

Appendix 1

A2040 Strategic Delivery Plan Priority Actions 2026/27

This Appendix outlines the Priority Actions Council will deliver in 2026/27 to progress the A2040 Community Vision of Liveable. Green. Connected.

Drawn from the *Strategic Delivery Plan 2025–2035*, it provides a concise, single-year snapshot of the actions to be delivered and their associated budget impacts. The Priority Actions are aligned to the five A2040 themes and their objectives, ensuring annual delivery remains clearly focused on achieving long-term community outcomes.

Consistent with Council's 2026/27 approach to financial restraint and consolidation, some planned actions have been deferred to future years, with the proposed 2026/27 budget prioritising essential service delivery, strong financial discipline and targeted investment to support long-term sustainability and organisational resilience.

The table below demonstrates that Council will continue to deliver a substantial number of strategic Priority Actions within existing resources, maintaining progress toward achieving the community's priorities.

Liveable Trusted and financially Sustainable Council			
Fair and sustainable financial management			
1.1 Ensure Council's rates and revenue systems are fair, affordable and transparent			
#	Priority Action	Description	Budget Impact
1.1.1	Property portfolio cost recovery review	Assess and align Council's property portfolio to improve cost recovery and commercial rental yields, while ensuring properties are well-managed and actively utilised	Existing resource only
Fair and sustainable financial management			
1.2 Manage growth in recurring operating expenditure to maintain long term financial health			
1.2.2	Recurring operating expenditure reviews	Establish recurring operating expenditure reviews and oversight strategic approach to procurement planning to optimise best 'value for money' outcomes	Existing resource only
1.2.3	Arts and visitor services workforce review	Develop a workforce and volunteer structure that optimally supports the Visitor Centres, Signal Point Experience Centre, and South Coast Regional Arts Centre, aligned with volunteer empowerment and structure improvements at 4.1.9, 4.3.9, and 4.1.20	Existing resource only
Engaged community, effective planning and advocacy			
1.4 Involve a wide range of community voices to guide Council's planning and decisions, build trust whilst managing risks to ensure good governance for transparent outcomes			
1.4.1	Risk management maturity development	Advance Council's risk management maturity by strengthening frameworks, practices, and culture—ensuring climate change and environmental factors are integrated—to support informed decision-making and long-term resilience	Existing resource only
1.4.2	Community satisfaction survey	Report and implement the outcomes of the biennial community satisfaction survey which will gather actionable feedback and guide continuous improvement in service delivery	Existing resource only
Affordable and responsive service			
1.5 Implement continuous improvement programs, service delivery reviews, and asset stock assessments to ensure affordability and services that reflect community priorities			
1.5.1	Community grants program review	Review and redesign the Community Grants Program to align with strategic priorities and establish a robust governance framework	Existing funding
1.5.2	Strategic Land Program	Implement the strategic land program to responsibly dispose of land assets that are surplus to community needs and reduce debt with the net gain on the disposal of land to build financial capacity in the Long Term Financial Plan	Existing resource only

