



# **District Council of Elliston**

## **Strategic Plan**

### **Moving Toward 2017**

**2012 – 2017**



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Paddocks along the road to Lock



## Introduction

It is a requirement of all Local Governments to develop Strategic Management Plans. A Council will generally develop a suite of Plans that contribute to their Strategic Management Plans but in particular will develop a 'Strategic Plan' which will identify Councils objectives over a period of not less than 4 years. A Strategic Plan is the key document, which prescribes Council direction and is the basis for developing Annual Business Plans and Budgets. It is also the key mechanism by which Council communicates its role, direction and its local priorities.

It is essential that Council is open and communicates effectively with our community in the development, planning and delivery of responsible and responsive services. In line with legislation Council will undertake community consultation on all strategic planning documents at a local and regional level. Further, the Strategic Plan 2012-2017 includes links to the State Strategic Plan 2011.

This Strategic Plan 2012-2017, delivers a robust framework and direction for Council and its community, it considers and provides key strategies for economic growth and development, infrastructure development and management, for the environment, and for community and cultural support and services. It also provides a strong and grounded direction for leadership, governance and communication.

The Plan should be reviewed annually and formally every two years. Council's performance will be measured against the plan annually. The timeframe of the Plan exceeds the current Council term, but will be reviewed and provide a strong base for an incoming Council in 2014.

To complete the suite of Strategic Management Plans Council will review and update its Long Term Financial Plan and Asset and Infrastructure Management Plan in 2012.

Venus Bay



## Council profile

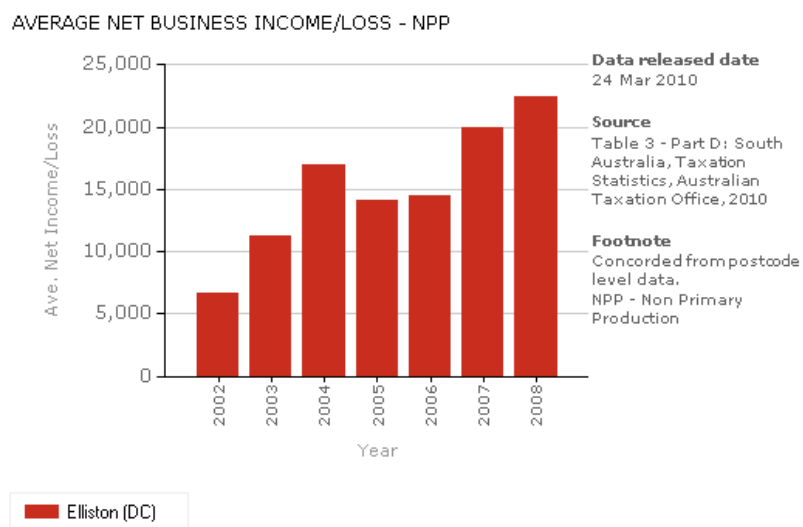
The District Council of Elliston is located on the western side of the Eyre Peninsula. The area is known for its rugged coastline and dramatic diversity and is enjoyed by many for recreational fishing, camping, surfing, and walking. It covers an area of 669,300 hectares and is approximately 700 kilometres from Adelaide.

Within the district there are two main townships, they are Elliston and Lock. In addition there are six smaller townships, including Port Kenny, Venus Bay, Bramfield, Sheringa, Tooligie and Murdinga. The Council Office is located at Elliston, and Depot Operations are situated in both Elliston and Lock.

The economy of the District is based upon primary production, fishing and tourism industries. Primary production consists of mainly cereal grain (wheat, barley, canola, pulses and oats), meat and wool. At the 2006 Census the Gross Value of Production was recorded at 46.4mil with crops representing 36.4mil and livestock slaughters and products being 10mil. In addition to grain, meat and wool production, the extensive coastline is productive fishing ground, supporting recreational fishing, tourism and considerable aquaculture industries, with Anxious Bay delivering over 50% of the Abalone and Crayfish exported from the Eyre Peninsula.

