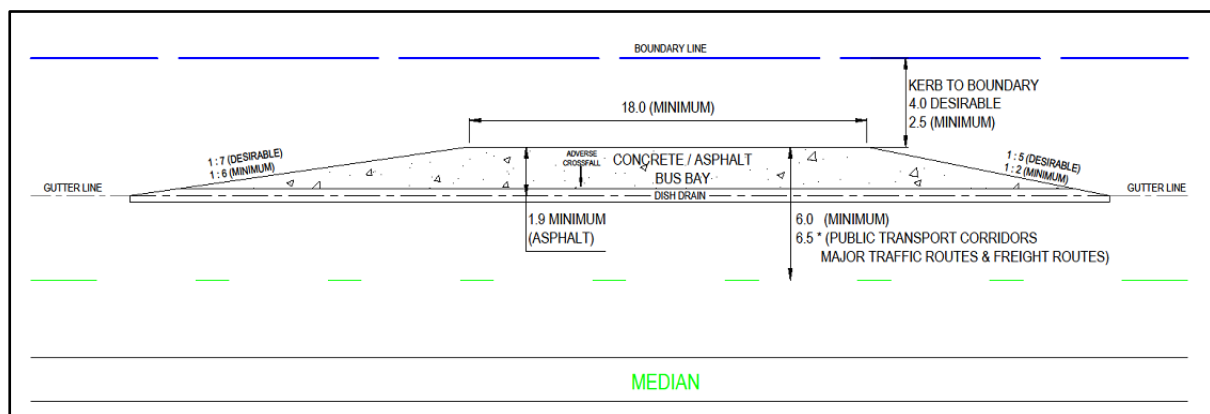


Figure 9: DIT Indented bus bay dimension requirements

The width of the existing footpath in front of the Stirling Oval is 3.9m and the road width is approximately 9.6m. This could be rearranged to provide a 2.5m wide footpath, a 3.0m wide parking bay and a 4.0m wide trafficable lane in each direction, by realigning the kerbline along the southern side of the road and the solid dividing line. This proposed arrangement satisfies and exceeds the minimum width requirements. A concept sketch of the proposed coach parking bay is shown in Figure 10.

The proposed parking bay is able to achieve a minimum length of 18.0m, but the taper length will be shortened due to the site constraints. A review of the adjacent bus stops identified that the existing taper length of Stop 37 Mount Barker Road – South side is less than the requirements, and the proposed coach parking bay will have a lower turnover rate compared with the operation of a metro bus stop. Therefore, a shortened taper length is considered reasonable in this instance.

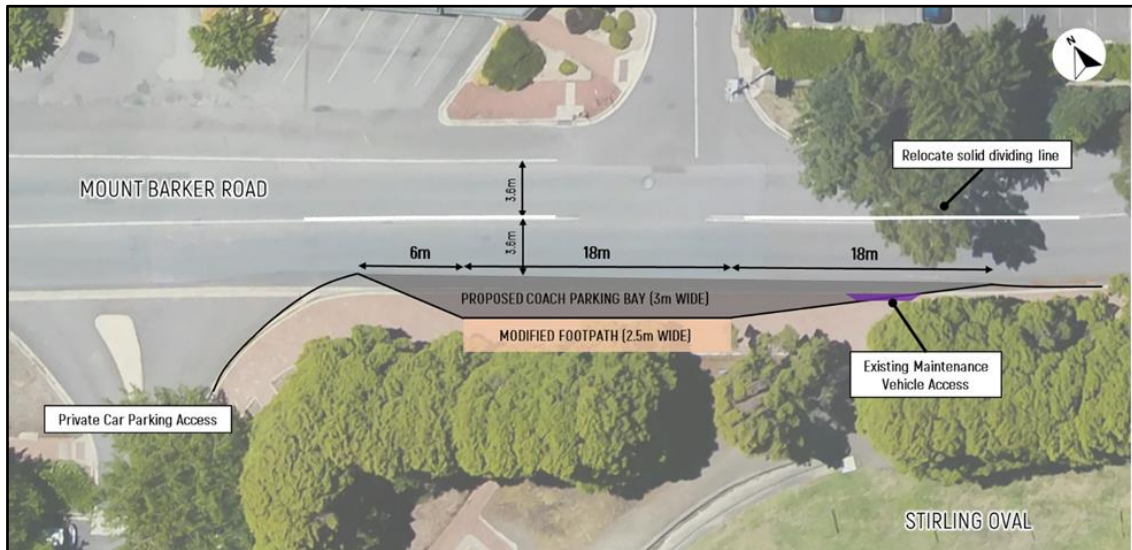


Figure 10: A concept sketch of Option 3

A sight distance check has been undertaken at the access to a private car park west of the Stirling Oval, as shown in Figure 11. Under the scenario of a coach bus parked at the proposed parking bay, driver sight lines looking east can be achieved, exceeding the required minimum SSD of 45m according to AS2890.1.



Figure 11: Driver sight lines at the private car parking access looking east

Generally traffic accessing Stirling Village will approach via the South Eastern Freeway and then turn off at the Stirling / Mount Barker Road exit. However as the indented bay is positioned on the southern side of Mount Barker Road, the coach would need to make use of the local road network to access the indented bay in the westbound direction.

This could be achieved using the Mount Barker Road / Pomona Road Roundabout, Pomona Road and then Gould Road back onto Mount Barker Road to access the indented bay in the correct direction of travel. Gould Road and Pomona Road intersection is already used by public buses which then turn onto Braeside Road rather than continuing along Gould Road. During the site inspection there were no obvious restrictions in place along Gould Road that would limit a Coach bus however a further turn path assessment should be undertaken for confirmation.

Alternatively, the coach buses could continue along the South Eastern Freeway beyond the Stirling exit to the Bridgewater exit. Travel down Carey Gully Road and onto Mount Barker Road via Bridgewater and Aldgate in order to enter Stirling and access the bus bay. A turn path check at the Mount Barker Road and Kingsland Road, Strathalbyn Road should be undertaken to confirm the route.

The DIT Master specification for Bus Operations Part RD-PT-D1 Section 3.22 identifies the need for the front of the stopped vehicle to be located a minimum distance of 10m from the kerb alignment, however the proposed option indents the stopped bus and aims to achieve sight distance from the driveway. This can be further address in consultation with DIT should this option be progress further to optimise is position.

ADVANTAGES:

- This option can make use of existing approved bus routes to and from the South Eastern Freeway.
- A pedestrian path is located adjacent to the proposed coach parking area and is connected to the existing footpath, linking passengers within walking distance to the centre of the Village. Flatter pedestrian path links provide easier access for all pedestrian abilities compared with Option 1 and 2.
- Provides a dedicated parking bay for coaches that can be used anytime of the day or night.
- Maintains traffic flow along Mount Barker Road without restriction when parked.
- Maintains footpath plaque feature positions.
- No impact to the visual amenity of Main Street with the bus bay being located just prior to the Stirling activity centre.

DISADVANTAGES:

- Subject to design and construction, costs of a new parking bay and footpath connection.
- Design and construction of the new coach parking bay will require consultation and approval from DIT.
- Design of the bay will require optimisation of positioning and offset from the road to ensure minimum SSD is achieved for nearby private access on Mount Barker Road.
- Parking restriction enforcement may be needed.
- Additional bus traffic via local Council residential roads in order to access the correct side of Mount Barker Road.

3.4. OPTION 4 – NEW INDENTED PARKING BAY ON MOUNT BARKER ROAD OPPOSITE STIRLING HIRE

This option aims to provide a new coach parking bay on the existing road shoulder on the northern side of Mount Barker Road, near the Stirling Hire business.

Similar to Option 3, this section of Mount Barker Road falls under the care and control of DIT. By realigning the centreline, adequate lane widths and parking bay space could be provided, allowing the bus to prop against the existing kerbline and continue to allow passing traffic without restriction.

There is currently no footpath provided along the northern side of this road section, however a connection could be provided by constructing a new 2.5m wide footpath alongside the new parking bay with kerb ramps allowing passengers to cross Mount Barker Road north-south linking to the existing footpath on the southern side of the road. A concept sketch of Option 4 is shown in Figure 12.

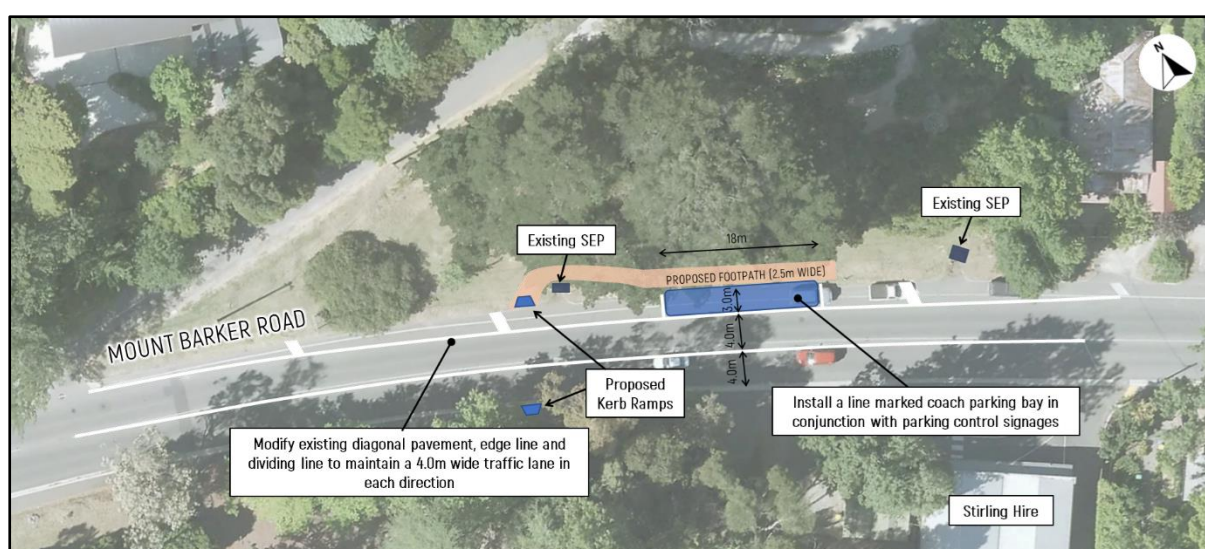


Figure 12: A concept sketch of Option 4

Compared to Option 3, Option 4 is located on the northern side of Mount Barker Road aligning with the general traffic accessing the Stirling Village via South Eastern Freeway and turning off at the Stirling exit. The Coach buses can then return to the South Eastern Freeway via Mount Barker Road through Aldgate and Bridgewater. A turn path check at the Mount Barker Road and Kingsland Road, Strathalbyn Road should be undertaken to confirm the route.