Liveable Trusted and financially Sustainable Council			
1.5.3	Customer experience enhancement program	Revise the Service Charter to embed customer experience principles, launch a Voice of Customer program, and improve digital self-service and online search capabilities, refer Cia Customer Request Module 1.5.9	Existing resource only
1.5.4	Cemetery services modernisation	Implement fit-for-purpose systems to enhance cemetery operations, ensuring accurate records, streamlined enquiries, and improved services	Existing resource only
1.5.6	Fleet and plant service review	Implement the outcomes of the 2025/26 Service Review to optimise Council's major plant and fleet management to better align assets with operational needs and environmental goals	Existing resource only
1.5.7	Service delivery review program	Coordinate a continuous improvement program targeting service delivery areas identified through community feedback, strategic priorities, and operational insights (priorities established via customer satisfaction survey outcomes)	Existing resource only
1.5.8	Workforce planning strategy	Prepare a workforce plan to align current and future workforce capacity with community growth, skill and resource needs, and to sustain high-quality service delivery.	Existing resource only
1.5.9	Customer request management implementation	Deploy the Customer Request Management module within Council's ERP system to enhance responsiveness and service tracking, refer 1.5.3	Existing funding
1.5.11	Cybersecurity program continuation	Advance Council's cybersecurity posture through ongoing implementation, monitoring, and maintenance of protective measures	Existing funding
Liveable Well-planned towns and growth			
Sustainable land use that meets community needs			
2.1 Provide a land use planning framework for diverse and affordable housing, and ensures zoning for retail, employment, health, education, and community services in our townships			
2.1.1	Housing and accommodation strategy	Complete the Local Affordable Housing Plan, Rural Areas Accommodation Review (including Langhorne Creek) to inform and finalise the Alexandrina Housing Strategy, as required by the Greater Adelaide Regional Plan (2025)	Existing funding
Sustainable land use that meets community needs			
2.2 Promote development that reflects the unique character of our townships and landscapes, strengthens community wellbeing and protects productive farmland - within the broader state government planning framework			
2.2.9	Advocacy for sustainable growth	Advocate for sustainable growth that reflects community priorities, is guided by evidence-based planning, and actively protects and is compatible with the district's natural environment	Existing resource only
Infrastructure that grows with our townships			
2.3 Advocate for, plan and deliver, public spaces and infrastructure that support growing townships and community wellbeing			
2.3.2	30-year wastewater infrastructure plan	Develop a long-term, 30-year infrastructure plan for wastewater services to ensure sustainable operations and support future growth areas, including long term financial plan alignment for contemporary water utility accountancy framework	Operating Project
Infrastructure that grows with our townships			
2.4 Use each township's vision and heritage to guide local planning and priorities			
2.4.8	Strathalbyn freight by-pass opportunities	Explore strategic transport opportunities for a heavy vehicle freight by-pass in Strathalbyn as part of the township master plan review, refer 2.4.12	Existing resource only

Liveable

Well-planned towns and growth

Protected and celebrated built heritage

2.5 Take a coordinated approach to protecting, celebrating and bringing heritage buildings to life across the district

2.5.4	Local heritage assistance program	Deliver Local Heritage Assistance Program to support property owners in conserving and enhancing heritage-listed places through targeted financial and advisory assistance	Existing funding
2.5.10	Port Elliott local heritage code amendment	Complete the Port Elliott Local Heritage Code Amendment, ensuring the planning framework reflects and protects Port Elliot's unique heritage character and values	Existing funding
2.5.11	Local heritage awards program	Establish a framework for the Local Heritage Awards Program and deliver an annual event that celebrates excellence in heritage conservation, with financial recognition for recipients across defined award categories	Existing funding

Green

Climate and environmental stewardship

Climate-smart and resilient community

3.1 Help our community adapt to climate change and reduce emissions through education and partnerships

3.1.6	Reducing community emissions - feasibility studies for community-based energy solutions	Collaborate with energy providers and key stakeholders to undertake feasibility studies for community-based energy solutions, with a focus on identifying preferred models—such as community batteries—and assessing pathways to support strong community uptake	Existing resource only
3.1.7	Living Lightly Locally citizen science project and climate smart change initiative	Continue delivering the Living Lightly Locally program (2025–2027), capturing insights to inform a scalable 'Climate Smart' behaviour change initiative that drives emissions reduction and builds community resilience	Existing funding
3.1.13	Township greening delivery actions	Develop and implement a Greening Strategy Action Plan that identifies high-priority greening areas, outlines diversified range of delivery methods and education programs to meet canopy and biodiversity targets, and establishes a Community Environmental Grants Program to support local greening initiatives	Operating Project

Climate-smart and resilient community

3.3 Support safe and sustainable coastal access through resilient infrastructure and engage communities in planning for managed retreat where ongoing protection is no longer viable

3.3.1	Port Elliott coastal data collection at Horseshoe Bay	Complete the wave modelling, bathymetry and beach survey, breakwater survey, and pre/post storm survey data collection project to inform options, and conduct community engagement and planning for the long-term viability of Horseshoe Bay at Port Elliot	Existing funding
3.3.4-A	Murray estuaries settlements sea rise adaptation options	Acquire grant funding, explore the long-term sea rise adaptation options, consult with the community and commence planning for the Murray Estuaries settlements	Grant funded

