



Yorke Peninsula Council

STRATEGIC PLAN 2012-2015

REVISED OCTOBER 2013



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Message from the Mayor



Deputy Chairman CLGR

Executive Member of CLGR

Chairman of CLGR Audit Committee

The Council's Strategic Management Plan is a 'living' document that will guide the strategic direction of the Council over a four year period.

The Council will ensure broad representation of the community's expectations is the foundation of the Strategic Management Plan's direction.

An extensive consultation process with the Elected Members, Staff and wider community via many focus groups and sessions was undertaken during the preparation of the plan in 2011, to identify the priorities and projects that all key stakeholders would like to see come to fruition.

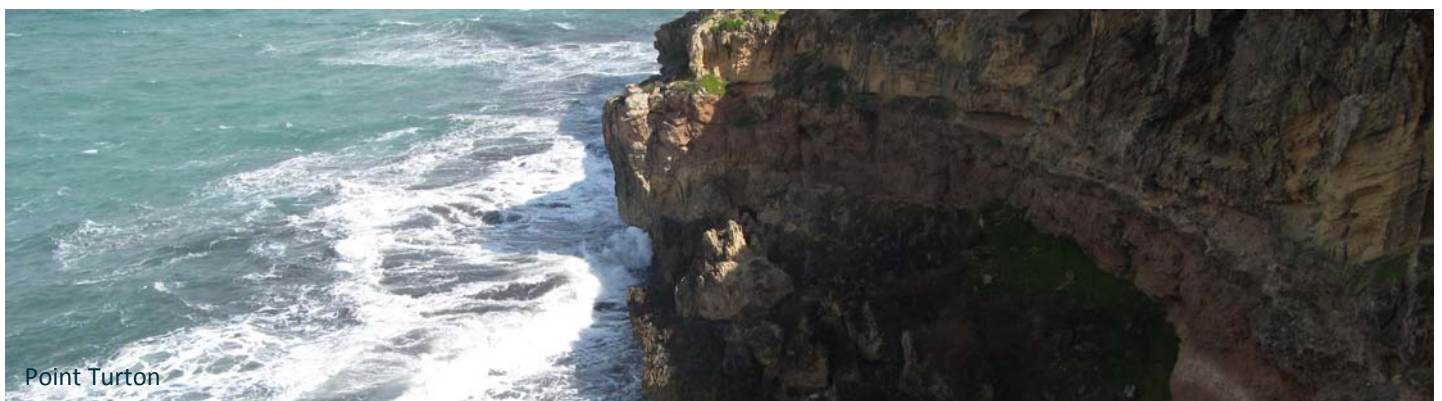
As with any 'business' there is a need to balance the aspirations and expectations of the community with the availability of resources, to undertake projects and ongoing construction and maintenance activities.

Our large geographical area covers 5,834 square kilometres, with 485kms of coastline. The expectations of our community are diverse and complex. We have 12 larger towns and 33 smaller towns or holiday settlements, as well as our extensive rural holdings, business and major industry opportunities.

The elected Council welcomes the opportunity to build on previous improvements and looks forward to initiating projects that will realise more of the community's aspirations.

On behalf of the Elected Members I commend the revised Strategic Management Plan to you and thank all those who have contributed to the development of this vitally important document.

Ray Agnew OAM JP
MAYOR



Point Turton

Our Elected Members



Back (L-R): Councillors Jeff Cook, Simon Greenslade, John Rich, Veronica Brundell, David Langford, Dean Butler, Bob Nicholls, John Senty, Trevor Davey, Barry Schell. Front: Mayor Ray Agnew, Deputy Mayor Brenda Bowman



Citizenship Ceremony, Carole Derrington & Mayor Ray Agnew

The Mayor and 11 Councillors are responsible for a variety of functions in accordance with the Local Government Act 1999 and Regulations.

In accordance with the Local Government (Elections) Act 1999, elections are held every four years. The next Council election will be held in November 2014. The elected members as at November 2010 were

Mayor Ray Agnew

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KALKABURY WARD

Deputy Mayor Brenda Bowman

Phone 0418 804 297

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Councillor David Langford

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Councillor Trevor Davey

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Councillor Simon Greenslade

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GUM FLAT WARD

Councillor Robert (Bob) Nicholls

Phone 8853 7374

Email bob.nicholls@yorke.sa.gov.au

Councillor Jeffrey (Jeff) Cook

Phone 8853 2237

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Councillor Dean Butler

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PENTON VALE / INNES WARD

Councillor Veronica Brundell

Phone 8854 7057

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Councillor John Rich

Phone 8854 4148

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Councillor Barry Schell

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Councillor John Senty

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Biennial Art Exhibition – Ardrossan Town Hall

Our Executive Management Team



Andrew Cameron
Chief Executive Officer

The Chief Executive Officer reports to the Mayor and Council and is responsible for:

- General Management
- Strategic Planning
- Human Resources
- Citizenship Ceremonies
- Australia Day Awards
- Economic Development
- Organisational Development
- Sustainability
- Governance
- Public Relations
- Communications
- Risk Management
- Work Health & Safety
- Internal Auditing
- Youth



Trevor Graham
Director Assets & Infrastructure Services

The Director Assets & Infrastructure Services reports to the Chief Executive Officer and is responsible for:

- Road Construction/ Maintenance
- Stormwater Drainage/ Construction
- Asset Management
- Development/ Maintenance of Parks / Reserves
- Footpath Construction/ Maintenance
- Infrastructure Development
- CWMS Maintenance/ Repairs
- Roadside Vegetation Management/Control
- Jetties Management
- Water Supply Infrastructure
- Public Lighting
- Road Safety Control
- Cemetery maintenance
- Waste Management



David Harding
Director Corporate & Community Services

The Director Corporate & Community Services reports to the Chief Executive Officer and is responsible for:

- Finance
- Internal Controls
- Leases/Licences/Permits
- Community Transport
- Leisure Options
- Information Technology
- Community Support Programs
- Visitor Information Centre
- Caravan Parks
- Community Library Services
- Records Management
- Cemeteries Leasing
- Financial Compliance
- Rates & Assessments
- Payroll
- Arts



Roger Brooks
Director Development Services

The Director Development Services reports to the Chief Executive Officer and is responsible for:

- Development Control
- Building Assessment
- Food Inspection
- Immunisation
- Environmental Health
- Fire Prevention and Safety
- Dog & Cat Control
- Heritage
- Limited Liquor Licenses
- Public Buildings Maintenance
- General Inspectors
- Parking & Traffic Control
- Boat Ramp Permits
- Café Licenses
- Disability Action Plan
- Dry Areas Management



Edithburgh Wind Farm

A Great Place to Live and Work

Introduction

Our Strategic Management Plan provides the foundation for the Yorke Peninsula Council to plan for the future. All organisational plans, policies and documents are built on this foundation including the Long Term Financial Plan, Development Plan, Environmental Management Plan and Infrastructure and Asset Management Plans.

