

STRATEGIC PLAN DISCUSSION PAPER

- FOR CONSULTATION

March 2024



Adelaide Plains in 2028

- What are the opportunities to pursue?
- What are the important challenges to address?
- How are we together going to achieve them?

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

PURPOSE

This paper outlines key economic, social and environmental factors influencing Adelaide Plains. It aims to prompt discussion about where Adelaide Plains is going, what are the important challenges to address, what are the opportunities to pursue, and how are we together going to achieve them.

The discussions will inform the actions and strategies in Council’s Strategic Plan 2025 - 2028 (working title).

This paper also includes the Review of the 2020 – 2024 Strategic Plan and the Proposed Approach to preparing the document that will form the 2025 – 2028 Strategic Plan.

The draft Strategic Plan document will be consulted about in the middle of 2024.

In considering what Council may or may not do, Council has a variety of roles.

| Role | Description |
|---------------------|---|
| Leader | Setting the direction through policy, strategies and plans |
| Partner/Facilitator | Bringing stakeholders together to deliver community actions |
| Planner | Checking in regularly to ensure our actions are appropriate for current and future needs |
| Regulator | Ensuring the health, safety and legislative compliance of Council and out community as we deliver our actions |
| Advocate | Representing the community and negotiating with key decision makers for improved outcomes for Adelaide Plains |
| Owner/Custodian | Delivering sustainable assets on behalf of the community |

| Date | Version |
|---------------|---------------------------|
| March 2024 | For Consultation |
| February 2024 | Draft for Council meeting |

Contents

| | |
|---|----|
| PURPOSE | 2 |
| OBSERVATIONS | 4 |
| Major Trends Shaping Greater Adelaide and Adelaide Plains..... | 5 |
| Resident Priorities | 7 |
| Population Growth | 9 |
| Households | 11 |
| Labour Force – Employment - Jobseeker | 14 |
| Business and Tourism | 17 |
| Macro-Economic Trends..... | 17 |
| Cultural Heritage..... | 18 |
| Community Facilities and Services..... | 19 |
| Council Community and Civic Hub Investigations | 20 |
| Parks and Recreation | 21 |
| Blue Carbon Coastal Restoration | 22 |
| Utilities and Infrastructure..... | 22 |
| Transport..... | 24 |
| Where Residents Work | 25 |
| How Residents Travel to Work | 26 |
| Car Ownership of Residents..... | 27 |
| Community and Public Transport..... | 28 |
| Climate Trends and Hazards | 29 |
| Gawler River Flood Hazard..... | 31 |
| Proactive Leadership | 31 |
| ATTACHMENT – Review of 2020 – 2024 Strategic Plan | 32 |
| About..... | 33 |
| Observations..... | 34 |
| Enviably Lifestyle | 35 |
| Emerging Economy | 40 |
| Remarkable Landscapes..... | 45 |
| Proactive Leadership | 50 |
| Review and Monitor | 55 |
| Attachment – Proposed Vision? | 56 |
| Attachment – Proposed Strategic Planning Framework? | 57 |
| Attachment – Proposed More Structured Strategic Plan? Examples from Elsewhere | 58 |

OBSERVATIONS

1. 2016 – 2021 has brought more detached houses, residents with mortgages, 3 car households, increased employment and casual employment.
2. Between 2016 and 2021, the labour force increased by 647 or 14.7%. This rate is higher than the 11.93% population increase over the same time. A higher proportion of Adelaide Plains population is in the labour force (63.3%) compared with Greater Adelaide (61.7%). Almost 1800 residents leave Adelaide Plains to work in the northern suburbs.
3. Agribusiness and related sectors are a foundational strength of Adelaide Plains, with town centres and the coast playing an important role. Both need ongoing targeted support.
4. Whilst numbers of houses are growing, most new dwellings are detached. Adelaide Plains has little medium density or small lot housing. Lack of potable water and grid connected power in the north of Adelaide Plains is a key barrier.
5. 72% of working residents travelled outside Adelaide Plains for work, a much higher percent than the 39.4% of Barossa residents. A basic level of community transport exists.
6. Higher temperatures, more dangerous fire weather, drier times, warmer oceans, and more intense rainfall are anticipated longer term.
7. Flood prevention, health services, local jobs, township rejuvenation, roads, and waste/recycling are important to residents, based on the 2022 survey
8. Long term outcomes for Adelaide Plains about an enviable lifestyle, emerging economy, remarkable landscape, and proactive leadership align with Outcomes for Greater Adelaide in the State Planning Commission's 2023 Discussion Paper.
9. Around 450 new residents call Adelaide Plains home every year, with around 350 of those at Two Wells.
10. National inflation pressures entail discretionary spending is likely to be low for some time.
11. Net Zero & climate change is big and going to get bigger – Climate anomalies are accepted as taking place. The impacts are costly and action on the ground is still lagging. However, net zero for businesses will become more of an issue to tackle. We can expect to see impacts starting to be felt by SMEs
12. Current planned growth envisages Adelaide Plains in 2040 being around 18000, with Two Wells at about 11000, and Mallala around 2000. Two Wells could be around 5000 in 2028.
13. Growth means planning and adjusting for community facilities and services across the Council area. Council is investigating and planning ahead to develop a community and civic hub at the Two Wells Office and Library site.
14. Key utilities barriers to business and living investment include lack of potable water, costs to access recycled water, and inadequate energy infrastructure.
15. The State Planning Commission's Greater Adelaide Regional Plan Discussion Paper of 2023 flagged investigating even further housing to the north of Two Wells and investigating employment development to the west of Port Wakefield Highway at Two Wells. The Discussion Paper flagged further local growth at Mallala and Dublin.
16. Greater certainty around the plan for 'further' long term growth will be known when the draft Greater Adelaide Regional Plan itself is released in late 2024.
17. A review of the current Strategic Plan has been completed involving staff review of projects, measures and indicators. Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively

Major Trends Shaping Greater Adelaide and Adelaide Plains

Following consideration by the Department of Premier and Cabinet, industry experts and thought leaders, 12 major trends and drivers of change shaping Greater Adelaide including Adelaide Plains have emerged¹.

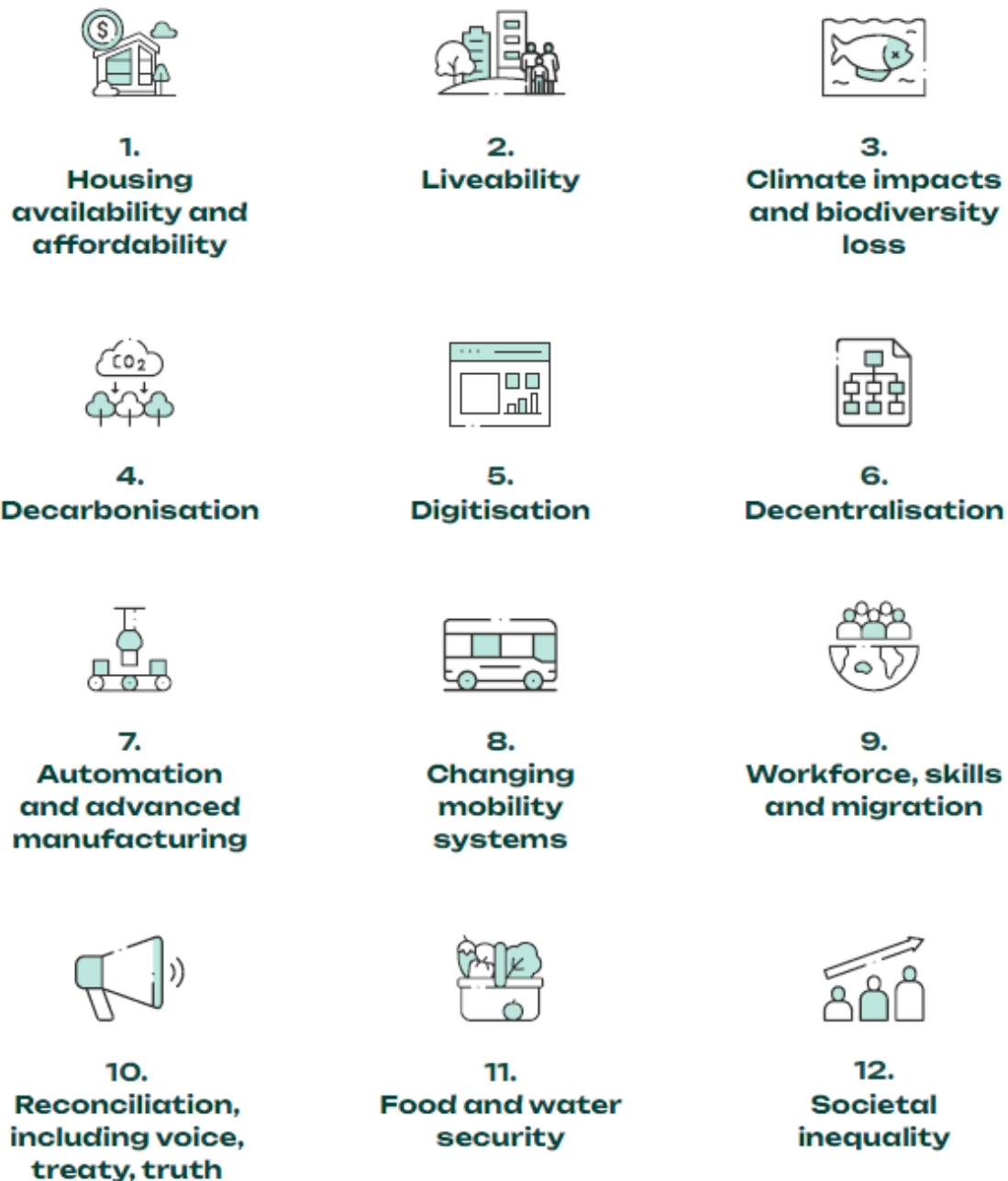


Figure 1 Major trends and drivers of change influencing Adelaide Plains

¹ Greater Adelaide Regional Plan Discussion Paper, State Planning Commission, 2023 pg 35

Outcomes for Greater Adelaide

Based on the SPPs and global trends, the Commission has proposed the following four outcomes to guide the discussion about how Greater Adelaide should grow:



A **greener**, wilder and climate resilient environment



A more **equitable** and socially - cohesive place



A **strong economy** built on a smarter, cleaner, regenerative future



A greater choice of **housing** in the right places

Figure 2 Proposed Outcomes for Greater Adelaide

The State Planning Commission Discussion Paper on Greater Adelaide was released for consultation in 2023.

The four outcomes proposed alignment with Council’s themes from the current Strategic Plan are shown below.

| Greater Adelaide Outcome | Theme |
|---|-----------------------|
| A greener, wilder and climate resilient environment | Remarkable Landscapes |
| A more equitable and socially cohesive place A greater choice of housing in the right places | Enviably Lifestyle |
| A strong economy built on a smarter, cleaner, regenerative future | Emerging Economy |

Resident Priorities

A 2022 community survey² of Adelaide Plains residents identified:

- 41% of our residents have lived in the region for 20 years or more.
- Most important social and environmental issues are flood prevention infrastructure (rivers and coastal), health services, employment/local jobs, township growth and rejuvenation.
- Our community's priorities are roads, waste collection/recycling, stormwater drainage, development assessment.
- Our community prefers to be informed by email (38%), letter/letterbox drops (23%), Communicator newsletter (18%), and social media (15%).
- Top areas of satisfaction with council include courtesy and politeness of customer service, the way contact was handled, ovals and sporting facilities, car parking, libraries, playgrounds.
- Over 1 in 5 residents (23%) are satisfied with Council overall (In 2018 this was 20%)
- 47% of people who had contact with Council in the past 12 months were satisfied with our customer service (In 2018 this was 35%).
- 1 in 5 residents are likely to recommend living in the region. A 2022 net promoter score: -31 was significantly up on the -43 of 2018

Flood prevention, health services, local jobs, township rejuvenation, roads, and waste/recycling are important.

² apc.sa.gov.au/our-council/communitysurvey

2020 – 2024 Strategic Plan

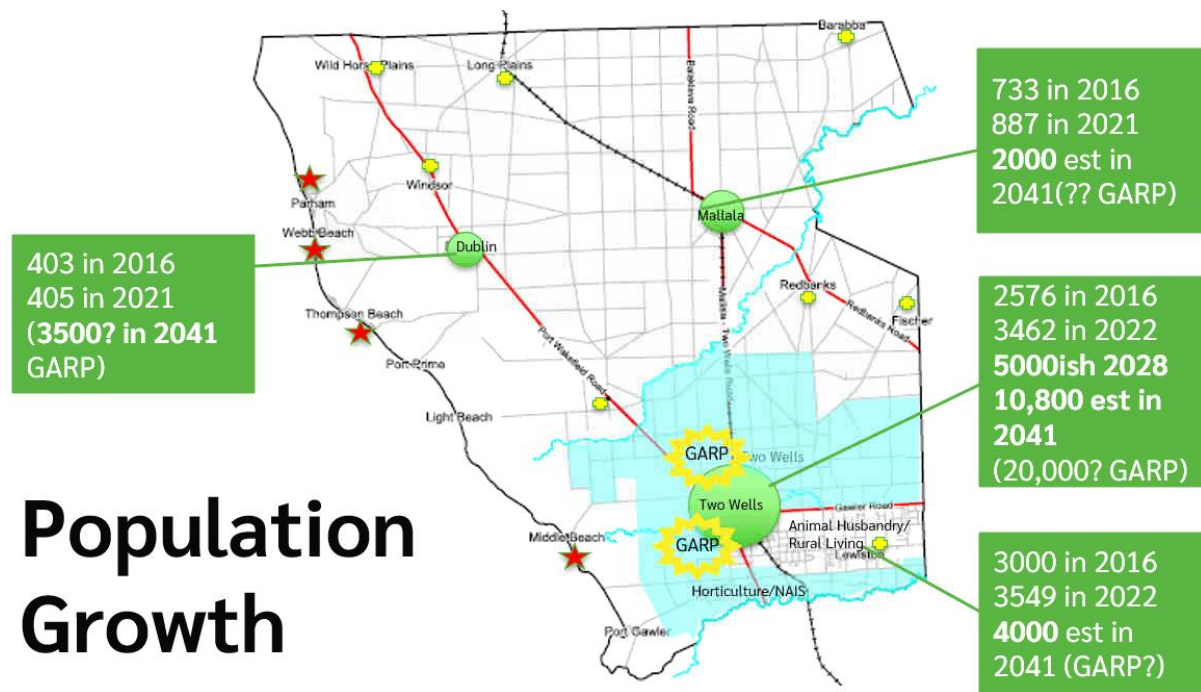
A review of the current Strategic Plan has been completed (**Attachment**) involving staff review of projects, measures and indicators. Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively.

