



# OUR PLAN FOR ADELAIDE PLAINS COUNCIL

## STRATEGIC PLAN 2017 - 2020





## Kurna acknowledgement

## What is the Strategic Plan?

Adelaide Plains Council acknowledges that we are meeting on the traditional country of the Kurna people of the Adelaide Plains and pays respect to elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land.

We acknowledge that they are of continuing importance to the Kurna people living today.

This plan outlines the aspirations and priorities for the Council area and the projects and services Council will deliver between 2017 and 2020.

Following community engagement the plan has been prepared to provide strategic direction to Council and comply with the requirements of the Local Government Act, 1999.



# Mayor and Chief Executive Officer Message

***On behalf of Adelaide Plains Council, we are thrilled to introduce Council's Strategic Plan 2017-2020.***

The upcoming period for Council presents some wonderful opportunities, particularly in the economic development and investment realm, and seizing on those opportunities to facilitate orderly and economic development is crucial.

Elected members and staff alike have placed a concerted focus in recent years on consolidating the Council, rebranding the organisation and reconnecting with our community. Amending Council's name to reflect the entire region, establishing sound governance structures, reorganising the structure and labour base, and improving on our communications and responsiveness when interacting with our community, ensures a solid foundation is now in place for Council to project forward with renewed confidence and vigour.

Before we touch on some of the key elements of the Strategic Plan, it is timely to outline that its development has seen significant input from a broad cross section of stakeholders. Our Council has been well lead by consultancy firm, URPS, and with

their guidance, Council has facilitated a series of community workshops in Mallala, Two Wells and Dublin. In addition, a stakeholder workshop was held with a raft of key representative groups as were workshops with elected members and staff. The collective 'buy-in' from a multitude of stakeholders has enabled the development of our Strategic Plan and we thank everyone who has assisted throughout this process.

***So what are some of the key themes and activities on Council's radar for the period 2017-2020?***

Being a peri-urban council, population growth beckons and we know that Two Wells alone will effectively double Council's population over the ensuing twenty year period. We know that a reception to year 12 private school is earmarked for Two Wells to support that population influx. The potential of the Northern Adelaide Irrigation Scheme to generate significant water harvesting opportunities for our region will entice economic investment in horticulture and allied industry. The growth of the 'food bowl' equates to jobs. The Adelaide International Bird Sanctuary, recently proclaimed, will place the international

spotlight on our 47 kilometres of coastline, enticing visitors and tourists alike to our region. And finally, flood protection along the Light and Gawler Rivers will continue as a significant investment by our Council.

So while the depth and breadth of activity is just as vast as it is exciting, the role of Council is crucial in facilitating orderly and economic development. With only a small ratepayer base, Council has a limited capacity to finance new projects, new infrastructure and new services. Thus, it is vitally important that our Strategic Plan 2017-2020, a) makes this very point clear and b) provides the basis for Council to be able to leverage off all tiers of Government as well as the private sector to generate the means by which those projects and activities listed can be realised for our community and at no additional cost to our community.

In addition to the pursuit of public-private partnerships and leveraging off of all tiers of Government as a means of generating income streams, other key themes of the draft Strategic Plan are:

- Advocacy role in enticing retail, commercial and industrial development to the region

- Sound management of assets including CWMS, roads, stormwater and flood management
- Pursuit and advocacy of community partnerships as a means of delivering services to our community
- Ongoing emphasis placed on good corporate governance practices which underpins everything we do
- Maintaining a high level of respect for our natural environment, protecting it from incompatible land uses which gives rise to intruding on our natural fauna and flora, and
- Astute fiscal management

On behalf of Council, we are therefore proud to introduce Adelaide Plains Council's Strategic Plan 2017-2020 and hereby commend it to you, the reader.

