

Uniquely Barunga

Strategic Plan 2020 - 2030



As adopted by Council
11 February 2020

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Our Vision 2030



We are a vibrant, thriving, safe and welcoming coastal and agricultural community with an unspoilt natural environment and relaxed country lifestyle.

Introduction

Among the suite of strategic management plans that Council prepares and maintains, the Strategic Plan is Council's central planning document setting out Council's vision, values and goals for the Barunga West community over a ten year period.

Council undertook an extensive process in the development of this plan to ensure it would meet the needs and expectations of the community for the period 2020 to 2030.

Commencing with a community survey, Council sought perspectives in relation to:

- priorities for the area
- perspectives on the relevance and progress against goals in the previous Strategic Plan
- feedback regarding Council services.

Further information about this survey including a summary of results can be found on page 7.

Council's own considerations supporting the development of the Strategic Plan were facilitated through a series of workshops conducted in the latter half of 2019.

As a result of these workshops, a draft Strategic Plan was produced and made available for community consultation in mid December 2019 with the opportunity for community and other stakeholders to provide feedback through written submissions to Council.

A further opportunity for public comment was provided through a community consultation workshop which was conducted in January 2020 in which the draft plan along with a summary of Community Survey results was presented.

This Strategic Plan is supported by a number of other significant planning documents developed by Council including:

- the Annual Business Plan
- the Annual Budget
- Long Term Financial Plans
- Asset Management Plans.

The plan will be reviewed regularly to ensure it remains relevant to the Barunga West community.



From the Mayor

Barunga West Council's Strategic Management Plan 2020-2030, titled 'Uniquely Barunga', reflects the uniqueness of our Council area, encompassing both agricultural land and estuarine coastline, industries such as agriculture, fishing and tourism, all of which Council wishes to promote and encourage. We will focus on prudent financial management and the need for modern and sustainable progress.

A recent community survey undertaken by Council received 391 responses. The single most important issue highlighted in this feedback, amongst others, was a safe and crime free community. It is great to see a commitment from SAPOL in the recent appointment of a permanent police officer to the Council area. Roads and footpaths were the second most important issue, followed by community services. We will continue our investment in local road renewal and maintenance to ensure a sustainable road network into the future.

We will be considerate of Council townships in the distribution of funding across the Council area, recognising that the needs of the towns vary with each location.

Our farming community, our residents, tourism and aged care/retirement industry all have different perspectives and priorities in relation to infrastructure, service provision and community wellbeing and we will focus on the best outcomes possible for all ratepayers.

Our vision for the future is a strong and vibrant community where at times brave decisions will need to be made. We will continue to build, preserve and promote what makes us 'Uniquely Barunga'.

Leonie Kerley
Mayor
Barunga West Council



Our Community. Our Area. Our Council.

Community

We have:

A safe and welcoming community

Relaxed lifestyle

Affordable property

A pristine and unspoilt natural environment - fresh air and clean water

Active progress associations

High volunteer participation

Infrastructure

We have:

- Waste management facility providing long term security for waste treatment in a sustainable manner
- Jetty providing recreational opportunities
- Quality boat ramps
- Extensive sporting facilities
- 928km rural road network
- Playgrounds
- Walking trails
- Foreshore outdoor gym and play area
- Caravan and RV park

Services

We have:

- Emergency services including Police, CFS, SES and Ambulance Health services across the district including well-staffed medical centre and hospital
- Education services across the district including an area school (R to y12), a primary school, a kindergarten and a rural care facility
- A high standard of community services and facilities
- Modern and well-maintained Community Wastewater Management Schemes - CWMS
- Award-winning aged care facility.

Governance

We have:

- Comprehensive asset management plans
- Stable and skilled Council workforce
- Professional leadership
- Up-to-date and relevant policies

Council's Values

Respectful, Approachable & Consultative

We will listen and respond to community views as we make the day-to-day and the long term decisions of Council in the best interests of the district and community. We will demonstrate respect, care and empathy in our processes, considerations and dealings.