The Council has 1528 rateable properties, 978 general assessment ratepayers and approximately 1,146km of unsealed roads.

Source: <http://www.southaustralia.biz/Regional-SA/EasyData.aspx>

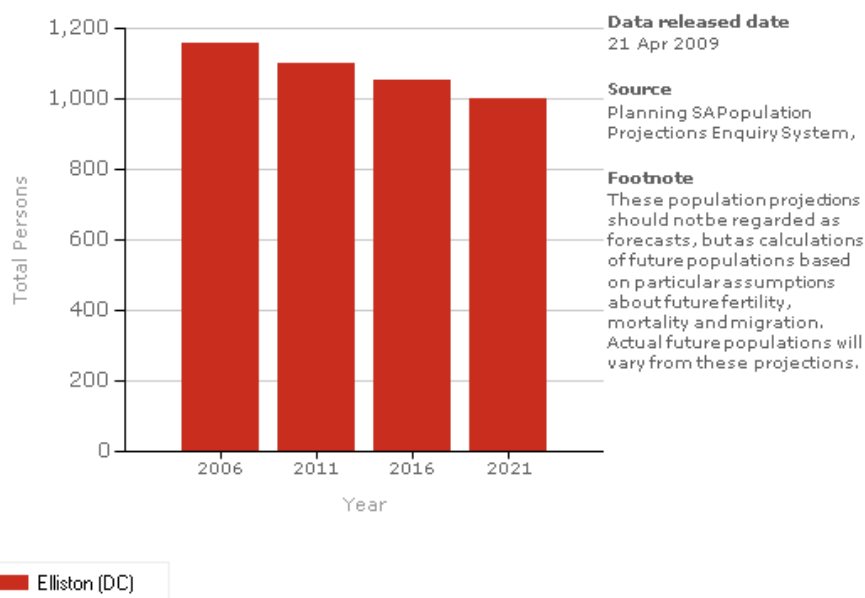


## Our community

The District Council of Elliston is considered remote or very remote (ABS). As at 30<sup>th</sup> June 2009 (ABS) the population was 1163, including 606 Males and 563 Females. At the same time, 21% of persons were recorded as being within the 0-14 age bracket and 53.8% were 25-64 years. 305 are families located within the district.

The population projections forecast for the Council area indicate that over the next 10 years approximately 100 less people will live in the district. In order to counteract this decrease Council will need to focus on population building strategies including economic development and tourism in the area.

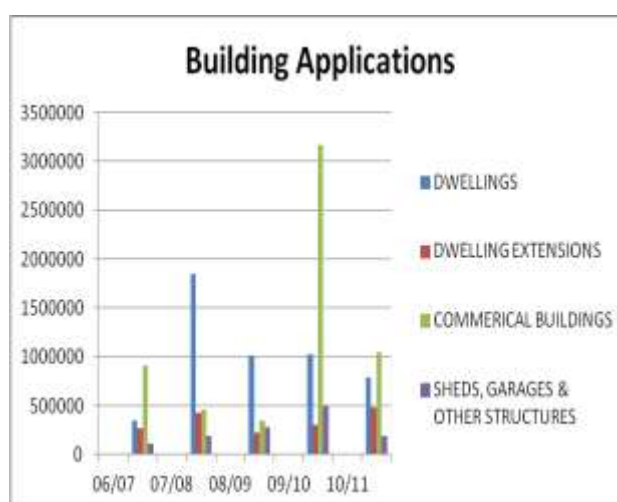
POPULATION PROJECTIONS



Source: <http://www.southaustralia.biz/Regional-SA/EasyData.aspx>

At 30<sup>th</sup> June 2009, it was noted that 51% of the community provided volunteer services or work, the unemployment rate was 3.6%, 91 persons were on an aged pension and the average wage was approximately \$28,000. In addition, it is interesting to note that with a population of 1163, there are 1110 registered vehicles.

Over the previous 4 years building within the area has been steady with 2009/10 being an outstanding year. It is anticipated that steady growth will continue given the areas popularity as a holiday destination.

