

STRATEGIC
DIRECTIONS
2012/16



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Introduction

The District Council of Yankalilla's Strategic Plan has been developed by Council in consultation with:

- the community
- council staff, and
- partner organisations

and provides direction for our community's future.

Council acknowledges the work of Ms Janet Binder in facilitating the development of this plan and the commitment to the process by all contributors to the plan.

The Mission (*why we exist, whom we serve, what we deliver*) and Vision (*where we want to be*) has enabled the development of Key Goals (high level outcomes linked to achieving the vision), which have in turn provided the framework for development of outcomes (what is the result) and Strategies (specific activities to achieve the goals, outcomes and fulfil the Council's vision).

Council's Plan also details the values (*how we shall undertake our duties in achieving the Strategic Plan*)

The District Council of Yankalilla aims to be a community with an enriched quality of life, and this plan building upon the foundations established by previous Councils, details how this can be achieved.

Council has a choice, it can either provide leadership that is proactive and brings about the future, or it can be reactive and simply respond to a future that the State Government and others determine.

In preparing the 2012/16 Strategic Plan, Council has decided that it will be proactive and provide leadership and direction for our community.

Our Strategic Plan focuses on:

- Supporting economic viability of our industries,
- Ensuring that growth is managed to reduce its impact upon our natural environment and is managed to achieve community and environmental outcomes,
- Enhancing the natural and built environment,
- Addressing environmental challenges that face our community,
- Fostering community, and
- Placing Council's finances on a sustainable platform.

It is essential that Council work in collaboration with our community, other Councils and State and Federal Government agencies in order to achieve the goals set out in this Plan.

Together we can respond to new challenges, create our desired future and turn the vision for our region into reality.

Cr. Malcolm Schlein
Mayor

How Council Developed this Plan

In developing Council's Strategic Plan, Council considered a wide range of reports, investigations, studies and strategies. Many of these had been developed undertaking community consultation, workshops and surveys.

The key strategic documents considered in the development of the plan were:

- The District Council of Yankalilla Strategic Directions 2007 – 2012
- The District Council of Yankalilla 30 Year Plan (Stage 1 for Yankalilla, Normanville and Carrickalinga) which has been incorporated within the 30 Year Plan for Greater Adelaide
- The District 30 Year plan , Stage 2 Issue paper for the smaller coastal and rural towns and areas within the District
- Council's Development Plan
- The 30-Year Plan for Greater Adelaide, 2010, which is being used by the State Government to guide the planning and delivery of services and infrastructure
- South Australian State Strategic Plan, released in 2007, which seeks to direct the resources and activities of the State Government to meet its objectives
- Adelaide Hills Fleurieu and Kangaroo Island Regional Development Australia – Strategic Plan
- Adelaide Hills Fleurieu and Kangaroo Island Regional Development Australia – Regional Road Map

These plans are available from the Council Office, Council's website, the Planning SA website, and the State Government's Strategic Plan website www.saplan.org.au

During the development of this plan, Council undertook consultation with its community.

The community indicated that they want a strategic plan that is high level, strategic, long term, simple and easy to read.

People also want a plan that is regularly referred to, and able to inform Council business plans and annual work plans, decision making and actions and a plan which is aspirational and provides leadership and guidance.

What the plan will do

This Strategic Plan is a working document which sets out the objectives of the District Council of Yankalilla. It outlines the strategies, outcome, activities and projected results for the period 1 July 2012 to 30 June 2016.

