KANGAROO ISLAND COUNCIL

COMMUNITY STRATEGIC PLAN 2024 - 2034

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KANGAROO ISLAND COUNCIL

Contents

INTRODUCTION 3
EXECUTIVE MESSAGE 4
COMMUNITY STRATEGIC PLAN AT A GLANCE 5
KANGAROO ISLAND AT A GLANCE 6
THE ROLE OF COUNCIL 7
COMMUNITY STAKEHOLDERS 7
STRATEGIC OBJECTIVES 8
- INFRASTRUCTURE 9
- COMMUNITY 10
- ECONOMY 11
- ENVIRONMENT 12
- ORGANISATION 13

MEASURES OF OUR SUCCESS 14
WHO WE WILL WORK WITH 15
STRATEGIC PLAN LINKAGES 15
- ALIGNMENT WITH STATE, REGIONAL, AND LOCAL PLANS AND PRIORITIES 16
- DIRECT LINKAGES TO COUNCIL OPERATIONAL PLANS 16
- KEY PARTNERSHIPS 17

TURNING PLANS INTO ACTIONS 17
THE SERVICES WE PROVIDE 18
HOW THIS PLAN WAS DEVELOPED 19

DRAFT

Kangaroo Island Council acknowledges the deep spiritual significance of Kangaroo Island to many Indigenous Australian nations. We also acknowledge the care and custodianship of this land by Indigenous Australians over many thousands of years, and pay respect to their cultures, and their elders past and present.

KANGAROO ISLAND COUNCIL

INTRODUCTION

Welcome to Kangaroo Island's Strategic Community Plan. This plan has been developed working with the community to consider:

- What makes KI a great place to live? Why is it special to you?
- What do you value most about Kangaroo Island and our community?
- Imagine our community in ten years from now – what does it look like?
- Which services would you like to see more of?
- Are you willing to pay more for extra services?
- What does a bright future for Kangaroo Island look like? How will we get there?

These questions help identify the community's vision, aspirations and priorities and establish baseline targets, strategies, and measures to aid performance monitoring and reporting.

In identifying community aspirations and priorities, the Council must identify the issues and challenges that the community faces, as well as discuss the service levels the community can afford. Service levels describe the quantity, quality, and amount of a service that the community receives, and it follows that high service levels and a broad range of services create the highest cost and therefore need the most funding from rates, user payers, fees and charges or funding from other sources. The Council is constantly trying to balance community aspirations, service levels and affordability.



Kangaroo Island faces unique challenges due to its geographical characteristics, such as:

- Threats to accessibility
- An economy driven primarily by the two industries of agriculture and tourism
- Small ratepayer/permanent population base combined with high visitor/tourist numbers
- Cost of procuring assets and services from the mainland
- Extreme weather and disaster events

This plan embraces an integrated and strategic planning approach that satisfies the legislative requirement for all local governments to have strategic management plans to shape the future.

This plan describes:

- Our community's priorities and aspirations, and
- A future vision for Kangaroo Island.

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KANGAROO ISLAND COUNCIL

EXECUTIVE MESSAGE

On behalf of the Kangaroo Island Council and community, we are pleased to present our Strategic Community Plan for 2024-34.

The Strategic Community Plan is the Island's highest level strategic planning document that sets out our community's vision and aspirations. The community strategic plan will be used to guide the Council's strategic priorities and direction.

This document is the result of extensive community consultation with more than #### members of our community providing input and feedback gathered through an online survey, in person meetings and community meetings.

We want to thank those who participated in the engagement of the development of this plan by sharing your visions and aspirations; you have helped shape our vision, themes, goals, and objectives.

This plan is the community's plan and the Council is proud to be the custodian of it.

Now more than ever, the pace of change makes forward predictions challenging; however, it is the Councils role to stay informed, adapt and be flexible to meet the needs of our community, and respond to changing expectations.

