

 Adelaide Plains Council	Attachment Under Separate Cover 14.7 – Adelaide Plains Council Strategic Plan 2021–2024
27 January 2021	

Attachment 2 – Draft Adelaide Plains Council Strategic Plan 2021-2024



Proprietary Information Statement

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A message from the Mayor

As newly elected representatives of the Adelaide Plains Community we come together at a time of significant opportunities and challenges for the Council. These opportunities and challenges will frame our approach and shape our priorities for Adelaide Plains to 2024.

Our Community

We are beginning to experience population growth which could peak at over 300 new people joining our community each year - long into the future. Growth can put pressure on infrastructure and generate demand for services and facilities that exceeds existing capacity and supply.

However, growth in households also increases local household expenditure which supports increased commercial, retail, recreation, education and employment floor space - adding to the vibrancy and diversity of our townships.

This could have the flow-on effect of retaining more of our young and older residents that have traditionally migrated to nearby urban centres for employment opportunities, retail services and more affordable or suitable housing options.

In addition, our community and sports clubs and volunteer groups will have an important role to play in connecting our growing population. With support from Council, our clubs and organisations can have greater capacity to contribute to our sense of place.

Our Economy

The Northern Adelaide Plains is transforming into a globally competitive food production area. Our primary industries have gained improved access to climate independent and price competitive water supply, and programs aimed at securing and sustaining increased production.

As our primary industries grow, so does the demand and need for road infrastructure to enable efficient transport to local markets and distribution centres.

On the business front, public and private investment creates procurement opportunities for local suppliers, facilitates local employment growth and local employment diversity and has the potential to increase the proportion of population that live and work in our Council area.

We will continue to negotiate for Crown Land as a mechanism to increase our retail and commercial centre offering at Two Wells, and maintain a focus on improving the retail environment of our main streets and towns.

Meanwhile, tourism has also emerged as a low impact and high value economic growth sector for our townships and coastal communities.

Our Environments

We are fortunate to be custodians of a globally significant and intact remnant coastal habitat that has the dual economic function of providing a major natural tourism asset and a nursery function supporting the sustainability of commercial fisheries.

Improved coastal access could provide for the low impact recreation interests of our community and visitors. Equally there needs to be greater regulation of high impact activities such as recreation fishing and offroad motor vehicles.

We are known for our significant river systems. Advocacy for government investment in the Gawler River catchment and a suitable approach to river corridor tenure arrangements remains an imperative for our community.

And because of the abundance of our natural landscapes, and our predominate cropping land uses, there is an ever present threat of adverse natural events that keeps us alert and informed and ready to act in support of the efforts of agencies such as the Country Fire Service.

And as our community and our industry sectors grow so does the issue of waste management and resource recovery. Waste water, waste transfer services and kerbside collections are common topics of discussion for our community.

Our Towns and our Infrastructure

Our townships have a character, appeal and heritage that our communities value and we intend to celebrate heritage as a part of our future township form and function.

There is potential to investigate community 'hubs' at townships as a way to meet demands from growing township populations and provide more opportunities for community connection.

And without a doubt, public transport is viewed as a key contributor to the liveability and appeal of our townships in the future.



Our Governance

Partnerships remain an integral part of our service delivery model. We will look to utilise regional lobbying power, engage with funding bodies to attract investment and grants and investigate opportunities to implement continuous improvement to provide best possible value for money for our rate payers.

We continue to review and improve our approaches to community engagement and consultation. Our forums have enabled face to face communication between the Council and the community; subsequently dialogue between Council and the community is increasing. The community response to our call for ideas to inform this Strategic Plan 2020 - 2024 resulted in over 250 stakeholders providing input. It is this kind of engagement and participation that leads to awareness and understanding - especially when the time for difficult decisions arrive.

We will proactively engage in the Local Government Reforms and look to show leadership in discussions on Boundary Reform with our neighbouring Councils.

As a decision making body representing our communities it is our intention to be decisive and informative. We will need to be strategic and clear with our budget and resourcing, and we will need to balance what makes Adelaide Plains unique with opportunities for Adelaide Plains to prosper.

Our Past Performance and Our Next Term

In developing the Strategic Plan 2020 - 2024 we undertook a review of our performance against the expectations we set for ourselves in the 2017 - 2020 Strategic Plan.

We are pleased to have identified a positive track record of performance that indicates we deliver on the outcomes we set for ourselves in partnership with our communities.

This includes delivering or progressing 32 strategies, achieving 95% of 52 possible projects or services, and realising positive trends for 28 measures and 14 indicators.

With that in mind we once again plan with the ambition of delivering what we set out to achieve.

I therefore present this succinct strategic plan as a statement of intent and road map to guide our decision making, partnering and community collaboration.





Strategic Management Plans

The Need for Strategy

The principal role of a council, under the Local Government Act 1999, is to

- Act as a representative, informed and responsible decision-maker in the interests of its community;
- Provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner;
- Encourage and develop initiatives within its community for improving the quality of life of the community; and
- Represent the interests of its community to the wider community.

