



Connected,
Resilient &
Thriving
Community



Sustainable
Population



Prosperous
Economy



Quality
Services &
Infrastructure



Engaged
Community

District Council of Cleve

Strategic Plan 2020 - 2025



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Our Vision - 2025

A thriving district of inclusive and supportive rural and coastal communities enjoying a safe, well-serviced and relaxed country lifestyle.

Introduction

This Strategic Plan outlines the District Council of Cleve's Vision, Goals and Strategies for the period through 2020 to 2025. In practical terms, the Plan defines what Council endeavours to achieve over this five year period.

The Strategic Plan is the central planning document from which Council's functions, actions and priorities stem. It is supported in its implementation by a suite of Strategic Management Plans.

The Plan represents considerable work by Council over a number of months in considering strategic issues for the district and its communities. The community's perspective on priorities across the immediate and longer term, goals within the previous Strategic Plan and views on Council services as well as Council services and satisfaction with Elected Members and Council Officer performance were canvassed through a community survey conducted in the last quarter of 2019. An impressive 365 written responses were received and the resultant report was reviewed by Council as part of its deliberations in developing the Plan.

Once a draft was developed, a community consultation workshop was conducted in April 2020. Further opportunity was provided through written submission to Council before the Plan was formally adopted by Council in June 2020.

Although this Plan addresses a five year period, it will be reviewed routinely throughout its lifetime and formally following the next Council elections in 2022 to ensure its relevance to our changing community.

In releasing this Strategic Plan, Council gratefully acknowledges the contribution of Government, non-governmental organisations and other Stakeholders with whom it has and continues to develop productive relationships and the role they play in working with Council to realise the fulfilment of this Vision.

From the Mayor

I am pleased to present to you this Strategic Plan 2020 - 2025 on behalf of the District Council of Cleve.

In developing this Plan Council fulfils one of its fundamental obligations under the Local Government Act 1999 being to produce a Plan; but in truth we see this as a valuable catalyst for both reflection on the past and foresight into the future, rather than purely an administrative exercise.

Through this Plan the Council sets out its vision and goals for the District over the next five years. We are confident as a Council that it articulates themes and ideas that will be meaningful to our community foremost amongst them:

- Retaining and enhancing the liveability of our district and all that encompasses.
- Securing a prosperous future for our towns, industry, businesses and our people through a strong local economy.
- Ensuring we have a sustainable population.
- Providing services and community facilities that addresses the needs of our community.

The Plan's development is the product of much consideration by Council informed by our active Elected Members as well as through a comprehensive survey of our community that was conducted in late 2019 and which was well-supported with 365 responses.

We have sought to bolster our engagement with the community through a community consultation forum which we conducted in April 2020 at which we presented a draft of this Plan. Furthermore our residents, businesses, industries and associations - indeed all our valued Stakeholders - have had the opportunity to provide feedback on the Plan through the consultation phase. Further opportunities for consultation will occur as we regularly review the Plan over its lifetime.

To all those who contribute positively to our community in whatever capacity I thank you. I can assure you the Council looks forward to working with you in fulfilling the vision and goals within this Plan.

Mayor Phil Cameron
District Council of Cleve

Our Mission

Council will support the pursuit of its Vision by:

- Providing leadership and working with our community to meet their expectations.
- Encouraging economic development and maintenance of a sustainable population.
- Fostering a sense of community and inclusion.
- Engaging with community and working with Stakeholders.
- Delivering quality community services and providing, maintaining and improving community facilities.
- Being financially responsible in its decision making.

Our Values

Efficient

We continuously explore ways to improve our efficiency in meeting community outcomes and be dependable in delivering quality services, infrastructure and facilities.

Consultative

We listen to our community's needs and aspirations and are consultative in our delivery.

Respectful

We demonstrate care and empathy in our processes, considerations and dealings within and beyond Council.

Integrity

We act with honesty and integrity in our dealings and are transparent in our decision making.

Innovative

We embrace innovation in pursuing quality and sustainable services, infrastructure and facilities.

Supportive

We embrace our role in supporting the community and fostering a sense of inclusion and pride.

Our Role

We Lead

Council consults with the community, engages with community Leaders and facilitates conversations and outcomes between Stakeholders.

We Partner

Council develops relationships with a range of Stakeholders in pursuing the best interests of our community.

Council contributes funds and other resources as well as working in partnership with other Stakeholders to deliver services and initiatives.

We Provide

Council provides a large and broad range of services and infrastructure and manages community funds.

We Advocate

Council advocates to Government to ensure our district receives a fair share of resources.

Council advocates for a range of support including financial support from State and Commonwealth Governments.

We Regulate

Council is responsible for a range of regulatory functions to ensure the safety and effective management of the district.

Our Community's Voice

Seeking out and listening to the voice of our community has been an integral part of Council's process for development of its Strategic Plan.

Between October and November 2019 Council conducted a community survey in an endeavour to better understand the district's perspectives on aspirations, issues and priorities.

Through the survey Council also sought opinion on satisfaction with its services as well as performance against goals in the previous Strategic Plan and the extent to which these remain prioritised for years ahead.

In addition to promotion of the survey across the district, in order to maximise the survey response, Council made an investment in directly mailing the survey to all ratepayers in the district. This decision was rewarded with 365 responses received which represents an impressive contribution from a community of our size.

All of our communities across the district were represented through survey responses with just over 50% of Respondents from Cleve, 17% from Arno Bay and the remainder from other towns and rural areas across the district.

A summary of key results from the survey follows.

Goal 1:

A Connected, Resilient & Thriving Community



Photo credit: Georgie Nagel Photography

Goal 1: A Connected, Resilient & Thriving Community

OUTCOMES:

- A place where people want to live, want to stay and want to return to.
- Communities that are unique and proud. Where people feel part of their local community, and also feel connected with their district. With a sense of pride, and ownership beyond their front door.
- Vibrant communities that are active and engaged.
- A high level of resilience and optimism about the future despite adversity.
- A district where people feel safe.



