



Strategic Directions Plan 2016-2026

Adopted by Council

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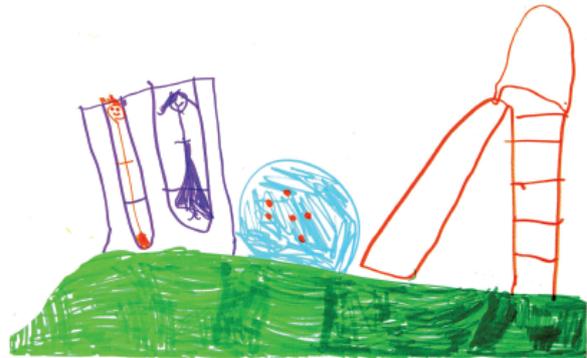
Contents

Message from the Mayor	5
About Port Lincoln	6
Our Place	6
Our Community	6
Our Vitality and Growth	6
City of Port Lincoln Map	7
City of Port Lincoln Statistics	8
Community Shaping Strategic Directions	8
Our Vision	10
Our Mission	10
Our Principles and Values.....	10
Council Taking Action	11
Purpose of the Plan	12
Why do we need a Plan?	12
About the Plan.....	13
Planning and Reporting Framework.....	14
Structure of the Plan	15
Goal 1: Economic Growth and Vitality	16
Goal 2: Liveable and Active Communities	17
Goal 3: Accountable Governance and Leadership	18
Goal 4: A Clean Green Resilient Environment.....	19
Goal 5: Sustainable Service Delivery and Productive Community Assets	20
Strategic Project Priorities.....	21
Aligning our Priorities with State Government Priorities.....	23
Aligning Service Delivery with Strategic Directions.....	26
Measuring our Progress	33
Community Indicators	34
Goal 1: Economic Growth and Vitality.....	34
Goal 2: Liveable and Active Communities	34
Goal 3: Accountable Governance and Leadership	34
Goal 4: A Clean Green Resilient Environment	34
Goal 5: Sustainable Service Delivery and Productive Community Assets	35
Implementation, Monitoring, Reporting and Review	35
How will the Community be Informed of Progress?	36

Wordle Art and Children's drawings courtesy of SA Department for Education and Child Development, Kirton Point Children's Centre, Kirton Point Primary School, Port Lincoln Primary School and Cranston Street Kindergarten.



I would like a beach playground.



I want a place to ride my motorbike. It could be a park.



Message from the Mayor

On behalf of the City of Port Lincoln I am pleased to present the City's Strategic Directions Plan as the overarching Plan to guide the future aspirations of our City.

This Plan shares the vision and aspirations for the future of the City of Port Lincoln and outlines how we will, over the next ten years, work towards achieving the best possible outcomes for the City, community and stakeholders.

Through strong leadership and good governance the Council will maintain a focus on achieving the Vision and Goals identified in this Plan. The Plan defines opportunities for all of the Port Lincoln community - young or old, business people, community groups and stakeholders - to be involved.

The Plan acknowledges the natural beauty of our environment and recognises the importance of our natural resources not only for our community well-being and identity but also the economic benefits derived through our clean and green qualities. We will continue to be the 'Seafood Capital of Australia' and continue to grow as a tourist destination.

As we look to the future, the Strategic Directions Plan will guide Council's priority setting and decision making. It will also be the primary driver for other planning decisions that will shape the City. It will assist in prioritising key community projects, ensure the well-aligned provision of essential community services and infrastructure, and support the significant partnerships necessary to continue to allow Port Lincoln to thrive and develop.

We look forward to working in partnership with the community and other key stakeholders to achieve the Vision using the Objectives and Strategic Actions outlined in this Plan.

Bruce Green

MAYOR



About Port Lincoln

Our Place

The City of Port Lincoln, recognised as the 'Seafood Capital of Australia', is a regional city located approximately 650km west of Adelaide, by road. Port Lincoln is the major service centre for the Lower Eyre Peninsula communities and continues to experience moderate economic and urban growth. The City covers an area of approximately 3800 ha and is located at the base of Eyre Peninsula, on one of the world's largest protected natural harbours, and is amidst the most picturesque areas of South Australia. The lifestyle opportunities of the area are without parallel.

Boston Bay is a major feature that defines the character of the City of Port Lincoln. The natural setting of Boston Bay and the foreshore open space are a highly valued resource that support recreation activity and influence people to live in and visit the City of Port Lincoln.

Our Community

In 2011 the City had a population of 14,087 people with a median age of 38 years. Children aged 0-14 years made up 20.4% of the population and people aged 65 and over made up 15.8% of the population. We are a diverse community with approximately 15% of our residents being born overseas and Aboriginal and Torres Strait Islander people made up 5.6% of the population. The population growth rate is around 1% annually. We are a connected community with nearly 70% of the population living in family or group households.

Our Vitality and Growth

Regional primary production including 50% of South Australia's total production of wheat, barley and oil seeds - supported by the deepest natural harbour and largest commercial fishing fleet in Australia - makes Port Lincoln perhaps the nation's biggest combined agricultural and fishing centre. As extensive mining exploration on the Eyre Peninsula continues and moves into production, there will be a continuing requirement to upgrade and develop community facilities and infrastructure that will support this new investment and the growing workforce and population.

Port Lincoln will continue to experience growth in commercial and residential development, lead by both tourism and industry activity, including exploration and development of the region's mineral deposits and Great Australian Bight energy resources. Significant growth in residential and business development directly adjacent to the City's boundaries, located in District Council of Lower Eyre Peninsula, will also generate additional demand for facilities and infrastructure.

Port Lincoln is also host to various festivals and events throughout the year, keeping a national focus on our town. They include Tunarama, which celebrates the City's association with the sea and the tuna fishing industry, the Adelaide to Port Lincoln Yacht Race, the Port Lincoln Cup thoroughbred horse racing event, Eyre Peninsula Farmers & Fishermen's Market and the Mortlock Shield Football Carnival.

A growing program of major cruise ships visits adds to Port Lincoln's visitation numbers and establishes our City as a priority national tourist destination.



City of Port Lincoln Map



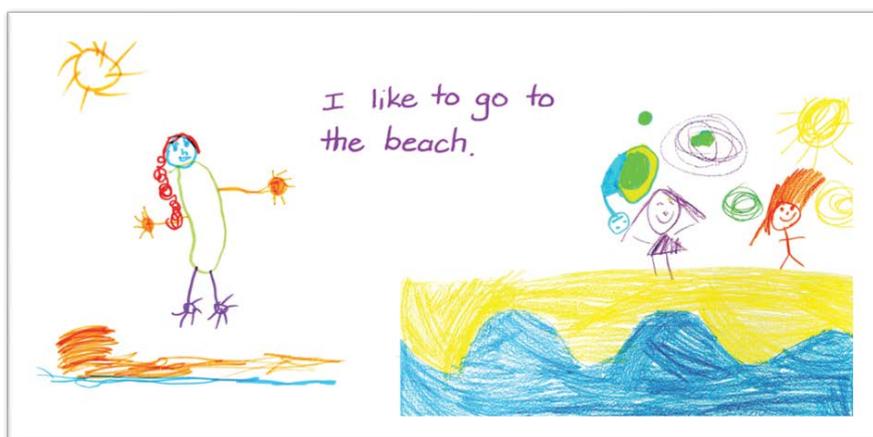
City of Port Lincoln Statistics

Total area	3,800 hectares
Population Estimated as at June 2015	14,519
Average Rainfall	490 mm
Foreshore (length)	21 km
Lincoln Cove Southern Lake Area	2 hectares
Roadways Unsealed (length)	8 km
Roadways Sealed (length)	150 km
Total Footpath (length)	69 km
Assessments: June 2015	8269
Site Value Rateable Properties: June 2015	\$1,106,961,100
Local Board of Main Roads proclaimed	22 November 1866
District Council of Port Lincoln proclaimed	1 January 1880
Town Corporation proclaimed	8 August 1921
Proclaimed City	30 January 1971
Boundaries extended	26 March 1981

Community Shaping Strategic Directions

This Strategic Directions Plan has been developed based on the views of local citizens, young and old, business people, government agencies and community groups from across the City.

