

**Kangaroo Island Council
Strategic Plan
2014-18**

Kangaroo Island Council Strategic Plan 2014-18



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1 Introduction

Welcome to the Kangaroo Island Council Strategic Plan!

Our Strategic Plan for 2014-18 represents a four year slice of a ten year journey for this Council to attain financial sustainability by 2024. There are some significant challenges facing Council in its aim of achieving this goal:

- a small ratepayer base in relation to the infrastructure obligations that exist on an Island of our size
- declining Federal Government financial support through the Federal Assistance Grants that are distributed by the South Australian Grants Commission
- increasing pressures of visitor growth, Community expectations and compliance requirements

To meet the goal of financial sustainability – that is the ability to manage our operations, including asset renewal, upgrade and replacement within a realistic revenue framework – Council has identified three key strategic areas:

- **Cost Management**
- **Revenue Generation**
- **Community Service / Stimulus**

These three areas all have the ability to **positively influence / increase the viability of our Community** and in turn, **the viability and capability of Council** to provide levels of service appropriate to the demands of the Island's infrastructure, Community expectations, compliance and financial capacity.

Without structural changes to the Council's cost or revenue base i.e. the removal of costs currently borne by Council or the receipt of additional revenue over and above that derived from rates – the route to financial sustainability will inevitably require some serious choices in coming years around levels of service that can be realistically afforded by the Community. There are several areas of potential structural change that are being explored by Council administration and these may hopefully mature to the point where Council / State Government can make joint decisions that improve the current paradigm of cost and responsibility.

While our challenges are many and complex, there are also many opportunities for Council together with the Kangaroo Island Community to consider. Council believes that the changes carried out over the last four years, together with clear strategies for the future will allow the organisation to attain financial sustainability, support our Community's aspirations, and deliver in collaborative partnerships with the Community and State Government agencies a best practice model of operation.

The Kangaroo Island Council Strategic Plan 2014-18 will be used by Kangaroo Island Council to guide its work over the next four years. The Plan shows the agreed activities and functions of the Council and how the Council will contribute to Kangaroo Island's Community needs and ambitions, meet its governance obligations, provide leadership, support and partner with a number of other entities also working to help Kangaroo Island prosper.

The prime focus of this Plan is to develop more effective overall outcomes for the Kangaroo Island Community through better utilisation of resources. Together with the strategic focus around cost reduction, revenue generation and Community service / stimulus, the Plan includes a focus on improved management and internal effectiveness of Council.

This Plan also reviews and identifies the different ways Council functions to achieve actions – such as recognising Council work as leaders and advocates for change, partners to achieve outcomes as well as service providers and responsible owners or custodians of Island assets. Understanding the different ways Council can pursue outcomes for the Island allows not just the Council to better use its resources but improves how the Council works with others to help in the achievement of Island outcomes.

By working collectively with others and utilising the range of tools available, the Kangaroo Island Council (KIC) seeks to implement this Strategic Plan and create and support good decision making for the best returns for the Island.



2 Kangaroo Island - Our Place

Kangaroo Island is a place apart, a place of unspoiled nature, authentic products and experiences that help residents and visitors to pause and reflect on the things that really matter in life.

The third largest Island in Australia, it is separated from mainland South Australia by a 15 kilometre stretch of ocean named Backstairs Passage. The Island's dramatic coastline is bound by Investigator Strait to the north and the Southern Ocean to the south.

The Island covers 4,500 square kilometres of diverse landscapes which inspire and enliven so much of what happens here. Its rich natural environment is widely acknowledged and recognized with approximately 25% per cent of the Island protected as national park and conservation areas.

Today Kangaroo Island is home to 4,531 residents. Each connected to the Island's rich heritage and diverse natural environment by the respect, independence, resourcefulness and ingenuity that has made Kangaroo Island what it is today. The rate payer base of the Island is as follows:

- 5,914 rate payers
- 2,691 of off Island rate payers (47%)
- 3,223 of on Island rate payers (53%)

The Island receives approx. 192,928 visitors each year, which is steadily increasing, over 42 times its resident population. Most of these visit during summer to relax and enjoy the beaches and water although the climate is quite temperate and an ideal all year round for holidays. Councils in general are not best placed to derive direct benefit from this visitation, yet carry the cost and responsibilities associated with servicing their demands and impacts. This needs to change in the "new" age of Council and both Council and Community need to recognize this.

Kangaroo Island Council was formed in 1996 following the amalgamation of the District Councils of Kingscote and Dudley. Our Council of Elected Members comprises the Mayor and nine Councillors elected from across the Island – there are no Council Wards. Council elections are held every four years (as for all South Australia) and a new Council was elected in November 2014.

Council currently employs +/- 60 members of staff covering all aspects of service from infrastructure construction, maintenance, general inspectorate (fire protection, dog and cat management, parking, compliance) activities, development, building and environmental services, asset, contracts and technical program management, rates and revenue services, library, customer service, Community affairs and financial and human resource management.

Council have started a process of value / service provision review which is focusing on whether services currently / historically provided by Council can be better and more cost effectively delivered in partnership with the Community.



3 Context and Approach of this Plan

The Kangaroo Island Council has designed this Plan to increase the effectiveness of Council delivery by prioritising its resources over the next four years to:

- Firstly, effectively **deliver** the essential services and legislative requirements to the Island
- Secondly, provide a leadership role and **support** activities that address opportunities and challenges impacting the Island and overall decision making

Providing greater clarity between essential and core services that are Council's legislated responsibility and the work of the Council to assist, lead, advocate, educate and partner with others to achieve outcomes is an important one for more effective resourcing decisions. The consultation process for this plan showed the highest priority of Council should be around effective delivery and management of core and legislated activities and services. Optional activities and services that may be sought by Community, but are not a primary Council role, should be analysed carefully. Generally there is no desire to see a loss of services but it was recognised that some existing activities that are not core Council responsibility may be able to be provided by others. In addition, some core areas of Council responsibility may be able to be undertaken in partnership with others, freeing up scarce Council resources for higher priority activities. This is important as certain core Council areas were also flagged as requiring greater focus. Each action in the Plan is coded as a 'delivery' or 'support' area to improve recognition of this vital principle – essential Council tasks (delivery) and desired Council tasks (support).

The Kangaroo Island Council has identified three simple strategic approaches to improvement:

- Cost Management
- Revenue Generation
- Community Service / Stimulus

To help achieve these, this Plan will consolidate recent progress in strengthening the Council's governance, administrative and financial management approaches to cope with very limited budgets and significant legislative requirements. There will be a focus on better communication – with all key stakeholders - to improve the transparency and understanding around Council work but also to better partner and leverage with others.

A Council four year Strategic Plan is a high level document that plays a central role in shaping the Council's priorities. The Plan does not aim to list all the many actions that the Council will undertake over the next four years. To provide context, a list of current activities derived from the Kangaroo Island Council Business Plan is in Attachment B.