Yours sincerely

Tony Flaherty OAM  
Mayor



James Miller  
Chief Executive Officer





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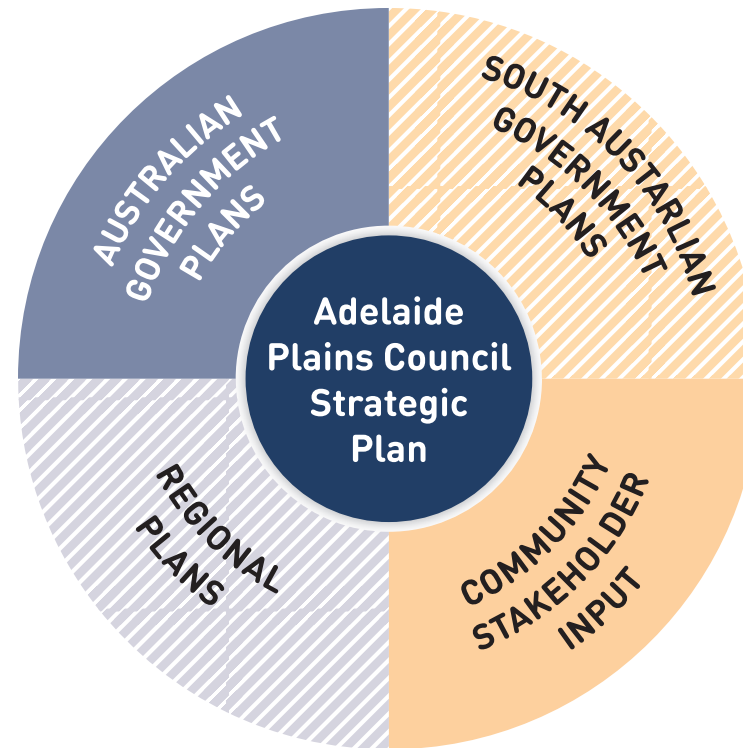
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# 1.0 OUR PARTNERS

This Plan has been developed taking into account the directions and aspirations of our community, stakeholders, Local, South Australian and Federal Governments.



- > South Australia's Strategic Plan
- > 30 Year Plan for Greater Adelaide
- > Premier's 10 Economic Priorities



- > Community Information Sessions
- > Stakeholder Workshop



- > Regional Health Plan
- > Gawler River Flood Management Authority Business Plan
- > Regional Development Australia (Barossa)
- > Barossa Climate Change Adaptation Plan
- > Legatus
- > Adelaide & Mount Lofty Ranges Natural Resources Management Plan

## 2.0 WHO WE ARE

# WELCOME TO ADELAIDE PLAINS COUNCIL...

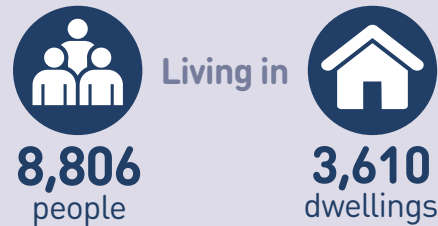
Adelaide Plains Council (APC) is predominately rural with a large tidal coastal region facing the Gulf of St Vincent. The Council borders the City of Playford, Wakefield Regional Council and Light Regional Council.