Our Vision

To be a thriving peninsula, proud of our heritage, lifestyle and diverse, vibrant communities.

A great place to live, work and play.

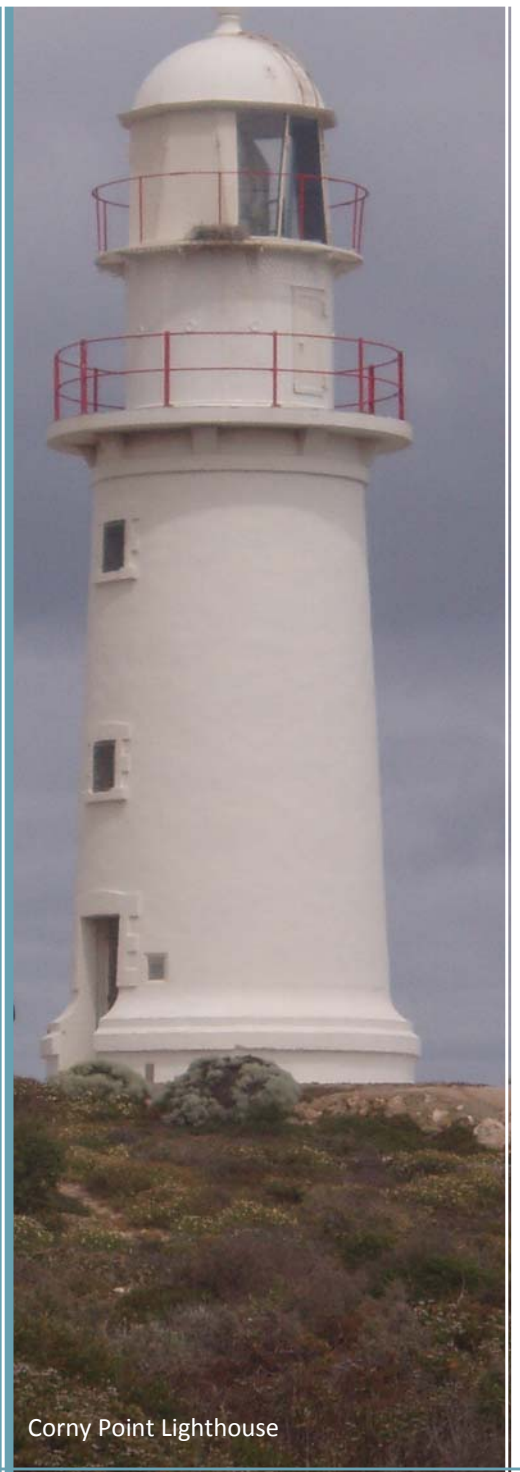
Our Plan

Developed in consultation with our communities and our stakeholders, the plan outlines our priorities and sets out what we need to do over a period of four years to achieve our goals. It is a dynamic working document that will be continuously reviewed and updated as the needs of the community and Council evolve.

Council are committed to creating an environment where strong, vibrant communities can prosper through confident and proactive leadership.

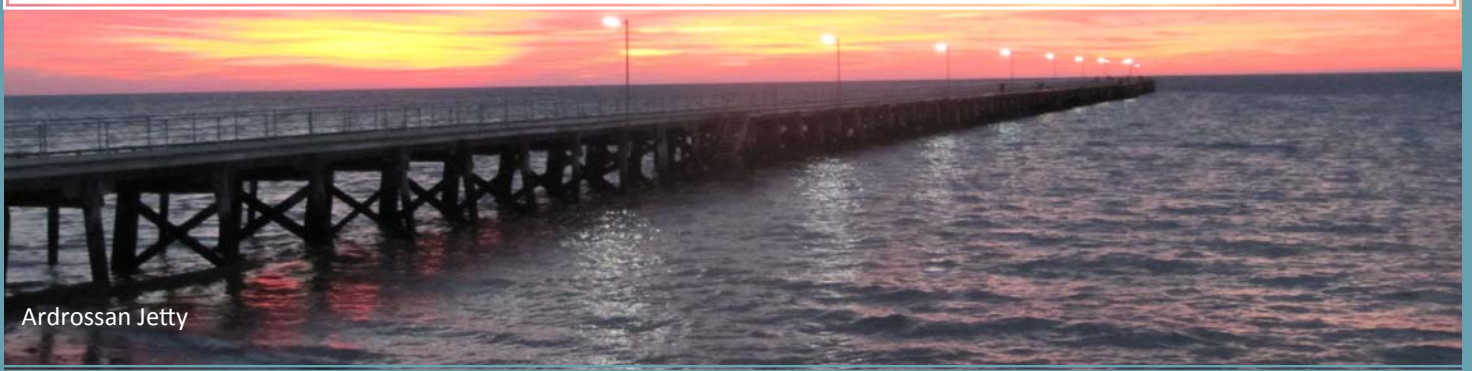
We will continue to engage our communities and foster authentic communication, to ensure we understand what we need to do to meet our changing needs and plan for the future.

Sound decision making based on best practice risk management principles, will provide for a prosperous and sustainable future.



Corny Point Lighthouse

A Great Place to Live and Work



Ardrossan Jetty

Introduction *cont'*

Key Themes

The following Key Themes are critical in achieving our goals:

Sustainable Communities

Sustainable Infrastructure—delivering and facilitating the provision of Infrastructure that is sustainable and supports our growth.