The actions and activities of the Council over the next four years have been grouped into **seven areas of work**:

- Infrastructure – the responsible management and provision of essential Council services
- Our Shared Vision – planning for our Island's future
- Community and Island Culture – supporting our diverse Community and Culture
- Collaboration - cross government relations
- Our Island – Healthy natural and cultural environment
- Supporting our Economy – working to facilitate and develop an attractive environment to conduct business in
- Our Organisation – internal management and organisational effectiveness



THREE SIMPLE STRATEGIC APPROACHES TO IMPROVEMENT

Responsible Cost Management

Revenue Generation

Community Service/Stimulus

SEVEN AREAS OF WORK

Infrastructure

Our Shared Vision

Planning Our Islands Future

Collaboration

Cross Government Relations

Our Environment

Natural & Cultural

Supporting Our Economy

Community & Island Culture

Our Organisation

Internal Management

Organisational Effectiveness

DELIVERY

Primarily effectively **deliver** the essential services and legislative requirements to the Island

SUPPORT

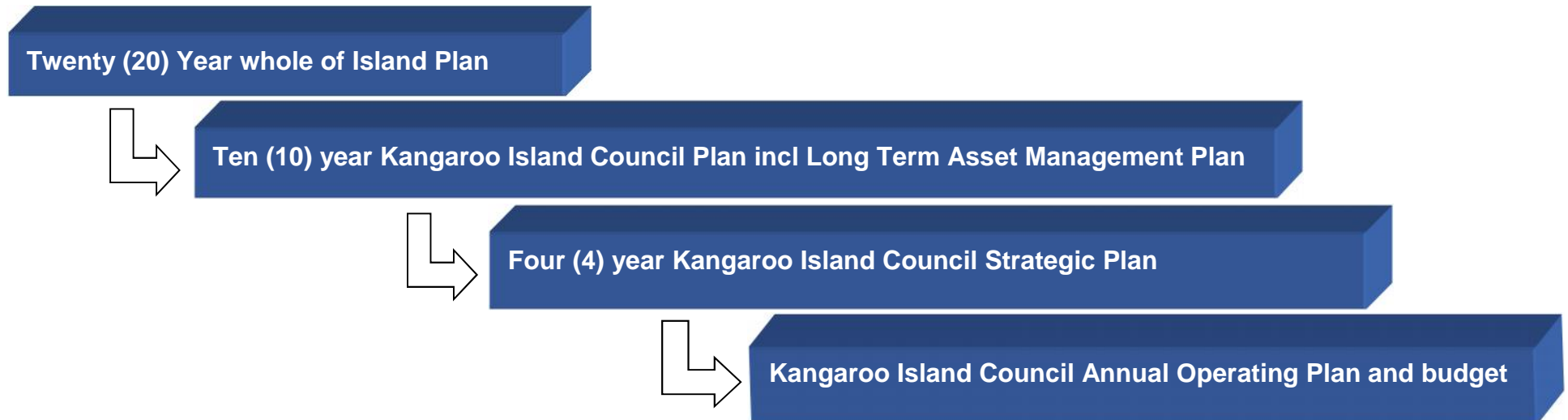
Secondarily, provide a leadership role and **support** activities that address opportunities and challenges impacting the Island and overall decision making

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This Plan continues the momentum gained by earlier Plans and also acknowledges the extensive work that has occurred in the last few years concerning improvements in Island management through the work of Council, the Kangaroo Island Futures Authority (KIFA), the Community and the appointment of a Commissioner for Kangaroo Island to better coordinate and deliver State Government Services and the interaction between State and Local Government on the Island. It also draws on the Community consultation process undertaken around this Plan that is summarised in Attachment A. The input was significant and has provided a good foundation for the focus of this four year Plan and reinforced that this Plan should specifically focus on providing:

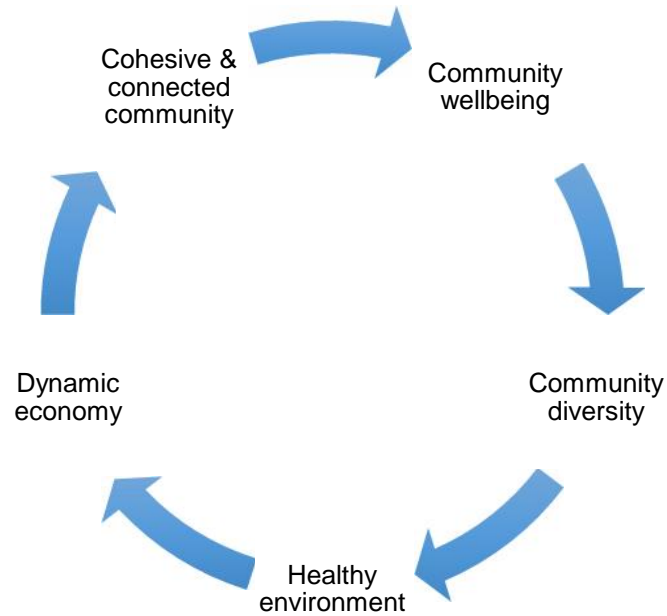
- A clear understanding of Council's role and work (transparent and understood by Community)
- A focus on core and essential Council work
- Appropriate long term planning to guide the Island's future plus work around
 - o asset management and maintenance forward planning
 - o risk management
 - o budget and financial management to attain financial sustainability by 2024
- Work in partnership with Community and others
- Better governance for the Island
- Improved communication
- Continue the focus of effectiveness of the organisation to ensure the Kangaroo Island Council has the capacity and capability to make strong and effective contribution to the Island's future.





4 What We Are Working Toward – A Sustainable Kangaroo Island

The Kangaroo Island Council plays a key role in maintaining and developing the capacity for residents to live, work and play in a healthy, positive, diverse and supportive environment now and into the future. The Council does this by its direct actions and the influence and partnering it does with many other entities.



The current Mission, Vision and Values of the Council are included here, and it is noted in the strategic actions below that these should be reviewed as part of this Strategic Plan.



5 Kangaroo Island Council Vision, Mission, Values and Behaviours

5.1 Our Vision

A confident, growing and cohesive Community:

- Benefiting from a thriving economy based on strong tourism and primary production
- Preserving our unique heritage
- Sustainably managing our natural environment

5.2 Our Mission

To provide leadership, direction and responsible stewardship of resources and delivery of efficient cost effective key services to our Community.

5.3 Our Values and Behaviours

- Creativity and innovation
- Equality
- Accountability and transparency
- Sustainability
- Service orientated
- Participatory

The *Next Steps* Program is an organisational change program which commenced in 2011. It applies to all aspects of the business, identifying those core areas that require attention.

All staff participate in this program which is designed to focus and empower everyone in the business to deliver performance in these key areas.

Next Steps has led to the creation of a *Future Leaders* staff development program & the adoption of an online learning management system for all staff utilising nationally-certified units of competency.