This plan will guide the development of the Council's four-year plan, which will in turn be used to develop the associated annual business plans.

While we work to deliver these comprehensive plans, the Council's focus will be managing our assets and ensuring financial sustainability set around five core pillars of Infrastructure, Community, the Environment, Economy, and Organisation.

We look forward to partnering with our community, the State and Federal Governments, and other key stakeholders to achieve our community's shared vision of creating a community that is welcoming and full of opportunities.



Michael Pengilly

Mayor



Daryl Buckingham

Chief Executive Officer

Vision

A confident and cohesive community supported to rebuild our unique Island environment, with a strengthening economy led by primary production and tourism.

Mission

To provide our community with leadership and support, and to deliver key council services efficiently and effectively.

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COMMUNITY STRATEGIC PLAN AT A GLANCE

THEME		STRATEGIES
INFRASTRUCTURE A built environment focused on essential and community services	1.1	Kangaroo Island has a safe and effective road network that is affordable for us as a community
	1.2	Communities that are well serviced with essential infrastructure
	1.3	Council is actively managing the assets under its control
COMMUNITY Communities and individuals are empowered to improve the quality of Island life	2.1	Council engages with, supports and partners with the Community
	2.2	Council's decisions consider the Island's liveability
	2.3	Council supports a safe and resilient Island
ECONOMY Build and support a strong and diverse economy.	3.1	Plan for an economically sustainable future
	3.2	Work with our community to build an environment that responds to community and business needs
	3.3	Support economic development and employment opportunities
	3.4	Advocate for resources to optimise Island access, opportunities and affordability
ENVIRONMENT Our environment is maintained, enhanced, and protected.	4.1	Best practice waste management
	4.2	Proactively adapt to environmental change
	4.3	Proactively manage Council's statutory requirements for animal, land and vegetation management
	4.4	Support initiatives for a sustainable carbon neutral future
	4.5	A safe and sustainable built environment.
ORGANISATION Leadership to deliver positive social, financial, and environmental outcomes.	5.1	Our Council, community and business leaders work together effectively, and the Council is considered a valued partner
	5.2	Council operates with efficient operations and continuous improvement
	5.3	The Council practises good governance

KANGAROO ISLAND COUNCIL

KANGAROO ISLAND AT A GLANCE

With its coastal landscapes and natural beauty, Kangaroo Island, also known as Karta Pintingga (which means “The Island of the Dead” in the language of the Kaurna people), is Australia’s third largest island boasting untouched landscapes, unbelievable wildlife, and a dynamic faming and agricultural industry.

Kangaroo Island lies 112km southwest of Adelaide and 13.5km from the Fleurieu Peninsula.

Kangaroo Island is a beautiful place to live, work and visit. The Island has something for everyone including wildlife encounters, breathtaking landscapes and outdoor adventures.

The Island is home to a population of around 5,000 people who live across the following townships and settlements:

Kingscote: As the largest town and administrative centre, Kingscote is a vibrant hub on Kangaroo Island. It offers amenities, shops, and services for both residents and visitors.

Penneshaw: Located at the eastern end of the Island, Penneshaw is a picturesque township with stunning coastal views. It is also the gateway for ferries connecting Kangaroo Island to the mainland.

American River: Nestled along the coast inlet, American River provides a tranquil setting. It is a great spot for birdwatching and enjoying water activities.

Parndana: As the Island’s only inland town, Parndana offers a unique experience. It is surrounded by natural beauty and serves as a base for exploring the Island’s interior.

Kangaroo Island has additional settlements, including Emu Bay, Baudin Beach, Stokes Bay, Vivonne Bay, and Island Beach all of which has their own charm and attractions.



65% of the island’s revenue is derived from primary industry.



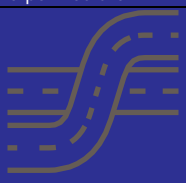
Land area – 440,036ha (4,400 Km2).