Progressive and Sustainable Development—providing a Development Plan that facilitates growth while safeguarding our environmental assets and community lifestyle.

Our Economy—encouraging and supporting a strong diverse economy that will provide employment opportunities for our community including our youth.

Economical Growth through Sustainable

Industrial Development—managing the impact major industry growth on assets and resources while at the same time enabling maximum benefit to our community.

Corporate Governance and Leadership

Progressive Communities through Strategic Planning—informed decision making; setting

the direction to meet the current and future needs of our communities.

Organisation Efficiency & Resource Management—delivering efficient and effective services through strategic leadership of our people.

Community Engagement

Vitality and Connection—encouraging optimistic and thriving communities through positive participation in community life.

Sense of Ownership—facilitate a sense of community ownership through public participation and authentic communication with our community.

Timeframes

Objectives, strategies and performance measures have been developed for each of these key themes. Details of the Council's performance in implementing these strategies and meeting the objectives will be reported to our community annually, via Council's Annual Report.

ENGAGE
SUSTAIN
LEAD
GROW

OUR PENINSULA

A Great Place to Live and Work

Pondalowie Bay

ABOUT US

The Yorke Peninsula Council covers an area of 5,834 square kilometres, has a distance of approximately 175 kilometres between its northern and southern boundaries, and has a varying width east to west averaging approximately 30 kilometres. Our Council is unique in comparison to other Councils in that it is bordered by sea on three sides and has 485 kilometres of coastline. There are 12 larger towns and 33 smaller towns, including holiday settlement zones located along the vast coastline. There is around 13800 residential properties in the Council area, with an estimated \$11,100 permanent residents. Approximately 43% of our property owners are non-residents. Research by the former Yorke Regional Development Board has shown that the Yorke Peninsula region has one of the oldest age profile of any region within Australia.

The Council shares its northern boundary with the District Council of the Copper Coast, District Council of Barunga West and the Wakefield Regional Council.

OUR HERITAGE

Yorke Peninsula is the traditional home of the Narungga people. The Narungga people occupied the Yorke Peninsula for around 40,000 years before white man arrived.

OUR ECONOMY

Our economy is underpinned by farming, retail trade, government services and tourism. Our district is renowned for its cereal crops including wheat, barley, canola and pulses. The region's rich limestone soil makes it some of the best farmland in Australia.

Council is committed to sustainable growth whilst ensuring that our environmental assets and existing industries are protected.

All opportunities to build on our economic base will be explored and Council will continue to support and assist Regional Development Australia to promote our district as "business friendly and facilitate sustainable business development".

TOURISM

The Yorke Peninsula is a major tourist destination in SA. Tourism SA figures indicate over one million visitors per year. The National Parks and Wildlife Service estimate 180,000 people visit the Innes National Park annually, requiring them to travel the entire length of the Council area. We are proud of our National Trust/Museums and art/craft galleries. Many residents and visitors enjoy our successful bi-ennial art exhibition. Council supports Yorke Peninsula Tourism in developing strategies to promote the district as a great place to visit, live and work and developing a successful and sustainable tourism industry.

Our District

The map displays the Port Phillip District, a coastal region in South Australia. The inset map shows the district's location within Victoria, with color-coded regions: Kalkabury (red), Gum Flat (purple), Innes/Penton Vale (yellow), and Marion Bay (green). The main map shows the coastline of Port Phillip, with towns like Port Broughton, Moonta, Maitland, and Port Phillip labeled. It also shows major roads, railways, and natural features like Spencer Gulf and Gulf St Vincent. A scale bar at the bottom indicates distances up to 25 km.



Arts



Leisure



&



Tourism



RECREATION & SPORT

A wide range of sporting clubs provide a varied range of recreational pursuits, together with the opportunities available from the coastline surrounding the peninsula. Some of the sports catered for include football, tennis, basketball, netball, hockey, soccer, golf, polo-cross, cricket and bowls. There are sailing clubs at Port Vincent and Point Turton. Other recreational pursuits available include Pony Club, fishing, boating, surfing, rifle/shooting and many art and craft groups. There are also numerous walking trails established within the area.

HEALTH CARE

There are 3 hospitals (2 public, 1 private) and associated specialist and aged care facilities and providers offer health care services for our community and visitors. Volunteer ambulance services are provided throughout the area, with emergency access to the air ambulance.

EMPLOYMENT

The majority of our people are employed in the farming, fishing, salt production, tourism, education, health and local government and mining industries.

EDUCATION

Our Council area boasts 12 schools, both private and public, from reception to year 12, including Point Pearce Aboriginal School, as well as access to TAFE facilities. Council supports 4 community libraries within the area schools and a further 9 locations provide library services for approximately 4 hours each week.

WATER

Community Waste Water Management Schemes together with stormwater management systems have helped to build our water resources. Stormwater drainage systems are a significant resource and the potential for further schemes in coming years are currently being explored.

WASTE MANAGEMENT

Since the introduction of waste reform in 2008, Council has continued to fulfil Zero Waste targets for waste minimisation at landfill. Notwithstanding this objective, the current waste and recycling collection service (3-bin service for urban and 2-bin service for rural) and transfer station outlets complement principles set by the State authorities for improved waste strategies.



Hardwicke Bay

Our Role

The Yorke Peninsula Council operates under the Local Government Act 1999. The Act defines the roles, the aims and the objectives of Local Government. There are 11 Councillors, representing 3 Wards, Kalkabury, Gum Flat and Innes Pentonville and our Mayor.

Our role within the community is diverse and extensive, depending on the service or activity we are involved in.

Our responsibilities extend beyond the range of services delivered; beyond providing and maintaining roads and community facilities

and legislative compliance.

We are leaders, responsible for setting directions to meet the current and future needs of our community; we are advocates, making representation on behalf of the community towards realising their goals. As facilitators, we bring together stakeholders to work towards common goals and resolve issues.

Our Strategic Plan defines and clarifies our future direction for each of the three themes to ensure that we achieve our objectives and are effective and efficient in our service delivery.