Overall observations are:

- Now having adopted Plans such as Regional Public Health, Tourism and Economic Development, Growth and Equine, Dog and Cat Management, the more detailed actions flagged in each are to be progressed.
- Fostering housing diversity remains a challenge.
- Slightly reduced satisfaction with Ovals and Library reinforces importance of oval master planning and community facilities planning.
- Working on transport across all modes remains important as business and residents grow.
- Need to consider what measures are best about tourism and economic growth and to continue working closely with the business sector.
- Decreased waste services satisfaction remains important to work on, as does the Gawler River business case, heritage protection, and water capture/reuse.

Population Growth

10,456 people call Adelaide Plains home in 2022³. Current forecasts are that by around 2040, Adelaide Plains could reach around 18,000 residents. If Greater Adelaide Regional Planning leads to further land being released, such as around Two Wells, Dublin and potentially through Lewiston, that number could well be higher.



Population Growth

Figure 3 Envisaged population growth

Recognising Adelaide Plains is one of SA's fastest growing councils, following investigations and consultation, in 2023, Council adopted a Growth Strategy and Action Plan (GSAP)⁴.

Acknowledging 80% of known population growth will occur at Two Wells, and with ongoing growth pressures at Mallala, Dublin and through Lewiston, the GSAP identifies a range of actions to address community, recreational, infrastructure, housing, and transport challenges.

The State Planning Commission released a Greater Adelaide Plain Discussion Paper flagging the long term potential for further residential growth to the north of Two Wells and employment to the west. The Paper also flagged the potential for a level of local growth at Dublin and Mallala. Council made a submission to the 2023 Greater Adelaide Regional Plan Discussion Paper.

³ profile.id.com.au/adelaide-plains

⁴ apc.sa.gov.au/council-services/development/strategicprojects

Figure 9 – Proposed areas of investigation
Greenfield and satellite city growth

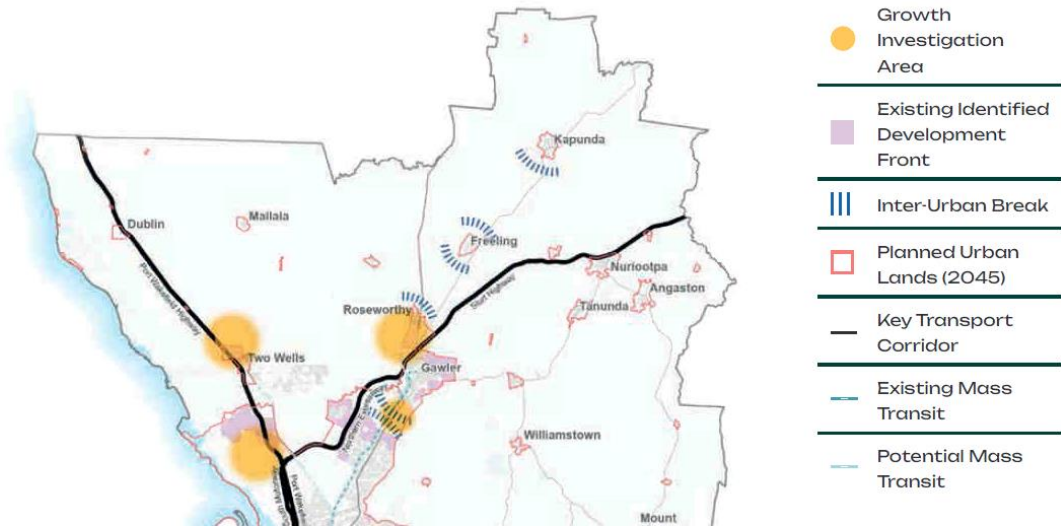


Figure 15 – Proposed areas of investigation
Employment growth

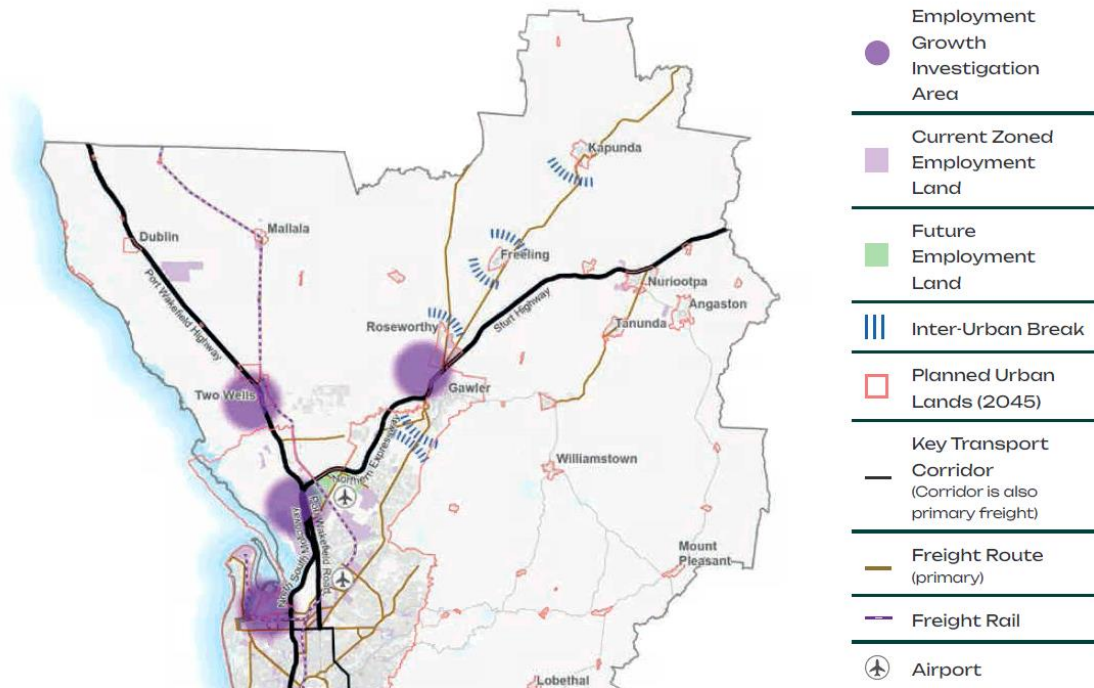
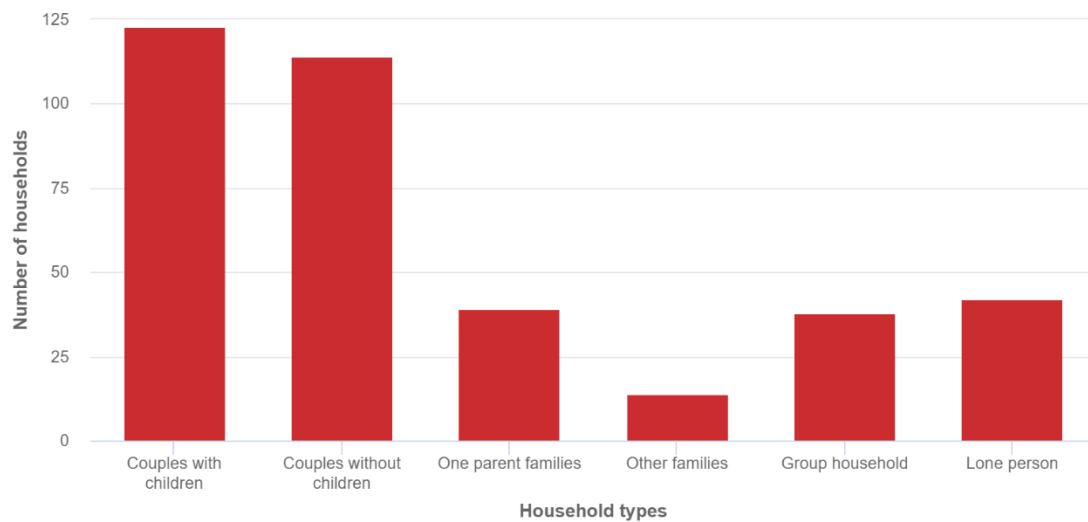


Figure 4 Long term, the State Planning Commission has flagged further residential growth to the north of Two Wells and employment to the west, as well as local growth at Dublin and Mallala.

Households

Change in household type, 2016 to 2021

Adelaide Plains Council area



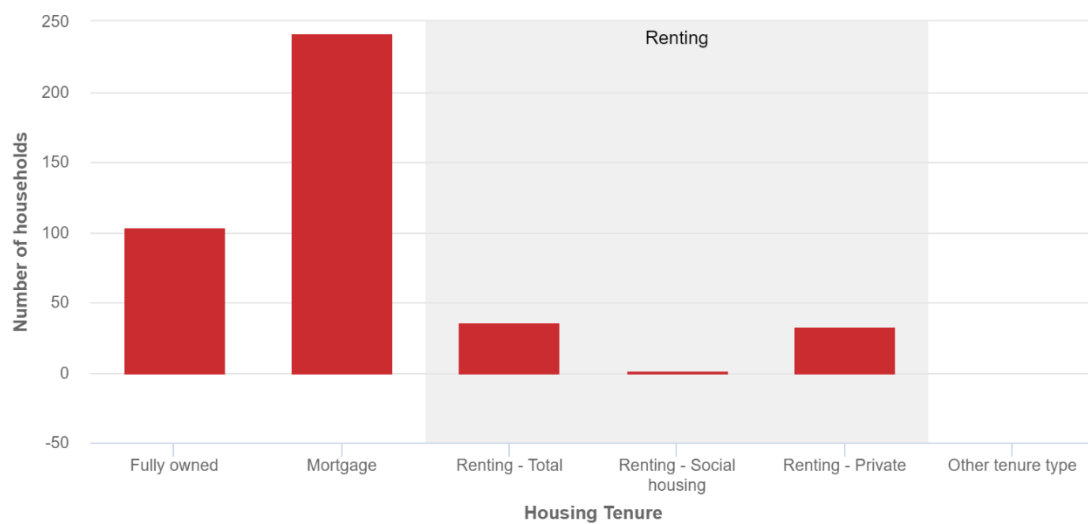
Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 and 2021 (Enumerated data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

Couples and couples with children are the growing household types in Adelaide Plains.

Change in housing tenure, 2016 to 2021

Adelaide Plains Council area



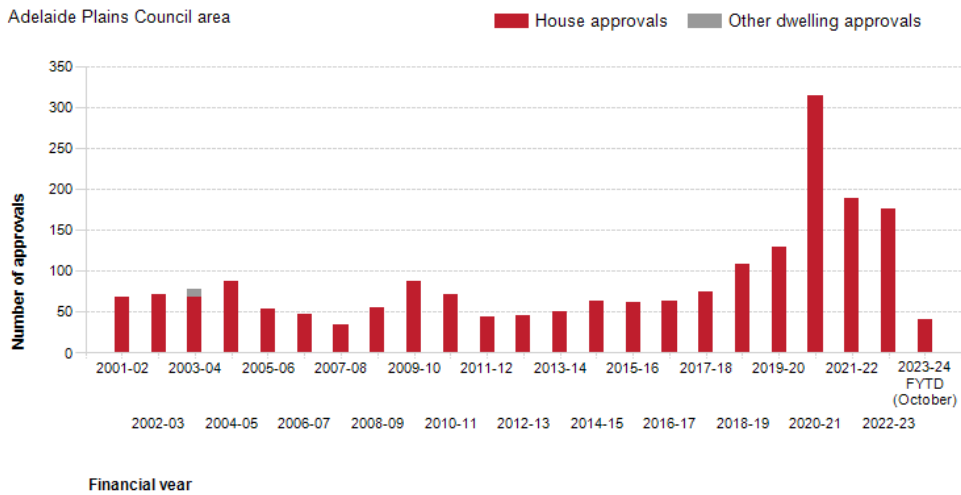
Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 and 2021 (Enumerated data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

Along with increasing couples and couples with children, an increase in households with mortgages has occurred, followed by an increase in fully owned housing.

Residential building approvals

export 

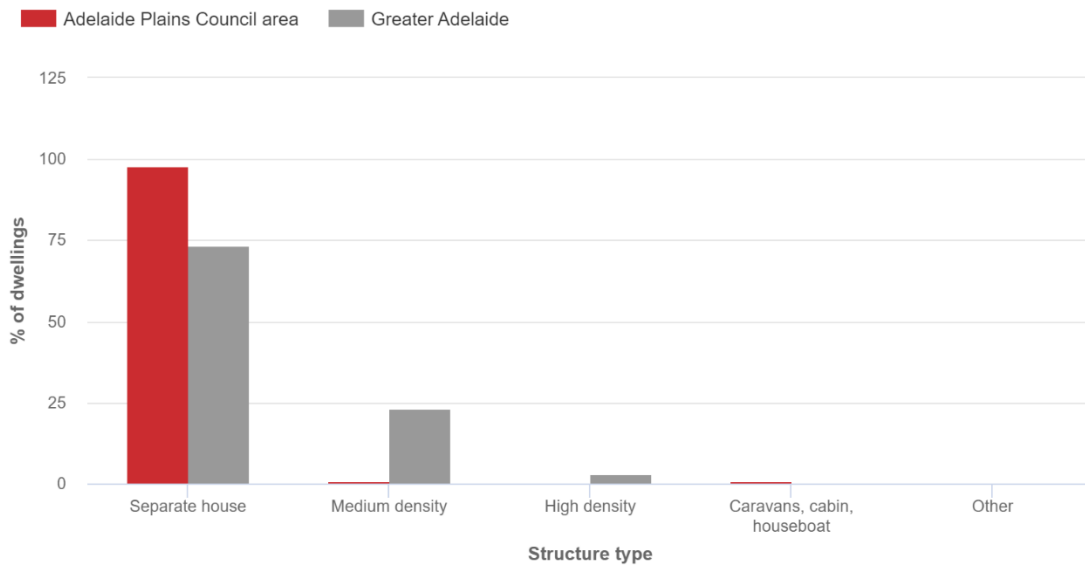


Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented by .id (informed decisions).

.id informed decisions

Around 160 new dwellings have been approved annually since 2021.

Dwelling structure, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Enumerated data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

Whilst numbers of houses are growing, most new dwellings are detached. Adelaide Plains has little medium density or small lot housing.

Housing tenure, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Enumerated data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

When compared to Greater Adelaide, a higher proportion of households have mortgages in Adelaide Plains.

