



Strategic Directions 2016 - 2020

*“Progressive &
Responsible Leadership”*



Table of Contents:

Mayor’s Message	3
Chief Executive Officer’s Statement	3
Review process	4
Planning framework	5
Town & District history	6
Establishing Goals	
Infrastructure	7
Economy	7
Built & Natural Environment	7
Community & Culture	8
Business Governance	8
Alignment with State & Regional Planning	9
Objectives & Strategies	
Infrastructure	10
Economy	12
Built & Natural Environment	14
Community & Culture	15
Business Governance	16

Mayor's Message

Rural communities are facing some of the most difficult times in their history as pressure builds and government focus is on centralisation, rationalisation and cost cutting.

Complaining is not going to help, we must be smart, plan well and be innovative if we are to survive and prosper.

This plan is a result of hard work, forward planning and looking to the future so we can remain relevant and sustainable. This document will be a guide to ensure we deliver the services, facilities and infrastructure required by our community to the best of our ability, today and into the future.

It is in alignment with State and Regional goals and I anticipate strengthening our ties to neighbouring Council's and other members of the Eyre Peninsula Local Government Association during the life of this plan.

I commend our Council for their vision and look forward to this plan's implementation and as necessary, modifications, as a living document over the years ahead.

Dean Johnson
Mayor

Chief Executive Officer's statement

In developing its Goals, Objectives and Strategies, council has given due consideration to Regional, State and National objectives which are relevant to the economic, social, physical and environmental development and management of the area

Council intends to co-ordinate with State and National governments in the planning and delivery of services in which there is a common interest.

Council considers that its financial sustainability will not be compromised in the delivery of future services that will be required to be provided to achieve its objectives inclusive of the requirement of any infrastructure that will need to be maintained, replaced or developed by the council.

Council will report on the strategic outcomes from this plan through statutory financial and annual business reporting and through forums such as newsletters, social media, meetings and other community media.

Status reports on the implementation of the planning strategies will be regularly tabled at Council meetings.

Following the adoption of any strategic actions by Council, amendments will be made to Council's long term financial and asset management plans, reflecting the new or amended strategic goals & objectives as adopted.

Amended long term plans, emphasising the financial sustainability of Council will also be presented to the community, inclusive of any proposed borrowings to implement the adopted strategies.

Daryl Cearns
Chief Executive Officer.

Review process

The District Council of Kimba is required, pursuant to Section 122 of the Local Government Act 1999, to substantially review its Strategic Plans within two years of a General Election.

A Strategic Plan is required to direct Council's allocation of resources for a period of not less than four years.

When setting future planning strategies Council must take into consideration the ***economic, social, physical and environmental development and management of its area***. It is at Council's discretion what emphasis it places on these factors.

There is no requirement to allocate a balanced emphasis but Council has been mindful of the weighting and expectations given to the various themes as supported by the community.

Through consultation with a broad sweep of stakeholders, a Strategic Plan should encapsulate the aspirations of the community. It should give Council clear direction in the allocation of its scarce resources.

It is Council's responsibility to have an understanding of the community's future expectations.

Council's Strategic Plan must be a visionary, robust living document that underpins all facets of Council's activities, the services provided to the community and its capital expenditure programs.

The vision and goals as developed and endorsed by the community should be integrated into all aspects of the organisation. The Strategic Plan must be the foundation document for Council's future activities.

The goals and objectives determined by Council and the community in this document and the supporting strategies will be measured by outcomes, achievements and the level of community development and will be reported regularly to both Council and the Community.

This planning document is not set in stone and will be regularly reviewed.

This strategic directions document will provide the basis for business and operational planning both on an annual and long term basis.



Broad acre cultivation

Planning framework

The key Objectives and Strategies as outlined in this document will be used as a basis for the preparation of other strategic council documents, such as the Annual Business Plan and Budget.

New and replacement capital works programs and operational programs will be reviewed and amended where necessary to reflect the adopted strategic goals, objectives and strategies and will be evaluated and reported upon to ensure compliance with Council's long term strategic direction.

Council's infrastructure and asset management plans will be further developed over coming years to reflect strategic decisions taken and will reshape, consolidate, improve and replace community infrastructure to ensure the community continues to grow and prosper.

Strategic management planning is crucial to ensure council is financially sustainable into the future and that the strategies contained in this plan are scrutinized carefully to ensure they are financially achievable and do not detrimentally impact on council's long term viability.

The success of strategic planning is dependent on management, elected members and the community working with common purpose and direction.



Town & District History

The Kimba area was first opened up for agricultural purposes in 1876, with the township of Kimba being proclaimed in 1915. The township became the centre of the 3,500 square kilometre District Council of Kimba.

The population of the district has been gradually declining over recent decades, with the district population currently around 1,211 people. Approximately 650 people reside within the township.