To build on our strong foundation and achievements, the community's views, aspirations and priorities were sought from a variety of engagement activities. The comments and responses provided during the engagement and consultation process provided a broad understanding of how the community sees Port Lincoln and what they hope we will become. This feedback from the community was used to develop and then refine the Goals, Objectives and Strategic Actions of the Strategic Directions Plan.



	<i>Who are we and what do we like about Port Lincoln</i>	<i>What do we hope to become or improve on</i>
Stakeholders	<ul style="list-style-type: none"> Beautiful coastal city Clean environment Liveable Great place to raise children Good sense of community Diverse cultures and industry Access to services A regional hub Self reliant and resilient Strong Aboriginal community Coastal lifestyle Unique destination Deep sea port 	<ul style="list-style-type: none"> Recognised for heritage & culture Further Education facilities Broader diversification of industry Good transport links to and within city To become the regional hub for Eyre Peninsula for health, education government and retail services Responsible town planning to allow growth Develop local and international Tourism Technologically advanced to assist education, health and employment Affordable housing and accommodation
Business Leaders	<ul style="list-style-type: none"> Unique foreshore vista Accessibility to Services and Attractions Beautiful Clean Environment Potential for Growth Green Open Spaces Diverse Business & Industry Seafood Walking Trails Liveability 	<ul style="list-style-type: none"> Seafood Reputation and accessibility to visitors Support for small business Improved job opportunities Increase tourism opportunities Sports & Arts Tourism Improve City wide image Improve access to up to date technologies Promote community engagement and participation
Youth	<ul style="list-style-type: none"> Green open spaces Beautiful and peaceful Friends and family Outdoor activities including swimming, fishing & surfing Easy to get around as not much traffic Friendly place to live The beaches Lifestyle 	<ul style="list-style-type: none"> Pathways to a successful life Quality of the town is important Conserve the trees and national parks Stay clean and tidy Healthy and safe More security cameras More jobs opportunities More big buildings and shops Want to live in a happy friendly community Taking care of others More activities for kids
Community Consultation	<ul style="list-style-type: none"> Coastal lifestyle Walking trails and open spaces Access to variety of services Diversity of people & culture Clean green environment Liveable city Tourism opportunities 	<ul style="list-style-type: none"> An environmentally sustainable city Good planning and development to control and maintain the beauty of the city Safe and resilient A welcoming and happy community Inclusive & vibrant Improved education opportunities A city that provides good basic services and asset management Quality walking trails, footpaths, open spaces and public art Improved opportunities for youth Health, wellbeing and aged care facilities and services

Our Vision

A Vision for Port Lincoln to be a 'Progressive vibrant and safe Regional City that is an attractive place in which to live and work' was set in 2007 and has guided the work of the Council for the past 9 years. The review of the Strategic Directions Plan considered whether the vision still described the community's aspirations for Port Lincoln for the next 10 years. Through workshops with stakeholders and community consultation, Council sought feedback on what Vision would best reflect our City's future state.

The Vision for Port Lincoln in 2026 represents and encapsulates a clear expression of the Port Lincoln community's shared vision for the future.

“A progressive, vibrant and safe coastal city that is an attractive place in which to live, work and grow”

The Vision will inform and guide all aspects of the Council's work, and is further through the Strategic Directions Plan's Goals, Objectives, and Strategic Actions.

Our Mission

Council's commitment to the Vision will be demonstrated by:

- Providing services and infrastructure that meet the needs of our community
- Building a safe environment for our community
- Improving community wellbeing and environmental sustainability.

Our Principles and Values

Council Members and staff are committed to applying the following principles and values to guide the decision-making and conduct of Council business and operations:

- honesty and transparency in all things we do
- accountability and fiscal responsibility
- being responsive to our community's needs
- awareness of and responsiveness to emerging trends
- being socially responsible
- providing community spaces and facilities which meet Risk Management requirements
- providing safe work places for employees and contractors
- providing leadership to the Community
- actively engage and communicate with the Community and external stakeholders.

Council Taking Action

The Local Government Act, 1999 establishes Councils to provide local governance and services for communities. Council's roles, functions and principles for operation are set out in Sections 6, 7 and 8 of the Local Government Act.

Council's activities, investments and revenue decisions will be guided by the Strategic Directions Plan and Council has identified a number of different roles it may play to advance the Goals and Objectives of the Plan.

Council's Role	Council's commitment is to
Lead	Lead on behalf of the community; support community initiatives
Provide/Respond	Fully or partially fund or provide a service or respond to a need
Promote/Educate	Develop resources to promote a common understanding Provide information; Distribute and display information produced by others Refer others to information, programs or organisations that might assist
Facilitate/Connect	Bringing together stakeholders, initiate or join with other parties to collectively pursue a shared interest or service or resolve an issue
Partner/Collaborate	Form partnerships bound by legislation, delegation or contract to deliver outcomes
Owner/Custodian	Manage community assets including buildings, facilities, public space, reserves on behalf of current and future generations
Regulate	Specific role in response to legislation and compliance –direct, specific or general in nature (such as duty of care)
Fund/Grant/Auspice	Collect and distribute funding from, and/or to, community (required by legislation or policy on behalf of community)
Funding applicant/recipient	Apply for, receive and expend funding and/ or revenues (required by legislation or policy; or via Federal/State/Grants Commission funding)
Advocate/Influence	Make representation on behalf of the community; engage in public policy development in the interests of the community

Purpose of the Plan

Port Lincoln is an attractive place to live and work and will continue to grow. As a regional city we need to plan for the City's growth and anticipate future needs while ensuring we maintain the best aspects and qualities for current and future citizens.

Achieving growth and liveability underlines the importance of having a Strategic Directions Plan. The Plan sets the Vision that our community can aspire to whether as individuals, organisations or businesses and provides the Goals and the framework to guide our future actions to achieve this Vision.

The Plan also ensures that Council will play a role in helping the South Australian State Government achieve the 10 Economic Priorities and 7 Strategic Priorities of the State. It also enables Council to identify and give priority to projects which will work towards achieving the Vision. The Plan does not provide the detail of all the individual projects that Council will undertake on an annual basis these will be outlined in Councils' Annual Business Plan.

There are also issues and projects over which Council does not have direct control, for example, those undertaken by Federal and State Governments and their agencies. Council does however, have other roles it can play in ensuring that these projects help achieve the Vision for the City, guided by the Strategic Directions Plan.

Why do we need a Plan?

The City of Port Lincoln's Strategic Directions Plan (the Plan) is the overarching document developed to guide the future of the City of Port Lincoln. The Plan is one of three Strategic Management Plans required by the Local Government Act - the other two plans are the Infrastructure and Asset Management Plan and the Long Term Financial Plan. These plans guide Council's resourcing, annual business planning and budget setting.