Goal 1: A Connected, Resilient & Thriving Community

STRATEGIES:

- Develop a sense of community engagement and participation in district-wide events and facilities.
- Promote community assets for the benefit of all across the district.
- Continue to support valuable community events.
- Provide support to community groups in delivering well-run, meaningful community events if required.
- Provide support to local sporting clubs, social clubs and committees.
- Encourage and support healthy living and well being through community programs and the provision of recreational facilities such as walking trails, playgrounds etc.
- Partner with local mental health and wellbeing groups.
- Continue Council's commitment to Australia Day awards.
- Encourage and support a high level of volunteer participation.

Goal 2: A Sustainable Population



Goal 2: A Sustainable Population

OUTCOMES:

- Retention of a high level of essential services across the district including hospital, medical, school, police, ambulance, CFS and SES.
- Improved power, water and telecommunications services across the district.
- Services that cater to the diverse and changing needs of all within our community including our youth and ageing populations.
- Facilities and services that support retention of families and youth within our district and which presents the district as an attractive resettlement proposition.
- Services for aged that makes our district an appealing retirement offering.
- Growth in resettlement within our district of people working within adjacent and surrounding communities.
- Preservation of the natural environment along with sustainable, managed access to our coast and other natural assets.



Goal 2:

A Sustainable Population

STRATEGIES

- Advocate to all levels of Government and other Stakeholders for retention and improvements to essential services.
- Advocate for reliable power water and telecommunications.
- Advocate for improved aged care options.
- Encourage the provision of in-home services under the National Disability Scheme in the district.
- Support renewable energy initiatives.
- Maintain township infrastructure, streetscapes, parks and open spaces to a high standard.
- Identify measures to encourage and promote community pride.
- Advocate for retained access to natural assets in a manageable and sustainable manner.
- Pursue meaningful ways of engaging with and supporting our youth population.
- Continue to monitor community safety measures to mitigate extreme weather events and natural disasters.
- Promote and support community safety initiatives including advocating for improved fire safety.
- Encourage the development of public arts.
- Enhance the unique identity and heritage of our townships through the development of their public spaces.
- Advocate for the care, protection and recognition of environmental, heritage and cultural assets.

Goal 3: Prosperous Local Economy



Goal 3: Prosperous Local Economy

OUTCOMES:

- A prosperous and diverse local economy.
- Successful and sustainable local industries and businesses.
- Increased economic activity including continued investment and innovation.
- A broad range of employment opportunities within the district.



Goal 3:

Prosperous Local Economy

STRATEGIES

- Develop an economic development plan for the district.
- Encourage and support economic development.
- Continue to support economic initiatives provided by Regional Development Australia (RDA).
- Support local businesses through networking events and the provision of demographic and economic data that Council accesses.
- Explore measures to encourage retained spending within the local economy.
- Investigate options for an Economic Development resource within Council.
- Advocate for development of local mining to provide employment opportunities and investment in the district.
- Ensure more effective and efficient commitment of Council resources (monetary and other) in tourism initiatives and resources.
- Work with local tourism operators to improve standard of tourism facilities.
- Further develop and enhance tourism infrastructure such as RV parks and camping facilities.

Goal 4:

Quality Services and Infrastructure



Goal 4: Quality Services & Infrastructure

OUTCOMES:

- A well-maintained and enhanced road network supporting the needs of community, local businesses and visitors.
- A high standard of services catering to the diverse and changing needs of our community.
- Effective and efficient management of community infrastructure and assets for current and future generations.
- Provision of a high standard of customer experience and service.



Goal 4:

Quality Services & Infrastructure

STRATEGIES

- Advocate to State and Federal Governments for greater financial assistance to support the maintenance and upgrading of the road network.
- Advocate for local industry and educational institutions in support of funding and other opportunities.
- Enhance facilities for youth such as the provision of a BMX track or trail through parks.
- Further development of recreation areas and playgrounds.
- Provide professional development for Council staff and Elected Members to foster continuous improvement in all aspects of Council's performance.
- Continue the development, review and implementation of Council's asset management plans.
- Provide efficient and effective development services and wherever possible pursue development that is sympathetic to the region.
- Pursue effective consultation and engagement measures when planning and implementing new services and infrastructure.
- Continue to explore cost-effective means of resourcing within Council including via shared service arrangements with neighbouring Councils.
- Exercise sound financial management that ensures effective planning for the short, medium and long term.
- Drive continuous improvement in service delivery by collecting community and customer feedback on services.
- Advocate for retention of jetties.

Goal 5: An Engaged Community



Goal 5: An Engaged Community

OUTCOMES:

- Proactive and consultative leadership on community issues and priorities with a genuine desire to engage with the community through accessibility, openness and a willingness to listen and consider.
- A high level of community confidence in the transparency and accountability of Council's decision making.
- All communities are considered and have a voice.



Goal 5: An Engaged Community

STRATEGIES

- Enhance and develop relationships within Government, Non Governmental Organisations and other Stakeholders in advocating for the community.
- Utilise improved communication mediums appropriate to the diversity of our community and their needs to improve communication delivery and access.
- Pursue broader engagement with Stakeholders in the community utilising effective consultation and feedback mechanisms as well as improving access to ensure Council is attuned to the important issues and concerns.
- Represent Council at schools to increase civic awareness and support the next generation of community leaders and volunteers.
- Continue to pursue transparency and accountability in decision making through Council's policies, procedures and supported by the Audit Committee as an independent body.
- Encourage greater diversity on Council.
- Continue to support community groups through a range of means including Council's Community Grants Program.