



CLARE & GILBERT VALLEYS COUNCIL

Strategic Plan 2020



CLARE & GILBERT VALLEYS COUNCIL

PREPARED BY THE UNIVERSITY OF TECHNOLOGY, SYDNEY CENTRE FOR LOCAL GOVERNMENT IN
COLLABORATION WITH CLARE & GILBERT VALLEYS COUNCIL

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what is the Strategic Plan 2020?



The Clare & Gilbert Valleys Council Strategic Plan 2020 (the Plan) will provide the necessary direction for the future delivery of services by the Clare & Gilbert Valleys Council (Council).

The Plan has been prepared and reviewed following an extensive process of public consultation, and will work alongside other planning documents of the Council including the Long Term Financial Plan and the Asset and Infrastructure Management Plan.

The implementation of the Plan will form an integral part of the performance agreement for the Chief Executive Officer and will be reviewed annually.

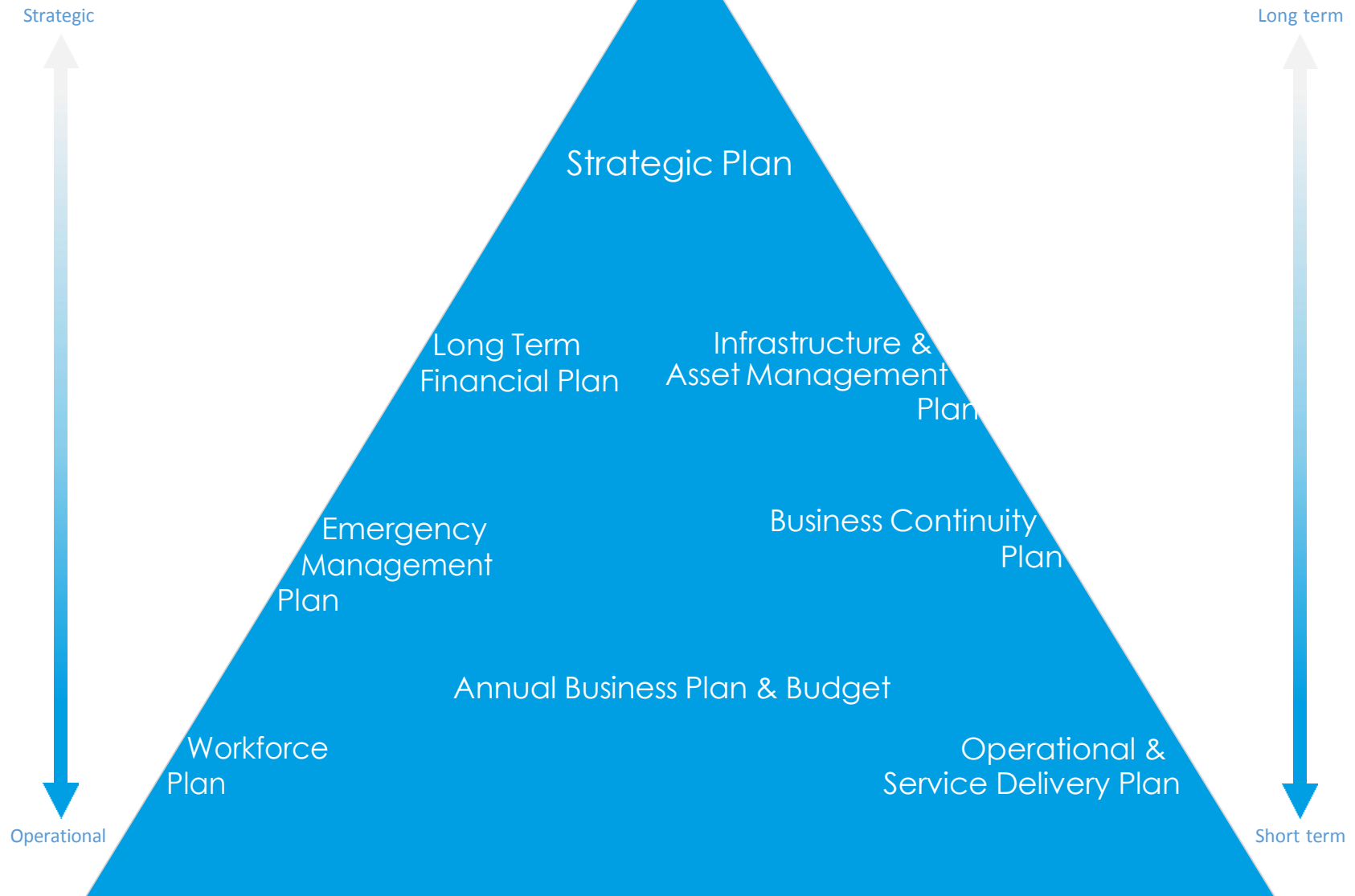
Each year, Council conducts three reviews of its financial performance, and these will incorporate an ongoing commentary on the implementation of the Plan. Each year the Council produces the Annual Report which describes the Council's results for the completed financial year. The Annual Report will include a statement of the Council's performance against the strategic outcomes detailed in this Plan.

The Plan focuses on Clare & Gilbert Valleys strengths, its location within the region and the need to deliver significant projects that will provide the greatest community benefit. It deals with all of the Council's operations and considers how services are delivered, how we engage with and serve our community and how the organisation is governed and administered. Council will need to identify the discretionary spending required to implement the Plan, how to most efficiently deliver the services and explore other sources of funding.

It is intended that this Plan best reflects both the views of the Clare & Gilbert Valleys community and the adopted policies, programs and priorities of the Council itself.



The following diagram shows the context of the Strategic Plan in relationship to the business of Council.



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our vision



“Clare & Gilbert Valleys Council: attractive, prosperous, welcoming and harmonious”

Clare & Gilbert Valleys will be a harmonious and welcoming community living in an attractive and culturally rich rural environment, with first class facilities, innovative business and internationally recognised local produce and services.



our profile

Our local area comprises some of the most productive lands and scenic landscapes in Australia, with the capacity to deliver premium products and experiences to visitors and residents alike. Located adjacent to the outer metropolitan area of South Australia's capital, Adelaide, the Clare & Gilbert Valleys district enjoys the advantages of proximity and accessibility with an enviable rural lifestyle.

The Clare & Gilbert Valleys district forms part of the traditional lands of the Kaurna and Ngadjuri peoples, and their rich connection and association with this place is recognised.