Council is required under the *Local Government Act 1999* to prepare the Strategic Management Plans and also to undertake a comprehensive review of those plans within two years of a general local government election (ie by November 2016).

About the Plan

The Strategic Directions Plan is an important forward planning document that aligns the Vision of the City of Port Lincoln with clear Objectives and Actions which Council will undertake, ensuring that our current priorities and future growth meet community needs and expectations.

Council adopted its first Strategic Directions Plan in 2007, and it was reviewed and updated in 2009 and 2012.

This Strategic Directions Plan for 2016-2026 was developed utilising community engagement including key stakeholders, business leaders and school children in the preparation of the draft plan. Councillors and staff were involved in the development of the final draft plan, which was open for public consultation during late 2015 and early 2016 before being adopted.

The Strategic Directions Plan is an important community document as it:

1. sets the Vision that our community can aspire and contribute to, whether as individuals, organisations, businesses or government. The Plan establishes the Goals and the framework to guide our future actions to achieve the Vision,
2. will guide Council's decision-making over the next decade and ensure the continued provision of appropriate services, assist in prioritising key community projects, and support partnerships with stakeholders, the State and Federal Government and community organisations, and
3. provides the framework to enable the City of Port Lincoln to use its resources (staff, assets and income) in an efficient, effective and coordinated manner.

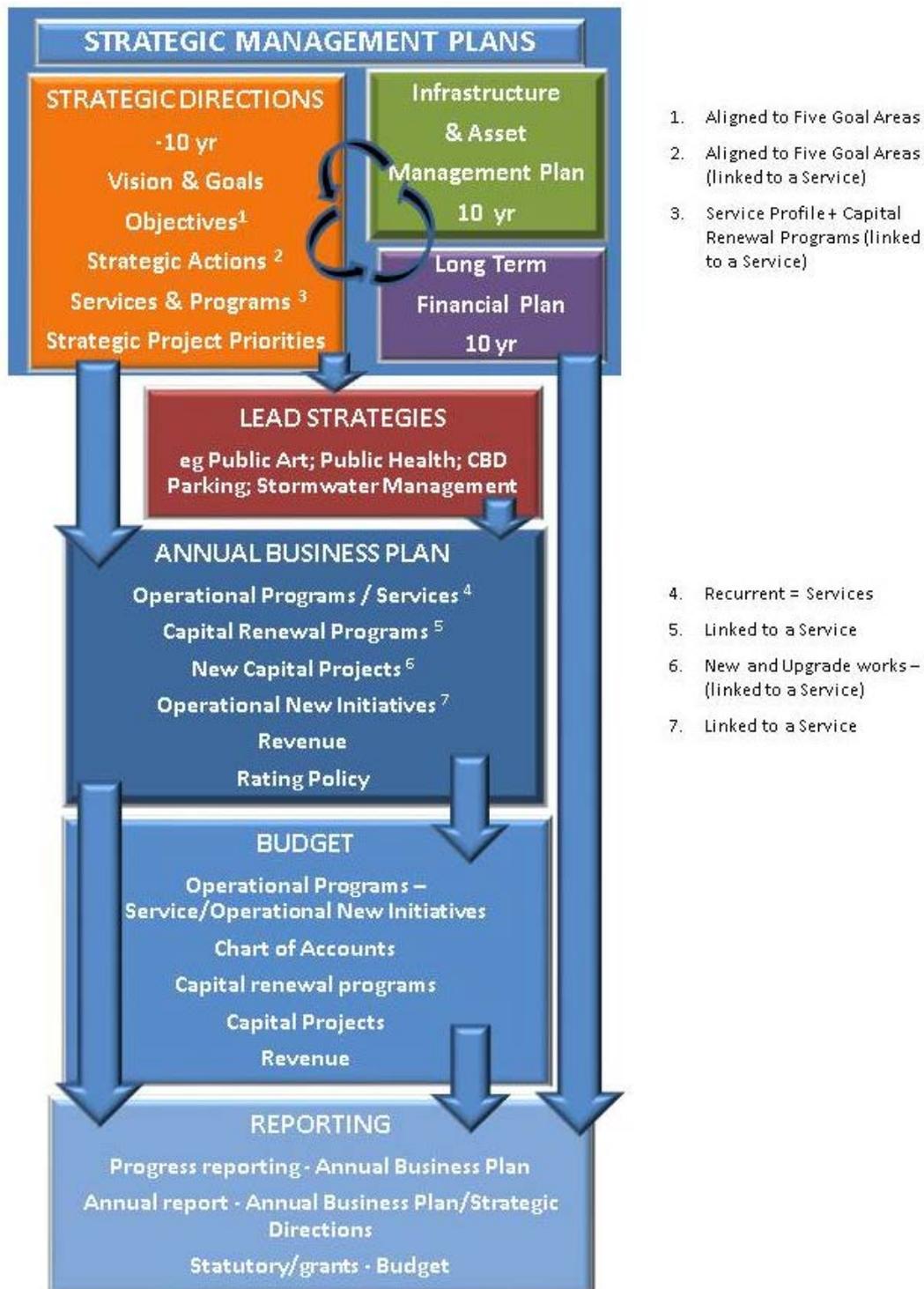
I love the beach at Port Lincoln. I like to go surfing. If there is rubbish we all need to clean it.



Planning and Reporting Framework

The Strategic Directions Plan is a strategic document, detailing desired outcomes over the next ten years. It is integrated with Council's other Strategic Management Plans - the Infrastructure and Asset Management Plan and the Long Term Financial Plan.