Australian Bureau of Statistics, Census data 2011 and 2016 and id Profile

### OUR COUNCIL



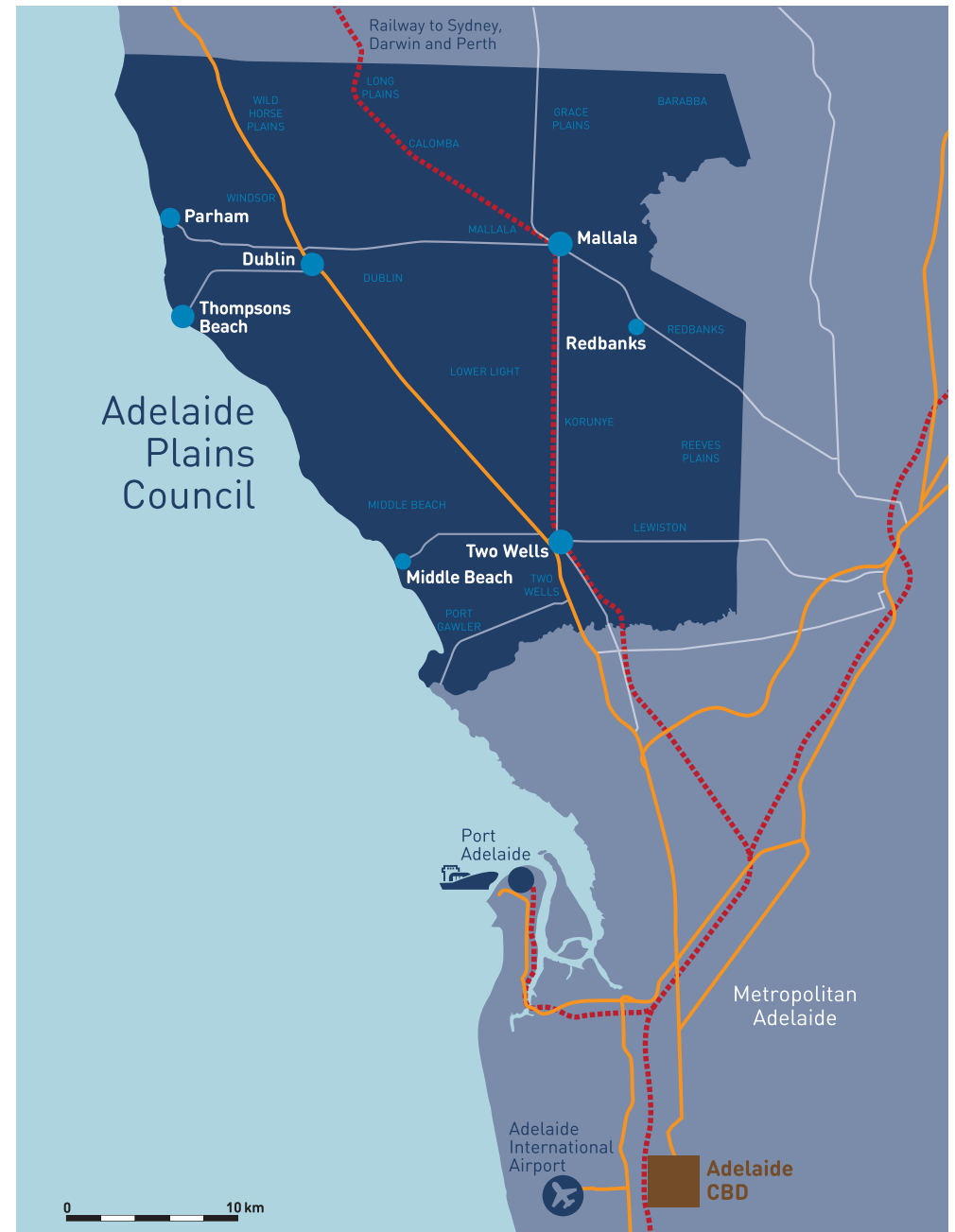
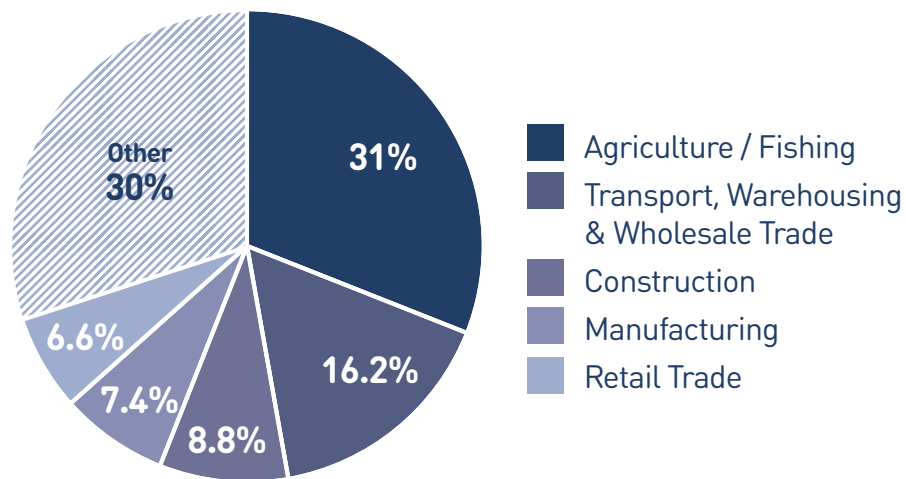
### WHO WE ARE



### HOW WE WORK



## EMPLOYMENT BY INDUSTRY



## 3.0 OUR VISION AND PRIORITIES

### 3.1 OUR VISION

**A proud, prosperous, resilient and cohesive community supported by quality townships, rural places and services.**

### 3.2 OUR CORE VALUES

**Leadership & Diplomacy** – by acting strategically and effectively managing our relationships

**Teamwork** – through unity, cooperation and support

**Professionalism** – through commitment, quality and timeliness of work delivered

**Honesty & Integrity** – building trust and loyalty with the community and within Council

**Respect** – for others, acting with humility and empathy

**Innovative & Open-Minded** – being proactive in continually improving our services

### 3.3 OUR PRIORITIES

- > Advocating for **new retail, commercial and allied industrial development**
- > Delivering the **Northern Food Bowl Protection Areas Development Plan Amendment**
- > Increasing collaboration and funding through **public private partnerships**
- > Increasing **South Australian and Australian Government funding and collaboration**
- > **Sound management of community assets** (Community Wastewater Management Systems, Built Infrastructure, Roads, Open Space, Stormwater and Flood Management)
- > Increasing **community partnerships and volunteering** as a means of delivering services to our region

## 4.0 OUR RESPONSE

To deliver our vision and priorities, Council has determined five strategic focus areas for action. The following pages of this plan outline the strategies, services, potential projects and partnerships to support the delivery of the strategic focus areas. They also outline how Council will measure its progress towards achieving each strategic focus area.