Hundred Line Road Foul Bay



Our Plan

Port Rickaby

Organisational Context

The Yorke Peninsula Council Strategic Management Plan is the leading planning document for Council from 2012 to 2015. It replaces the previous Strategic Management plan 2005-2010.

Our Plan has been developed through a process of engagement with our communities, government agencies, our neighbouring Councils, other key regional bodies and our staff. This process involved:

- ✓ Community surveys
- ✓ Community Focus Groups
- ✓ Staff Focus Groups
- ✓ Telephone discussions with key stakeholders
- ✓ Literature search
- ✓ Workshop with Council Members and CEO.

Each of the Three Key Themes align with our key strategies and our key strategies set out the actions we will be taking to achieve our goals.

The Plan and Key Themes are inter-related with Council's organisational plans including:

- ⇒ Annual Business Plan
- ⇒ Animal Management Plan
- ⇒ Asset Management Plans
- ⇒ Bushfire Management Area Plan
- ⇒ Community Land Management Plan
- ⇒ Development Plan
- ⇒ Disability Action Plan
- ⇒ Environmental Management Plan
- ⇒ ICLEI - Water Campaign Local Action Plan
- ⇒ Indigenous Land Use Agreement
- ⇒ Long Term Financial Plan
- ⇒ Native Vegetation Management Plan
- ⇒ Work Health Safety and Injury Management Plan
- ⇒ Recreational Boating Strategy
- ⇒ Road Hierarchy Plan
- ⇒ Roadside Vegetation Management Plan
- ⇒ Strategic Plan 2005-2010
- ⇒ Strategic Risk Management Plan 2012-2015

Some of our key strategies involve working cooperatively with others to implement regional strategies. We will work cooperatively with Community Progress Associations, Tidy Towns and other community groups, Central Region Local Government (CLGR), the Local Government Association of South Australia (LGASA), Northern and Yorke Peninsula Natural Resource Management Board (NYNRM) the Department for Environment and Heritage (DEH), the Yorke Peninsula Council's Alliance, the Public Libraries Board of South Australia, Yorke Peninsula Tourism, Regional Development Australia and other State and Federal Government Agencies.



Our Plan *cont'*

Our strategy has not been developed in isolation. There are a number of regional initiatives that closely align with our strategy together with initiatives outlined in the South Australian Government Strategic Plan.

Regional Context

The following regional Plans are closely associated with the Yorke Peninsula Council Strategic Plan:

- ⇒ Central Local Government Region Strategic and Business Plan
- ⇒ 2011-2014 Regional Strategic Tourism Plan for Yorke Peninsula
- ⇒ Yorke Peninsula Regional Land Use Framework



Statewide Context

Council's Strategic Plan seeks to align with and contribute to achieving the State's strategic goals, as set out in:

- ⇒ South Australia's Strategic Plan
- ⇒ LGA Strategic Management Plan
- ⇒ Zero Waste SA Business Plan



Sustainable Communities

1. Sustainable Infrastructure

Provide and maintain safe and sustainable infrastructure to meet the needs of our community

Vital Issues

Infrastructure that supports the growth in our population and encourages business and industry to establish itself on the Yorke Peninsula. This will require us to establish strong relationships with other levels of government as well as service providers.

The quality of roads, including State Government arterial roads and the establishment of a safe road network, that meets our community's needs, is central to our economic growth and the future of the

community.

Council has a large road network that is costly to maintain. We will continue to identify opportunities to reduce our expenditure through possible rationalisation or increase our sources of revenue to support such a large road network.

Accessibility of water, power and other physical infrastructure is critical for our communities survival and economic growth.

STRATEGIES	OUR PLAN			
		Our Goals	Our Actions	Our Performance Measures
	1.1	Provide infrastructure assets that are sustainable and safe.	Develop and implement a long-term road network maintenance program.	Public Consultation undertaken on the Draft Transport Plan and the Plan finalised and implemented by June 2014.
			Implement and maintain Council's Asset Management Plan.	Remaining Asset Management Plans, including transfer station, boat launching facility, land, water infrastructure and plant/machinery/equipment plans finalised and implemented by June 2014.
			Develop and implement a rationalisation program for identified roads.	Rationalisation program developed and implemented for identified roads by 2015.
			Advocate and work with the State Government to improve the quality of arterial roads on Yorke Peninsula.	Ongoing - Number of initiatives collaboratively established, planned and managed. Progress reported in Council's Annual Business Plan.
	1.2	Effective expansion of water and power supplies	Advocate service providers and other authorities to maintain and improve water and power infrastructure and service delivery.	Ongoing - Number of initiatives to improve water and power infrastructure delivery. Progress reported in Council's Annual Business Plan.

Sustainable Communities

1. Sustainable Infrastructure *cont'*

OUR STATE'S PLAN	
HOW WE ALIGN	We are safe and protected at work and on the roads.
	South Australia's transport network enables efficient movement by industry and the community.
	South Australia has reliable and sustainable water resources and is a leader in wastewater, irrigation, stormwater and groundwater management.
	Industry and agriculture are highly efficient and innovative in their use of water.
	South Australia has reliable and sustainable energy sources, where renewable energy powers our homes, transport and workplaces.
OUR ONGOING COMMITMENT TO OUR COMMUNITY	
ONGOING STRATEGIES	1.3
	⇒ Protect our natural assets
	⇒ Provide waste and recycling services to our community in order to reduce waste to landfill.
	⇒ Provide Community Waste Management Systems to our community
	⇒ Manage roadside vegetation based on priorities and available resources.
	⇒ Maintain Councils Building Asset Register and Asset Management Plan
	⇒ Maintain and upgrade our road network and other infrastructure assets e.g. signage, culverts etc. in accordance with our Asset Management Plan
	⇒ Maintain cemeteries
	⇒ Provide well maintained open space recreational areas and public facilities to meet the needs of residents and visitors to the district.
	⇒ Work in partnership with our neighbouring Councils, the Central Local Government Association, the LGA, the YP Council's Alliance, major industries, local businesses and other key groups
	⇒ Keep up to date with changes to legislation that will ensure that we are legislatively compliant
	⇒ Work in partnership with the indigenous people



Point Turton

Sustainable Communities

2. Progressive & Sustainable Development

Ensure our Development Plan facilitates growth while safeguarding our environmental assets, agricultural and tourism industries and community lifestyle

Vital Issues

Our Development Plan plays a crucial role in the development of our community. We need to ensure that our plan encourages and supports sustainable business and industry growth. Availability of land and appropriate zoning to support growth is part of this process.