The productive and fertile lands of the Clare & Gilbert Valleys, combined with favourable climatic conditions, result in excellent broad acre cropping opportunities and livestock production. This strength provides a strong foundation for the cuisine of the Clare Valley and

an increasing trend towards value adding on farm.

The Clare Valley wine region is famous for its world class Rieslings and has achieved recognition as Australia's 'Capital of Riesling'. Combined with Shiraz as a staple, and emerging wine varieties, the Clare Valley has a strong future in viticulture and winemaking.

The Clare & Gilbert Valleys district attracts the focus of South Australia's trails network. Home to the renowned Riesling Trail which hosts cycling and walking from Barinia in the north through Clare to Auburn in the south, it covers more than 35kms along the old railway corridor.

A southern extension of the Rattler Trail from Auburn through to Riverton makes a total distance of 60kms. The Heysen, Mawson and Kidman Trails also traverse the district's landscape offering a diversity of experiences and catering to a wide range of interests.

These trails enhance the other health initiatives available in the district. The Valleys Lifestyle Centre in Clare offers a wide range of physical and recreational pursuits and the plentiful sporting clubs and facilities throughout the region, residents and visitors have ample opportunity to undertake active and healthy activities.

Geography

The local area is comprised of 15 towns and settlements, including the service towns of Clare, Riverton, Saddleworth and Auburn, and the villages of Stockport, Tarlee, Rhynie, Manoora, Marrabel, Waterloo, Mintaro, Penwortham, Leasingham, Watervale and Sevenhill. Each has a unique identity and a proud history.



Snapshot:



1,840 square kilometres



15 towns and settlements



Tarlee 85km from
Adelaide

Clare 139km from
Adelaide



5 river systems



223 kilometres of
sealed roads and 1,605
kilometres of unsealed
roads



Demographics

At the time of the 2011 Census, the Clare & Gilbert Valleys local government area had a total population of 8,751 people.

Age distribution

The following aspects of the age profile are highlighted:

- There is a lower proportion of people aged 20-29 (9.35%) and 30-39 (10.10%) in the Clare & Gilbert Valleys when compared to South Australia (13.16%; 12.64% respectively).
- There is a higher proportion of people aged 50-59 (15.30%) and 60-69 (13.36%) in the Clare & Gilbert Valleys when compared to South Australia (13.4% and 11% respectively).
- Following the pattern of the above age profile, Clare & Gilbert Valleys has an older median age (43 years) when compared to the median age of South Australia (39 years) and Australia (37 years).

Aboriginal and Torres Strait Islander

- Aboriginal and Torres Strait Islanders comprise 1% of the population in the Clare & Gilbert Valleys.

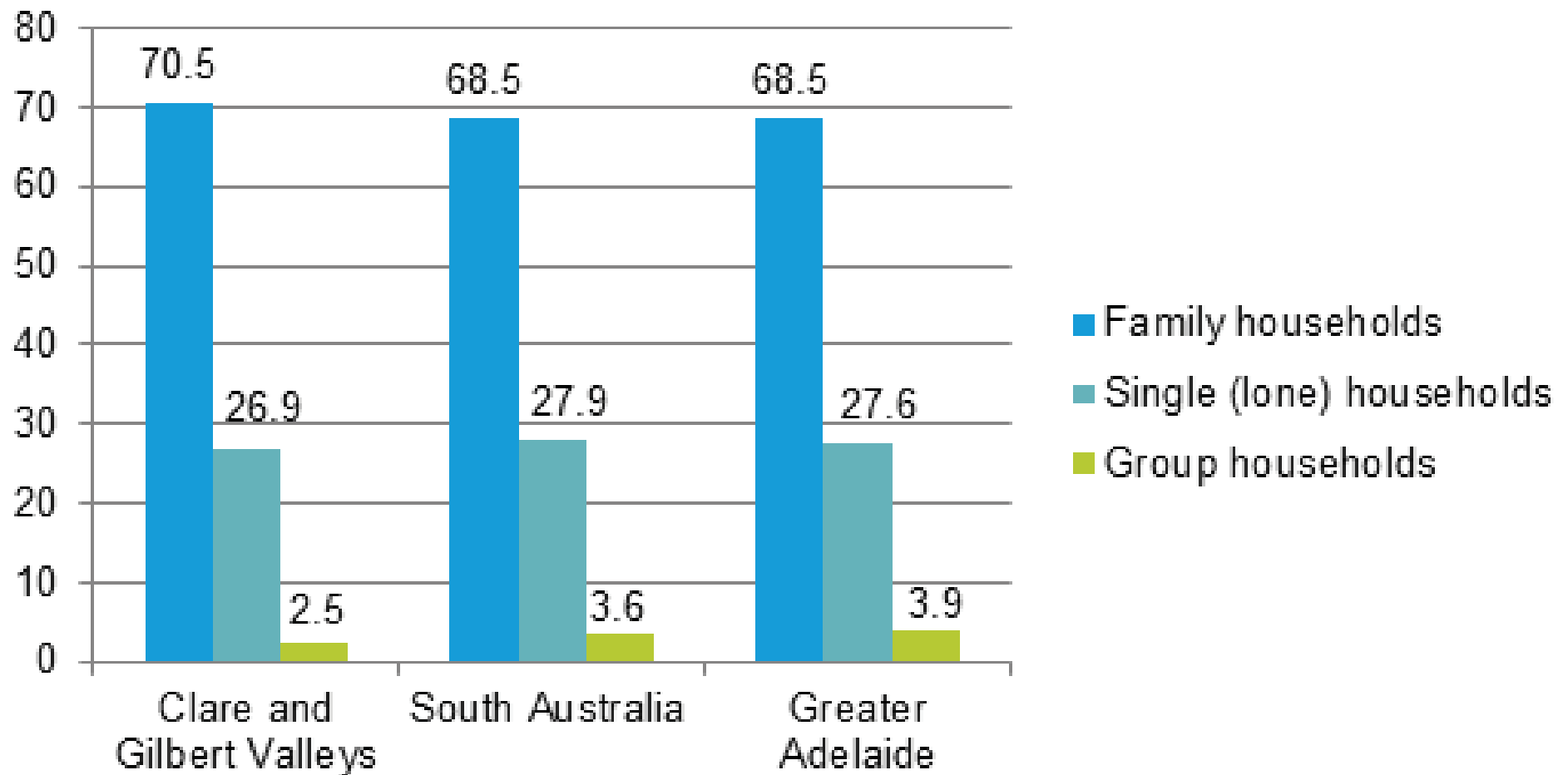
Top five countries of birth

| Clare & Gilbert Valleys | South Australia | Greater Adelaide |
|-------------------------|-------------------|-------------------|
| Australia (86.7%) | Australia (73.3%) | Australia (70.2%) |
| England (4.9%) | England (6.4%) | England (4.2%) |
| Scotland (0.6%) | Italy (1.3%) | Italy (1.6%) |
| New Zealand (0.5%) | India (1.2%) | India (1.4%) |
| Germany (0.4%) | China (1.0%) | China (1.3%) |