The Barngarla people are recognised as inhabiting the area prior to European settlement and the name 'Kimba' is derived from the Aboriginal word, with the meaning of "Bush Fire".

Pastoral leases were held over the area from 1872 until Pioneer farmers grew the first crops in 1908. The Kimba District is now one of the major wheat producing areas in South Australia.

In 2013 a total of **188 Businesses** were located in the Kimba District employing a total of **581 persons** (44% in Agriculture)

A goal of the Council is to expand the number and diversification of businesses and increase employment opportunities while improving the economic redundancy in less favourable seasons.

Council is also seeking to stabilise and grow the population while retaining crucial community services.

Council's prudent financial management over past years has positioned the community well, giving flexibility to review service delivery and asset management and to continue improving lifestyle for residents and visitors to the district.



District Council of Kimba Community Hall

Establishing Goals:

The District of Kimba is a progressive, innovative and resilient community, predominantly structured around agricultural industry. As such the community and businesses can be impacted by the vagaries of the seasons.

To support the development of the Kimba township and district, Council has identified five thematic areas to focus its energies and resources on that will assist in supporting business growth and improving services to the community and its visitors.

The themes adopted by Council are complimentary to requirements identified in Section 122 of the Local Government Act 1999 as being integral in the ongoing development of the region and necessary to ensure responsible, efficient and effective services are delivered to the community.

The goals are reflective of current and future issues and pressures facing the district of Kimba.

1. Infrastructure - Quality in construction and maintenance.

Council has an extensive network of sealed and unsealed roads, vital to support the regional economy. A key goal is to ensure road maintenance and build quality is kept to the best of council's ability with available materials and climatic conditions.

Community facilities and buildings are to be maintained and developed to encourage maximum usage and participation.

Increasing the number and quality of walking trails and continuing to improve parks, gardens and sporting facilities for local community and visitors is a key goal.

2. Economy - Dynamic, sustainable, diversified and growing.

Council recognises that a vibrant and prospering business community is a key foundation for a growing community. Developing a business growth strategy inclusive of supporting improved tourism infrastructure development has been recognised and is a goal council has set to achieve.

3. Built & Natural Environment – Enhanced appreciation & management.

Developing partnerships with regional bodies such as the Eyre Peninsula Natural Resources Management Board to assist in developing and protecting the natural environment through joint projects for mutual benefit is important.

Council's diverse natural attractions need infrastructure improvements to maximise the visitor and community experience.

Investigating and implementing storm water capture and re-use opportunities will continue.

Re-vegetation opportunities and planning to 'green' the township will be incorporated into the main street upgrade programs.

Establishing Goals:

4. Community & Culture- Vibrant, cohesive and diverse participation.

Improving community buildings and their patronage with a multitude of community user groups is a priority for council.

Assisting the community to develop a diverse culture of arts, community functions, sporting activities and recognition of culture and heritage is a goal of council.

Diversity of interest and participation by all age groups will build community depth and spirit. Attention to developing a positive youth culture of participation and involvement in the community has been recognised by council with supporting strategies to be actioned.

5. Business Governance- Excellence in leadership and financial management.

Prudential financial management and visionary leadership are goals of council.

Being inclusive with community in decision making, transparent and engaging are traits council wants to be recognised for by the community.

Statutory compliance, relevant policy and sustainable community development are non negotiable goals of council.