The Act identifies the functions of a Council in achieving this purpose. This includes a requirement to:

- Plan at the local and regional level for the development and future requirements of its area;
- 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);
- Provide for the welfare, well-being and interests of individuals and groups within its community;
- Take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
- Manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity;
- Provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area); and
- Promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism.

As communities continue to diversify so does the demand for service diversity, quality and availability. Council's capacity to deliver services is impacted by increased costs, continued cost shifting from other tiers of government, tightening governance and legislative requirements and a diminishing capacity for the community to pay.

Therefore, strategic planning provides a valuable mechanism for Council to fulfill the purpose and function of local government relevant to the context and expectations of the community and stakeholders.

Strategic Management Plans Under The Act

Strategic Management Plans as required under S122 of the Act provide for long-range (10 year) and mid-range (4 year) strategic planning to be undertaken by Councils.

Strategic management plans are required to consider Council's objectives for the area over a period of at least 4 years and provide a clear indication of:

- The extent to which the council has participated with other councils, and with State and national governments, in setting public policy objectives, and the extent to which the council's objectives are related to regional, State and national objectives;
- The extent to which the council has given consideration to regional, State and national objectives and strategies which are relevant to the economic, social, physical and environmental development and management of its area; and
- The extent to which the council intends to co-ordinate with State and national governments and councils or other regional bodies in the planning and delivery of services in which there is a common interest;

Strategic management plans should:

- Address the strategic planning issues within the area of the council, with particular reference to (and in a manner consistent with) the Planning Strategy;
- Set out the council's priorities for the implementation; and
- Identify the principal activities that the council intends to undertake.

It is required that Council undertake a comprehensive review of its strategic management plans within 2 years after each general election of the council.

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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

Adelaide Plains Council





LONG PLAINS

Long Plains

GRACE PLAINS

BARABBA

CALOMBA

MALLALA

Mallala

DUBLIN ROAD

MALLALA ROAD

REDBANKS

FISCHER

Dublin

DUBLIN

ADELAIDE PLAINS COUNCIL

PORT WAKEFIELD HIGHWAY

Lower Light

LOWER LIGHT

KORUNYE

REEVES PLAINS

TWO WELLS

Two Wells

MIDDLE BEACH

GAWLER ROAD

HAYMAN ROAD

DAWKINS ROAD

GAWLER RIVER ROAD

PORT GAWLER

PORT GAWLER ROAD

CARMELO ROAD

Virginia

CITY OF PLAYFORD

MCEVOY ROAD

PENFIELD ROAD

ROBERT ROAD

ANGLE VAL

TAYLOR'S ROAD

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Community Context

A review of demographic data for the period between 2011 and 2016 identified key areas of change for the Council's population and housing. An assessment of land and housing supply and trends in annual lot creation also provides a realistic projection for housing and population.

Who is Coming and Going?

There is a pattern to people leaving and relocating to Adelaide Plains. In 2016:

- 434 people moved to Adelaide Plains Council from the City of Playford;
- 401 from the City of Salisbury; and
- 107 from the City of Tea Tree Gully.

The majority of these people were aged 35-44 and 5-11 years which suggests families are moving to Adelaide Plains Council from northern metropolitan Adelaide.

In 2016 most people *leaving* Adelaide Plains relocated to:

- The City of Playford (396 persons); and
- Town of Gawler (278 persons).

Most of these people were aged 18 – 24 years (151) and persons aged over 65 years (102). This suggests younger people could be leaving Adelaide Plains for education, employment and first home buying options and older residents could be leaving for more suitable housing and accommodation with access to retail and services.

More Families than Greater Adelaide, Increasing Aged

There is a greater proportion of families and a growing number of older people - now and into the future.

Since 2001, Council has had a greater proportion of the 'mature family' demographic' (people aged 5-17 years and 35 to 59 years) than Greater Adelaide.

Between 2001 and 2016 the proportion of people aged between 60 and 84 years increased from 23.0% to 35.3% an increase of 843 persons.

Reliable forecasts suggests Adelaide Plains Council will have a high proportion of families and a growing proportion of population aged over 60 years at 2041.

Big Housing and (Mostly) Big Households

Houses are getting bigger. In 2001 there was a greater proportion of 4 or more-bedroom dwellings (28.4%) compared with Greater Adelaide (17.2%).

From 2001 to 2016 the proportion of 4 or more-bedroom dwellings increased from 28.4% to 38.3%, the equivalent of 529 dwellings *or* over 70% of new dwellings.

This is good because there is a greater proportion of family households; in 2016 there was a greater proportion of couple households in the Adelaide Plains Council (61.5%) compared with Greater Adelaide (53.4%).

However, there is a growing number of lone person households; the greatest proportional increase in household type since 2001 was Lone Person Households (+240).

Increasing Education Levels

The Council has an historically high proportion of population with vocational qualifications but an increasing proportion of qualified residents.

Since 2001, residents with qualifications had increased from 23.4% to 37.3% *or* 1,382 persons.

People with vocational qualifications has historically been higher than Greater Adelaide and has increased by 8.5% *or* 874 persons. between 2001- 2016.