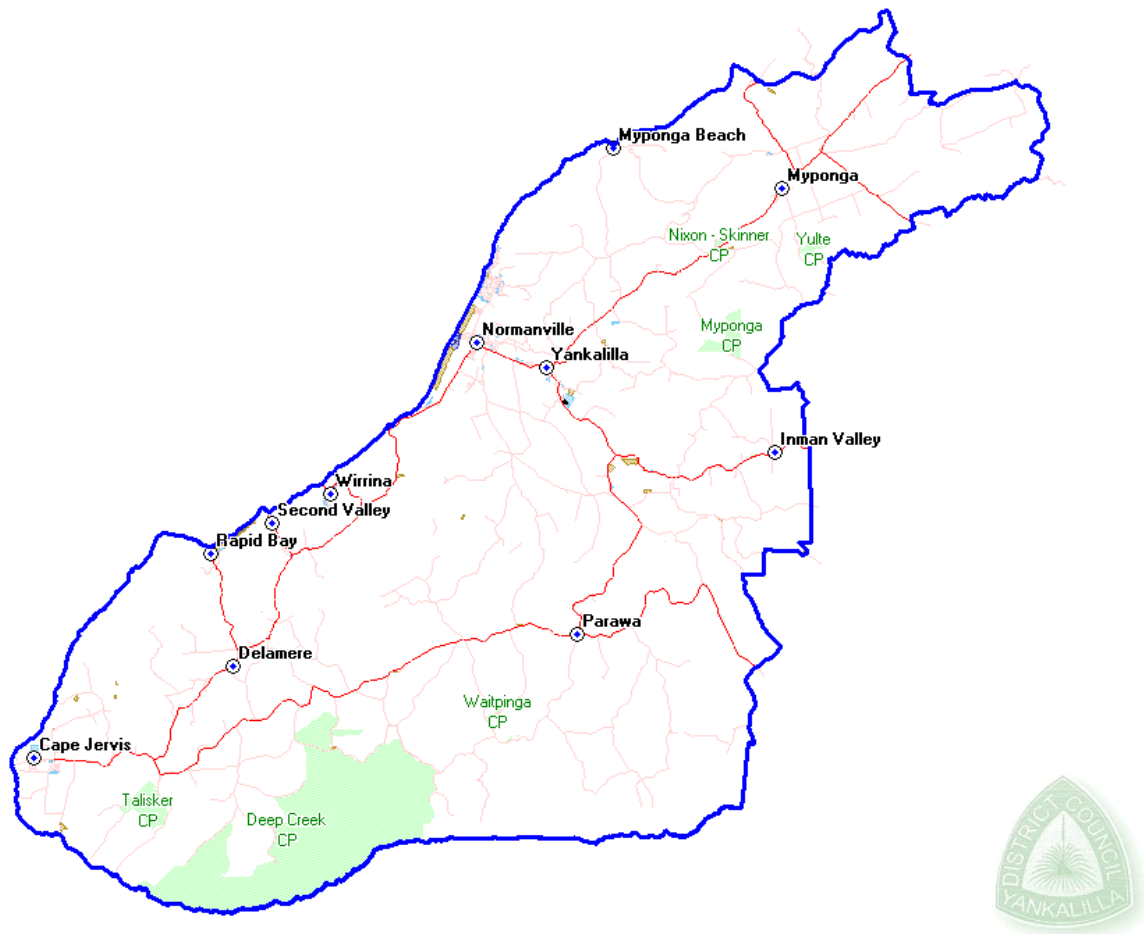
It will guide Council's activities for the next four years and assist Council in the following manner:

1. Ensure its activities and operations are consistent with its mission, vision and values.
2. Plan, measure and improve performance.
3. Provide planning, operating, and policy guides.
4. Improve decision-making, efficiency and control.
5. Keep costs down and its services competitive.
6. Improve its future viability.
7. Provide cost effective infrastructure and services to its community.

How the plan will do this

The Strategic Plan will influence Council actions and decisions, by identifying priorities and projects which will be included in Council's Annual Business Plans via the strategic planning framework detailed below.

The District at a Glance



The District Council of Yankalilla covers some of the most scenic parts of the Mount Lofty Ranges. Extending from the Willunga escarpment to Cape Jervis, the District is characterised by productive agricultural land, water catchments, conservation parks and spectacular coastal scenery.

Yankalilla is the District's main service town, however, most residential growth is occurring in the nearby coastal settlements of Normanville and Carrickalinga, both of which are popular with holiday makers and visitors alike.

Substantial tourism development operates within the District, particularly at Worrina Cove and the Links Lady Bay golf course, residential and tourist accommodation directly to the south of Normanville.