Thriving ecosystems and biodiversity

3.4 Protect and enhance natural areas and biodiversity through integrated approaches, including land use planning, sustainable community land management, community stewardship, and facilitated habitat restoration

3.4.1	Murray Darling Association Region 6 participation	Continue our partnership with Murray Darling Association via our membership, representation and advocacy as part of the Region 6 Executive Committee	Existing resource only
-------	---	--	------------------------

Green Climate and environmental stewardship			
3.4.2	River Murray, the Coorong, Lower Lakes and Murray Mouth (CLLMM) region advocacy	Champion the protection and sustainable management of the River Murray, Coorong, Lower Lakes and Murray Mouth through strong advocacy, partnerships, and leadership, recognising the region's international ecological significance and its vital role in our community's environmental, cultural, and economic wellbeing	Existing resource only
3.4.6	Empowering community action for climate and environmental resilience	Establish a volunteering framework and community-based programs to support biodiversity, greening, coastal protection, emissions reduction, and climate resilience, leveraging grant funding and partnerships to optimise delivery and impact	Existing funding
Sustainable resource and environmental health 3.5 Reduce waste, use resources wisely, and support circular economy practices in our community and Council operations			
3.5.4	Council fleet vehicle solar low-emission transition and charging network	Continue transitioning Council's passenger fleet to electric vehicles, design supporting solar charging infrastructure, and explore opportunities to convert other light fleet vehicle types to low-emission alternatives.	Existing funding
Sustainable resource and environmental health 3.6 Provide reliable wastewater and stormwater services that protect our environment and public health			
3.6.1	Wastewater governance and sustainability	Implement findings of the 2025/26 examination of the governance and sustainability of Alexandrina Wastewater in the context of growth pressures, increasing infrastructure demand, and operational compliance obligations	Existing funding
3.6.4	Middleton Flagstaff Hill Road and Mill Terrace stormwater improvements	Design and construct stormwater improvements for Flagstaff Hill Road and Mill Terrace in Middleton	Capital Project - multi-year
3.6.6	Wastewater rising mains flushing points	Design and install wastewater rising mains flushing point installations to allow access for preventative maintenance of regional pressure networks	Capital Project - multi-year
3.6.8	Goolwa wastewater irrigation expansion	Design and construct Goolwa wastewater irrigation expansion to meet existing capacity limitations and statutory obligations for recycled water use	Capital Project - design only
3.6.9	Hindmarsh Island Coorong Quays wastewater vacuum pump station upgrade	Design Coorong Quays wastewater vacuum pump station upgrade to optimise networks and mitigate operational risks	Capital Project - design only
3.6.12	Mount Compass wastewater treatment plant expansion	Design and construct Mount Compass wastewater treatment plant expansion to meet growth and treatment upgrades	Capital Project
3.6.14	Strathalbyn wastewater rising mains redirection	Design redirection of wastewater rising mains within the Strathalbyn network for optimisation and risk mitigation benefits	Capital Project - design only
3.6.36-A	Ashbourne stormwater mitigation upgrade	Finalise land use agreements, secure funding, complete detailed design, and construct the stormwater mitigation upgrade in Ashbourne	Capital Project - multi-year