This option aligns with the DIT master specification Part RD-PT-D1 Bus Operational Guidelines section 3.55 maintaining a minimum lane width of 3.5m along Mount Barker Road allowing other traffic to safely pass a stationary Coach bus.

This option locates the stopping location outside of the general Stirling Village area approximately 550m to the centre of the Village (Figure 13).



Figure 13: Position of Bay compared with Stirling Village

ADVANTAGES:

- Lower construction capital cost compared with options 2 and 3 assuming the existing road pavement is suitable.
- Makes use of existing approved bus routes to and from the South Eastern Freeway.
- Provides a dedicated parking bay for coaches that can be used anytime of the day or night.
- Maintains traffic flow along Mount Barker Road without restriction when parked.
- No impact to the visual amenity of Main Street.
- Aligns with DIT Master Specification for Bus Operational Guidelines Part RD-PT-D1
- Can be linked with existing footpath on the southern side of Mount Barker Road

DISADVANTAGES:

- Subject to design and construction, costs including line marking, footpath construction connection and kerb ramps.
- Needs confirmation of existing pavement design and depth to ensure the road pavement can support a parked coach bus.
- Design, construction and maintenance will require consultation and approval from DIT.
- Longer walking distance to the centre of the Village compared to other options which is less accessible to elderly and disabled people.
- Requires pedestrians to cross Mount Barker Road each time for all pick up and drop off activities, exposing them to traffic movements.
- Reduction of available on road parking for the community within bus parking space (approx. 7 spaces). Parking restriction enforcement may be needed.
- Detailed design may reveal the need for retaining walls to manage the adjacent ground surface levels, underground services may also be impacted, adding further cost to the scheme.
- More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents.
- Pavement design may not be of suitable depth and strength to support the bus parking for the longer term and pavement reconstruction could be required.

4. SUMMARY AND RECOMMENDATION

Be Engineering Solutions was engaged by Adelaide Hills Council (Council) to undertake a traffic and parking assessment within the Stirling Village area to identify potential locations for coach bus parking. Based on the assessment undertaken, four potential locations have been identified and recommended for Council review and consideration. A summary table of the advantages and disadvantages for each option has been summarised below.

OPTION	ADVANTAGES	DISADVANTAGES
1 – Loading Bay in ALDI Carpark	<ul style="list-style-type: none"> Low cost option with no civil construction work required Within 300m walking distance to centre of Stirling Potential additional business for ALDI Pick up and drop off occurs on private property No approval from DIT or Council needed ALDI carpark operation maintained No additional traffic on the Main Street and Maintains traffic flow along Pomona Road No direct impact to residential properties 	<ul style="list-style-type: none"> Negotiations between the two private parties required Walking on Pomona Road from the ALDI car park to Mount Barker Road is less accessible Coordination and scheduling would be required between ALDI and coach operators Perception from the Stirling community
2 – New indented parking bay on Pomona Road	<ul style="list-style-type: none"> Uses existing approved bus routes A dedicated parking bay for coaches that can be used anytime of the day or night. Within 300m walking distance to centre of Stirling Village, existing footpath connectivity Maintains traffic flow along Pomona Road No approval from DIT needed 	<ul style="list-style-type: none"> Civil construction costs of a new parking bay, footpath connection, potential retaining walls Removal of an existing mature tree Land purchase required from ALDI Walking on Pomona Road is less accessible Potential sight line impacts Potential impact to existing underground services Parking restriction enforcement may be needed Additional bus traffic via local Council residential roads, more visible and audible
3 – New indented parking bay on Mount Barker Road (south side)	<ul style="list-style-type: none"> Uses existing approved bus routes Within 300m walking distance to centre of Stirling Village, existing footpath connectivity A dedicated parking bay for coaches that can be used anytime of the day or night. Maintains traffic flow along Mount Barker Road Maintains footpath plaque feature positions. No impact to the visual amenity of Main Street 	<ul style="list-style-type: none"> Civil construction costs of a new parking bay, footpath connection etc Design and construction of the new coach parking bay will require consultation and approval from DIT Potential sight line impacts Parking restriction enforcement may be needed Additional bus traffic via local Council residential roads in order to access the correct side of Mount Barker Road
4 – New indented parking on Mount Barker Road (north side)	<ul style="list-style-type: none"> Medium construction capital cost assuming the existing road pavement is suitable. Uses existing approved bus routes and links with existing footpath A dedicated parking bay for coaches that can be used anytime of the day or night. Maintains traffic flow along Mount Barker Road No impact to the visual amenity of Main Street Aligns with DIT Master Specification for Bus Operational Guidelines Part RD-PT-D1 	<ul style="list-style-type: none"> Civil construction costs including linemarking, footpath connection, potential retaining walls Needs confirmation of existing pavement design and depth to ensure suitability Design, construction and maintenance of the bay will require consultation and approval from DIT Longer walking distance to the centre of the Village (approx. 550m) Loss of existing on-street parking (approx. 7 spaces), parking restriction enforcement may be needed Requires pedestrians to cross Mount Barker Road each time for all pick up and drop off activities More visible and audible (if sitting idle waiting for passenger pickup) to nearby residents. Changes general traffic position on Mount Barker Road in eastbound lane closer to centreline.

Options 2, 3 and 4 provide a dedicated parking space and require the construction of formal indented bus bays. Option 1 provides a lower cost option requiring an agreement between ALDI and the coach bus operators. Further investigations and turn path assessments are recommended for the preferred option.

Option 1 provides the most practical outcome, potentially allowing the ability to make use of an unloading and loading area that would otherwise be underutilised. Discussion between ALDI and the Coach Operators could determine support for the proposal in principle as a worthwhile first step. Should these discussions prove the option to be unfeasible or unagreeable, it's recommended that Option 3 be adopted as the preferred option and progressed in terms of a concept design to seek DIT's in principle support prior to undertaking a detailed design. Option 3, although requiring upfront capital cost is suggested as the overall best balance in terms of location, pedestrian safety and accessibility and road and parking bay operation compared with the other options.

Yours Sincerely,

Prepared by:

Lucy Mao

Traffic Engineer

Be Engineering Solutions Pty Ltd

Reviewed by:

Martin Elsworthy

Senior Traffic Engineer

Be Engineering Solutions Pty Ltd

**ADELAIDE HILLS COUNCIL
ORDINARY COUNCIL MEETING
Tuesday 28 February 2023
AGENDA BUSINESS ITEM**

Item: 12.6

Responsible Officer: Lachlan Miller
Executive Manager Governance and Performance
Office of the Chief Executive

Subject: Council Resolutions Update including 2 year update to outstanding resolutions

For: Decision

SUMMARY

The Action List is updated each month by the responsible officer and outlines actions taken on resolutions passed at Council meetings. In some cases actions can take months or years to be completed due to the complexity and/or the level of influence Council has in the matter.

In March 2015, Council resolved that outstanding resolutions passed before 31 March 2013 would be the subject of a report outlining the reasons why the resolutions have not been completed, detailing what actions have been taken and an estimated date of completion.

While the above resolution referred to a date, the duration was two (2) years and the intent of the Council's resolution has been carried forward as a prudent accountability mechanism.

RECOMMENDATION

Council resolves:

1. That the report be received and noted
2. The following completed items be removed from the Action List:

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI
20/12/2022	Ordinary Council	291/22	Mt Barker Adelaide Hills Transport Study	Nil
20/12/2022	Ordinary Council	296/22	GAROC Membership	Material - Mayor Jan-Claire Wisdom
24/01/2023	Ordinary Council	10/23	Nomination for Premier's Climate change Council - appointment	General - Cr Melanie Selway
24/01/2023	Ordinary Council	20/23	18.1.1 Appointment of Audit & Risk Committee Independent Members to the Adelaide Hills Region Waste Management Authority	Nil
14/02/2023	Ordinary Council	28/23	Business Case GRFMA Contribution	Nil
14/02/2023	Ordinary Council	32/23	Supplementary Election GAROC	General - Mayor Jan-Claire Wisdom

1. GOVERNANCE

➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive Organisation

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

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

The timely completion of Council resolutions assists in meeting legislative and good governance responsibilities and obligations.

➤ Legal Implications

Not applicable

➤ Risk Management Implications

Regular reporting on outstanding action items will assist in mitigating the risk of:

Actions arising from Council resolutions may not be completed in a timely manner

Inherent Risk	Residual Risk	Target Risk
High (4C)	Medium (4E)	Medium (4E)

➤ **Financial and Resource Implications**

Not applicable

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

Not applicable

➤ **Sustainability Implications**

Not applicable

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

Not applicable

2. BACKGROUND

At its meeting of 24 March 2015 Council resolved:

That the CEO provides a report to the 28 April 2015 Council meeting in relation to outstanding resolutions passed before 31 March 2013 outlining the reasons why the resolutions have not been completed, detailing what actions have been taken and an estimated date of completion.

The contents of this report formed a workshop discussion with Council Members on 3 May 2017.

While the above resolution referred to a date, the duration was two (2) years and the intent of the Council's resolution has been carried forward as a prudent accountability mechanism.

3. ANALYSIS

The Action list has been updated to provide Council with information regarding outstanding actions. Completed resolutions are identified in the recommendation for removal from the Action List.

4. OPTIONS

Council has the following options:

- I. Note the status of the outstanding items and the proposed actions
- II. Resolve that other actions are required.