To encourage sustainable growth in our community it is critical that our Development Application process is

thorough without unnecessarily hindering development.

Planning to meet the needs of a number of diversified communities and townships requires collaboration between community groups, Council, State Government and Federal Government.

OUR PLAN				
STRATEGIES	2.1	Our Goals	Our Actions	Our Performance Measures
		Streamlined Development Assessment Process	Implement development application processes that are efficient, streamlined, customer focused and provide clear direction for all planning and development issues in line with State Planning principles. Undertake zone boundary reviews and incorporate into revised Development Plan Amendment for Maitland, Minlaton, Warooka & Yorketown.	Development application processes developed and implemented by February 2014. Zone boundary reviews undertaken and incorporated into revised Development Plan Amendment - Maitland, Minlaton, Warooka & Yorketown by March 2014.
OUR STATE’S PLAN				
HOW WE ALIGN	We are committed to our towns and cities being well designed, generating great experiences and a sense of belonging.			
	Everyone can afford to rent or buy a home.			
	Governments demonstrate strong leadership working with and for the community.			
	We develop and maintain a sustainable mix of industries across the state.			
	We look after our land, rivers and wetlands.			
	We care for our oceans, coasts and marine environment.			
OUR ONGOING COMMITMENT TO OUR COMMUNITY				
ONGOING STRATEGIES	2.2	⇒ Continue to guide sustainable and integrated land use and development through the Development Plan and assessing and monitoring development applications		
		⇒ Protect our natural assets		
		⇒ Safeguard agricultural and tourism industries and community lifestyle		
		⇒ Work with the State Government and other agencies to ensure adequate coastal protection work, required to maintain the significant coast line, is undertaken		
		⇒ Work in partnership with our neighbouring Councils, the Central Local Government Association, the LGA, the YP Council’s Alliance, major industries, local businesses, Natural Resource Management Board, Regional Development Australia Yorke and Mid North and other key groups		
		⇒ Keep up to date with changes to legislation that will ensure that we are legislatively compliant		
		⇒ Work in partnership with the indigenous people		

Sustainable Communities

3. Our Economy

Encourage and support a strong diverse economy that will provide employment opportunities for our community including our youth.

Vital Issues

A critical issue in attracting tourists to Yorke Peninsula is the provision of infrastructure and accommodation that makes Yorke Peninsula a great place to visit and stay. We can play an active role in this by providing infrastructure such as roads and boat ramps, public toilets, parks etc., advocating on behalf of our community with the State Government for better arterial roads and through facilitating development through our Development Plan.

It is important that our Development Plan encourages and supports business and industry growth that will enable our community to grow and provide employment opportunities particularly for our youth.

Establishing strong relationships with YP Tourism and the tourism industry will enable us to contribute to the development of tourism on Yorke Peninsula without being directly involved in tourism service provision.

It is important to recognise the significant contribution of

agriculture and local business to our community and facilitate and support their sustainability.

Our economy in the past has been heavily reliant on the agriculture industry. Over recent years we have seen significant changes in farming with better farming techniques, more mechanisation and so on. This has resulted in a significant reduction in the number of people employed in the industry which has had a flow on effect to our community. While recognising the important contribution agriculture has and still makes to our community it is important that our economy becomes more diversified. We therefore need to work in partnership with Regional Development Australia Yorke and Mid North to ensure that economic growth is planned and is sustainable.

A critical issue in growing our economy is the provision of skilled and competent employment ready members of the community, in particular youth, to work in areas such as tourism.

STRATEGIES

OUR PLAN			
3.1	Our Goals	Our Actions	Our Performance Measures
	Sustainable economic growth	Work in partnership with Yorke Peninsula Tourism and the Regional Development Australia Yorke and Mid North to identify ways Council can support tourism and business growth.	Ongoing - Number of joint initiatives that support tourism and business growth. Progress reported in Council's Annual Business Plan.
		Identify and support initiatives for tourism related development including indigenous communities.	Ongoing - Number of joint initiatives that support the development of indigenous tourism. Progress reported in Council's Annual Business Plan.
		Identify and support initiatives that will assist the development of sustainable agricultural industry including supporting and encouraging diversity and value adding in the industry.	Initiatives identified in a Service Agreement between Council and Regional Development Australia Yorke and Mid North by March 2014.
		Partner and build positive relationships with YP Tourism, Regional Development Australia Yorke and Mid North, government agencies and other key stakeholders.	Ongoing - Increase in the number of joint initiatives for economic development. Progress reported in Council's Annual Business Plan.

Sustainable Communities

3. Our Economy *cont.*

OUR PLAN				
STRATEGIES	3.2	Our Goals	Our Actions	Our Performance Measures
		Increase access to employment opportunities for our communities	<p>Work with Regional Development Australia Yorke and Mid North, major industries and businesses to undertake a study to identify skills required to support business needs.</p> <p>Support training and skills initiatives of the Yorke Region Employment and Skills Formation Network that will enhance skills required in tourism, agriculture and business.</p>	<p>Ongoing - Number of joint initiatives opportunities identified. Progress reported in Council’s Annual Business Plan.</p> <p>Ongoing - Number of joint initiatives developed that will enhance skills, development in tourism, agriculture and business. Progress reported in Council’s Annual Business Plan.</p>
OUR STATE’S PLAN				
HOW WE ALIGN	<p>We are known world-wide as a great place to live and visit.</p> <p>South Australia has a resilient, innovative economy.</p> <p>We develop and maintain a sustainable mix of industries across the state.</p> <p>South Australia has a sustainable population.</p> <p>All South Australians have job opportunities.</p> <p>Our young people have a future here.</p> <p>We meet industry skills by training South Australians.</p> <p>We care for our oceans, coasts and marine environments.</p> <p>Every member of the community can equally participate in learning opportunities.</p> <p>We train, attract and retain a diverse workforce which attracts industry.</p> <p>Our research and development builds on our competitive strengths and addresses weaknesses.</p>			
	OUR ONGOING COMMITMENT TO OUR COMMUNITY			
	ONGOING STRATEGIES	3.3	⇒ We will continue to develop the capacity of our region to grow	
			⇒ Foster the development of skilled communities	
			⇒ Facilitate long term workforce opportunities and development	
			⇒ Support training and skill development programs	
			⇒ Protect our natural assets	
			⇒ Work in partnership with our neighbouring Councils, the Central Local Government Association, the LGA, the YP Council’s Alliance, major industries, local businesses, Natural Resource Management Board, Regional Development Australia Yorke and Mid North and other key groups	
			⇒ Keep up to date with changes to legislation that will ensure that we are legislatively compliant	
			⇒ Work in partnership with the indigenous people	