**RESILIENT ENVIRONMENT  
& COMMUNITY**

**ACCOUNTABLE &  
SUSTAINABLE GOVERNANCE**

### **OUR VISION**

A proud, prosperous, resilient and cohesive community supported by quality townships, rural places and services.

**GROWING  
ECONOMY**

**GREAT PLACES &  
INFRASTRUCTURE**

**VIBRANT  
COMMUNITY**

# 4.1 Vibrant Community

## Adelaide Plains Council is a place...

- With a growing residential population where people can choose to live and work locally
- With quality services, facilities and open space that support community wellbeing and resilience
- That people love to call home, where people of all backgrounds feel safe, connected and that they belong
- With a creative community committed to life-long learning



### 4.1.1 STRATEGIES

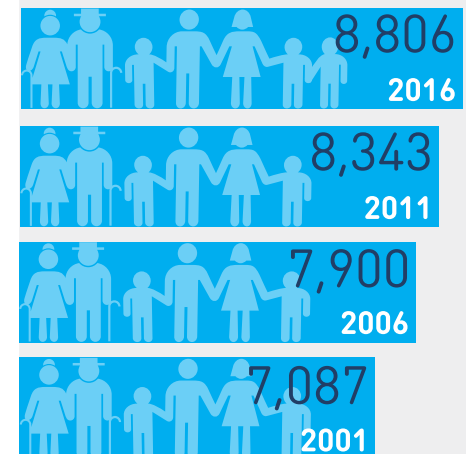
- 1 Attract more people to live in the Adelaide Plains Council area
- 2 Provide, support and promote facilities and programs that enable people to be healthy, active, learn and participate in community life
- 3 Support community safety
- 4 Advocate for increased health, education, aged care and youth services, welfare and emergency facilities and services

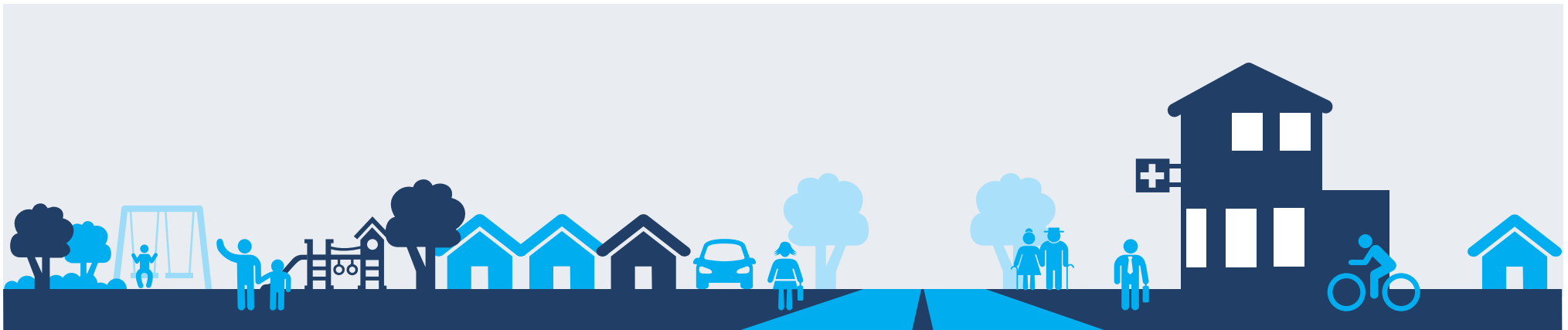
### 4.1.2 SERVICES & POTENTIAL PROJECTS

- 1 Reinvigorated Council **volunteer program and community partnerships**
- 2 **Library and community services**, events and new initiatives in association with community groups
- 3 **Community grants:** Sports and Cultural Fund
- 4 **Civic recognition events e.g.** Australia Day, Anzac Day and citizenship ceremonies
- 5 Maintenance of **recreation facilities, trails and playgrounds**
- 6 **Safety initiatives:** environmental and public health; emergency response planning and support; and public lighting
- 7 Feasibility studies for **new recreation facilities** and precinct upgrades in line with the Open Space Plan and in partnership with community sport and recreation groups
- 8 Support opportunities for Two Wells and the district as a result of the **Eden and Liberty developments**
- 9 Explore opportunities with community to improve **quality and quantity of useable space** within the open space realm
- 10 Liaise with community groups for the establishment of a **skate park** in Two Wells
- 11 Explore opportunities to improve **community bus service**

## ADELAIDE PLAINS COUNCIL RESIDENTIAL POPULATION GROWTH

(source: ABS)





### 4.1.3 PARTNERSHIP OPPORTUNITIES

- 1 Community groups, organisations and individuals
- 2 RDA - Barossa
- 3 Planning and Development Fund (Open Space and Places for People grants)
- 4 Recreation SA
- 5 Office for Recreation and Sport e.g. Good Sports Program
- 6 Building Better Regions Fund (Australian Government)
- 7 Public Library Services and State Library of South Australia
- 8 Regional Health partnerships e.g. Country SA Public Health Network