5. APPENDIX

- (1) Action List

Appendix 1

Action List

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Due Date	Status (for Council reporting)	Confidential
24/01/2017	Ordinary Council	7/17	Cromer Cemetery Revocation of Community Land	None declared	a report be prepared and submitted to the Minister for Local Government seeking approval for the revocation of the community land classification of a portion of the land contained in Certificate of Title Volume 5880 Folio 219 identified in red on the plan attached as Appendix 1.	Terry Crackett	In Progress	7/02/2023	30/06/2023	DEWNR have requested that the revocation be put on hold whilst they investigate the requirements to alter the trust affecting the land and undertake an assesment of the native vegetation on the land, this is likely to take some months. DEW advised on 4/12/18 that there are some impediments to the progression of the proposed boundary realignment due to the mining operations on the adjacent land, which are being negotiated with the Dept for Mining. Advice is that these negotiations could take considerable time (2yrs). In the interim, consideration will be given to the granting of a right of way to ensure that the cemetery has legal access. DEW staff member dealing with this matter has left DEW so there may be an extended delay whilst it is reallocated and assessed. DEW awaiting finalisation of negotiations with Dept for Mining March 21 - Council staff have requested an update from DEW as to the status of this matter October 21 - Council staff continue to engage with DEW to seek a progression of the matter November 21 - no further update from DEW Jan 22 - contact has been made with DEW who are investigating the situation again prior to further communication with Council March 22 - a new contact has been established with DEW who is working proactively with Council to plan a path forward to meet both DEW and Council objectives August 2022 - DEW have advised that the land can be subdivided as Crown Land and rededicated back to Council which will mean Community Land revocation is unnecessary. On site meeting held with DEW, Survey Plan prepared and with DEW for comment (sent 30/08/2022) prior to lodgement. Seeking confirmation from DEW on their willingness to resume the land prior to lodging land division. October 2022 - DEW have the Plan of division and are liaising with staff regarding the best way forward. Nov 22 - liaising with Plan SA who have now received the land division for assessment. Dec 22 - Council's comments on the crown land division now with Plan SA for a final decision	FALSE
28/08/2018	Ordinary Council	200/18	Proposal to enter 11 AHC Reserves into Heritage Agreements 2018	None declared	1. That the report be received and noted. 2. That the Biodiversity Officer be authorised to enter:Doris Coulls Reserve, 152 Old Mt Barker Road, AldgateHeathfield Waste Facility, 32 Scott Creed Road, HeathfieldKiley Reserve, 15 Kiley Road, AldgateShanks Reserve, 1 Shanks Road, AldgateStock Reserve, Stock Road, MylorLeslie Creek Reserve, Leslie Creek Road, MylorMi Mi Reserve, 125 Aldgate Valley Road, MylorAldgate Valley 2 Reserve, 114 Aldgate Valley Road, MylorKyle Road Nature Reserve, Kyle Road, MylorCarey Gully Water Reserve, Deviation Road, Carey GullyHeathfield Stone Reserve, 215 Longwood Road, HeathfieldMylor Parklands, Mylor all being of significant biodiversity value, into Heritage Agreements. 3. That the Heritage Agreements retain the existing dog access arrangements in place for each of those reserves.	Peter Bice	In Progress	3/02/2023	30/06/2022	The Heritage Applications were phased over the years in order to be accommodated within available resourcing. All applications have been lodged by June 30 2022 as per 2018 Council resolution. Heritage Agreements have been registered over: Kiley Reserve Shanks Reserve Kyle Road Nature Reserve, Leslie Creek Reserve Aldgate Valley 2 Reserve Doris Coulls Reserve Mylor Parklands Heathfield Waste Facility Heathfield Conservation Reserve Conditionally approved: 1. Reserve 26 - "Stock Rd 1". Needs to be allocated CT to progress. Paperwork signed by CE and Mayor and lodged. Delays due to CT Application fee being payable by cheque only. AHC organising bank cheque. 2. Carey Gully. Rededication from recreation to conservation purposes required. Paperwork to amend a dedication submitted to Crown Lands. Awaiting outcome. NOTES: Heathfield Stone Reserve was successfully rededicated for conservation purposes with Lands Title Office, and is now referred to as Heathfield Conservation Reserve. Heathfield Conservation Reserve and Heritage Mi Mi Reserve Applications have been accepted and signed by CEO, to be countersigned by DEW. Carey Gully was initially rejected but appealed by Biodiversity Officer. Heritage Officer changed their recommendation for acceptance and sent to delegate for approval. Correspondence received that rededication from recreation to conservation purposes is required. Paperwork to amend a dedication has been submitted to Crown Lands.	FALSE
11/09/2018	Special Council	229/18	Road Exchange McBeath Drive, Skye Horsnell Gully	None declared	In accordance with sections 12 and 15 of the Roads (Opening and Closing) Act 1991, as regards the land within the Adelaide Hills Council area, enter into an Agreement for Exchange with Boral Resources (SA) Ltd and issue a Road Process Order to open as road portions of Section 906 Hundred of Adelaide numbered "1", "2" and "3" on Preliminary Plan No. 17/0066 (Appendix 1) and in exchange to close portions of McBeath Drive marked "A","B", "C" and "D" on Preliminary Plan No. 17/0066, subject to the following:Boral Resources (SA) Ltd agreeing to pay all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs; Boral Resources (SA) Ltd agreeing to pay all costs associated with a Council boundary adjustment between Adelaide Hills Council and the City of Burnside to rectify the resulting Council boundary anomaly from the road exchange process The closed road is excluded as Community Land pursuant to the Local <i>Government Act 1999</i> . Council approves the sale of the differential between the total area of closed road and the total area of opened road of approximately 1,242m2 to Boral Resources (SA) Ltd for the amount of \$6,210 as determined by an independent valuation. Subject to the successful completion of the road exchange process, Council undertakes a process in conjunction with the City of Burnside to realign the local government boundary along the new location of McBeath Drive to the south side of pieces 42, 52 and 62 of the proposed residential allotments in accordance with the provisions of the Local Government (Boundary Adjustment) Amendment Act 2017 (to commence on 1 January 2019) and/or Part 2 of Chapter 3 of the Local Government Act 1999. The Mayor and Chief Executive Officer be authorised to sign all documents necessary, including affixation of the common seal, to give effect to this resolution.	Terry Crackett	In Progress	7/02/2023	31/12/2022	Road exchange documentation has been executed and provided to Boral for lodgement with the Surveyor-General. Submission has been prepared and lodged with the Boundaries Commission jointly on behalf of the City of Burnside and Adelaide Hills Council. The Boundaries Commission has agreed to investigate the proposal and that process is underway. Further feedback has been provided to the Boundaries Commission to progress. Boral are negotiating a Land Management Agreement with the State Government which has delayed the completion of the land division and road exchange Awaiting advice that land division has been completed so that the boundary realignment can occur November 21 - Boral have received final DA and lodgement of land division plan with Land Services SA is expected shortly, once the land division is finalised, the boundary realignment April 22 - awaiting lodgement of land division plans by Boral August 2022 - Have had no update from Boral or lawyers, Karen to follow up. October 2022 - No update as yet Nov 22 - no update Dec 22 - no further update to report Jan 23 - no further update to report Feb 22 - Boral advised in late Jan that all docs have now been forwarded for land division lodgement to their Lawyers	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Due Date	Status (for Council reporting)	Confidential
11/09/2018	Special Council	232/18	Revocation of Community Land – Bridgewater Retirement Village	None declared	To commence a process to revoke the Community Land classification of the land located on the corner of Mt Barker Road and Second Avenue Bridgewater known as 511 Mt Barker Road Bridgewater contained in Certificate of Title Volume 5488 Folio 788 (Land) on which a portion of the Bridgewater Retirement Village is located by:Preparing a report as required under section 194(2)(a) of the Local Government Act 1999 and making it publicly available.Undertaking consultation in accordance with its Public Consultation Policy as required under section 194(2)(b) of the Local Government Act 1999. To commence a process to vary the charitable trust affecting the Land by investigating land parcels owned by the Adelaide Hills Council, including Carriook Park, Candlebark Reserve and Vincent Playground Reserve, that may be suitable for the development of a landscaped garden for the benefit of the community and for the construction of a memorial to the Ash Wednesday Bushfires of 1983 as contemplated by the charitable trust over the Land and invite community suggestions and feedback in relation to any appropriate land parcels. To approve a budget allocation in the amount of \$10,000 for legal expenses for the preparation of an Application to the Supreme Court to vary the charitable trust. That a further report be presented to Council for consideration after community consultation and further investigations have been completed	Terry Crackett	In Progress	7/02/2023	30/06/2023	Initial consultation to identify possible locations for the establishment of a garden and memorial concluded on 28 January 2019 with only one submission received being a suggestion from the Retirement Village residents to investigate Carriook Park as their preferred option. Council, at the meeting of 27 August 2019, approved Carriook Park as the location to vary the trust to. The Attorney-General has provided in-principle support to the proposal so a design for the landscaped garden and bushfire memorial at Carriook Park will be prepared for submission to the Supreme Court. November 21 - consultation has been undertaken and draft affidavit has been prepared for lodgement with the Supreme Court Jan 22 - awaiting approval from the Attorney General prior to lodgement with the Supreme Court April 22 - documents nearing finalisation for lodgement with Supreme Court June 22 - all Supreme Court documents have been executed and progressed with the Attorney-General Aug 22 - all documents to remove the Trust have now been approved by the supreme court. Trust now removed from Retirement Village site. Meeting with residents on 22 Sept to finalise any updated feedback on community land revocation. Oct 22 - Meeting held with residents on 22 September to communicate current status. Documents sent to Minister for Community Land revocation on week ending 14/10/2022. Nov 22 - Advice received from Ministers office that community land revocation would be reviewed mid November 2022. Dec 22 - waiting on final decision regarding community land revocation from Ministers office Jan 22 - waiting on final decision regarding community land revocation from Ministers office Feb 22 - waiting on final decision regarding community land revocation from Ministers office	FALSE
23/07/2019	Ordinary Council	188/19	LED Street Lighting Upgrade	None declared	That the report be received and noted.To approve an increase of \$365k in Council's 2019/20 capital budget to commence the transition of 900 P – category public streetlights to LED with the funding source to be recommended to Council at its next budget review.That Council engage SAPN to commence the changeover of P-Category lights to LED public lighting on Council roads and that authority is given to the CEO to finalise a contract with SAPN and sign that agreement.That Council enter into a PLC tariff agreement for public lighting with SAPN until 30 June 2020 and subsequently move to the tariff set by the Australian Energy Regulator from July 2020.That Council continues to liaise with SAPN and DPTI on the changeover of Council public lighting on roads under the care and control of the State Government.That a further report be provided to Council on the outcome of the continued discussions with SAPN and DPTI.	Peter Bice	In Progress	20/02/2023	30/06/2023	Council lights changed to LED at Aldgate, Uraidla and Sumertown Main Street complete. Birdwood Main Street Council lighting under investigation for changeover to LED. The Public Lighting Working Group (including representatives from Local Government, DIT and SAPN) has established a sub-group to work with DIT on the transition of V Category lights on state maintained roads. Timing of any agreements between LG and DIT unknown. Council officers continue to be updated on sub-group progress and have nominated to join main street lighting working group.	FALSE
28/01/2020	Ordinary Council	11/20	Revocation of Community Land - Bridgewater Retirement Village	None declared	That the report be received and notedSubject to the Supreme Court issuing an order granting approval for a trust variation scheme, a report be prepared and submitted to the Minister for Planning seeking approval to revoke the community land classification of Allotment 220 in Filed Plan No. 8131 known as 511 Mount Barker Road Bridgewater.The Mayor and CEO be authorised to sign all necessary documentation to give effect to this resolution.	Terry Crackett	In Progress	7/02/2023	30/06/2023	Application to the Minister for Planning will be made once the trust variation scheme has been approved by the Supreme Court. The Attorney-General has provided in-principle support for the proposal. A detailed landscape design has been prepared, community consultation on the design is underway and submission for the Supreme Court is being prepared. November 21 - consultation has been undertaken, draft affidavit has been prepared for lodgement with the Supreme Court Jan 22 - awaiting approval from the Attorney General to lodge with the Supreme Court April 22 - documents nearing finalisation for lodgement with Supreme Court June 22 - all Supreme Court documents have been executed and progressed with the Attorney-General August 2022 -Supreme court document have beenapproved, Trust now removed from Retirement Village site and have been transferred to Carriook Park. Meeting with residents on 22 September to discuss status and will then finalise report to Minister to revoke community land classification. Oct 22 - Meeting held with residents re curren status on 22/10/2022. Community Land revocation application finalised and sent to minister week ending 14/10/2022 Nov 22 - advice received from Minister that community land revocation would be assessed around mid November 2022 Dec 22 - awaiting final decision from Minister regarding community land revocation Jan 23 - awaiting final decision from Minister regarding community land revocation Feb 23 - awaiting final decision from Minister regarding community land revocation	FALSE
