

9.2. A2040 Community Strategic Plan - Delivery Plan Rebuild 2025

C153/05/25

Moved Cr Sue Miller seconded Cr Lou Nicholson

That Council:

- 1. Receive and note the contents of the report.**
- 2. Note the process and timeline, as set out in Table 3 of this report, for the A2040 Community Strategic Plan - Delivery Plan Rebuild 2025, noting that activities and sessions may be subject to change.**

CARRIED UNANIMOUSLY

9.2. A2040 Community Strategic Plan - Delivery Plan Rebuild 2025

Information Report

Responsible Officer: Tash Hunt (General Manager Corporate)

Report Author: Trish Kirkland (Project Manager)

Previous Decisions: ACM20893/02/21, ACM20895/02/21, ACM22170/11/22, C24112/03/24, C24184/04/24, C24338/06/24, C24340/06/24, C24445/09/24, C24555/11/24, C24614/12/24, C008/01/25, C049/02/25

Report Purpose

The purpose of this report is for Council to receive information on the process and timeframes of the A2040 Community Strategic Plan - Delivery Plan Rebuild 2025.

Recommendation

That Council:

1. Receive and note the contents of the report.
2. Notes the process and timeline, as set out in Table 3 of this report, for the A2040 Community Strategic Plan - Delivery Plan Rebuild 2025, noting that activities and sessions may be subject to change.

Background

Section 122 of the *Local Government Act 1999* (the Act) directs Council to develop and adopt a suite of plans for the management of its area, which collectively are called the Strategic Management Plans (SMPs). Council's current SMPs are:

- A2040 Community Strategic Plan (A2040), comprised of the:
 - [*A2040 Community's Long Term Vision*](#) (C049/02/25)
 - [*A2040 Four Year Plan 2022-2025*](#) (ACM20893/02/21)
- [*Strategic Asset Management Plan 2025-2035*](#) (C049/02/25)
- [*Long Term Financial Plan 2022-2031*](#) (ACM20895/02/21)

At its Ordinary Meeting held 16 September 2024, Council considered a report titled '8.14 Strategic Management Plan Review - Section 122' and endorsed (C24445/09/24) a phased process for the comprehensive review of its SMPs. This phased process was implemented, with a further report considered at Council's Special Meeting held 4 November 2024 titled '4.1 Strategic Management Plans Review - Commence Community Engagement ' and resolved (C24555/11/24) in part:

2. commence public consultation, in accordance with the Community Engagement Plan at Attachment 1 contained in this meeting agenda, on the following draft Strategic Management Plans, pursuant to sections 50 and 122 of the Local Government Act 1999:
 - a. A2040 Long Term Community Vision at Attachment 3 of this report contained in this meeting agenda.
 - b. A2040 Four Year Delivery Plan 2025-2029 at Attachment 4 of this report, supported by the visual Plan on a Page at Attachment 5 of this report contained in this meeting agenda.
 - c. Strategic Asset Management Plan 2025-2035 at Attachment 6 of this report contained in this meeting agenda.
 - d. Long Term Financial Plan 2024-2034 at Attachment 7 of this report contained in this meeting agenda.
3. authorise Administration to make minor technical, editorial and graphic design changes to the draft Strategic Management Plans.
4. receive a community engagement outcomes report at the end of Phase 6 of the Strategic Management Plan review process.

Public consultation on the draft SMPs was conducted from 7 November to 4 December 2024, with a range of engagement opportunities for members of the public to be involved in the review process.

Outcomes of the public consultation processes for the suite of SMPs and an overview of the improvement work yet to be finalised in relation to the A2040 Community Strategic Plan - Delivery Plan (A2040 Delivery Plan) were received at the Council Information Session held 3 February 2025. At its Ordinary Meeting held 17 February 2025, Council considered a report titled '10.4 Report from the Audit and Risk Committee - Strategic Management Plans', and resolved (C049/02/25):

C049/02/25

Moved Cr Margaret Gardner seconded Cr Bill Coomans

That Council:

1. Receive the public consultation outcomes on the suite of A2040 Strategic Management Plans undertaken from 7 November to 4 December 2024.
2. Adopt, in accordance with section 122 of the Local Government Act 1999, the Strategic Management Plans:
 - a. A2040 Community Strategic Plan – Long Term Vision 2020-2040 contained at Attachment 1 to this agenda report,
 - b. Strategic Asset Management Plan 2025-2035 contained at Attachment 2 to this agenda report, and
3. Note Council's resolution C008/01/25 for the timeline to redevelop the Long Term Financial Plan 2025-2035
4. Note the status of the A2040 Community Strategic Plan – Four Year Delivery Plan 2025-2029 provided in this report.