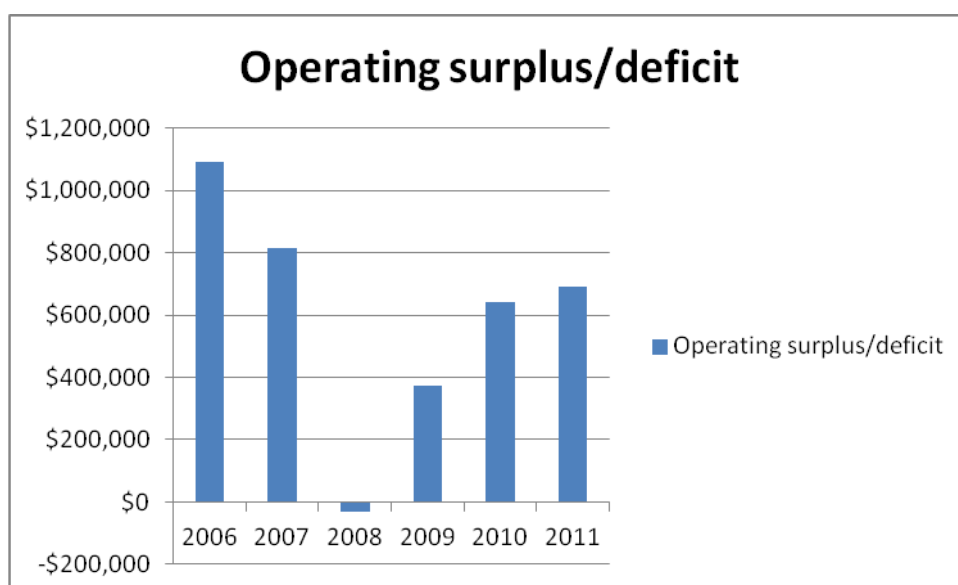


## Annual Business Plan

Council will implement this Strategic Plan through the Annual Business Plan and budget processes. The Annual Business Plan will identify the core services, programs and projects to be delivered, the associated expenditure, and the key performance targets and measures that will be used to report progress.

As part of Council's consultation on the Annual Business Plan feedback is sought from the community on Council's progress to date and its plans for the next twelve months. A summary of the Annual Business Plan, including an assessment of the extent to which Council's objectives for the previous financial year have been attained, will be distributed to ratepayers annually with the first rates notice.

Council will report annually on the achievement of the Strategic Plan through the Annual Report. A review of the Strategic Plan will be undertaken annually with the objective of evaluating that the key objectives and strategies are still relevant; to delete if no longer relevant and to add new strategic matters as appropriate.



Council's operating surplus/deficit trend over previous 5 years

## Council Strategic Linkages

Council has strategic relationships with a number of organisations and has considered their relevant documents when formulating this plan. These include, but are not limited to:

- South Australia's Strategic Plan
- Regional Development Australia Whyalla and Eyre Peninsula Plan
- SA Tourism Commission - Regional Growth Plan
- SA Planning Department – Eyre and Western Region Plan
- Natural Resource Management Regional Plan
- Eyre Peninsula Coastal Action Plan



## Elected Members

There are eight Elected Member with a Chairman appointed from within.

			
Chairman Patrick Clark	Deputy Chairman Kym Callaghan	Councillor Malcolm Hancock	Councillor Peter Hitchcock
			
Councillor Tim Schlink	Councillor Gary White	Councillor Creagh McGlasson	Councillor Grant Rumbelow

## Locks Well





## ***Vision, Mission and Values***

### **Our Vision**

A viable, cohesive and dynamic community, which supports expanding economic opportunities in a sustainable manner without compromising the natural assets or quality of lifestyle of the community.

### **Our Mission**

As a legislated business, the District Council of Elliston aims to provide leadership, representation, advocacy and prudent management for its communities and visitors, and to work with them to identify asset needs and improve services.

