

Preserving the **Past**
Securing the **Future**

Alexandrina Council

Community Strategic Plan 2009-2013



'A vibrant, cohesive and diverse community providing a healthy, quality lifestyle'

'Sustainable economic growth supporting industries and businesses'

'Sustainable natural and built environments that meet the needs of a growing community and economy'

'Progressive leadership, good governance, efficient and effective services'

The Alexandrina Council Community Strategic Plan 2009-2013 has involved consultation with the community and other stakeholder organisations. Council's Elected Members, Management and Staff have had input into the development of the Plan. Facilitators for the consultation and development process were CAM Management Solutions. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders.

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1 JOINT MESSAGE FROM MAYOR AND CHIEF EXECUTIVE...

The Alexandrina Council has successfully achieved the objectives and actions contained within the "Future Directions Strategic Plan 2004 – 2009". The timing is right for us to establish our community goals and direction to the year 2013 and beyond.

To prepare this Plan we have sought the views of local people from across our Council district. This has proven to be a valuable opportunity to hear of the local and district wide issues. We have considered improvements to transport, better footpaths, improving efficiencies in Council operations, maintaining character and heritage in townships, water re-use, economic and tourism opportunities, environmental awareness and asset and social programs, these are just some of the suggestions put to us.

Major projects for the next 4 years will include a new Strathalbyn Library and major capital upgrade of the Strathalbyn Swimming Pool, as well as significant transport improvements across the South Coast, and a major upgrade of Signal Point at Goolwa.

Even though Council's ability to raise revenue to cover these programmes is limited, we have shown in the past that we can maintain our roads, social responsibilities, stormwater, bridges and efficient services, whilst providing new assets and controlling our debt exposure. In these troubled financial times, the financial future of your Council is secure.

At the same time we will need to adjust to lower river flows and more adverse climatic changes. We will continue to lobby for better environmental outcomes for our rivers and lakes which not only underpin the attractions offered to our visitors, but also supports our local businesses and farming community.

We will also be monitoring our carbon outputs closely with a view to reducing our greenhouse gas emissions.

We commend the Alexandrina Council Community Strategic Plan 2009 – 2013 to you, as we believe Council has a positive and realistic view that the next four years will be challenging and rewarding for our community and staff.

With our best wishes

Kym McHugh
Mayor



John Coombe
Chief Executive



2 KUNGUN NGARRINDJERI YUNNAN AGREEMENT

Sincere Expression Of Sorrow And Apology To The Ngarrindjeri People

To the Ngarrindjeri people, the traditional owners of the land and waters within the region, the Alexandrina Council expresses sorrow and sincere regret for the suffering and injustice that you have experienced since colonisation and we share with you our feelings of shame and sorrow at the mistreatment your people have suffered.

We respect your autonomy and uniqueness of your culture. We offer our support and commitment to your determination to empower your communities in the struggle for justice, freedom and protection of your Heritage, Culture and interests within the Council area and acknowledge your right to determine your future.

We commit to work with you. We acknowledge your wisdom and we commit to ensuring our actions and expressions best assist your work. We accept your frustrations at our past ways of misunderstanding you.

We are shamed to acknowledge that there is still racism within our communities. We accept that our words must match our actions and we pledge to you that we will work to remove racism and ignorance.

We will recognise your leadership, we honour your visions, and we hope for a future of working together with respect for each other.

We look forward to achieving reconciliation with justice.

We ask to walk beside you, and to stand with you to remedy the legacy of 166 years of European occupation of your land and waters and control of your lives.

The work of the Alexandrina Council will be guided by your vision of a future where reconciliation through agreement making may be possible and we may walk together.

The Alexandrina Council acknowledges the Ngarrindjeri People's ongoing connection to the land and waters within its area and further acknowledges the Ngarrindjeri People's continuing culture and interests therein.

To The Alexandrina Council

The Ngarrindjeri people acknowledge the sorrow and regret expressed by the Alexandrina Council for the suffering and injustice experienced by our people since colonization.

We respect your commitment to work with us and your offer of support to empower our communities in the struggle for justice, freedom and protection of our heritage within the council area.

We embrace your vision of a future where reconciliation may be possible and offer our commitment to achieving this common goal.

We acknowledge that you recognise our connection to the land and waters of the region and appreciate your commitment to fostering respect for our culture and interests.

We look forward to working with you in order to harmoniously and sympathetically enhance the communities of both cultures in the future.

The above excerpt was taken from the 'Kungun Ngarrindjeri Yunnan Agreement'. This was signed and witnessed by Council and representatives of the Ngarrindjeri People on 8th October 2002.