Population density – 0.01 persons per hectare.





Fourth most recognised tourist spot in Australia, over 205,000 people visit Kangaroo Island each year, making it one of the most popular destinations in South Australia.



There are approximately 1600km of roads, 81% are unsealed on Kangaroo Island.

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KANGAROO ISLAND COUNCIL

THE ROLE OF COUNCIL

Council has many overlapping and varying roles depending on the nature of the service or activity. The roles of the Council are summarised as follows:

ROLE	FUNCTION
ENABLER	Information provider and channel
	Advocate
	Facilitator
PROVIDER	Direct Service Agent
	Part Funder
	Regulator
LEADER	Strategic Planning
	Policy Setter
	Educator

COMMUNITY STAKEHOLDERS

The community has a range of diverse groups with overlapping roles. Community members are part of many different community groups, not defined by their residential area but their individual lifestyle and choices. A broad summary of the types of groups and roles of the groups within our community include:

ROLE	FUNCTION
Residents	Citizens, parents, children, families, retirees, business owners, employees, voters, leaders, volunteers, ratepayers.
Non-resident ratepayers	Contributor to the economy and vibrancy
Business owners	Employers, drivers of the economy; providers
Not for profits	Generators of economic output and support; enablers
Service groups	Service providers, Community wellbeing promoters; advocates
Sporting clubs	Community health and wellbeing facilitator; contributor to vibrancy
Tourists/visitors	Contributor to the economy and vibrancy
Interest groups /Progress Associations	Advocates of a specific cause or outcome; culture influencer
Federal government	The Federal Government raises money to run the country by collecting taxes on incomes, goods and services, and company profits, and spends it on national matters. This includes: post, telecommunications; trade and commerce; international trade; immigration; defence
State government	State and Territory Governments also raise money from taxes but receive more than half their money from the federal government and spend it on state and territory matters. This includes: public transport, roads, schools, hospitals, public housing
Council	Local Councils collect taxes - rates - from all local property owners and receive grants from federal and state governments and spend this on local matters. This may include: asset management, waste collection and recycling, parks, sports fields and swimming pools, airports, pet control, parking, libraries, development regulation, transport infrastructure,

STRATEGIC OBJECTIVES

The strategic objectives for the community must address social, environmental, economic, and civic leadership issues identified by the community. The strategic objectives set out the high-level aspirations of the community for each pillar, which collectively contribute to the vision.

PILLAR	STRATEGIC OBJECTIVE
INFRASTRUCTURE	A built environment focused on essential and community services
COMMUNITY	Communities and individuals are empowered to improve the quality of Island life
ECONOMY	Build and support a strong and diverse economy
ENVIRONMENT	Our environment is maintained, enhanced, and protected
ORGANISATION	Leadership to deliver positive social, financial, and environmental outcomes

The following pages will outline the strategies, measures, and the Council's role as we work to achieve the above objectives.



INFRASTRUCTURE

Strategic Objective:

A built environment focused on essential and community services.

With the Island's population spread across four main townships, plus a number of settlements, with more than 1600 kilometres of road, of which around 80 per cent are unsealed, Infrastructure is one of Council's core services and one of its most challenging. A strong road network provides opportunities for economic prosperity and supports healthy social interactions.

With such a large road network, Council has a responsibility to manage the cost of maintaining the network's assets. This ensures that we are handing infrastructure to future generations that is of equal value or better to that which was afforded to us.

Council also has a role to work with other levels of government and private industry to contribute to the use of assets that benefits them directly and acknowledges the service we provide to visitors and travellers through our region.

What is important to the Community	How Does the Community Contribute?
•	•
•	•
•	•
•	•
•	•
•	•
•	•

	STRATEGIES	WHAT DOES SUCCESS LOOK LIKE	COUNCILS ROLE
1.1	Kangaroo Island has a safe and effective road network that is affordable for us as a community.		Provider Leader
1.2	Communities are well serviced with essential infrastructure.		Provider Enabler Leader
1.3	Council is actively managing the assets under its control.		Provider Enabler Leader

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COMMUNITY

Strategic Objective:

Communities and individuals are empowered to improve the quality of Island life.