Sustainable Communities

4. Economical Growth through Sustainable Industrial Development

Manage the impact of major industry and business growth on assets and resources while at the same time enabling maximum benefit to our community.

Vital Issues

Providing safe and sustainable infrastructure (roads, water, and power) that is critical to the development of major industry and business on the Yorke Peninsula.

The development of major industry and business on the Yorke Peninsula will have a significant impact on Council's and the region's financial resources.

While the development of major industry and business brings significant benefits to our community, overall it may have a negative impact regional resources, with a readymade pool of skills and expertise that may be required, for example skilled plant operators, truck drivers and professional staff. It is critical to develop strategies to retain our workforce and encourage skilled workers to the area.

The development of major industry will also bring new

opportunities to develop other, supporting industries. It is critical that we provide encouragement and support for these new industries which will also lead to opportunities for employment for our community.

Employees, contractors and service providers will require housing and accommodation. Currently there are inadequate housing stocks and accommodation facilities on the Yorke Peninsula to meet these needs.

Council provides some infrastructure such as roads, required by major industries to transport their products, however a significant proportion of infrastructure is provided by other levels of government (for example ports). We will therefore need to work with major industries, along with other levels of government to ensure that there is appropriate supporting infrastructure provided.

STRATEGIES

OUR PLAN			
	Our Goals	Our Actions	Our Performance Measures
4.1	Manage the impact of major industry and business growth on Council assets and Infrastructure	<p>Work with major industries and businesses in developing strategies to facilitate improvement to roads, drainage and other infrastructure required to support major industry.</p> <p>Identify the financial resources required to manage the increased costs associated with the establishment of mining and other major industry within the district.</p>	<p>Ongoing - Number of strategies collaboratively developed through consultative processes. Progress reported in Council’s Annual Business Plan.</p> <p>Ongoing - additional financial resources required identified based on market pressures and development time frames. Progress reported in Council’s Annual Business Plan.</p>
4.2	Encourage and advocate for infrastructure to support major industry growth on the Yorke Peninsula	<p>Work with major industries in advocating and lobbying State and Federal Governments for transport infrastructure, including roads and ports to support major industry.</p> <p>Work with major industries and State and Federal Governments to identify transport corridors that will facilitate freight movements and provide ready access to Ports.</p>	<p>Ongoing - Number of initiatives collaboratively established, planned and managed. Progress reported in Council’s Annual Business Plan.</p> <p>Ongoing - Number of transport corridors collaboratively identified, planned, established and managed. Progress reported in Council’s Annual Business Plan.</p>

Sustainable Communities

4. Economical Growth through Sustainable Industrial Development *cont.*

OUR PLAN

	Our Goals	Our Actions	Our Performance Measures
4.3	Realise the benefits for our Community created through major industry and business growth	<p>Work with Regional Development Australia Yorke and Mid North to support and encourage existing and new industries that support major industry and business to establish in the DC of Yorke Peninsula.</p> <p>Work with Regional Development Australia Yorke and Mid North to increase access to employment opportunities for our communities through supporting and advocating for training and skills initiatives focused on major industry and business growth.</p> <p>Work with major industry employers and businesses to employ local people.</p> <p>Work with major industry and business to provide support for community groups, programs and social infrastructure.</p>	<p>Ongoing - Number of new industries established on the Yorke Peninsula. Progress reported in Council's Annual Business Plan.</p> <p>Ongoing - Number of training and skill initiatives developed. Progress reported in Council's Annual Business Plan.</p> <p>Ongoing - Number of local people employed by major industries and new business. Progress reported in Council's Annual Business Plan.</p> <p>Ongoing - Number of programs provided to support community groups, programs and social infrastructure. Social infrastructure, supporting all age groups within the community, delivered. Progress reported in Council's Annual Business Plan.</p>

STRATEGIES



Sustainable Communities

4. Economical Growth through Sustainable Industrial Development *cont.*

OUR STATE'S PLAN

Everyone can afford to rent or buy a home.

South Australia has a resilient, innovative economy.

We develop and maintain a sustainable mix of industries across the state.

All South Australians have job opportunities.

Our young people have a future here.

We meet industry skill needs by training South Australians.

South Australia's transport network enables efficient movement by industry and the community.

We look after our land, rivers and wetlands.

We care for our oceans, coasts and marine environments.

We respect and care for our environment.

Every member of the community can equally participate in learning opportunities.

We train, attract and retain a diverse workforce which attracts industry.

Our research and development builds on our competitive strengths and addresses weaknesses.

HOW WE ALIGN

OUR ONGOING COMMITMENT TO OUR COMMUNITY

4.4

- ⇒ We will continue to develop the capacity of our region to grow through major industry and business development
- ⇒ Work closely with major industries and businesses to facilitate long term workforce opportunities and development
- ⇒ Support training and skill development programs
- ⇒ Protect our natural assets
- ⇒ We will work in partnership with our neighbouring Councils, the Central Local Government Association, the LGA, the YP Council's Alliance, local businesses, Natural Resource Management Board, Regional Development Australia Yorke and Mid North and other key groups
- ⇒ Work in partnership with the indigenous people

ONGOING STRATEGIES



Port Giles Grain Silos

Corporate Governance and Leadership

1. Progressive Communities through Strategic Planning

Set the direction to meet the current and future needs of our communities through responsible decision making, based on legislative requirements and accurate information

Vital Issues

Our Mayor and 11 Councillors are responsible for leading our Council in accordance with their responsibilities under the Local Government Act 1999 and Regulations.