6 How We Work – Council’s Role

With limited resources but significant Community needs and expectations the Council needs to continue to explore new ways of working to improve effectiveness. This is not unique to Kangaroo Island and local governments across Australia recognise they play multiple roles in their communities. The different ways of functioning could be considered to include:

Council’s Role	Council will....	Example.....
Owner or custodian	Manage Community assets including roads, buildings, facilities, public space, reserves on behalf of current and future generations	Road management; Parks and Gardens maintenance
Lead and empower	Lead by example through best practice	Optimised Council resources in partnership with Community
Provide and respond	Provide a service	Community Passenger Network
Promote and educate	Develop resources to provide a common understanding; Provide information; Display Community information produced by others; Educate	Work with the Community to increase understanding of the need for improved dog and cat management, fire protection etc.
Facilitate and connect	Bring together stakeholders, or join with other parties, to collectively pursue a shared interest or service or resolve to an issue	Work with the Commissioner for Kangaroo Island to analyse ways to improve access to the Island
Partner and collaborate	Contribute funds and/or resources towards an initiative or service that is delivered with other parties	Fleurieu Regional Waste Authority Community infrastructure grants
Regulate	Specific role in response to legislation and compliance – direct, specific or general in nature (such as duty of care).	Assessment of development, building and environmental health applications
Fund / grant / auspice be the funding recipient/ apply for funds	Collect and distribute funding to Community (required by legislation or policy on behalf of Community).	Apply for grant aid specific to Council works; work with Community to facilitate their application for grant funding
Advocate and influence	Make representations on behalf of the Community; engage in public policy development in the interests of the Community	Lobby utility providers to deliver appropriate equitable service provision



7 Who We Work With

There are many entities who work to create improvements on Kangaroo Island. Resources, both time and funds, are limited and many of our plans and aspirations overlap. It is critical to find more efficient and effective ways of working together. The importance of drawing on previous Plans to minimise duplication was explicitly noted in the development of this Plan.

8 Key Partners

Community

On - Island associations

Off - Island ratepayers

Kangaroo Island Commissioner

Other parts of Government, State/Federal and service providers

- Fleurieu Regional Waste Authority (FRWA) – this is a regional subsidiary formed by three Local Councils on Southern Fleurieu and Kangaroo Island Council
- Southern and Hills Local Government Association (S&HLGA) – a regional subsidiary of five local Councils on Mainland (Barossa, Adelaide Hills, Yankalilla, City of Victor Harbour and Alexandrina Councils together with Kangaroo Island Council)
- Local Government Association of South Australia (LGASA)
- Kangaroo Island Futures Authority (KIFA) – a State Government Authority set up in 2011 to address the issues of Access, Infrastructure, Power and Economic Growth for the Island (until handover to the Commissioner for Kangaroo Island in July 2015)
- State Government Departments – DPTI, DECTS, DMITRE, DEWNR, DPC etc.

The development of this Plan included the review of extensive existing information and input from Community on priorities and issues and opportunities impacting the Island – and specifically drawing from:

- Kangaroo Island Annual Business Plan 2014-15
- Long Term Financial Plan 2014-24
- Kangaroo Island Council Strategic Plan 2010–14
- Kangaroo Island Development Plan 2014
- Kangaroo Island National Landscapes Strategic Tourism Plan 2013
- Paradise Girt By Sea 2011
- South Australia: A Better Place To Live – SA Health 2013
- South Australian Strategic Plan
- Local Government on Kangaroo Island Today and Tomorrow, JAC Comrie Pty Ltd 2008
- Strategic Waterfront Development Opportunity 2010
- Progress Association Plans
- Kangaroo Island Council Art and Culture Policy
- Citizens Jury 2013 –14 documentation and Community consults
- Regional Development Australia Regional Road Map



9 The Seven Work Areas

These seven work areas summarise the focus of Council over the next four years.

- Infrastructure – the responsible management and provision of essential Council services
- Our Shared Vision – planning for our Island’s future
- Community and Island Culture – supporting our diverse Community and Culture
- Collaboration - cross government relations
- Our Island – Healthy natural and cultural environment
- Supporting our Economy – working to facilitate and develop an attractive environment to conduct business in
- Our Organisation – internal management and organisational effectiveness

Shaded areas indicate **DELIVERY** non-shaded indicate **SUPPORT roles by Council** (Refer to ‘Context and approach of this Plan’ page 5 and 6.)



9.1 Infrastructure – The Responsible Management and Provision of Essential Council Services

The provision of reliable and appropriate infrastructure is a core Council responsibility and also a vital enabler for businesses and Community across the whole Island. The suite of Council owned or managed infrastructure includes roads, boat ramps / jetties, airport, water, sewerage as well as a wide range of built environment facilities including sporting ovals, pool, playgrounds, campgrounds and specific buildings and structures the Council owns.

Appropriate long-term asset management linked to annual operating plans and work schedules is essential for effective management of Council assets. Significant improvements have been made in recent years and work on improving allocations of resources to maximise efficiencies will continue in this Plan. This includes the development of an Infrastructure Asset Management Plan (IAMP) that connects residential and business needs via town plans to infrastructure maintenance and improvements.

The road network is Kangaroo Island Council's largest single responsibility. State Government have responsibility for 100 km of sealed roads connecting the major townships of Penneshaw, American River, Kingscote and Parndana with the remainder 1,340km being under direct ownership of Council. Of the 1340km, 208km is rural bitumen-sealed roads, 44km is township bitumen-sealed roads; 1,042km is rural unsealed gravel pavement and 46.4km is township unsealed gravel pavement. Management of the road network is a major task for Council and comprises 30% of Council operating expenditure, requiring a depreciation allowance annually of \$2.7M. In addition, the majority of the rural unsealed gravel roads were not constructed to a formal standard and so there are significant issues with drainage and road surface materials that create substantial maintenance costs. Currently the State Government makes an annual support contribution of \$2M towards the upgrade of Unsealed Roads and it is vital that this funding continue for at least the next ten years. The Council has been exploring options to allow further improvements to the road network and find sustainable ways to manage costs. This Plan continues this focus.

The Penneshaw Community Wastewater Management Scheme has gone through the full design and approval process and Council is committed to construction, pending successful development approval for the wastewater treatment plant and treated water storage lagoon and a confirmed funding agreement with the CWMS Subsidy Committee (managed by the LGA). Construction is likely to commence in July 2015 with a year from start to full connection – this project will substantially improve the long term physical environment, economic sustainability and demonstrate great social outcomes for the town.

