

28.1 STRATEGIC PLAN FEEDBACK & ADOPTION

Author: Director of Corporate Services & Community

Attachments: 1. Strategic Plan Feedback - 2024

Link to Strategic Plan

Goal 1 –Retained and Enhanced Liveability in our District

Objective 1 –Support Inclusive, Connected, Vibrant and safe Communities

Objective 2 –Plan for Growth

Objective 3 –Provide Effective Leadership and Financial Management

Goal 2 –Thriving Business, Industry and Local Economy

Objective 1 –Support Successful and Sustainable Local Businesses and Industry

Objective 2 –Expand our Local Industry Base

Objective 3 –Support Growth in Tourism

Goal 3 –Quality Services, Community Facilities, and Infrastructure

Objective 1 –Maintain Quality Community Assets and Infrastructure

Objective 2 –Provide a High Standard of Community Services and Facilities

Goal 4 –Preservation of our Natural and Built Environment

Objective 1 –Protect and Promote Appreciation of our Natural Environment

Objective 2 –Minimise Environmental Impact

Budget Impact

Nil.

Risk Assessment

Risk Level: Low

Risk comment: N/A

PURPOSE OF REPORT

To provide Council with the feedback received in relation to the Draft Strategic Plan (the Plan).

BACKGROUND INFORMATION

Following the appointment of Jeff Tate Consulting to facilitate the development of the Plan, individual meetings with Elected Members and workshops with Administration, Elected Members and the community were held over 11 – 12 December 2023 seeking their opinion on the items that should be included in the Plan.

The draft Plan was then reviewed at a further workshop with the Elected Members on 19 February, prior to being endorsed for community consultation at the March meeting of Council.

REPORT DETAILS

The Plan aims to encapsulate the community's aspirations for Council's future, recognising the challenges and opportunities facing the region and outlining Council's role in assisting or leading various areas identified within the plan for action.

Twenty-six responses have been received, with the full results attached to this report for the information of members. Hard copy surveys were printed at no cost to community members who requested them and once returned to Council, staff entered the feedback from the hard copies into the survey to have one source document. This report is an update on the version released 15 April following the receipt of five more survey responses.

Priority Directions

The Priority Directions set out in the Plan are largely supported, albeit some members of the community responded that they were 'not sure' on some of the directions, with 12% of respondents unsure regarding the alignment of organisational planning and processes with our strategic directions. It is likely that this is due to the inability within the Plan to fully explain what outcomes would be expected within that direction.

Of note is also now 15% of respondents disagree with Strategic Direction 3 – Activate opportunities for economic growth.

Community Aspirations

The community aspirations appeared to be well supported by respondents, indicating that the aspirations align to the goals of the community generally.

Strategic Direction 1 – Build on the strengths of our communities

The feedback received was largely supportive of these actions, with some respondents querying whether the collation of community wellbeing monitoring programs was a good use of council's time and suggesting in person and in writing communication with community groups.

Opportunities for additional or changed communication mechanisms will be the subject of the community engagement and communication plan outlined as one of the actions to be undertaken over the next two years.

Strategic Direction 2 – Address our built and social infrastructure challenges

This Strategic Direction was well supported, with over 87% of respondents supportive of advocacy for a more sustainable approach to freight transport, with many commenting on the benefits of returning to trains for grain transport to reduce pressure on the roads.

Strategic Direction 3 – Activate opportunities for Economic Growth

86% of respondents were supportive of the creation of an economic plan specific to the council area and a management plan for the Port Lincoln Airport. 17% disagreed with the investigation of a Coffin Bay business precinct regeneration project (and 17% not sure), however it is possible this is due to the limited information surrounding the project within the Strategic plan draft, particularly as over 56% of respondents were supportive of the project.

Strategic Direction 4 – Implement township and location improvements

Over 78% of respondents were in favour of implementation of the actions noted within the Cummins & Coffin Bay Master Plans. Several of the comments referred to limited mention of other individual (smaller) townships, however as Council has 22 communities in the area, the intent of Action 3 was to formalise arrangements regarding consultation with those communities which was supported by over 91% of respondents. Once that action has been developed, it is anticipated this result would improve.

Strategic Direction 5 – Align our organisational planning and operations with our Strategic Direction.

Strong support was received for revising reporting arrangements for greater visibility in relation to council activities through enhancements to the customer experience program (90%) and reviewing the service standards in place (82%). Some disagreement was noted regarding the development of a sustainability plan, however the majority were in favour (77%) and it is likely as that plan is developed and the community is made more aware of the planned contents of such a plan, people will become more familiar with the term and concept.