The District's proximity to metropolitan Adelaide, together with its scenic qualities and abundance of natural features has also led to a rise in the number of small scale tourist accommodation facilities such as nature retreats, country cottages, and farm-stay and bed and breakfast styles of accommodation. The natural beauty of the area, coastal beaches and walking trails attract both residents and visitors alike and has supported the development of tourism festivals such as the Leafy Sea Dragon Festival which provide a significant contribution to the regional economy biennially. A growing art and culture sector provides further opportunities for tourism.

Cape Jervis at the tip of the Fleurieu Peninsula has an important role as a transport interchange for freight and passengers travelling between Kangaroo Island and the mainland via ferry services operating across Backstairs Passage. Further growth in this settlement arising from the Island's popularity as a tourist destination (together with the unspoiled scenic views toward Kangaroo Island) is expected.

The decommissioned frigate HMAS Hobart, which was scuttled on the sea bed off Second Valley and Rapid Bay and the Rapid Bay jetty provide a major focus for regional tourism. Together with the all weather marina located at Wirrina Cove, they provide for the needs of recreational fisherman, divers and visitors to the area.

The District has a history of dairy farming, commercial forestry (within the higher rainfall parts of the District), livestock grazing and fishing. In recent years there has been a focus upon other forms of primary production. The Southern Fleurieu Wine Region is home to vineyards small wineries and cellar door sales outlets in and around Myponga, Normanville and Yankalilla.

The western Mt Lofty Ranges has been prescribed for water allocation purposes and once the Water Allocation Plan has been authorised certainty for primary producers will return and further development may be attracted to this area. It is expected that further diversification will occur throughout the rural sector in response to the increasingly competitive and export-oriented nature of the primary industry sector.

Some of the factors upon the horizon which will have an impact upon the community are:

- A growing residential population and continued attractiveness of the area as a holiday home and visitor destination.
- Upgrade of the Southern expressway.
- The extension of the light rail system to Seaford.
- Extension of the National Broadband Network into the District.
- Introduction of Digital Television reception.
- Adapting to the impacts of Climate Change.
- The pricing of carbon.
- Planned increase in primary industry productivity and tourism on Kangaroo Island.

VISION

Council's vision for the District is

A community with an enriched quality of life

MISSION

The District Council of Yankalilla will achieve its Vision by

- building on our stronger sense of community,
- maintaining our built and natural environments,
- providing strong leadership and prudent stewardship,
- delivering services to our community within a sound financial frame work

Council's Core Values

The core values that underpin Council and how we operate at all times are:

Competence
Courtesy and Respect for Individuals
Efficiency
Ethical Behaviour
Fairness
Openness and Accountability
Responsibility

The application of these core values within Council's day to day operations will be demonstrated by:

- Ensuring our people have the necessary skills and knowledge, work as a cohesive team and are well led.
- Understanding the needs of those people who access our services and providing advice that is timely and appropriate.
- Acting honestly with open communication, abiding by strong business ethics and ensuring that our legal and statutory requirements are met.
- Taking a creative approach to meeting Council's challenges and striving for continuous improvement.
- Being efficient in the management of resources providing value for money services

Key Result Areas

COMMUNITY

Vibrant, cohesive, diverse community providing a healthy, quality lifestyle

ECONOMIC DEVELOPMENT

A strong, diverse economy that is innovative and adaptable

NATURAL AND BUILT ENVIRONMENT

Maintain and enhance our natural environment complimented by sympathetic buildings, facilities and activities

GOVERNANCE / FINANCIAL SUSTAINABILITY

Provide leadership, good governance, and efficient, effective and responsive Council services

COMMUNITY

GOAL: **Vibrant, cohesive, diverse community providing a healthy, quality lifestyle**

The community of the Yankalilla District prides itself on its vibrant volunteer ethos where the members of the community help and support each other.

The District has a long and proud history, both European and Aboriginal, and the community of today has built upon the foundations that have been laid in the past.

Council's community goal has been developed to ensure that the community is supported by both public and private sector services that are relevant and provided in an efficient manner with a result that the quality of life within our community is enhanced.