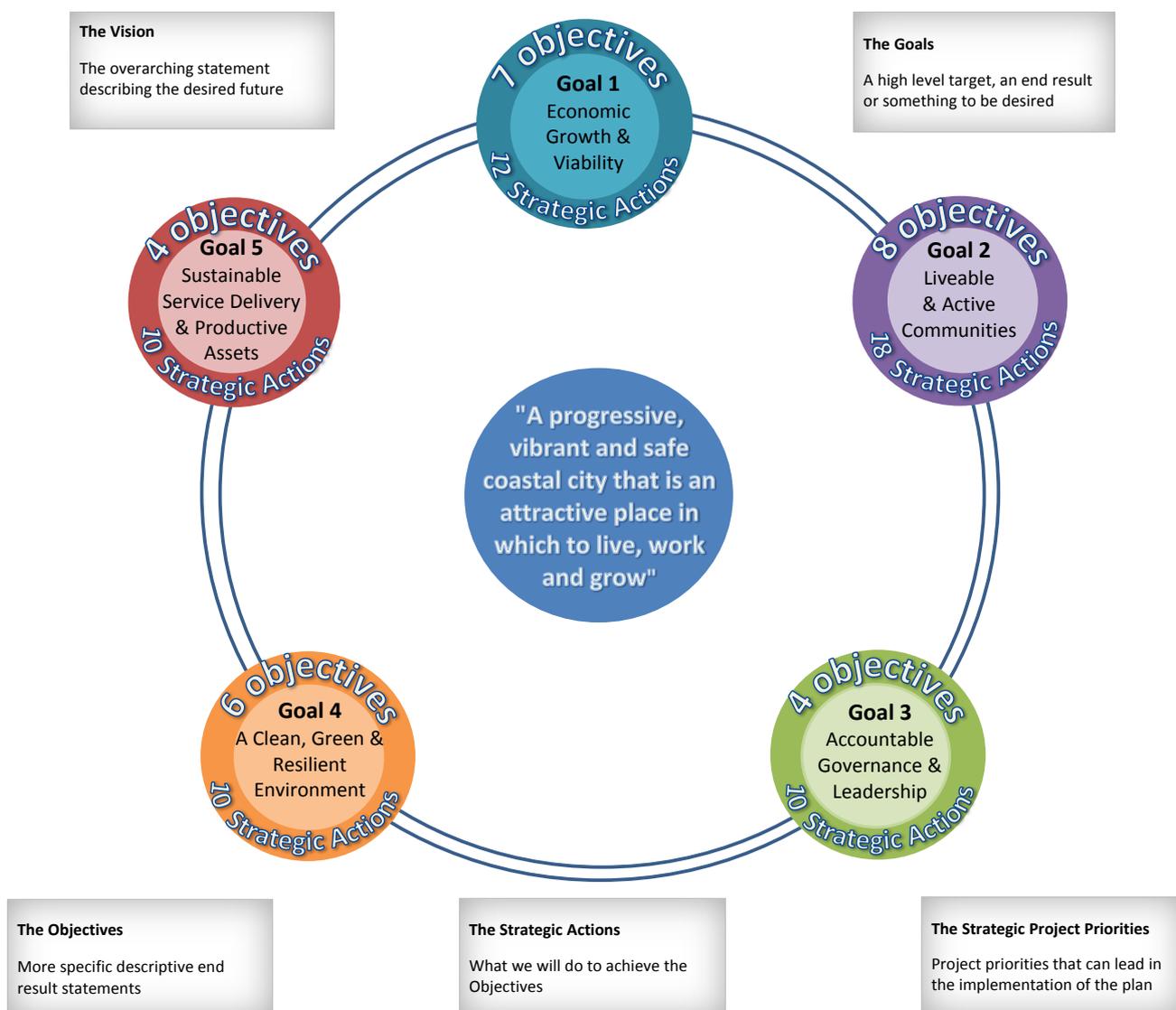
Council's Planning and Reporting Framework demonstrates the relationship between the Strategic Management Plans, the Annual Business Plan and Budget and Council's reporting on community indicators, service indicators and Strategic Action progress. The framework aims to ensure that day-to-day service and works program delivery and project priorities are aligned to the City's Vision, Goals and Objectives.



Structure of the Plan

The Structure of the Strategic Directions Plan is highlighted in the diagram below. The plan contains the following key elements:

- **Vision** – The overarching statement describing the City’s desired future in a simple, concise form.
- **5 Goals** – These are high level descriptions of an end result or a ‘destination’. They are major elements of the Vision that we will work to achieve, to fulfil the Vision. Each goal in the Strategic Directions Plan will in turn be supported by a number of more detailed Objectives.
- **29 Objectives** – These are more specific descriptive statements of targets that will help us get to the goal destinations.
- **60 Strategic Actions** – Specific actions of a strategic nature that the Council will take to “make a difference” in achieving the Objectives.
- **Strategic Project Priorities** – Priority actions or projects that will lead in the implementation of the Plan.



Goal 1: Economic Growth and Vitality

A dynamic local economy that is sustainable and supported to respond to opportunities and attract new investment.

Objectives

1. An outstanding regional centre for commercial, health, educational and community activities and services
2. Productive agriculture, fishing and aquaculture sectors supported by a high quality clean environment providing quality natural resources
3. A destination recognised for quality tourism and visitor experiences
4. Economic development focussed on long term job creation and investment
5. Planning and investment in infrastructure supporting growth and import and export viability
6. Natural resource industries (mining, oil and gas) are facilitated and supported
7. Innovative, entrepreneurial and globally connected business

Strategic Action

1. Advocate for red and green tape reduction to encourage business development, innovation and growth
2. Partner with RDA (WEP) and other economic facilitators to advocate and support initiatives in the region to attract diverse industries, grow the low carbon economy, increase local investment and increase employment
3. Develop and action an Economic Strategy in partnership with industry, businesses and RDA (WEP) which promotes Port Lincoln's competitive advantage based on its clean, green, sustainable credentials and regional and worldwide accessibility
4. Develop a Tourism Strategy to support the development and marketing of a range of quality tourism accommodation and visitation experiences, and develop and promote Port Lincoln as a venue for conferences and events
5. Advocate for improvements to communication infrastructure to maximise business, educational, health, community and liveability opportunities, including free 'Wi-Fi' in the City Centre
6. Identify options to provide safer boating and harbour facilities to maximise coastal tourism and commercial potential
7. Investigate and implement land use planning policies to facilitate and enable a diversity of economic investment activities
8. Plan for infrastructure that is responsive to the growth of the City, delivered through the Infrastructure and Asset Management Plan
9. Develop and implement a CBD and Foreshore Precinct Plan which considers heavy vehicle movements, car parking, the foreshore, urban design, public art and public places
10. Prepare a 'Marina Central' Precinct Master Plan addressing land use policy, public places and infrastructure requirements
11. Upgrade the Nautilus Arts Centre as a multi purpose facility
12. Partner with RDA (WEP) and others to facilitate export and investment opportunities with China and India

Goal 2: Liveable and Active Communities

A community supported to be healthy, active and involved

Objectives

1. Advanced community and individual health and wellbeing
2. A safe city and community
3. An inclusive, connected, diverse and resilient community
4. A place of opportunity where children and young people are encouraged to reach their potential, older people are valued and all people participate fully in the community
5. Recreation, open space and leisure facilities encouraging healthy lifestyles and responsive to changing community and regional needs and expectations
6. Arts and cultural facilities and activities providing opportunities to celebrate, engage and participate in creative and artistic endeavours
7. A thriving and culturally diverse city centre that reinforces the City's identity and local heritage values
8. An accessible and inclusive built environment

Strategic Actions

1. Support initiatives that establish Port Lincoln as the regional hub for sports and cultural activities and increase participation in cultural, sporting and recreational activities
2. Review the Library Strategic Plan to position the service and facilities to meet future community needs
3. Implement the Open Space Strategy to guide the development and management of open space, including the integration of new development needs
4. Identify and implement sporting and recreational facilities improvement priorities, to be delivered through the Infrastructure and Asset Management Plan
5. Develop the shared use Parnkalla Trail from the Port Lincoln Hotel to the Axel Stenross site
6. Develop and action a City wide urban image strategy, incorporating, street tree avenues, street signage and city entrances and CBD improvements
7. Develop an Arts and Culture Strategy to consider an arts and culture hub and strengthen partnerships supporting arts and cultural activities that promote a vibrant Port Lincoln
8. Work with stakeholders and government agencies to address the health and well being issues, opportunities and strategies identified in the Southern Eyre Peninsula Regional Public Health Plan
9. Prepare an Aged and Disability Care Plan and undertake an audit of Council facilities and infrastructure to assess compliance with the Disability Discrimination Act
10. Work with the CFS and other emergency management groups to promote fire safety and implement the Lower Eyre Peninsula Bushfire Management Area Plan (BMAP)
11. Investigate and implement improvements to community safety
12. Develop and implement a Footpaths and Trails Strategy to support safe movement for pedestrians and cyclists
13. Facilitate and support programs that benefit children, youth, Aboriginal people and older people
14. Support activities, events and facilities that bring families together
15. Advocate for and support affordable low cost accommodation and housing diversity through land use planning policies
16. Develop and implement a Cultural (Aboriginal and European) Heritage Strategy
17. Engage and collaborate with the Aboriginal community to develop and implement a Reconciliation Plan
18. Complete the refurbishment of the Port Lincoln Leisure Centre and Indoor Aquatic Facility

Goal 3: Accountable Governance and Leadership

Council values effective community advocacy and partnerships.