One District - One Community

We are diverse...from beach to bush, from town to farm, from young to old, from people who have lived here for a lifetime, to those who are new to the district. Respecting all and valuing all, we support the coming together as one community. Our considerations and decisions are made in the best interests of our district as a whole.

Brave

We understand that at times our decisions will find favour; and at times not. However we will pursue considerations and make decisions that are prudent, reliable and always in the best interest of our whole community.

Optimistic

We are optimistic about our future as we pursue harmony, opportunity and prosperity in our district. We are aspirational; working to provide greater opportunity for all within our community.

Integrity

We will work hard to develop and hold the trust of our community by acting with integrity and transparency in our dealings.

Excellence

We will be visionary in thinking, pragmatic in our decisions and professional in our execution as we deliver the best outcomes for our community. We will embrace innovation and creativity in our pursuit of quality and sustainability. We will continuously explore ways to improve.

Council's Role

Leader

In its capacity as a **Leader** Council:

- Consults with community
- Engages with Community Leaders
- Encourages innovation across the community
- Facilitates conversations and outcomes between Stakeholders.

Provider

In its capacity as a **Provider** Council:

- Delivers services and infrastructure
- Manages community funds.

Regulator

In its capacity as a **Regulator** Council:

- Is responsible for a range of regulatory functions
- Exercises responsibilities diligently while demonstrating care and empathy in its dealings

Advocate

In its capacity as an **Advocate** for the community and district Council:

- Advocates to Government to ensure our district receives a fair share of resources
- Advocates for a level of support and funding from State and Commonwealth Government

Partner

In its capacity as a **Partner** Council:

- Works to develop strategic relationships with a range of Stakeholders
- Contributes funds and other resources and works collaboratively with others to deliver a services and initiatives.

Community Voice

In mid 2019 Council conducted a survey of the community to inform the development of the Strategic Plan.

Across 27 questions Respondents were asked about perspectives, aspirations, issues and priorities in addition to seeking community views about progress and relevance of goals contained within Council's previous Strategic Plan.

391 responses were received with all towns and areas listed in the survey represented. A summary of key results is detailed below.

*A **safe and crime free community** ranked as the single most important attribute when asked 'How important are the following aspects of your community to you?' with 64% of Respondents rating this extremely important. This was followed by 'a quality road network' (54% extremely important) and then 'provision of quality community services' (39% extremely important).*

*When all satisfied responses were combined, 66% of Respondents were satisfied with the **level of service** provided by Council staff of which 29% were very satisfied.*

*54% rated **Maintaining and improving roads, stormwater etc** as extremely important when asked about how important a range of Council functions are to them.*

*When asked to identify what Council functions are most important to them, 55% of Respondents indicated **Maintaining and improving Council's roads, footpaths etc.** as extremely important.*

*When both satisfied responses (very and reasonably satisfied) were combined, 78% of Respondents were satisfied with **providing and maintaining parks and gardens**, 65% with Provision of Libraries and 66% with 'facilitating waste management'.*

*Respondents were most satisfied with Council's performance against goals in the previous Strategic Plan, the goal **Find the Funds And Spend Them Wisely** with a combined satisfaction rating of 41%.*

*70% rated An **economically sustainable community** as extremely important when asked how important aspects of your community to them from a list provided*

64% of Respondents indicate they live in the area and own property in the area, followed by 24% who indicated they own property but do not live in the area. Respondents aged 60 years or more accounted for 67% of responses received. 51% of Respondents indicated they are retired.

Structure of the Strategic Plan

Goals	Goal 1: An Inclusive & Connected Community	Goal 2: Quality Services, Facilities & Infrastructure	Goal 3: A Robust Local Economy	Goal 4: Preserve & Enhance Our Natural and Built Environment	Goal 5: Effective Community Leadership and
Objectives	Objective 1: One Community	Objective 4: Well- maintained & Sustainable Local Road Network & Community Infrastructure	Objective 7: Sustainable Local Businesses & Industry	Objective 10: Preserve our Local Flora and Fauna	Objective 13: An Informed & Engaged Community
	Objective 2: Retaining Our Coastal and Rural Character	Objective 5: Sustainable and Accessible Services	Objective 8: Develop and Promote our Tourism Proposition	Objective 11: Promotion and Recognition of Our Local Environmental Treasures	Objective 14: Effective Leadership and Engagement
	Objective 3: A Safe, Inclusive and Active Community	Objective 6: Facilities that Meet the Needs of Our Community	Objective 9: Develop and Promote the Area As a Desirable Place To Live	Objective 12: Well-presented Towns of Which We Are Proud	Objective 15: A Financially Sustainable Council