TABLE 1: TOP 5 COUNTRIES OF BIRTH (ABS CENSUS 2011)

Household composition

FIGURE 1: HOUSEHOLD COMPOSITION (ABS CENSUS 2011)



Median weekly income

FIGURE 2: MEDIAN WEEKLY INCOME (ABS CENSUS 2011)



Employment and industry

TABLE 2: EMPLOYMENT BY OCCUPATION (ABS CENSUS 2011)

| Industry | Clare & Gilbert Valleys | Greater Adelaide | South Australia |
|--|-------------------------|------------------|-----------------|
| Managers | 22.5% | 11.1% | 12.6% |
| Professionals | 15.3% | 21.6% | 19.6% |
| Labourers | 14.7% | 9.9% | 9.6% |
| Technicians and Trades Workers | 13.9% | 14.0% | 14.1% |
| Clerical and Administrative Workers | 11.1% | 15.4% | 14.4% |
| Community and Personal Service Workers | 8.0% | 10.7% | 10.5% |
| Sales Workers | 7.5% | 9.9% | 9.6% |
| Machinery Operators and Drivers | 5.8% | 5.8% | 6.4% |

Population projections

- Demographic trends suggest the proportion of older people living in Clare & Gilbert Valleys is likely to increase dramatically.
- There is predicted to be stronger growth in Clare township, with a probable population of up to 5,000 people by 2030.
- There is also potential scope for stronger growth with available land at Riverton.

TABLE 3: CLARE & GILBERT VALLEYS POPULATION (DPT FOR PLANNING, TRANSPORT AND INFRASTRUCTURE)

| Year | Population | % increase |
|------|------------|------------|
| 2011 | 8,751 | - |
| 2016 | 9,097 | 2.7% |
| 2021 | 9,339 | 2.6% |
| 2027 | 9,585 | 2.6% |





Clare & Gilbert Valleys Council comprises a Mayor and nine area Councillors

Standing: Roy Blight (Chief Executive Officer), Cr Lucy Drummond, Cr Tim Siv, Cr Jeremy Kells, Cr Dianne Schwarz, Cr Wayne Molineux

Seated: Cr Nedd Golding (Deputy Mayor), Cr Elizabeth Calvert, Mayor Allan Aughey OAM, Cr Helen Perry and Cr Ian Burfitt

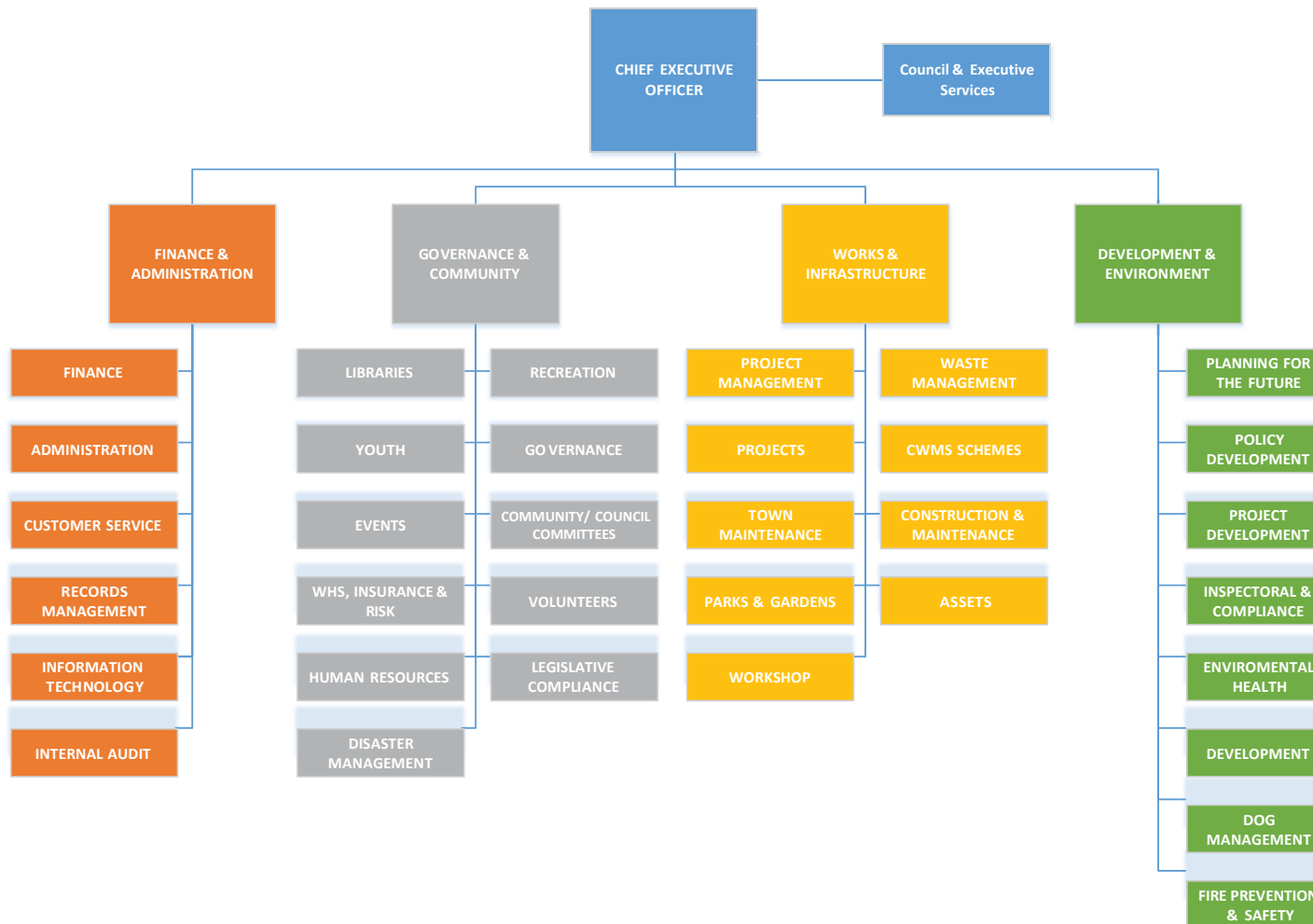
our Council

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The Council is responsible for policy making and decisions that impact on future plans for the district, and the lives and livelihoods of individuals, organisations and businesses within it. The role of Council Members is to:

- Participate in the deliberations and civic activities of the Council.
- Formulate the Council's objectives and policies.
- Keep the Council's objectives and policies under review to ensure they are appropriate and effective.
- Keep Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery under review.
- Represent the interests of residents and ratepayers, provide community leadership and guidance, and facilitate communication between the community and the Council.

Clare & Gilbert Valleys Council Senior Management structure & organisational responsibilities



Key services and responsibilities

The Clare & Gilbert Valleys Council is responsible for a diverse range of services, and has a broad portfolio of community infrastructure and assets. A summary of functions and core services of each of Council's four departments is provided below.

Finance and Administration

- Financial Management- including both internal reporting and statements required by legislation
- Rates – Effective assessment, maintenance, processing and collection of Council's rate income
- Electoral Roll- Ensure accurate recording of electors
- Payroll – Manage Council staff entitlements and wages
- Creditors – Manage Council's processing and payment of goods and services
- Debtors – Effective processing and collection of Council's non-rateable revenue
- Plant – Maintain operating plant ledger
- Customer Services
- Records Management
- Information and Communication Technology

Governance and Community

- Governance and Executive Services
- Legislative Compliance
- Support Services for Mayor and Council Members
- Risk Management including Insurance
- Event Management
- Work Health and Safety and Injury Management
- Community Transport
- Contracts, Leases, Licences and Permits
- External and Community Grant Funding
- Community Liaison
- Human Resources
- Emergency and Disaster Management
- Libraries and information services
- Youth
- Recreation, lifestyle, fitness and community wellbeing
- Indoor / Outdoor Sports Facilities and Aquatic Facilities

Works and Infrastructure

- Road maintenance and construction
- Bridge maintenance and construction
- Footpath and kerbing maintenance and construction
- Parks, reserves and playground maintenance

- Stormwater maintenance and construction
- Streetscape maintenance and construction
- Cemeteries maintenance
- Public building maintenance
- Community wastewater management schemes
- Waste collection and disposal

Development and Environment

- Planning and building assessment
- Planning policy development
- Septic tank assessment
- Environmental Health and Food Premises Inspections
- Regulatory Services—bushfire management, animal management and parking controls



our key priority areas

1. Community wellbeing

| Outcome | Strategy | Measure of success | Target |
|---|--|--|---|
| An exceptional quality of living for all, with opportunities available for people of all ages and abilities | <ul style="list-style-type: none"> Encourage participation in youth development programs conducted by local service clubs. Support the provision of youth development programs. Work in partnership with existing service providers and local businesses to assist older people by providing activities and support services that meet their needs. Universal access to Council facilities and services. Identify and access external funding that will support infrastructure development and other strategies for all people. Collaborate with Regional Development Australia Yorke and Mid North on the retention, growth and attraction of business, education, health and government services to the local area. Support the provision of jobs facilities and services to encourage the recruitment and retention of young families. | <ul style="list-style-type: none"> Reported satisfaction with feeling part of the community. Increased participation in youth development programs. Reported quality of life improvements for all people living in the local area. A well promoted program of regular activities and support services throughout the local area. Number of new families taking up residences. Number of new homes being built. | <ul style="list-style-type: none"> 2017-2020 5% annual increase 2017-2020 2017-2020 2017-2020 2017-2020 |
| Strong community leadership and an active and engaged volunteer sector | <ul style="list-style-type: none"> Promote volunteering opportunities and assist groups to promote community wellbeing. Support viable community organisations through collaboration and joint use of facilities. Assist community organisations locate and access funding for community projects. Create an up to date volunteer database. Provide a volunteering portal on Council's website. | <ul style="list-style-type: none"> Community leaders and volunteers are rewarded and recognised. Increased proportions of people involved in volunteer activities. An up to date volunteer contact database and a 'volunteering opportunities' portal on Council's website. | <ul style="list-style-type: none"> Annual 5% annual increase 30 June 2017 |

| Outcome | Strategy | Measure of success | Target |
|---|---|--|--|
| A united, transparent and equitable vision for the whole local area | <ul style="list-style-type: none"> A Strategic Plan that links to the Long Term Financial Plan (LTFP) and the Annual Budget. This will detail strategies and projects for Council and is intended to inform Council decision-making into the future. Transparent and well communicated distribution of Council funding and key projects through regular updates with the community. | <ul style="list-style-type: none"> Strategic Plan, LTFP and Annual Budget are completed and regularly inform Council decision making processes and direction. | <ul style="list-style-type: none"> Annual review and update |

1.1 Alignment with other strategic documents

| Strategic Planning Document | Relevant targets/policies |
|--------------------------------|---|
| South Australia Strategic Plan | <ul style="list-style-type: none"> T 11, T 12, T23, T24, T25 |
| Mid North Region Plan | <ul style="list-style-type: none"> P 12.4, P 12.5 |