Current and Future Population

The population had grown by nearly 5.5% from 2011 to 8,801 in 2016. It is projected to grow by 10,557 persons to a population of 19,358 by 2050 at 1.2% per annum compared to 0.9% for Greater Adelaide.

Based on an average household size of 2.7 in 2016 this could peak at over 300 new residents per annum.

Current and Estimated New Homes

In 2016 there was 3,610 dwellings in Adelaide Plains Council. Residential lot supply into the future is anticipated to be 3,910 residential lots over some 490 hectares.

Based on dwelling approvals trends between 2013-14 to 2018-19 an average (and likely) approval rate of 70 dwellings per annum could be anticipated into the future.

Key Themes From Consultation

- Provide facilities that support quality family recreation experiences;
- Support increased community events, initiatives and activation within townships;
- Advocate for greater health, safety and emergency services; and
- Facilitate more diverse housing options to accommodate independent living for older residents.





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.

Issues and Opportunities Looking Forward

Health, Youth and Funding for Community Groups are areas of significant importance and priority for the community (Community Survey 2018).

Council could adopt a more targeted approach to the Regional Public Health Plan to reflect the District's public health priorities, including a review of regional partnerships.

Youth is an emerging service area in response to population growth and a new R-12 school in Two Wells which is expected to attract up to 600 students (R-7 from 2021).

Community partnerships to deliver social and community activities could be leveraged through expanded community grants and support programs.

The Two Wells Community Fund is short-term and due to expire and new opportunities to fund social infrastructure and community capacity could be explored.

Centralising services is topical, whether as a centralised Council Administration Office or community hubs of varying scales across townships - or both. Most commonly consultation identified a desire for access to a variety of services and activities within each township to cater for the very young, the very old and, well, everyone in between.

Ideas From Research and Consultation

- Prepare social infrastructure assessment(s) for townships to understand the likely demand impacts generated by population growth;
- Review the existing Regional Public Health Plan to reflect the Public health priorities of a changing Adelaide Plains community;
- Investigate options for delivering a 'Community Partnerships' fund to support community initiatives aligned with Council's Strategic Plan.
- Identify opportunities for community and Council volunteers to deliver initiatives aligned with Council strategies;
- Support the introduction of regular 'farmers markets' within townships and explore the delivery of more community events across the Council area;
- Investigate the potential to engage or share a community grants writer/officer;
- Provide more facilities and activities for younger community members, larger scale and more interesting play spaces for family recreation with facilities that support extended visits and develop a draw card recreation space such as an adventure playground, skate and BMX, dog parks and water activity parks or pool;
- Explore opportunities to expand community access to arts based programs and activities;
- Advocate for greater health and policing services for the Council area;
- Advocate for the introduction of public secondary schooling; and
- Support the delivery of independent living units within townships to accommodate retirees and empty nesters and support the delivery of retirement living options within new residential developments.





Economic Context

A review of economic data for the Council identified key areas of importance for the Council's economy. This includes community indicator results to 2016:

Local Jobs are Increasing

Adelaide Plains Council experienced a nearly 60% increase in local jobs between 2006 (1,438) and 2018 (2,242) and as could be expected, most of these jobs are in:

- Agriculture, Forestry and Fishing (41.3% or 813 jobs);
- Transport, Postal and Warehousing (8.8% or 172 jobs);
- Construction (7.3% or 143 jobs); and
- 17.8% of local jobs are vegetable growing.

Business is Up

In 2018 there was an increase of 34 local businesses since 2016 (725 up from 691). As with employment, local businesses were mostly from:

- Agriculture, Forestry and Fishing (240 in 2018 up from 219 in 2016);
- Transport, Postal and Warehousing (86 in 2018 up from 84 in 2016); and
- Construction (147 in 2018 up from 126 in 2016).

Larger employers (employing between 20 and 199 people) were:

- Primary Industry (3 businesses);
- Logistics (3);
- Wholesale Trade (3); and
- Professional, Scientific and Technical (3).

Meanwhile the 2018 Community Survey identified only 2% satisfaction with local business support - presenting an opportunity for improvement.

We are Producing More

By 2016 the Gross Regional Product from the Adelaide Plains Council was equal to 0.32% of the State's GSP (Gross State Product); a steady increase of approximately 0.04% every 5 years, growing from \$196 Million and 0.24% of the state's GSP in 2006.

By comparison the RDA Region Gross Regional Product results declined as a proportion of GSP:

- Barossa GRP was 1.84% of GSP in 2006 and 1.48% in 2016;
- Light Regional GRP was 0.81% of GSP in 2006 and 0.73% in 2016; and
- Across the RDA Region GRP was 3.58% of GSP in 2006 declining to 3.24% in 2016.

In the context of the RDA region these figures suggest Adelaide Plains Council could be an emerging economy in the region.

We are Getting More Visitors

Annual visitor spend was up 14% over five years from 2013 (Based on the Clare Valley Tourism Region):

- \$78M in Dec 2013;
- \$89M in Dec 2018; and
- \$99M target by Dec 2020.