CONCLUSION

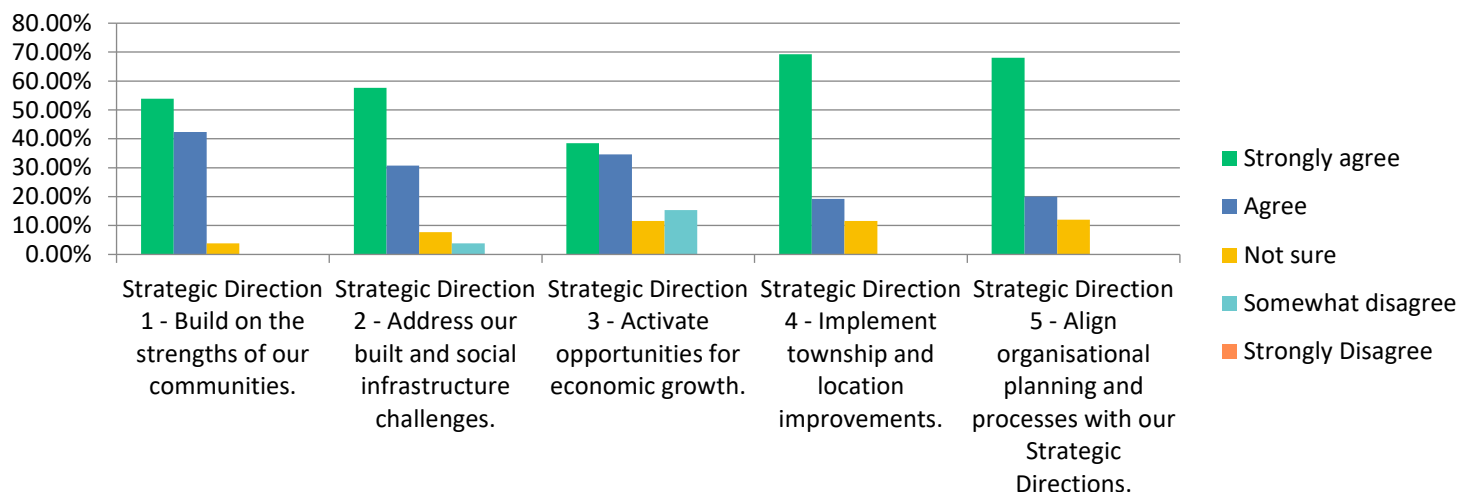
Overall, the feedback received supports the Strategic Plan as drafted with much of the feedback received providing over 70% support for the majority of actions. As normally occurs with surveys of this type, much of the feedback relates primarily to individual community requests for infrastructure improvements, new asset requests and requests for council to undertake actions on areas it has no authority over (timings of prescribed burn offs for example).

RECOMMENDATION

That Council note the community feedback received on the Draft Strategic Plan was supportive of the community aspirations, strategic directions and actions and adopt the Strategic Plan without amendment.

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To what extent do you agree with each of the Strategic Directions identified?

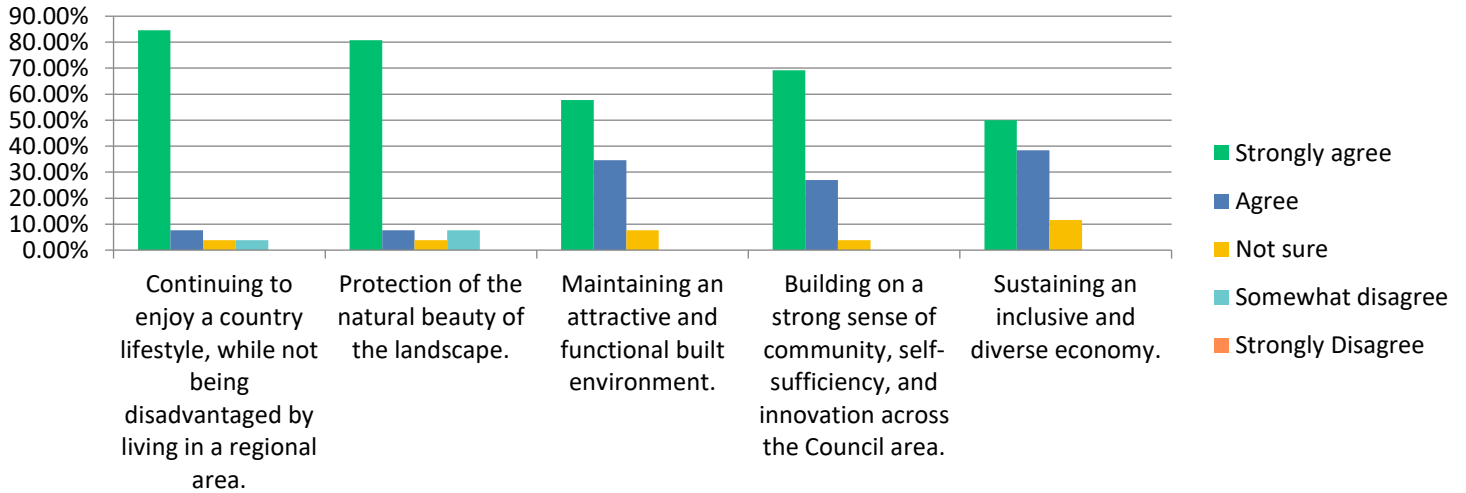


	Strongly agree		Agree		Not sure		Somewhat disagree		Strongly Disagree	
Direction 1	53.85%	14	42.31%	11	3.85%	1	0.00%	0	0.00%	0
Direction 2	57.69%	15	30.77%	8	7.69%	2	3.85%	1	0.00%	0
Direction 3	38.46%	10	34.62%	9	11.54%	3	15.38%	4	0.00%	0
Direction 4	69.23%	18	19.23%	5	11.54%	3	0.00%	0	0.00%	0
Direction 5	68.00%	17	20.00%	5	12.00%	3	0.00%	0	0.00%	0