Relationship Between Goals & Objectives

This Strategic Plan includes five goals and fifteen Objectives. Many of the Objectives included have a relationship across one or more goals. The following table illustrates this relationship.

Objectives	Goals				
	Goal 1: An Inclusive & Connected Community	Goal 2: Quality Services, Facilities & Infrastructure	Goal 3: A Robust Local Economy	Goal 4: Preserve & Enhance Our Natural and Built Environment	Goal 5: Effective Community Leadership and Engagement
Objective 1: One Community	✓				✓
Objective 2: Retaining Our Coastal and Rural Character	✓		✓	✓	
Objective 3: A Safe, Inclusive and Active Community	✓	✓			
Objective 4: Well-maintained & Sustainable Local Road Network & Community Infrastructure		✓			
Objective 5: Sustainable and Accessible Services	✓	✓			✓
Objective 6: Facilities that Meet the Needs of Our Community		✓			
Objective 7: Sustainable Local Businesses & Industry			✓		
Objective 8: Develop and Promote our Tourism Offering	✓		✓	✓	✓
Objective 9: Develop and Promote the Area As a Desirable Place To Live	✓		✓		✓
Objective 10: Preserve our Local Flora and Fauna			✓	✓	
Objective 11: Promotion and Recognition of Our Local Environmental Treasures			✓	✓	
Objective 12: Well-presented Towns of Which We Are Proud	✓	✓	✓	✓	
Objective 13: An Informed & Engaged Community	✓				✓
Objective 14: Effective Leadership	✓				✓
Objective 15: A Financially Sustainable Council			✓		✓

Goal 1: An Inclusive & Connected Community

About this Goal

Success means:

- A sense of belonging and connectedness to community
- Recognising and celebrating our diverse communities within the area
- A welcoming, inclusive community
- A community where people feel safe in all respects
- Community groups that are active, well managed, supported and effective in meeting the broad and diverse needs of the community

KEY STRATEGIC DRIVERS

Dispersion of Local Population

A high percentage of our rate payer population is spread across a number of historic towns and proud communities including Bute, Alford, Kulpara, Mundoora, Fisherman Bay, Tickera and Port Broughton.

One Principal Town

The hospital, aged care facilities, Police and other services along with the majority of retail and service businesses are located in Port Broughton along with more than 50% of ratepayers residing there.

Absentee Population

For many years our desirable coastal location and pristine natural environment have been attractive to people looking to own a home in the area. A significant number of ratepayers do not live in the area but visit regularly. This presents Council with challenges for effective engagement with community.

PERFORMANCE MEASURES

Through Council's role as a Leader, Provider, Regulator, Advocate or Partner we will measure our success in working towards Goal 1: An Inclusive & Connected Community through the following measures:

Measure	In Council's Capacity As...				
	Leader	Provider	Regulator	Advocate	Partner
Improved recognition of our cultural and heritage assets across the district	✓			✓	
Retention of essential services	✓	✓		✓	
Increased participation and support for Community events	✓	✓			✓

Goal 1: An Inclusive & Connected Community

Objective 1: One Community

Strategies:

- Encourage and support events that bring the community together and inspire people to visit the area
- Improve communication about Council initiatives, actions and services via a range of communication mediums including a revised Council newsletter and social media
- Introduce Community recognition awards
- Encourage and promote community pride, past and present, with initiatives through a variety of platforms such as interpretative signage and social media platforms
- Support healthy living, sporting, recreational and community organisations to grow and be sustainable
- Support new and enhanced community facilities that foster community participation
- Improve our communication process and networks to better engage our community
- Develop a youth charter to connect young people with the Council and recognise their contribution to community