Our Chief Executive Officer has been appointed by the Council to manage its operational functions and drive the implementation of Council's strategic plans and policies.

The Corporate Management Team have been appointed to support Council and the CEO in meeting their obligations.

The Corporate Management Team and their staff assist

Council, through delegated authority, in making operational decisions and developing and administering Council policies.

Council is committed to providing high quality and sustainable services, in an accountable and transparent manner. We are passionate about leading our people and being present in our communities.

Long-term strategic planning is critical in ensuring sustainable growth and a flourishing Peninsula.

STRATEGIES	OUR PLAN			
		Our Goals	Our Actions	Our Performance Measures
	1.1	Strong, proactive leadership	We will continue to develop relevant, dynamic and sustainable strategic plans and policies based on informed decision making through authentic communication with our community and key stakeholders.	Current and relevant strategic plans and policies in place.
	1.2	Knowledgeable and skilled decision makers	We will continue to provide Elected Members and staff with opportunities to develop knowledge and skills to support them in their decision making.	Fully developed Training Needs Analysis and integrated Training Plan in place through up to date induction documentation and performance reviews.
HOW WE ALIGN	OUR STATE'S PLAN			
	We actively participate in shaping the future of our state.			
	Governments demonstrate strong leadership working with and for the community.			
	South Australia has a resilient, innovative economy.			
	South Australia has a sustainable population.			
	Our research and development builds on our competitive strengths and addresses weaknesses.			
	We are innovative in designs and technologies and we use our intellectual property to advance our state.			

Corporate Governance and Leadership

1. Progressive Communities through Strategic Planning *cont'*

OUR ONGOING COMMITMENT TO OUR COMMUNITY

ONGOING STRATEGIES

1.3

- ⇒ We will be accessible and professional
- ⇒ Our decisions will be in the best interests of our community
- ⇒ We will continue to monitor trends and influences
- ⇒ We will lead our community using best practice and continuous improvement principles
- ⇒ Our Governance and decision making practices will be open, transparent, accountable and comply with legislation
- ⇒ We will work in partnership with our neighbouring Councils, the Central Local Government Association, the LGA, the YP Council's Alliance, major industries, local businesses, Natural Resource Management Board, Regional Development Australia Yorke and Mid North and other key groups
- ⇒ Work in partnership with the indigenous people



Corporate Governance and Leadership

2. Organisational Efficiency and Resource Management

Provide leadership and deliver efficient and effective service and management of the Yorke Peninsula Council to achieve our strategic goals and objectives.

Vital Issues

Ensuring long term financial sustainability continues to be a significant challenge for Council. As a Council we need to ensure that we have the financial resources to meet the challenges ahead.

Managing the increased legislative requirements and compliance in Local Government is impacting on our ability to maintain services and facilities for our community.

Achieving the best results for our community within our human and physical levels is challenging.

Managing risks associated with the provision of Council functions, services, programs and projects is crucial to reduce our liability and legal exposure.

Management of our extensive road network, footpaths and other infrastructure has a significant cost impact on Council. We need to continually look at opportunities to source alternative funding as well as opportunities to reduce our expenditure to enable the responsible management of these resources.

OUR PLAN				
STRATEGIES		Our Goals	Our Actions	Our Performance Measures
	2.1	Financially sustainable organisation	Identify alternative income streams within acceptable levels of risk in order to diversify Council's income base.	Ongoing - Alternative income streams identified and incorporate into Council's Long Term Financial Plan. Progress reported in Council's Annual Business Plan.
	2.2	Efficient, effective and professional organisation	Review Council's Long Term Financial Plan to ensure long term financial sustainability. Work with neighbouring councils and the YP Alliance through regular, ongoing meetings to identify opportunities to work together to improve our effectiveness.	Long term financial plan reviewed by April 2014. Ongoing - Number of joint initiatives identified. Progress reported in Council's Annual Business Plan.
	2.3	Meet all legislative and compliance responsibilities	Finalise office accommodation solution options in order determine the most effective way to improve Council operations while at the same time meeting the needs of the community.	Council presented with office accommodation solution options by December 2013.
	2.4	Effective Risk Management	Develop and implement a process to continually monitor and evaluate new legislation, compliance requirements and the impact on the Council and its resources, including the financial implications. Maintain a current Strategic Risk Management Plan, incorporating WHS&IM and internal controls.	Process developed and implemented by December 2013. Review of the 2012-2015 Strategic Risk Management Plan by December 2013.

Corporate Governance and Leadership

2. Organisational Efficiency and Resource Management *cont'*.

STRATEGIES

OUR STATE'S PLAN

We are prepared for natural disasters.

We are safe and protected at work and on the roads.

Governments demonstrate strong leadership working with and for the community.

South Australia has a resilient, innovative economy.

We meet industry skill needs by training South Australians.

Our research and development builds on our competitive strengths and addresses weaknesses.

We are innovative in designs and technologies and we use our intellectual property to advance our state.

OUR ONGOING COMMITMENT TO OUR COMMUNITY

ONGOING STRATEGIES

- 2.5
- ⇒ Identify, assess and manage bush fire risks through implementation of Council's Bushfire Management Area Plan
 - ⇒ Continue to implement Council's Disability Action Plan
 - ⇒ Dog and Cat Management
 - ⇒ Support Yorke Peninsula Community Transport & Services Inc. operations and services through the strong support of our volunteers and community bus service
 - ⇒ Provide the Leisure Options program for people with physical and intellectual disabilities through the strong support of our volunteers
 - ⇒ Provide library and information services through joint use arrangements with the State Government
 - ⇒ Monitor our services, systems and work practices in order to continuously improve our operations
 - ⇒ Measure our performance and report on our progress against our key performance indicators
 - ⇒ Work in partnership with our neighbouring Councils, the Central Local Government Association, the LGA, the YP Council's Alliance , major industries, local businesses, Natural Resource Management Board, Regional Development Australia Yorke and Mid North and other key groups
 - ⇒ Keep up to date with changes to legislation that will ensure that we are legislatively compliant
 - ⇒ Provide services and facilities that meet the needs of our community
 - ⇒ Promote strong and effective governance through training and information for Elected Members
 - ⇒ Work in partnership with the indigenous people



Community Engagement

1. Vitality and Connection

Encourage optimistic and thriving communities through positive participation in community life.