### **Our Core Values**

The Elected Members and staff of the District Council of Elliston are guided by the following day-to-day principles to create a positive and dynamic organisational culture:

- Good governance
- Ethical behaviour
- Community focus
- Integrity
- Team Focus
- Openness and Accountability
- Responsibility
- Cohesiveness
- Positive Leadership



Windmill on the road to Lock

## **Goals**

### **Our Economy and Infrastructure**

To actively encourage, support and promote opportunities to increase the prosperity and sustainable growth of the community and effectively and efficiently manage and improve our community infrastructure.

### **Our Environment**

To promote the enjoyment of our natural resources in a prudent and environmentally sustainable manner and ensure that our built environment effectively provides for the long term needs of our communities.

### **Our Community Services**

To deliver a high standard of essential community services and show leadership in developing positive community spirit.

### **Our Leadership and Governance**

To provide progressive leadership and good governance which encourages confidence of the community in the Council.

## ***Key Strategic Objectives - Strategic Plan***

### **Our Economy and Infrastructure**

*To actively encourage, support and promote opportunities to increase the prosperity and sustainable growth of the community and effectively and efficiently manage and improve our community infrastructure.*

The economy and the wealth produced in any area determines the amount of progress that a community can make. The local economy has been focussed on agriculture, fishing and tourism and these will continue to be the main economic drivers for the region for the immediate future. However, in the future potential mining, energy generation (via wind and wave), water supply via desalination, and major infrastructure works associated energy and transport will likely have a major impact on the local economy.

Particular note is made of the plans for new mining activity in the Lock area which should have an important direct and knock on economic effect on the District.

In the meantime the Council needs to increase its efforts to attract tourists and grow the local business sector. There is a need for Council, the region, State and Federal Governments to work together to allow the structural adjustments to occur and provide opportunities for new products and industries to enter the region.

The future of the District is linked to water security, access to renewable energy, improved road system and improved access to technology. The successful resolution of these issues will have long term consequences for the area and requires continual diligence to ensure that the area prospers.

To achieve its goal Council will do the following:

Objectives	Strategies	Measures
1 We will pursue initiatives to increase tourist visitation to our District to enhance the local economy and spread the word about our beautiful region.	<p>1.1 Develop a Tourism Strategy designed to attract tourists to the coast, with a focus on provision of tourist facilities (eg camper and caravan parks), being RV Friendly, improved signage, utilisation of assets (eg airstrip), walking trails, wetlands and boardwalks.</p> <p>1.2 Encourage and support local tourism associations, tourist information centre, festivals, events (eg surf boat carnival, farmer's markets), attractions and projects (eg main street ambience) that add value to the District's positioning and economy.</p> <p>1.3 Develop a RV pump out station in the vicinity of the toilets at the Tourist Information Centre.</p>	<p>Completion of Tourism Strategy by end 2014.</p> <p>Increase in attendances at Visitor's Information Centre.</p> <p>Increase in events and attractions.</p> <p>RV pump out station constructed by end 2013.</p>
2 We will develop strategies to position our District to be conducive to a sustainable and growing local business sector.	<p>2.1 Develop an Economic Development Strategy to promote employment creation and increased economic activity in the District.</p> <p>2.2 Develop strategic partnerships with prospective mining and resource companies on the development of new mining activities.</p> <p>2.3 Lobby government in partnership with Wudinna Council to fund the sealing of Kyancutta Road</p> <p>2.3 Develop an Aged Accommodation Strategy to promote the District as an ideal place to retire.</p>	<p>Economic Development Strategy developed by end 2014.</p> <p>Strategic partnerships with prospective mining and resource companies developed. (ongoing)</p> <p>Scope of works completed 2012 and grant application submitted by end 2013</p> <p>Aged Accommodation Strategy developed by end 2014.</p>