Is there anything you think Council should change?
Cummins Master Plan to be actioned
less waffle and more physical work
Activating opportunities for economic growth should not come at the cost of the natural environment. The idea that a rocket launching facility could be allowed to set up shop in a conservation area defies belief. The fire risk should also prohibit their activities at Whaler's Way and council should oppose it.
I'm not sure where these are in the Strategic Plan PDF?
perhaps reconsider terminology `build on' - its not measurable. Nor is `address' in SD2
roads more upgrade with the RIGHT material that will last sections of HYDE ROAD.
Fix the roads
A Larger focus on infrastructure that needs continuous maintenance. Eg roads , foot paths and disable access
There is no for the street sweeping

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To what extent do you agree with the Community Aspirations contained in the draft Strategic Plan?

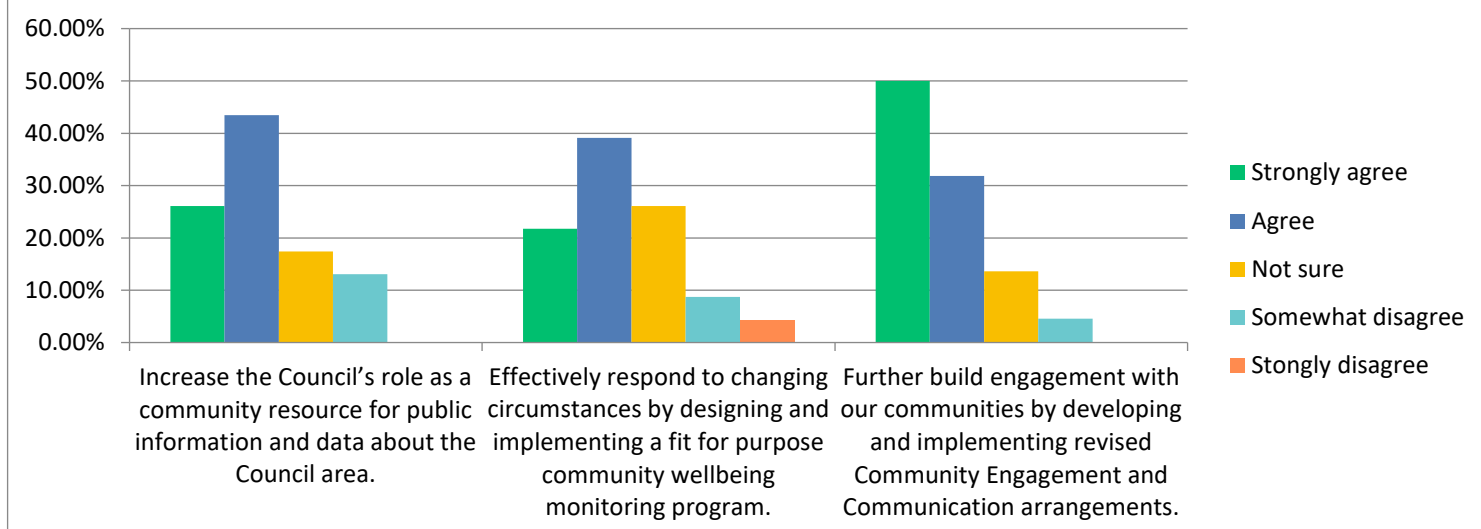


	Strongly agree		Agree		Not sure		Somewhat disagree		Strongly Disagree	
Aspiration 1	84.62%	22	7.69%	2	3.85%	1	3.85%	1	0.00%	0
Aspiration 2	80.77%	21	7.69%	2	3.85%	1	7.69%	2	0.00%	0
Aspiration 3	57.69%	15	34.62%	9	7.69%	2	0.00%	0	0.00%	0
Aspiration 4	69.23%	18	26.92%	7	3.85%	1	0.00%	0	0.00%	0
Aspiration 5	50.00%	13	38.46%	10	11.54%	3	0.00%	0	0.00%	0

Is there anything you think Council should change?
Council work in partnership with Landscape Board/ Coast Protection etc to protect natural landscape improvements are for everyone, not single interest groups
Improve the access and cost of the health system, have the same or similar access to people in cities. For example the cost of services in the regions compared to the metro areas for ultrasounds, medical appts, etc.
Fix the roads
Give detail like last time, publish data - How many attended you x3 or x4 consultations

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Strategic Direction 1 - Build on the strengths of our communities. To what extent do you agree with the priority actions identified in this area?