The Adelaide International Bird Sanctuary presents a unique strength and opportunity for Adelaide Plains visitor growth that will rely on service and funding partnerships.

Investments are Growing

Council had a \$708M investment pipeline at October 2019, up \$2M on 2018, including:

- Energy (\$2.45M in Solar and Gas Fired Power);
- Meat and meat products (\$12.7M) Convenience retail and petrol filling (\$5.03M);
- Grain and glasshouse (\$184.6M) housing development, worker accommodation, roads and the provision of a new school;
- 402 Construction jobs (per annum) Ongoing indirect multiplier effect of 295 jobs; and
- NAIS forecast of 3,700 jobs.

Key Themes From Consultation

- Tourism is an opportunity for low impact economic development and revenue generation that could help the coastal communities and townships become more independent and successful; and
- Private and public investment in economic and population growth in Adelaide Plains can provide greater access to procurement opportunities for businesses and employment for residents.





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.

Issues and Opportunities Looking Forward

Retail and employment growth, tourism, agriculture and advanced practices are key themes for future planning.

The community sees employment and local jobs as having significant importance and priority (Community Survey 2018).

There is an opportunity to improve satisfaction with Council services through greater support for local business and retail services. This should be explored through consultation and engagement with existing traders in the region as well as ongoing communication with the business sector such as through maintenance of recently introduced business forums.

Investment in retail, commercial and hospitality services and facilities could reduce escaped 'on spend' from investment attraction, and influence the loss of younger and older community members to nearby centres.

Crown land within Two Wells has already been identified as having the potential to provide for the retail needs of the Council's growing residential and employment population. This outcome requires successful negotiation with Department for Environment and Water.

Delivery of the Two Wells Main Street Master Plan remains a priority for Council.

Attracting diverse employment and retail to urban employment lands and bolstering the competitiveness of primary industries through competitive water and energy pricing will also support local economic growth. This can include a focus on leveraging irrigation benefits from the Northern Adelaide Irrigation Scheme (NAIS).

Strengths in regional economic development and tourism should be built upon including a focus on relationships and partnerships across the region with opportunities through Regional Development Australia (Barossa, Gawler, Light and Adelaide Plains and the Yorke and Mid North) and Yorke Peninsula Tourism.

Tourism within Adelaide Plains Council is not readily identifiable in regional profiles and Council may wish to consider localised collection of tourism data in partnership with local operators.

Ideas From Research and Consultation

- Proactively engage with investors to encourage a greater proportion of local procurement outcomes for Adelaide Plains Businesses.
- Continue to deliver business networking breakfasts.
- Provide entry statements, wayfinding, signage, public art and murals to lift the amenity and appeal of townships.
- Investigate opportunities to activate main street vacancies in partnership with the Adelaide Plains Communities.
- Provide a proactive and facilitative planning assessment service.
- Support the delivery of diverse tourism accommodation such as camp grounds, caravan park and overnight accommodation options to support township and coastal visitation.
- Attract and support more diverse tourism operators and experiences relevant to the opportunities and advantages of Adelaide Plains.
- Explore opportunities to support Kaurua tourism experiences.
- Liaise with tourism operators to capture more localised visitation and expenditure data to support planning and funding bids.
- Develop a coastal visitor management strategy to support the amenity and viability of coastal communities through suitably scaled approaches to visitor management associated with the Adelaide International Bird Sanctuary.
- Investigate low impact access to the coast where recreation, tourism and environmental gains can be balanced; and
- Establish a marketing and promotion strategy for Adelaide Plains.





Infrastructure Context

Regional Infrastructure Priorities

Regional Development Australia (Barossa, Gawler, Light and Adelaide Plains) submission to Infrastructure SA's 20 Year Infrastructure Plan highlighted the relationship between infrastructure and successful regional communities of the future, a key focus for strategic planning includes:

- Digital infrastructure;
- Public transport;
- First and last mile freight routes;
- Logistics for fresh and cold chain export competitiveness; and
- Water and energy infrastructure.

The 2018 Community Survey identified that ovals, sporting facilities and playgrounds are Council services the community is most satisfied with. It also identified High priority areas for Council to concentrate on, which rated as having high importance and low satisfaction:

- 1 Roads; and
- 2 Stormwater drainage.

Council responded to community concern about the quality of unsealed roads and road safety by injecting significant additional funds into road maintenance in 2018-19.

Over two financial years (2017/18 and 2018/19) Council resealed 14 kilometres of road at a total investment of nearly \$950K and Resheeted 63.5 kilometres of road totalling \$2.2M.

Aged care accommodation also rated very highly on social issues facing Council for future planning.

Town Appearance

The 2018 Community Survey identified that 15% of respondents would promote Adelaide Plains Council as a good place to live and 58% would not recommend the area.

Township amenity and activity was a key item raised throughout consultation. Both community and stakeholders nominated the importance of townships in creating a place of choice for both residents and businesses and the role of entry statements, wayfinding, signage, public art and quality public realm tailored to the 'brand' of the town.