2. Recreation and lifestyle

| Outcome | Strategy | Measure of success | Target |
|---|---|---|--|
| <p>A vibrant arts and cultural sector where creative people thrive and residents and visitors can enjoy visual arts and performance</p> <ul style="list-style-type: none"> Places and spaces for performance and creative expression Events and festivals all year round Night time entertainment including restaurants, bars and activities | <ul style="list-style-type: none"> Conduct a review of Arts and Culture services and report findings to Council. <ul style="list-style-type: none"> Support initiatives and opportunities that grow participation and appreciation of the arts and culture. Investigate the opportunities to meet the identified need for a public art gallery space and other heritage and cultural services. Review the role and function of the Council property located in the Clare Town Centre Precinct. Encourage, facilitate and support community events and festivals that celebrate the strengths of the local area and attract visitors. <ul style="list-style-type: none"> Form an events policy. Collaborate with VAPAA and HATs to coordinate advocacy and promotion of arts and culture in the local area. Implement the agreed outcomes from the 2015 Imagining Clare project. | <ul style="list-style-type: none"> Review of Arts and Cultural Services is completed, findings reported to Council, and recommendations considered/ taken forward. Feasibility studies are conducted to explore and meet the identified need for a public art gallery space and other heritage and cultural services. Increased attendance numbers at Community events. Completed events policy that strengthens Council's commitment to supporting and facilitating successful community events. | <ul style="list-style-type: none"> 30 June 2016 31 December 2017 2% annual increase 30 June 2016 |
| <p>A healthy and active community supported by a range of tailored services and facilities</p> | <ul style="list-style-type: none"> Conduct a review of the Valleys Lifestyle Centre & Riverton Swimming Pool. Be a leader in the community in developing health, fitness and recreation, and seek better health and lifestyle outcomes through the OPAL network. Investigate the feasibility of providing a new/ upgraded playground in the local area. Apply and access funding opportunities to grow, maintain and develop recreation throughout the region. | <ul style="list-style-type: none"> Completed review of the Lifestyle Centre & Riverton Swimming Pool, and a feasibility study for a new/ upgraded playground in the local area. Community satisfaction with Libraries; Cleanliness of Streets; Parks, reserves and playgrounds; Sporting facilities; Community Halls; Youth facilities. Increase recreational opportunities available. | <ul style="list-style-type: none"> 30 June 2016 Ongoing Ongoing |
| <p>A warm and welcoming local area with a rich rural identity</p> | <ul style="list-style-type: none"> Create and maintain a sense of identity for the region. Promote the region, its facilities and attractions within the community and externally. Develop the entrances to the Clare & Gilbert Valleys and the townships, promoting the region. | <ul style="list-style-type: none"> Improved visitor perceptions of the local area. | <ul style="list-style-type: none"> Ongoing |

2.1 Alignment with other strategic documents

| Strategic Planning Document | Relevant targets/policies |
|--------------------------------|---|
| South Australia Strategic Plan | <ul style="list-style-type: none"> T 3, T4, T 82, T 83, T 85, T 86, T 99 |
| Mid North Region Plan | <ul style="list-style-type: none"> P 11.4, P 11.7, P 11.8 |

3. Natural and built environment

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| Outcome | Strategy | Measure of success | Target |
|--|--|---|---|
| Sustainable land use development, affordable, appropriate and accessible housing | <ul style="list-style-type: none"> Implementation of the approved program from the Strategic Directions Review through investment in Development Plan Amendments for the Council area under the Development Act. <ul style="list-style-type: none"> Implement Development Plan Amendment (DPA) for the Clare Township and District Townships and Settlements. Provide opportunities for higher density housing in Clare. Encourage and attract private investment and property developers to invest in retirement facilities and seasonal and short term accommodation in the region. | <ul style="list-style-type: none"> Completed DPAs. Land rezoned, relevant development applications approved and development controls implemented. Number of new residential allotments created. Number of new residences built. | <ul style="list-style-type: none"> Progressive rollout 2020 Supported by DPA changes Ongoing investment in new residential development |
| Distinctive heritage buildings are protected and celebrated | <ul style="list-style-type: none"> Implement DPA review with respect to Heritage Places Support projects that enhance sustainability, conservation and economic contributions of heritage assets. Encourage the community to be involved in preserving and promoting the history and heritage of the district. | <ul style="list-style-type: none"> Completed DPA. Key heritage buildings restored, regularly maintained and well-used. | <ul style="list-style-type: none"> 2019 2016-2020 |

| Outcome | Strategy | Measure of success | Target |
|--|---|---|--|
| Parks, streets and public spaces are attractive, safe and promote social interaction | <ul style="list-style-type: none"> • Provide visitor-friendly commercial centres with attractive streetscapes <ul style="list-style-type: none"> - Encourage a 'no empty windows' program in local town centres. • Increase street lighting along main thoroughfares in towns. • Encourage the establishment of township street-tree themes in collaboration with Peak Bodies. • Encourage and support community volunteers to work with Council on the presentation and upkeep of townships and district assets. • Support ongoing improvement of visitor facilities at recreation parks located in Riverton, Saddleworth and Auburn. • Seek funding partners to establish a pilot low-impact street lighting project in Stockport, to support the location of the Stockport Observatory. • Seek funding partners to carry out an underground power line project on the eastern side of the Clare Oval. | <ul style="list-style-type: none"> • Improved perceptions of the quality of public spaces and facilities. • Success in encouraging empty windows in commercial centres to be utilised. • Improved perception of safety. • Street tree themes apparent within townships. • Town and district assets well presented. • Recreation park visitor facilities improved. • Pilot street lighting project in Stockport complete. • Underground power in the memorial precinct of Clare complete. • Completion of the Riverton Main Street improvement program. • Implementation of the 'Colours of Clare' project | <ul style="list-style-type: none"> • 2017-2020 • 2016-2020 • 2017-2020 • Annual upgrade • 2017-2020 • 2017-2020 • 2020 • 2020 • 2019 • 2016-2020 |
| Natural bush land, river systems and habitats are healthy and protected | <ul style="list-style-type: none"> • Collaboration with the Northern Yorke Natural Resource Management (NRM) Board on the protection of threatened species in the context of lands and roadsides controlled by Council. • Assessment of cemeteries under Council's jurisdiction for significant remnant vegetation areas, in collaboration with Northern & Yorke NRM Board. • Financial and physical support for the five Bush for Life sites and the role of volunteers encouraged. • Support the NRM Board in the development of programs for the control of mistletoe. • Support the sustainable management of river systems and the implementation of programs to reduce the risk of flood. | <ul style="list-style-type: none"> • No loss of endangered and threatened species, populations and ecological communities. • Audit of cemeteries for significant remnant vegetation areas and management of cemeteries in the context of their primary function as a place for burial. • Increased effectiveness of invasive weed control. • Five Bush Care sites retained and biodiversity improvements evident. • Implementation of mistletoe control programs • Removal of woody weeds from rivers. • Investment in stormwater management systems. | <ul style="list-style-type: none"> • Support NRM programs • 2018 - with NRM • Review annually • Ongoing • Support NRM programs • 2016-2020 • 2016-2020 |