(A signed copy of this agreement can be viewed at the Alexandrina Council, Goolwa Office)

Adopted on: 2 March 2009



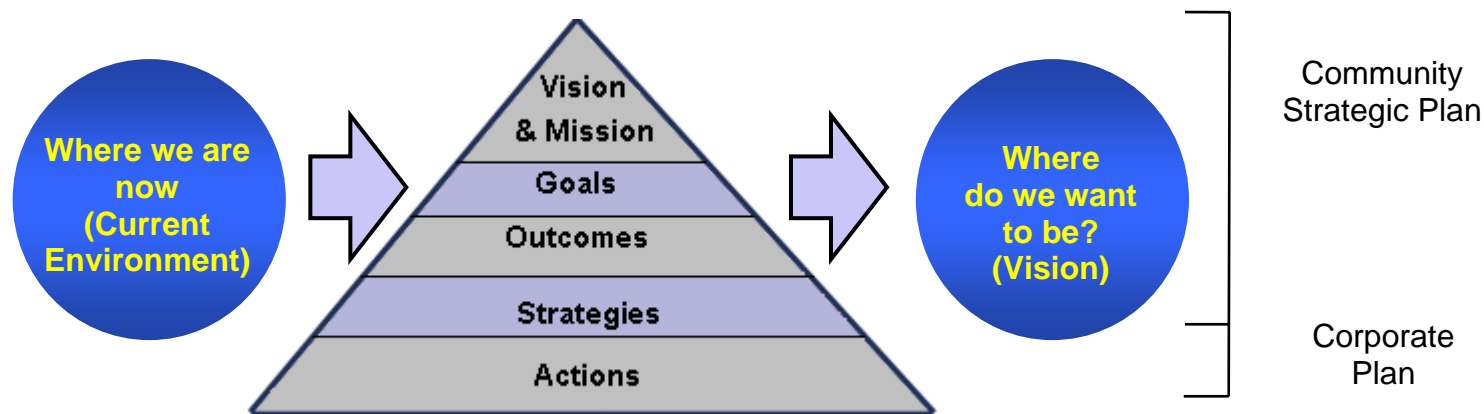
Flag Raising Ceremony – NAIDOC Week
Luke & David Booth and Cr Trent Rusby

3 ABOUT THIS PLAN

The Alexandrina Council Community Strategic Plan has been developed in consultation with the community and partner organisations and provides a clear direction for our community's future.

The vision (*where we want to be*) and Council mission (*why we exist, whom we serve, what we deliver*) has enabled the development of key goals (*high level outcomes linked to achieving the vision*), which have in turn provided the framework for development of outcomes (*to attain goals*) and strategies (*specific activities to achieve outcomes and fulfil the vision and mission*).

Priority actions or projects, linked to strategies, will be developed at Council's business unit and service levels as part of the annual business planning process. The diagram below illustrates the interrelationship of these parts of the Strategic Plan.



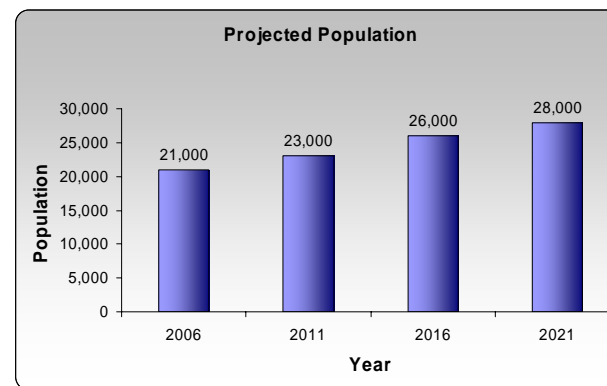
- Goals:** Strategic future aims to attain the vision
- Outcomes:** High level achievements that in combination contribute to attaining the goal
- Strategies:** Combination of actions to achieve the outcome
- Actions:** Priority activities or projects that align to strategies

4 ALEXANDRINA SNAPSHOT



The community of Alexandrina Council lives in one of the most picturesque areas of South Australia on the Fleurieu Peninsula, covering an area of 1,800 square kilometres. The region is supported by diverse industries including tourism, viticulture, general farming, dairying, fruit production, manufacturing, engineering and boat building, and is close enough to Adelaide to make it an easily accessible and desirable holiday and tourist destination.

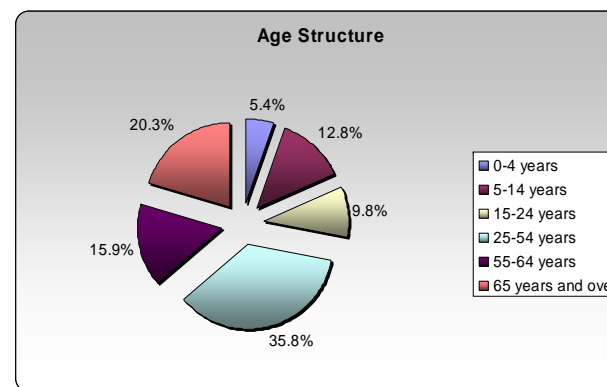
Alexandrina Council embraces the needs of the community by protecting and enhancing the natural environment, lifestyles and the culture and heritage of its members through positive economic, social, cultural and environmental initiatives.