We recognise the quality of life on the Island is determined by the people who make up our community and the place we choose to live.

As a community we aspire to be vibrant and inclusive, supporting each other in creating a wonderful place to live, work and play.

The people of our community are the Island's greatest assets and community cohesion relies on us all acting in the best interests of the Island as we seek to provide essential services in an equitable and affordable manner across all our townships and settlements.

What is important to the Community	How Does the Community Contribute?
•	•
•	•
•	•
•	•
•	•
•	•
•	•
•	•

	STRATEGIES	WHAT DOES SUCCESS LOOK LIKE	COUNCILS ROLE
2.1	**Council engages with, supports, and partners with the Community.**		**Enabler** **Leader**
2.2	**Council's decisions consider the Island's liveability**		**Provider** **Enabler** **Leader**
2.3	**Council supports a safe and resilient Island**		**Provider** **Enabler** **Leader**

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ECONOMY

Strategic Objective:

Build and support a strong and diverse economy.

A strong and diverse local economy is essential to provide a range of services to our community and employment for residents. Our overall prosperity is intrinsically linked to the industries of agriculture and tourism and the jobs they provide.

Employment opportunities in a variety of sectors is vital to retaining our youth in the community, attracting skilled workers and their families and minimising overall unemployment, and increasing community well being.

Council plays a key role in creating the right conditions for investment, employment, and growth for the Island with the Council's primary role being fostering economic growth; providing supporting infrastructure, land use planning that facilitates commercial and industrial development, and promoting our community for business investment.

What is important to the Community	How Does the Community Contribute?
•	•
•	•
•	•
•	•
•	•
•	•
•	•
•	•

STRATEGIES		WHAT DOES SUCCESS LOOK LIKE	COUNCILS ROLE
3.1	**Plan for an economically sustainable future**		**Provider Enabler Leader**
3.2	**Work with our community to build an environment that responds to community and business needs.**		**Enabler Leader**
3.3	**Support economic development and employment opportunities**		**Provider Enabler Leader**
3.4	**Advocate for resources to optimise Island access, opportunities and affordability.**		**Enabler Leader**

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ENVIRONMENT

Strategic Objective:

Our environment is maintained, enhanced, and protected.

Our Island contains many areas of exceptional natural beauty made up of unique landscapes and offers an experience and an environment unlike almost any other region in the country.

In addition to supporting our sense of identity and belonging through the townships and settlements we live in, our natural environment is the base for much of our economic prosperity, recreational activity and is vital to our health and well-being. Council recognises the Island is home to high levels of biodiversity including a considerable proportion of species not found in many areas of Australia.

Our land use development is carefully monitored to preserve the unique lifestyle we enjoy, with a commitment to improving our environment for the enjoyment of ourselves and future generations. The Council, in partnership with stakeholders, has a role in setting an example for the Island in sustainable business models as we seek to preserve our natural environment.

What is important to the Community	How Does the Community Contribute?
•	•
•	•
•	•
•	•
•	•
•	•

STRATEGIES		WHAT DOES SUCCESS LOOK LIKE	COUNCILS ROLE
4.1	**Best practice waste management**		**Provider** **Enabler**
4.2	**Proactively adapt to environmental change**		**Provider** **Enabler**
4.3	**Proactively manage the Council's statutory requirements for animal, land and vegetation management**		**Provider** **Leader**
4.4	**Support initiatives for a sustainable carbon neutral future.**		**Enabler**
4.5	**A safe and sustainable built environment.**		**Provider** **Enabler**

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ORGANISATION

Strategic Objective:

Leadership to deliver positive social, financial, and environmental outcomes.