Labour Force – Employment - Jobseeker

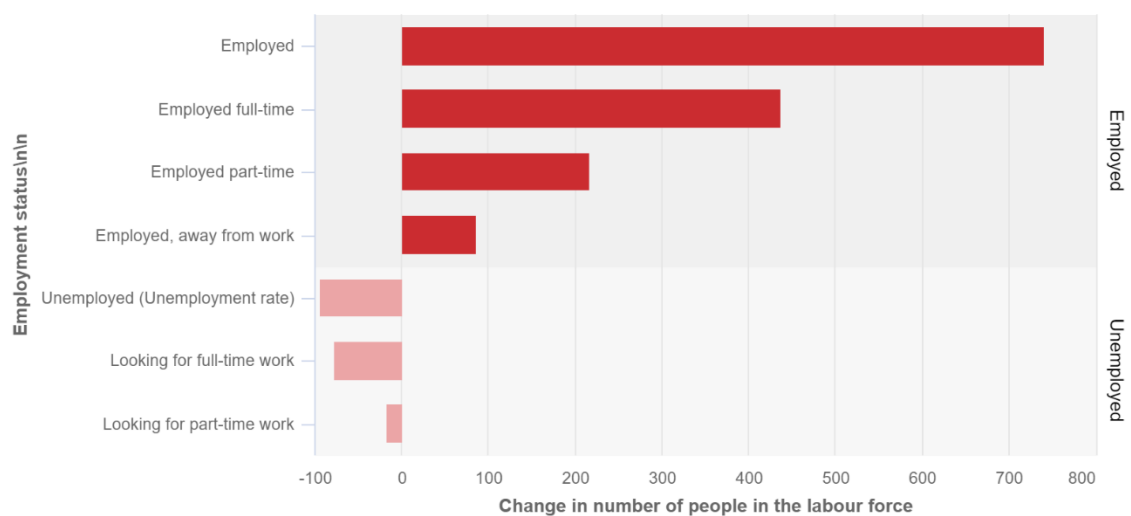
Between 2016 and 2021, the labour force increased by 647 or 14.7%. This rate is higher than the 11.93% population increase over the same time. A higher proportion of Adelaide Plains population is in the labour force (63.3%) compared with Greater Adelaide (61.7%).

The number of people employed in Adelaide Plains increased 741, and the number unemployed decreased 94.

The Adelaide Plains area's labour force in 2021 was 5,061, of which 1,581 were part-time and 2,939 were full time workers.

Change in employment status, 2016 to 2021

Adelaide Plains Council area - Total persons in the labour force



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 and 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

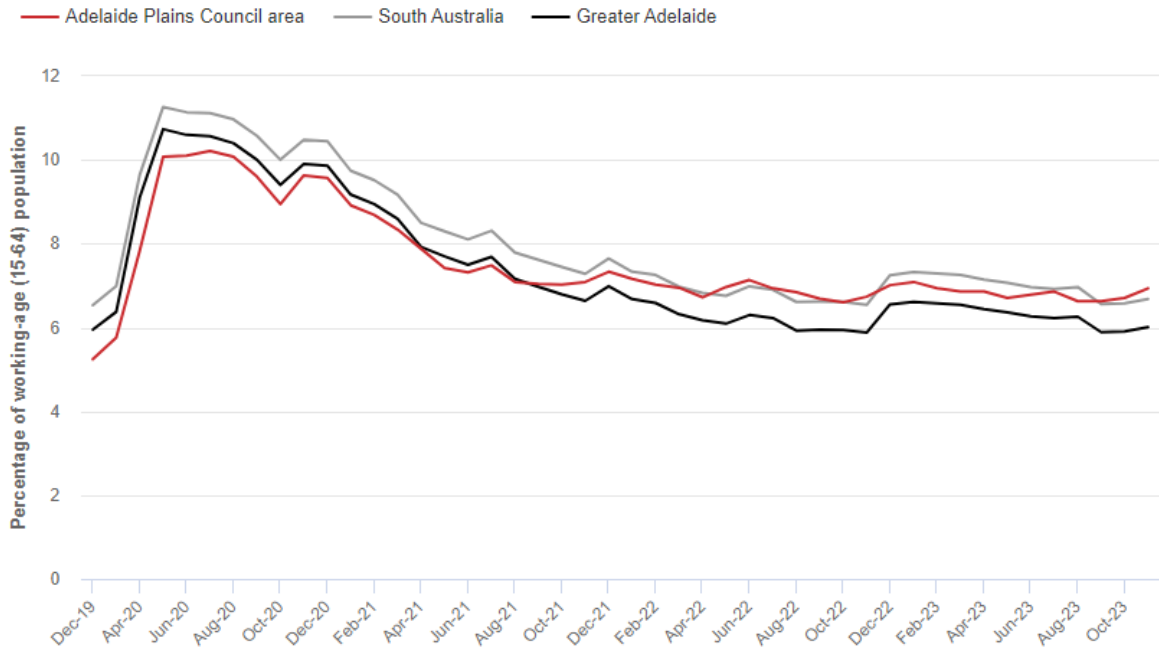
.id informed decisions

The unemployment rate in 2021 was 4.2%, much less than the 7% of 2016, and less than the 5.5% unemployment rate in 2021 across Greater Adelaide. Overall, 95.8% of the labour force was employed, and 4.2% unemployed, compared with 94.5% and 5.5% respectively for Greater Adelaide.

JobSeeker rate over time, Adelaide Plains Council and benchmarks

export

Adelaide Plains Council area



JobSeeker

export reset

| Current month | December 2023 | | March 2020 | | |
|------------------------------|--|---------------------------|--|---------------------------|--------|
| Region - LGA/SA2 | JobSeeker and youth allowance recipients | % of 15-64 age population | JobSeeker and Youth allowance recipients | % of 15-64 age population | Change |
| Adelaide Plains Council area | 460 | 7.0 | 378 | 5.8 | +82 |
| Lewiston - Two Wells | 290 | 6.5 | 216 | 4.9 | +74 |
| Mallala | 170 | 7.9 | 162 | 7.6 | +8 |
| South Australia | 76,115 | 6.8 | 78,431 | 7.0 | -2,316 |
| Greater Adelaide | 54,565 | 6.1 | 56,811 | 6.4 | -2,246 |

Source: Department of Social Services - JobSeeker and Youth Allowance recipients - monthly profile via data.gov.au. Compiled and presented by .id - informed decisions

Jobseeker represents the number of people who are eligible recipients of JobSeeker allowance (generally aged 22+) and youth allowance (excluding students, generally aged 21 and under).

Since latter 2021, the jobseeker rate in Adelaide Plains has been higher than Greater Adelaide. An increase in 74 between 2020 and 2023 in Two Wells/Lewiston is the major change.

| Adelaide Plains Population and Unemployment Change | 2016 | 2020 | 2021 | 2023 |
|--|----------|------|------------|------|
| Population | 8,912 | | 9975 | |
| Unemployment | 623 (7%) | | 418 (4.2%) | |
| Jobseeker | | 378 | | 460 |

Analysing population and unemployment change suggests with population growth, job outcomes have improved. This could be due to increase, or good portion of population increase, being outside the unemployed cohort (e.g., children, students, retirees). It could also be due to more people gaining employment as a percentage of the population.

The ABS counts people as employed if they work at least 1 hour per week. Working 1 hour per week means you are employed, but it also constitutes ability and good reason to be on jobseeker. 2016 – 2021 including the pandemic also saw other complicating factors⁵.

Jobseeker of March 2020 to December 2023 are a different timeframe to 2016 and 2021 population and unemployment data. In the absence of jobseeker data for 2016 – 2021, unemployment decreasing but jobseeker increasing ‘could’ be explained as follows.

The real number of people unemployed in 2016 was 623 – in 2021 it was 418. The population increased over that time by 1,146 (not necessarily all working capable). This could mean that simply, the increase in working age population came with jobs already and that 205 more people gained employment that were not previously employed (NB this does not mean they all work full time). It also would suggest that the % of the unemployed and possibly already employed population started working casual or part-time but also needed to supplement that income with jobseeker.

5

aph.gov.au/About_Parliament/Parliamentary_departments/Parliamentary_Library/pubs/rp/rp2122/TrendsCasualEmployment

Business and Tourism

In 2022, based on research and consultation Council adopted a Tourism and Economic Development Strategy 2022 – 2025⁶ (TEDS). TEDS proposes a range of actions across:

- town centres and main streets
- business support and growth
- food and primary industries
- coastal experiences
- marketing and branding.

Key entities to work with on these actions include:

- RDA Barossa
- Northern Adelaide Plains Food Cluster
- Adelaide Plains Business Group
- Clare Valley Tourism
- National Parks and Wildlife Service.

Agribusiness and related sectors are a foundational strength of Adelaide Plains, with town centres playing an important role. Both need ongoing targeted support.

The now adopted TEDS acknowledges opportunities to grow Adelaide Plains tourism role, be it in coastal experiences, or adventure, food, agribusiness or culturally based.

TEDS is progressively being implemented. An update report was considered by Council in December 2023⁷.

Macro-Economic Trends

Adelaide Plains is impacted by trends involving inflation, employment, grain meat exports, migration, and net zero climate change.

1. Inflation has dropped significantly over the past year to 3.4% closer to the 2 – 3% the Reserve Bank expects (2-3%) and in line with the US. Australia has experienced 8% inflation last year and wage growth of 4%. This has hit average and below average incomes hardest. Discretionary spending is now almost absent. We are in growth mode of the economy but it is very low, and it is expected to take a long time for the wages to increase, such that discretionary income is available once again.
2. Employment is at its lowest point in decades. However, one hour per week is all that is required to be taken off the unemployed figures. More people seem to be working part-time/casual and still not earning enough to be taken off of social welfare support payments. This is exacerbated by the increase in the cost of living and more people will

⁶ apc.sa.gov.au/our-council/council-documents/councilplans

⁷ apc.sa.gov.au/our-council/meetings-of-council/council

want more hours. The challenge here is that, with the decrease in spending, less businesses will be able to afford to pay for more hours.

3. Exports of grains have seen three consecutive years of good volumes, quality and prices. Whilst the quality is under question and the volume is down, China coming back online as an importer as well as the Russia/Ukraine war still playing out, there is increased demand for our grains and pulses and hampered supply. Red meat exports are also starting to move in China again for SA with Thomas Foods signing a deal worth up to \$60m annually – US Japan and Korea rounding out the top 4 markets. Whilst China-Australia relations are thawing and exports are starting to move again – Australia will be shy about this improvement given how quickly that market closed last time and the fact that certain industries are still feeling those impacts.
4. Inbound migration was big in 2023 and exacerbated housing supply and prices to a degree. This is expected to slow considerably in 2024 but there will still be a net increase to population and housing will continue to be a challenge.
5. Net Zero & climate change is big and going to get bigger – Climate anomalies are accepted as taking place. The impacts are costly and action on the ground is still lagging. However, net zero for businesses will become more of an issue to tackle. We can expect to see impacts starting to be felt by SMEs (Small Medium Enterprises) due to the larger players seeking to meet their net zero commitments. For example, for Coles and Woolworths to be able to claim to be net zero, they will need to commit their product (and service) suppliers to achieve the same – and as SMEs supplying Coles and Woolworths will need to be net zero accredited, they will demand the same of their suppliers and so on it goes. This ripple effect will be felt by all businesses in time and it is coming quickly. This will mean a change to infrastructure, equipment, suppliers, etc and will likely result in at least a temporary increase to some costs – not something businesses or consumers want right now, but it will happen.

Cultural Heritage

Adelaide Plains forms part of Kurna Country. European settlement commenced as part of the European settlement of South Australia from 1836. In 1983, a Heritage Survey of the Lower North included the coastal settlements⁸. For South Australia, Taa Wika⁹ is the Aboriginal heritage cultural database and 11 structures associated with European settlement are heritage listed¹⁰. Further heritage work by Council is underway.

⁸ environment.sa.gov.au/topics/heritage/sa-heritage-register/heritage-surveys

⁹ taawika.sa.gov.au/public/home

¹⁰ taawika.sa.gov.au/public/home

Community Facilities and Services

As population grows, further planning and advocacy about community facilities and services is important.

These are provided by community groups, council, and various government agencies. Council's Growth Background Paper¹¹ provides preliminary analysis.

SOCIAL INFRASTRUCTURE

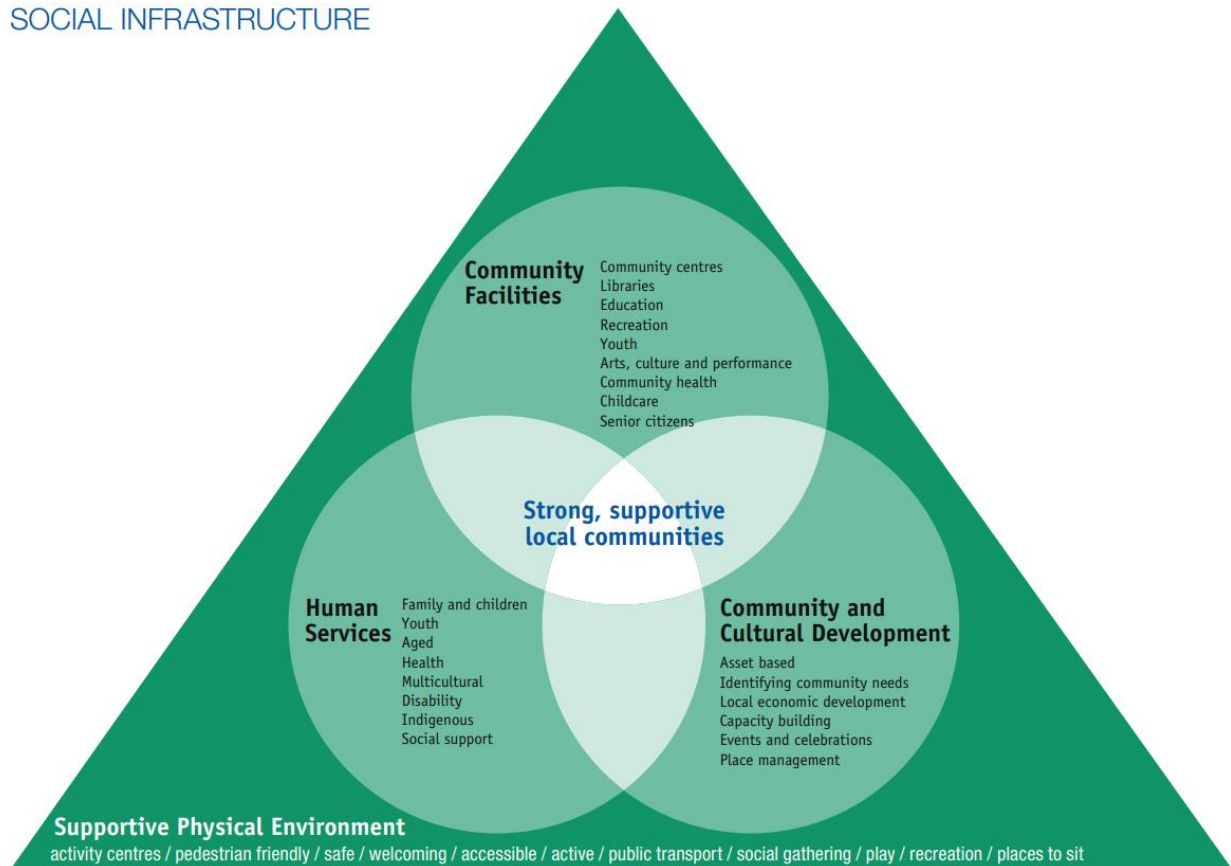


Figure 5 Social infrastructure includes community facilities, human services, and community and cultural development.