	Strongly agree		Agree		Not sure		Somewhat disagree		Strongly disagree	
Create info and data on the area	26.09%	6	43.48%	10	17.39%	4	13.04%	3	0.00%	0
Community wellbeing monitoring	21.74%	5	39.13%	9	26.09%	6	8.70%	2	4.35%	1
Community engage. & communication options	50.00%	11	31.82%	7	13.64%	3	4.55%	1	0.00%	0

Is there anything you think Council should change?

Community well being program to develop in partnership with other agencies eg Health/ Our Town/ Church & Service groups/ sporting organisations etc. A HUGE undertaking - is it core business of Council? Community Engagement must not rely on social media / online platforms.

Have a councillor to represent each area

talk is cheap

While I understand that larger communities within the council area will gain more of the council's attention, we believe that data gained from traffic counters during busy times of the year (summer holidays, whale watching season, public holidays) should be used to inform road maintenance priorities.

I think there are other service providers who are better placed to work with the different populations in the community on wellbeing. Council may have a role in coordinating and identifying target groups but not in service delivery

'further build' is not measurable and as a ratepayer I don't feel that the engagement has been proactive in recent years. I suggest measurable actions such as 'communicate in writing with community/ Progress Associations proactively and constructively every quarter.

Not sure it's councils job to monitor community wellbeing, perhaps this is more a department of health or RDA role. Would rather see council focus on real and tangible improvements in our community.

Fix the roads

Community Engagement needs to be more than online connection. Face to face meetings and attending community organisation meetings is most effective in getting the engagement with ratepayers

To be more inclusive, seems to me that the focus is more on Coffin Bay / air port / farm beach Boston / tiatukia / Sleaford / louth / and the more out laying areas get less attention

Would like to know a bit ahead of proposed burns etc

Local newspapers are still read by many who are not on Facebook etc. use them for an importance source of public information

Very important to help smaller communities with what they want

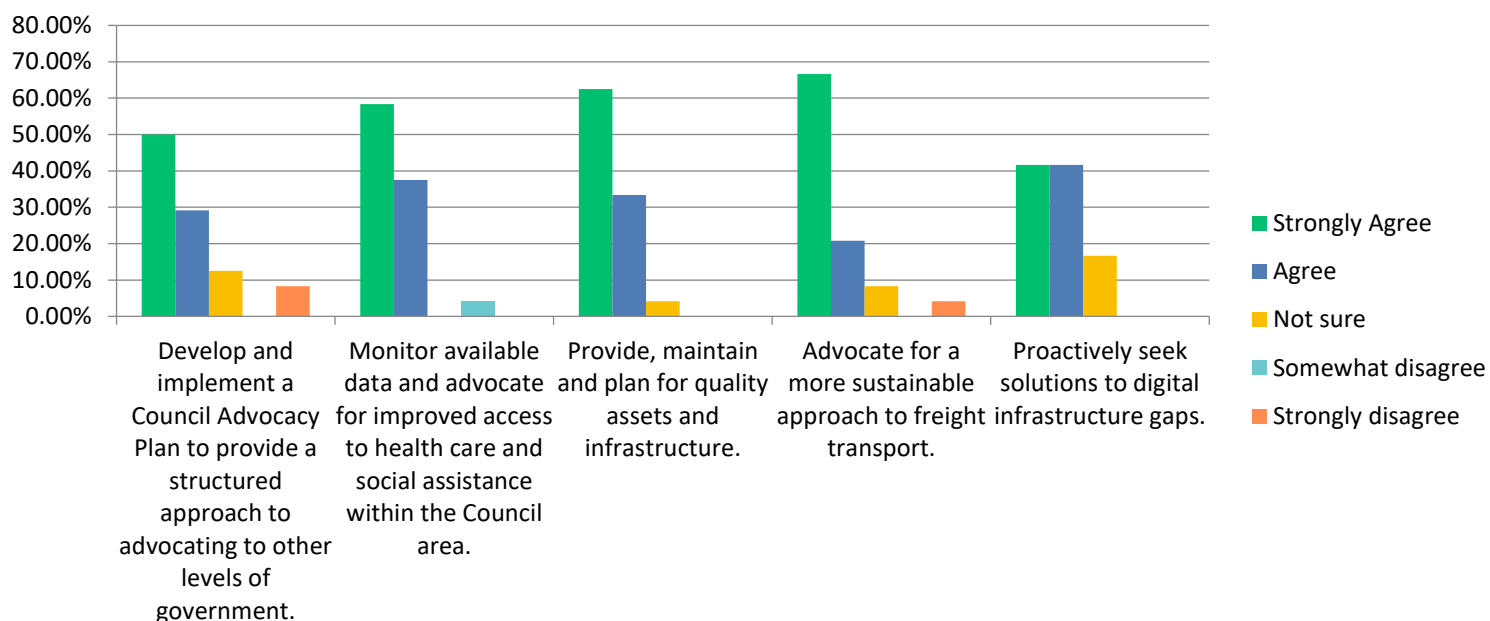
Tulka seem to be proactive, progressing, good changes. Not sure if they need more help?