People

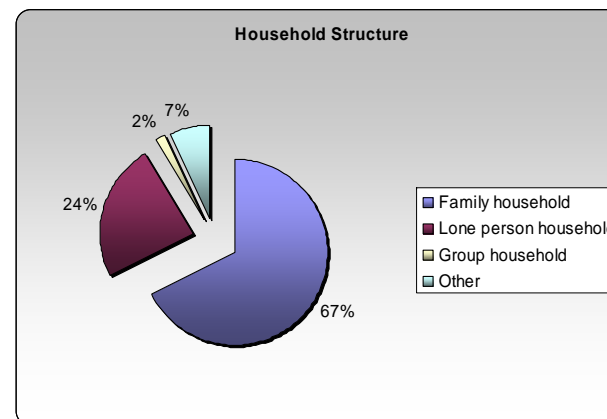
(Estimated Population)

2011	23,000
2016	26,000
2021	28,000



Age

0-4yrs	5.4%
5-14yrs	12.8%
15-24yrs	9.8%
25-54yrs	35.8%
55-64yrs	15.9%
65+ yrs	20.3%
Median Age	= 45



Household

Family	67.4%
Single Person	24.0%
Group	1.7%
Other	6.8%

5 VISION

Preserving the Past, Securing the Future,
Together Enhancing Our Lifestyle

6 MISSION

Provide leadership to our community with equitable, efficient and effective services to achieve present and future needs

7 CORE VALUES

TEAMWORK

"Alone we can do so little; together we can do so much."
~ Helen Keller

ACCOUNTABILITY

"It is not only what we do, but also what we do not do,
for which we are accountable."
~ Moliere

SERVICE EXCELLENCE

"Customers are the most important visitors on our premises.
They are not dependent on us – we are dependent on them."
~ Unknown

CONTINUOUS IMPROVEMENT

"Continuous improvement is better than delayed perfection."
~ Mark Twain

RESPECT

"To be one, to be united is a great thing.
But to respect the right to be different is maybe even greater."
~ Unknown

INTEGRITY

"Integrity is doing the right thing, even if nobody is watching."
~ Unknown

8 SUSTAINABILITY PRINCIPLES

Council's Commitment to Sustainability

- Environmental** Council is committed to managing, protecting and enhancing the natural and built environment in an ecologically sustainable manner
- Social** Council is committed to developing its community in an equitable, ethical and responsible manner by encouraging and developing initiatives for improving the quality of life of the community.
- Economic** Council is committed to sustainable economic development that achieves a balance of economic, social, environmental and cultural aspects.

The Alexandrina Council and its community acknowledge the Ngarrindjeri people as the traditional custodians of the land and waters of our Council district.

9 STRATEGIC PLAN FRAMEWORK

STRATEGIC FOCUS:	COMMUNITY DEVELOPMENT	ECONOMIC DEVELOPMENT	NATURAL AND BUILT ENVIRONMENT	GOVERNANCE AND ORGANISATION
GOALS:	<i>A vibrant, cohesive and diverse community providing a healthy, quality lifestyle</i>	<i>Sustainable economic growth supporting industries and businesses</i>	<i>Sustainable natural and built environments that meet the needs of a growing community and economy</i>	<i>Progressive leadership, good governance, efficient and effective services</i>
OUTCOMES:	<ul style="list-style-type: none"> ▪ Health and family support services that are accessible and meet the needs of our community ▪ Social infrastructure that supports community development and cohesiveness ▪ Development, participation and retention of our youth ▪ Sport, recreation and leisure opportunities that contribute to the health and well-being of the community and visitors ▪ Optimal quality of life for the frail, aged, people with disabilities and their carers ▪ Cultural, arts and learning opportunities that contribute to vibrancy and diversity in the community ▪ A safe community 	<ul style="list-style-type: none"> ▪ Profitable businesses and industries with opportunities for local employment ▪ A vibrant and strong tourism industry ▪ Infrastructure that supports sustainable economic development 	<ul style="list-style-type: none"> ▪ A healthy environment that sustains biodiversity and is valued by the community ▪ Efficient use and integrated management of water resources ▪ Safe, effective and innovative management of waste water and stormwater ▪ Best practice integrated waste management ▪ Climate change impacts on our environment mitigated ▪ Sustainable growth of townships and rural areas while conserving unique character and heritage ▪ A safe and reliable road and footpath network ▪ Attractive and user-friendly open spaces and streetscapes ▪ Council buildings and facilities that meet community needs 	<ul style="list-style-type: none"> ▪ Proactive governance and leadership ▪ Effective two-way communication and consultation with our community, government and private sector ▪ Equitable, high quality and customer focussed Council services ▪ Effective strategic management planning and performance management ▪ Skilled, dedicated and professional staff in a safe and supportive environment ▪ Effective and efficient corporate and administrative services ▪ Financial sustainability and accountability for performance ▪ Quality information and communication services that support efficient operations and service delivery

10 GOALS, OUTCOMES AND STRATEGIES

The following pages of the Community Strategic Plan provide details on the goals, outcomes and strategies that the Council has identified through its consultation with the community and other key stakeholders. The strategies will guide the provision of Council's services.

Goal 1: COMMUNITY DEVELOPMENT



'A vibrant, cohesive and diverse community providing a healthy, quality lifestyle'...

Council values its community and understands the services that are needed in relation to health and family, social development and general well being.

Essential to all members of the community is accessibility to appropriate services and facilities in a secure and safe environment.

It is also important that community cohesion and health are promoted through the development of social infrastructure, sporting, recreation and cultural activities. The needs of our senior residents and potential of our youth must also be acknowledged in the development of these areas.

The following outcomes and strategies have been identified through the review and consultation process as being essential to the achievement of this goal.