Council's Growth Strategy and Action Plan (GSAP) envisages a three town service model with a range of services – including community - reasonably convenient and accessible.

The GSAP has the following actions

- 'Council Service Hubs - Provide suitable multi-use facilities for Council services that serves the Council area as a whole.'
- 'Two Wells Community/Civic Hub - investigate needs and contemporary Council multi-use options (business, community, cultural) to inform master planning for multi-use facilities. Consider existing facilities including community centre.'

¹¹ apc.sa.gov.au/council-services/development/strategicprojects

Council Community and Civic Hub Investigations

In light of population growth, Council is investigating establishing a new community and civic hub¹².

The vision is to create a community and civic hub which provides for the growing needs of the community in an open, welcoming and sustainable facility. It is envisaged the facility will have adaptable and flexible spaces, while improving the efficiency, effectiveness and functionality of Council's community, administrative and civic operations through building design and service delivery.

A possible future Community and Civic Hub must:

- Optimise community and staff outcomes
- Improve and expand community facilities and services
- Provide seamless customer service
- Seek best practice building and environmental outcomes
- Optimise floor space usage and maximise efficiency
- Provide future-proof flexible/adaptable/shared spaces
- Free up existing Council sites and repurpose where possible



Figure 6 Two Wells Office and Library site was endorsed in February as the preferred location to develop a future Community and Civic Hub.

In 2022, investigations¹³ identified a critical need to improve the efficiency, functionality, and space availability of Council's community and civic facilities. A key recommendation was to undertake a 'Community and Civic Hub Investigation' to establish a project vision, guiding principles, scope and plan for our future facilities. This was completed in mid-2023¹⁴. The investigation also looked at locations, potential costs, risks, project governance and a service delivery model.

Following further investigations and evaluation of floor space and location assessments¹⁵, the Two Wells Office and Library site was endorsed at the 26 February 2024 Council meeting as the preferred location to develop a future Community and Civic Hub.

Further advancement has been paused to revisit in 2025 following preparation of the Strategic Plan 2025-2028 and other related projects.

¹² apc.sa.gov.au/our-council/major-projects/community-and-civic-hub

¹³ apc.sa.gov.au/_data/assets/pdf_file/0026/1324187/Accommodation-and-Service-Review-Discussion-Paper-Holmes-Dyer-27-June-2022.pdf

¹⁴ apc.sa.gov.au/_data/assets/pdf_file/0033/1456872/Community-and-Civic-Hub-Investigation-Phase-1-Report-July-2023.PDF

¹⁵ apc.sa.gov.au/_data/assets/pdf_file/0032/1556618/Community-and-Civic-Hub-Investigation-Phase-2-Report-with-appendices-January-2024-Holmes-Dyer-Adelaide-Plains-Council-D24-5242.pdf

Parks and Recreation

Research and investigations in 2016 lead to an adopted Open Space Strategy¹⁶. Since then, various improvements at Mallala and Dublin Ovals have been progressed, and master planning at Two Wells Oval and Hart Reserve is underway

These coastal areas are important for conservation and environmental reasons, in particular associated with local and migratory birds.

Residents and visitors enjoy activities such as bird watching, crabbing, fishing, walking, and horse riding. For residents and visitors, these are special areas to be experienced carefully.

Adelaide International Bird Sanctuary National Park - Winaityinaityi Pangkara (AIBSNP-WP)¹⁷ is under co-management with the Kaurna Nation. A 2016 management strategy guides decision making about the parks future. As shorebird conservation is the Park's primary purpose, careful visitor planning is needed. .



Figure 7 Coastal settlements are sited within a nationally important wetland and are encompassed by the Adelaide International Bird Sanctuary National Park (Winaityinaityi Pangkara).

¹⁶ apc.sa.gov.au/council-services/development/strategicprojects

¹⁷ [Adelaide... - National Parks and Wildlife Service South Australia](#)

Blue Carbon Coastal Restoration

In 2022, The Nature Conservancy Australia (TNC) announced land in the AIBSNP-WP is to be among the first blue carbon coastal wetland restoration projects registered in Australia. Delivered in partnership between TNC and the South Australian Government, this is a milestone blue carbon project that aims to restore and enhance 12,500 hectares of mangrove and saltmarsh habitats.

Blue carbon is carbon captured and sequestered by coastal wetlands (mangroves, saltmarshes and seagrasses). This carbon can remain in the sediment for thousands of years, making it one of the longest-term natural solutions to climate change. This project, which has been supported by the Australian Government, is an example of outcomes sought in the State Government's Blue Carbon Strategy¹⁸.

The full list of project partners is Kaurana, Department for Environment and Water, Adelaide Plains Council, Flinders University, The University of Adelaide, Birds SA, Birdlife Australia, and the Northern and Yorke Landscape Board.

Utilities and Infrastructure

Both Council's Tourism and Economic Development and Growth Strategies acknowledge significant infrastructure barriers to investment, be it for business or living purposes. Key barriers include particular utilities such as potable water, recycled water and energy.

The Greater Adelaide Regional Plan Discussion Paper¹⁹ flags that in peri-urban locations like Adelaide Plains, funding infrastructure is more costly when compared to metropolitan Adelaide.

¹⁸ environment.sa.gov.au/topics/climate-change/government-action-on-climate-change/climate-change-blue-carbon-strategy

¹⁹ plan.sa.gov.au/regional-planning-program/how-to-get-involved

INFRASTRUCTURE CHALLENGES

2024

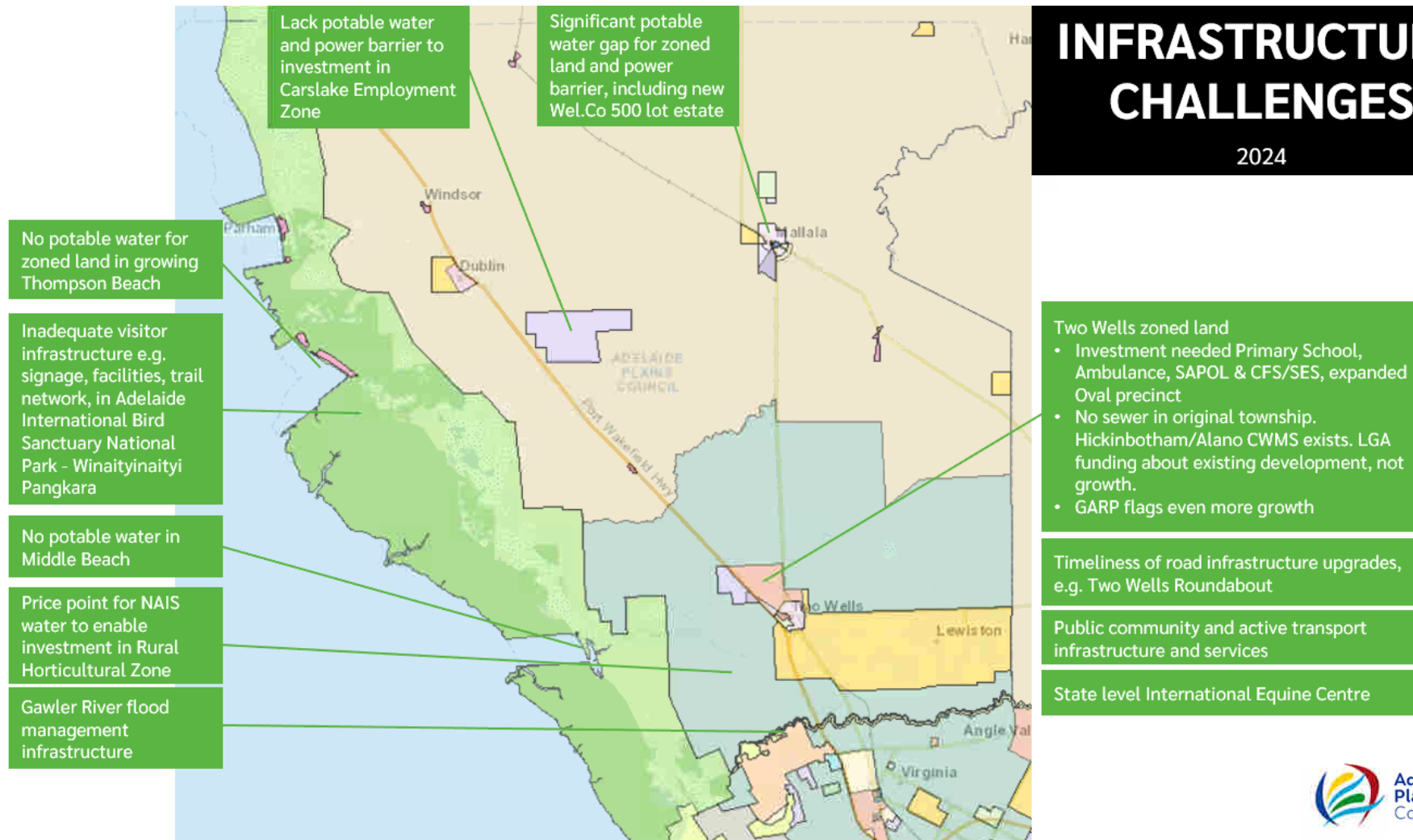


Figure 8 Infrastructure Challenges exist across Adelaide Plains

Transport

| Residential location of local workers by LGA | | export | reset |
|--|--------|------------|-------|
| Adelaide Plains Council | | 2021 | |
| LGA | Number | Percentage | |
| Adelaide Plains | 1,024 | 41.3 | |
| Salisbury | 432 | 17.4 | |
| Playford | 375 | 15.1 | |
| Port Adelaide Enfield | 117 | 4.7 | |
| Gawler | 91 | 3.7 | |
| Light | 81 | 3.3 | |
| Wakefield | 75 | 3.0 | |
| Tea Tree Gully | 52 | 2.1 | |
| Charles Sturt | 49 | 2.0 | |
| Barossa | 36 | 1.5 | |
| West Torrens | 20 | 0.8 | |
| Mildura | 13 | 0.5 | |
| Marion | 11 | 0.4 | |
| Onkaparinga | 11 | 0.4 | |
| Campbelltown (SA) | 10 | 0.4 | |
| Prospect | 10 | 0.4 | |

Source: Australian Bureau of Statistics, [Census of Population and Housing 2021](#). Compiled and presented in profile.id by [.id](#) (informed decisions).
Please refer to specific data notes for more information
Excludes residential locations with fewer than 10 people.

Figure 9 Residential Location of Local Workers

Of the 2,480 people who work in Adelaide Plains, 1,024 or 41.3% also lived in the area. This is less than the 62.6% of Barossa residents who also work in the Barossa.

Of workers who come to Adelaide Plains to work, high numbers – almost 800 – travel from Salisbury and Playford.

Where Residents Work

Employment location of resident workers by LGA

export  reset 


| Adelaide Plains Council | | 2021 | |
|--------------------------------|--|--------|------|
| LGA | | Number | % |
| Adelaide Plains | | 1,024 | 21.2 |
| Salisbury | | 709 | 14.7 |
| Playford | | 663 | 13.7 |
| Port Adelaide Enfield | | 622 | 12.9 |
| No usual address (SA) | | 328 | 6.8 |
| Adelaide | | 245 | 5.1 |
| Gawler | | 242 | 5.0 |
| Charles Sturt | | 172 | 3.6 |
| Light | | 128 | 2.6 |
| West Torrens | | 127 | 2.6 |
| Tea Tree Gully | | 100 | 2.1 |
| Wakefield | | 92 | 1.9 |
| Barossa | | 82 | 1.7 |
| Norwood Payneham and St Peters | | 42 | 0.9 |
| Unincorporated SA | | 34 | 0.7 |
| Unley | | 24 | 0.5 |
| Marion | | 23 | 0.5 |
| Burnside | | 22 | 0.5 |
| Roxby Downs | | 17 | 0.4 |
| Prospect | | 16 | 0.3 |

Figure 10 Employment Location of Resident Workers

Of resident workers who leave Adelaide Plains to work, high numbers – almost 1800 – travel to Salisbury, Playford and Port Adelaide Enfield.

How Residents Travel to Work

Method of travel to work, 2021

export 

Total employed persons

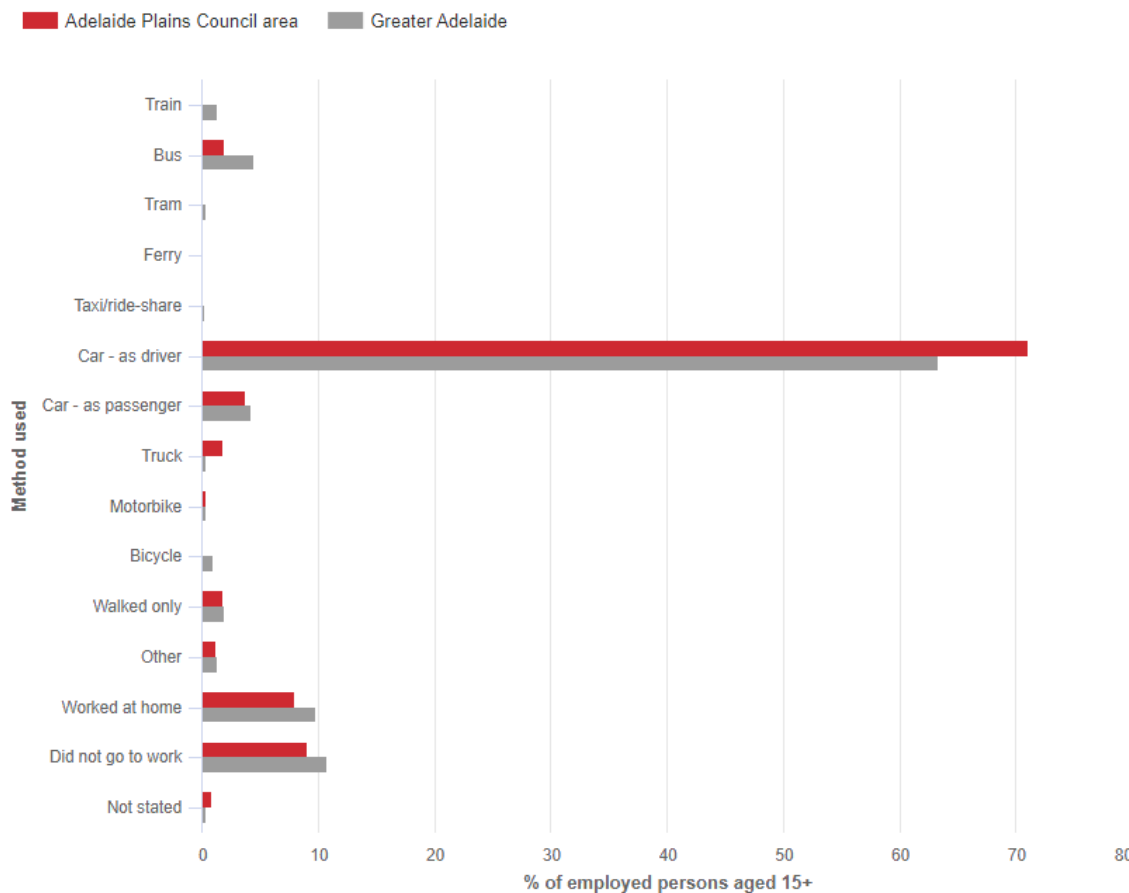


Figure 11 Method of Travel to Work

On Census Day 2021 in Adelaide Plains:

- 74.8% of people travelled to work in a private car (a higher rate when compared to 69.1% for Greater Adelaide, and only slightly higher than 73.5% in Barossa)
- 2.0% took public transport (a lesser rate when compared to 6.4% for Greater Adelaide, and greater than the 0.8% in Barossa)
- 1.9% rode a bike or walked (a lesser rate when compared to 2.9% for Greater Adelaide, and 3.1% in Barossa)
- 7.9% worked at home (a lesser rate when compared to 9.8% for Greater Adelaide, and 9.7% in Barossa)

Car Ownership of Residents

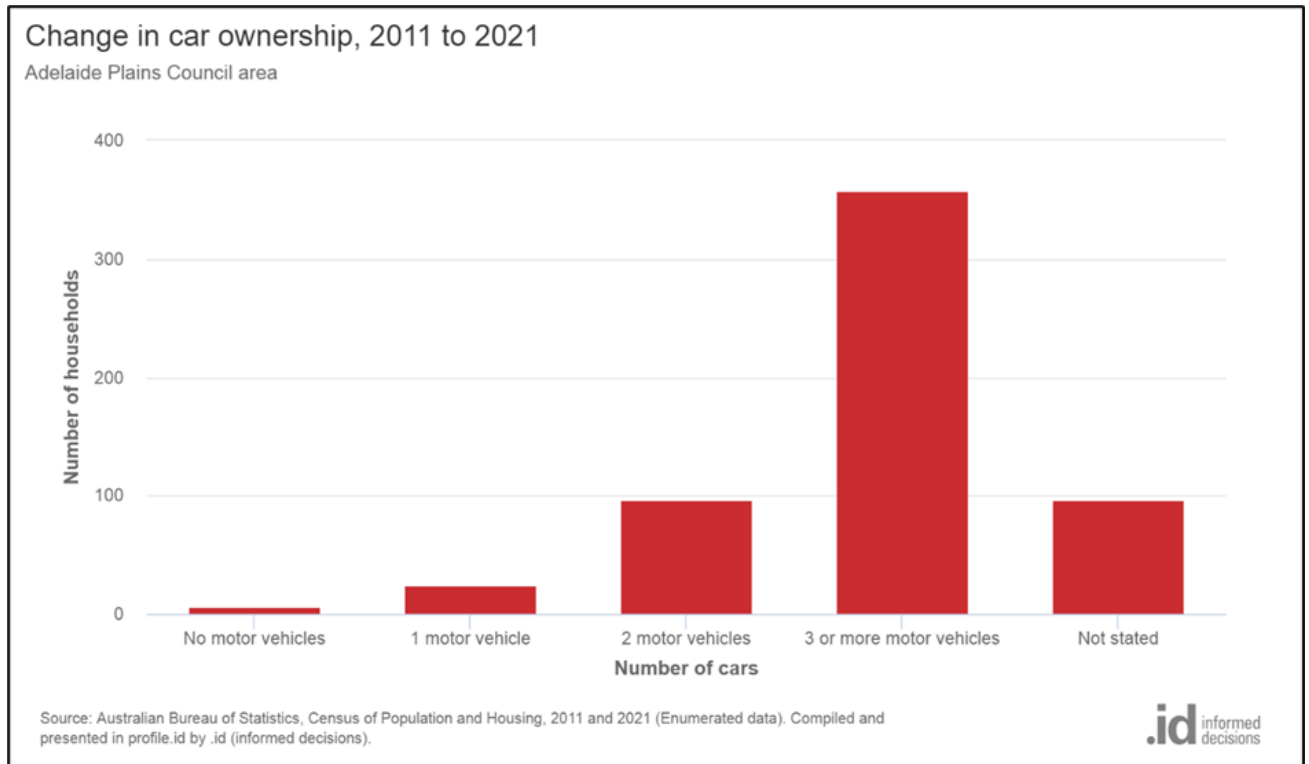


Figure 12 Car Ownership

Since 2011, Adelaide Plains increase in households has been accompanied by almost 350 more households with 3 or more cars, and 100 with 2 or more cars. Of resident workers who leave Adelaide Plains to work, high numbers – almost 1800 – travel to Salisbury, Playford and Port Adelaide Enfield.

Community and Public Transport

The Mid North Community Passenger Network²⁰ is a not-for-profit community organisation providing a transport service to the residents and communities encompassing the local government areas of Clare & Gilbert Valleys, Adelaide Plains, Goyder and Wakefield Regional and covers an area approximately 12,282 square kms.

Community Cars are located in each council and are available to assist transport disadvantaged residents to attend medical & health appointments locally or in metropolitan areas.

| Community Car Use | | | | |
|-------------------|---------------------------------|-----|----------------------|------------|
| Year | Population (Estimated Resident) | Use | Trips/1000 Residents | Trips/Week |
| 2011 | 8343 | 9 | | - |
| 2012 | | 5 | | - |
| 2013 | | 40 | | 0.8 |
| 2014 | | 81 | | 1.6 |
| 2015 | | 201 | | 3.9 |
| 2016 | 8912 | 185 | 20.8 | 3.6 |
| 2017 | | 86 | | 1.6 |
| 2018 | | 209 | | 4 |
| 2019 | | 239 | | 4.6 |
| 2020 | | 176 | | 3.4 |
| 2021 | 9,975 | 145 | 14.2 | 2.8 |
| 2022 | 10,456 | 105 | 10.5 | 2 |
| 2023 | | | | |

| | Use 2023 | | | | | | Pop'n | Long Term Health Condition | Sq Km | Person/Sq Km | No car households |
|-----------------|----------|-----|-----|-----|-----|-----|-------|----------------------------|-------|--------------|-------------------|
| | Jan | Feb | Mar | Apr | May | Jun | | | | | |
| Goyder | 31 | 47 | 51 | 75 | 74 | 64 | 4,060 | 1869 | 2,593 | 1.6 | 50 |
| Clare/Gilbert | 23 | 23 | 31 | 44 | 83 | 48 | 9,187 | 3,863 | 1,892 | 4.8 | 131 |
| Wakefield | 19 | 80 | 94 | 21 | 26 | 26 | 6,780 | 2,964 | 1,339 | 5 | 114 |
| Adelaide Plains | 7 | 12 | 12 | 5 | 7 | 9 | 9,835 | 3,971 | 933 | 10.5 | 73 |

²⁰ passengernetwork.com.au/

Transport Goals

As part of the 2024 consultation on the Adelaide North Transport Study by the Department of Infrastructure and Transport (DIT), Council²¹ provided the following comments:

- (a) Supported the investigations and engagement to plan ahead for transport needs associated with envisaged population, business and agribusiness growth in Adelaide's north.
- (b) Requests DIT to:
 - a. give priority to improving community transport and establishing public transport services to the rapidly growing Two Wells and Lewiston areas.
 - b. consider the role of the train line long term for public transport in the northern region and for increasing freight movement from business growth within Adelaide Plains.
 - c. improve safety within Two Wells on Gawler and Mallala Roads, drawing on the Two Wells Township Traffic Impact Assessment Report January 2023 by BE Engineering Solutions and the Two Wells Walking Cycling Plan.
 - d. investigate improving bypass options from Redbanks Road to Port Wakefield Highway reducing impact of trucks within increasing residential living of Two Wells and Mallala whilst improving freight connectivity, as Attached.
 - e. plan for a network of quiet country roads enabling walking, cycling, and horse-riding connections across Adelaide Plains and connecting to the wider region
 - f. review studies and strategies relevant to transport.

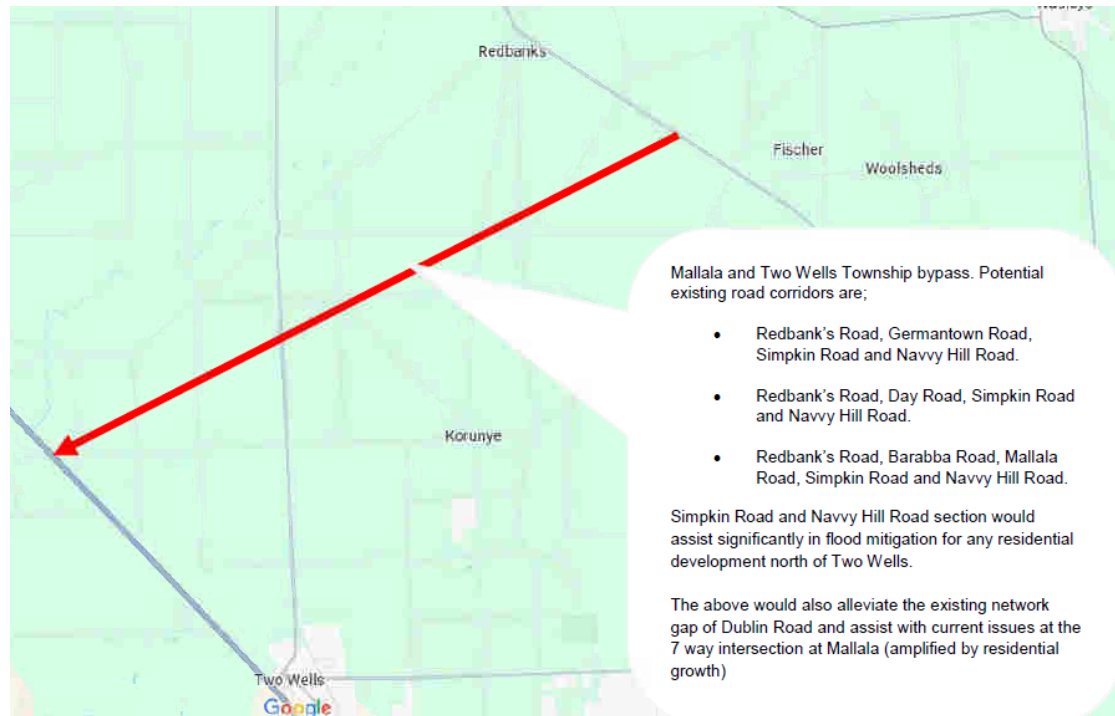
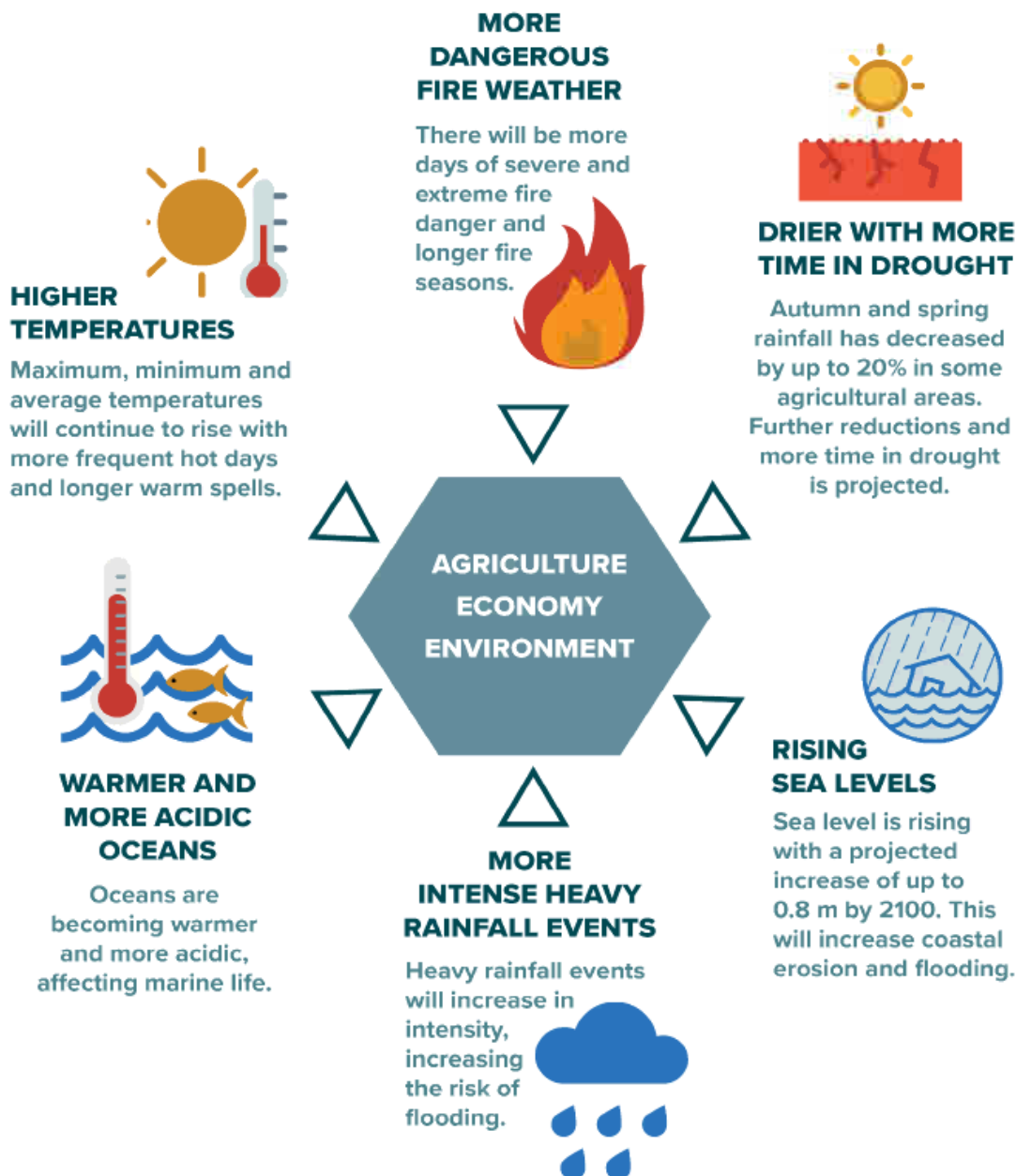


Figure 13 Redbanks Port Wakefield Connector

²¹ 26 February 2024 Meeting apc.sa.gov.au/our-council/meetings-of-council/council

Climate Trends and Hazards

The changing climate presents a number of challenges. The Northern and Yorke Landscape Board, which Adelaide Plains is part of, is committed to working with the Adelaide Plains community to respond by supporting strategies for adapting to the changes, mitigating the impacts and increasing regional resilience. Higher temperatures, more dangerous fire weather, drier times, warmer oceans, and more intense rainfall are anticipated longer term²².