Tulka Progress is progressing - Great! Support them if you can

These 'revised' arrangements need to be publicised.

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Strategic Direction 2 – Address our built and social infrastructure challenges. To what extent do you agree with the priority actions identified in this area?

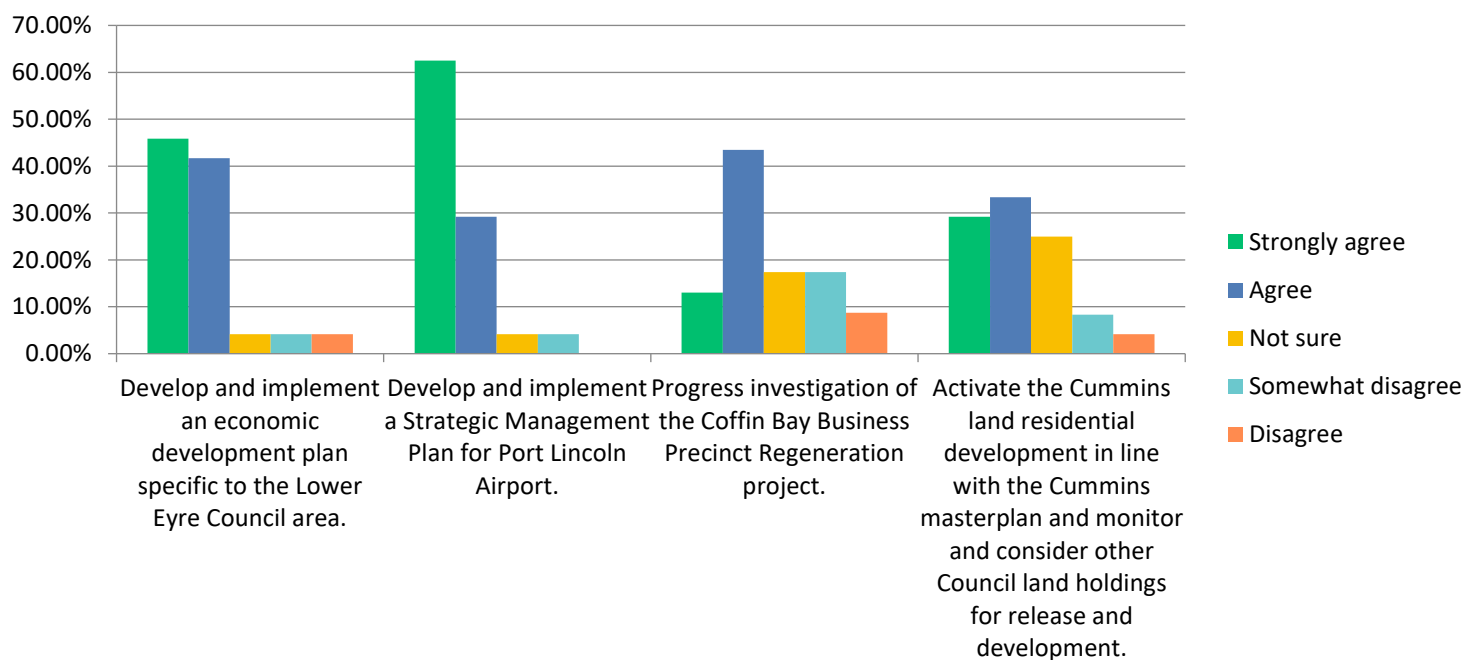


	Strongly Agree		Agree		Not sure		disagree		Str. disagree	
Advocacy plan	50.00%	12	29.17%	7	12.50%	3	0.00%	0	8.33%	2
Advocate for improved health / social care	58.33%	14	37.50%	9	0.00%	0	4.17%	1	0.00%	0
Provide & maintain assets	62.50%	15	33.33%	8	4.17%	1	0.00%	0	0.00%	0
Advocate for freight changes	66.67%	16	20.83%	5	8.33%	2	0.00%	0	4.17%	1
Seek solutions for digital gaps	41.67%	10	41.67%	10	16.67%	4	0.00%	0	0.00%	0