Objective 2: Retaining Our Coastal and Rural Character

Strategies:

- Support development that is sympathetic to our coastal and rural characteristics of the area
- Support development within primary production zones near townships to support population growth (resulting from new planning laws)
- Advocate to State Govt for relaxation of regulation to support recreational and commercial fishing
- Represent the best interest of the community in considering major economic development
- Seek options to secure protection of foreshore infrastructure
- Support on-going commitment to improvements and the long term retention of our recreational jetty by working with State Government

Objective 3: A Safe, Inclusive and Active Community

Strategies:

- Work with a range of stakeholders in supporting and advocating for community safety initiatives.
- Develop programs for emergency management preparedness and recovery
- Implement community safety measures ranging from preventative and contingency planning through to community education to mitigate extreme weather events and natural disasters.
- Provide support to community groups such as through our Community Grants Program
- Explore and promote opportunities for community wellbeing and social inclusion

Goal 2: Quality Services, Facilities & Infrastructure

ABOUT THIS GOAL

Success means:

- A well-maintained and sustainable local road network
- Enhancing existing services and infrastructure to meet the needs of community, visitors and local businesses
- Ensuring a high standard of services delivered by Council
- Community assets maintained to a high standard and improved as appropriate
- Community, business and visitors are experiencing high levels of satisfaction with public services and infrastructure
- Flexibility in the services delivered by Council to adapt to changing community needs

KEY STRATEGIC DRIVERS

Seasonal Demand

Significant tourist numbers experienced through various times of the year swell our population placing temporary, but significant, demands on our infrastructure and services, stretching them at times beyond capacity.

Infrastructure Costs

Infrastructure costs associated with maintenance of our road network, buildings, facilities and general infrastructure represent the most significant financial allocation Council will make over the next 20 years. These costs place a considerable financial burden on Council and necessitate sound financial management and prudent financial decision making.

PERFORMANCE MEASURES

Through Council's role as a Leader, Provider, Regulator, Advocate or Partner we will measure our success in working towards Goal 2: Quality Services, Facilities & Infrastructure through the following measures:

Measure	In Council's Capacity As...				
	Leader	Provider	Regulator	Advocate	Partner
Maintenance of sustainable level of unsealed road network renewal per year	✓	✓		✓	
Completed reviews of asset management plans		✓			
Community satisfaction with assets and services	✓	✓			
High standards of Customer Service identified through community surveys	✓	✓			

Goal 2: Quality Services, Facilities & Infrastructure

Objective 4: Well-maintained & Sustainable Local Road Network & Community Infrastructure

Strategies:

- Advocate for increased road funding to support new and upgraded road infrastructure
- Prioritise renewal and maintenance of road networks
- Explore improvements to our road infrastructure
- Develop and implement a footpath and street lighting strategy
- Develop and review asset management plans and the long term financial management plan

Objective 5: Sustainable and Accessible Services to Community

Strategies:

- Advocate for the retention and enhancement of essential services across the area including hospital, medical, school, police, ambulance, CFS and SES services
- Advocate to other levels of Government for the continued and improved funding of services across community
- Achieve improvement in service delivery efficiency by continuing to explore volunteering, employment programs and schools as well as shared service arrangements with other Councils
- Provide a high standard of customer service and customer experience across all Council services
- Continue Council's community grants program

Objective 6: Facilities that Meet the Needs of Our Community

Strategies:

- Provide community facilities that meet the community, sport and recreational, cultural and historic needs of residents and tourists.
- Maintain and where appropriate, progressively improve community facilities.
- Work with community groups to support them in providing a high standard of community facilities
- Develop and maintain places and spaces such as parks, playgrounds, sport and recreation facilities that contribute to our resident's health and well being
- Explore opportunities for the further development of multi-use trails

Goal 3: A Robust Local Economy

ABOUT THIS GOAL

Success means:

- Sustainable businesses within the local economy providing essential products and services for residents and visitors
- A level of economic activity that provides income for locals directly and through flow on effects and employment opportunities
- Minimal spending leakage from the local economy
- Improved local employment opportunities within existing and new industries
- A high level of business confidence and healthy local businesses
- Attractive, well-presented towns and countryside that make up the district.