To enable the community to achieve this result Council must work with all stakeholders in the provision of high quality health, family support, aged, disabled and transport services. The importance of these services within our community is becoming more and more important and it is vital that the provision of these services are adequately funded and coordinated.

The value of our community members must also be acknowledged as an important factor in the development of our District. Community development and cohesion is promoted through recreational, sporting and cultural activities and the community must have access to these activities.

Detailed below are the strategies that have been identified which are essential for Council to achieve its Community goal.

Outcome Optimise health of community and ability to participate in community life

Strategy

- Advocate for health and related services to have a presence in our District
- Advocate and facilitate family support services within the District
- Provide public and environmental health services
- Support "The Centre" as the venue for community support services
- Provide appropriately maintained cemeteries within the District
- Provide community transport for disadvantaged residents
- Enhance digital literacy
- Manage and direct the future development of our townships to facilitate an active healthy life style

Outcome Youth development and wellbeing

Strategy

- Support programs that assist in the development and leadership within our youth
- Encourage youth participation with the Youth Advisory Committee
- Provide and promote appropriate and accessible facilities and activities for youth
- Support youth training and employment programs

Outcome **Recreation sporting and leisure facilities that contribute to the wellbeing of the community**

Strategy

- Maintain and improve Council's sport and recreation facilities
- Provide financial and other appropriate support for community owned recreational sporting and leisure facilities
- Promote recreation sporting and leisure activities within the District

Outcome **Quality of life for the disabled and aged**

Strategy

- Provide and promote services and facilities that assist our aging population and people with disabilities
- Advocate and facilitate for the provision of a range of appropriate housing options within the district
- Support opportunities for networking between the providers of support services for the aged and people with disabilities and the sections of the community that they serve

Outcome **A cohesive community that values its heritage and culture**

Strategy

- Support and promote initiatives and achievements of volunteers
- Assist with the attraction of new volunteers
- Support and promote the volunteers that assist Council provide services
- Actively assist and promote community groups and organisations
- Support events and activities that promote the Yankalilla District, develop community spirit and highlight the community's heritage and culture

Outcome **Supported creativity and learning within the community**

Strategy

- Develop and maintain appropriate library services within the District
- Provide public access to internet services at the Library and other appropriate Council facilities
- Advocate for and investigate the provision of high speed broad band throughout the District
- Assist the community to embrace the advantages of high speed broad band
- Assist the community to adapt to the switchover to digital television
- Facilitate learning opportunities for adults

Outcome **Enhanced public safety and wellbeing**

Strategy

- Provide animal management in accordance with legislative requirements
- Support and assist emergency service organisations in their delivery of emergency services
- Ensure public safety is a key factor in development of Council assets
- Enhance and maintain street lighting within the townships

ECONOMIC DEVELOPMENT

GOAL: A strong, diverse economy that is innovative and adaptable

The agricultural components of the local economy have long provided a healthy and reliable income for the Yankalilla district.

In recent decades the dominance of agriculture and fishing as an employer and wealth producer has declined. Tourism has emerged as a growing industry which now represents a significant component of the local economy and is a substantial employer albeit with the majority of employment options provided not being permanent.

The future of the District's economy will partly depend upon the ability to maintain and grow current business and industries with an emphasis on diversification of the economic base and the ability to attract new industries and services to the District. The future impacts of Climate Change may mean that business and agriculture will need to develop adaptation strategies.

Council supports the continued development of the tourism industry and understands that together with the community there is a need to ensure that a high standard of visitor experience is offered to attract higher numbers of visitors and tourists within a competitive market.

A primary consideration for the continued growth of the economy is the provision of appropriate infrastructure. Council has roles as both a provider of infrastructure and an advocate on behalf of the community for additional or improved infrastructure.