CARRIED UNANIMOUSLY

In relation to Resolution item 3 above, at its Ordinary Meeting held 20 January 2025, Council considered a report titled '9.1 Annual Business Plan and Budget and LTFP - 2025 Timeline' that advised the timeline for the redevelopment of the LTFP 2025-2035 in conjunction with the development of the 2025/26 Annual Business Plan which is being referred to as the Annual Community Plan (ACP 2025/26) and resolved (C008/01/25) to note the timeline for development of the LTFP 2025-2035 and ACP 2025/26. This process has progressed in accordance with that timeline, and (at the time of writing this report) the draft ACP 2025/26 and draft LTFP 2025-2035 is scheduled at the 12 May 2025 Special Council Meeting for consideration to commence public consultation.

In relation to resolution item 4 above, this report sets out a phased process approach and timeline to finalise the improvement work (refer [Table 1](#)) and 'rebuild' of the A2040 Delivery Plan.

Table 1 - Improvements for A2040 Delivery Plan

Improvement	Description
Design and include A2040 Outcomes, Strategies and Success Indicators	Outcomes to articulate the results we will see if we are successful Strategies to set out the strategic approaches we will take to achieve the Outcomes Success Indicators to measures our progress These establish a framework and provide for 'line of sight' from the A2040 Vision – to the A2040 Themes and Objectives – to the A2040 Outcomes and Strategies – to the A2040 Priority Actions we will take each year.
Integrate specific projects as Priority Actions and Integrate (Informing Plans)	Priority Actions are those considered to be the most effective and important strategic actions to successfully deliver on the A2040 Strategies. Identify, include, and link to the A2040 framework effective and achievable Priority Actions for: • Rationalising and strategically aligning Council's adopted Informing Plans (refer Table 2 below) • New and upgrade capital asset projects • Township and innovation fund operating projects • A2040 priorities previously identified during the 2024 SMPs review and engagement process. Link and integrate Priority Actions into the LTFP 2025-2035.
Establish and include performance measures and targets	Establish the performance measures and targets for each Priority Action to provide a performance framework for improved transparency and accountability to the community.

The key benefits driving this body of work are:

- A 'one-stop' strategic plan to guide Council decision making, priorities and resource allocations
- To inform each Annual Business Plan and Budget process (no more annual 'interpretation' of plans to determine priorities and resource allocations)
- Reduced risk of financial shocks by first assessing the impacts on resources, operating costs, services, and assets before implementing actions from the Informing Plans.
- Improved strategic alignment by providing transparency (line of sight) from A2040 Vision, Themes and Objectives to the A2040 Delivery Plan's Outcomes, Strategies, and Priority Actions for implementation
- Improved accountability with Success Indicators for each Strategy; and measures, targets and timeframes for each Priority Action
- Improved transparency to our community by designing and implementing an annual strategic progress report and quarterly performance reporting on Priority Actions contained in each Annual Business Plan (and budget).

Council has many adopted Informing Plans (refer [Table 2](#) below), both statutory - to comply with legislation and discretionary - to help clarify strategic planning and identify the most effective and important Priority Actions to successfully deliver on the A2040 Strategies that require full integration into the A2040 Delivery Plan.

Table 2 - Informing Plans identified for integration into A2040 Delivery Plan

Informing Plan	Type
Animal Management Plan 2018-2023	Statutory
Asset Management Improvement Plan 2024-2028	Discretionary
Carbon Neutral Plan (2022)	Discretionary
Climate Emergency Action Plan 2040	Discretionary
Coastal Adaption Plan (2022)	Discretionary
Community Coastal Flood Emergency Plan (2024)	Discretionary
Community Land Management Plan 2023-2028	Discretionary
Community Wellbeing Action Plan 2022-2026	Discretionary
Disability Access and Inclusion Plan 2021-2024	Statutory
Economic Development Strategy 2022-2027	Discretionary
Environment Action Plan 2030	Discretionary
Heritage Strategy and Action Plan 2023-2030	Discretionary
Information Solutions Strategic Action Plan and CiA Roadmap 2025-2027	Discretionary
Master Plan Ratalang Basham Beach Conservation Reserve (2018)	Discretionary
Public Toilet Management Plan 2024-2034	Discretionary
Regional Public Health Plan 2022-2027	Statutory
Revenue Strategy 2025-2028	Discretionary
Township Master Plan Middleton (2024)	Discretionary
Township Master Plan Milang (2024)	Discretionary
Township Master Plan Port Elliot (2024)	Discretionary
Township Community Plans x 8 (draft 2024)	Discretionary
Wooden Boat Strategy 2022-2026	Discretionary

There are other plans currently under development, for example the *Recreation, Open Space & Sport Strategy*. Prior to Council consideration for adoption any new plans should include a detailed implementation plan with the financial implications for integration into the A2040 Delivery Plan and Long Term Financial Plan, as part of the regular strategic review and updating process.