Source: South Australian Government Climate Change Action Plan 2021-2025

²² Sourced from landscape.sa.gov.au/ny/about-us/our-regions-plan

Working with communities and Council, the Northern and Yorke Landscape Board works on biodiversity, water management, sustainable agriculture and pet plant and animal control.

Gawler River Flood Hazard

Work to address the flood hazard of Gawler River continues.

The Department of Environment and Water has advanced their body of work on the Gawler River Business Case; an initiative that seeks to provide options for flood mitigation within the Gawler River catchment.

Should the option to raise the Bruce Eastick Dam be adopted, this is likely to cost in the vicinity of \$190 million which is a cost that would need to be borne by all three tiers of government. Adelaide Plains Council's share of this cost is currently unknown and could equate to a significant amount of money

Advocacy and lobbying of the other tiers of government is needed to ensure a more equitable sharing of costs when factoring in ability to pay of constituent councils of the Gawler River Flood Management Authority.

Proactive Leadership

As a well-established country region, a variety of local groups and government based entities are active.

ATTACHMENT – Review of 2020 – 2024 Strategic Plan

Review of 2020-2024 Strategic Plan

February 2024



Contents

| | |
|---|----|
| About | 33 |
| Observations | 34 |
| Enviably Lifestyle | 35 |
| Emerging Economy | 40 |
| Remarkable Landscapes | 45 |
| Proactive Leadership | 50 |
| Review and Monitor | 55 |
| Attachment – Proposed Vision? | 56 |
| Attachment – Proposed Strategic Planning Framework? | 57 |
| Attachment – Proposed More Structured Strategic Plan? Examples from Elsewhere | 58 |

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

About

This document is a review of what has been achieved during the time of Council’s 2020 – 2024 Strategic Plan.

The key deliverable items in the 2020 – 2024 Strategic Plan are projects, measures and indicators. Under each theme, this document includes projects, measures and indicators, outlines progress over 2020 – 2024, whether it is a Priority/Ongoing/Complete, and makes a Comment for 2025 – 2028.

Note: For ease of reference, **Projects/Measures/Indicators are shown in green text**, **with the review text in blue boxes**. Context information from the 2020 – 2024 Strategic Plan is included in black text.

Below is an example:

| Project | 2024 Review | | |
|---|--|-----------------------------------|-------------------------|
| | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Review of Council's Long Term Asset Management Plan | Strategic Asset Management Plan adopted by Council 25 October 2021 | O | O |



Figure 14 2020 - 2024 Strategic Plan

Observations

1. Noting the last four years involved the Covid pandemic, intended projects have been completed, and measures/indicators are overall tracking positively.
2. More detailed observations are:
 1. Now having adopted Plans such as Regional Public Health, Tourism and Economic Development, Growth and Equine, Dog and Cat Management, the more detailed actions flagged in each are to be progressed.
 2. Fostering housing diversity remains a challenge
 3. Slightly reduced satisfaction with Ovals and Library reinforces importance of oval master planning and community facilities planning
 4. Working on transport across all modes remains important as business and residents grow
 5. Need to consider what measures are best about tourism and economic growth and to continue working closely with the business sector
 6. Decreased waste services satisfaction remains important to work on, as does the Gawler River business case, heritage protection, and water capture/reuse
 7. Council working with community and partners remains central, underscoring the importance of fostering a culture within Adelaide Plains and Council itself of 'Proactive Leadership'. Related for Council is ongoing sound governance, prudential long term financial planning and seeking grant funding related to strategic priorities.
3. From review of other council plans and staff discussion, areas to refine in the Strategic Plan are:
 1. Refine the 'vision' from seven paragraphs to 1 - 2 lines that are easier to remember. A proposed vision words form an Attachment
 2. Use a more structured approach to 'outcomes, strategies, priority actions, targets, measures'. This includes some 10 year framing for the 4 year priorities, as well as having several strategic level targets which are served by tracking operational measures. Examples of more structured plans from elsewhere form an Attachment
 3. Involve staff so their roles in operationalizing are better understood, be it agenda reports, annual business plan proposals
 4. Simplify context and consultation input, with detail in Background Paper
 5. Context and projects updating needed. Context e.g. ABS, resident survey. Progress on known projects, e.g. Community Civic Hub, 8HA town centre,
 6. Current Strategic Plan themes appear sound - emerging economy, enviable lifestyle, remarkable landscape and proactive leadership.
4. A refined strategic planning framework would assist with staff and council understanding how all the different plans fit together. A proposed strategic planning framework forms an Attachment.

Enviably Lifestyle

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Arrest the departure of younger population through affordable housing, access to diverse employment opportunities, regional university pathways and retail/recreation. Support retention of older community members through compact living with ease of access to improved retail and services in townships. Add to the vibrancy of towns through events, volunteering opportunities and community initiative funds or service support.

Strategies

1. Manage growth to sustain and activate our townships;
2. Provide, support and acquire facilities, assets, services and programs that build community capacity, health and connection; and
3. Advocate for increased health, education, aged care and youth services, welfare and emergency facilities and services.

Key Council Services that Contribute to Our Community's Enviably Lifestyle

- Public health and regulatory services
- Libraries
- Community development
- Social planning
- Playgrounds
- Community infrastructure planning (Footpaths, cycle paths, horse trails, walking trails, open space, community facilities and other sporting facilities)
- Arts and cultural activities
- Festival and event planning and facilitation
- Aged care facilitation
- Crime prevention through environmental design
- Community leadership and advocacy
- Dog and cat management
- Traffic management

Planned or Legislated Projects

| | 2024 Review | | |
|---|----------------------|-----------------------------------|--|
| Project | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Review the existing Regional Public Health Plan to reflect the public health priorities of a changing Adelaide Plains community | New Plan adopted | O | Progress Lighthouse Project priorities – community transport, mental health – suicide prevention and community participation. Committees formed with staff from the four councils. |
| Review and update Council's Animal Management Plan | New Plan adopted | C | Progress Dog and Cat Management projects |
| Implement Drought Funding Projects | Completed | C | - |

2024 Review

In preparing the 2025 – 2028 Plan, **consider the following Projects** within Enviably lifestyle:

- Progress investigations and engagement about a **new Civic Community Hub**
- Prepare a **plan for community infrastructure** and advocate to relevant social service providers
- Prepare a **housing plan** to foster increased housing diversity including aged care
- Prepare an **updated Open Space Strategy** and Community Land Management Plan
- Complete the **Two Wells Recreation and Sport Precinct Master Plan** and progress implementing
- Prepare a **transport network plan** acknowledging growing townships, agribusiness and freight needs, regional active transport considerations, and the need for a coordinated approach with DIT
- Implement the **Two Wells Walking Cycling Plan** and create a **Mallala Walking Cycling Plan**
- Complete **settlement plans for coastal settlements and commence plans for rural settlement**

Relevant Legislation

South Australian Public Health Act 2011

Dog and Cat Management Act 1995

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards creating an enviable lifestyle.

| | 2024 Review | | |
|--|--|-----------------------------------|--|
| Indicator | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Annual estimated residential population and change in population per annum | Estimated residents grew from 8,912 in 2016 to 10,456 in 2022, an increase of 257 residents/annum | O | O |
| Number of new dwellings per annum and change in total dwellings per annum | Number of dwellings grew from 3,617 in 2016 to 3,995 in 2021, an increase of 75 dwellings/annum | O | O |
| Housing diversity | From 2016 – 2021: <ul style="list-style-type: none"> • separate houses grew by 394 • Medium density grew by 10 • Caravans, cabin, houseboat grew by 9 • Other reduced by 22 | P | Fostering increasing housing choice, be it small lot, aged, specialised disability, remains important. |
| Community Survey satisfaction with Council's community services and facilities | 2022 Community survey show improved satisfaction with: <ul style="list-style-type: none"> • Parks/reserves/gardens 35% (29% 2018) • Community events 23% (17% 2018) • Community transport 11% (8% 2018) Reduced satisfaction with: <ul style="list-style-type: none"> • Ovals and sporting facilities 41% (43% in 2018) • Library 35% (39% • Playgrounds 34% (34% 2018). | PO | In context of ongoing residential growth, underscores value of progressing open space upgrades e.g. Two Wells Oval, Hart Reserve, as well as progressing improved community facilities, such as libraries. |

| Measure | Progress- 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
|---|--|-----------------------------------|---|
| Number of Council and community volunteers | <p>Due to COVID, volunteer programs were suspended in 2020. In 2022, 45 people volunteered with Council.</p> <p>In 2024, over 30 Council volunteers, working at:</p> <ul style="list-style-type: none"> • Mallala Museum • Justice of Peace at the Two Wells Library on a Saturday morning • Two Wells Community Nursery | O | Continue volunteer participation with Council |
| Total area of open space in hectares and change per annum | Eden and Liberty housing estates created new open space to serve the new dwellings | O | Question how valuable 'area' of open space is as a measure of wellbeing |
| Performance against Regional Public Health Plan measures | Project planning for the three lighthouse projects had commenced in 2023 | O | Projects commenced but that is all |
| Number and variety of community events held | <p>Post COVID, events resumed, with annual outdoor cinemas, Australia Day, the Mallala monument events, citizenship ceremonies, and community lead events such Christmas Parades in Mallala and Two Wells, twinkling, events in settlements such as Parham's annual sports event, and horse based events in Lewiston.</p> <p>Over 200 people attended the Australia Day Ceremony at the Mallala Football Club in 2023, Approx 3500 to 4000 joined in the festivities of the Two Wells Regional Action Team's first</p> | O | Ongoing fostering of events |

| | | | |
|--|---|--|--|
| | <p>Christmas Parade since COVID-19. 180 adults attended library events and 975 children participated in programs in 2023.</p> | | |
|--|---|--|--|

Who We Could Work With

Government

- SA Health
- Department for Planning Transport and Infrastructure
- Infrastructure SA
- Department for Education
- Better Regions Fund
- SAPOL
- Office for Recreation and Sport
- State Library
- **Public Libraries SA**

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Country Health SA
- Country Arts SA
- Legatus
- Neighbouring Councils

Community

- Community groups and volunteer organisations
- Gracewood, Eden and Liberty Developments
- Xavier College

How This Could Contribute to Broader Policy and Legislation

30 Year Plan for Greater Adelaide

Target 1 - Containing our Urban Footprint and Protecting our Resources

90% of all new housing in the Outer Greater Adelaide will be built in established townships and designated urban development areas by 2045.

Target 6 - Greater Housing Choice

Increase housing choice by 25% to meet changing household needs in Greater Adelaide by 2045.

Emerging Economy

Note: For ease of reference, Projects/Measures/Indicators are shown in green text, with the review text in blue boxes. Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Facilitate growth of the business sector through strategic advocacy, partnerships and service improvements that generate local procurement and employment opportunities, provide certainty for investment and enhance the appeal and visitor experience delivered by Council's key tourism strengths and opportunities.

Strategic Response

Partner with private and public investors to optimise infrastructure outcomes for growing townships and primary industries.

Strategies

- Support the growth of primary industries and the introduction of value-add employment generators;
- Facilitate greater access to local opportunities from public and private investment; and
- Reinforce Adelaide Plains Council as a place of choice for business, residents and visitors.

Key Council Services that Contribute to Our Emerging Economy

- Planning and development assessment
- Freight route planning
- Property management assistance
- Development and Community information service
- Tourism information and support
- Short stay accommodation planning and facilitation including camp grounds
- Business support
- Administration of Heavy vehicle applications
- Promotion of Adelaide Plains regions to potential investors
- Economic planning

Planned or Legislated Projects

| 2024 Review | | | |
|--|---|-----------------------------------|--|
| Project | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Tourism and Economic Development Strategy | Prepared and adopted early March 2022 | C | Implementing |
| Business Breakfasts | Good attendance at Breakfasts. None since August 2022 but will have another February 29 th 2024. 5/8/2022 – 43 19/11/2021 – 47 | O | Ongoing – progress TEDS themes via breakfasts |
| Transition to the Planning and Design Code | Orderly transition in March 2021 | C | - |
| Crown Land Negotiation Two Wells | 8HA land sold to Council in August 2022 | C | Progress working with the private sector to enable the town centre development |

2024 Review

In preparing the 2025 – 2028 Plan, **consider the following Projects** within Emerging Economy:

- Progress **actioning the Tourism and Economic Development Strategy**
- Progress working with the private sector to **enable the Two Wells town centre 8HA development**
- Prepare a **transport network plan** acknowledging growing townships, agribusiness and freight needs, active transport, and the need for a coordinated approach with DIT and ARTC

Relevant Legislation

- *South Australian Local Government Act 1999;*
- *Planning, Development and Infrastructure Act 2016*
- *Crown Land Management Act 2009*

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards supporting an emerging economy.

| 2024 Review | | | |
|---|--|-----------------------------------|--|
| Indicator | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Proportion of people who live and work in Adelaide Plains Council | From 2021 data – 2,480 people work in the Adelaide Plains Council area with 41.4% living in the area. No data available for 2016 | O | Seek better data |
| Local visitation and visitor expenditure trends | Data not readily available Only data we have is from the Clare Valley Tourism and that is heavily skewed to that region only. | P | Seek better data |
| Square metres of commercial floor space within townships | New businesses starting in Two Wells and Dublin has given us an increase in commercial floor space. | O | Seek better data |
| Gross Regional Product as a proportion of Gross State Product | GRP for RDA Barossa region grew from the Covid 2020 of \$3383M to \$3858M in 2022 No data for Adelaide Plains available. | O | Seek better data |
| Number of main street vacancies | There is the Medical Centre in Two Wells vacant, which is a major loss. Vacancies seem to be minimal. | O | Main street vacancy data needed. |
| Value and number of local procurement contracts | Council has engaged local contractors for 4 major contracts to the value of \$869,806.47. Various suppliers have identified they employ residents from Adelaide Plains | O | Officers can establish mechanisms to improve data captured on local spend. |

| Indicator | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
|--|---|-----------------------------------|--|
| Community Survey satisfaction with Council assets and infrastructure | 2022 Community survey show improved satisfaction with: <ul style="list-style-type: none"> • Footpaths 18% (17% 2018) Reduced satisfaction with: <ul style="list-style-type: none"> • Waste collection 29% (34% 2018) • Public lighting 23% (24% 2018) • Stormwater drainage 14% (15% 2018). | O | Waste services a priority |
| Community Survey satisfaction with business support services | 2022 Community survey showed 15% of businesses were satisfied, 30% neutral and 55% were not satisfied. | P | O |
| Attendance at business networking breakfasts; | Good attendance at Breakfasts. None since August 2022 but will have another February 29 th 2024. 5/8/2022 – 43 19/11/2021 – 47 | O | O |
| Number and variety of business support activities delivered | A range of activities provided by RDA Barossa and APC staff | O | O |
| LGA Road Manager Consent Performance as reported by the National Heavy Vehicle Regulator | Obligations satisfied about bigger than regular trucks | O | O |
| Freight route connectivity/progress of the Legatus Regional Transport Plan Road Deficiency Actions | Local Government Partnership Program in last three years progressed several freight routes as well as Middle Beach Road bituminising. | O | Ongoing actioning of the road deficiency plan. |

Who We Could Work With

Government

- Department for Planning Transport and Infrastructure
- Infrastructure SA
- Department for Innovation and Skills
- Department of Primary Industries and Regions
- Department for Trade and Investment
- South Australian Tourism Commission
- Department for Environment and Water
- National Heavy Vehicle Regulator

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Legatus
- Neighbouring Councils

Community

- Kurna Community
- Local businesses, tourism operators and primary industries
- Gracewood, Eden and Liberty Developments

Industry bodies (Eg. Mainstreet SA, Australian Road Transport Suppliers Association, fishery and agricultural peak bodies and Business SA)

How This Could Contribute to Broader Policy and Legislation

30 Year Plan for Greater Adelaide

Policy 57 Economy and Jobs Maintain and protect primary production and tourism assets in the Environment and Food Production Areas, while allowing for appropriate value-adding activities to increase investment opportunities

Policy 62 Manage the interface between townships and adjacent primary production activities and areas of nature protection

Policy 63 Provide for sustainable tourism development across Greater Adelaide by: Protecting, enhancing and promoting the qualities that attract tourism and are of value to the whole community;

Providing appropriate support infrastructure for tourism; and

Facilitating sustainably designed tourism accommodation in suitable locations.