Is there anything you think Council should change?
Does freight transport mean reducing pressure on our road network? Definitely continue advocacy for return of rail. Access to improving technology is crucial - agree that Council must be pro-active to ensure EP does not fall behind in accessing digital communication.
stop wasting money on plans and surveys and get to real work
All of these areas are high priority. Especially access to childcare. I've been on a waitlist for 12 months and still nothing available. transport infrastructure and safety around freight trucks are a concern around major towns and surrounding communities.
There is a great variability in the quality and maintenance of roads. The Fishery Bay and Sleaford Bay roads are in constant disrepair and urgently need attention. These roads have greater use by tourists and port lincoln residents than the local sleaford bay residents.
Again, agree council may be able to provide community feedback to relevant departments, but feel focus should be on areas council has control over rather than taking responsibility for areas other government levels are responsible for.
Fix the roads
Council is seen as a "voice" in government for the community and advocacy is critical. Many groups do not realise that they can take their "cause" further than local Council and that needs to be supported
To be more pro active on locating funding outside the local area, state / federal / EPMRN / ETC We don't have enough people paying rates to sustain our district. Dedicate more time to outside sources of money, within the DCLEP
Bring back the Train. Keep the dirt roads in better condition and it must be cheaper to grade more often than resheeting.
Bring back the trains and pave our roads and encourage more doctors, nurses and teacher with appropriate housing.
(Advocate for more sustainable approach to freight transport) - reinvigorate the railway line
The roads, redoing, redoing, redoing
(Advocate for more sustainable approach to freight transport) - Should have been done before trains stopped
Bring back the trains and expand the services
These sentences are very broad. What do you mean, for example, by 'sustainable approach to freight transport'. What transport, what do you mean by sustainable?

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Strategic Direction 3 – Activate opportunities for economic growth. To what extent do you agree with the priority actions identified in this area?



	Strongly agree		Agree		Not sure		Somewhat disagree		Disagree	
Economic dev. Plan	45.83%	11	41.67%	10	4.17%	1	4.17%	1	4.17%	1
PLA management plan	62.50%	15	29.17%	7	4.17%	1	4.17%	1	0.00%	0
Coffin Bay business precinct	13.04%	3	43.48%	10	17.39%	4	17.39%	4	8.70%	2
Cummins Residential land	29.17%	7	33.33%	8	25.00%	6	8.33%	2	4.17%	1

Is there anything you think Council should change?

Housing issue in Cummins & district is creating economic/ staff difficulties for local business. The evidence in occupancy at Cummins Caravan Park and concerns raised by local business in attracting employees is increasing the urgency to do something to offer a range of accommodation in the town. Offer incentives to "developers" to provide housing/ units.

yes. get on with it

We think a tourism tax of \$2.00 person should be applied to those using the Port Lincoln Airport. The money gained through this initiative could then be used to make improvements to areas such as the coastal reserves that they visit. The coastal reserves at Sleaford Bay are in a parlous state and this does nothing to enhance the beauty and enjoyment of the region.

There are many plans within government, please ensure there is appropriate funding and long term plan to implement. Not just sit on the shelf so to speak.

Coffin Bay and Cummins continue to feature very strongly in all plans. Smaller townships need attention also. Tulka needs a toilet at the playground. Sleaford needs adequate car parking.

Be good to get on with progressing land council owns so people can live in our region and support local businesses engage staff.

Fix the roads

Airport Management plan has been considered for many years... need to get it done! Cummins Housing must proceed - limited housing available in the area is limiting the growth in our district.

To much focus on C/b and cummins Re housing . go to the farming people and just find out home many homes on rural properties that are vacant , you will be surprised

Do not put economies before our environment

DO NOT sacrifice our unique and prisitine environment for \$

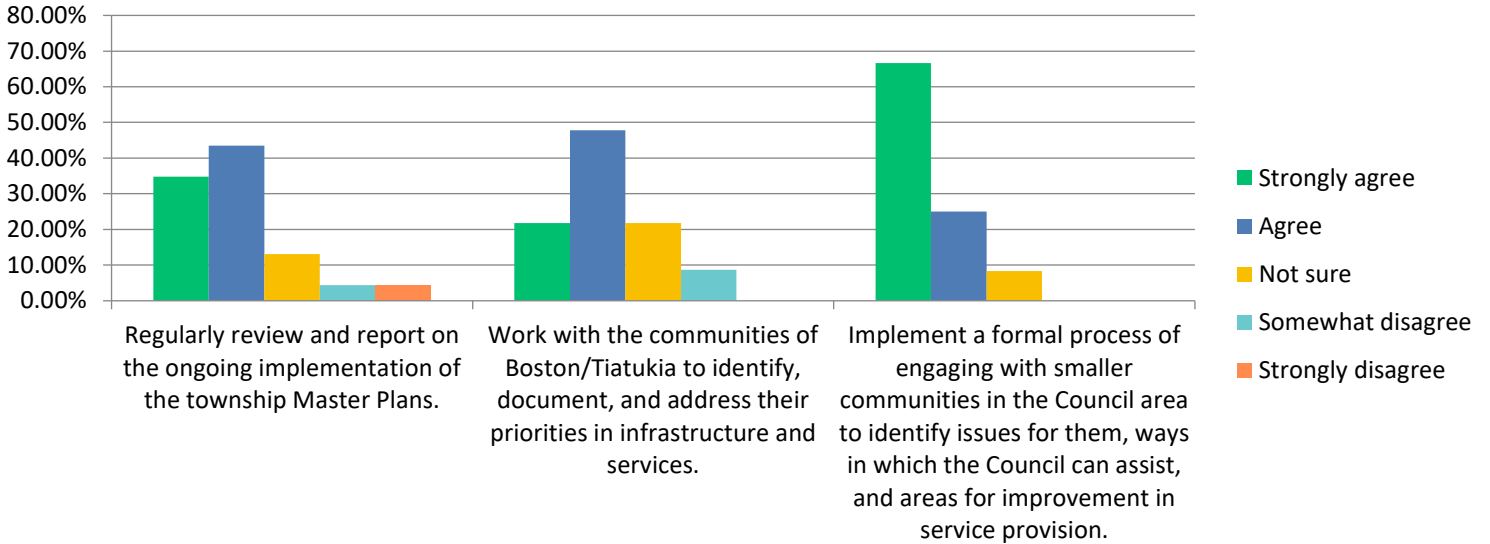
Don't risk the natural beauty we have For Profit for a few