Outcome 1.1: Health and family support services that are accessible and meet the needs of our community

Strategy 1.1.1: Advocate for medical and hospital services within the region

Strategy 1.1.2: Advocate for health and family support services

Strategy 1.1.3: Provide quality public and environmental health services

Outcome 1.2: Social infrastructure that supports community development and cohesiveness

- Strategy 1.2.1: Support and promote programs to encourage community leadership and volunteering
- Strategy 1.2.2: Advocate for equitable, accessible and reliable transport options for the community
- Strategy 1.2.3: Investigate funding options and models for social inclusion projects
- Strategy 1.2.4: Promote and assist new residents, community groups and clubs
- Strategy 1.2.5: Advocate for affordable housing and crisis accommodation to accommodate people in need in our community



Outcome 1.3: Development, participation and retention of our youth

- Strategy 1.3.1: Promote programs that assist in youth development and leadership
- Strategy 1.3.2: Provide, promote and advocate for appropriate and accessible services, facilities and activities for youth
- Strategy 1.3.3: Advocate for programs to assist in the retention of youth, including training development and employment



Outcome 1.4: Sport, recreation and leisure opportunities that contribute to the health and well-being of the community and visitors



- Strategy 1.4.1: Provide and promote sport, recreation and leisure facilities and programs
- Strategy 1.4.2: Provide and promote recreational walking and cycling facilities/trails
- Strategy 1.4.3: Ensure a proactive approach to planning for future recreation, sport and open space needs

- Outcome 1.5: Optimal quality of life for the frail, aged, people with disabilities and their carers**
- Strategy 1.5.1: Support, promote and advocate for the frail, aged, people with disabilities and their carers to engage in all aspects of community life, and ensure equitable access to goods, services and facilities**
 - Strategy 1.5.2: Support quality home and community care services**
 - Strategy 1.5.3: Pursue closer working relationships with Government and the not for profit sector to make available appropriate community support programs for the frail, aged, people with disabilities and their carers**

- Outcome 1.6: Cultural, arts and learning opportunities that contribute to vibrancy and diversity in the community**
- Strategy 1.6.1: Provide facilities and services that support life long learning, literacy, recreation, cultural and information requirements and aspirations of the community**
 - Strategy 1.6.2: Facilitate the provision of appropriate, accessible arts facilities and activities to encourage artistic and cultural expression**
 - Strategy 1.6.3: Include arts and cultural considerations in all aspects of urban and social planning**
 - Strategy 1.6.4: Promote and support community and cultural events**



Outcome 1.7: A safe community

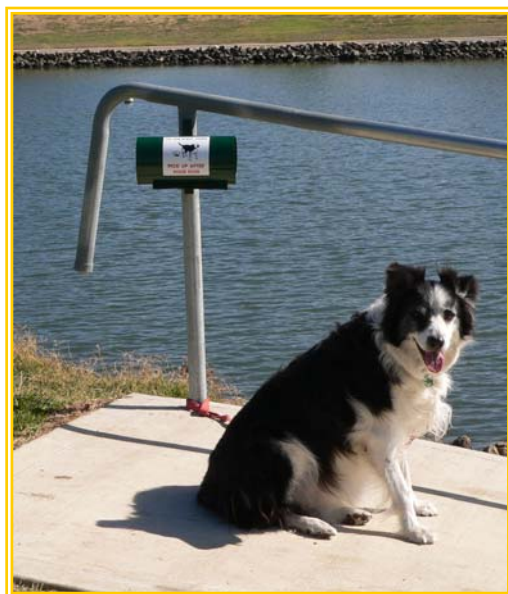
Strategy 1.7.1: Assist emergency service organisations in the preparation and delivery of emergency operations

Strategy 1.7.2: Work with community and government stakeholders in the prevention and mitigation of fire risks

Strategy 1.7.3: Provide and promote effective management of animals within the community

Strategy 1.7.4: Foster community safety in the planning and delivery of Council services

Strategy 1.7.5: Advocate for appropriate police and emergency services within the community



Goal 2: ECONOMIC DEVELOPMENT

'Sustainable economic growth supporting industries and businesses'...

Council actively encourages sustainable economic development of business and industry through engaging with the local community, business associations and boards eg. Fleurieu Regional Development, to identify growth opportunities.

Aside from our important rural sector, the commercial sector of the Council is focused on the regional centres of Goolwa and Strathalbyn, with smaller service based businesses and niche industries throughout the Council area.

The Council aims to build on its strengths as a unique tourism destination providing natural, cultural and commercial experiences for the local community and visitors.

A healthy local economy improves local employment opportunities and benefits business and residents by improving access to services and facilities.



The following outcomes and strategies have been identified through the review and consultation process as being essential to the achievement of this goal.

Outcome 2.1: Profitable businesses and industries with opportunities for local employment



- Strategy 2.1.1: Promote sustainable development of business and industry, including the agricultural and rural sectors, in partnership with Development Boards and Local Business Associations
- Strategy 2.1.2: Create development opportunities for industry and business sectors through the creation of appropriate zones within Council's Development Plan
- Strategy 2.1.3: Facilitate new investment in the region through collaboration with all spheres of Government and the private sector
- Strategy 2.1.4: Market and promote the region and its potential as a business hub

Outcome 2.2: A vibrant and strong tourism industry

Strategy 2.2.1: Support tourism through provision of appropriate Council owned infrastructure

Strategy 2.2.2: Support regional tourism development through productive relationships with the State Government and regional partners, including Fleurieu Peninsula Tourism

Strategy 2.2.3: Promote, attract and support festivals, events and attractions that add value to the district's economy

Strategy 2.2.4: Provide visitor information services through well designed and managed centres and outlets



Outcome 2.3: Public infrastructure that supports sustainable economic development

Strategy 2.3.1: Identify future infrastructure needs of business and industry and determine implementation options

Strategy 2.3.2: Advocate for state of the art Information Communication Technology (ICT) infrastructure development across the Council region



Goal 3: NATURAL AND BUILT ENVIRONMENT



'Sustainable natural and built environments that meet the needs of a growing community and economy'...