Informing Plans under development

Discussion

To successfully achieve the improvements and rebuild of the A2040 Delivery Plan, ensure Council Members are provided with substantial ability to effectively engage with, and influence the process, and to provide members of the public with reasonable opportunity to be involved in the development and review of its A2040 Delivery Plan, a program of activities and timeline has been developed and provided at Table 3 below.

Table 3 below references our internal working groups which include the following memberships:

- The Executive Leadership Team (ELT) includes the Chief Executive Officer, General Manager Corporate, General Manager Community, General Manager Infrastructure and the Chief Financial Officer.
- The Senior Leadership Team (SLT) includes all department Managers.
- The Project Working Group includes the Project Manager, General Manager Corporate, all officers responsible for the delivery of the informing plans.

Table 3 - Phased process and timeline for the A2040 Community Strategic Plan - Delivery Plan Rebuild 2025

Feb 2025 (completed)	Mar 2025 (completed)	Apr 2025 (completed)
Prerequisites • Council Information Session 1 • Senior Leadership Team (SLT) Meeting 1 • Audit and Risk Committee Meeting • Council Ordinary Meeting	Strategic framework • Design draft A2040 framework and structure • Design Priority Action Benefit / Implementation Complexity Assessment Tool • Establish internal Project Working Group (PWG) • PWG Meeting 1 provide orientation for the 'rebuild' process	Priority Action (draft candidates) • Executive Leadership Team (ELT) Meeting 1 • SLT Meeting 2 • CEO presentation to Climate Emergency and Environment Committee (CEEC) • PWG Meeting 2 – orientation to draft framework and 'deep read' of Informing Plans to commence identification of candidate Priority Actions

May 2025	Jun 2025	Jul 2025
Priority Action (draft candidates) • CEO presentation to Heritage Advisory Committee (HAC) • PWG meeting 3 – continue identification of candidate Priority Actions from Informing Plans • Council Ordinary Meeting (This report and Council Advisory Governance Arrangements) • Audit and Risk Committee meeting (Copy of this information report)	Priority Action (draft candidates) • PWG meeting 4 and 5 – continue identification of candidate Priority Actions	Priority Action (draft candidates) • Special Council Meeting – consider adoption of ABP 2025/26 and LTFP 2025-2035 • Integrate ABP 2025/26 Priority Actions into the draft A2040 process (as year one) • PWG meeting 6 – finalise draft candidate Priority Actions from Informing Plans • ELT meeting 2 • SLT meeting 3 • Council Information Session 2 (28 July)

May 2025	Jun 2025	Jul 2025
		○ refresher, ○ discussion of Council Members' priorities

Aug 2025	Sep 2025	Oct 2025
Priority Action (draft candidates) • Receive CEEC and HAC recommended Priority Actions for Informing Plans • Council Information Session 3 (11 August) ○ continue discussion of Council Members' priorities ○ feedback on draft A2040 Delivery Plan template document ○ feedback on candidate Priority Action list • Council Information Session 4 (25 August) ○ continue discussion of Council Members' priorities ○ feedback on draft A2040 Delivery Plan document ○ feedback on candidate Priority Action list ○ review linking and integration with updated LTFP 2025-2035	Draft A2040 Delivery Plan, integrated LTFP 2025-2035 and public consultation • Special Audit and Risk Committee meeting • Special Council meeting • Open public consultation	Public consultation outcomes • Close public consultation • Assess and prepare public consultation outcome findings

Nov 2025	Dec 2025
Adoption • Council Information Session 5 (10 November) ○ public consultation outcomes ○ recommended changes to the A2040 Delivery Plan and LTFP 2025-2035 • Council Ordinary Meeting ○ Public consultation outcomes	Implementation • ELT meeting 3 • SLT meeting 4 • PWG meeting 7 • Update to Audit and Risk Committee • Update to CEEC and HAC

Nov 2025	Dec 2025
○ Consider adoption of A2040 Delivery Plan and updated LTFP 2025-2035	

*Both the CEEC and HAC received a presentation from the CEO about the A2040 Delivery Plan rebuild and each committee's critical role in providing input and recommendations for the Priority Actions in relation to *Climate Emergency Action Plan*, *Environmental Action Plan*, *Carbon Neutral Plan* and *Heritage Strategy and Action Plan*. Formalising the request for the CEEC and the HAC to prioritise the review of these Informing Plans and to provide recommended Priority Actions to deliver the A2040 strategies is addressed in the report Item 9.12 titled '*Council Advisory Governance Arrangements*' contained in this meeting agenda.

Financial Implications

In accordance with the Alexandrina Council's Adopted Budget / Long Term Financial Plan, the financial implications of adopting this recommendation are considered low.

Risk Implications

In accordance with Alexandrina Council's Risk Assessment Matrix, the risk of adopting this recommendation has been assessed as low.

Attachments

Nil