| Outcome | Strategy | Measure of success | Target |
|--|--|---|---|
| <p>Agricultural practices are sustainable and ecologically friendly</p> <p>“Clean Green”</p> | <ul style="list-style-type: none"> Protect agricultural land that has the capacity for local food production. Encourage the development of agricultural research capabilities and the provision of professional services to enhance production capabilities. Investigate the merit of Council engaging with the Mount Lofty Ranges Agrarian Landscapes World Heritage Bid.- | <ul style="list-style-type: none"> Increased number of people involved in agriculture. Being an active partner in the Agrarian Landscapes project. | <ul style="list-style-type: none"> 2017-2020 2018 |
| <p>Energy, water and natural resources are used sensibly and waste is reduced</p> | <ul style="list-style-type: none"> Encourage businesses and the community to participate in waste minimisation and recycling opportunities. Free transfer/ recycling depot. Encouragement of alternative renewable energy production whilst protecting important landscapes from inappropriate development. Implement sustainable water use principles for public spaces. Promote resource recovery through programs to minimise waste to landfill. Expand access to waste collection and recycling services to rural areas Purchasing and procurement practices to include assessments of packaging, energy efficiency, potential for recycling, greenhouse gas implications and local business development. Investigation of alternative means of energy production. | <ul style="list-style-type: none"> Waste to landfill is proportionally reduced. Implemented solar power generation. Increased volume of recycled water use. Recycling services are available in rural areas. Adopted Procurement and Tendering Policy is upheld. Alternative means of energy production considered. | <ul style="list-style-type: none"> Review annually 2016-2020 2017-2020 2018 Ongoing 2016-2020 |

3.1 Alignment with other strategic documents

| Strategic Planning Document | Relevant targets/policies |
|--------------------------------|---|
| South Australia Strategic Plan | <ul style="list-style-type: none"> T 7, T 8, T11, T17, T 59, T 61, T 62, T 64, T 65, T 66, T 67, T 69, T 70, T 71, T 72, T 75 |
| Mid North Region Plan | <ul style="list-style-type: none"> P 1, P 3.1, P 3.2, P 4.1, P 4.4, P 4.5, P 4.7, P 5.7, P 6.1, P 6.2, P 6.3, P 6.12, P 10, P 11.1, P 11.2, P 11.3, P 12.2, P 12.3 |

4. Business and economy

| Outcome | Strategy | Measure of success | Target |
|--|---|--|--|
| <p>The local area is internationally recognised for its high quality, niche products and services attracting investment and talent</p> | <ul style="list-style-type: none"> Through investment and partnership with Regional Development Australia explore opportunities to draw on current strengths of the local area in order to attract investment and increase visitation, including community and industry workshops, as well as the potential for a local 'investment prospectus'. Support Regional Development Australia Yorke and Mid North in the identification and development of new tourism product opportunities with commercial potential. Support the Clare Valley Winemakers in the promotion of the Clare Valley as the 'Heart of Riesling' in Australia. Support CVBTA in the development and promotion of a "Buy Local" campaign. Encourage tourist accommodation that is designed for sustainability and linked to the natural landscape and character of towns, including the upgrading of existing caravan parks and camping facilities. Support community groups in sustaining markets within the Council Region. | <ul style="list-style-type: none"> Workshops with community, industry and Councillors completed and recommendations considered/ taken forward. New and expanded tourism offerings are evident. Increased number of visitors to the area/ customers at visitor information centres. Increased proportions of locally sourced food and products available to residents and visitors. Establishment and implementation of Council purchasing and procurement policies and practices that support local economic development. | <ul style="list-style-type: none"> 2017-2020 2017-2020 Increased numbers reported by CVWFTC Support CVC campaign 30 June 2017 |

| Outcome | Strategy | Measure of success | Target |
|---|---|--|---|
| <p>The business environment is supportive and assists a variety of economic sectors and workforces.</p> <p>Local businesses are progressive, innovative and successful.</p> | <ul style="list-style-type: none"> • Pro-actively promote, support, attract and encourage sustainable economic development, investment and business opportunities in the district. • Promote Clare as the regional centre for the Mid North of South Australia. • Encourage retail growth and professional services to cater for the needs of residents and visitors. • Support a digital hub for workers who commute to their place of employment. • Encourage new business development focusing on the digital economy. • Coordinate business forums and networks. • Encourage commodity producers to value add and explore new markets. | <ul style="list-style-type: none"> • Increase in the industry productivity of the local area. • A digital hub delivered to improve access to and uptake of technology by the community and business. • Business forums completed and support for business networks evident. | <ul style="list-style-type: none"> • 2016-2020 • 2018 to coincide with NBN establishment • 2016-2020 |
| <p>Employment and training opportunities are available for young professionals</p> | <ul style="list-style-type: none"> • Provide cadetships and work experience positions across Council that are targeted at employing local students and professionals. • Collaboration with Regional Development Australia Yorke and Mid North on the retention, growth and attraction of business, education, health and government services. • Encourage the establishment of Government Community Services for the Mid North in Clare, to reinforce Clare's role and function as a regional centre. • Where appropriate, engage training/ facilitators for long term training programs. | <ul style="list-style-type: none"> • Local students and young people employed in cadetship and work experience programs across Council. • Increased school retention rates and TAFE/ Vocational training enrollments. | <ul style="list-style-type: none"> • Annual review • Annual review |

4.1 Alignment with other strategic documents

| Strategic Planning Document | Relevant targets/policies |
|--------------------------------|--|
| South Australia Strategic Plan | • T 35, T 36, T 37, T 38, T 39, T 40, T 47, T 49, T 55, T 87, T 91, T 93 |
| Mid North Region Plan | • P 3.2, P 7, P 9.2, P 9.5, P 9.6, P 10 |