Council recognises its important role in protecting the natural environment in which we live. We need to work together with other bodies and spheres of Government, such as the Natural Resource Management Boards.

Council aims to provide a sustainable, safe, reliable and accessible built environment that meets the needs of a growing community and economy.

In June 2007 our Council became a member of the International Council for Local Environmental Initiatives (ICLEI). In collaboration with ICLEI and the Cities for Climate Protection we aim to identify our local sources of greenhouse gas emissions and strategically implement projects to reduce their contribution to global warming.

The need to conserve and protect our water resources is driving our efforts to maximise the reuse of wastewater and stormwater, while maintaining water quality and environmental flows.

Another important environmental initiative is to achieve sustainable waste management through shared services for our community by coordination of waste and recycling initiatives across the region.

The following outcomes and strategies have been identified through the review and consultation process as being essential to the achievement of this goal.

- | | |
|------------------------|--|
| Outcome 3.1: | A healthy environment that sustains biodiversity and is valued by the community |
| Strategy 3.1.1: | Support the conservation and maintenance of biodiversity corridors and preserve areas of remnant vegetation |
| Strategy 3.1.2: | Promote Natural Resource Management Boards' programs and projects |
| Strategy 3.1.3: | Support the conservation and maintenance of the region's natural resources |



Outcome 3.2: Efficient use and integrated management of water resources

Strategy 3.2.1: Assess and implement water conservation projects

Strategy 3.2.2: Promote appropriate water sensitive design features into development

Strategy 3.2.3: Support the sustainable management of all water resources in the Council area

Outcome 3.3: Safe, effective and innovative management of waste water and stormwater

Strategy 3.3.1: Provide effective management and maintenance of Council's stormwater infrastructure

Strategy 3.3.2: Plan, manage and regulate Community Wastewater Management Schemes (CWMS) in townships

Strategy 3.3.3: Provide effective management and maintenance of Council's flood control infrastructure

Strategy 3.3.4: Assess and implement water re-use initiatives



Outcome 3.4: Best practice integrated waste management

Strategy 3.4.1: Promote recycling, reuse and minimisation of waste materials to the community and industry

Strategy 3.4.2: Ensure continuous improvement in waste and recycling collection and processing services and facilities

Strategy 3.4.3: Continue to provide leadership in regional waste management initiatives

Outcome 3.5: Climate change impacts on our environment mitigated

Strategy 3.5.1: Develop and implement local and regional policy and initiatives to mitigate climate change impacts in partnership with all spheres of Governments

Strategy 3.5.2: Lead and promote the adoption of practices that support the sustainable use of energy and other natural resources by business and community

Outcome 3.6: Sustainable growth of townships and rural areas while conserving unique character and heritage

Strategy 3.6.1: Review, amend and implement Council's Development Plan in accordance with State Planning Strategy and regional priorities

Strategy 3.6.2: Proceed with township and rural area plans and Development Plan Amendments (DPAs)

Strategy 3.6.3: Ensure preservation and maintenance of heritage buildings, heritage items and places of interest

Strategy 3.6.4: Provide high quality, consistent and responsive development assessment and compliance processes

Strategy 3.6.5: Promote the use of renewable building and construction materials

Strategy 3.6.6: Adopt planning strategies to minimise impact on the natural environment



Outcome 3.7: A safe and reliable road and footpath network



Strategy 3.7.1: Ensure appropriate management and development of roads, verges, bridges and footpaths to appropriate standards

Strategy 3.7.2: Plan and implement road safety and traffic management improvements

Strategy 3.7.3: Provide appropriate on-road and off-street car parking

Strategy 3.7.4: Advocate for improved local and regional transport networks and intermodal facilities



Outcome 3.8: Attractive and user-friendly open spaces and streetscapes



Strategy 3.8.1: Provide accessible, sustainable and culturally appropriate parks, gardens, beaches and open spaces that provide opportunities for passive and active recreation

Strategy 3.8.2: Develop and maintain township entrances and streetscapes that enhance and maintain the character of the townships

Strategy 3.8.3: Provide appropriately maintained cemeteries for our community

Outcome 3.9: Council buildings and facilities that meet community needs

Strategy 3.9.1: Provide and maintain Council buildings

Strategy 3.9.2: Review options for under-utilised Council properties

Strategy 3.9.3: Provide and maintain public toilets and other public amenities



Goal 4: GOVERNANCE AND ORGANISATION



'Progressive leadership, good governance, efficient and effective services'...

Local Government is by definition community oriented, it is therefore important that our Council is open, accountable, informative and encourages community participation.

Council aims to meet the needs of our community in the provision of equitable and efficient services.

Our Mayor and Elected Members are committed to effectively representing and advocating on their communities' behalf.