A cost effective reliable and long- term sustainable energy supply is vital for the future of Kangaroo Island and much work has been carried out over the last three years by KIFA / Council in collaboration with SA Power Networks (SAPN – South Australian sole-Distributed Services Network Provider for electricity) to develop a robust business case for the renewal of the 33kva undersea mains power supply cable before it fails. This renewal will lock in significant additional capacity for the Island and offset the potentially devastating costs to our economy that would accompany a complete failure of the cable. This business case is required to be submitted by SAPN to the Australian Energy Regulator (AER) for consideration for inclusion into the approved capital works programs for the 2015-20 Regulatory Period. This upgrade alone will not solve all power issues across the Island as the physical age of distribution infrastructure and its capacity means that for many areas it is not possible to conduct more electricity without a significant pole and wire upgrade. Much effort has been focussed on the opportunity for renewable energy to form part of an overall Island-wide solution and Council has led investigations into the opportunity for the formation of a Community Owned Energy Business that could aggregate demand and develop generation / storage / distribution options on-Island and negotiate savings, supply quality, security and quantity upgrades for the Island Community accordingly.

As an Island, ease of access for both freight and people is essential. The Council will continue to explore options with partners to maximise opportunities for improvements, particularly around the management of Kangaroo Island Airport which is owned and managed by Council. Considerable work has been carried out with regards to the potential for developing alternate routes to enable passenger growth and revenue generation from more direct access. Council remains a key partner in establishing, facilitating and maintaining Community-friendly, cost effective sea transport services.

A number of essential infrastructure elements are not owned by Council, such as telecommunications, reticulated water supply (SA Water) and Kingscote, American River, Vivonne Bay and Penneshaw Jetties / Wharves (DPTI). Council recognises the importance the provision of these play in Island life, and prioritises a support role of working with key partners to facilitate outcomes and lobbying for Island improvements.

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Infrastructure

Shaded areas indicate **DELIVERY** non-shaded indicate **SUPPORT roles by Council** (Refer to 'Context and approach of this Plan' page 5 and 6.)

Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
A long term infrastructure Asset Management Plan (IAMP's) and a process of continuous improvement	Cost Reduction	Develop and implement Infrastructure Asset Management Plans	2.1	Leader, Owner / Custodian	Condition-based long term AMPs complete for all major asset; Strategic AMPs established where required (Roads and supporting infrastructure); Includes Risk Management and linkage to Recovery Plan
	Cost Reduction	Prioritise infrastructure based on residential and business needs. - Link infrastructure needs with town plans.	2.2	Leader, Owner / Custodian	Strategic AMPs feeding Capital Works Programs linking to available outside funding
	Cost Reduction	Maintain and improve core infrastructure sustainably.	2.3	Leader, Owner or Custodian	Maintain current \$2M State Government road funding support; Refresh DPTI 10 year plan; Optimise investment to achieve Strategic AMP for roads and supporting infrastructure
Explore further options for ownership / funding models of road network to achieve long term financial sustainability	Cost Reduction	Designate rural sealed roads as State Roads	3.1	Leader, Facilitate / Connect	Modelling undertaken to establish impact on FAGS revenues in conjunction with LTFP impacts
	Cost Reduction	Utilities - Lobby utility providers to deliver appropriate equitable services and infrastructure to underpin Kangaroo Island's sustainable growth, including energy, water and telecommunications.	8.2	Advocate / Influence	Continued advocating
E-Tags for road users	Revenue	Toll roads for all roads for non-resident users.	13.1	Leader / Owner	Establish appetite for and recognition of need to investigate principals of User-Pays through Toll Infrastructure;
	Revenue	Optimise parking revenue	13.2	Leader / Owner	Best technical options for parking revenue management established; Parking plans for main townships (Kingscote, Penneshaw) established
Kangaroo Island Airport is managed in a sustainable manner that enables economic prosperity	Revenue	Develop case for Airport redevelopment and expansion of services	14.1	Owner / Custodian	Existing case developed further
	Revenue	Package Infrastructure, service opportunities with other Community investment propositions to increase attractiveness for Public Private Partnership (PPP) potential	14.2	Owner / Custodian	Investment opportunities developed and supported
A built environment that delivers on Community needs	Stimulus / Service	Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc.	23.1	Partner	Maintain a minimum of \$200K per funding round in the Community Capital Infrastructure Grant Program to support and encourage Community investment; Maintain a minimum of \$35K per funding round in the Community Partnerships Grant Scheme to support Community Projects
	Stimulus / Service	Finalise the Penneshaw CWMS plan and engage contractor to complete works	23.2	Leader, Owner / Custodian	Construction complete within budget (or acceptable variances)



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	Stimulus / Service	Connection of all premises to Penneshaw Scheme in compressed timescale	23.3	Leader, Owner / Custodian	Connections completed
	Stimulus / Service	Continue extension and rationalisation of existing schemes to provide whole of town approach to wastewater management	23.4	Leader, Owner / Custodian	Extension / rationalisation plans completed



9.2 Our Shared Vision - Planning our Island's future

Providing leadership in determining a shared approach to the long term future of the Island is a key Council obligation together with the planning and development that needs to be put in place to deliver the vision and ensure the businesses and individuals on the Island flourish. While the Council is not responsible for delivering all Island aspirations it will continue to take an active lead role in developing agreed pathways that will create a sustainable Island future for all. This four year plan identifies three significant areas of work that Council will actively pursue. Further actions against each of these three areas will be identified in each Annual Operating Plan based on progress the previous year.

- **A whole of Island 'Community' plan** creating a clear agreed vision for Kangaroo Island and a 10-20 year direction that will assist Council and other entities focus future work on agreed major directions for the Island. An overarching Plan will also show how the work of a number of different entities contributes to the achievement of Island goals. The development of an overall Plan will also assist Community understanding on the areas where the Council has prime responsibilities and how and where it supports others to achieve Island goals and aspirations.
- **Population growth management** is essential as a larger resident Island population would assist in making businesses and services on the Island more sustainable as well as growing Council revenue streams, allowing Council to also improve its service levels. Sustainability of the Island, preservation and enhancement of its culture, environment and heritage are important to balance in this process. Analysis of the impact of population growth, the pace of change that can be managed effectively and the means and mechanisms that can practically be used to achieve goals needs to be undertaken.
- **Fostering innovation** by growing the Island's capacity to be a base for education and research, particularly around the marine environment and sustainability. Initial work has been undertaken by KIFA and Council, will work to explore and maximise opportunities in this area.

Our Shared Vision

Shaded areas indicate **DELIVERY** non-shaded indicate **SUPPORT roles by Council** (Refer to 'Context and approach of this Plan' page 5 and 6.)

Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Have a shared Vision and develop a whole of Island 10-20 year Community Plan	Stimulus / Service	Initiate, lead / facilitate Community discussion on Vision for Future	21.1	Lead, Facilitate, Partner and Connect	Process commenced
	Stimulus / Service	Develop a 10-20 year Community Plan that sits across all entities and areas of the Island	21.2	Lead, Facilitate, Partner and Connect	Community Plan developed
Increased resident population of Kangaroo Island to drive economic growth	Stimulus / Service	Develop a vision for sustainable population growth	31.1	Influence, Lead, own	Kangaroo Island population growth strategy document produced
	Stimulus / Service	Develop plan to meet vision	31.2	Influence, Lead, own	Operational Plan to manage population growth in place

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Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Foster Innovation	Stimulus / Service	Advocate, facilitate and support the development of intrastate, interstate and international education, research and development facilities in conjunction to Industry, State & National Government	33.1	Facilitate and Connect, Advocate and Influence	Audit what is already available on Kangaroo Island and play an active role in advocating and promoting



9.3 Community and Island Culture - supporting our diverse Community and Culture

Council has few legislated requirements or 'delivery' actions here, but is responsible for monitoring of health risks and standards that ensure the health and safety of residents, visitors and the Island reputation around food exports. While there may be few legislated areas of delivery, it is an area where the Council is highly active partnering and providing direct support to Community initiatives as well as partnering with other parts of Government and agencies such as schools. The Council will review its current work here and increasingly shift from Council taking responsibility or owning functions/ activities in this area to a more appropriate role where it is a facilitator, supporter, connector and conduit for funds from other grants etc. Changing the emphasis of its approach will help Council to better assist in partnering to achieve Community aspirations and outcomes. This is an important way Council can support Island outcomes that are non-core Council business. The extent both Councillors and staff participate in Community meetings and events is an indication of this collaborative approach already. Council will continue to build and develop practical mechanisms of creating shared and agreed Community outcomes such as the Council Community grant programs that supports local priorities in a long term sustainable way.

Community and Island Culture

Shaded areas indicate **DELIVERY** non-shaded indicate **SUPPORT roles by Council** (Refer to 'Context and approach of this Plan' page 5 and 6.)

Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Optimise Costs to Council in partnership with Community	Cost Reduction	Work with Community to identify areas of cost / service that may be "localised" and run at greater efficiency and lower cost (e.g. tidal pool, campgrounds, playgrounds, parks and gardens, sporting facilities and ovals)	9.1	Lead and Empower; Partner and Collaborate.	Council costs reduced; Empowered Community with additional revenue stream
Support Community priorities and activities in line with strategic directions - through grants to reduce costs	Cost Reduction	Continue the momentum of the Community Grant Partnerships approach	10.1	Provide and Respond, Facilitate and Connect	Effective grants partnership model maintained
	Cost Reduction	Further develop the Community Passenger Network (CPN).	10.2	Provide and Respond	Passenger usage increased; Passenger network needs reviewed annually and recommendations implemented
Promote living on Kangaroo Island to increase rate revenue.	Revenue	Establish marketing plan for living on Kangaroo Island.	16.1	Lead, Partner / collaborate	Marketing plan produced
	Revenue	Target potential residents	16.2	Lead, Partner / collaborate	Increased on Island residents
	Revenue	Deliver a "Live KI" Prospectus. Work with Brand KI and Key stakeholder groups to develop and maintain a range of information in the form of a prospectus to attract new residents to KI	16.3	Influence, Lead, own	"Live KI" Prospectus developed and released

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Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Grant Optimisation Opportunities for Council / Community	Revenue	Collaborate to support external grant funding application opportunities between Council and Community Groups for key services and infrastructure	19.1	Partner and Collaborate.	Supported applications from Community / Council
Stronger (empowered) and active Community and organisations	Stimulus / Service	Develop online toolkit - 'How Council can Help you.'	25.1	Provide, respond, facilitate and connect	Coordinate and deliver integrated pack
Sustainable Housing for KI residents in need of assistance	Stimulus / Service	Deliver a Community Housing Strategy for the Island	32.1	Lead, Advocate and Influence	Community Housing Strategy written and advocate for adoption and implementation
Support services needed on the Island.	Stimulus / Service	Council to be a voice for Community - advocating for needs.	34.1	Facilitate and Connect, Advocate and Influence	Needs of Community consistently met where possible
High level of Community engagement	Stimulus / Service	Develop Community communications strategy	38.1	Facilitate, connect	Community communications strategy developed and implemented
	Stimulus / Service	Connect and support opportunities for skill development and effective Community responses to opportunities and challenges.	38.2	Provide and Respond, Facilitate and Connect	Volunteer programs developed
	Stimulus / Service	Encourage active citizenship by ALL (including off-Island ratepayers, retirees and youth)	38.3	Facilitate, connect	Support maintained for current Groups; email and mobile phone details collected for ALL KI Citizens - on and off Island ratepayers; "Connect KI" established
	Stimulus / Service	Encourage, support and partner with Community to develop Arts, Heritage, Youth and Culture, sports, tourism, business, participation and promotion	38.4	Promote and Educate, Facilitate and Connect, Partner and Collaborate.	Annual festivals / celebrations days supported; Increased use of Town Halls to promote and support Community Project
High level of commitment for a Healthy Environment	Stimulus / Service	Adoption of the Kangaroo Island Regional Health Plan	38.5	Lead, Partner and Collaborate	Active involvement in HAC, FWS, KI Strategic Housing Plan, SA Families, DEWNR, NRMB, KICE



9.4 Collaboration - Cross-government relations

Further improvements in Island governance and management at all levels will result in more collaborative approaches and increased efficiencies. Limited Island resources mixed with high levels of fragmentation with multiple associations and organisations, high meeting workloads and significant overlapping areas of interest and activity create significant inefficiencies. A focus on improved leveraging of resources, funds and effort needs to be continually explored. Agreement on priority directions and actions rather than mixed or out-of-step approaches will also help. Leadership by Council in this support area should result in Council finding better ways of delivering their own responsibilities and also result in improvements across:

- On-Island – off-Island decision making
- Cross agency provision of services on Island
- Local level association and club activities and outcomes
- Capacity to explore alternative funding models
- Capacity to explore alternative resource models

Many parts of Government have no formal representation on the Island. Islanders may not necessarily be aware of what part of Government delivers which type of service support. There is a lot of sense, both for Community and for Government, to create much closer on-Island linkages between different parts of Government.

Collaboration

Shaded areas indicate **DELIVERY** non-shaded indicate **SUPPORT roles by Council** (Refer to 'Context and approach of this Plan' page 5 and 6.)

Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Integrated and improved delivery of Government Services	Cost Reduction	Government Service Delivery - Explore a coordinated approach to combined Government service delivery on the Island including potential provision of single on-line portal	8.1	Facilitate and Connect	Coordinated service delivery model developed
	Cost Reduction	Integrated Purchasing - Explore better cooperative purchasing across agencies in areas such as fuel, power, building infrastructure etc.	8.3	Facilitate and Connect, Advocate and Influence	Reduced costs to Community, Agencies and Council
	Cost Reduction	Island-wide Approach to Community Program delivery - re-direct current Council participation in health and education to appropriate entities e.g. Library.	8.4	Facilitate and Connect, Advocate and Influence	Areas of redirection identified and plan developed; Required policies amended

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Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
	Cost Reduction	Develop shared cross-agency plans such as Bushfire prevention, flood mapping of Island and drainage approaches. Climate Change and Recovery Plan.	8.5	Lead and Empower, Advocate and Influence	Continued participation in mandatory Committees (e.g. KIBFC); Cross-Agency opportunities leadership group established; Development of sub-groups on an "as needs" basis
	Cost Reduction	Active collaboration / discussions with other Islands, partner Councils (regional collaborations), reference groups and networks	8.6	Facilitate and Connect	Ongoing collaboration
Work collectively with other parts of Government to leverage funds	Revenue	Identify opportunities like remote area tax incentives.	18.1	Advocate and Influence	Funds leveraged where possible
Advocate for Community Benefit outcomes	Stimulus / Service	Council to actively promote, assist and secure Government Agency support for Community issues / ventures	35.1	Facilitate and Connect, Advocate and Influence	Government support secured where possible



9.5 Our Island – Healthy natural and cultural environment

Kangaroo Island’s natural environment, both land and sea has shaped its settlement and development and continues to be a major influence on the success of Island businesses and the lifestyle of residents and visitors. Much of the work around the maintenance and environmental sustainability of the Island rests with Kangaroo Island Natural Resource Management Board (KINRM) / Department for Environment, Water and Natural Resources (DEWNR). Council has a direct delivery responsibility around elements of land it either owns or manages on behalf of Crown Lands or the Community. It also has responsibility for the provision of residential and business waste management services including collection and disposal. Currently all waste is shipped off the Island and while this minimises land-fill waste disposal issues on-Island (to emergency requirements only), it is costly. This Plan includes a focus on continued analysis of options to create better outcomes through Community education and minimisation of waste as well as disposal options.

Further Community engagement and partnership approaches around dog and cat management (a legislated Council responsibility) will reduce costs for the Council and improve outcomes for Kangaroo Island’s unique wildlife.

Large scale and long term issues such as climate change, flood mitigation, drainage and bushfire management are vital areas and flagged in this Plan for Council to work in conjunction with others to plan a range of approaches that support the long term sustainability of the Island.

Our Island

Shaded areas indicate **DELIVERY** non-shaded indicate **SUPPORT roles by Council** (Refer to ‘Context and approach of this Plan’ page 5 and 6.)

Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Environmentally sustainable best practice in Council decision making	Cost Reduction	Fleurieu Regional Waste Authority (FRWA) as regional subsidiary continues to develop best practice solutions	4.1	Partner	KI Waste Management Plan to be revised; Hard / Green / Bulky waste management to be reviewed; Waste Collection to be reviewed;
	Cost Reduction	Explore opportunities to decrease costs around ongoing management of waste for whole of Island <ul style="list-style-type: none"> • Review consumer needs • Glass crusher on Island • Sorting facilities on Island 	4.2	Partner	Community education Waste volumes decreased Investigations into on Island glass crushing completed and evaluated. Costs reduced by %
	Cost Reduction	Community wastewater management - continue to optimise existing schemes to meet Community needs;	4.3	Leader, owner	No environmental breaches;
Environmentally sustainable best practice in Council decision making	Stimulus / Service	Incorporate environmentally sustainable practices in Council decision making.	36.1	Lead and Empower	Strong partnership with KINRM Board maintained
	Stimulus / Service	Continue focus on development of sustainable flood and Island drainage mitigation.	36.2	Owner / Custodian	Improved drainage and reduced flooding
	Stimulus / Service	Climate Change Adaptation	36.3	Advocate and Influence	Council to remain informed around the impacts of climate change on Kangaroo Island so this can be considered in decision making

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Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
	Stimulus / Service	Encourage Community to adopt better cat and dog management.	36.4	Owner and Custodian, Promote and Educate	Increased levels of registration; decreased incidences of dog intervention required; cat trapping in townships program developed further
	Stimulus / Service	Roadside Vegetation Management Plan developed, agreed and implemented	36.5	Lead, Partner, Collaborate, Custodian	RSVMP developed, approved and implemented in conjunction with NRMKI Board
That the wellbeing of our Community be to our constant care	Stimulus / Service	Adoption of the Kangaroo Island Regional Plan to be informed and aware of social problems within our Community	36.6	Lead, Partner, and Collaborate	Active involvement in HAC, FWS, KI Strategic Housing Plan, SA Families, DEWNR, NRMB, KICE
Encourage the development of Art's in all its forms	Stimulus	Adoption of the Kangaroo Island Art and Culture Policy	36.7	Lead, Partner, Collaborate, Custodian	Consider all requests for support through grants and sponsorships



9.6 Supporting Our Economy – Working to facilitate and develop an attractive environment to conduct business in

The Council is one of the main employers on the Island and also recognises its purchasing and subcontracting policies significantly influence the economy of the Island. In terms of activities, the Council undertakes little direct work here and primarily has an enabling function, supporting economic growth via development and management of land use and development policies together with infrastructure and service provision. By improving internal efficiencies and its responsiveness to Island priorities, the Council will continue to improve the positive and supportive business environment. By examining areas of cost reduction for the whole Island such as energy and access to and from the Island for freight and people, the Council will also be fostering a supportive business environment. Much of this work is outlined in other sections. Some activities are core Council responsibility and others are high priority support areas for Council.

In addition, the Council will continue to support and partner on-Island business associations such as Tourism Kangaroo Island and the Kangaroo Island Brand Alliance as well as facilitate major investments that have the capacity to significantly improve outcomes across the Island.

Supporting Our Economy

Shaded areas indicate **DELIVERY** non-shaded indicate **SUPPORT roles by Council** (Refer to 'Context and approach of this Plan' page 5 and 6.)

Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Reduce Costs to Community / Council	Cost Reduction	Advocate for affordable access to Island by both sea and air, for freight and people.	7.1	Advocate / Lobby	Fares reduction for passengers and freight for Island residents; Understand drivers for change focussing on access
	Cost Reduction	Work collectively with State / Federal Governments to leverage funds	7.2	facilitate, partner, connect	Additional funds secured
	Cost Reduction	Establish economics of Driver Instruction, Examination; Vehicle Inspection services currently provided by DPTI being provided on Island by Council	7.3	Collaborate, Lead, Custodian	Recommendations adopted
A supportive environment exists for business and economic development	Revenue	Encourage investment opportunities	17.1	Advocate and Influence	Increased investment on KI
	Revenue	Develop strategic alignment with regional development.	17.2	Advocate and Influence	Ongoing collaborative projects and information sharing
	Revenue	Support development of industry alliances, networks and clusters	17.3	Facilitate, connect, partner	Kangaroo Island Brand Champion; participation as required with peak industry groups
Community owned energy infrastructure company	Revenue	Establish process for aggregating Community Power demands (and generation) and look to establish if better pricing is possible	20.1	Lead, Partner, Collaborate, Facilitate, Custodian	Process established; if viable then implemented