Development Applications

Development applications peaked in 2018-19 with 409 lodged at the highest estimated value for three financial years of \$36.3M.

The number of applications and the significance of investment is likely to intensify as economic and residential growth accumulates. This could form a pressure point for Council in the near future.

Trails

Council maintains about 10 kilometres of low-grade horse trail in Lewiston, incorporating Hams Park, Lewiston Wetlands, Camel Reserve and Fletcher Reserve.

Trails were mentioned (walking and horse riding) as opportunities to provide better experiences of the coast and as an important component of recreation for the Lewiston community.

There is potential for a stormwater solution for the Gawler River to open up new and regionally significant recreation and tourism opportunities facilitated by improved community access to the river corridor.

Residential Growth

Residential growth is likely to bring infrastructure impacts and opportunities. As private investment provides additional infrastructure Council has the opportunity to collaborate with private investors to solve long standing issues for its communities, most specifically Community Wastewater Management Systems, stormwater management and urban greening and amenity.

There is potential to undertake an impact assessment of residential development projects as a means of identifying social, economic and environmental return on any Council or partner investment. This could underpin private investment and support the viability and sustainability of townships.

Key Themes From Consultation

- Government and private investment in water and energy infrastructure can improve the cost competitiveness of Adelaide Plains for producers, while targeted, shared investment in transport infrastructure can improve freight efficiency and provide a 'return on rates' to the primary industries sector;
- Township environments including entry statements, improved signage, improved amenity and pedestrian friendly environments and diversity of retail, hospitality and community services and facilities can promote Adelaide Plains as a place of choice for businesses, residents and visitors;
- Public transport is emerging as a risk to liveability of Adelaide Plains townships; and
- Improved open space, trails and recreation and community facilities.



Strategic Response

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

Issues and Opportunities Looking Forward

Township growth, attractiveness of open spaces and aged care accommodation as well as improving roads and development assessment are areas of significant importance and priority for the community (Community Survey 2018).

Council should continue to maintain and promote open space and recreational facilities. Two Wells Main Street Upgrade and Eden and Liberty developments are the main drivers reshaping built-form and streetscape in Two Wells. Mallala is set to double its population within 20 years as a result of the Gracewood development.

Township growth should seek to preserve local heritage.

Accommodation options to support affordable aged care, independent living and retirement living (and for tourism and short term workforce attracted to region) will be important future considerations.

Local Government Development Plans are in the process of being transitioned into a State-wide Planning and Design Code. Council is in Phase 3 of the transition process which was released for consultation on 1 October 2019 until 28 February 2020.

Opportunities to align residential land supply with economic priorities should be pursued to facilitate further population growth including advocating for changes to the Environment and Food Production Areas (EFPA) boundary.

There is opportunity for a greater role in advocacy for priority infrastructure provision to stimulate regional growth and development. This includes roads, public transport, networks, regional power sources, IT and communications, and logistics.

Ideas From Research and Consultation

- Support the improvement of export freight routes by progressing the Legatus Regional Transport Plan – Road Deficiency Actions;
- Progress negotiations for Crown Land to unlock opportunities for retail, supermarket and community facility expansion;
- Deliver the Two Wells Main Street Master Plan.
- Advocate for the introduction of public transport for Council's growing communities;
- Improve the pedestrian friendliness of townships through increased safe crossing points and tree planting;
- Investigate the creation of community hubs, including an expanded library service, as part of improved main streets and townships;
- Code Amendments to optimise the social, economic and environmental outcomes from land uses within and surrounding townships.





Environment Context

Waste Management

Council's new 3-Bin kerbside waste system achieved 30% resource recover in 2017-18 compared to:

- South Australia 46%;
- Metro-council average 49%;
- Regional council average 38%; and
- Mallala and Two Wells Waste Transfer Stations 52%.

If Council is seeking to optimise diversion of waste from landfill it may need to consider the frequency of collection and cost/benefit of operating waste transfer stations as part of its waste management service mix, and delivery of community education to encourage household recycling and resource recovery.

Waste Levy

Council's new kerbside waste collection initially reduced the waste levy (service charge) by 30% from \$180 in 2017-18 to \$126 in 2018-19.

Following export bans on recycled materials the cost of kerbside collection is expected to increase by 15.8% in 2019-20 and as such the waste levy has been increased to \$142 per year (12% increase).

The Council may want to consider the implications of externally determined annual waste levy cost increases when deliberating on future waste services.

Coastal Habitat

2018-19 Council hosted a coastal officer role funded by the Adelaide and Mount Lofty Natural Resource Management Board. This resource coordinated 72 volunteers contributing almost 200 volunteer hours collecting rubbish and undertaking revegetation and pest management activities including:

- 14,550 seedlings planted;
- 55 hectares revegetated;
- 1,135 hectares pest plant control; and
- 965 hectares pest animal control.

With the State Government introduction of Landscape Boards, programs funded under the NRM Levy may no longer be available to the Adelaide Plains which is projected to form part of the Northern and Yorke Landscape Board.