Objectives	Strategies	Measures
2 We will develop strategies to position our District to be conducive to a sustainable and growing local business sector (cont).	<p>2.4 Build links and lobby RDA, State and Federal Governments to provide additional funding and grants to the Council area (roads, rail, technology, energy, stormwater).</p> <p>2.5 Support the development of local banking facilities.</p> <p>2.6 The recruitment of a Grants Officer for the region to identify grants which will boost Council resources on priority projects.</p>	<p>Improved relationships developed and increase in applications for funding to Council.</p> <p>Ongoing support of Local banking facilities.</p> <p>Grants officer sourced and increase in funds to Council over the period.</p>
3 We will collaborate to develop an integrated transport and road system that provides access for all users.	3.1 Develop and maintain a long term Infrastructure Asset Management Plan to ensure our assets are well managed.	Infrastructure Asset Management Plan developed by end 2012 and updated annually.
4 We will pursue and collaborate to secure water and power resources for the future including access to renewable energy and lobby governments to improve access to technology.	<p>4.1 Develop a Water Management Strategy.</p> <p>4.2 Collaborate to develop a regional approach and explore opportunities and feasibility of wave and wind energy.</p> <p>4.3 Lobby governments, RDA and NBN on upgrading of access to broadband technology.</p>	<p>Water Management Strategy developed by end 2013.</p> <p>Collaborative regional approach developed on opportunities for wave and wind energy. (ongoing)</p> <p>Progress made in gaining access to improved broadband technology (ongoing)</p>

Objectives	Strategies	Measures
<p>5 We will develop and improve our community infrastructure, including sewage and stormwater systems in a staged manner over the period of this Strategic Plan and contingent on available resources.</p>	5.1 Investigate sewage treatment options.	Sewage treatment options developed over the period.
	5.2 Develop, maintain and upgrade CWMS schemes in the region, particularly Elliston.	CWMS schemes upgraded (ongoing).
	5.3 Develop a construction and maintenance program for storm water management and related infrastructure.	Construction and Maintenance program for storm water management and related infrastructure developed by end 2012
<p>6 We will maintain all buildings on the Council register and preserve heritage buildings, items and places of interest in a staged manner over the period of this Strategic Plan and contingent on available resources.</p>	6.1 Maintain all buildings on the Council register and preserve heritage buildings, items and places of interest.	Register of buildings and items of interest developed 2012.
	6.2 Encourage environmentally sound building design and practices which minimise resource and energy use.	Environmentally sound building design and practices which minimise resource and energy use developed.(ongoing)
	6.3 Develop a Property Strategy to maximise utilisation of Council owned property assets.	Property Strategy developed by end 2012.

## Our Environment

*To promote the enjoyment of our natural resources in a prudent and environmentally sustainable manner and ensure that our built environment effectively provides for the long term needs of our communities.*

Community expectations, knowledge and understanding of environmental issues have increased markedly over time. Many of the environmental problems facing the world, state and region can be tackled by co-ordinated local action which when joined with other communities creates a better and more environmentally secure future for us all. Issues that affect us locally include how we develop our towns, educate and encourage community participation in environmental protection and how we as a community respond to our waste and recycling.

To achieve its goal the Council will do the following:

Objectives	Strategies	Measures
1 We will develop sustainable plans for the future growth in all our towns and communities.	1.1 Undertake Section 30 review under Development Plan.  1.2 Undertake a formal review of (1) the Elliston Spatial Plan, 2007 – the Plan for Growth and the associated ‘General Guide to Land Availability and Development Potential – 2008	Section 30 Review completed by end of 2013.  Spatial Plan Review completed by end 2013
2 We will develop a long term waste management strategy which will address recycling, reduced waste to landfill and prudent management of our landfill.	2.1 Develop Waste Management Strategy in consultation with EPLGA	Waste Management Strategy developed by end 2015.
3 We will collaborate to develop environmentally sustainable natural resources.	3.1 Develop priority actions emanating from the NRM Coastal Action Plan in conjunction with NRM.  3.2 Determine environmental significance of Lake Newland as a unique environmental area in conjunction with NRM.	Priority actions emanating from the NRM Coastal Action Plan developed by end 2012.  Environmental significance of Lake Newland determined and acted upon in the period.