KEY STRATEGIC DRIVERS

Economic and Environmental Considerations

Assessing the need for economic growth and a sustainable local economy with the preservation and maintenance of our natural environment is a key challenge.

Impact of Government Regulation on Tourism and Local Employment

Changes in Government regulation resulting in less employment opportunities and other flow on effects for our local economy, such as the ban on snapper fishing.

Surrounding Population Centres

Major population centres to the north and south of our Council boundaries create spending leakage from our local economy.

PERFORMANCE MEASURES

Through Council's role as a Leader, Provider, Regulator, Advocate or Partner we will measure our success in working towards Goal 3: A Robust Local Economy through the following measures:

Measure	In Council's Capacity As...				
	Leader	Provider	Regulator	Advocate	Partner
Survey of local business indicating a healthy local economy and positive business sentiment	✓				✓
Preparation of an economic development plan	✓				✓
Implementation of measures under Economic Development Plan	✓				✓
Increase in tourism contribution to local economy	✓				✓
Increased youth demographics including as a percentage of population and as a percentage of employed population	✓				

Goal 3: A Robust Local Economy

Objective 7: Sustainable Local Businesses & Industry

Strategies:

- Strengthen the relationship Council has with RDA (Regional Development Australia) in pursuing sustainable economic prosperity
- Develop inviting and accessible retail precincts
- Regularly assess and evaluate economic climate and business confidence through forums with local business and industry representatives
- Facilitate the promotion of local businesses
- Identify policy and procedures measures to make conducting business in the district attractive
- Explore opportunities to attract economic investment within the region including within or as an extension to our agricultural and tourism industries
- Explore opportunities to support our youth population within the area
- Explore opportunities to encourage and support new and existing businesses through Council regulations and procurement policies

Objective 8: Develop and Promote our Tourism Proposition

Strategies:

- Prioritise the maintenance and appropriate development of Port Broughton, Fisherman Bay and Tickera foreshores as the priority in our tourism offering
- Work with SA Tourism and regional tourism agencies to develop and deliver a coordinated strategy for the promotion of tourism
- Improve the attractiveness of town entrances
- Support a shared tourism resource with neighbouring Councils
- Encourage and develop a larger and broader range of quality accommodation options
- Enhance existing tourism infrastructure
- Support the promotion of local and regional tourism assets
- Encourage the development of diversity in tourism offerings that make use of the natural characteristics of the area.
- Improve the use of social media and digital marketing in the promotion of the district

Objective 9: Develop and Promote the Area As a Desirable Place To Live

Strategies:

- Promote and encourage sustainable growth in residential population to support local businesses
- Develop a brand identity to promote the area as a desirable place to live, work and stay
- Encourage the provision of child care services to support working families

Goal 4: Preserve & Enhance Our Natural and Built Environment

ABOUT THIS GOAL

Success means:

- Acting to preserve the pristine natural environment for the benefit of residents, visitors and tourists.
- Balancing environmental and economic considerations for the benefit of the community and environment
- Encouraging and developing a greater appreciation of the area's natural environment

KEY STRATEGIC DRIVERS

Our Unique Local Environment

The local environment is a source of enjoyment for both our residents and tourists.

The Importance of Our Coastline and Foreshore

Our coastline and foreshore are key features of our natural environment. At the same time, our coastline is the main tourist drawcard of the area. In some instances environmental protection measures can inadvertently have an adverse effect on amenity for residents and tourists.

Economic and Environmental Considerations

Assessing the need for economic growth and a sustainable local economy with the preservation and maintenance of our natural environment is a key challenge.