Council strives to provide proactive leadership by establishing a long term strategic view to ensure that it remains financially sustainable in order to meet its responsibilities both now and for future generations

The following outcomes and strategies have been identified through the review and consultation process as being essential to the achievement of this goal.

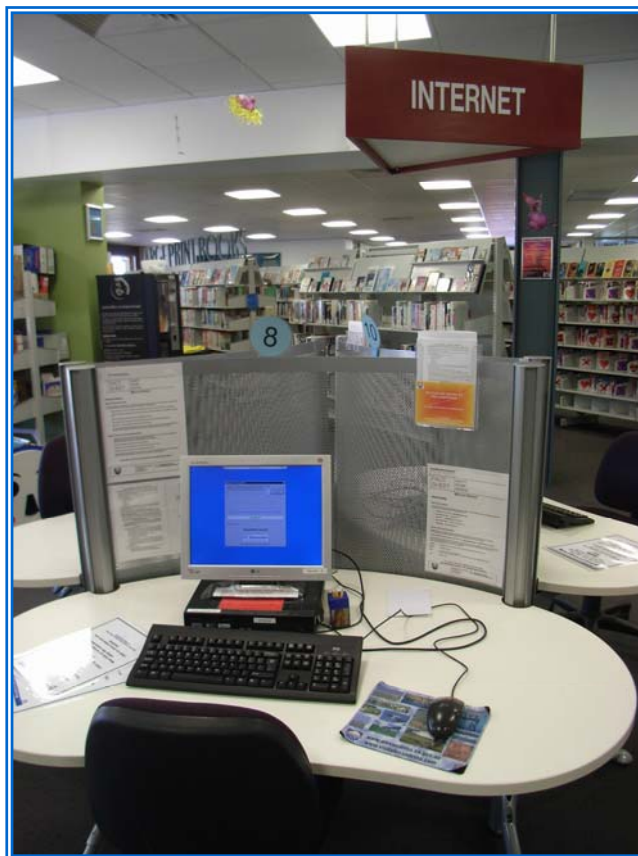
Outcome 4.1: Proactive governance and leadership

- Strategy 4.1.1: Provide leadership to the community and Council by balancing the various needs of industry, business, the community, government and sustainability**
- Strategy 4.1.2: Review and amend governance structure, policies and procedures to adapt to changing circumstances**
- Strategy 4.1.3 Encourage increased community participation in Council elections**
- Strategy 4.1.4: Provide appropriate induction, governance training and continuing development through performance management of Elected Members**
- Strategy 4.1.5: Ensure effective communication exists between Council and its committees**

- Outcome 4.2: Effective two-way communication and consultation with our community, government and private sector**
- Strategy 4.2.1: Review policies and implement strategies to ensure open, two-way communication and consultation with the community**
 - Strategy 4.2.2: Promote open communication and cooperation with other Councils to achieve common goals**
 - Strategy 4.2.3: Continue to build on the relationship between Council and local Indigenous communities based on the Kungun Ngarrindjeri Yunnan Agreement**
 - Strategy 4.2.4: Represent and promote Council and take a leadership role at regional, State and Federal Forums, where appropriate**
- Outcome 4.3: Equitable, high quality and customer focussed Council services**
- Strategy 4.3.1: Continuously, evaluate and improve Council's services and service standards to ensure they meet community needs**
 - Strategy 4.3.2: Maximise the efficiency of service delivery through resource sharing and/or other means**
- Outcome 4.4: Effective strategic management planning and performance management**
- Strategy 4.4.1: Develop, implement and review Council's Strategic Management Plans and Corporate Business Plans**
 - Strategy 4.4.2: Develop, implement and maintain Council's Risk Management Plan, policies and procedures**
 - Strategy 4.4.3: Ensure the effective monitoring and reporting of performance against the organisation and planning structures**

- Outcome 4.5: Skilled, dedicated and professional staff in a safe and supportive environment**
- Strategy 4.5.1: Provide opportunities for the professional development of Council staff**
 - Strategy 4.5.2: Ensure safe work practices through compliance with the Occupational, Health and Safety and Risk Management policies and procedures**
 - Strategy 4.5.3: Develop and implement human resource management plans, policies and procedures to meet current and future workforce needs**
 - Strategy 4.5.4: Ensure an appropriate staff appraisal and performance system is linked to the Strategic and Corporate Business Plans**
- Outcome 4.6: Effective and efficient corporate and administrative services**
- Strategy 4.6.1: Ensure compliance of relevant Council policies and procedures with legislative requirements**
 - Strategy 4.6.2: Provide professional administration for Council to support effective and efficient governance and operations**
 - Strategy 4.6.3: Ensure Council has a current Business Continuity Plan and procedures in place**
- Outcome 4.7: Financial sustainability and accountability for performance**
- Strategy 4.7.1: Provide financial services to support Council's operations and to meet sustainability planning, reporting and accountability requirements**
 - Strategy 4.7.2: Ensure Strategic Management Plans and Annual Business Plans achieve financial sustainability targets**
 - Strategy 4.7.3: Provide a fair and equitable rating system**
 - Strategy 4.7.4: Provide internal and external audit functions to review Council's performance, risk management, financial governance and reporting**

- Outcome 4.8: Quality information and communication services that support efficient operations and service delivery**
- Strategy 4.8.1: Provide cost effective communication and information services that meet the needs of customers**
- Strategy 4.8.2: Provide an efficient, accurate, secure and user friendly record keeping system**