## Our Community Services

*To deliver a high standard of essential community services and show leadership in developing positive community spirit*

The development and maintenance of high standard community services is essential for the on-going and sustained “health” of our community. This places obligations on us as a community to respond to a wide cross section of needs within the community including, young families, the aged, the youth and the socially isolated. By responding on a variety of fronts in partnership with other bodies we will maximise the community benefit for all. To facilitate a wide range of activities within the community Council needs to focus on supporting groups that have strong and active self help culture, as funds are limited. To achieve its goal the Council will do the following:

Objectives	Strategies	Measures
1 We will continue to support health, family support and aged care services and facilities.	1.1 Facilitate the development of an aged accommodation strategy to promote the District as an ideal place to retire (see 2.2 Our Economy).	Facilitation of an Aged Accommodation Strategy by end 2015.
	1.2 Support a community bus facility in conjunction with Mid West Health.	Community bus service implemented. (ongoing)
	1.3 Facilitate the development of a strategy to improve childcare facilities.	Liaising with key stakeholders to develop strategy. (ongoing)
	1.4 Explore feasibility to establish a Men's Shed for male activities in Elliston.	Feasibility into establishing Men's Shed completed by end 2014.

Objectives	Strategies	Measures
2 We will support programs that assist in youth development and leadership and provide opportunities for young people to develop life skills, increase knowledge and build their capacity within the community and provide appropriate ongoing support to schools and childcare centres.	2.1 Develop a regional approach to youth activities based on current YAC.	Regional approach to youth activities developed in consultation with key regional stakeholders. (ongoing)
3 We will deliver and maintain high standard and quality of services.	3.1 Develop a continuous improvement service program.	Continuous improvement service program developed by end 2012.
4 We will maintain relationships with community protection stakeholders.	4.1 Develop and maintain regular communication protocols with community protection stakeholders (e.g. GP, Hospital, CFS, SES, Ambulance services, Police).	Regular communication with community protection stakeholders occurring and reported. (ongoing)

## Our Leadership and Governance

*To provide progressive leadership and good governance which encourages confidence of the community in the Council.*

To effectively represent our community it is essential that we operate in a transparent, open and accountable manner. We need to engage and communicate with our community in such a way that they know what decisions are being taken by Council on their behalf and that we represent and advocate on their behalf at all times. It is essential that our meeting procedures and processes are effective and that we always operate at a strategic level that ensures the best and most effective use of Council's finite resources. In short we need to provide clear leadership to our community and staff. To achieve its goal the Council will do the following:

Objectives	Strategies	Measures
1 We will enhance internal processes to ensure high standards of governance.	1.1 Provide open, accessible and accountable governance and ensure the community has open access to Council decisions, policies and plans.	Open, accessible and accountable governance occurring and monitored. (ongoing)
	1.2 Meet Council's legislative obligations and increase community awareness through education and enforcement where necessary.	Council's legislative obligations achieved. (ongoing)
	1.3 Participate in LGA Good Governance Assessment Program (GGAP).	Date for participation in GGAP set in 2012.
2 We will ensure we have dedicated, competent staff and Elected Members.	2.1 Develop annual plan for the professional development of Councillors.	Annual plan for the professional development of Councillors developed. (ongoing)
	2.2 Develop annual plan for the professional development of staff.	Annual plan for the professional development of staff developed. (ongoing)

Objectives	Strategies	Measures
3 We will develop and implement a clear and effective plan for the long term operation of Council	3.1 Develop Long Term Financial Management Plan.	Annual review and update
	3.2 Develop Long Term Asset Management Plan.	Annual review and update
	3.3 Implement new Human Resource Plan (HRP).	New HRP developed by 2013 and annual review and update.
	3.4 Develop Long Term Workforce Plan (LTWP).	LTWP developed in 2013 and reviewed
	3.5 Develop Risk Management Plan.	Risk Management Plan developed annual review and update
	3.6 Develop Strategic Plan and linked to Annual Business Plan.	Strategic Plan developed and annual review and update.
	3.7 Develop an OHS&W Plan.	OHS&W Plan developed and annual review and update.
4 We will ensure that we communicate and engage effectively with our community.	4.1 Develop Community Engagement Plan with a focus on proactive and innovative ways to inform, engage and involve the community.	Community Engagement Plan developed by end 2012 and annual review and update