Regulation of the coast was a common issue raised through community consultation. This included more Council advocacy for recreation fishing licenses, greater regulatory presence for irresponsible catch management and also whole of coast regulation of off-road vehicles and rubbish dumping. Ultimately these activities impact on commercial fisheries (and therefore local jobs) and the sustainability of coastal settlements.

Flooding and Coastal Inundation

Areas within the Adelaide Plains Council are subject to flooding from a variety of sources including the Light River, the Gawler River and from localised urban surface water runoff. Flooding from Salt Creek can also occur due to the Light River and the Gawler River.

Flood prevention ranked as the most important issue in Council's 2018 Community Survey. Consultation with the Department for Environment and Water, Natural Resources Management and the Executive Officer of the Gawler River Flood Management Authority identified the capacity issues of the Adelaide Plains section of the Gawler River and the ongoing likelihood of flooding that could impact economic and urban development.

Council has previously identified and evaluated potential sea level rise adaptation strategies for coastal settlements, defining the benefits, risks and estimated costs associated with realistic and achievable adaptation scenarios and options.

Fire

Consultation with the CFS revealed key fire risk mitigation opportunities, such as:

- Planning new communities to allow emergency vehicles rear access to private yards on large allotments;
- Accelerated regulatory process/powers allowing Council to manage fire hazards on private property;
- Community education to remind households and horticultural properties of the importance fire hazard management has for the whole community;
- Improved Council management of fire hazards on community land, including CFS briefings on summer slashing regimes;
- Creating a solid fire break utilising public road and a buffer within private property to restrict the spread of fire;
- Continued regulation of horticultural waste management through burning;
- Include relocation of the CFS as a component of the Council negotiates on the Crown Land at Two Wells;
- Advocate for better management of the rail corridor as it currently presents an unbroken fire corridor from Long Plains through Mallala to Two Wells; and
- Run a round table between Council and CFS every two year review of the Strategic Plan to maintain up to date understanding and coordination.

Coast

Council and volunteer activities have focused on Coastal Initiatives, revegetation and rubbish collection. Funding was secured for Parham foreshore restoration and the Two Wells Community Nursery and a program to reintroduce the Yellowish Sedge Skipper Butterfly was undertaken.



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.

Issues and Opportunities Looking Forward

Flood Prevention is an area of significant importance and priority for the community (Community Survey 2018). This includes improved stormwater drainage, irrigation and flood plain management. Opportunities for water sensitive urban design could be considered. Managing Council's 47 kilometres of tidal coastline including habitat protection and responding to the impacts of climate change. Increased regulation of recreation fishing and crabbing and regulation of motorbike and motor vehicle use of the coastal habitats will be a pressure point for the next planning period.

Better Waste Collection is another opportunity to improve community satisfaction with Council services. Council can play a role in improving the quality and volume of recovered materials through education and support for local investment in the industry (such as contracts and investment in infrastructure for local reprocessing of recyclables). Finding the best way possible to work with the efforts and structure of the CFS to plan for, mitigate and respond to adverse natural events.

Ideas From Research and Consultation

- Support the creation of a cooperative seafood market at Dublin;
- Advocate for greater regulation of recreation fishing and offroad vehicles on coastal habitats;
- Investigate the potential to repurpose the decommissioned salt fields for regional environmental benefit;
- Investigate opportunities to provide dedicated spaces for motorbikes and safe and sustainable horse trails;
- Proactively engage the State government to manage the implications of NRM Regions transitioning to Landscape Boards - advocate for inclusion in regional priorities;
- Support the use of native vegetation to host beneficial predators of crop insect pests and Improve roadside vegetation identification and management;
- Continue to host the Coastal Conservation Officer Role to undertake coastal management and revegetation activities;
- Review provisions within the Code for heritage overlays affecting Adelaide Plains Council townships.
- Support volunteer and community groups that continue to promote the Council's 'living heritage' through knowledge and community services such as the Mallala Museum.
- Enhance Council's heritage assets as an outcome of main street improvements or township masterplan implementation. Investigate partnerships and opportunities for solar installations (eg. energy industry attraction, solar panels on Council buildings, street lighting);
- Investigate opportunities to support local business and the community with waste and recycling;
- Work with schools and developers on water sensitive urban design (eg. stormwater reuse for irrigation, rain gardens, creek restoration).
- Identify opportunities to solve infrastructure deficiencies, (such as stormwater and waste water management) in partnership with developers or through developer contribution and incorporate water sensitive urban design within township master plans and improvement projects (eg. stormwater reuse for irrigation and rain gardens);
- Lobby, in collaboration with the Gawler River Flood Management Authority, to attract Government funding for the Gawler River Catchment;
- Continue planning for coastal inundation and adaptation and review opportunities to mitigate catchment wide flooding threats to Council;
- Review provisions within the Code for fire proofing new developments and providing access onto private properties by emergency services;
- Investigate opportunities for Council to improve regulation and education on fire hazard compliance on private properties such as tall grass in residential areas or stockpiling of waste in horticultural areas;
- Review of Council's open space maintenance practices during fire season in consultation with the CFS;
- Liaise with the CFS and property owners to create solid fire breaks utilising selected public roads and buffers on private land and advocate for better management of the rail corridor;
- Identify opportunities to support the relocation of the Two Wells CFS Station;
- Deliver education campaigns and programs to support local business and the community with waste management and recycling and look for partnership opportunities to improve waste management and recycling services for the community; and
- Capitalise on future carbon market and the State's 'Blue Carbon' scheme to attract funding in support of Council's Samphire and Coastal habitats.