Outcome A strong diverse tourism, rural and commercial economy

Strategy

- Facilitate the development of a "brand" to act as an umbrella for the future development and growth for tourism, commerce and agriculture
- Review town entrance signage and take appropriate action to ensure it supports economic development
- Promote and support the efforts of local tourism associations
- Reinforce the importance of tourism within the local and regional economy to the community, business and industry
- Plan for the development of appropriate and sustainable tourist accommodation in suitable locations within the District
- Support festivals and events that add value to the District's economy
- Ensure Council owned tourist facilities are of a standard that enhances tourist impressions of the District
- Support appropriate economic development projects
- Support employment and training programs targeted at local business and community
- Support business taking up opportunities from the NBN network
- Endeavour to remove bureaucratic barriers to business development Work with regional and state organisations to investigate and identify opportunities for the diversification of the District's economy

Outcome Provision of infrastructure that supports economic development

Strategy

- Consult with business and industry to determine their future infrastructure requirements
- Assist/advocate to maximise the roll-out of high speed telecommunications infrastructure within the region
- Ensure a regional approach to the funding and provision of road infrastructure improvements
- Advocate for and facilitate the provision of appropriate heavy transport routes and associated infrastructure to assist agricultural producers and business to efficiently transport goods

NATURAL AND BUILT ENVIRONMENT

GOAL: Maintain and enhance our natural environment complimented by sympathetic buildings, facilities and activities

The Southern Fleurieu Peninsular has an attractive rural and natural character including vista's comprising of white beaches, rugged coast line and undulating productive farm land. Tracts of unspoilt natural vegetation still exist within the District and its air and seas are clean and relatively free of pollution. Within the rural landscape are small rural and holiday home communities with the main service towns being Yankalilla and Normanville.

The community has expressed a desire to protect the existing natural and built environment to ensure that the area largely retains its current "rural" feel.

Council's role, as espoused within this Strategic Plan, is to ensure that the future development of this District will respect the attractive characteristics of our townships and achieve environmental improvement.

Council must endeavour to ensure that all spheres of government work with the local community and business to retain and enhance the unique character of the District. It is important that all efforts are coordinated to achieve this objective.

Waste, whether it is solid (hard refuse or domestic waste), liquid (effluent and stormwater) or gaseous, will continue to require careful management as the District and community expectations grow and legislative compliance increases. Council must maintain a high standard of waste management and strive to provide best practice within its District.

Local street environments and Main Streets must be both functional and aesthetically pleasing. Council has identified that the streetscapes of Normanville and Yankalilla require attention and considered the views of the community, after consultation, in developing Streetscape Master Plans to guide future works. These concept plans will address traffic management, improvements to the main street vista and their integration into the local parks and reserves. The project will also improve the footpath and roads within these precincts which have long been a priority.

Council in the development of its District 30 Year Plan document has an opportunity to ensure that future development will occur in an orderly manner that will deliver Community and Environmental outcomes. Council continues to implement the strategies identified within Stage 1 of this document focussing initial work on Structure Planning and Urban Design for the Yankalilla, Normanville and Carrickalinga Townships.

The District Council of Yankalilla has an extensive network of sealed and unsealed roads which service its community and are vital to the economic development and growth of the community.

Council must provide for the quite separate needs of its rural communities and its urban communities in a manner that balances and provides appropriate levels of service for all.

The District has high rainfall and undulating to steep topography which compounds the issues in relation to the maintenance of the road network.

Road and footpath improvements will continue to be a priority for the Council. The increased costs associated with road construction and renewal will require Council to continue to pursue external funding sources for this work.

Outcomes Respect for the heritage and character of the towns and district

Strategy

- Encourage appropriate industrial, commercial and residential developments that respects the best aspects of the character of individual towns
- Encourage the conservation of heritage buildings, items and places of interest
- Retain distinct township boundaries through effective use of land use planning
- Identify and implement projects that embrace and preserve the District's character and acknowledge its heritage
- Provide and maintain Council owned community facilities
- Plan and develop parks and playgrounds to encourage an active and healthy lifestyle for the community located throughout the District
- Develop and implement a program to upgrade town entrance reflecting the town's individual character
- Manage and maintain Council's parks, gardens and open space
- Identify and pursue opportunities to develop the Bungala Linear Park
- Implement Town Centre streetscape plans