5. Transport and infrastructure

| Outcome | Strategy | Measure of success | Target |
|---|--|---|--|
| High-speed communications to connect businesses, residents and visitors | <ul style="list-style-type: none"> Work in partnership to support the provision of high speed internet and telecommunications to all residents. Increase community skills and uptake of technology and online services. | <ul style="list-style-type: none"> Expanded coverage of high speed internet across the local area. Increased use of Council online services and social media. Reduction in enquiries for hard copy forms, letters etc. | <ul style="list-style-type: none"> 2020 Ongoing Annual reduction |
| The road network is safe and efficient | <ul style="list-style-type: none"> Advocate for improved public transport services and infrastructure. Create a long term plan for road maintenance and upgrades, including a prioritisation register. Actively pursue external funding (Federal and State Government grants and developer contributions) for road upgrades and improvements. | <ul style="list-style-type: none"> Roads are upgraded and maintained in accordance with the Asset and Infrastructure Management Plan. Reduced road crashes. Improved customer satisfaction with the quality of roads. | <ul style="list-style-type: none"> Annual review Support MAC campaigns Annual improvements imported |
| Footpaths are safe, attractive and well maintained | <ul style="list-style-type: none"> Create a long term plan for footpath maintenance and upgrades, including a prioritisation register. Roll out footpath upgrades as part of Clare town centre project. | <ul style="list-style-type: none"> Improved customer satisfaction with the quality of footpaths in local towns. | <ul style="list-style-type: none"> 2017-2020 |
| Bicycle and walking trails are connected, accessible, safe and attractive | <ul style="list-style-type: none"> Foster a bicycle-friendly district through the provision of world class bicycle trails and associated infrastructure, as well as the education of all road users. Upgrade signage and interpretative information about pedestrian / cycling trails, loops and links. Lobby for State / Federal Government funding for the development and maintenance of the trails network (Riesling, Rattler, Mawson, Lavender and Heysen). Collaborate and negotiate with nearby Councils for the establishment of interconnecting trails. | <ul style="list-style-type: none"> Increased number of people using cycling, walking or riding. Additional cycling, walking and riding trails in the local area. | <ul style="list-style-type: none"> Increased numbers 2017-2020 |
| Community transport is accessible and well used | <ul style="list-style-type: none"> Conduct a community education program promoting the community transport services available in the local area, and make information readily available and accessible to the community. | <ul style="list-style-type: none"> Increased number of people using community transport. | <ul style="list-style-type: none"> 2.5% increase |

| Outcome | Strategy | Measure of success | Target |
|--|---|---|---|
| Car parking is safe and accessible | <ul style="list-style-type: none"> Undertake strategic site acquisition and development of off-street car parking in Clare. Establish a sound and sustainable funding base to provide for off-street car parking to meet business needs. Upgrade signage to off-street car parking areas. Review the relevance and appropriateness of time limit parking restrictions. Review disability parking provisions with stakeholders and service providers. | <ul style="list-style-type: none"> Increase in number of off street parking spaces in Clare. Appropriate signage for parking areas installed. Completed review of time limit parking restrictions. Completed review of disability parking provisions. | <ul style="list-style-type: none"> 2016-2020 2016 2018 2016 |
| Council-owned land and buildings are fulfilling a useful function and providing public value | <ul style="list-style-type: none"> Explore new ways that existing assets can be better utilised to meet current emerging and future needs of residents and visitors. New uses, for example, might include community services centres, men's sheds, art galleries, studios, meeting/conference facilities and commercial enterprises. Explore the disposal or transfer of redundant assets that are no longer achieving an adequate level of public utility or public value. | <ul style="list-style-type: none"> Feasibility studies for key assets are completed, and the best future community use of existing Council assets are determined. | <ul style="list-style-type: none"> 2019 |

5.1 Alignment with other strategic documents

| Strategic Planning Document | Relevant targets/policies |
|--------------------------------|--|
| South Australia Strategic Plan | <ul style="list-style-type: none"> T 2, T22, T 56, T 57, T 58, T 63 |
| Mid North Region Plan | <ul style="list-style-type: none"> P 5.6, P 7.1 |

6. Council leadership and organisational sustainability

| Outcome | Strategy | Measure of success | Target |
|---|--|---|--|
| A resilient community | <ul style="list-style-type: none"> Review and monitor Council's Emergency Management Plan to ensure readiness for Council's role in emergency incident management and recovery. Work in partnership with the community to develop Personal Emergency Plans, raise awareness of risks, and provide resilience training. Monitor and review the Business Continuity Plan to ensure readiness for disruptive events. Collaboration with the Bushfire Prevention Committee on measures to reduce fire risk. Support the ongoing operation of the Clare & Gilbert Valleys Dry Zone Committee. Support Floodsafe education programs with a budget provision. | <ul style="list-style-type: none"> Informed Emergency Management Plan is up to date and regularly reviewed. The community feels safe and know where to go for information. Community resilience education sessions are held bi-annually. Best practice defensive measures for community resilience are promoted. Social, economic and environmental impacts arising from extreme events are reduced. Floodsafe education programs are run in at risk communities. | <ul style="list-style-type: none"> Reviewed annually 2017-2020 2017-2020 2016-2020 2016-2020 2016-2020 |
| Improved financial sustainability | <ul style="list-style-type: none"> Ensure equity in Council's rates, charges, fees and funding decisions. Ensure that Council follows a responsible debt management policy. Review whole of life costs for Clare, Saddleworth and Riverton Community Waste Management Scheme projects. Negotiate additional pathways for waste water reuse as a buffer for Clare, Riverton and Saddleworth Community Waste Water Management Schemes. Ensure recovery of fees and charges through development contributions is adequate to support infrastructure and capacity requirements. Ensure sustainable management of Council's asset portfolio. | <ul style="list-style-type: none"> Above industry benchmarks for Council's financial performance. All Community Waste Water Management Schemes are reviewed, and policies adopted by Council. Infrastructure and asset management targets achieved. | <ul style="list-style-type: none"> Annual review by Audit Committee 2017 Annual review |
| Streamlined Council processes and procedures that meet legislative requirements | <ul style="list-style-type: none"> Proportionate allocation of resources to manage legislative requirements. Encourage and facilitate responsible pet ownership and environmental responsibilities whilst maximising public safety. Reform planning processes and procedures. | <ul style="list-style-type: none"> Increased customer satisfaction with Council. Faster development assessment turnaround times. Positive feedback from applicants, development industry and rate payers. | <ul style="list-style-type: none"> Increased annually Increased annually Increased annually |