Objectives	Strategies	Measures
5 We will provide clear leadership and advocate effectively and strategically on behalf of our community.	5.1 Ensure all Council decisions are in the strategic interest of our community.	Regular review of all Council decisions to monitor they are in the strategic interest of the whole community.
	5.2 Develop regional approaches to advocating for our community.	Regional approaches to advocating for community developed and maintained. (ongoing)

The beach at Mt Camel



The relevant linkages between Councils plan and the State Strategic Plan are demonstrated below:

South Australia's Strategic Plan 2011 Targets	DC of Elliston Strategic Plan 2012-2017 Key Strategic Objectives
<b><i>Our Economy and Infrastructure</i></b>	
4. Tourism Industry	1. We will pursue initiatives to increase tourist visitation to our District to enhance the local economy and spread the word about our beautiful region.
7. Affordable	2. We will develop strategies to position our District to be conducive to a sustainable and growing local business sector.
35. Economic Growth	
38. Business Investment	
41. Minerals Exploration	
42. Minerals Production and processing	
56. Strategic Infrastructure	3. We will collaborate to develop an integrated transport and road system that provides access for all users.
57. Broadband Access	4. We will pursue and collaborate to secure water and power resources for the future including access to renewable energy and lobby governments to improve access to technology.
60. Energy Efficiency – dwellings	
61. Energy Efficiency – government buildings	
64. Renewable Energy	5. We will develop and improve our community infrastructure, including sewage and stormwater systems in a staged manner over the period of this Strategic Plan and contingent on available resources.
73. Recycled Stormwater	
74. Recycled Wastewater	
75. Sustainable water use	6. We will maintain all buildings on the Council register and preserve heritage buildings, items and places of interest in a staged manner over the period of this Strategic Plan and contingent on available resources

South Australia's Strategic Plan 2011 Targets	DC of Elliston Strategic Plan 2012-2017 Key Strategic Objectives
<b><i>Our Environment</i></b>	
33. Government planning decisions	1. We will develop sustainable plans for the future growth in all our towns and communities.
67. Zero waste	2. We will develop a long term waste management strategy which will address recycling, reduced waste to landfill and prudent management of our landfill.
69. Lose no species	3. We will collaborate to develop environmentally sustainable natural resources.
70. Sustainable land management	
71. Marine Biodiversity	
72. Nature conservation	



South Australia's Strategic Plan 2011 Targets	DC of Elliston Strategic Plan 2012-2017 Key Strategic Objectives
<b><i>Our Community Services</i></b>	
78. Healthy South Australians	1. We will continue to support health, family support and aged care services and facilities.
83. Sport and Recreation	2. We will support programs that assist in youth development and leadership and provide opportunities for young people to develop life skills, increase knowledge and build their capacity within the community and provide appropriate ongoing support to schools and childcare centres.
86. Psychological wellbeing	
32. Customer and client satisfaction with government services	3. We will deliver and maintain high standard and quality of services.
23. Social participation	4. We will maintain relationships with community protection stakeholders.
84. Health Service standards	

South Australia's Strategic Plan 2011 Targets	DC of Elliston Strategic Plan 2012-2017 Key Strategic Objectives
<p>Our Leadership and Governance</p> <p>32. Customer and client satisfaction with government services</p> <p>29. Elections</p> <p>30. Boards and committees</p> <p>31 Chairs of boards and committees</p> <p>23. Social participation</p>	<ol style="list-style-type: none"> <li>1. We will enhance internal processes to ensure high standards of governance.</li> <li>2. We will ensure we have dedicated, competent staff and Elected Members.</li> <li>3. We will develop and implement a clear and effective plan for the long term operation of Council</li> <li>4. We will ensure that we communicate and engage effectively with our community.</li> <li>5. We will provide clear leadership and advocate effectively and strategically on behalf of our community.</li> </ol>



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