### 4.1.4 MEASURING PROGRESS

The following measures will be used to keep track of how well we are working to deliver a Vibrant Community:

#### Community Trends

- 1 Current and estimated future residential population
- 2 Number of new dwellings
- 3 Number of active community and service groups/ organisations

#### Council Performance

- 4 Community Survey - Our community positively rates the provision of services and facilities
- 5 Number of active volunteers registered by Council (as a percentage of Council population)
- 6 Number of people visiting Library Services
- 7 Performance of Regional Health Plan targets
- 8 Key projects or services delivered
- 9 Number of people attending APC run library and community events

### 4.1.5 ALIGNMENT TO SOUTH AUSTRALIAN POLICY

#### South Australian Strategic Plan

- 1 Our communities are vibrant places to live, work, play and visit
- 2 We are connected to our communities and give everyone a fair go
- 3 Everyone has a place to call home

#### 30 Year Plan for Greater Adelaide

- 4 Getting active
- 5 Walkable neighbourhoods
- 6 A green liveable city
- 7 Greater housing choice

## 4.2 Growing Economy

### Adelaide Plains Council is a place...

- With a growing, strong and diverse economic base (agribusiness, tourism and retail and commercial developments within townships)
- Where business and employment growth provide local opportunities
- Where vibrant townships and active walkable main streets are a focus for community life



### 4.2.1 STRATEGIES

- 1 Support horticulture, broad acre cropping and farming industries and encourage the establishment of value added allied industries
- 2 Promote the growth of tourism
- 3 Encourage the establishment of and support quality retail, food and beverage providers in townships
- 4 Provide for main streets that attract trade and encourage participation
- 5 Support small and medium local businesses to thrive
- 6 Advocate for appropriate Information Communication Technology (ICT) infrastructure to support industry, business and community use

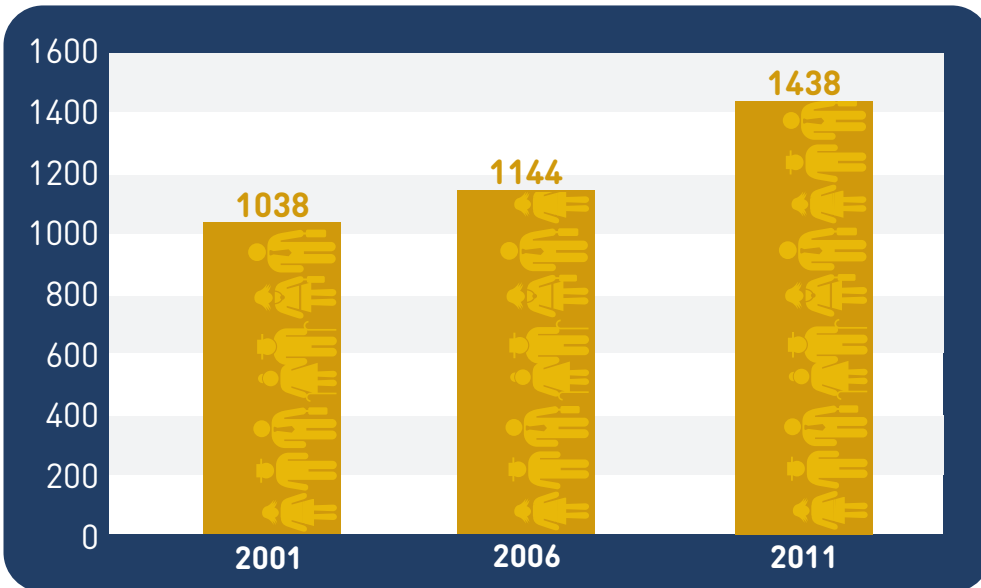
### 4.2.2 SERVICES & POTENTIAL PROJECTS

- 1 **Farming, horticulture, and allied industries initiatives:** Northern Food Bowl Protection Areas Development Plan Amendment
- 2 Partnerships for **Adelaide International Bird Sanctuary National Park (AIBS)** tourism infrastructure
- 3 Support expansion of **accommodation options** for townships and coastal settlements
- 4 Explore new **retail opportunities** for townships e.g. Two Wells main street
- 5 **Tourism strategy:** promote APC tourism assets and ensure incorporation into state regional plans
- 6 Attract **destination tourism**, particularly in relation to the region's food bowl as a premium food and beverage producer
- 7 Small and medium **business support services** through libraries
- 8 Streamlined **case management support** to enable ease of new business establishment
- 9 **Area Marketing Plan** for APC as the place to invest for business