PERFORMANCE MEASURES

Through Council's role as a Leader, Provider, Regulator, Advocate or Partner we will measure our success in working towards Goal 4: Preserve & Enhance Our Natural and Built Environment through the following measures:

Measure	In Council's Capacity As...				
	Leader	Provider	Regulator	Advocate	Partner
Advocating for protection of environment				✓	
Implementation of weed management plan	✓	✓			
Reduced waste going to landfill	✓	✓			

Goal 4: Preserve & Enhance Our Natural & Built Environment

Objective 10: Preserve our Local Flora and Fauna

Strategies:

- Maintain and preserve our pristine environment including natural vegetation
- On-going review of Council's roadside vegetation plan
- Advocate for the protection of native wildlife
- Maintain control of environmental nuisances such as mosquitoes
- Develop a revegetation program and a tree planting program
- Control weed infestation through Council's Weed Management Plan
- Address environmental control of nuisance pests through Council's Animal Management Plan

Objective 11: Promotion and Recognition of Our Local Environment and Environmental Characteristics

Strategies:

- Develop, and maintain our walking trails
- Investigate the installation of a boardwalk amongst mangroves
- Support community initiatives to reduce waste to landfill
- Introduction of signage of areas of significant conservation
- Maintain and enhance our coastal conservation area

Objective 12: Well-presented Towns of Which We Are Proud

Strategies:

- Maintain township infrastructure, streetscapes, parks and open spaces to a high standard
- Develop a main-street streetscape plan for Port Broughton
- Encourage the development of public arts
- Enhance the unique identity and heritage of our townships through the development of their public spaces
- Advocate for the care, protection and recognition of environmental, heritage and cultural assets

Goal 5: Effective Community Leadership and Engagement

ABOUT THIS GOAL

Success means:

- Open, transparent decision making in the best interests of the community
- Being accessible and engaging with and listening to community
- Working effectively with community groups to develop their capacity and sustainability
- An engaged and participating community that is well informed on relevant issues.
- Providing leadership for the community on important issues
- Being proactive and responsive in addressing risks to the region

KEY STRATEGIC DRIVERS

Absentee Population

For many years our desirable coastal location and pristine natural environment have been attractive to people looking to own a home in the area. A significant number of ratepayers do not live in the area but visit regularly. This presents Council with challenges for effective engagement with community.

Prudent Financial Decision Making

With a small rate-payer base, high infrastructure costs and increasing general costs, Council must be prudent in its financial decision making to ensure financial stability for the long term benefit of the community.

PERFORMANCE MEASURES

Through Council's role as a Leader, Provider, Regulator or Partner we will measure our success in working towards Goal 5: Effective Community Leadership and Engagement through the following measures:

Measure	In Council's Capacity As...				
	Leader	Provider	Regulator	Advocate	Partner
Achievement against key indicators within Long Term Financial Plan	✓	✓			
Implementation of measures under Asset and Infrastructure Management Plan	✓	✓			
Balanced budget	✓	✓			

Goal 5: Effective Community Leadership and Engagement

Objective 13: An Informed & Engaged Community

Strategies:

- Explore better communication means including improved use of social media to more effectively inform community on Council actions, considerations, community issues, meetings and events
- Continue to deliver and refine ways to improve accessibility to Council meetings and engage with Community such as informal gatherings and making meetings more widely accessible
- Pursue effective consultation mechanisms including through face-to-face and on-line mediums
- Conduct regular community surveys generally and against specific services, issues and opportunities.
- Explore different mechanisms for collecting community and customer feedback to improve performance.
- Pursue effective consultation and engagement measures when planning and implementing new services and infrastructure

Objective 14: Effective Leadership

Strategies:

- Be proactive, diligent, brave and progressive in exploring opportunities that are for the betterment of our community
- Advocate for the community with all levels of Government
- Enhance and develop relationships within Government, Non Governmental Organisations and other stakeholders in advocating for the entire community
- Utilise effective consultation and feedback mechanisms as well as improving access to ensure Council is attuned to the important issues and concerns

Objective 15: A Financially Sustainable Council

Strategies:

- Achieve balanced annual budgets while improving service offerings
- Explore opportunities for Council to increase its non-rate revenue through financially prudent measures
- Continue to explore ways to improve efficiencies and reduce costs in service delivery through further volunteering, employment programs and schools as well as shared service arrangements with other Councils
- Maintain and review our Long Term Financial Plan
- Continue to develop, review and implement our Asset Management Plans
- Improve Council's ability to access grant funding opportunities by developing a list of shovel-ready project proposals