Vital Issues

Building a sense of community through positive participation in community life. Encouraging a positive, creative and supportive place for our Communities to thrive.

community facilities and programs to develop our communities' capacity, including learning, physical activity and recreation.

Council have a responsibility to provide accessible

OUR PLAN

	Our Goals	Our Actions	Our Performance Measures
1.1	Develop and facilitate ongoing partnerships and relationships with Progress Associations, Tidy Towns and other key community groups	Develop and implement a public participation plan to facilitate authentic communication with our community and provide the opportunity for the public to have input into the decisions that affect them. Support and encourage Country Health SA in developing, implementing and maintaining a youth program. Participate in YP Youth Workers Network and Annual youth event.	Communication strategy developed, including a process for regular, credible reporting to the community and implemented by December 2013. Successful annual youth event.
1.2	Offer a range of accessible community facilities, programs, events and activities.	Review Council services and programs to ensure they best meet the needs of our community.	Current policies, procedures and processes in place that meet the needs of the community.
1.3	Encourage and support our community in artistic, cultural and creative pursuit	Develop a strategy to advance arts and culture in our district.	Strategy to advance arts and culture in our district by July 2014.

OUR STATE'S PLAN

We are proud of South Australia and celebrate our diverse culture and people.

We have a sense of place, identity belonging and purpose.

We support families.

People in our community support and care for each other, especially in times of need.

We value and support our volunteers and carers.

We advocate for everyone to reach their full potential.

We actively participate in shaping the future of our state.

Governments demonstrate strong leadership working with and for the community.

We overcome distance by using digital technology.

Our research and development builds on our competitive strengths and addresses weaknesses.

We value and promote artistic vibrancy and excellence and celebrate community expression through the arts.

Community Engagement

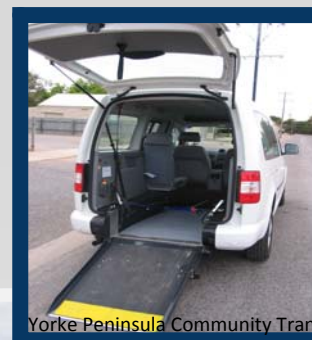
1. Vitality and Connection *cont'*

OUR ONGOING COMMITMENT TO OUR COMMUNITY

ONGOING STRATEGIES

1.4

- ⇒ We will encourage and support sporting and recreational activities
- ⇒ We will continue to support and deliver library services
- ⇒ We will encourage, support and implement artistic, cultural and creative activities
- ⇒ We will continue to provide and maintain Council facilities
- ⇒ Provide community awards and grants to support our community clubs, Progress Associations etc.
- ⇒ Use our networks with other service providers to ensure the community are informed of available services
- ⇒ Work in partnership with our neighbouring Councils, the Central Local Government Association, the LGA, the YP Council's Alliance , major industries, local businesses, Natural Resource Management Board, Yorke and Mid North Regional Development Australia and other key groups
- ⇒ We will work in partnership with the indigenous people



Community Engagement

2. Sense of Ownership

Facilitate a sense of community ownership through public participation and authentic communication with our community.

Vital Issues

Our community expects to be involved in issues that affect their lives. It is important that we keep our community informed about Council activities and services and provide the opportunity for our community to feedback on issues that impact them.

We will continue to encourage and develop involvement and leadership within our communities.

We will provide easily accessible information to our community on key issues and programs.

OUR PLAN

STRATEGIES

	Our Goals	Our Actions	Our Performance Measures
2.1	Our communities are well informed	We will provide easily accessible information to our community on key issues, strategic plans, programs and initiatives.	Feedback from the annual Community Satisfaction Survey evidence this.

OUR STATE'S PLAN

HOW WE ALIGN

We have a sense of place, identity, belonging and purpose.

We actively participate in shaping the future of our state.

Governments demonstrate strong leadership working with and for the community.

OUR ONGOING COMMITMENT TO OUR COMMUNITY

ONGOING STRATEGIES

- 2.2
- ⇒ Work closely with our community including Progress Associations, Tidy Towns and other key community groups
 - ⇒ Actively seek input and feedback from our community
 - ⇒ Provide information to our community through our newsletters, local newspaper articles, our annual report, our website and community meetings.
 - ⇒ Work in partnership with our neighbouring Councils, the Central Local Government Association, the LGA, the YP Council's Alliance, major industries, local businesses and other key groups
 - ⇒ Work in partnership with the indigenous people



Financial summary



	Local Government 2010-11	Yorke Peninsula Council 2011-12	Yorke Peninsula Council 2010-11
Operating revenue	\$1,726,339,000	\$23,910,394	\$23,546,560
Operating expenses	\$1,724,009,000	\$27,211,734	\$27,905,542
Operating result	\$2,330,000	(\$3,301,340)deficit	(\$4,358,982)deficit
Gross capital expenditure (assets)	\$600,937,000	\$6,548,374	\$5,644,289
Value of infrastructure	\$132,147,000	\$254,539,597	\$256,072,969
Net liabilities	\$511,477,000	\$1,654,752	\$1,692,300
Net liabilities as a proportion of operating revenue	30%	7%	7%
Employee costs	\$593,767,000	\$6,501,629	\$6,180,385
Materials, contracts and other Expenses	\$713,976,000	\$11,008,463	\$12,531,307
Depreciation expenses	\$381,069,000	\$9,333,032	\$8,751,047
Grants and subsidies, including grants from Commonwealth and State Governments	\$268,333,000	\$4,822,533	\$3,817,945

Details relating to the sustainability of Council's financial performance can be found in the Annual Business Plan and Long Term Financial Plan.





Agriculturally rich—naturally beautiful