15/12/2020	Ordinary Council	300/20	Road Exchange Pomona Road Stirling	None declared	1. That the report be received and noted2. In accordance with sections 12 and 15 of the Roads Opening and Closing) Act 1991, enter into an Agreement for Exchange with the owner of the land of 21 Pomona Road Stirling and issue a Road Process Order to open as public road the area identified as "Road to be opened 1" on the Preliminary Plan No 20/0038 and in exchange to close a portion of Pomona Road as identified on the Preliminary Plan No 20/0038 as "Public Road A", subject to the owner of the land at 21 Pomona Road Stirling agreeing to pay all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs 3. The closed road be excluded as Community Land pursuant to the Local Government Act 1999. The Mayor and Chief Executive Officer be authorised to sign all documents necessary, including affixation of the common seal, to give effect to this resolution	Terry Crackett	In Progress	13/02/2023	31/12/2022	Final Plans and Road Process Order documents have been executed by all parties. Awaiting on processing with the Surveyor- General and the Lands Titles Office	FALSE
27/01/2021	Ordinary Council	22/21	CWMS Review	None declared	that the report, related attachments and the discussion and considerations of the subject matter be retained in confidence until 30 July 2021.	Peter Bice	In Progress	20/02/2023	24/12/2021		FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Due Date	Status (for Council reporting)	Confidential
23/03/2021	Ordinary Council	52/21	Crown Land Revocation	None declared	<ol style="list-style-type: none"> That the report be received and noted That the consultation report (<i>Appendix 1</i>) be received and noted To apply to the Minister for Planning to revoke the Community Land classification of the following parcels of land:- <ol style="list-style-type: none"> CR 5752/186, Lot 32 Fullgrave Road, Crafers CR 5753/725, Section 1609 Illert Road, Mylor CR 5753/729, Section 1657 Scott Creek Road, Scott Creek CR 5753/741, Sections 53 and 54 Sandy Waterhole Road, Woodside CR 5753/742, Section 547 Schuberts Road, Lobethal CR 5753/744, Section 553 Pedare Park Road, Woodside CR 5753/745, Section 556 Tiers Road, Woodside CR 5753/746, Section 565 Old Carey Gully Road, Stirling CR 5753/754, Section 511 North East Road, Inglewood CR 5753/758, Section 262 Reserve Road, Forreston CR 5763/631, Section 1591 Silver Road, Bridgewater CR 5763/634, Section 71 Magarey Road, Mount Torrens CR 5763/635, Section 72 Magarey Road, Mount Torrens CR 5763/636, Section 84 Forreston Road, Forreston CR 6142/329, Lot 501 Greenhill Road, Balhannah CR 5926/487, Lot 20 Bell Springs Road Charleston (for rededication to the Department of Environment & Water) CR 5753/718, Section 1544 Reserve Terrace Aldgate (for rededication to Meals on Wheels) CR 5753/753, Section 495 off Kersbrook Road Kersbrook (for rededication to Forestry SA) That a further report be presented to Council once a response from the Minister for Planning is received. 	Terry Crackett	In Progress	7/02/2023	30/09/2022	<p>Being progressed in accordance with resolution.</p> <p>November 21 - awaiting feedback from the Minister for Planning on final application for revocation</p> <p>Jan 22 - final application has been lodged with the Minister for Planning</p> <p>June 22 - awaiting response from new Minister</p> <p>September 2022 - still awaiting response from Minister</p> <p>Oct 22 - Still awaiting response from Minister</p> <p>Nov 22 - Still awaiting response from Minister</p> <p>Dec 22 - received response from Minister that matter has been referred to DEW for land to be resumed from the Crown to alleviate the need for Community Land revocation. Report to be made to Council in January 2023 providing an update on the Ministers correspondence and next steps</p> <p>Jan 23 - report to Jan Council meeting regarding next steps.</p> <p>Feb 23 - matter now referred to crown lands SA - workshop to now be held with Council before Council meeting by end of June 2023</p>	FALSE
27/07/2021	Ordinary Council	158/21	Revocation of Community Land Classification - Closed Roads R2142AA & R1573AB	Perceived - Cr Lind	<ol style="list-style-type: none"> That the report be received and noted To commence a revocation of community land process for the land described as "AA" in Road Plan No. 2142 ("Closed Road"), off Lenger Road, Mount Torrens including consultation in accordance with Council's Public Consultation Policy and the <i>Local Government Act 1999</i> with the intention of selling the Closed Road to the adjoining owners. To commence a revocation of community land process for the land described as "A" and "B" in Road Plan No. 1573 ("Closed Road") adjacent to 105 Nicholls Road, Norton Summit including consultation in accordance with Council's Public Consultation Policy and the <i>Local Government Act 1999</i> with the intention of selling the Closed Road to the adjoining owners. That a further report be presented to Council at the completion of the consultation. 	Terry Crackett	In Progress	13/02/2023	30/06/2022	<p>Commenced in accordance with the resolution</p> <p>Public Consultation has completed. NO formal responses received - follow up report is prepared and to be presented at June 2022 Council meeting</p> <p>Follow up report presented to Council 26 July 2022.</p> <p>Council have written to the Minister for approval of Community Land Revocation status.</p> <p>Anticipated response due mid September 2022.</p> <p>Oct 22 - No response received from Minister</p> <p>Nov 22 - Response from Minister still to come</p> <p>Dec 22 - Response from Minister still to come</p> <p>Jan 23 - Response from Minister received 10/1/2023 - in favour of Revocation. Next steps are to prepare next report to Council to progress with the sale of the Closed Road Land (March 2023 Meeting).</p>	FALSE
24/08/2021	Ordinary Council	170/21	Road Exchange Aldi Devleopment Pomona Road Stirling	None declared	That the report be received and notedIn accordance with sections 12 and 15 of the <i>Roads (Opening and Closing) Act 1991</i> , enter into an Agreement for Exchange with the owner of the land of 3-5 Pomona Road Stirling and issue a Road Process Order to open as public road the area identified as "Road to be opened 1" on the Preliminary Plan No 21/0011 and in exchange to close a portion of Pomona Road as identified on the Preliminary Plan No 21/0011 as "Public Road A", subject to the owner of the land at 3-5 Pomona Road Stirling and Council agreeing to share all costs associated with the road exchange process including but not limited to all survey, valuation and reasonable legal costs.The closed road be excluded as Community Land pursuant to the <i>Local Government Act 1999</i> .The Mayor and Chief Executive Officer be authorised to sign all documents necessary, including affixation of the common seal, to give effect to this resolution.	Terry Crackett	In Progress	6/02/2023	31/08/2022	<p>Commenced in accordance with resolution</p> <p>Road Process Documents have been signed by Council. Currently awaiting process by the Surveyor-Generals and Lands Titles Office.</p> <p>Road plan has been examined, however this is awaiting the deposit of a prior amalgamation and easement plan with the Lands Titles Office.</p> <p>Oct 22 - No further update to report</p> <p>Nov 22 - No further updates</p> <p>Dec 22 - No further updates</p> <p>Jan 23- No further updates</p> <p>6 Feb 23- No further updates</p>	FALSE
24/08/2021	Ordinary Council	178/21	Operational Workplace Review	None declared	<ol style="list-style-type: none"> That the report be received and noted That Council take up commercial lease space in Stirling at 85 Mount Barker Road Stirling, and the associated costs for the leasehold premises detailed in <i>Appendix 1</i> be adjusted in the 2021-22 financial year at Budget Review 1 Further detailed scoping be undertaken on the proposed renewal and energy efficiency upgrades to the Stirling Office, Heathfield Depot, Gumeracha Depot and Woodside Offices (current Development and Building Team offices) and presented to Council for consideration where appropriate within the 2021-22 Budget Review 1 and the next review of the Long Term Financial Plan Subject to endorsement of the detailed scoping identified in 3 above, the Development and Building Team be relocated from Woodside to Stirling To include budget provision in the draft Annual Business Plan for the 2022-23 financial year to undertake a feasibility study on the medium to long term needs for community and operational sites and where greater efficiencies may be obtained through consolidation of sites. 	Terry Crackett	In Progress	7/02/2023	30/06/2024	<p>Commenced in accordance with resolution</p> <p>Fitout of Garrod Office and progression of preliminary work for Stirling transportable underway.</p> <p>Scoping of other components to be is nearing completion and will be presented back to Council for review.</p> <p>Sept 22 - refit of transportable building at Stirling underway to allow for Ranges and EHO's to move in. Fitout at Garrod now complete with some staff having moved in. Meeting at Heathfield in early Sept to continue discussions on extension/renovations at that site.</p> <p>Oct 22 - Transportable building renovations well progressed. Meeting at Heathfield postponed pending further discussion with CEO on process for moving forward given scope of new building proposed for Heathfield has now changed.</p> <p>Nov 22 - Transportable renovations going to plan with completion estimated prior to Christmas. Discussion held with Ceo/exec team re scope/process moving forward</p> <p>Dec 22 - Transportable on track to be completed prior to Christmas. Scoping for planning and building team to be relocated to Stirling underway</p> <p>Jan 23 - discussions underway regarding options for woodside staff to be relocated to Stirling together with costings for changes to West Wing (Council chamber). Report to be submitted to Council prior to any changes being made.</p> <p>Feb 23 - update report comine to council in March/April</p>	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Due Date	Status (for Council reporting)	Confidential
26/10/2021	Ordinary Council	220/21	Charleston Cemetery Compulsory Acquisition	None declared	<ol style="list-style-type: none"> 1. That the report be received and noted. 2. To revoke the resolution of Council of 22 May 2001, B129. 3. To commence a process to compulsorily acquire, under the <i>Land Acquisition Act 1969</i>, the Charleston Cemetery being the land contained in Certificate of Title Volume 5066 Folio 740 located at 36 Newman Road Charleston from The Charleston Cemetery Trust Inc. To continue to manage the Charleston Cemetery on behalf of The Charleston Cemetery Trust Inc in the interim from the date of this resolution until the completion of the land acquisition process. To authorise the Mayor and Chief Executive Officer to undertake all necessary actions, including execution of documents, including under the common seal of Council, to give effect to this resolution. 	Terry Crackett	In Progress	7/02/2023	31/12/2022	<p>Commenced in accordance with the resolution.</p> <p>November 21 - letter seeking consent to undertake the compulsory acquisition has been sent to the Minister</p> <p>Jan 22 - Minister has advised they are considering their position and will advise further in due course</p> <p>March 22 - Minister advised that has been deferred until after the election</p> <p>April 22 - new Minister has confirmed receipt and will review in due course</p> <p>Aug 22 - received advice from Minister for Local Government (via Normans) on 9/08/2022 that they were still waiting to hear back from Crown Solicitors Office on this matter.</p> <p>Oct 22 - No update received from Minister</p> <p>Nov 22 - No update received from Minister</p> <p>Dec 22 - No update received from Minister</p> <p>Jan 23 - no update received from Minister</p> <p>Feb 23 - no update received from Minister</p>	FALSE
26/10/2021	Ordinary Council	235/21	Ashton Landfill - Confidential Item	None declared	As per Confidential minute	Peter Bice	In Progress	20/02/2023	31/03/2023	Matter continues to be progressed. Further updates will be provided when a material change occurs.	TRUE
26/10/2021	Ordinary Council	238/21	Electricity Procurement Legal Matter - Confidential Item	None declared	As per confidential minute	Peter Bice	In Progress	13/02/2023	10/01/2022		TRUE
14/12/2021	Ordinary Council	274/21	Woodside Recreation Ground Reuse further information	Perceived - Cr Stra	<ol style="list-style-type: none"> 1. The report be received and noted. 2. That a report be prepared for Council's information on the costs associated with bore water saving initiatives that could be implemented in respect to Council-owned recreational assets that are currently irrigated by bore water. 	Peter Bice	In Progress	7/02/2023	24/02/2023	An audit of the site was undertaken on Wednesday 4th January 2023, along with other key areas. Report from the audit is due by end of February 2023.	FALSE
22/03/2022	Ordinary Council	52/22	Response to MON Bore Use	Nil	<ol style="list-style-type: none"> 1. That the report be received and noted 2. To negotiate an agreement with the Summertown Village Water Company for access to the Council bore located on Anya Crescent Reserve at Summertown for a defined period, being not more than 3 years, on terms and conditions to be agreed whereby by the end of the agreement term, the Summertown Village Water Company has established an independent water supply for its shareholders and current use of the Council bore ceases 3. To negotiate an in principle agreement with the Summertown Community Centre Inc. for a land exchange at Tregarthen Reserve Summertown that would see the public infrastructure located on land owned by the Council and the sport and recreation infrastructure on land owned by the Summertown Community Centre Inc. with the Council being responsible for the provision of water to Tregarthen Reserve 4. To negotiate an agreement with the owner of 30 Stonehenge Avenue Stirling, for access to and use of the bore located on Council land at 28 Stonehenge Avenue Stirling, for a defined reasonable period of time, say 18 – 24 months, on terms and conditions to be agreed whereby by the end of the agreement, the landowner has established an independent water supply for its land and use of the Council bore ceases 5. To undertake further investigations in relation to the Mylor bore and tanks and to which properties it supplies water 6. The CEO further reports to Council on an annual basis of progress being made on points 2-5. 	Terry Crackett	In Progress	7/02/2023	30/06/2025	<p>Commenced in accordance with resolution.</p> <p>Sept 22 - commenced as per resolution</p> <p>Oct 22 - commenced as per resolution</p> <p>Nov 22 - commenced as per resolution</p> <p>Dec 22 - commenced as per resolution with an update report to be submitted to Council in early 2023</p> <p>Jan 23 - update to be reported to Council in March 2023</p> <p>Fen 23 - report still on track for March 2023 meeting</p>	FALSE