### 4.2.3 PARTNERSHIP OPPORTUNITIES

- 1 RDA - Barossa: economic development, business initiatives, and funding attraction
- 2 Legatus Group (Central Local Government) – increasing local procurement
- 3 Universities – research and development for primary production
- 4 Department of Environment, Water and Natural Resources – AIBS, Natural Tourism Grants
- 5 Department for Primary Industry and Resources SA
- 6 Department of State Development
- 7 Investment Attraction South Australia
- 8 South Australian Tourism Commission





**EMPLOYMENT:**  
**Number of people living and working in Adelaide Plains Council**  
 (Source: ABS Census)

#### 4.2.4 MEASURING PROGRESS

The following measures will be used to keep track of how well we are working to deliver a Growing Economy:

##### Community Trends

- 1 Number of local jobs
- 2 Number of businesses
- 3 Gross Regional Product (\$)
- 4 Increase in tourism visitation and expenditure
- 5 Value of Investment

##### Council Performance

- 6 Community Survey - Community satisfaction of Council supporting local businesses
- 7 Key projects or services delivered

#### 4.2.5 ALIGNMENT TO SOUTH AUSTRALIAN POLICY

##### South Australian Strategic Plan

- 1 A strong, sustainable economy that builds on our strengths
- 2 We have a skilled and sustainable workforce

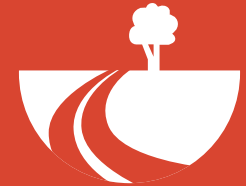
##### 30 Year Plan for Greater Adelaide

- 3 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

## 4.3 Great Places & Infrastructure

### Adelaide Plains Council is a place...

- Where Council buildings, facilities and assets are actively used by business and community
- With safe and fit for purpose roads and transport networks
- Of quality design and planning outcomes
- With attractive pedestrian and cycle friendly open spaces and streetscapes, and inviting town entrances
- That celebrates its rural character so close to the city and protects and activates its heritage places



### 4.3.1 STRATEGIES

- 1 Provide and maintain a safe and fit for purpose local road network
- 2 Ensure that the Adelaide Plains Council area is well designed, planned and built to sustainably accommodate growth
- 3 Protect and celebrate Adelaide Plains Council's built heritage and rural character
- 4 Advocate to the South Australian Government for an improved regional and public transport network
- 5 Provide and maintain people and cycle friendly attractive streetscapes, public places and open spaces

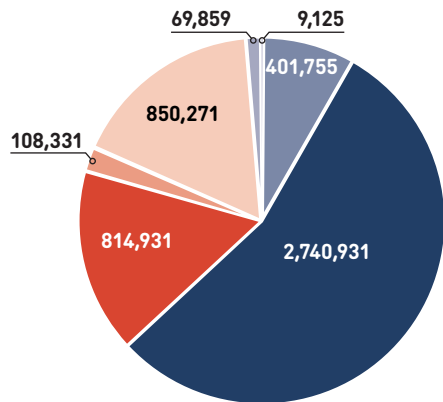
### 4.3.2 SERVICES & POTENTIAL PROJECTS

- 1 **Asset Management Program** (including roads, footpaths, bicycle paths, building, stormwater and flood management)
- 2 **Community precinct upgrades** in line with the Open Space Plan and in partnership with community sport and recreation groups
- 3 **Heritage conservation:** Mallala Monument repair, support for Two Wells Library, Two Wells Chambers, historic wells, Institutes and Mallala Museum
- 4 Support preservation of **local history and heritage** and explore potential local heritage listings
- 5 **Tree planting and open space** maintenance programs and support for new initiatives/upgrades for parks and gardens
- 6 Investigate improvements to **car and truck parking** for townships
- 7 **Development** planning and assessment
- 8 **Building and facilities** management program
- 9 Investigate and plan **Two Wells main street** upgrades, including accommodation of affected community groups e.g. Two Wells Scouts, Adelaide Plains Kennel and Obedience Club, Two Wells Trotting Owners & Trainers Association, RSL
- 10 Promote integration of **Eden and Liberty developments** with Two Wells main street, including new community facilities
- 11 Support State **energy infrastructure** improvements



### ASSET EXPENSES:

New, upgrades & maintenance (\$) 2015/16



- Roads, Kerbing & Footpaths
- Stormwater Drainage
- Community Wastewater Management Systems
- Plant, Machinery & Equipment
- Buildings & Other Structures
- Furniture & Equipment
- Land Improvements