Outcomes Protect and enhance the natural environs

Strategy

- Support the use of sustainable land management practices
- Support the preservation and enhancement of native vegetation resources
- Support the preservation and enhancement of natural marine and coastal assets
- Support and promote Natural Resource Management planning and programs
- Ensure land use planning policies are consistent with the Natural Resource Management Boards priorities protecting ecological assets

Outcome Effective waste management

Strategy

- Maintain and upgrade Community Wastewater Management Systems
- Encourage waste materials recycling, reuse and waste minimisation practices
- Provide a comprehensive and integrated waste management service
- Educate and encourage the community to minimise waste and recycle

Outcome Strategic Planning and Development Control that meets the community's needs

Strategy

- Complete and implement both stages of the District - 30 Year Plan
- Work with neighbouring councils on a regional approach to planning and development
- Collaborate with State Government to ensure that local planning and development aspirations are met
- Develop planning policy and update Councils development Plan to provide "best practice" guidelines for development within the District
- Ensure that the likely impacts of Climate Change are adequately reflected in planning for the future
- Ensure that residential, commercial and industrial land uses do not adversely impact the natural environment
- Ensure quality, consistency and responsiveness in the development assessment and compliance processes

Outcome **Efficient use of energy and reduction of greenhouse gasses**

Strategy

- Promote the use of alternative technologies for energy generation within appropriate locations
- Encourage the community to minimize energy use and reduce green house gas emissions
- Promotion of energy efficiency through community education
- Investigate and adopt energy efficiency within Council's operational practices

Outcome **Efficient use of and integrated management of water resources**

Strategy

- Ensure a coordinated approach to water resource management
- Ensure appropriate treatment of stormwater run off
- Encourage recycling and reuse of water assets
- Educate the community about effective water management practices

Outcome **Safe and reliable roads, footpaths and stormwater drainage**

Strategy

- Maintain and develop roads, footpaths and tracks including car parking at the appropriate standards
- Plan for and implement bike trails and walking tracks where appropriate
- Work with the Department of Planning, Transport and Infrastructure to ensure appropriate traffic management and road safety
- Effective management and maintenance of Council's stormwater infrastructure

GOVERNANCE / FINANCIAL SUSTAINABILITY

GOAL: Provide leadership, good governance, and efficient, effective and responsive Council services

Council's activities will be conducted in a manner that reflects good governance and financial sustainability.

The role of Local Government today continues to grow as it strives to meet:

- the external pressures placed upon it,
- the pressure for improved services from its local community, and
- increasing legislative requirements and accountability.

It is important that Council continues to evolve if it is to achieve the goals and objectives set out in its Strategic Plan.

Good communication within the Council as well as communication with the community is essential for the success of the District Council of Yankalilla. It is important that Council engages with, consults and/or informs the community, where appropriate, and utilises the latest technologies and techniques thereby ensuring that the best possible communication process are used.

Council will listen to the input of the community and give it due regard within the decision making process.

Those people who access Council's services are extremely important and Council's plan identifies strategies that are to be implemented to ensure that the services provided for by Council are of a high quality, efficient, effective and equitable.

Effective planning processes will ensure that Council is moving in the right direction into the future and that it has the ability to measure its performance against set criteria.

The planned management of community assets linking to Council's Long Term Financial Plans is vital to ensure that resources are allocated efficiently. Council recognise that it will be necessary to supplement Council's own resources with external resources at appropriate times and for appropriate projects.

Council must, to ensure that the outcomes of this plan are achieved, take leadership in representing a balanced view within the community whilst having regard to the ideas and concerns of all stakeholders who make up the community.

Detailed below are the strategies that have been identified which are essential for Council to achieve its Governance and Financial Sustainability goal.