22/03/2022	Ordinary Council	53/22	Removal of Remoteness Sculpture, Stirling	Nil	<ol style="list-style-type: none"> 1. That the report be received and noted. 2. That the sculpture known as <i>The Remoteness</i>, be removed from the area in front of the Coventry Library, Stirling. 3. That best endeavours should be made to retain suitable elements of the sculpture for placement in the surrounding landscape in a manner appropriate to the setting, such as for informal seating. 4. That the Council works with the Stirling Business Association and stakeholders from the former Adelaide Hills International Sculpture Symposium Inc to identify and implement appropriate means of recognising the sculpture and ensuring its legacy is not lost to the precinct in which it is presently situated and the overall Hills Sculpture Trail. 	Terry Crackett	In Progress	7/02/2023	30/12/2022	<p>In mid-June, the former artistic director for Adelaide Hills International Sculpture Symposium Inc approached Council staff advising of a product he believes may provide a potential 'fix' for the sculpture. He was unavailable to progress the matter through June/July, however staff have recently met with him to progress the matter.</p> <p>Staff have sought advice on the suggested fix from ArtLab and at the time of update, are awaiting an outcome of their work. It will be important to evaluate whether or not the risk profile associated with the matter would change with the proposed fix. As there is a Council resolution to remove the sculpture, the matter may need to come back to Council for consideration if the fix is deemed viable.</p> <p>Response from Artlab has indicated that, given the load bearing of the design and the weakened nature of the stone it is unlikely that any treatment options will resolve the issues, however they suggested that we further consult with an engineer regarding proposed fix. An engineer has been approached and provided with all information to date and we await his response.</p> <p>The engineer has met with the artist who proposed the potential fix and we are in discussions with him regarding options.</p> <p>12/12 David Waters has spoken to the engineer who is sending some additional information regarding risk management.</p> <p>19/1 Information has been received from the engineer which indicates there may be some merit in the solution proposed by the artist but there are still some complexities regarding that solution. The case has now been referred to property services to review and finalise.</p> <p>Feb 23 - property reviewing all documentation and undertaking a risk assessment on current proposal</p>	FALSE
26/04/2022	Ordinary Council	86/22	MON Property Lobethal Road Lenswood	Nil	<ol style="list-style-type: none"> 1. Council notes the long history of compliance action taken by the Council under both the <i>Development Act 1993</i>, and the <i>Local Nuisance and Litter Control Act 2016</i>, in relation to: continuing unauthorised use of the land as a junkyard/scrap storage facility; the continuing unsightly condition of the land when viewed from the public realm; and ongoing nuisance caused by wandering livestock and animals which issues continue to bring about adverse impacts within the locality. The Council instructs the Chief Executive Officer to take such further action/s as he may be advised to take under (including but not limited to) the <i>Local Nuisance and Litter Control Act 2016</i>, and/or the <i>Planning, Development and Infrastructure Act 2016</i>, (which action/s may involve the commencement legal proceedings and/or the exercise of step-in rights) to address the above issues on an ongoing basis. Wherever possible, such action should seek to recover the Council's costs associated with the relevant action/s. 	Natalie Armstrong	In Progress	7/02/2023	25/04/2024	Continued monitoring is being undertaken by Council staff and action if appropriate.	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Due Date	Status (for Council reporting)	Confidential
26/04/2022	Ordinary Council	87/22	Property Lobethal Road Lenswood - Duration of Confidentiality	Nil	Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not releasedReportTwo year termRelated AttachmentsTwo year termMinutesNILOther (presentation, documents, or similar)NIL	Natalie Armstron	In Progress	7/02/2023	25/04/2024		FALSE
26/04/2022	Ordinary Council	93/22	Options for Randell's Workmen's Cottages Gumeracha	Nil	1. That the report be received and noted. 2. To rescind parts 3 to 6 of resolution numbered 77/19 of 26 March 2019 thereby removing the requirement to pursue a land division application and Expression of Interest process for the reuse of the Randell's Workmen's Cottages for tourist accommodation or some other use. 3. That the Chief Executive Officer undertakes further scoping and costing for option 4, as outlined in the 26 April 2022 report, for undertaking minor works on the cottages to prevent further deterioration. 4. That the results of the scoping and costing exercise be considered as part of the 2023/24 budget preparation process.	Terry Crackett	In Progress	7/02/2023	31/03/2023	Commenced in accordance with resolution. Sept 22 -Team Leader property projects is currently seeking costings for the works as per the resolution. Oct - Waiting on costings Nov 22 - collating costings with report to be submitted to Council with options at the February 2023 meeting. Dec 22 - report being prepared for February 2023 Council meeting Jan 23 - report being prepared gfor February 2023 Council meeting Fen 23 - report to be considered by Council at 14 Feb 2023 meeting	FALSE
24/05/2022	Ordinary Council	122/22	Purchase of Land 8 St John Road Norton Summit	Perceived - Cr Leith	I move that the matter of the purchase of land at 8 St John Road Norton Summit be brought to a workshop to ensure all members are fully aware of the situation which includes issues that have to be resolved, e.g. Council's encroachment onto Church land of the septic system and part of the CFS shed.	Terry Crackett	In Progress	7/02/2023	30/09/2022	Workshop scheduled for 9 August 2022. Workshop held on 16 August 2022. Investigations ongoing during September/October 2022 Nov 22 - internal investigations ongoing with report planned for Council meeting in early 2023. Dec 22 - on site meeting held to discuss possible options for new septic tank including land requirement Jan 23 - property team is seeking quotes for upgrade of septic system, Fen 23 - have given engineer go ahead for quote and design of new septic system	FALSE
28/06/2022	Ordinary Council	157/22	Revocation of Community Land Classification - Closed Roads Mt Torrens & Norton Summit	Perceived - Cr Lind	That the report be received and noted A report be prepared and submitted to the Minister for Planning seeking approval for the revocation of the community land classification of the land identified as: a. Closed Road AA in Road Plan No. 2142 contained in Certificate of Title Volume 6261 Folio 496 located at Mount Torrens (Appendix 1) b. Closed Road AB in Road Plan No. 1573 contained in Certificate of Title Volume 6261 Folio 497 located at Norton Summit (Appendix 1)	Terry Crackett	In Progress	6/02/2023	14/07/2022	Commenced in accordance with resolution. Council staff have written to the Minister for Local Government (Hon. Geoff Brock) seeking the Revocation of Community Land Classification. Oct 22 - Waiting on response from Minister Nov 22 - Awaiting response from Minister Dec 22 - Awaiting response from Minister Jan 23 - Response from Minister received 10/1/2023 - in favour of Revocation. Next steps are to prepare next report to Council to progress with the sale of the Closed Road Land (March 2023 Meeting).	FALSE
28/06/2022	Ordinary Council	166/22	Warren Road Birdwood Blackspot - Confidential Item	Nil	See Confidential Minute	Peter Bice	In Progress	22/02/2023	31/12/2023	In Progress	TRUE
28/06/2022	Ordinary Council	167/22	Warren Road Birdwood Blackspot - Duration of Confidentiality	Nil	Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 18.1 in confidence under sections 90(2) and 90(3)(d) of the <i>Local Government Act 1999</i> , resolves that an order be made under the provisions of sections 91(7) and (9) of the <i>Local Government Act 1999</i> to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not releasedReportUntil all resolutions are executed, but not longer than 28 June 2023Related AttachmentsUntil all resolutions are executed, but not longer than 28 June 2023MinutesUntil all resolutions are executed, but not longer than 28 June 2023	Peter Bice	In Progress	22/02/2023	30/09/2022	In Progress	FALSE
28/06/2022	Ordinary Council	172/22	Ashton Landfill - Confidential	Nil	See Confidential Minute	Peter Bice	In Progress	20/02/2023	13/10/2022	Matter continues to be progressed. Further updates will be provided when a material change occurs.	TRUE
28/06/2022	Ordinary Council	173/22	Ashton Landfill - Duration of Confidentiality	Nil	Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 18.3 in confidence under sections 90(2) and 90(3)(i) of the <i>Local Government Act 1999</i> , resolves that an order be made under the provisions of sections 91(7) and (9) of the <i>Local Government Act 1999</i> to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not releasedReport28 June 2024Related Attachments28 June 2024Minutes28 June 2024OtherNIL	Peter Bice	In Progress	20/02/2023	13/10/2022	Matter continues to be progressed.	FALSE
28/06/2022	Ordinary Council	175/22	Fabrik Tender & Contract - Confidential Item	Nil	See Confidential Item	Terry Crackett	In Progress	7/02/2023	18/08/2022	Oct 2022 - Building 21 Contract has now been finalised. Contracts for remainder of buildings in process of being finalised. Nov 22 - remaining contracts in process of being finalised. Dec 22 - External works contract in process of being finalised which will be the last of the four contracts to be executed. Jan 23 - External works contract to be signed early 2023 Fen 23 - awaiting signing of external works contract	TRUE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Due Date	Status (for Council reporting)	Confidential
26/07/2022	Ordinary Council	182/22	Policy Review - Festivals and Events	Nil	That the report be received and noted. To undertake public consultation on the Draft July 2022 <i>Festivals and Events Policy</i> and the CEO prepares a report for Council.	Rebecca Shepherd	In Progress	20/02/2023	29/08/2023	We have commenced phase 1 of consultation on the Festival & Events Policy with a general invitation to our community and event attendees to provide feedback on events they run or attend. We will then run a workshop session with Council to provide details regarding the variety of ways we currently support events and seek input into how we should be supporting them in the future. That feedback will then inform the development of our new policy to come to Council in 2023. https://engage.ahc.sa.gov.au/festivals-and-events-in-the-adelaide-hills	FALSE
23/08/2022	Ordinary Council	206/22	MON Undergrounding of Power Lines Lobethal, Mt Torrens & Woodside	Nil	That the CEO investigates the potential for undergrounding of power lines in: Main Street and portion of Lobethal Road, Lobethal; Onkaparinga Valley Road (Main Street) Woodside; and Townsend Street, Mount Torrens and, after consultation with the Power Lines Environment Committee, provides a report to Council by 28 February 2023.	Peter Bice	In Progress	22/02/2023	28/03/2023	Report date postponed to 28 March meeting to allow for additional information about main street priorities generally.	FALSE
23/08/2022	Ordinary Council	230/22	East Waste Recycling Contract – Duration of Confidentiality	Nil	to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report 23 August 2024 Related Attachments 23 August 2024 Minutes 23 August 2024 Other 23 August 2024 Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	Peter Bice	In Progress	20/02/2023	15/09/2022	Confidential material remains sensitive and could reasonably be expected to prejudice the commercial position of the person who supplied the information.	FALSE
23/08/2022	Ordinary Council	234/22	Revised East Waste 2022-23 Annual Plan & Budget – Duration of Confidentiality	Nil	to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report Nil Related Attachments Appendix 1 Appendix 2 23 August 2024 Nil Minutes Nil Other Nil Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	Peter Bice	In Progress	20/02/2023	15/09/2022	Confidential material remains sensitive and could reasonably be expected to prejudice the commercial position of the business who supplied the information.	FALSE
23/08/2022	Ordinary Council	236/22	Ministerial Exemption – Confidential Item	Nil	Refer to Confidential Minute	Peter Bice	In Progress	20/02/2023	15/09/2022		TRUE
23/08/2022	Ordinary Council	237/22	Ministerial Exemption - Duration of Confidentiality	Nil	to retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report 23 August 2024 Related Attachments 23 August 2024 Minutes 23 August 2024 Other 23 August 2024 Pursuant to section 91(9)(c) of the <i>Local Government Act 1999</i> , the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.	Peter Bice	In Progress	20/02/2023	15/09/2022		FALSE
27/09/2022	Ordinary Council	254/22	MON Coach Parking	Nil	That the CEO prepares a report into the viability of a Coach Parking space in Stirling and adjacent environs by 31 January 2023.	Peter Bice	In Progress	22/02/2023	28/02/2023	Report will be provided to 28 February Council meeting.	FALSE
25/10/2022	Ordinary Council	273/22	MON Parking & Road Safety Wattle Tree Road Bridgewater	Nil	I move that a report be presented back to Council by January 2023 covering the following: The current safety of Wattle Tree Road for motorists, and what could be done to improve safety in the long term. Possible solutions for on-street parking in Wattle Tree Road.	Peter Bice	In Progress	22/02/2023	28/02/2023	Report has been completed and will be provided to Council at 28 February meeting.	FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Due Date	Status (for Council reporting)	Confidential