11 STATE STRATEGIC PLAN ALIGNMENT

South Australia's Strategic Plan 2007 OBJECTIVES	Alexandrina Community Strategic Plan 2009 - 2013 OUTCOMES
Growing Prosperity	<ul style="list-style-type: none"> • Profitable businesses and industries with opportunities for local employment • Infrastructure that supports sustainable economic development
Improving Wellbeing	<ul style="list-style-type: none"> • Sport, recreation and leisure opportunities that contribute to the health and well-being of the community and visitors • A safe community • Health and family support services that are accessible and meet the needs of our community • Attractive and user-friendly open spaces and streetscapes
Attaining Sustainability	<ul style="list-style-type: none"> • A healthy environment that sustains biodiversity and is valued by the community • Climate change impacts on our environment mitigated • Efficient use and integrated management of water resources • Best practice integrated waste management • Safe, effective and innovative management of waste water and stormwater

...cont'd

South Australia's Strategic Plan 2007 OBJECTIVES	Alexandrina Community Strategic Plan 2009 - 2013 OUTCOMES
Fostering Creativity and Innovation	<ul style="list-style-type: none"> • Cultural, arts and learning opportunities that contribute to vibrancy and diversity in the community • Development, participation and retention of our youth
Building Communities	<ul style="list-style-type: none"> • Social infrastructure that supports community development and cohesiveness • Proactive governance and leadership • Equitable, high quality and customer focussed Council services • Effective strategic management planning and performance management • Skilled, dedicated and professional staff in a safe and supportive environment • Effective and efficient corporate and administrative services • Financial sustainability and accountability for performance • Council buildings and facilities that meet community needs
Expanding Opportunity	<ul style="list-style-type: none"> • A vibrant and strong tourism industry • Optimal quality of life for the frail, aged, people with disabilities and their carers

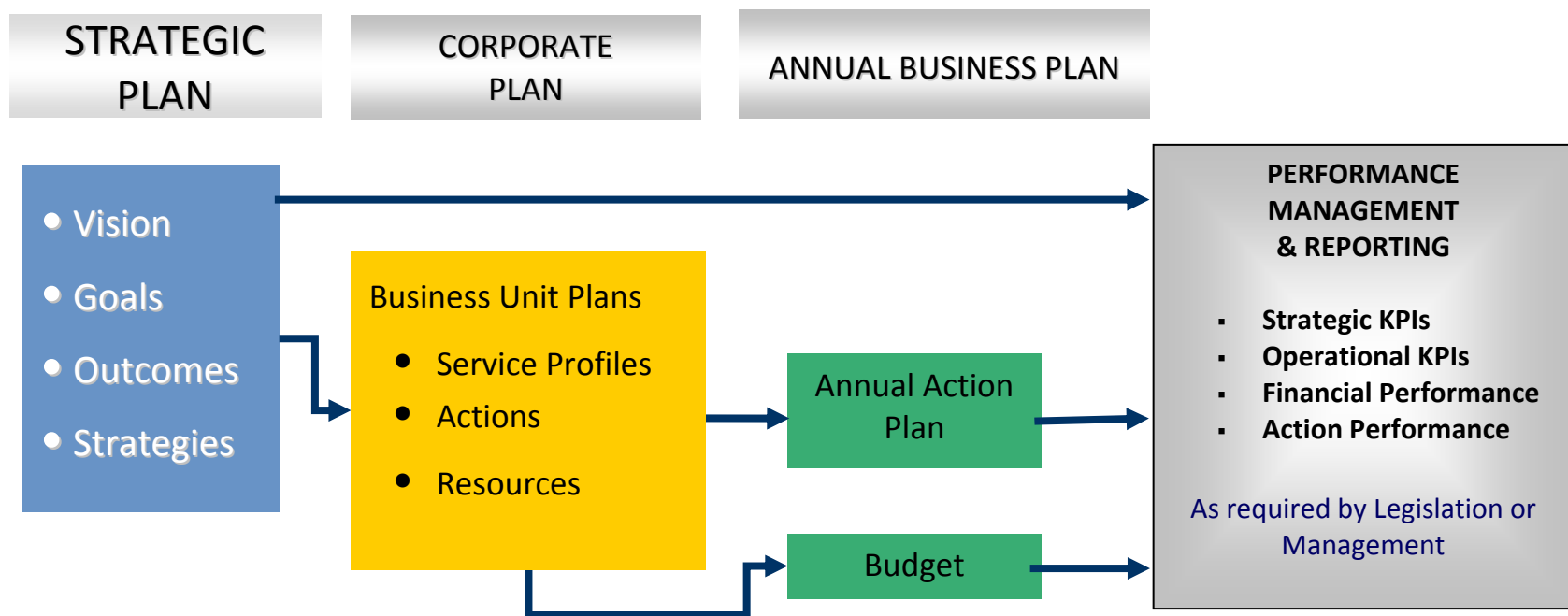
12 STRATEGIC PLAN IMPLEMENTATION

Implementation of this Community Strategic Plan involves the identification of priority actions and projects to implement the strategies - these are defined at the service level as part of the annual business planning process.