**Connected
Inclusive and thriving community**

Inclusive, creative, safe and resilient communities

4.1 Support creative expression, cultural inclusion, volunteering and community participation

4.1.1	Annual community grants program	Deliver a transparent and inclusive annual grants program that supports local initiatives and strengthens community wellbeing	Existing funding
4.1.8	NAIDOC week contributions	Support First Nations-led NAIDOC Week events and initiatives that celebrate culture, history, and community connection	Existing funding
4.1.9	Strathalbyn Christmas Pageant support	Provide financial support to enable the successful delivery of the Strathalbyn Christmas Pageant	Existing funding
4.1.10	Goolwa Christmas Pageant funding support	Provide financial support to enable the successful delivery of the Goolwa Christmas Pageant	Existing funding
4.1.11	Community Centre Strategic Partnerships	Partner with Milang Old School House, Strathalbyn Neighbourhood Centre, and Goolwa Community Centre to deliver funding through strategic agreements	Existing funding
4.1.13	Haven Program regional safety hub	Collaborate with the SA Department of Human Services to deliver the Haven Program, providing a safe and supportive hub for community members	Existing funding
4.1.14	Community health and wellbeing grant applications	Prepare and submit grant applications to fund programs that promote health, wellbeing, and social connection in the community	Existing funding
4.1.15	Reconciliation Action Plan	Develop a Reconciliation Action Plan in partnership with Reconciliation Australia to foster respect, relationships, and opportunities	Existing resource only. Commencing in 2026/27 to be delivered in 2027/28
4.1.20	Regional arts and culture	Establish an Arts Advisory Committee to provide advice on services, programs and infrastructure, and to explore regional arts and cultural initiatives that celebrate creativity and community identity, aligned with the arts and visitor services workforce outcomes at 1.2.3	Existing resource only

Inclusive, creative, safe and resilient communities

4.2 Promote public health, safety and emergency preparedness across the district

4.2.1	Public health awareness and promotions program	In partnership with SA Health, develop and deliver a structured community awareness program to improve understanding of key public health and safety priorities—including those linked to climate and environmental change—by promoting early intervention, building community resilience, and supporting healthier outcomes across the district	Existing resource only
-------	--	--	------------------------

Vibrant and growing local economy

4.3 Showcase and activate the district's natural, cultural and economic strengths

4.3.2	Coorong visitor experience initiative	Partner with Department of Environment and Water, Coorong District Council and District Council of Kingston and other stakeholders to prepare a Federal grant submission and secure matching funding to deliver the Coorong Visitor Experience Plan	Existing resource only
4.3.4	Goolwa biennial South Australian Wooden Boat Festival	Deliver and continue to grow the biennial South Australian Wooden Boat Festival and other major events	Existing funding

4.3.9	Goolwa Wharf precinct activation	Implement the outcomes of the 2025/26 Service Review of the Goolwa Wharf Precinct to shape a vibrant cultural and tourism destination that reflects community values, celebrates heritage, drives economic growth, and delivers effective services	Existing resource only
Vibrant and growing local economy 4.4 Attract and support businesses in key areas like main streets, tourism and employment hubs			
4.4.1	Small Business Friendly Council accreditation and business support	Reinvigorate Alexandrina Council's Small Business Friendly Council accreditation and support local businesses, including First Nations businesses, through procurement and engagement initiatives	Existing funding
4.4.2	Business services expansion to North and West Wards	Explore the expansion of business support services to the North and West Wards of Alexandrina to ensure equitable access to economic development opportunities	Existing funding
4.4.4	Southern manufacturing hub	Scope and advocate for the establishment of a southern manufacturing hub, with a focus on food manufacturing, to increase economic complexity and support the agricultural and manufacturing sectors	Existing resource only
Vibrant and growing local economy 4.5 Provide safe, inclusive and vibrant recreation and community facilities			
4.5.2	Community ovals funding program	Deliver a funding support program for community ovals to enhance recreational infrastructure and local engagement	Existing funding
4.5.3	Community halls funding program	Deliver a funding support program for Council-owned community halls to maintain and improve local gathering spaces	Existing funding
4.5.5	Strathalbyn Swimming Pool extended hours	Extend operating hours at the Strathalbyn Swimming Pool, building on the successful 2024–25 trial	Funding pending Council decision on review of trial
4.5.10	Milang caravan park amenities upgrade	Design and construct upgraded amenities at Milang Caravan Park to improve visitor experience and accessibility	Capital Project
4.5.15	Port Elliot Oval change rooms	Design and construct new change room facilities at Port Elliot Oval to support local sport and recreation	Capital Project
4.5.16	Clayton Bay caravan park amenities upgrade	Design and construct upgraded amenities at Clayton Bay Caravan Park to enhance visitor experience	Capital Project

Connected Transport connections

Connected townships

5.1 Support, facilitate and advocate for integrated transport options that enhance connection accessibility between townships