### 4.3.3 PARTNERSHIP OPPORTUNITIES

- 1 Department of Planning Transport and Infrastructure: development policy, transport initiatives, Community Grants, Black Spot Funding
- 2 National Trust
- 3 Building Better Regions Fund (Australian Government)
- 4 Planning and Development Fund (Open Space and Places for People grants)
- 5 RDA - Barossa

### 4.3.4 MEASURING PROGRESS

- The following measures will be used to keep track of how well we are working to deliver Great Places & Infrastructure:
- Community Trend Indicator**
- 1 Number of road accidents on Council and South Australian Government roads
- Organisation Performance Indicator**
- 2 Community Survey - Community satisfaction regarding the appearance and function of towns (including roads and flood management)
  - 3 Kilometres of roads sealed or resurfaced
  - 4 Key projects or services delivered
  - 5 Metres of walking / cycling / horse riding trails created and maintained

### 4.3.5 ALIGNMENT TO SOUTH AUSTRALIAN POLICY

- South Australian Strategic Plan**
- 1 New developments are people friendly, with open spaces and parks connected by public transport and bikeways
  - 2 We are committed to our towns and cities being well designed, generating great experiences and a sense of belonging
- 30 Year Plan for Greater Adelaide**
- 3 Containing our urban footprint and protecting our resources
  - 4 More ways to get around
  - 5 Walkable neighbourhoods
  - 6 A green liveable city
  - 7 Greater housing choices

# 4.4 Resilient Environment & Community

## Adelaide Plains Council is a place...

- That values its natural environments and the benefits they bring to the community
- That is resilient to the impacts of climate change
- Where integrated water management supports sustainable use and mitigates flood impacts
- Where waste is a repurposed resource



### 4.4.1 STRATEGIES

- 1 Protect natural biodiversity and restore natural environments
- 2 Mitigate the impacts of flooding on the local community, business, industry, horticulture and farming
- 3 Prepare for and respond to the impacts of climate change
- 4 Reduce mains water and energy use and encourage alternative supplies
- 5 Reduce waste to landfill

### 4.4.2 SERVICES & POTENTIAL PROJECTS

- 1 **Adelaide International Bird Sanctuary National Park:** advocacy for improved infrastructure (signage, hides, interpretive centre), services, and local business participation (accommodation, food)
- 2 **Habitat protection** and enhancement works: including riparian, coastal and terrestrial
- 3 **Community environmental initiatives:** revegetation, education
- 4 **Flood management:** flood infrastructure maintenance; Gawler River Floodplain Management Authority (GRFMA); and Development Plan flood mapping update
- 5 **Climate change adaptation** responses: Federal, State and Local coastal monitoring initiatives
- 6 Domestic and small business **waste management and recycling services**
- 7 Support investigations to **improve security of the energy network**, including waste to energy generation e.g. Dublin
- 8 **Alternative water supplies:** Northern Adelaide Irrigation Scheme (NAIS) support; and Aquifer Storage and Recovery Investigations
- 9 **Natural Resources Management Officer** hosted position
- 10 **Disaster Resilience:** Business Continuity and Emergency Management Plan (BCEMP)

## ADELAIDE INTERNATIONAL BIRD SANCTUARY

 **263** species of plants and animals

 **27,000** birds call the sanctuary home

Used by over **5 million** birds migrating each year from as far as Siberia and Alaska

South Australia's newest National Park



### 4.4.3 PARTNERSHIP OPPORTUNITIES

- 1 Department of Environment, Water and Natural Resources – AIBS Natural Tourism Grants, NRM Officer hosting
- 2 Northern Adelaide Irrigation Scheme
- 3 Gawler River Flood Management Authority
- 4 Building Better Regions Fund (Australian Government)
- 5 SA Water

### 4.4.4 MEASURING PROGRESS

The following measures will be used to keep track of how well we are working to deliver a Resilient Environment and Community:

#### Community Trend Indicator

- 1 Recycled water use as a proportion of total irrigation
- 2 Percentage of waste disposed to landfill/recycled

#### Organisation Performance Indicator

- 3 Climate change considerations into Council Plans (including Asset Management Plans) and projects
- 4 Emergency management responses resulting from improved monitoring programs
- 5 Number of Mutual Liability Claims as a result of flooding
- 6 Community Survey - Community satisfaction regarding how well Council has responded to environmental issues
- 7 Number of public partnerships
- 8 Key projects or services delivered

### 4.4.5 ALIGNMENT TO SOUTH AUSTRALIAN POLICY

#### South Australian Strategic Plan

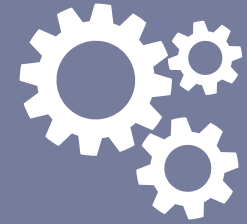
- 1 South Australians think globally, act locally and are international leaders in addressing climate change
- 2 We look after our natural environment
- 3 We value and protect our water resources