Councillors provide civic leadership to the broad community and strategic direction to the Council as an organisation. This leadership is relied upon by the community to deliver quality services, advice and infrastructure within available resources and agreed service levels.

The Council must ensure the services it provides to the community are efficient, provide value, meet community expectations, and include the community in the decision-making process.

Council partners with and supports community members and associations through involvement in decision making, by applying principals of fairness, equity, transparency, and probity in its dealings. As a community we participate and collaborate on issues of significance facing our community, with the Council planning and advocating, maintaining strong links with other Councils, state and federal governments and regional networks to support and improve the quality of life on the Island.

What is important to the Community	How Does the Community Contribute?
•	•
•	•
•	•
•	•
•	•
•	•

STRATEGIES		WHAT DOES SUCCESS LOOK LIKE	COUNCIL'S ROLE
5.1	Our Council, community and business leaders work together effectively, and the Council is considered a valued partner		Provider Enabler Leader
5.2	Council operates with efficient operations and continuous improvement		Provider Enabler Leader
5.3	Council practises good governance		Leader Enabler

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MEASURES OF OUR SUCCESS

Setting goals and strategies is important for proper strategic management. It is also important to set measures of success against these goals. Over the course of a 10-year plan, it is likely that the Council will see changes in priorities and these measures will need to be reviewed periodically to ensure they remain current. The below measures are those that have been established with the development of this plan and will be reviewed at least every four years following local government elections. In between reviews, any updates will be noted in the annual business plans presented to the community.

Each year an Annual Report is available to the community and is forwarded to the state government for tabling as the official annual record of the past year's activities and performance of the Council. The Council also measures its operational efficiency and effectiveness as part of the Annual Business Plan and Budget process under Section 123 of the Local Government Act 1999.

THEME	MEASURE	SOURCE	TARGET
INFRASTRUCTURE	Infrastructure Renewal Ratio	Annual Financial Statements	100%
	Capital Projects Completed on Time	Council records	80%
	Delivery of operational maintenance programs	Council records	90%
	Asset management plans reviewed every four years	Council records	100%
COMMUNITY	Enhanced engagement with community stakeholders	Implement Council's Community Grant scheme	100%
	Work with community groups to enrich community culture, health and wellbeing	Community requests reviewed and Council records	100%
	Deliver initiatives that improve township amenity	Projects approved and delivered	100%
ECONOMY	Increase in registered businesses	Australian Business Register	Increase from previous period
	Gross revenue generated by businesses and organisations.	RDA Data	Increase from previous period
	Tourism visitor numbers to Island	Visitor data	Increase from previous period
ENVIRONMENT	Total waste diverted from landfill	Council Records	Increase from previous period
	Meet all statutory and regulatory requirements	Council Records	100%
	Promote Preparing Kangaroo Island disaster mitigation project	Community engagement and Council records	100%

KANGAROO ISLAND COUNCIL

THEME	MEASURE	SOURCE	TARGET
ORGANISATION	Councillor attendance at council meetings	Council records	>80%
	Overall community satisfaction with service delivery	Community Satisfaction Survey	>75%
	Net operating results (excluding Capital grants & contributions)	Annual Financial Statements	>$0
	Lost Time Injury Frequency Rate	Lost-time injury rate per 100 employees	Less than rate on 1 July 2025

WHO WE WILL WORK WITH

The Local Government Act 1999 requires the Council's Strategic Plan to support and integrate with the South Australian Government's Strategic Plans and the Australian Government's national plan for Australia.

The Council will continue to work closely within existing political and administrative frameworks, and this Community Strategic Plan may be amended as required by motion of Council.

The Council will continue to explore how we can work closely with partner organisations and the private sector to attract new investment and reinvestment in existing business to drive the local economy. We will also work to ensure our not-for-profits and community-based organisations have the resources and capacity to continue to deliver their services on our Island.