Outcome Accountable Financial Management Practices Strategy

- Investigate opportunities for regional cooperation when reviewing current services or considering the provision of new services
- Support established regional associations and informal groups
- Maximise the benefit to the community of Council's business enterprises
- Undertake an annual review of Council's fees and charges
- Identify and apply for grant or external funding opportunities that support Council's strategic goals

Outcome Effective monitoring and evaluation of Council processes and plans

Strategy

- Undertake budget reviews in accordance with legislative requirements
- Ongoing monitoring, review and reporting of the Strategic Plan
- Develop and implement and monitor long term financial plans linked to Council's Strategic Plan
- Monitor and review Annual Business Plan
- Monitor and review Council's asset management plans
- Set service standards and regularly review the delivery of services

Outcome Effective two way communication and consultation

Strategy

- Engage all Councils stakeholders in accordance with Councils Consultation policy, Communication Strategy and Community Engagement principles
- Engage with the community in a meaningful way when developing strategic plans and local initiatives
- Consult with and inform the community, as needed

Outcome Effective leadership and governance

Strategy

- Continuous improvement in complying with our legislative obligations
- Successfully complete the Local Government Association Good Governance program
- Ensure appropriate governance training and development for existing and new elected members and staff
- Exhibit leadership representing a balanced view within the community
- Ensure appropriate leadership and decision making training for existing and new elected members

Outcome Skilled, committed and professional staff in a supportive environment

Strategy

- Provide opportunities and incentives for the professional development of staff that can respond to challenges and are committed to high levels of service delivery
- Ensure safe work practices through the implementation of Occupational Health Welfare and Safety policies and practices
- Implement an appropriate staff performance appraisal system
- Undertake work force planning to meet the Council's current and future work force requirements in servicing a growing community

Linkages between Council's Strategic Plan and the State Government's Strategic Plan

State Government's Strategic Priorities	District Council of Yankalilla's Strategic Outcomes
Growing Prosperity	A strong diverse tourism, rural and commercial economy
	Provision of infrastructure that supports economic development
Improving Wellbeing	Optimise health of community and ability to participate in community life
	Youth development and wellbeing
	Effective waste management
	Strategic Planning and Development Control that meets the community's needs
	Safe and reliable roads, footpaths and stormwater drainage
	Optimise health of community and ability to participate in community life
	Quality of life for the disabled and aged
	Enhanced public safety and well being
Attaining Sustainability	Accountable Financial Management Practices
	Effective monitoring and evaluation of Council processes and plans
	Protect and enhance the natural environs
	Efficient use of energy and reduction of greenhouse gasses
	Efficient use of and integrated management of water resources
Fostering Creativity and Innovation	Skilled, committed and professional staff in a supportive environment
	Youth development and wellbeing
Building Communities	Effective two way communication and consultation.
	Effective leadership and governance
	Conservation of the heritage and character of the towns and District
	Recreation sporting and leisure facilities that contribute to the wellbeing of the community
Expanding Opportunity	A cohesive community that values its heritage and culture
	Supported creativity and learning within the community

Monitoring and Reviewing the Plan

Council is required under Section 122 of the Local Government Act 1999 to have a strategic management plan that covers a period of at least 4 years. Council can review its plan at any time, but must undertake a comprehensive review within 2 years of each general council election. Council will be reviewing and amending as required its plan annually during the next four years to ensure that the plan continues to be relevant and able to meet the changing environment in which Council operates.

Measuring Council's Strategic Achievements

Council will assess its performance in achieving its objectives on a regular basis. A series of key performance indicators have been identified which indicate how Council is performing against its objectives. These indicators show how effective Council has been in "making a difference" in order to achieve our vision.

The LGA undertakes annual survey of the performance of participating South Australian Councils in four key areas of Governance, Community Satisfaction, Financial and Asset Management and Quality of Life. The information provided is drawn from various sources, including the Ombudsman, Grants Commission, Valuer General, and Electoral Commission. Councils may also choose to participate in a community survey undertaken by Roy Morgan Research, which provides further information on community perceptions of a Council's performance. Council will use a number of these Key Performance indicators as a measure of its performance.

Council will report on their performance against those indicators, for which data is available, on an annual basis, for inclusion in Council's Annual Report, which is available to the community and is forwarded to the State Government for tabling as the official annual record of the past year's activities and performance of Council.

These measures of performance will also be reported on in Council's Annual Report, and will show what Council has done to achieve its vision.