Objectives

1. An engaged, self-sustaining and supportive local community and regional local government leader
2. A strategically driven, community aware and accountable Council
3. A Council that engages openly and productively with its community and stakeholders
4. Council achieves a sustainable long term financial performance and position

Strategic Actions

1. Lead the discussion on local government reform to effectively and efficiently meet community needs in southern Eyre Peninsula
2. Pursue regional co-operation and promote the voice of the community in regional, state and national forums
3. Investigate the consolidation of the Civic Centre, administration, library, community space and related facilities at the Adelaide Place/Hallet Place Corner site
4. Initiate a regular community and business leaders forum
5. Initiate a regular youth forum with primary school and high school aged children
6. Identify, monitor and where appropriate respond to risks, influences and opportunities to advance community and Council objectives
7. Maximise Council and community grant funding and partnership opportunities that help to achieve outcomes for the Port Lincoln community
8. Align and regularly review the Strategic Management Plans (SDP, I&, LTFP) for optimum community outcomes
9. Develop and implement a Communications and Engagement Strategy which incorporates best practice community engagement, consultation and communication
10. Increase the diversity of community engagement in local planning and decision making

Goal 4: A Clean Green Resilient Environment

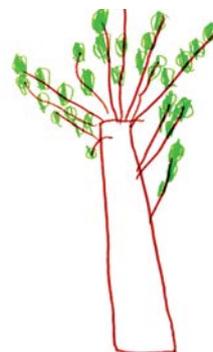
An environment managed now and into the future.

Objectives

1. A natural environment, including waterways, biodiversity and the coast that is valued, protected and enhanced
2. A thriving natural environment, resilient to threats and extreme weather
3. A positive reputation for our clean, green coastal environment
4. Water resources managed and used as a valued natural resource
5. Waste and recycling managed in a manner that is environmentally sustainable
6. Increased resilience to the effects and impacts of climate change

Strategic Actions

1. Work in partnership with local businesses, Eyre Peninsula NRM Board, organisations and the community to promote and implement initiatives for environmental sustainability
2. Continue to implement the Stormwater Management Plan for maximum environmental and risk management outcomes
3. Support, facilitate and undertake works and programs, including Water Sensitive Urban Design (WSUD) that improve the health of local waterways, wetlands and coastal areas
4. Maximise the efficiency and use of the treated waste water system and monitor the effects of continued use
5. Increase community awareness about environmental values and responsibility
6. Support the implementation of the Regional Climate Change Adaptation Plan for Eyre Peninsula
7. Investigate the preparation of a State of the City Report and prepare a Climate Change Adaptation Plan to guide future environmental initiatives and programs
8. Educate and partner with the community and businesses to increase knowledge and awareness of sustainability issues and actions that can reduce the City's carbon footprint
9. Implement cost effective, energy efficient purchasing programs and sustainable retrofitting of buildings and infrastructure
10. Investigate opportunities for improvements to waste and recycling services, including the introduction of a 'green waste' service



Please do not take any trees away. I like to climb them and if there's no trees we will die with no oxygen.

Goal 5: Sustainable Service Delivery and Productive Community Assets

A customer focused, equitable and sustainable services to the community

Objectives

1. Efficient and effective Council service delivery
2. Infrastructure aligned to community needs and expectations
3. Safe, well-maintained Council facilities managed in a financially sustainable manner
4. Information and communication technology supporting effective and efficient community engagement and business operations

Strategic Actions

1. Implement a Business Excellence approach to enable continuous improvement in operational service delivery, innovation and customer service, focussed on Council's Service Profile
2. Implement a regular review program of Council services to ensure that they are relevant, efficient and effective
3. Investigate and implement collaborative and resource sharing opportunities with adjoining councils and government agencies
4. Implement strategies to attract and retain suitably qualified and experienced staff
5. Promote an open and inclusive workplace culture where individuals are supported to reach their potential
6. Develop and implement an Information Technology and Telecommunications Action Plan
7. Ensure sustainable funding of asset replacement and maintenance and planned investment in new and upgraded assets and infrastructure to achieve priority community outcomes
8. Implement actions identified in the Infrastructure and Asset Management Plan - Improvement Plan
9. Investigate opportunities to maximise multi-purpose and efficient usage or consolidation of Council owned assets and land
10. Prepare Business Plans for the Nautilus Arts Centre, Visitors Centre and the Port Lincoln Leisure Centre and Indoor Aquatic Facility

Strategic Project Priorities

The Plan's Strategic Project Priorities are intended to lead in the implementation of the Plan. These Project Priorities will be considered for inclusion in the preparation of Council's future Annual Business Plans and Budgets.

In delivering these Strategic Project Priorities, the Council will:

1. consider how the Strategic Project Priorities will help to achieve the Strategic Directions Plan Vision, Goals and Objectives, as well as State Government strategic priorities,
2. give priority to projects with high levels of community support and capacity to achieve multiple Strategic Directions Plan Objectives,
3. collaborate and work with agency partners, business and the community to deliver the projects,
4. implement a Project Management Framework and processes, and
5. report regularly on progress.

The delivery of the Strategic Project Priorities will not take precedence over Council's delivery of core service activities.

Table 1: Strategic Project Priorities

Strategic Project Priorities	Goal 1: Economic Growth and Vitality	Goal 2: Liveable and Active Communities	Goal 3: Accountable Governance and Leadership	Goal 4: A Clean Green and Resilient Environment	Goal 5: Sustainable Service Delivery and Productive Community Assets
<i>With the Aboriginal community, prepare a Reconciliation Action Plan</i>					
<i>Prepare an Aged and Disability Care Plan</i>					
<i>Initiate annual community, youth and business leaders forum/s</i>					
<i>Prepare a Master Plan for the Marina Central Precinct</i>					
<i>Prepare business plans for Council owned & operated facilities</i>					
<i>Prepare a City wide “Urban Image” Strategy incorporating street tree avenues, signage, CBD improvements and public art</i>					
<i>Lead local government reform on the Southern Eyre Peninsula</i>					
<i>Investigate the consolidation of Civic facilities to Adelaide Plc/Hallet Plc Corner</i>					
<i>Implement a program of improvements to stormwater infrastructure</i>					
<i>Upgrade the Nautilus Arts Centre to enable its use as a multi-purpose facility</i>					
<i>Prepare a Master Plan for the Central Business District and Foreshore</i>					
<i>Develop the Parnkalla Trail between the Port Lincoln Hotel and the Axel Stenross museum site</i>					
<i>Ensure sustainable funding of asset replacement and maintenance</i>					

Aligning our Priorities with State Government Priorities

The following table identifies how the progressive implementation of the Strategic Directions Plan Goals and Objectives will ensure that Council and the community of Port Lincoln continue to contribute to the South Australian State Government's Ten Economic Priorities and Seven Strategic Priorities.