STRATEGIC PLAN LINKAGES

How the strategic plan is influenced by, and shapes, related plans.

The Council's Strategic Plan informs the Council's annual business plan, asset management plans, work plans and budgets, and details what the Council will do to achieve its objectives.

State and regional plans and priorities also have an impact on the development of the Strategic Plan where required or where relevant

As part of the Council's continuous improvement, there is an ongoing effort to ensure the integration of related plans to its own strategic and operational planning.

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ALIGNMENT WITH STATE, REGIONAL, AND LOCAL PLANS AND PRIORITIES

Included are:

- 20-year State Infrastructure Strategy
- The State Planning Commission's Kangaroo Island Regional Plan
- South Australian Visitor Economy Sector Plan 2030
- South Australian Regional Visitor Strategy 2025
- Regional Development Australia Adelaide Hills, Fleurieu & Kangaroo Island Strategic Regional Plan
- Southern and Hills Local Government Association Strategic Plan 2021
- 2030 Regional Transport Plan
- Fleurieu Regional Waste Authority Strategic Plan 2020-30
- Barossa Hills Fleurieu Local Health Network Strategic Plan 2021-2025
- Penneshaw Harbour Precinct Master Plan

DIRECT LINKAGES TO COUNCIL OPERATIONAL PLANS

Included are:

- Infrastructure/Asset Management Plans
- Animal Management Plan
- Bushfire Prevention Plan
- Business Continuity Plan
- Risk Management Plan
- Council Lands Management Plan
- Environmental Management Plans (CWMS and KIWRRC)
- Roadside Vegetation Management Plan
- Work Health & Safety Management Plan
- Camping and Day Visitor Strategy

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- Long Term Financial Plan
- Annual Business Plan

KEY PARTNERSHIPS

Council participates in various forms of strategic partnerships which benefit community interests. They include the state government as well as regional, industry and community groups:

- State and Federal governments
- Regional Development Australia, Adelaide Hills, Fleurieu and Kangaroo Island
- Local Government Association of SA (and Southern & Hills LGA)
- Minister for Local Government
- Minister for Housing and Urban Development and Planning
- Minister for Primary Industries and Regional Development
- SA Planning Commission
- Department of Infrastructure and Transport
- Department of Environment and Water
- Kangaroo Island Landscape Board
- South Australian Tourism Commission
- Fleurieu Regional Waste Authority – shared service with Yankalilla, Victor Harbor, Alexandrina councils
- Country Fire Service
- Aviation Providers
- Sealink
- Junction Australia
- Kangaroo Island Tourism Alliance
- Kangaroo Island Business and Brand Alliance
- Agriculture KI
- Local Progress Associations
- Other community and not-for-profit organisations

TURNING PLANS INTO ACTIONS

The **Community Strategic Plan (CSP)** is the community's 10-year plan and the Council is only one of the service providers that will help achieve all the plan's goals. For services not delivered by the Council, the Council will advocate for better outcomes for the community.

The Council will take this plan and develop a **four-year Delivery Program**, which together are the Council's key Strategic Management documents, supported by **Annual Business Plans**. The Delivery Program will outline what Council is seeking to achieve during its elected term of Council and the Annual Business Plans will demonstrate what undertakings will be delivered during each fiscal year related to that elected term.

The CSP will become a rolling 10-year plan to be reviewed and updated after each local government election.

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THE SERVICES WE PROVIDE

Ratepayers and residents may not be aware that local government accountabilities have grown from roads, rates, and rubbish to encompass many sub-programs. Most of this list covers legislated responsibilities, meaning Council is legally bound to deliver them.

Others are items that if not managed, the cost escalation from risks incurred would far outweigh the perceived savings.