Governance Context

More People are Voting

Adelaide Plains Council Voter Participation in the 2018 Local Government Elections (34.4%) was higher than the State average (32.7%). There was over 1,000 more voters in 2018 compared to 2014.

The 2018 election results reflect the first election where all positions on Council were competitive and the first election of members to the Adelaide Plains Council (formerly Mallala).

Council's 2018 Community Survey identified the following groups more likely to vote:

- Those who reside in the Mallala / Dublin ward;
- Those aged 65 years and over; and
- Those who have lived in the Adelaide Plains Council area for more than 20 years.

Community Engagement

Council enjoys a relatively high level of personal contact with its community, however, only one in five respondents (20%) to the Community Survey 2018 indicated overall satisfaction with Council.

Council introduced community engagement forums in 2018-19 to provide three forums across the region each year to improve opportunities for communication with the community. The first forum was held in April 2019 at the Dublin Institute.

Improved community engagement and communication/consultation was a key item raised throughout consultation informing this strategy.

Grants as a Proportion of Income

Annual 'Grants subsidies and other contributions' were recorded as \$2,140,156 within the 2017-18 Annual Report and \$2,351,876 within the 2018-19 Annual Report. These figures represent over 15% of the 2019-20 Annual Budget, reflecting the importance of grant income to Council's service sustainability.

Local Government Reform

In 2019 the Minister for Transport, Infrastructure and Local Government commenced a process of introducing Local Government Reform.

The reform agenda included a new conduct management framework for council members, an expansion of expert, independent advice to councils on a range of critical financial and governance matters, a modern approach to public consultation, and a range of regulation improvements to reduce Councils' costs.

The Local Government Association of South Australia developed a 'Sensible Plan for Local Government Reform' which took a proactive approach to (among other things):

- Performance benchmarking;
- Code of Conduct;
- Transparency;
- Revenue; and
- Service Reviews.

Engaging with the Local Government Association may provide more robust lobbying for a position on reforms that is relevant and implementable for Adelaide Plains.

In addition to the Local Government Reforms, the Local Government Boundaries Commission was formed in 2019, which paved the way for Councils (or community) to initiate a Council boundary review and amendment.

Regional Partnerships

Council is a member of Legatus, the Gawler River Flood Management Authority. The Council area is also within the Clare Valley and the Yorke Peninsula Tourism Regions, the Barossa, Gawler and Light RDA region and will soon shift from the Adelaide and Mount Lofty Ranges Natural Resources Management Board to the Yorke and Mid North Landscape Board.

As Adelaide Plains grows, the Council and its relationship to the surrounding region may change. It is timely for Council to fully consider what subsidiaries, regional partnerships and networks best suit its aspirations and is most likely to benefit its community.





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.

Issues and Opportunities Looking Forward

Council should seek to improve its engagement with the community and give priority to consultation and communication across its service delivery and customer service portfolios.

Service improvements across Council should be pursued with an immediate priority to continue implementation of the organisational review and structure. A review to improve development assessment processes should be undertaken with a view to transition to the Planning and Design Code (which will replace Council's Development Plan in June 2020).

Council's ongoing participation in regional subsidiaries Legatus Group and Gawler River Flood Management Authority could be reviewed to ensure coordination of economic, community development and flood prevention are providing value for the District and community.

New regional partnerships to achieve stronger alignment of social and economic priorities (e.g. tourism region, public health and community car service) could also be explored.

Performance benchmarking is one theme picked up by the Local Government Reform program and has been previously been advocated by Local Government Association of South Australia. Other areas of interest include community engagement, Elected Member conduct, financial sustainability, the role of audit committees and legislative change.

The South Australian Local Government Boundaries Commission was formed on 1 January 2019, as the independent body that assesses and investigates council boundary change proposals and makes recommendations to the Minister. A number of councils are involved in boundary reform proposals.

Ideas From Research and Consultation

- Review and realign Council's regional partnerships and subsidiaries to achieve greater relevance and benefit to the changing Adelaide Plains Council and community.
- Increase Council's use of lobbying power available through membership of existing regional subsidiaries and partnerships by more proactively presenting and seeking support for 'sub regional' issues and opportunities of benefit to the Adelaide Plains community
- Utilise more contemporary forms of communication such as social media and application based information dissemination.
- Retain the roaming Community Engagement Forum as a key vehicle for Elected Member and community conversations.
- Explore opportunities to diversify revenue sources including the delivery of commercial models (mindful of the national competition policy) that respond to the Adelaide Plains Community Strengths, Weaknesses, Opportunities and Threats.
- Align budget bid and resource committing processes with strategic planning to facilitate the delivery of strategic initiatives within existing or proposed budget policy parameters.
- Engage with the proposed LGA SA Performance Measurement and Reporting Framework to achieve better correlation between service levels, business drivers and customer satisfaction that guides strategic service and structural review.
- Establish and communicate a 'decision making framework' that provides objective support for Elected Member debate and critical decision making.
- Undertake due diligence investigations and prudential reporting on the potential to consolidate Council facilities and undertake ongoing service reviews for best value community outcomes;
- Undertake annual reviews of the strategic plan and its implementation and introduce succinct quarterly performance reports in conjunction with quarterly budget review reports.