1



2



3

¹ Image sourced from www.saplan.org.au

² Image sourced from www.economic.priorities.sa.gov.au

³ Image sourced from www.priorities.sa.gov.au

Table 2: South Australian Government Economic Priorities linked to Strategic Direction Plan Objectives

City of Port Lincoln Strategic Directions	Ten Economic Priorities									
Objectives	Adelaide- heart of a vibrant state	A global leader in health research and ageing	The knowledge state	Premium food and wine exported to the world	Growth through innovation	Unlocking our resources, energy and renewables	Small businesses access capital and global markets	A destination of choice for travellers	Best place to do business	International connections and engagement
An outstanding regional centre for commercial, health, educational and community activities and services										
Productive agriculture, fishing and aquaculture sectors supported by a high quality clean environment providing quality natural resources										
A destination recognised for quality tourism and visitor experiences										
Economic development focussed on long term job creation and investment										
Planning and investment in infrastructure supporting growth and import and export viability										
Natural resource industries (mining, oil and gas) are facilitated and supported										
Innovative, entrepreneurial and globally connected business										
Advanced community and individual health and wellbeing										
A safe city and community										
An inclusive, connected, diverse and resilient community										
A place of opportunity where children and young people are encouraged to reach their potential, older people are valued and all people to participate fully in the community										
Recreation, open space and leisure facilities encouraging healthy lifestyles and responsive to changing community and regional needs and expectations										
Arts and cultural facilities and activities provide opportunities to celebrate, engage and participate in creative and artistic endeavours										
A thriving and culturally diverse city centre that reinforces the city's identity and values local heritage										
An accessible and inclusive built environment										
An engaged, self- sustaining and supportive local community and regional local government leader										
A strategically driven, community aware and accountable Council										
A Council that engages openly and productively with its community and stakeholders										
Council achieves a sustainable long term financial performance and position										
A natural environment, including waterways, biodiversity and the coast that is valued, protected and enhanced										
A thriving natural environment, resilient to threats and extreme weather										
A positive reputation for our clean, green coastal environment										
Water resources managed and used as a valued natural resource										
Waste and recycling managed in a manner that is environmentally sustainable										
Increased resilience to the effects and impacts of climate change										
Efficient and effective Council service delivery										
Infrastructure aligned to community needs and expectations										
Safe, well-maintained Council facilities managed in a financially sustainable manner										
Information and communication technology supporting effective and efficient community engagement and business operations										

Table 3: South Australian Government Strategic Priorities linked to Strategic Direction Plan Objectives

City of Port Lincoln Strategic Directions	Seven Strategic Priorities						
Objectives	Creating a vibrant city	An affordable place to live	Every chance for every child	Safe communities, health neighbourhoods	Growing advanced manufacturing	Realising the benefits of the mining boom for all	Premium food and wine from our clean environment
An outstanding regional centre for commercial, health, educational and community activities and services	■		■				
Productive agriculture, fishing and aquaculture sectors supported by a high quality clean environment providing quality natural resources							■
A destination recognised for quality tourism and visitor experiences	■						■
Economic development focussed on long term job creation and investment					■		
Planning and investment in infrastructure supporting growth and import and export viability	■						
Natural resource industries (mining, oil and gas) are facilitated and supported						■	
Innovative, entrepreneurial and globally connected business	■				■		
Advanced community and individual health and wellbeing				■			
A safe city and community	■	■	■	■			
An inclusive, connected, diverse and resilient community				■			
A place of opportunity where children and young people are encouraged to reach their potential, older people are valued and all people to participate fully in the community			■	■			
Recreation, open space and leisure facilities encouraging healthy lifestyles and responsive to changing community and regional needs and expectations				■			
Arts and cultural facilities and activities provide opportunities to celebrate, engage and participate in creative and artistic endeavours				■			
A thriving and culturally diverse city centre that reinforces the city's identity and values local heritage							
An accessible and inclusive built environment	■						
An engaged, self- sustaining and supportive local community and regional local government leader	■	■	■	■			
A strategically driven, community aware and accountable Council	■						
A Council that engages openly and productively with its community and stakeholders	■						
Council achieves a sustainable long term financial performance and position	■						
A natural environment, including waterways, biodiversity and the coast that is valued, protected and enhanced							■
A thriving natural environment, resilient to threats and extreme weather							■
A positive reputation for our clean, green coastal environment							■
Water resources managed and used as a valued natural resource							■
Waste and recycling managed in a manner that is environmentally sustainable							■
Increased resilience to the effects and impacts of climate change							■
Efficient and effective Council service delivery				■			
Infrastructure aligned to community needs and expectations				■		■	
Safe, well-maintained Council facilities managed in a financially sustainable manner							
Information and communication technology supporting effective and efficient community engagement and business operations		■	■	■	■		

Aligning Service Delivery with Strategic Directions

The City of Port Lincoln is responsible for managing the local government area, planning for the future and creating a safe and healthy environment. It is also committed to being responsive, innovative and efficient, and exercising leadership and building community strength.

The City of Port Lincoln Council does this by ensuring that resources are allocated to the provision of a range of services, facilities and programs directed to achieving the Strategic Directions Plan Goals and Objectives and ensuring equitable access by all residents, ratepayers and visitors.

Council's Service Profile identifies the ranges of services and activities to be provided by Council, shown in Table 4.

Service delivery is aligned to six Service Areas:

1. Development and Environmental Services
2. Corporate Governance
3. Finance and Business
4. Community Services
5. Community Infrastructure Services
6. Civil and Operational Services



Table 4: Strategic Direction Plan Objectives relationship with Council Service Areas and Services

City of Port Lincoln Strategic Directions	SERVICE AREAS																	
	Development and Environmental Services			Corporate Governance			Finance and Business		Community Services					Community Infrastructure Services			Civil and Operational	
	CORE SERVICES																	
Goal 1 Objectives	Planning and Development	Public Health	Community Safety	Governance	Human Resources	Strategy	Finance	Business	Community Wellbeing	Library and Information	Tourism and Events	Art and Culture	Economic Development	Council Properties and Facilities	Public Places	Water Resources Management	Field Services and Civil Assets	Sustainable Resource Management
An outstanding regional centre for commercial, health, educational and community activities and services																		
Productive agriculture, fishing and aquaculture sectors supported by a high quality clean environment providing quality natural resources																		
A destination recognised for quality tourism and visitor experiences																		
Economic development focused on long term job creation and investment																		
Planning and investment in infrastructure supporting growth and import and export viability																		
Natural resource industries (mining, oil and gas) are facilitated and supported																		
Innovative, entrepreneurial and globally connected business																		

SERVICE AREAS

City of Port Lincoln Strategic Directions	Development and Environmental Services			Corporate Governance			Finance and Business		Community Services					Community Infrastructure Services			Civil and Operational	
	CORE SERVICES																	
Goal 2 Objectives	Planning and Development	Public Health	Community Safety	Governance	Human Resources	Strategy	Finance	Business	Community Wellbeing	Library and Information	Tourism and Events	Art and Culture	Economic Development	Council Properties and Facilities	Public Places	Water Resources Management	Field Services and Civil Assets	Sustainable Resource Management
Advanced community and individual health and wellbeing																		
A safe city and community																		
An inclusive, connected, diverse and resilient community																		
A place of opportunity where children and young people are encouraged to reach their potential, older people are valued and all people to participate fully in the community																		
Recreation, open space and leisure facilities encouraging healthy lifestyles and responsive to changing community and regional needs and expectations																		
Arts and cultural facilities and activities provide opportunities to celebrate, engage and participate in creative and artistic endeavors																		
A thriving and culturally diverse city centre that reinforces the city's identity and values local heritage																		
An accessible and inclusive built environment																		