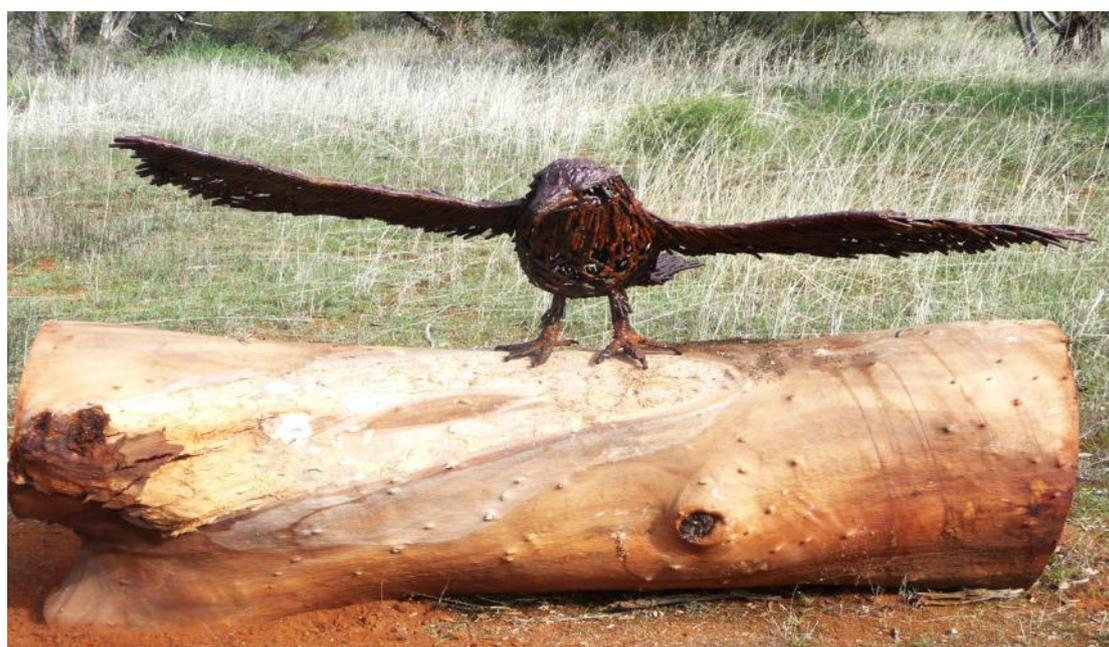


Local Sculptures on the Rooru Walking Trail

Alignment with State & Regional Goals

<i>South Australian Strategic Plan</i>	<i>Eyre & Western Region</i>	<i>RDAWEP Priorities</i>	<i>DC of Kimba</i>
<i>Growing prosperity</i>	<i>Economic Development</i>	<i>Build the capacity of the community to grow the regional economy</i>	<i>Economy: Dynamic, sustainable, diversified and growing.</i>
<i>Improving Wellbeing</i>	<i>Infrastructure & Service provision</i>	<i>Promote investment to develop strategic infrastructure and foster globally competitive business</i>	<i>Infrastructure: Quality in construction & maintenance</i>
<i>Attaining Sustainability</i>	<i>Environment & Sustainability</i>	<i>Consider the environment when planning regional development</i>	<i>Built & Natural Environment: Enhanced appreciation & management</i>
<i>Building Communities</i>	<i>Population, settlements & Culture</i>	<i>Support development of social & community infrastructure & services to enhance livability</i>	<i>Community & Culture: Vibrant, cohesive and diverse participation</i>

An eagle sculpture on the Roora Walking Trail



1. Infrastructure: Quality in construction & maintenance

Objectives:

- 1.1 Extend the sealed road network
- 1.2 To maintain all Council sealed road surfaces
- 1.3 Quality surfaces on all unsealed priority roads
- 1.4 All rural residential properties provided with all weather road access.
- 1.5 A sealed footpath program to be developed for residential streets.
- 1.6 To improve the stormwater control, capture & re-use.
- 1.7 Community buildings maintained in excellent condition and well utilised.
- 1.8 All residential properties with access to CWMS are connected.
- 1.9 Extend & develop walking & cycling trails.

Strategies:

- 1.1.1 Seal Aerodrome road from Railway Terrace
- 1.1.2 Review 10 year road sealing priorities plan
- 1.1.3 Ensure all future township subdivision roadways are sealed with kerbing.
 - 1.2.1 Review road asset condition annually
 - 1.2.2 Budget for re-seal program
 - 1.2.3 Review road replacement unit rates annually
- 1.3.1 Priority road surface conditions reviewed quarterly
- 1.3.2 Road network re-sheet priorities reviewed annually
 - 1.4.1 Identify properties and develop 10 year construction program.
- 1.5.1 10 Year construction program developed
- 1.5.2 Retail & commercial footpath condition & construction program developed.
 - 1.6.1 Capture run-off from Schaefer Avenue to Recreation Reserve and installation of surface sheeting to direct water to Roora Dam.
 - 1.6.2 Review opportunities to capture stormwater from grain storage facilities
- 1.7.1 Maintenance & asset improvement program for community buildings developed from the fixed Asset Register.
- 1.7.2 Community surveyed to maximise use of community buildings for functions and activities
 - 1.8.1 Undertake property survey and develop connection strategy and timetable for CWMS program.
- 1.9.1 Develop a district walking & cycling trail strategy and construction program.

1. Infrastructure: Quality in construction & maintenance

Objectives:

- 1.10 Irrigation system extended in Parks & Gardens
- 1.11 Quality playground equipment installed in all playgrounds
- 1.12 Quality public toilets & visitor facilities constructed & maintained
- 1.13 Appropriate and quality directional signage & facilities are in place for visitors.
- 1.14 Improve Township Aesthetics.