Remarkable Landscapes

Note: For ease of reference, **Projects/Measures/Indicators are shown in green text, with the review text in blue boxes.** Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Advocate for Government investment in the Gawler and Light River Catchments and coastal townships, liaise with and support agencies responsible for adverse event mitigation and response, maintain a mix of waste management services and increase community education and lever volunteering opportunities and multiple State agency agendas to target the enhancement of coastal visitor experiences.

Strategies

1. Protect and enhance our coastal and riverine landscapes, native vegetation and heritage;
2. Mitigate the impacts of adverse natural events on the community;
3. Improve resource recovery and carbon and waste management.

Key Council Services that Contribute to Our Remarkable Landscapes

- Environmental management
- Cemeteries
- Wetland planning
- Local Museum and heritage support
- Coastal management and planning
- Stormwater recycling
- Landcare programs
- Community Wastewater Management Schemes
- Emergency management and support during floods and fire
- Stormwater drains and Flood protection/levees
- Rubbish collection, disposal and recycling
- Illegal dumping
- vandalism
- Community Land Management

Planned or Legislated Projects

| | 2024 Review | | |
|---|--|-----------------------------------|---|
| Project | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Advocacy for Government funding through the GRFMA | Council continued to advocate for a reasonable shared funding model | P O | Ongoing |
| Heritage Protection | Updated survey work completed and Code Amendment commenced. Further expert work needed | O | Further expert work and stages of Code Amendment, including consultation, needed. |

2024 Review

Add following Projects within Remarkable Landscapes for 25 - 29:

Relevant Legislation

- *South Australian Local Government Act 1999*
- *Heritage Places Act 1993*
- *Planning Development and Infrastructure Act 2016*

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards fostering remarkable landscapes.

| | 2024 Review | | |
|--|---|-----------------------------------|---|
| Indicator | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Proportion of residential waste diverted from landfill | 33% Driven by Council endorsed 21 – 26 Waste and Resource Recovery Strategy and Action Plan | PO | Aiming for 55% |
| Volume of water captured, treated and re-used | Annual water reuse from the Mallala CWMS is 20ML | PO | Opportunities to increase water capture, use and reuse remain a priority |
| Community Survey satisfaction with landscape management | Not measured in Community Survey 2022 | O | Landscape management remains important |
| Area of successful pest plant management | Work closely with Green Adelaide and Northern and Yorke Board | O | Pest plant management remains important |
| Area of successful pest animal management | “ | O | Pest animal management remains important |
| Number of stormwater treatment devices incorporated into township and residential development streetscapes | New estates stormwater devices at modern standards | O | Water use/reuse and flood hazard protection more important measures than number of treatment devices. |
| Number of trees planted | Each year 4500 seedlings have been planted in coastal areas. Two Wells Community Nursery propagated significant numbers of plants. Street | O | O |

| | | | |
|--|--|--|--|
| | trees also planted, with 289 planted in 2022/23. | | |
| Measure | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Inclusion of climate change and adverse events within Council's Asset Management Plans | Updated AMP included known works to address hazards, e.g. Two Wells levee. Recycled water used in a drought hazard environment. GRFMA flood study will look at hazard from different climate change event scenarios. | O | Update AMP as appropriate with regard to planning for different climate change event scenarios |
| Local Heritage Listing created | Survey work undertaken and an application to commence heritage listing processes lodged with the Minister for Planning. | O | Ongoing. |

Who We Could Work With

Government

- Department of Primary Industries and Regions
- South Australian Tourism Commission
- Country Fire Service
- National Parks and Wildlife South Australia (Adelaide International Bird Sanctuary – Winaityinaityi Pangkara)
- Department for Environment and Water

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Gawler River Flood Management Authority
- Nature Conservation Society of South Australia
- Northern and Yorke Landscape Board
- BirdLife Australia

Community

- Kurna Community
- Gracewood, Eden and Liberty Developments
- Land holders
- Volunteers and community groups

How This Could Contribute to Broader Policy and Legislation

Policy 35 - Encourage the innovative and sustainable reuse of heritage places and older building stock in a way that encourages activity and entices people to visit.

Policy 91 - Protect coastal features and biodiversity including: Habitats that are highly sensitive to the direct impacts of development

Important geological and/or natural features of scientific, educational or cultural importance

Landscapes of very high scenic value.

Policy 118 - Minimise risk to people, property and the environment from exposure to hazards (including bushfire, terrestrial and coastal flooding, erosion, dune drift and acid sulphate soils) by designing and planning for development in accordance with a risk hierarchy of: Avoidance

Adaptation

Protection.

Policy 119 - Improve the integration of disaster risk reduction and hazard avoidance policies and land use planning.

Policy 120 - Decrease the risk of loss of life and property from extreme bushfires through creating buffers in new growth areas that are in or adjacent to areas identified as high risk from bushfires.

Proactive Leadership

Note: For ease of reference, **Projects/Measures/Indicators are shown in green text, with the review text in blue boxes.** Context information from the 2020 – 2024 Strategic Plan is included in black text.



Strategic Response

Proactive engagement in new and existing regional partnerships, pursuit of funding and exploration of new revenue opportunities will create value for the region and rate payers. Early engagement in reform will support opportunities for continuous improvement. Setting a strategic financial agenda with regard to sustainability ratios will open up investment opportunities for the delivery of Council's strategic plan, and a continued emphasis on engagement and consultation will raise awareness, understanding and participation by an increasingly active community regarding Council's intent and progress.

Strategies

1. Actively seek funding and partnerships to deliver Council initiatives;
2. Actively engage with and inform our communities;
3. Strategic and sustainable financial management; and
4. Proactively engage in Local Government Reform and continuous improvement.

Key Council Services that Contribute to Our Proactive Leadership

- Records management
- Work Health and Safety and Risk Management
- Human Resource Management
- Management of Council's Governance Framework, including management of Council
- Code of Conduct and complaints and handling
- Council Member Support and Training (including the provision of advice and preparation and distribution of agendas and minutes)
- Preparation of Annual Report
- Local Government Elections (preparation and assistance);
- Delegations
- Development and maintenance of statutory and other Council Registers.
- Provision of internal and external customer service (including handling customer requests, receive and distribute information, receive and transfer calls and
- IT services and support
- Communication and Community Engagement – management of all Council communication platforms, distribution of Council publications including newsletters, public consultation notices and media releases
- Prepare annual business plan and budgets and carry out quarterly budget revisions
- Apply/assist in relation to Federal and State government grant applications
- Review and completion of grant acquittals
- Long Term Asset Management and Financial Planning

Planned or Legislated Projects

| | 2024 Review | | |
|---|--|-----------------------------------|---|
| Project | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Review of Council's Long Term Asset Management Plan | Strategic Asset Management Plan adopted by Council 25 October 2021 | O | O |
| Review of Council's Long Term Financial Plan | Long Term Financial Plan 2023-2032 adopted on 28 February 2022 | O | O |
| Implementation of Local Government Reform | <p><i>Statutes Amendment (Local Government Review) Act 2021</i> for commencement in stages to enable time for local government and relevant authorities to prepare. 10 stages have implemented between September 2021 and November 2023.</p> <p>One major change was the introduction of mandatory training and behavioural standards/management policy for Council Members.</p> | | <p>Anticipated reforms</p> <ul style="list-style-type: none"> Local Government Participation and Elections Review Community Engagement Reform |
| Representation Review | In 2020/2021 Council undertook a 'Representation Review'. The outcome, on 30 November 2021 was: Mayor retained, elected by community, 3 'wards' abolished and 9 'area councillors' introduced, all Council Members represent the whole Council area (elected by the community at Council-wide elections. | C | Next Review beyond 2029 (Reviews approximately every 8 years) |

Relevant Legislation

- *South Australian Local Government Act 1999*;
- *South Australian Local Government Grants Commission Act 1992*
- *Local Government (Boundary Adjustment) Amendment Act 2017*

How We Could Measure Progress

The following measures and indicators will allow Council to understand what progress is being made towards demonstrating proactive leadership.

| | 2024 Review | | |
|---|---|--|--|
| Indicator | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
| Successful grant applications | Numerous grants have been secured <ul style="list-style-type: none"> • Two Wells Levee \$2.05M • Freight Networks \$2.34M • Two Wells Powerlines Undergrounding \$2.4M • Two Wells Roundabout \$0.43M • Coats Rd/Middle Beach Shelter \$470k • Village Green Two Wells • Toilets Parham Campground and Two Wells Oval • Lewiston Reserve • Conservation grants (many coastal) • Library Program grants • Parham Campground \$100k • Better Breeder Program \$60k • State Bike Fund \$60k • Coastal Adaptation \$60k | O | Seeking grants is ongoing. One priority is likely to be seeking grant funding to implement the Two Wells Oval Precinct Master Plan. |
| Community satisfaction with Council communication | 2022 Community survey showed 23% satisfied (24% 2018) | O | |

| Measure | Progress 2020 - 2024 | P Priority, O ongoing, C complete | Comment for 2025 - 2028 |
|--|--|-----------------------------------|--|
| Community Survey satisfaction with customer service | 2022 Community survey showed 30% satisfied (30% 018) | O | |
| Compliance with all legislation governing Council business | Ongoing work ensured compliance, noting changing nature of obligations over time. | O | Ongoing |
| Customer service delivery meets documented service standards | Satisfied. The Community Requests, Complaints & Feedback Policy outlines APC's approach. | O | Ongoing |
| Asset Sustainability Ratio | On average, the Asset Sustainability Ratio has been 82% over these four years. | O | A suitable target is capital outlays on renewing/replacing assets are greater than 90% but less than 110% of the level proposed in the Infrastructure and Asset Management Plan. |
| Operating Surplus Ratio | On average, the Operating Surplus Ratio has been 1% over these four years. | O | A suitable target range on average over time is an operating surplus ratio of between 0 and 10% |
| Net Financial Liabilities Ratio. | On average, the Net Financial Liabilities ratio has been 50% over these four years. | O | A suitable target range on average over time is a net financial liabilities ratio between 0 and 100% of total operating income, but possibly higher in some circumstances. |

Who We Could Work With

Government

- Department for Planning Transport and Infrastructure (Office of Local Government)
- Local Government Association of South Australia

Regional Partners

- RDA - Barossa, Gawler, Light and Adelaide Plains
- Northern and Yorke Landscape Board
- Clare Valley and Yorke Peninsula Tourism Regions
- Neighbouring Councils
- Gawler River Flood Management Authority
- Legatus

Community

- Volunteers and community groups
- Community Passenger Network

How This Could Contribute to Broader Policy and Legislation

Local Government Act

Section 6 - Principal role of a council:

- (a) to act as a representative, informed and responsible decision-maker in the interests of its community
- (b) to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner
- (c) to encourage and develop initiatives within its community for improving the quality of life of the community
- (d) to represent the interests of its community to the wider community

Section 7—Functions of a council:

- (a) to plan at the local and regional level for the development and future requirements of its area
- (b) to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area (including general public services or facilities (including electricity, gas and water services, and waste collection, control or disposal services or facilities), health, welfare or community services or facilities, and cultural or recreational services or facilities)

Review and Monitor

How We Will Deliver and Monitor our Strategy

Framework Approach

The Strategic Plan is a high-level document that looks long into our Council's future. It contains an assessment of the current context for Adelaide Plains and summarises ideas obtained from community and stakeholder consultation.

From this we have identified strategies, potential partners, targeted measures and existing or planned activities under four key themes.

Each year Council can look at how it may deliver on the key themes and strategies of this strategic plan.

This could be through policies, projects, services, assets or advocacy and can be considered for funding as part of its Annual Business Plan and Budget process.

Progress can then be reported quarterly and annually through Council's program of quarterly and annual Reporting.

The Plan itself is required to undergo a minor and major reviews in alignment with Council terms.

Attachment – Proposed Vision?

Adelaide Plains is...

Productive: A leading supplier of primary produce to local, national and international markets.

Proximity to markets and natural growing conditions provide competitive advantages for primary producers on the Adelaide Plains that has seen our economy emerge as a key contributor to the region's prosperity.

Diverse: A more diverse community with access to a greater mix of local opportunities.

Increased employment, services and education attracts and retains a diverse community that chooses to live, learn and work in the region.

Location: A lifestyle location connected to the Barossa, Coast and Adelaide.

Adelaide Plains is a quiet community that offers residents time and space with convenient access to the benefits of Greater Adelaide, the coast and the Barossa region.

Welcoming: A proud, spirited and generous community.

This is a place that everyone belongs, where community connection and care is strong and someone is always available to help when a neighbour is in need.

Ambition: Advancing infrastructure and technology to foster a competitive local economy.

Modern practice, research and innovation, and efficient access to export centres and local markets builds an economic environment and reputation that rivals the State's major primary productions regions. With employment opportunities diversifying and new housing products in abundance, Adelaide Plains will become the place of choice for the Northern Adelaide Plains.

Leadership: A decisive and proactive Council.

Our Elected Members share a vision of prosperity founded on courage, robust deliberation, transparency and forward thinking and investing.

Attractive: A Place of choice for businesses, residents and visitors.