#### 30 Year Plan for Greater Adelaide

- 4 Containing our urban footprint and protecting our resources
- 5 A green liveable city

# 4.5 Accountable & Sustainable Governance

## Adelaide Plains Council is a place...



- That is proactive and provides stable and strategic leadership
- Which listens to, responds to and keeps its community Informed
- That collaborates to deliver sustainable customer focused services and infrastructure
- Where relationships are actively fostered with organisations, business, industry and governments
- That is trusted and good to do business with
- Which attracts funding and manages its finances wisely
- That is accountable and shares its performance

### 4.5.1 STRATEGIES

- 1 Actively seek government, business and industry funding and partnerships
- 2 Streamline Council processes
- 3 Engage the community in Council decisions and initiatives
- 4 Provide friendly and responsive customer service
- 5 Maintain a positive and forward thinking culture
- 6 Strategically plan for and sustainably maintain Council's assets and finances
- 7 Advocate for and represent the interests of the community
- 8 Listen and use evidence to make appropriate organisational decisions based on risk management principles
- 9 Attract and retain a skilled competent workforce
- 10 Continue to improve staff health, safety and wellbeing
- 11 Meet all legislative compliance requirements
- 12 Implement Risk Management Policy and Procedures

### 4.5.2 SERVICES & POTENTIAL PROJECTS

- 1 **Funding and partnerships attraction:** build business and partnership networks and external funding opportunities to increase economic investment and jobs
- 2 Improved **customer service** initiatives and approaches
- 3 **Planning:** Long Term Financial Plan, Asset Management Plan(s), Annual Business Plan and Budget and WHS & RTW Plan
- 4 **Red tape reduction** initiatives: including development assessment processes
- 5 **Community engagement and information** initiatives: including consultation, community newsletter, Annual Report, open Council Meetings, social media, new residents pack
- 6 **Human resource** and training initiatives to build staff and elected member capacity e.g. Health and Wellbeing Program
- 7 **Advocacy actions:** collaboration to reducing cost-shifting to local government
- 8 Promote development of **priority plans** from community bodies and groups



### 4.5.3 PARTNERSHIP OPPORTUNITIES

- 1 Legatus Group – coordinated regional procurement
- 2 Local, South Australian and Australian Government partnerships
- 3 Local community groups and organisations
- 4 RDA - Barossa
- 5 Neighbouring Councils

### 4.5.4 MEASURING PROGRESS

The following measures will be used to keep track of how well we are working to deliver Accountable and Sustainable Governance:

#### Organisation Performance Indicator

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1 Community Survey - Community satisfaction regarding Council's customer service, communication, consultation, processes and Elected Member representation</li> <li>2 Dollar value of grants and co-funding received</li> <li>3 Number of ombudsman or Independent Commissioner Against Corruption (ICAC) investigations, or Mutual Liability Claims</li> <li>4 Asset Sustainability Ratio (Council replacing assets at the appropriate rate)</li> </ol> | <ol style="list-style-type: none"> <li>5 Operating Surplus Ratio (Council operating costs as a percentage of total income)</li> <li>6 Net Financial Liabilities Ratio (net financial liabilities as a percentage of total operating income)</li> <li>7 Number of return to Work Claims</li> <li>8 Number of completed KPI Audit and Risk review actions</li> <li>9 Staff Retention - Continuous Professional Development, Exit Interviews, staff satisfaction surveys</li> <li>10 Organisational score card</li> </ol> |
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### 4.5.5 ALIGNMENT TO SOUTH AUSTRALIAN POLICY

#### LGA Strategic plan 2016-2020

The LGA's Vision and Mission:

- 1 For every South Australian to have the best local government experience
- 2 To provide leadership, support, representation and advocacy on behalf of South Australian Councils for the benefit of the community

#### LGA Key Initiatives

- 3 Leadership and advocacy
- 4 Capacity building and sustainability
- 5 Best practice & continuous improvement

## 5.0 WORKING WITH OUR COMMUNITY

**Working with the community has been central to developing this Plan and will be vitally important to its delivery.**

The community were engaged from the start to inform the development of the Strategic Plan through community drop-in sessions across three townships and were invited to provide feedback on a draft version of the Strategic Plan.

The community will be involved in the delivery of the Plan by informing project and service delivery through the Annual

Business Plan and Budget process and by participating in the delivery of particular projects - either through input into project planning or via volunteering in project delivery.

The community will be kept informed of progress in delivering the plan through the Annual Report.









**ADELAIDE PLAINS COUNCIL  
STRATEGIC PLAN 2017 - 2020**



**Adelaide  
Plains  
Council**

DEVELOPED IN  
PARTNERSHIP WITH



**URPS**