- Strategic direction, planning & reporting
- Intergovernmental relations
- Workforce planning & performance (incl. HR)
- Business improvement
- Communications
- Business continuity and risk
- Disaster/emergency management
- Workplace health & safety
- Community services
- Administrative Services
- Animal Management
- Library Services
- Community grants
- Community capacity building
- Council buildings
- Community events, Citizenship Ceremonies and Civic Events
- Community engagement
- Customer services
- Sport and recreation (passive and active)
- Asset and Risk Management
- Public amenities
- Boat Ramps
- Building Fire Safety
- Bushfire Management
- Tree management
- Street lighting & Car Parks
- Commercial Properties
- Information Technology
- Financial planning and management
- Procurement & tendering
- Depot, store, fleet, plant, and equipment
- Assets and project planning
- Civic & Governance
- Land use planning, reporting & design
- Heritage
- Regulating premises
- Building and Development Assessment, Compliance and Policy
- Regulatory Services (environmental, public health, noxious plants)
- Roads and footpath enforcement
- Illegal dumping
- Disaster Management and Planning
- Transport (roads, bridges, cycleways, footpaths & safety)
- Airport
- Effluent Drainage
- Waste management and recycling
- Economic development
- Storm water and natural waterways
- Private works
- Cemeteries
- Quarries
- Parks, Gardens and Reserves
- Property Access
- Public Conveniences
- Public Seating
- Rates and Assessments
- Road Opening and Closing
- Road Reserves
- Crown Lands (including Native Title) & Strategic Land Use Policy
- Vandalism
- Volunteer Services
- Work Health and Safety

There are very few “nice to haves” in this list, and the list of legislated accountabilities for local government continues to grow.

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HOW THIS PLAN WAS DEVELOPED

The Community Strategic Plan is the community's document – a combined vision for the future from which the Development and Operational Plans can be developed. A robust engagement plan will enable it to effectively stimulate and capture ideas to contribute to the next reiteration of this plan.

AIM:

1. Create a range of opportunities for community input
2. To generate and capture interest in future planning for Kangaroo Island
3. To assess, validate and re-create current goals for the contemporary setting
4. To meet requirements for public exhibition

SCOPE OF ENGAGEMENT

To harness the vision of Kangaroo Islands residents and ratepayer community for their Island.

LEVEL OF ENGAGEMENT

For most Stakeholders, the proposed level of engagement is centred on INVOLVE (incorporating inform and consult).

For Councillors, the proposed level of engagement is COLLABORATE (incorporating inform, consult, and involve).

STAGE 1 – COMMUNITY ENGAGEMENT JULY 2024 – AUGUST 2024

ENGAGEMENT		COMMUNICATED		OUTPUT
Community asked for feedback on Draft Strategic Plan 2024-34. Public meetings held in Kingscote, Parndana, Penneshaw, American River, Vivonne Bay, Stokes Bay, Western Districts and with staff	>	Notices in The Islander, KIC website, Facebook, emails to industry groups and progress associations	>	Draft Plan developed following engagement to present to the elected members

STAGE 2 – ELECTED MEMBER REVIEW – AUGUST 2024

ENGAGEMENT		COMMUNICATED		OUTPUT
Elected Members asked for their feedback on all aspects of the draft plan in a series of workshops	>	Internally	>	A draft Community Strategic Plan developed and ready for community consultation

STAGE 3 – DRAFT ANNUAL BUSINESS PLAN ADOPTED FOR COMMUNITY CONSULTATION – SEPTEMBER 2024

STAGE 4 – UPDATED FOLLOWING COMMUNITY CONSULTATION – OCTOBER 2024

ENGAGEMENT		COMMUNICATED		OUTPUT
Community asked for feedback on Draft Strategic Plan 2024-34 Public meetings held in Kingscote, Parndana, Penneshaw, and with staff	>	Notices in The Islander, KIC website, Facebook, emails to industry groups and progress associations	>	Draft Plan revised into final version following consideration of feedback.

STAGE 5 – ADOPTION OF COMMUNITY STRATEGIC PLAN – NOVEMBER 2024

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