| Outcome | Strategy | Measure of success | Target |
|--|--|---|---|
| A modern, efficient and accessible IT system and Council website | <ul style="list-style-type: none"> Build digital and social media connection channels. Increase the level of online business transaction available through Council. Establish video conferencing facilities at Council. | <ul style="list-style-type: none"> Improved awareness of council services and facilities. Increased community utilisation of social media. Increased number of online surveys | <ul style="list-style-type: none"> Ongoing Ongoing Increased number of surveys |
| Strong leadership | <ul style="list-style-type: none"> Investment in Council Member and staff leadership training. Implement a workforce planning strategy and a succession plan. Ensure transparency in Council's decision making. | <ul style="list-style-type: none"> Budget allocated for Council Member and staff training and development. Workforce planning strategy completed. | <ul style="list-style-type: none"> Annual review 2016 |
| Working in partnership to achieve the best outcomes for the local area | <ul style="list-style-type: none"> Foster strong partnerships with other levels of government, key NGO's, regional boards, surrounding councils, and Regional Development Australia. Provide mechanisms for identifying community needs and ensure the community has opportunities to be consulted and provide input into major projects and decisions. Develop a communications strategy including a quarterly newsletter and an annual public forum for ratepayers. | <ul style="list-style-type: none"> Regular communication and meetings with other levels of government, key community organisations, regional boards and surrounding councils. Successful grant applications. Retention of government services in the region. Implementation of a communication strategy and completion of annual public forums for rate payers. | <ul style="list-style-type: none"> Ongoing 2016-2020 2016-2020 Annually |

6.1 Alignment with other strategic documents

| Strategic Planning Document | Relevant targets/policies |
|--------------------------------|--|
| South Australia Strategic Plan | <ul style="list-style-type: none"> T 20, T 32, T33, T 58 |
| Mid North Region Plan | <ul style="list-style-type: none"> P 2.1, P 2.2, P 2.3, P 2.4, P 2.5, P 2.6 |

How this plan was developed

The *Local Government Act 1999*, Section 122 provides that Councils must develop and adopt plans for the management of the local area. Strategic Management Plans are not required to take any defined form and may vary from council to council, but should include:

- Council objectives for at least four years including how those objectives align with those of other councils and other spheres of government, and how any overlapping services can be coordinated.
- Assessments of the council's financial sustainability; the extent or levels of services the council intends to provide to achieve its objectives; the extent to which any infrastructure will need to be maintained, replaced or developed; anticipated changes in real estate development and demographic trends; the council's proposals with respect to debt levels; and any other anticipated or predicted changes that might affect the costs of the council's activities or operations.
- The principal activities to achieve the council's objectives.
- Estimated income and expenditure.
- The measures council will use to assess its performance.

Community engagement

Development of the Plan has involved extensive engagement with the community, Councillors and Council staff.

Initially the community was engaged in 2012 when the Plan was first developed, and again in 2015 as part of the Community Plan Review. Figure 1 below outlines the engagement process adopted in the development and review of the Plan.

Development of the Strategic Plan in 2012

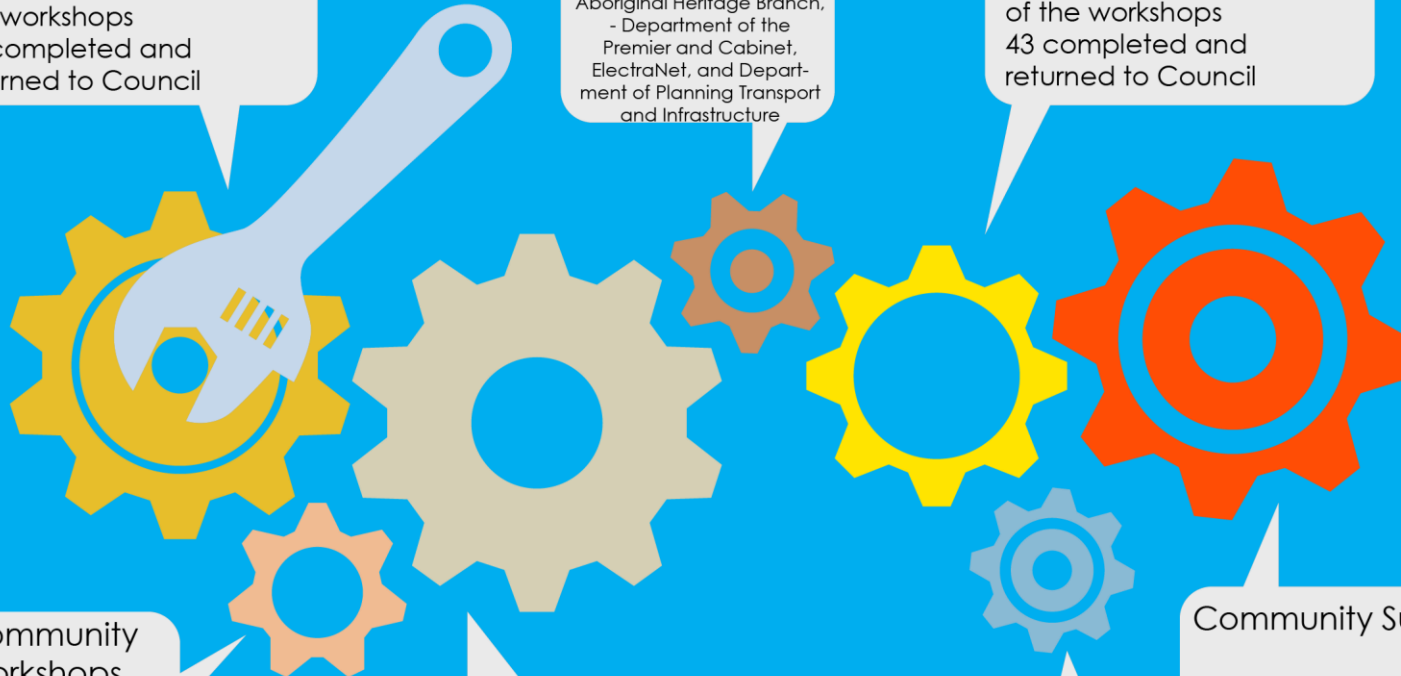
Community Workshops

Distributed to attendees of the workshops
43 completed and returned to Council

Submissions received from:
St Joseph's School, ETS,
North Clare Football Club,
Aboriginal Heritage Branch,
- Department of the Premier and Cabinet,
ElectraNet, and Department of Planning Transport and Infrastructure

Community Survey

Distributed to attendees of the workshops
43 completed and returned to Council



Community Workshops

Four held,
104 community members attended

Workshops with Councillors and Council staff

Visioning workshop held September 2015
Strategy workshop held November 2015

Submissions received from: Mid North Visual and Performing Arts Association

Community Survey

Online and hard copy survey advertised through regular communication channels
45 partial and 58 full respondents

Review of the Strategic Plan in 2015