SERVICE AREAS

City of Port Lincoln Strategic Directions	Development and Environmental Services			Corporate Governance			Finance and Business		Community Services					Community Infrastructure Services			Civil and Operational	
	CORE SERVICES																	
Goal 3 Objectives	Planning and Development	Public Health	Community Safety	Governance	Human Resources	Strategy	Finance	Business	Community Wellbeing	Library and Information	Tourism and Events	Art and Culture	Economic Development	Council Properties and Facilities	Public Places	Water Resources Management	Field Services and Civil Assets	Sustainable Resource Management
An engaged, self- sustaining and supportive local community and regional local government leader																		
A strategically driven, community aware and accountable Council																		
A Council that engages openly and productively with its community and stakeholders																		
Council achieves a sustainable long term financial performance and position																		

SERVICE AREAS

City of Port Lincoln Strategic Directions	Development and Environmental Services			Corporate Governance			Finance and Business		Community Services					Community Infrastructure Services			Civil and Operational	
	CORE SERVICES																	
Goal 4 Objectives	Planning and Development	Public Health	Community Safety	Governance	Human Resources	Strategy	Finance	Business	Community Wellbeing	Library and Information	Tourism and Events	Art and Culture	Economic Development	Council Properties and Facilities	Public Places	Water Resources Management	Field Services and Civil Assets	Sustainable Resource Management
A natural environment, including waterways, biodiversity and the coast that is valued, protected and enhanced																		
A thriving natural environment, resilient to threats and extreme weather																		
A positive reputation for our clean, green coastal environment																		
Water resources managed and used as a valued natural resource																		
Waste and recycling managed in a manner that is environmentally sustainable																		
Increased resilience to the effects and impacts of climate change																		

SERVICE AREAS

City of Port Lincoln Strategic Directions	Development and Environmental Services			Corporate Governance			Finance and Business		Community Services					Community Infrastructure Services			Civil and Operational		
	CORE SERVICES																		
Goal 5 Objectives	Planning and Development	Public Health	Community Safety	Governance	Human Resources	Strategy	Finance	Business	Community Wellbeing	Library and Information	Tourism and Events	Art and Culture	Economic Development	Council Properties and Facilities	Public Places	Water Resources Management	Field Services and Civil Assets	Sustainable Resource Management	
Efficient and effective Council service delivery																			
Infrastructure aligned to community needs and expectations																			
Safe, well-maintained Council facilities managed in a financially sustainable manner																			
Information and communication technology supporting effective and efficient community engagement and business operations																			

Table 5: Service Profile, on the following page, identifies how Council’s Services support the achievement of the Strategic Directions Plan Objectives.

SERVICE PROFILE																	
SERVICE AREAS																	
Development and Environmental Services			Corporate Governance			Finance and Business		Community Services				Community Infrastructure Services			Civil and Operational Services		
SERVICES																	
Planning and Development	Public Health	Community Safety	Governance	Human Resources	Strategy	Finance	Business	Community Wellbeing	Library and Information	Tourism and Events	Art and Culture	Economic Development	Council Properties and Facilities	Public Places	Water Resources Management	Field Services and Civil Assets	Sustainable Resource Management
Activities By Services																	
Lead the development of planning policy to enhance the liveability of the City	Lead implementation of the Regional Public Health plan	Respond to and manage abandoned vehicles	Support the operations and functions of the Office of the Mayor and Chief Executive Officer	Co-ordinate staff recruitment, Job and Persons Spec and new staff inductions	Lead strategic planning and policy development, monitoring and review across the organisation	Lead financial management control and compliance across the organisation	Lead continual improvement and excellence in customer service across the organisation	Advocate for and support community development programs and initiatives	Provide a high quality and reliable library facility and service	Manage the Port Lincoln Visitor Information Centre to provide accessible visitor information	Manage and support art and culture facilities, including the Nautilus Arts Centre	Liaise and advocate for business development and promote employment and training programs	Provide well maintained and accessible community facilities	Provide and maintain a range of walking and cycling paths and trails across the city	Minimise potable water use to Council reserves and buildings	Implement the capital road works programs in an efficient and effective manner	Provide an efficient and effective waste recycling service
Provide an efficient and effective Development Assessment - Planning Service	Educate and inform the community about health	Educate, promote and enforce Council's Dog and Cat management responsibilities	Lead corporate compliance across the organisation	Oversee the implementation of the Work Health and Safety Management System - One System	Monitor and review corporate and strategic risk	Provide Creditor and Debtor services	Manage contracted operators at the PL Leisure Centre	Liaise and provide support to community based programs	Provide, promote and facilitate a range of library based programs and events		Support and promote art and culture programs	Support and partner with the RDA (WEP) on economic development initiatives to promote the region	Implement and manage capital projects for upgrade, renewal and construction of council owned building and facilities	Provide and maintain sporting and recreational ovals, courts and facilities across the city	Manage the delivery of recycled water for Council and external parties	Undertake footpath construction and maintenance	Provide an efficient and effective waste collection and disposal service
Provide an efficient and effective Development Assessment - Building Service	Undertake regular food safety and public health inspections	Educate, promote and enforce traffic and parking regulations	Initiate and lead change to develop a high performing organisation*	Facilitate and support staff return to work from injury	Lead business reporting - Annual Business Plan, Annual Budget	Manage the processing of rates, generation of billing and rebates	Provide an efficient and effective information management service	Advocate for and support aged, youth, aboriginal and disabled persons support and facilities		Promote, facilitate and support local festivals and events, including the cruise ship program	Facilitate and support public art initiatives		Actively manage commercial, community leases and public place event co-ordination	Provide well maintained and accessible reserves and open space		Enable and provide cycle lanes on public roads and end of trip facilities	Maintain and operate an efficient and effective resource recovery centre
Provide an efficient and effective Development Act - Compliance Service	Provide and efficient and effective immunisation program	Educate, promote and enforce Local Government Act and Liquor Licencing Act compliance (eg dry zones, alfresco seating)	Facilitate communications and engagement with the community	Co-ordinate workforce planning and HR policy development and review	Lead the emergency management planning and response*	Lead the regular review of business services across the organisation	Provide an efficient and effective IT infrastructure and services	Support and facilitate volunteers and volunteering		Partner with tourism and event stakeholders to develop tourism activities within the region	Support local museum activities - Mill and Settlers Cottage		Manage Council owned and operated cemeteries	Enhance and manage the city's streetscape		Undertake stormwater drainage works	Incorporate Water Sensitive Urban Design in infrastructure design including, stormwater management and re-use
Provide support to the Development Assessment Panel	Respond to and monitor insanitary conditions and vertebrate pests	Enable alfresco seating through the provision of permits	Manage and coordinate responses to Freedom of Information requests	Implement the Enterprise Bargaining Agreement		Develop and monitor the Long Term Financial Plan		Manage Council's external grants relationships					Provide well maintained and serviced public toilets	Undertake fire prevention and vertebrate pest management on Council managed land		Provide professional and technical engineering advice and support for Council	
Provide support to the Building Fire Safety Committee	Monitor and report on instances of communicable diseases.	Respond to and manage overgrown private land	Provide support and training for Elected Members	Manage staff entitlements and payroll		Review, update and monitor the Infrastructure Asset Management Plan		Manage Council's public realm safety and CCTV program					Lead the development and implementation of the Bushfire Prevention Plan				
	Provide facilities to enable safe sharps and syringes disposal	Manage litter control and illegal dumping	Coordinate Citizenship and Award Ceremonies*	Co-ordinate staff employment contract renewals									Prevent, respond to and manage vandalism including graffiti on public land			Maintain an effective and efficient Council Depot	
	Undertake septic tank inspections and compliance	Bushfire prevention monitoring and compliance on private land	Maintain the Electoral Roll	Co-ordinate staff appraisals, performance reviews, training and professional development												Undertake floodplain mapping and flood management	

* Office of the CEO leading the activity

Measuring our Progress

Progress towards the Strategic Directions Plan Goals will be monitored against community indicators based on the economic, environmental, social and civic leadership outcomes sought by the Plan. This will include data gathered through community perception surveys and objective data recorded by the Council and other formal sources.