29/11/2022	Ordinary Council	295/22	Time and Place of Meetings	Nil	<ol style="list-style-type: none"> The report be received and noted. Commencing 2022 until 28 February 2024, Ordinary Council Meetings will be held at 63 Mt Barker Road, Stirling and are scheduled to commence at 6.30pm on the second and fourth Tuesday of the month, except for: December 2022 (Tuesday 20 December 2022) January 2023 (Tuesday 24 January 2023) December 2023 (Tuesday 19 December 2023) January 2024 (Tuesday 23 January 2024) The Chief Executive Officer be authorised to adjust the Ordinary Council Meeting schedule, including time and place of the meeting, where matters necessitate a change such as a meeting date occurring on a public holiday, catastrophic fire danger day or other valid reason. Commencing 2022 until 28 February 2024, times and venues for Special Council Meetings, requested in accordance with the legislative provisions, are to be determined by the Chief Executive Officer. Commencing 2022 until 28 February 2024, Information or Briefing Sessions are scheduled as follows: <ol style="list-style-type: none"> Workshops scheduled ordinarily at 6.30pm on the first Monday of each month, held at 36 Nairne Road, Woodside, except for January. Professional Development Sessions scheduled ordinarily at 6.30pm on the third Tuesday of each month, held at 63 Mt Barker Road, Stirling, except for December and January. The Chief Executive Officer be authorised to schedule additional Information or Briefing sessions where workload dictates, or adjust the Information or Briefing Sessions schedule, including time and place of the sessions, where matters necessitate a change such as an Information or Briefing session date occurring on a public holiday, catastrophic fire danger day or other valid reason. The Chief Executive Officer is authorised to adjust any Policy which is impacted by the setting of the Time and Place of Meetings. The Chief Executive Officer will evaluate, in consultation with Council, and present a report on the success, or otherwise, on the aforementioned (Time and Place of Meetings), to be presented to Council for consideration by no later than the first meeting in February 2024. 	David Waters	In Progress	21/02/2023	14/12/2022	<p>All meetings as per the schedule have been booked.</p> <p>No policy changed required.</p> <p>This item will remain open until the evaluation has been completed.</p>	FALSE
20/12/2022	Ordinary Council	291/22	Mt Barker Adelaide Hills Transport Study	Nil	<ol style="list-style-type: none"> That the report be received and noted. That Council acknowledges and provides its support for conduct of a transport study for the Adelaide Hills community. That the letter contained in Appendix 4 be endorsed as the Council's submission into the current stage of the Mount Barker/ Adelaide Hills Transport Study. That the Mayor and Chief Executive Officer be authorised to make any minor or non-substantive changes in finalising the letter, including the inclusion of any matters arising from the debate on this item. That the Mayor and Chief Executive Officer be authorised to represent the Council's position in direct engagement with relevant government representatives. 	Peter Bice	Completed	20/02/2023	12/01/2023		FALSE
20/12/2022	Ordinary Council	295/22	Cemetery Operating Policy	Nil	<ol style="list-style-type: none"> That the report be received and noted. With an effective date of 3 January 2023, to revoke the 24 August 2021 <i>Cemetery Operating Policy</i> and to adopt the 20 December 2022 <i>Cemetery Operating Policy</i> as per Appendix 1. That the Chief Executive Officer be authorised to make any formatting, nomenclature or other minor changes to the 20 December 2022 <i>Cemetery Operating Policy</i> as per Appendix 1 prior to the date of effect. 	Terry Crackett	In Progress	7/02/2023	6/01/2023	<p>Jan 23 - final changes being made to Cemeteries operating policy</p> <p>Feb 23 - final changes being made to Cemeteries operating policy</p>	FALSE
20/12/2022	Ordinary Council	296/22	GAROC Membership	Material - Mayor	To endorse the nomination of Mayor Jan-Claire Wisdom for the Greater Adelaide Regional Organisation of Councils and authorise the Chief Executive Officer to lodge the completed nomination form to the Local Government Association. That the Chief Executive Officer, on behalf of Council, writes to all Elected Members who represent the Eastern Region of Councils for GAROC seeking their support on behalf of the community of the Adelaide Hills for Mayor Jan-Claire Wisdom to fill the vacancy.	David Waters	Completed	21/02/2023	19/01/2023	<p>Nomination forms were lodged by required timeframe.</p> <p>An emails from the CEO was sent to each Council Member in the Eastern Region Grouping seeking their support.</p>	FALSE
20/12/2022	Ordinary Council	303/22	Surplus Government Land Notification	Nil	See Confidential Minute	Terry Crackett	In Progress	7/02/2023	17/02/2023		FALSE
20/12/2022	Ordinary Council	304/22	Surplus Government Land Notification	Nil	<p>to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:</p> <p>Item</p> <p>Duration of Confidentiality</p> <p>NB: Item to be reviewed every 12 months if not released</p> <p>Report</p> <p>Until the land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first.</p> <p>Related Attachments</p> <p>Until the land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first.</p> <p>Minutes</p> <p>Until the land has been placed on the open market by the State Government or until the State Government authorises release of the information, whichever event occurs first.</p> <p>Other (presentation, documents, or similar)</p> <p>NIL</p>	Terry Crackett	In Progress	7/02/2023	17/02/2023		FALSE
20/12/2022	Ordinary Council	309/22	Appointment of External Auditor	Nil	See Confidential Minute	David Waters	In Progress	3/02/2023	9/01/2023	Contract with preferred provider is in the process of being executed by both parties.	FALSE
20/12/2022	Ordinary Council	310/22	Appointment of External Auditor - Duration of Confidentiality	Nil	<p>retain the Items in confidence as detailed in the Duration of Confidentiality Table below:</p> <p>Item</p> <p>Duration of Confidentiality</p> <p>NB: Item to be reviewed every 12 months if not released</p> <p>Report</p> <p>31 December 2024</p> <p>Related Attachments</p> <p>31 December 2024</p> <p>Minutes</p> <p>Until Council has appointed an External Auditor for the 30 June 2023 financial year.</p> <p>Other (presentation, documents, or similar)</p> <p>NIL</p>	David Waters	In Progress	3/02/2023	13/01/2023	Contract for the preferred provider is in the process of being executed by both parties.	FALSE
24/01/2023	Ordinary Council	3/23	Questions adjourned - Options to reduce traffic congestion and improve child safety adjacent to Bridgewater Primary School	Nil	<ol style="list-style-type: none"> That the report be received and noted. That following the completion of the Child Care development, and in liaison with the Department for Education, Council Staff undertake a Traffic Monitoring Study of the local road network in the vicinity of Bridgewater Primary School including Lezayre Avenue, Morella Grove, Trenouth Street and Shannon Road. That a report be brought back to Council within 6 months of the opening of the Childcare Centre. 	Peter Bice	In Progress	20/02/2023	23/06/2023		FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Due Date	Status (for Council reporting)	Confidential
24/01/2023	Ordinary Council	5/23	MON First Nations use of Surplus Land	Material - Cr Adrian	That the CEO investigates the feasibility, including yet not limited to the implications for Council, of providing preference to traditional custodians and other Aboriginal and Torres Strait Islander stakeholders who live, work or have a strong connection to the Adelaide Hills, to purchase, lease or use vacant land, at no cost to Council, that is: a. owned by Council; or b. crown land under the care and control of Council, that is surplus to Council's needs. 1. The Adelaide Hills Reconciliation Working Group (AHRWG), traditional custodians and other Aboriginal and Torres Strait Islander stakeholders who live, work or have a strong connection to the Adelaide Hills be consulted as part of this investigation. 2. The outcomes of the investigation be discussed at a workshop and a report including recommended changes to relevant policy be presented to Council for consideration not later than 30 June 2023.	Terry Crackett	Not Started	7/02/2023	8/06/2023	Feb 23 - not yet commenced	FALSE
24/01/2023	Ordinary Council	7/23	First Nations and Australia Day	Nil	That Council 1. Reaffirms its commitment to being an inclusive council that respects First Nations culture and values 2. Acknowledges the 26th of January is a day of mourning for many First Nations people 3. Requests the Chief Executive Officer prepares a report for Council's consideration on the proposal to move citizenship ceremonies, award ceremonies and related events to a date other than 26 January from 2024 onwards.	Rebecca Shepherd	In Progress	21/02/2023	11/05/2023	Initial discussions regarding stakeholder engagement have occurred. A consultation plan has been developed and appointments are being made with stakeholders.	FALSE
24/01/2023	Ordinary Council	10/23	Nomination for Premier's Climate change Council - appointment	General - Cr Melan	Council resolves to nominate Cr Adrian Cheater & Cr Leith Mudge for the Premier's Climate Change Council and authorises the Chief Executive Officer to lodge the completed nomination form to the Local Government Association by COB Friday 10 February 2023.	David Waters	Completed	21/02/2023	9/02/2023	Nomination forms have been submitted.	FALSE
24/01/2023	Ordinary Council	14/23	37 Yanagin Road Greenhill Revocation of Community Land Classification and Land Swap with Yanagin Reserve	Nil	1. That the report be received and noted. 2. That Council commences a revocation of community land process for the land identified in Appendix 2 including consultation in accordance with Council's Public Consultation Policy and the <i>Local Government Act 1999</i> with the intention of undertaking a land swap with the owners of 37 Yanagin Road, Greenhill, together with varying the existing Heritage Agreement over Yanagin Reserve. 3. That a report be brought back to Council following completion of the Community Consultation process.	Terry Crackett	In Progress	7/02/2023	24/02/2023	Feb 23 - materials for public consultation in process of being prepared	FALSE
24/01/2023	Ordinary Council	20/23	18.1.1 Appointment of Audit & Risk Committee Independent Members to the Adelaide Hills Region Waste Management Authority	Nil	See Confidential Minute	David Waters	Completed	21/02/2023	24/02/2023	Council's resolution has been communicated to the AHRWMA.	TRUE
24/01/2023	Ordinary Council	21/23	18.1.1 Appointment of Audit & Risk Committee Independent Members to the Adelaide Hills Region Waste Management Authority	Nil	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report 30 June 2023 Related Attachments Nil Minutes 30 June 2023 Other (presentation, documents, or similar) Nil	David Waters	Not Started	7/02/2023	24/02/2023		TRUE
14/02/2023	Ordinary Council	25/23	MON - Glenside Road Crafrers Land Division & Other Matters	Nil	the Chief Executive Officer prepares a report for Council's consideration, by 28 March 2023, detailing the requirements required to initiate a Code Amendment for the Adelaide Hills Subzone to strengthen planning policy in relation to the Desired Outcomes and Performance Outcomes for land division to better respond to the median allotment requirements, including, yet not limited to, the investigations already undertaken and the process to be followed for a Code Amendment. (This report will also outline a proposed community engagement plan / strategy). Council notes, and is supportive of, the decision made by the Adelaide Hills Council Assessment Manager to refuse to grant development approval, application (2101822.1) for land division of 1 into 2 allotments at Crafrers which was lodged on 8 July 2021, and subsequently refused on 7 October 2021. 3. Council notes that this application proposed to create two allotments of 4392m ² and 1114m ² , a. that the larger allotment was a battle axe shape and contains a building used for accommodation associated with the existing dwelling on the land, and b. that the smaller allotment was closer to Glenside Road and contains the existing dwelling. 4. Council notes, and is in full agreement with, the grounds for refusal, those grounds in summary a. that the land division was not sympathetic or consistent with the established allotment pattern and the character of development within the locality. b. that from a quantitative perspective the smaller proposed allotment failed to meet the median allotment size of 3,155m ² within a radius of 200m (measured from the centre of the current allotment). c. that the smaller allotment was considered inconsistent with the density and dimensions expressed in the Zone. 5. Council notes that under the former Development Plan, there was a detailed desired character statement, the minimum allotment was the greater of the median allotment size or 2000m ² and that land division creating smaller allotments was non-complying development. Council reiterates its support [and expectancy] for this desired character statement to be honoured and maintained under the Planning and Design Code. 6. Council is extremely concerned that the weight of previous planning policy has been seriously weakened under the (new) Planning and Design Code. 7. Council, on behalf of the Adelaide Hills community which it is elected to represent, is opposed to the subject application, and in adopting this position, has clear and unequivocal support for the Council Administration to strongly pursue a Code Amendment to provide greater support for the policy position within the Adelaide Hills Subzone and the Rural Neighbourhood Zone, as detailed in the Planning and Design Code (formerly called the Country Living Zone in the Council Development Plan), that land divisions will not result in the creation of new allotments of a size that would be smaller than 2000m ² or the size determined by the median allotment calculation	Natalie Armstrong	Not Started	15/02/2023	24/03/2023		FALSE
14/02/2023	Ordinary Council	26/23	Preserving Randall's Workers Cottages 1 Beavis Ct Gumeracha	Nil	1. That the report be received and noted. 2. That the amount of \$20,000 be considered as part of the 2023/24 budget preparation process to prevent further deterioration of Randall's Cottages at 1 Beavis Court, Gumeracha. 3. That Council explores another submission to the State Government in an attempt to excise this parcel of land from the Environmental Food Production Zone.	Natalie Armstrong	Not Started	15/02/2023	24/03/2023		FALSE
14/02/2023	Ordinary Council	27/23	Uniting Church request to transfer ownership of Woodside & Inverbrackie Cemeteries	Nil	That the report be received and noted. That the CEO write to Uniting Church Synod in South Australia advising that the Adelaide Hills Council respectfully declines their proposed offer to transfer ownership of the Woodside and Inverbrackie Uniting Church Cemeteries to Council.	Terry Crackett	Not Started	15/02/2023	10/03/2023		FALSE