5.1.1	South Coast Transport Service partnership	Partner with the City of Victor Harbor to deliver the South Coast Transport Service, enhancing regional mobility and access to essential services	Existing funding
5.1.2	Transport access across Alexandrina	Identify gaps in public, community, and private transport services across the district, and advocate with partners and stakeholders to improve service coverage, accessibility, and community connectivity	Existing resource only

Safe and reliable network transport

5.2 Expand and promote safe walking and cycling paths across the district

5.2.4	Middleton Mill Terrace Pathway (FMP1133)	Design and deliver the extension of the Mill Terrace shared pathway from number 25 to enhance pedestrian and cyclist access, support local mobility, and connect key community destinations in Middleton	Capital Project - delivery
-------	--	--	----------------------------

Connected Transport connections			
5.2.15	Goolwa Noble Avenue Pathway (FMP1015)	Design and deliver a pedestrian pathway along Noble Avenue (Liverpool Road to Daniel Avenue) in Goolwa to improve local mobility, support active transport, and connect residents to key destinations and services	Capital Project - delivery
5.2.26	Middleton Mill Terrace Pathway (FMP1168)	Design, consult and deliver a pedestrian pathway along Mill Terrace (Bridge to Railway) in Middleton to improve local mobility, support active transport, and connect residents to key destinations and services	Capital Project - design only
5.2.30	Middleton Mill Terrace Pathway (FMP1169)	Design, consult and deliver a pedestrian pathway along Mill Terrace (Railway to Goolwa Road) in Middleton to improve local mobility, support active transport, and connect residents to key destinations and services	Capital Project - design only
5.2.31	Goolwa Noble Avenue Pathway (FMP1016)	Design, consult and deliver a pedestrian pathway along Noble Avenue (Daniel Avenue to Banfield Road) in Goolwa to improve local mobility, support active transport, and connect residents to key destinations and services	Capital Project - design only
5.2.32	Port Elliot Montpellier Terrace (FMP1375)	Design, consult and deliver a pedestrian pathway along Montpellier Terrace (Regent Street to North Terrace) in Port Elliot to improve local mobility, support active transport, and connect residents to key destinations and services	Capital Project - design only
5.2.33	Port Elliot Regent Street (FMP1228)	Design, consult and deliver a pedestrian pathway along Regent Street (Tottenham Court Road to Blackfriars Road) in Port Elliot to improve local mobility, support active transport, and connect residents to key destinations and services	Capital Project - design only
5.2.37	Langhorne Creek Discovery Trail	Secure funding and construct the Langhorne Creek Discovery Trail to enhance tourism, recreation, and local storytelling	Capital Project - fully grant funded
Safe and reliable network transport 5.3 Advocate for and invest in long-term renewal and improvement of infrastructure and transport network			
5.3.1	Middleton freight by-pass advocacy	Advocate to the Department of Infrastructure and Transport for a heavy vehicle bypass for Middleton Township, supporting regional freight upgrades in the Fleurieu and Kangaroo Island Transport Area Plan	Existing resource only
5.3.2	Milang Weeroona Drive and Gun Club Road sealing assessment	Assess the potential upgrade of Weeroona Drive and Gun Club Road from unsealed to sealed, guided by the road hierarchy framework and the Asset Management Plan – Transport	Existing resource only
5.3.3	Port Elliot Waterport Road freight route advocacy	Promote the upgrade of Waterport Road as a strategic freight route within the broader Fleurieu and Kangaroo Island Transport Area Plan	Existing resource only
Effective infrastructure asset management 5.4 Strengthen how Council plans, maintains and manages infrastructure assets			
5.4.6	Asset Criticality Structure	Develop and implement an asset criticality structure to support risk-based planning and investment across asset classes	Existing funding
5.4.10	Asset Management Plan Bridges and Culverts	Review and implement the revised Asset Management Plan for bridges and major culverts to support structural integrity and connectivity	Existing funding
5.4.12	Asset Management Plan Stormwater	Develop and implement the Asset Management Plan for stormwater infrastructure to improve flood resilience and environmental outcomes	Existing funding