Protect what we have before anything else. The environment - land and marine - must come first

What needs does 'regeneration' mean?

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Strategic Direction 4 – Implement township and location improvements. To what extent do you agree with the priority actions identified in this area?

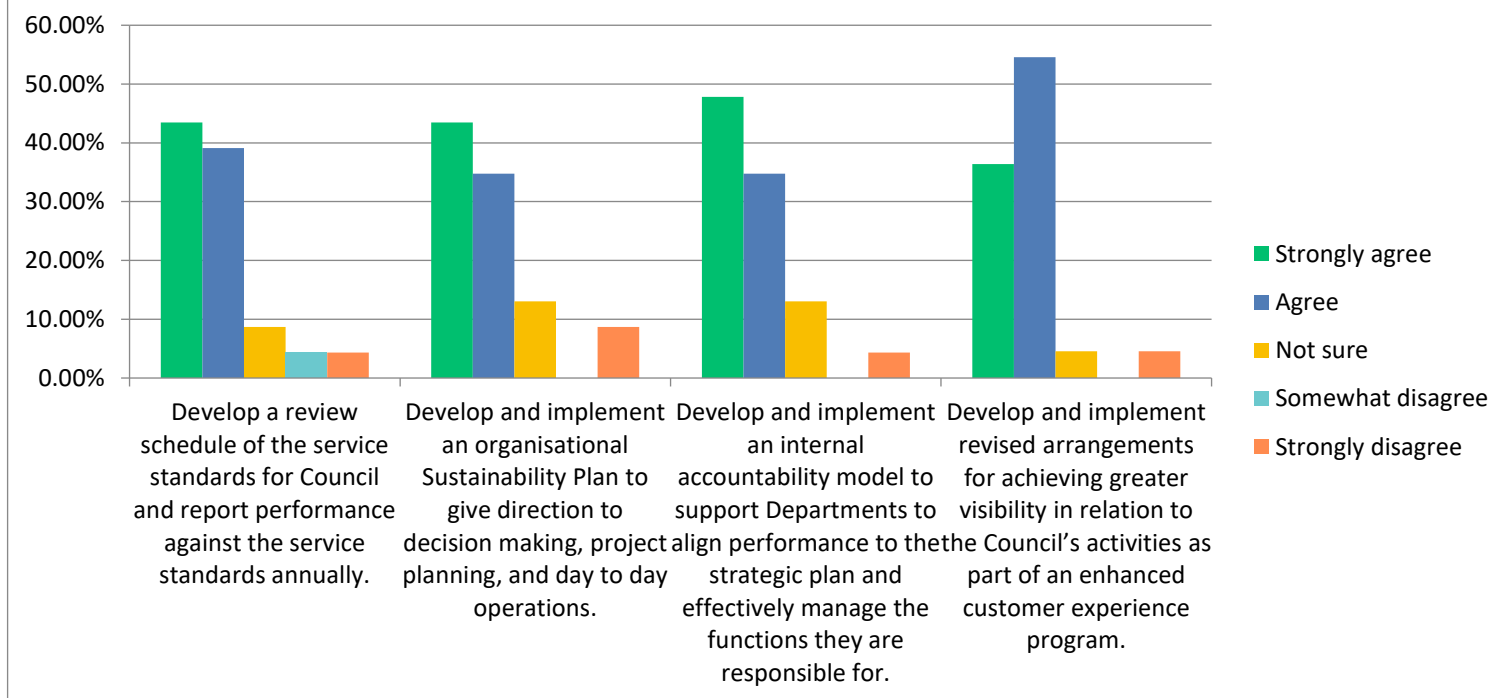


	Strongly agree		Agree		Not sure		Somewhat disagree		Strongly disagree	
Implement masterplans	34.78%	8	43.48%	10	13.04%	3	4.35%	1	4.35%	1
Boston/Tiatukia engagement	21.74%	5	47.83%	11	21.74%	5	8.70%	2	0.00%	0
Process for small community engagement	66.67%	16	25.00%	6	8.33%	2	0.00%	0	0.00%	0