Strategies:

- 1.10.1 Irrigation system extension program developed
- 1.10.2 Water re-use program incorporated in irrigation extension planning
- 1.11.1 Playground equipment quality improvement program implemented
- 1.12.1 Public toilet building consolidation & new facilities site planning undertaken
- 1.12.2 Public toilet construction program adopted
- 1.12.3 Public toilet maintenance program developed and actioned
- 1.12.4 Support swimming Pool Committee & Education Department in maintaining community pool access.
- 1.13.1 Implement Urban Design & Precinct Masterplan for signage, visitor information facilities and vehicle parking plan.
- 1.14.1 Design & develop Township entrance statements on all main roads.
- 1.14.2 Redevelop High Street as per Urban Design & Precinct Masterplan.
- 1.14.3 Negotiate with property owners to remove derelict buildings.
- 1.14.4 Develop a township entrance road reserves beautification program, inclusive of tree planting, road sealing and vehicle parking.
- 1.14.5 Develop a street tree removal & suitable species replacement program for footpaths.

2. Economy: Dynamic, sustainable, diversified and growing cont'

Objectives:

- 2.6 National Highway Heavy Vehicle parking area established in township.
- 2.7 Enhanced Economic Development partnership with RDA Whyalla & Eyre Peninsula
- 2.8 Establish regional business partnerships

Strategies:

- 2.6.1 Develop strategy with Federal Department of Transport for National Highway Heavy Vehicle parking
- 2.7.1 Council maintains annual financial membership of RDAWEP.
- 2.7.2 Develop economic policy & strategy with RDAWEP
- 2.7.3 Engage RDAWEP expertise in project development and delivery.
- 2.8.1 Seek mutually beneficial business support opportunities with local & district businesses.
- 2.8.2 Investigate shared service opportunities with local & regional local government entities
- 2.8.3 Investigate partnership opportunities with EPNRM Board to support project delivery outcomes.

3. Built & Natural Environment: Enhanced appreciation & management

Objectives:

- 3.1 Develop EPNRM project partnerships.

- 3.2 Township fire prevention strategies are in place

- 3.3 Create a practical and workable approach to Native Vegetation management.

- 3.4 Reduce Council's carbon footprint.

- 3.5 Township revegetation strategy implemented

- 3.6 Improved township flood protection & prevention

Strategies:

- 3.1.1 Establish compatible projects register and development timetable.
- 3.1.2 Support Community education programs

- 3.2.1 Council maintains annual fire prevention works program.
- 3.2.2 Review fire prevention strategies and policies to ensure relevance.
- 3.2.3 Liaise with DEWNR regarding fire burn off Policy and fire prevention strategies.
- 3.2.4 Liaise with CFS Groups re fire prevention strategies and plant & equipment use in emergency situations.
- 3.2.5 Continue to support emergency services when requested

- 3.3.1 Liaise with Native Vegetation Council & Directorate to develop a strategic partnership to manage Native Vegetation on roadsides.

- 3.4.1 Investigate alternate energy sources for Council & Community infrastructure.
- 3.4.2 Continue to develop strategies to reduce waste to landfill.
- 3.4.3 Investigate regional opportunities to reduce cost of recycling waste materials and freight component.

- 3.5.1 Develop programs to reinvigorate township reserves and council borrow pits with additional plantings.

- 3.6.1 Investigate options for additional collection, storage and pumping of stormwater and CWMS reuse.

5. Business Governance: Excellence in leadership and financial management.

Objectives:

5.1 Fostering sound leadership in staff and elected members.

5.2 Prudential & strategic financial management of Council resources.

5.3 Maximise Council engagement with community.

Strategies:

5.1.1 Appropriate delegations and authority are allocated to staff.

5.1.2 Staff position statements reflect the job & skill requirements, Council's strategic direction and service provision requirements.

5.1.3 Maintaining an annual staff appraisal process and training needs analysis suitably budgeted.

5.1.4 Conducting an annual review of Elected Member training requirements.

5.2.1 Investigating opportunities to enhance council's financial capacity to support services.

5.2.2 Ensuring Council's financial governance policies and procedures meet all Statutory requirements.

5.2.3 Developing financial policies and procedures that consistently apply prudential analysis to:
project management, asset acquisition and divestment, risk management, revenue sources and cash control at all times.

5.2.4 Continue to investigate opportunities to implement shared services provision with other regional local governments.

5.3.1 Seek independent, appropriately skilled members for council committees.

5.3.2 Develop & implement a communication & media strategy.

5.3.3 Develop an orientation strategy to attract interested persons to nominate for future councils.

5.3.4 Enhance council business documentation and reporting to the community.

5.3.5 Develop a protocol to invite community group representatives to address council meetings on strategic issues.

Strategic Directions Review 2016

Document Control	Council Consideration	Community Consultation	Amended/Adopted
Draft Version 1	Council meeting November 11th 2015	January 2016	
Final Version	Council Workshop March 22nd 2016		

References:

**South Australian Strategic Plan
Key Issues for the Eyre & Western Region – State Planning Strategy
Regional Plan – RDA Whyalla and Eyre Peninsula
Kimba Urban Design Framework & Precinct Master Plans – Masterplan August 2014**



Edward John Eyre Sculpture White's Knob Lookout