Council's Corporate Plan identifies the core services to be delivered, critical issues affecting implementation, actions and projects to implement the strategies, budgets required, responsible Managers and key performance indicators to measure and report on implementation progress.

The success of these planning processes (collectively known as Strategic Management Planning) in achieving Council's outcomes, goals and vision is dependent on clear linkages between all levels of planning, the budget and Long Term Financial Plan, as well as regular performance monitoring, reporting and management.

Strategic Management Framework



13 RELATED PLANS

This Community Strategic Plan has been cross-referenced and aligned to the following related plans:

COUNCIL PLANS

Access All Areas - Review of Alexandrina Councils Disability Action Plan (Draft 2008)
Alexandrina Arts & Lifestyle Services Corporate Plan - Draft 2008
Alexandrina Centre for Positive Ageing Profile July 2008
Alexandrina Coastal Park Concept Plan (2000)
Alexandrina Council - Goolwa Town Plan GO 2030 (Draft 2008)
Alexandrina Council - Strathalbyn Town Plan 2004
Alexandrina Council Animal Management Plan 2007
Alexandrina Council Arts & Cultural Tourism Policy (March 2008)
Alexandrina Council Infrastructure & Asset Management Plan (2009)
Alexandrina Council Bicycle Plan Study - Key Issues and Investigations Report (Draft 2008)
Alexandrina Council Bushfire Risk Management Plan 2008 (Draft)
Alexandrina Council Business Continuity Plan - July 2007 (Draft)
Alexandrina Council Community Land Management Plans 2004
Alexandrina Council Corporate Plan 2004-2009
Alexandrina Council Development Plan- Consolidated 20 March 2008
Alexandrina Council Emergency Management Plan Draft 2008
Alexandrina Council ICT Strategic Plan 2006-2009
Alexandrina Council OH&S Program July 2008
Alexandrina Council Public & Environmental Health Management Plan 2006-2009
Alexandrina Council Road Reserve Management Plan Policy & Guidelines (Sept 2000)
Alexandrina Council Strategic Plan 2004-2009
Alexandrina Council Strategic Planning Survey 2004 - South Coast Townships
Annual Business Plan & Budget 2008-2009
Community Consultation - Focus Groups (2008)
Alexandrina Council Long Term Financial Plan (2009)
Sustainable Alexandrina Policy Direction & Action Plan 2007-2010
The Alexandrina Library & Customer Service 5 Year Draft Business Plan 2007-2012

Adopted on: 2 March 2009

FLEURIEU / REGIONAL PLANS

Adelaide & Mt Lofty Ranges NRM – Regional Plan 2008
Adelaide Hills Region Waste Management Authority - 10 Year Strategic Plan
City of Victor Harbor & Alexandrina Council Regional Youth Strategy 2007-2010
Coorong, and Lakes Alexandrina and Albert Ramsar Management Plan 2000
Fleurieu Peninsula Region Integrated Strategic Tourism Plan 2007-2012
Fleurieu Peninsula Regional Waste Management Strategy- Aug 2007
Fleurieu Regional Blue Print Report 2006-2026
FRD Strategic Plan 2008-2011
Health & Community Services for Older Persons on the Southern Fleurieu (10 year plan)
SA Murray Darling Basin NRM – Regional Plan 2008 (Draft)
SA Murray Darling Basin NRM – Strategic Framework March 2007
Southern & Hills Local Government Association 2010 Transport Plan & Addendums
Southern Fleurieu Coastal Action Plan and Conservation Priority Study 2007
Southern Fleurieu Family Strategy (2008)
Southern Fleurieu Regional Recreation, Sport and Open Space Strategy (May 2004)

STATE / AUSTRALIAN PLANS

Across Government Records Management Strategy 2004-2010
CFS Strategic Directions 2007-2009
International Council for Local Environmental Initiatives (ICLEI)
LGA Policy Manual 2007
Monarto Intermodal and Land Use Study - Draft Final Report November 2008
Planning for the Future of the South Australian Public Library Network (Draft) 2008
Planning Strategy for the Outer Metropolitan Adelaide - December 2007
SA Strategic Plan 2007
South Australia State Housing Plan 2005
South Australia's Waste Strategy 2005-2010
South Australian Tourism Plan 2003-2008



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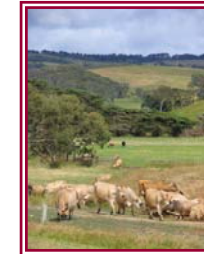
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1. Cyclists at Middleton, 2. Pat Crouch, Mayor McHugh & Timisha Ward at Volunteer Recognition Day May 2008, 3. Struth FM, 4. In the Goolwa Library, 5. Parks Alive – Basham’s Beach Regional Park, 6. Dog with Tidy Bag Dispenser, 7. CFS, 8. Apples at Ashbourne, 9. Cockle Train, 10. Avocado’s at Ashbourne, 11. Vineyard at Langhorne Creek, 12. Dairy Farm at Mt Compass, 13. Canola at Strathalbyn, 14. Conservation at Basham’s Beach, 15. Goolwa Wastewater Treatment Plant, 16. Strathalbyn Residential Development, 17. Roundabout at Goolwa, 18. Black Boy at Goolwa, 19. Knights Beach, 20. Strathalbyn Public Toilet Facility, 21. Goolwa Council Office, 22. Internet Access – Goolwa Library