Meeting Date	Meeting	Res No.	Item Name	Previously Declared COI	Action Required (Council Resolution)	Responsible Director	Status	Date of Update	Due Date	Status (for Council reporting)	Confidential
14/02/2023	Ordinary Council	28/23	Business Case GRFMA Contribution	Nil	1. That the report be received and noted. 2. To decline the request to provide funding of \$100,000 to the Gawler River Floodplain Management Authority in support of a Business Case. 3. To offer a contribution of \$10,380 to the Gawler River Floodplain Management Authority in support of a Business Case, in line with Adelaide Hills Council's percentage share of capital works costs as per the adopted GRFMA charter, contingent upon similar contributions (in line with percentage share of capital works cost as per the adopted charter) being made by all Authority members.	Peter Bice	Completed	22/02/2023	17/03/2023	14/2/23 - Email sent to Executive Officer GRFMA advising Council resolution to GRFMA request for funding in support of the business case and subsequently acknowledgement advice received from GRFMA.	FALSE
14/02/2023	Ordinary Council	29/23	Policy Review Meeting Procedures	Nil	That the report be received and noted. That in relation to the Code of Practice for Council Meeting Procedures: This Code of Practice be brought to the Elected Body in a Workshop so the newly Elected Body has the opportunity to fully explore and understand both the Code in its current form and the implications of the proposed changes.	David Waters	In Progress	21/02/2023	28/04/2023	Planning for workshop is underway.	FALSE
14/02/2023	Ordinary Council	30/23	Policy Review Access to Council, Committee, Information or Briefing Sessions	Nil	1. That the report be received and noted. 2. That in relation to the Code of Practice for Access to Council and Council Committee and Information or Briefing Session Meetings & Documents: 3. This Code of Practice be brought to the Elected Body in a Workshop so the newly Elected Body has the opportunity to fully explore and understand both the Code in its current form and the implications of the proposed changes.	David Waters	In Progress	21/02/2023	28/04/2023	Planning for workshop is underway.	FALSE
14/02/2023	Ordinary Council	31/23	Audit Committee Independent Member Recruitment	Nil	That the report be received and noted To amend clause 5.7 on the AHC Audit Committee Terms of Reference to include: A maximum term of eight (8) years applies for Independent Members, along with a minimum two (2) year hiatus prior to being eligible for reappointment. 3. To undertake a recruitment process for the selection of three Independent Ordinary Members for the Audit Committee, as follows: For one Independent Member for a term commencing 1 May 2023 and concluding 30 April 2025 (inclusive); and For two Independent Members for a term commencing 1 December 2023 and concluding 30 November 2025 (inclusive). 4. To appoint Cr Malcolm Herrmann, Cr Melanie Selwood and the CEO (or delegate) as members of the Audit Committee Independent Member Selection Panel.	David Waters	Not Started	15/02/2023	24/03/2023		FALSE
14/02/2023	Ordinary Council	32/23	Supplementary Election GAROC	General - Mayor Ja	That the report be received and noted To vote for Mayor Jan-Claire Wisdom as the Metro East Grouping Representative to GAROC. To authorise the Mayor to mark the ballot paper reflecting Council's determination and authorise the CEO (or their delegate) to lodge Council's ballot paper in accordance with the process set out in <i>Appendix 2</i> .	David Waters	Completed	21/02/2023	24/02/2023	Ballot papers have been marked in accordance with the Council resolution and lodged with the LGA.	FALSE
14/02/2023	Ordinary Council	35/23	MWN Amy Gillett Bikeway completion Mt Torrens to Birdwood	Nil	That the Mayor requests a deputation to the Minister for Infrastructure & Transport, the Hon Tom Koutsantonis MP, to progress the completion of the Amy Gillett Bikeway from Mt Torrens to Birdwood.	David Waters	Not Started	15/02/2023	24/03/2023		FALSE
14/02/2023	Ordinary Council	37/23	Substantive CEO Recruitment Remuneration & Independent Advice	Nil	See Confidential Minute	David Waters	In Progress	21/02/2023	3/03/2023	Recruitment process is underway.	FALSE
14/02/2023	Ordinary Council	38/23	Substantive CEO Recruitment Remuneration & Independent Advice Duration of Confidentiality	Nil	retain the Items in confidence as detailed in the Duration of Confidentiality Table below: Item Duration of Confidentiality NB: Item to be reviewed every 12 months if not released Report Until the contract execution of the Substantive Chief Executive Officer Related Attachments Until the contract execution of the Substantive Chief Executive Officer Minutes Until the contract execution of the Substantive Chief Executive Officer Other (presentation, documents, or similar) Nil	David Waters	In Progress	21/02/2023	3/03/2023	Recruitment process is underway.	FALSE