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Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
	Revenue	Prepare financial modelling to establish viability of energy generation, storage and distribution infrastructure for Island Community and business. Kangaroo Island Community Energy	20.2	Lead, Partner, Collaborate, Facilitate, Custodian	Modelling complete; business case established
	Revenue	If modelling justifies this is economically viable proposition then create framework for KI Community Energy	20.3	Lead, Partner, Collaborate, Facilitate, Custodian	Create governance framework for KI Community Energy
	Revenue	Explore and secure partners for KI Community Energy	20.4	Lead, Partner, Collaborate, Facilitate, Custodian	Partners secured
A supportive environment exists for business and economic development	Stimulus / Service	Provide effective, efficient development, building and environmental services solutions for the Community	28.1	Leader, Owner / Custodian	Timely Processing
Optimise KI Land use to grow the Island economy	Stimulus / Service	Continue to monitor and refine KI Development Plan to provide appropriate development opportunities underpinned by sound environmental, economic, social and technological considerations	30.1	Leader	0
	Stimulus / Service	Continue to develop more structural plans for the four major towns and coastal settlements	30.2	Partner / Collaborate	Structural Plans for the four major towns: American River, Kingscote, Parndana and Penneshaw developed.
	Stimulus / Service	Continue to lobby for better consideration of Island issues within State and Strategic infrastructure plans.	30.3	Advocate / Influence	Island voice at Cabinet level



9.7 Our Organisation - Internal management and organisational effectiveness

The primary focus of Council revolves around delivering the legislatively required tasks and core work areas. Community consultation supported the need for Council to have the capacity to do its job well. Further development of existing approaches is needed to ensure the systems and support is in place internally to maximise the effective and efficient use of Council resources and ensure public accountability expectations are met. A specific focus will be on strong evaluation and performance monitoring approaches that will link planning to work outputs and strengthen Council activities over time.

In addition, the consultation process reinforced the desire by Community to understand the Council's core roles and be able to distinguish the primary responsibilities of Council from additional Community wishes and aspirations for the whole Island. While this Plan reflects strategic priorities it also separately simply shows the total ongoing work of Council (Attachment B). Good communication assists all Community members and partner organisations understand how better to input and work with Council to achieve outcomes. Transparency is also needed across timelines, resource expenditure and prioritisation around decision making.

The Council has been creating a strong long term planning process around infrastructure and asset management and key directions for the Island. This ongoing work should be continued and further strengthened. The four year plan should therefore:

- Focus and build on good existing work and not be all about new ideas.
- Align with the 10 year Long Term Financial Plan to continue to strengthen the financial management and long term approach of the Council.
- Align with the Infrastructure and Asset Management Plan.
- Include appropriate risk management to ensure preventative action in areas such as fire prevention and asset maintenance is prioritised and proper land use planning, infrastructure and facility design is scheduled and delivered.
- Ensure Council is given the first right to business opportunities (such as energy and road maintenance).
- Ensure Council approach to decision making include key criteria and filters such as long term goals around climate change and risk, desired population outcomes including cultural diversity and social inclusion, and specific areas such as the preservation of culture, arts and the Island's heritage.

Our Organisation

Shaded areas indicate **DELIVERY** non-shaded indicate **SUPPORT roles by Council** (Refer to 'Context and approach of this Plan' page 5 and 6.)

Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Appropriate business planning and financial management	Cost Reduction	Establish long-term sustainable service levels appropriate for the service provided and the funding available	1.1	Leader / Owner / Customer	Current Service Levels established; Future Service Levels established
	Cost Reduction	Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables	1.2	Leader / Owner / Customer	Department Reviews annually and changes implemented

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Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Adopt and resource best practice strategic and financial planning processes.	Cost Reduction	Remove inefficiencies in Core Business processes and de-risk business.	5.1	Owner and Custodian	Continue to implement and refine use of Deloitte Control Track system - minimise score 3 or less
Appropriate business planning and financial management	Cost Reduction	Develop and implement reporting procedures, tied to the Strategic Plan / Business Plan and maintain Strategic Plan as evolving document	6.1	Owner and Custodian	Develop formal standardised reports for Finance, Audit Committee Meetings covering linkages of financial reporting to project progress and annual business plan
	Cost Reduction	Simple Key Performance Indicators (KPI) reporting system developed and implemented with formal reporting to Audit / Finance Committees - extend to simple traffic light system for organisational health	6.2	Owner and Custodian	With formal reports to Finance / Audit Committees developed - extend to a simple traffic light system for organisational health
Appropriate business planning and financial management	Revenue	Optimise service charge collection	11.1	Leader, Owner, Custodian	All charges rationalised; Established alternative (cost effective) means of making service charge collection easier and more accountable (e.g. parking, boat ramp, campground fees)
	Revenue	Optimise opportunities for private works	11.2	Leader, Owner, Custodian	Increase Private Works Revenue
	Revenue	Adopt and resource best practice strategic and financial planning processes	11.3	Leader, Owner, Custodian	Sustainable balance of income investment and recurrent expenditure
Use Asset to best advantage	Revenue	Review underutilised reserves / non-usable assets and explore potential to lease, sell, co-develop for commercial or Community return	12.1	Leader / Owner	"Low-hanging fruit" review; Plan presented to Council for consideration; Business case developed to drive funding / partnership / investment attractiveness; Package Infrastructure, service opportunity with other Community investment propositions to increase attractiveness for Public Private Partnership (PPP) potential
	Revenue	Optimise returns from tourism operations.	12.2	Leader / Owner	Management plans for Campgrounds and Christmas Cove developed; Marketing plans for Campgrounds, Christmas Cove developed
Grant Revenue Optimisation	Revenue	FAGs Modelling to establish optimum return	15.1	Leader, Owner, Custodian	Complete investigation into formula structure to establish best means of maximising grant opportunities
	Revenue	Review key cost areas and improve capacity to target grants in these areas	15.2	Leader, Owner, Custodian	Review completed
	Revenue	Identify grant application expertise and utilise to optimise grant applications	15.3	Leader, Owner, Custodian	Expertise identified; capacity improved (training, contracting in etc.)