Is there anything you think Council should change?
Accept the Council district is more extensive than just Cummins & Coffin BAY - since both towns now have Master Plans available is there a risk that doing a further plan to area around Port Lincoln places limits on achieving any implementation for existing Master Plans?? Staff time spread too thin? Expect that the third master plan would be in the latter part of the Strategic Plan
I understand that larger communities provide larger incomes but don't forget about the smaller communities
Strongly agree engaging other smaller communities to improve services. Eg at Tulka as I am a resident. Issues that matter to me are access to recycling long term and for all rate payers and wildlife and pest management, pest control of rabbits and feral cats.
Connections with smaller communities is essential. Tulka is visited by many people who do not reside in the township. They use the boat ramp, playground or just ride or drive through. It is great that Council supports Progress Associations but it does not need to actively support them with skills and a pathway to contribute to plans about their townships.
If those communities wanted to be engaged they would have come to council as a united group. Perhaps they're happy as they are?
Fix the roads
Section 669 in Coffin Bay - sell or develop this land - could help to bankroll other projects in the district
Interesting that cummins and coffin bay together just have the same population as boston/tiatukia , but to me all the effort is at the former not the later
Tulka is kicking goals. Better speed on bitumen and in town. Wildlife signs. Dog poo bags. New shed at playground. Can we please have some lawn and a barbeque at the boat ramp. (Regularly review the report on the ongoing implementation of the township master plans - But not at the expense of other towns) (Work with the communities of Boston / Tiatukia to indentify, document, and address their priorities in infrastructure and services - work with all communities - big and small)
Don't forget the smaller areas especially if they are proactive but need your help
The new building at Tulka, look great. When can we start using it? (Books clubs, mens shed, cards). Some lawn would be nice
Tulka now has a positive and proactive progress association. A few more things at the playground (BBQ and lawn) would make it perfect. Can the new building be used for Tulka residents to strengthen their community ties ie baby group, intergenerational fun times, cards, boardgames, book clubs, yoga, pilates, sewing group, mens shed, food swap, community meals ie bbq, hotdogs & soup, roast night etc.
The master plans online to view?

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Strategic Direction 5: Align our organisational planning and operations with our Strategic Direction. To what extent do you agree with the priority actions identified in this area?



	Strongly agree		Agree		Not sure		Somewhat disagree		Strongly disagree	
Service Standards	43.48%	10	39.13%	9	8.70%	2	4.35%	1	4.35%	1
Sustainability plan	43.48%	10	34.78%	8	13.04%	3	0.00%	0	8.70%	2
Internal accountability	47.83%	11	34.78%	8	13.04%	3	0.00%	0	4.35%	1
Customer exp. program	36.36%	8	54.55%	12	4.55%	1	0.00%	0	4.55%	1

Is there anything you think Council should change?
Thought many of these reviews/accountability measures would already be in place?? For the public/ ratepayers to see Council activities are progressing is very effective in promoting the role and importance of local government.
While we believe the priority actions are valid but our concern is that the council will be bound up with a huge amount of paperwork that will not actually help to improve outcomes. Keep it simple and just manage the five strategic directions through your objectives.
the wording of the 4th priority action is clunky- can it be rephrased?
Not sure what a 'sustainability plan' is or what it would achieve.
Fix the roads
Standard accountability and service standards are expected within a Council. LEP is always working on this and so expected to continue developing those processes.
All above statements to me are unclear , not to the point . Just seems like bureaucratic language to me . sorry .
Customer? people don't think of ourselves as customer of a council - we are residents and ratepayers and renters and families. Check your language - speak

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Is there any other feedback in relation to the draft Strategic Plan you would like to provide to Council?
Format of the Strategic Plan is very readable. Any better photographs to visually show the range of activity in our district?
Tulka is trying hard to progress itself but needs some help at the playground please - toilet, bbq and lawn please stop releasing plans and surveys and employ more outside workers
Where is the natural environment mentioned? It is listed as Goal 4 in the accompanying Strategic Plan provided, yet there is no mention of it here? It says Council aims to protect and promote appreciation of our natural environment and to protect our coastline. The increased tourism is placing huge pressure on our beaches and if we don't start to act soon there will be nothing left to protect. This is a problem that is only going to keep on increasing. Council should be working wth coastal communities and organisations to start putting some measures in place as a priority.
Improvements at Tulka please, boat ramp area, bbq, lawns, seating and footpaths.
This is a mirror of an episode of Utopia. Get back to basics first.
The draft format is very readable and well set out under headings of Why/Role/ Performance. The photos are very water/coastal centric, and any landscape photos are not very appealing. Surely there is a better playground in this Council area to highlight? I suspect the consultant/ choice of photos is because they were focussed on Coffin Bay and the south west part of our district!!! Previous Strategic Plans had a much better photographic representation of our Council district. Anyone looking at this Plan would not be inspired to come and check us out.
Keep it simple. Good roads / foot paths / rubbish / airport. Spend the rate wisely on these areas . Go for as many grants as possible , dedicate staff to this area . Get un focused on C/B and Cummins as the perception from those who don't live in these locations is that nothing else exists, from a long Tulka and Sleaford rate payer.
Tulka seems to be progressing which is good
Thanks for the opportunity to give feedback