Item 17 Minutes of Committees

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

In Attendance

Members:

Cr Malcolm Herrmann	Presiding Member
Peter Brass	Independent Member
David Moffatt	Independent Member
Natalie Johnston	Independent Member
Cr Melanie Selwood	Council Member

In Attendance:

David Waters	Acting Chief Executive Officer
Terry Crackett	Director Corporate Services
Lachlan Miller	Executive Manager Governance & Performance
Mike Carey	Manager Financial Services
Kira-marie Laverty	Corporate Planning & Performance Coordinator
Steven Watson	Governance and Risk Coordinator

Guests in Attendance:

Nil	
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1. COMMENCEMENT

The meeting commenced at 6.00pm.

1.1. Acknowledgement of Country

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come.

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

2. APOLOGIES/LEAVE OF ABSENCE

2.1. Apology

Nil

2.2. Leave of Absence

Nil

2.3. Absent

Nil

3. MINUTES OF PREVIOUS MEETINGS

3.1. Audit Committee Meeting – 12 December 2022

Moved Natalie Johnston
S/- Cr Melanie Selwood

AC1/23

That the minutes of the Audit Committee meeting held on 12 December 2022 as supplied, be confirmed as an accurate record of the proceedings of that meeting.

Carried Unanimously

4. PRESIDING MEMBER'S OPENING REMARKS

- Council accepted recommendation of new External Auditor, BDO.
- BR1 adopted by Council.
- Recruitment for Audit Committee Membership to commence.

5. DELEGATION OF AUTHORITY

In accordance with the Audit Committee Terms of Reference, the Committee has no delegated decision-making powers. There are no Recommendations arising to be submitted to Council for consideration.

6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF AUDIT COMMITTEE

Nil

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

7. PRESENTATIONS, ACTION REPORT & WORKPLAN

7.1. Development & Regulatory Services Risk Presentation was postponed.

7.2. Action Report and Work Plan Update

**Moved Peter Brass
S/- Cr Melanie Selwood**

AC2/23

The Audit Committee resolves:

- 1. That the report be received and noted.**
- 2. That the status of the *2022 Action Report and Work Plan* be noted.**
- 3. That the Adopted Audit Committee Work Plan 2023 remain unchanged at this time.**

Carried Unanimously

8. OFFICER REPORTS – DECISION ITEMS

8.1. Quarterly Performance Report

**Moved Natalie Johnston
S/- David Moffatt**

AC3/23

The Audit Committee resolves the Quarterly Council Performance Report – Q2 2022-23 be received and noted.

Carried Unanimously

8.2. Risk Management Update

**Moved Peter Brass
S/- Natalie Johnston**

AC4/23

The Audit Committee resolves that the report be received and noted.

Carried Unanimously

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

8.3. Internal Audit Quarterly Update

Moved Cr Melanie Selwood
S/- Natalie Johnston

AC5/23

The Audit Committee resolves:

1. That the report be received and noted.
2. To recommend to Council to adopt the revised Strategic Internal Audit Plan v1.12a as contained in Appendix 1.

Carried Unanimously

8.4. Audit Action Status Report

Moved Natalie Johnston
S/- David Moffatt

AC6/23

The Audit Committee resolves:

1. That the report be received and noted
2. To note the implementation status of Internal and External Audit actions.

Carried Unanimously

8.5. Debtors Report as at 31 December 2022

Moved Peter Brass
S/- Natalie Johnston

AC7/23

The Audit Committee resolves that the report be received and noted.

Carried Unanimously

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

8.6. Adjournment

Moved Peter Brass
S/- Natalie Johnston

AC8/23

The Audit Committee resolves to adjourn the meeting until the conclusion of the 20 February 2023 Special Audit Committee Meeting.

Carried Unanimously

The meeting adjourned at 7.07pm

The meeting resumed at 7.29pm

8.7. Long Term Financial Plan Review

Moved Peter Brass
S/- David Moffatt

AC9/23

The Audit Committee resolves:

1. That the report be received and noted.
2. That the Draft Long Term Financial Plan (2023 revision) including the adherence to adopted financial sustainability ratios relating to Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Renewal Funding Ratio be noted.
3. To recommend that Council approve the *Draft Long Term Financial Plan (2023 revision)*, as contained in Appendix 1 for community consultation in accordance with Section 122 of the *Local Government Act 1999*.
4. That the Chief Executive Officer be authorised to make minor changes to the *Draft Long Term Financial Plan (2023 revision)* arising from the Committee's consideration of the matter prior to it being provided to Council.

Carried Unanimously

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF MEETING
MONDAY 20 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

9. QUESTIONS WITHOUT NOTICE

- Peter Brass – Requested progress update of the CEO Recruitment.
- Presiding Member Herrmann – Requested an update on staff leave balances.

10. CONFIDENTIAL ITEMS

Nil

11. NEXT MEETING

The next ordinary meeting of the Audit Committee will be held on Monday 17 April 2023 from 6.00pm at 63 Mt Barker Road, Stirling.

12. CLOSE MEETING

The meeting closed at 7.56pm.

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF SPECIAL MEETING
MONDAY 20 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

In Attendance

Members:

Cr Malcolm Herrmann	Presiding Member
Peter Brass	Independent Member
David Moffatt	Independent Member
Natalie Johnston	Independent Member
Cr Melanie Selwood	Council Member

In Attendance:

David Waters	Acting Chief Executive Officer
Terry Crackett	Director Corporate Services
Lachlan Miller	Executive Manager Governance & Performance
Mike Carey	Manager Financial Services
Steven Watson	Governance and Risk Coordinator Minute Taker

Guests in Attendance:

Nil	
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1. COMMENCEMENT

The special meeting commenced at 7.08pm.

1.1. Acknowledgement of Country

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come.

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF SPECIAL MEETING
MONDAY 20 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

2. APOLOGIES/LEAVE OF ABSENCE

2.1. Apology

Nil

2.2. Leave of Absence

Nil

2.3. Absent

Nil

3. MINUTES OF PREVIOUS MEETINGS

Nil

4. PRESIDING MEMBER'S OPENING REMARKS

Nil

5. DELEGATION OF AUTHORITY

In accordance with the Audit Committee Terms of Reference, the Committee has no delegated decision-making powers. The Recommendations in Item(s) 7.1 are to be submitted to Council for consideration.

6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF AUDIT COMMITTEE

Nil

**ADELAIDE HILLS COUNCIL AUDIT COMMITTEE
MINUTES OF SPECIAL MEETING
MONDAY 20 FEBRUARY 2023
63 MT BARKER ROAD STIRLING**

7. OFFICER REPORTS – DECISION ITEMS

7.1. Budget Review 2

Moved Peter Brass
S/- Natalie Johnston

AC10/23

The Audit Committee resolves:

1. That the report be received and noted
2. To recommend to Council the proposed budget adjustments presented in Budget Review 2 which result in:
 - a. No change to the Operating Surplus of \$830k for the 2022-23 financial year.
 - b. A reduction of \$8m in capital expenditure for the 2022-23 financial year to reflect estimated carry forwards relating to project delivery resulting in a revised capital expenditure budget for 2022-23 of \$19.369m.
 - c. Council's Net Borrowing Result for the 2022-23 financial year being reduced by \$8m to \$342k.
 - d. proposed financial sustainability indicators within Council's agreed targets of the following:

	Target	Forecast
i. Operating Surplus Ratio –	1% - 5%	1.6%
ii. Net Financial Liabilities Ratio	25% - 75%	47.0%
iii Asset Renewal Funding Ratio	95% - 105%	104.0%

Carried Unanimously

8. NEXT MEETING

The next ordinary meeting of the Audit Committee will be held on Monday 17 April 2023 from 6.00pm at 63 Mt Barker Road, Stirling.

9. CLOSE MEETING

The meeting closed at 7.29pm