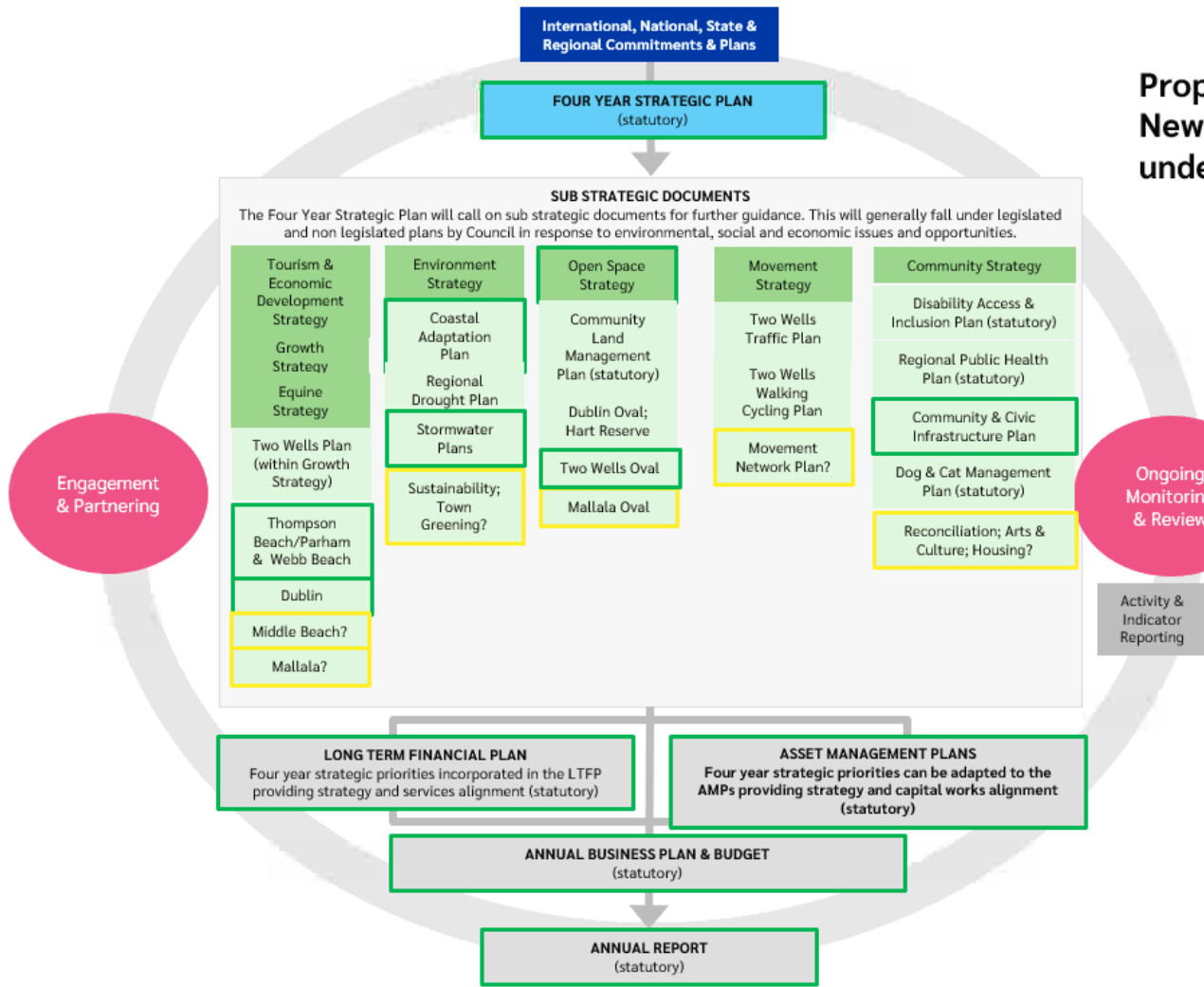
Our townships are inviting, well cared for, filled with character and provide a range of services, facilities and accommodation that caters for all people and our landscapes, events and infrastructure provide memorable experiences.

Vision 2024

Vision?

- 1 Adelaide Plains is a growing community with a great lifestyle, innovative economy, and valued environment.
- 2 Adelaide Plains is a welcoming community honouring our past, with an enviable lifestyle, diversified agricultural based economy, and remarkable landscapes.

Attachment – Proposed Strategic Planning Framework?



Proposed strategic planning framework - New is having action oriented 'plans' under 'strategies'

| Document | Definition |
|-------------------------------|--|
| 4 Year Strategic Plan | Priorities for Council over next four in a long term context. Covers whole of Adelaide Plains, is outward/community looking, and with multiple themes |
| Strategies | Relates primarily to one focus area (e.g. community) with a shorter time horizon. Articulates long term vision, broad policy direction, and objectives to achieve the vision |
| Plans | Are subordinate to a Strategy and captures the action projects and services over a rolling four year horizon |
| Annual Business Plan & Budget | Annual process that decides key projects, ongoing services, and resources, in consultation with the community |
| Asset Management Plans | Documents the relationship between Strategic Plan objectives and the asset objectives. |
| Long Term Financial Plan | Documents in financial terms proposed activities over the medium to long term to achieve objectives in strategic documents. |

- Planning underway in 2024
- Potential future planning?

Strategic Planning Framework



Attachment – Proposed More Structured Strategic Plan? Examples from Elsewhere

Background – Wakefield approach to themes, outcomes, strategies, priority actions, targets and measures. Note timeline and role articulation

OUR THEMES AND OBJECTIVES

Following our Wakefield 2030 community engagement process, a series of Council Member workshops was held to fine-tune the key themes and strategies.

There are three key themes or areas where we will focus attention to bring our vision to life. These are shown below, with a short description of what success will look like by 2030:

LIVEABLE COMMUNITIES

Wakefield is a great place to live, work and play. Our vibrant, attractive towns are full of energy and excitement, with places and spaces designed for people to pursue recreation, leisure and fun. Our communities are connected by social events, a sense of pride and belonging and quality infrastructure that serves them well.

THRIVING REGION

Wakefield is open for business. Our region's economic future is bright as existing businesses thrive and expand, while new businesses and industries put down local roots. Our population is growing as people recognise the affordable, quality lifestyle on offer, with new housing options enticing people to move to the area.

SUSTAINABLE FUTURE

Wakefield has a clean, green future. Strong partnerships between Council, the community and other agencies have been formed as we come together to manage our environment in the best possible way. We are seen as a region that respects its natural assets and seeks sustainable outcomes for the community.

The following pages set out these themes and show:

- Outcomes – the results we will see if we are successful.
- Strategies – the key approaches we will take.
- Priority actions – the more detailed activities to deliver the strategies.
- Targets – measurable milestones.
- Measures – methods we will use to determine if we have hit our targets.

Each year, the relevant targets from this plan will inform an Annual Community Plan, budget and operational plans, including specific annual performance targets. We will measure and regularly report progress against these plans.

| OUTCOMES | KEY STRATEGIES | PRIORITY ACTIONS | ROLE | TIME |
|--|--|--|-------------|------|
| SF1 - OUR LANDSCAPE AND ECOSYSTEMS ARE VALUED AND PROTECTED | SF 1.1 - Safeguard and sustainably manage the environment. | SF 1.1.1 - Establish partnerships with the Landscape Board and community groups to promote and protect important local ecosystems. | Facilitator | ● |
| | | SF 1.1.2 - Manage and maintain roadside vegetation to allow safe access for farming machinery while protecting remnant vegetation. | Asset owner | ● |
| SF2 - OUR RESOURCES ARE MANAGED SUSTAINABLY | SF 2.1 - Attract 'green' industries to the region. | SF 2.1.1 - Develop a prospectus that showcases the Wakefield region's potential to host renewable energy and waste recycling industries. | Leader | ● |
| | | SF 2.1.2 - Develop an incentives strategy that details what Council can offer to new green businesses. | Leader | ● |
| | | SF 2.1.3 - Support the development of a community-based renewable energy incentive program to deliver cheaper electricity for Wakefield residents. | Advocate | ● |
| SF3 - OUR REGION IS RECOGNISED AS A RESPONSIBLE ENVIRONMENTAL LEADER | SF 3.1 - Sustainably manage Council's water and waste operations. | SF 3.1.1 - Increase reuse of community wastewater treatment plant water to green more public spaces. | Asset owner | ● |
| | | SF 3.1.2 - Establish a program to reduce the community's waste to landfill. | Leader | ● |
| | SF 3.2 - Help the community prepare for, and adapt to, a changing climate. | SF 3.2.1 - Work with external agencies to develop a Climate Change Adaptation Plan for the region. | Facilitator | ● |
| | | SF 3.2.2 - Establish a program that supports community revegetation projects – on private and public land. | Leader | ● |
| | | SF 3.2.3 Support the implementation of an Electric Vehicle charging station network across the region. | Facilitator | ● |

SUSTAINABLE FUTURE (SF)

This theme captures community feedback about becoming more sustainable when it comes to waste, water reuse and energy, as well as a desire to protect, promote and enhance our natural treasures. It is about providing proactive and responsible environmental leadership by making decisions and investments that consider generations to come.

"A clean, green future."

Timeline: ● 1-3 years ● 4-6 years ● 7+ years ● Ongoing









MEASURING OUR SUCCESS

Council will review Wakefield 2030 and other strategic plans on an annual basis to ensure the plans remain relevant and all deliverables are on track.

As a strategic, guiding plan, Wakefield 2030 does not detail every step we will take to achieve our priority actions. The operational milestones we are aiming for are detailed in a supporting operational plan that will be regularly reviewed by Council, with progress reported to the community.

STRATEGIC TARGETS

The following strategic targets have been set to ensure the progress and delivery of Wakefield 2030 is carefully monitored and adjustments made as necessary to ensure we remain on track.

| | STRATEGIC TARGET | HOW WE WILL MEASURE | HOW OFTEN WE WILL MEASURE |
|--|---|-----------------------|---------------------------|
|  | The infrastructure gap on roads is reduced by a minimum of \$1.2 million/year to achieve a gap of less than \$5 million by 2030. | Council asset data | Annually |
|  | The volunteering rate for those aged 15 years and over has increased from 34.1% (2016 Census) to 37% by 2030. | Census | Every 5 years |
|  | Local jobs have increased from 3,060 (2018/19 figures) by a minimum of 1% (or 30 jobs) per year to achieve growth of 10% (300 new jobs) by 2030. | Economy.id | Annually |
|  | Local businesses have increased from 718 (2018/19 figures) by a minimum of 1% (or 7 businesses) per year to achieve growth of 10% (72 new businesses) by 2030. | Economy.id | Annually |
|  | Wakefield's population has grown from 6,838 (2019 figures) by a minimum of 1% (or 68 residents) per year to achieve growth of 10% (684 new residents) by 2030. | Census | Every 5 years |
|  | By 2030, the number and value of new development approvals has approximately doubled on the 10 years to 2019/20: -500 new homes valued at \$90 million -400 new industrial developments valued at \$140 million | Council planning data | Quarterly |

Annual Community Plan

Each year, our Annual Community Plan will include the relevant annual priority actions we will need to deliver to remain on target to achieve our vision.

Quarterly Milestone Reporting

Reports will be reviewed by Council each quarter to show how we are tracking against each of the milestones related to the priority actions.

Annual Reporting

Annual reports will be provided to Council and the community, including an assessment of progress towards each of the outcomes.

COUNCIL'S ROLE IN DELIVERING THE COMMUNITY PLAN

Councils are required by law to act as representative, informed and responsible decision-makers in the interest of its communities. We must do this in ways that are socially, environmentally and financially responsible and that improve the quality of life of our community.

Throughout our engagement with the community, Council has made it clear we cannot deliver the community's vision and plans on our own. Priority actions will include work undertaken by the community and local businesses, industries, sporting groups, town committees and other stakeholders.

Council will work hard to help deliver this plan and to serve the community over the coming 10 years in a number of ways:

- As leader – setting the direction through policy, strategies and plans;
- As partner and facilitator – bringing stakeholders together to deliver community actions;
- As planner – checking in regularly to ensure our actions are appropriate for the current and future requirements of the region;
- As regulator – ensuring the health, safety and legislative compliance of Council and our community as we deliver our actions;
- As advocate – representing the community and negotiating with key decision makers for improved outcomes for Wakefield;
- As owner/custodian - delivering sustainable assets on behalf of the community.

Wakefield 2030 is the community's strategic plan but Council must ensure it operates as an effective, customer-focused organisation to fulfil the roles outlined above and to deliver the plan.

The following four key strategies underpin the ways in which Council will deliver the vision and targets detailed in this plan:

1. Ongoing and regular community engagement, communication and reporting on our plans and projects to ensure we are a community-focused organisation, trusted to deliver on our promises;
2. Customer service, rating and efficiency reviews, sustainable asset plans and robust, responsible financial plans that make us an efficient organisation that delivers value for money services;
3. Leadership and good governance through responsible management of resources, transparent decision making and Council Members, employees and the community working as one;
4. A 'one team' approach to work health and safety and continuous improvement culture that ensures we are a safe, effective and efficient organisation.

Understanding Council's role in delivering priority actions is an important consideration as Council's level of involvement may impact on its resources (staff, equipment, funding etc).

Applying the below roles matrix against each of the priority actions in Wakefield 2030 provides clarity and direction in determining future plans, including budget and personnel provisions.

| BROAD ROLE | SPECIFIC ROLE | DESCRIPTION |
|------------|---------------|---|
| NO ROLE | Nil | Council chooses not to have a role in relation to a particular service or activity. |
| | Leader | The Council sets direction through policy, strategies and plans. |
| ENABLER | Advocate | The Council may advocate to another government or other organisation for certain things to happen; this could range from a single event (such as writing to a Minister) through to an ongoing campaign. |
| | Facilitator | A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area. |
| PROVIDER | Regulator | The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants) |
| | Part funder | The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it. |
| | Asset owner | As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc.), the Council has responsibility for capital, operating and maintenance costs. |



WAKEFIELD
REGIONAL COUNCIL

Background – Wakefield approach to 'strategic' targets and measures. Note role articulated

Goal 1.0 Community

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

| No. | Objective | Actions | Performance Indicators |
|-----|---|---|--|
| 1.1 | Remaining an 'intact' Council area and community, undiminished by boundary reform proposals instigated by adjoining councils, to sustain service levels and capabilities. | Opposing boundary reform initiatives that would diminish the rate revenue base and community service capabilities of this Council. | <ul style="list-style-type: none"> Effective advocacy Unsuccessful boundary reform proposals from adjoining councils. |
| 1.2 | Developing a program to identify, foster and develop the next generation of community leaders. | Initiate a program to encourage community members to consider nominating to participate in and/or contribute to civic life. | <ul style="list-style-type: none"> Success in attracting new interest from community members. Quality and effectiveness of materials in conveying the role of Council. Quality and effectiveness of materials in communicating the culture and strategic responsibilities of the Council. |
| 1.3 | Demonstrating leadership as the local public health authority. | <p>Progressing the review of the Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan and implementing this once endorsed.</p> <p>Completing the Light Regional Council Disability Access and Inclusion Plan and implementing this once endorsed</p> | <ul style="list-style-type: none"> Effective implementation of plans |

Background – Light have goal, objective, actions, and a lot of indicators.



Strategic Approach

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