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Our Shared Approach

The following section will highlight Council strategies, potential ideas for implementation, the relevant partners and indicators and measures to identify progress towards its vision for 2024.

This is organised under key themes that reflect the sentiment of consultation and key issues and opportunities for Council:

ENVIABLE LIFESTYLE



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.

EMERGING ECONOMY



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.

REMARKABLE LANDSCAPES



Strategic Response

Advocate for Government investment in the Gawler River Catchment, 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.

PROACTIVE LEADERSHIP



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 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 Envable 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

- Review the existing Regional Public Health Plan to reflect the Public health priorities of a changing Adelaide Plains community
- Review and update Council's Animal Management Plan
- Implement Drought Funding Projects

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.

Indicators

- Annual estimated residential population and change in population per annum
- Number of new dwellings per annum and change in total dwellings per annum
- Housing diversity
- Community Survey satisfaction with Council's community services and facilities

Measures

- Number of Council and community volunteers
- Total area of open space in hectares and change per annum
- Performance against Regional Public Health Plan measures
- Number and variety of community events held



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
- 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.





Strategies

- 1 Support the growth of primary industries and the introduction of value-add employment generators;
- 2 Facilitate greater access to local opportunities from public and private investment; and
- 3 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

- Tourism and Economic Development Strategy
- Business Breakfasts
- Transition to the Planning and Design Code
- Crown Land Negotiation Two Wells

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.

Indicators

- Proportion of people who live *and* work in Adelaide Plains Council
- Local visitation and visitor expenditure trends
- Square metres of commercial floor space within townships
- Gross Regional Product as a proportion of Gross State Product
- Number of main street vacancies
- Value and number of local procurement contracts
- Community Survey satisfaction with Council assets and infrastructure
- Community Survey satisfaction with business support services
- Attendance at business networking breakfasts;

Measures

- Number and variety of business support activities delivered
- LGA Road Manager Consent Performance as reported by the National Heavy Vehicle Regulator
- Freight route connectivity/progress of the Legatus Regional Transport Plan Road Deficiency Actions



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
 - » Karna 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.





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

- Advocacy for Government funding through the GRFMA
- Heritage Protection

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 landscapesenviable lifestyle.

Indicators

- Proportion of residential waste diverted from landfill
- Volume of water captured, treated and re-used
- Community Survey satisfaction with landscape management

Measures

- Area of successful pest plant management
- Area of successful pest animal management
- Number of stormwater treatment devices incorporated into township and residential development streetscapes
- Number of trees planted
- Inclusion of climate change and adverse events within Council's Asset Management Plans
- Local Heritage Listing created



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)
 - » 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
 - » Karna Community
 - » Gracewood, Eden and Liberty Developments
 - » Land holders
 - » Volunteers and community groups

How This Could Contribute to Broader Policy and Legislation

30 Year Plan for Greater Adelaide

- Policy 33 - Recognise the value that communities place on heritage and ensure that new development is implemented sensitively and respectfully.
- Policy 34 - Ensure heritage places and areas of heritage value are appropriately identified and their conservation promoted.
- 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 bushfire through creating buffers in new growth areas that are in or adjacent to areas identified as high risk from bushfires.



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

- Review of Council's Long Term Asset Management Plan
- Review of Council's Long Term Financial Plan
- Implementation of Local Government Reform
- Representation Review

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.

Indicators

- Successful grant applications
- Community satisfaction with Council communication
- Community Survey satisfaction with customer service

Measures

- Compliance with all legislation governing Council business
- Customer service delivery meets documented service standards
- Asset Sustainability Ratio
- Operating Surplus Ratio
- Net Financial Liabilities Ratio.



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)



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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.



4 YEAR STRATEGIC PLAN
Identifies the priorities for Council over a four year horizon

SUB STRATEGIC MANAGEMENT PLANS
At times the strategic plan will call on sub strategic plans for further guidance. This will generally fall under legislated and non legislated plans required or derived from Councils in response to environmental, social and economic issues and opportunities

LONG TERM FINANCIAL PLAN
Strategic outcomes anticipated over the next four years can be incorporated into the long term financial plan providing alignment between strategy and services

ASSET MANAGEMENT PLANS
Strategic outcomes over the next four years can be adapted to the Asset Management Plans providing alignment between strategy and capital works

ANNUAL BUSINESS PLAN AND BUDGET
The annual decision making process that identifies key projects and ongoing services for funding in consultation with the community