Progress in implementing the Plan's Strategic Actions will be reported on an annual basis.

The results of indicator and progress reporting will also inform the prioritisation of project opportunities through the Annual Business Planning process.

Community Indicator measures are to be fully developed, however, the following section includes examples of the indicators that will be used to measure the Strategic Directions Plan progress.

The overall framework for the measurement of progress against Council's Plans is shown below:

	Strategic Directions Plan		LTFP	IAMP	Annual Business Plan	
	Goals	Strategic Actions			Service Profile	Projects
Indicators	✓ Community Perception		✓ Financial Sustainability	✓ * Strategic Management Plans Integration * Work Program Alignment * Service Level Targets	✓ KPI Trend	
Progress		✓				✓



Community Indicators

Goal 1: Economic Growth and Vitality

A dynamic local economy that is sustainable and supported to respond to opportunities and attract new investment

- Gross Regional Product as % of Gross State Product
- Health & Government Agency Services
- Tourism and Quality of Visitor Experience
- Unemployment & Total Employment Number
- New Business Start-ups
- Value of Non Residential DA's approved
- Community Survey Responses

Goal 2: Liveable and Active Communities

A community supported to be healthy, active and involved

- New Dwelling Approvals
- Population Number
- Regional Public Health Plan Implementation
- Crime Rates
- Arts, Culture and Heritage Participation
- Use of Parks and Reserves
- Walking Trail and Footpath Lengths and Upgrade of Existing Trails
- Sports and Community Groups and Volunteering– club & community group survey
- Participation in Community Survey

Goal 3: Accountable Governance and Leadership

Council values effective community advocacy and partnerships.

- Participation in Community Engagement Activities.
- Council Meeting Attendance Rates
- Operating Surplus Ratio
- Net Financial Liabilities Ratio
- Community Survey Responses

Goal 4: A Clean Green Resilient Environment

An environment managed now and into the future.

- Stormwater Management Plan Progress
- Incidence of Flooding
- New Developments Meeting Energy Efficiency Standards
- Waste to Landfill vs Recyclable Waste rates
- Water Re-use Scheme Volume
- Community Survey Responses

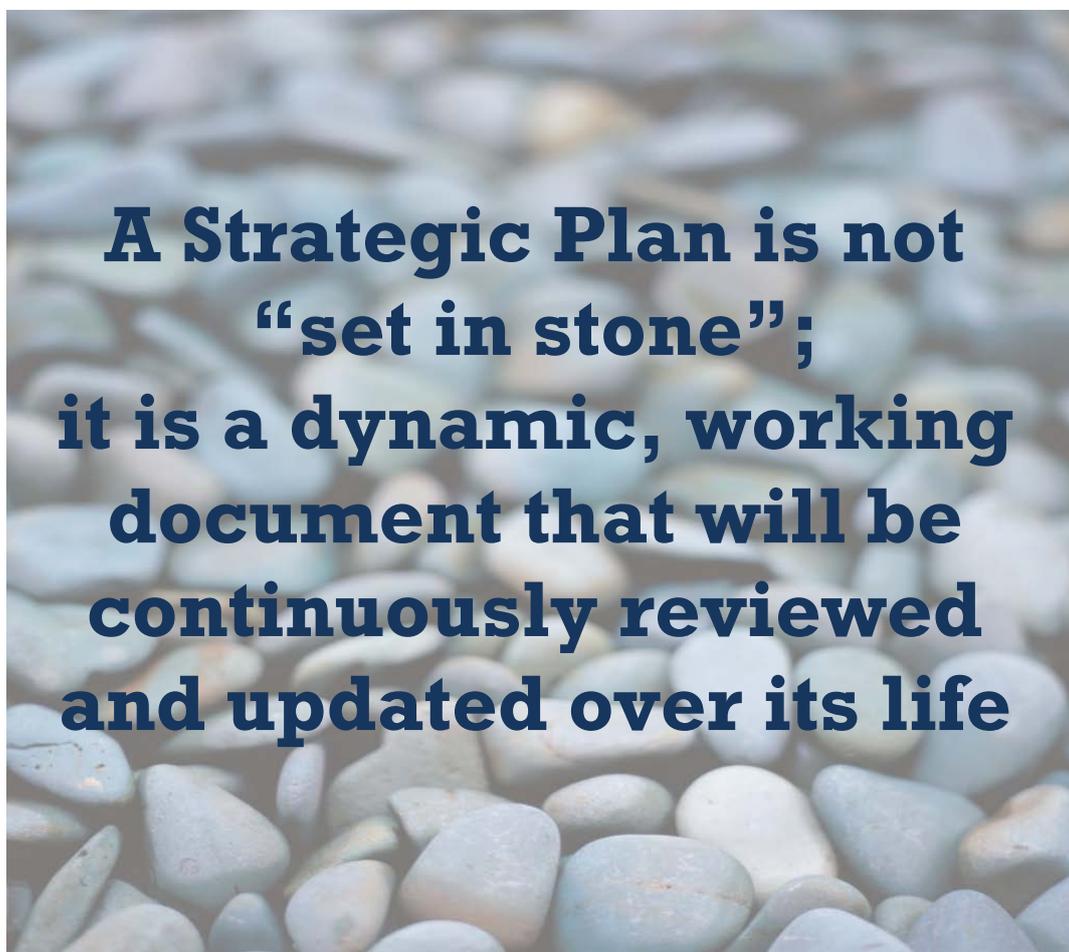
Goal 5: Sustainable Service Delivery and Productive Community Assets

A customer focused, equitable and sustainable services to the community

- Council Annual Business Plan Performance
- Asset Sustainability Ratio
- Regional Projects, Procurement and Resource Sharing Activity
- Community Request Response and Service Standards Conformance
- Community Survey Feedback

Implementation, Monitoring, Reporting and Review

Council is committed to measure and report on the progress of the implementation of the Strategic Directions Plan. The plan may be reviewed if and when required to ensure it is relevant and responsive to community needs and emerging issues. A commitment by Council to continuous improvement will ensure a cycle of improved planning and processes to ultimately achieve the aspirations of the Plan.



How will the Community be Informed of Progress?

Implementation and monitoring of the Strategic Directions Plan will be reported to the community through various communication methods, including:

- Council's Annual Business Plan
- Media Releases
- Council Website
- Council's weekly Port Lincoln Times page
- Updates To/From Community Representative Working Groups And Stakeholders
- Council's Annual Report
- Engagement Opportunities at Council Meetings
- Direct Contact with Council Members.

There will be many ways to be involved in the next review of the Strategic Directions Plan including:

- Taking part in activities during the formal community engagement process when the plan is reviewed every 4 years (within 12 months of a Periodic Election) to Consider the Vision and Goals for the whole community eg: community survey & submissions.
- Participation in community perception surveys to assist Council to monitor progress, the results of which will inform any Plan reviews.
- Taking part in other community engagement activities such as public meetings, surveys and information sessions held throughout the year on a variety of Council activities and plans.
- Attending relevant Council meetings.
- Reading the Council's weekly Port Lincoln Times page to be kept informed of activities and progress.
- Visiting Council's website.







City of Port Lincoln

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