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Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Innovative approaches to Community Funding	Stimulus / Service	Investigate opportunity to create a Community bond issue to assist with better employment of capital / operating funds and / or new revenue generating investments	22.1	Leader / Owner	Determine feasibility and attractiveness of Issue
Effective Communication	Stimulus / Service	Establish optimised approach to Community Engagement through social media	24.1	Owner and Custodian	Email / Mobile database established; Community Emergency Contact List produced;
	Stimulus / Service	Improved website including cross-linking to other relevant partner sites (Brand KI / GFW / AGKI / TKI etc.)	24.2	Owner and Custodian	Improvements made
Improved Governance	Stimulus / Service	Establish a more efficient and effective Council meeting structures	26.1	Owner and Custodian	Prioritise Meeting structure to focus on strategies
	Stimulus / Service	Identify consolidation opportunities to reduce committee duplication and excessive workloads.	26.2	Owner and Custodian	Committee Structure review complete
	Stimulus / Service	Develop an online induction kit for potential and new elected members.	26.3	Provide, respond, facilitate and connect	Online kit developed
	Stimulus / Service	Conduct formal Elector Representation Review (assess Elected Member representation numbers and other formal issues)	26.4	Lead, Facilitate	Review conducted and completed
Positive Internal Culture	Stimulus / Service	Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes.	27.1	Owner and Custodian	Organisation Structure - Annual Review and report to Council (minimum); Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required
	Stimulus / Service	Provide opportunities for our staff to access the training and development to enable them to contribute to our organisational outcomes.	27.2	Owner and Custodian	Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required
	Stimulus / Service	Further develop and maintain an internal culture of trust, wellbeing and personal satisfaction	27.3	Leader, owner	Happy, productive workforce
Council recognised for its exceptional customer service, focused on delivery for the Community	Stimulus / Service	Continue staff and contractor professional development geared towards a culture of excellent customer service	29.1	Leader, Owner / Custodian	Training and assessment programs delivered
	Stimulus / Service	Service and Solution Provider of Council services to our Community	29.2	Leader, Owner / Custodian	Service levels set and measured

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Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Well managed, tangible and intangible heritage and culture	Stimulus / Service	Support opportunities to record, preserve, manage and interpret our local heritage, arts and culture.	37.1	Owner and Custodian, Advocate and Influence	Heritage, arts and culture supported
	Stimulus / Service	With Council assets, ensure heritage component is properly considered in asset management.	37.2	Owner and Custodian, Advocate and Influence	Asset management plans include heritage considerations



10 Abbreviations

KIABP	Kangaroo Island Annual Business Plan 2014-15
LTFP	Long Term Financial Plan 2014 - 24
KICSP	Kangaroo Island Council Strategic Plan 2010 – 14
KIDP	Kangaroo Island Development Plan 2014
KINLSTP	Kangaroo Island National Landscapes Strategic Tourism Plan 2013
PGBS	Paradise Girt By Sea 2011
COM	Local Government on Kangaroo Island Today and Tomorrow, JAC Comrie Pty Ltd 2008
SWDO	Strategic Waterfront Development Opportunity 2010
PA	Progress Associations
PAL	Progress Association Plans
ACSP	Art and Culture Strategic Plan
CJ	Citizens Jury 2013 –14 documentation and Community consults
OIRP	Off Island ratepayers
RDA	Regional Australia Regional Road Map
KIFA	Kangaroo Island Futures Authority
SASP	South Australian Strategic Plan
SAH	South Australia: A Better Place To Live – SA Health 2013
CEO	Chief Executive Officer, Kangaroo Island Council
DASI	Director, Asset Services and Infrastructure
DBS	Director, Business Support
ELT	Executive Leadership Team (CEO, DASI, DBS)



11 Attachment A - Consultation for This Plan

The development of this Plan was informed by the Local Government Association of South Australia – Guide to Preparing a Strategic Management Plan, December 2012.

Summary of the process used:

- Consultants appointed – Sue Arlidge and Claire Ellis
- Discussions with Councillors and Council management team
 - Vision, missions, values
 - Progress against *Our Common Ground* document and the 2010-2014 KIC Strategic Plan
 - Priority areas for next four years for KIC
- Review of existing work of the Council, in particular the Long Term Financial Plan and current Business Plan plus specific actions already agreed from other documents.
- Review of extensive existing information and input from Community on priorities and issues and opportunities impacting the Island – drawing from plus specific actions already agreed from other documents
 - Kangaroo Island Annual Business Plan 2014-15
 - Long Term Financial Plan 2014 - 24
 - Kangaroo Island Council Strategic Plan 2010 – 14 specifically *Our Common Ground*
 - Kangaroo Island Development Plan 2014
 - Kangaroo Island National Landscapes Strategic Tourism Plan 2013
 - Paradise Girt By Sea 2011
 - Local Government on Kangaroo Island Today and Tomorrow, JAC Comrie Pty Ltd 2008
 - Strategic Waterfront Development Opportunity 2010
 - Progress Association Plans
 - Art and Culture Policy
 - Citizens Jury 2013 –14 documentation and Community consults
 - Regional Development Australia Regional Road Map
 - South Australian Strategic Plan
 - South Australia: A Better Place To Live – SA Health 2013
- Consultation sessions were run on-Island and off-Island (Adelaide) with face to face, online and hard copy feedback received. Significant advertising and communication accompanied this to encourage good input. This included notices in the *Islander*, information on Council Matters, and a targeted email and telephone approach to notify representatives in advance, and have them consider the issues and discuss prior to attending.

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Summary of the consultation meetings:

Who	Planned Attendance	Comments
Progress Associations	2 hour workshop, 2 reps per PA	Well attended and reps well prepared # 13
Brand Alliance group	1.5 hour workshop (covers off TKI, AgKI, KIFWA, and arts)	Only one attendee
YAC	1 hour	Well attended #7
Open Community forum	Invite all those on Council stakeholder list so have potential to give input	2 attendees only
Arts		Well attended 7
NRM- DEWNR, Health, Education, Employment Services	One on one meeting reviewing overlaps/ leveraging at strategic level	Well attended but mixed subject matter and more discussion on understanding Council approach than actual input #11
RDA	One on one meeting reviewing overlaps/ leveraging at strategic level	Damien Cooke
KIFA	One on one meeting	KIFA team #2
Adelaide – off Island ratepayers	Workshop held in Adelaide	Well attended #28
Online forum	Open from 18-30 June on the KIC website and also a direct link to the online survey (survey monkey) was sent electronically to <ol style="list-style-type: none"> 1. Elected Members 2. All stakeholders who attended sessions – both on Island and off Island 3. All Progress Associations for forwarding to their contact lists 4. Kathie Stove who forwarded it on to the Citizen Jury email list 5. All Council staff 	15 responses
Open public responses - hard copy feedback forms in key locations	Open from 18-30 June and available for the Community in the KIC offices Kingscote, Customer Service area and at the Penneshaw Community Business centre.	None received
KIC staff	All staff were encouraged to attend one of two identical sessions	60

All Community meetings were attended by one or more Elected Members and Staff. Kangaroo Island Staff meetings were introduced by the CEO, Andy Boardman, but no senior management team members were present to encourage free flowing discussion. These were highly productive and engaged sessions.

The facilitation process varied a little based on the stakeholders but the focus included:

- Key areas of existing work of the Council that participants felt could be improved, altered or decreased
- Main areas of importance impacting KI where Council needs to show leadership/ be active

The input was significant and provided a good foundation for the focus of this four year Plan.



12 Attachment B - Kangaroo Island Council Activities – Core and Non-Core

Regulatory activities e.g. maintaining the voters roll and supporting the elected Council.

- Setting rates, preparing an annual budget and determining longer term strategic management plans for the area.
- Management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and rubbish collection.
- Development planning and control around land use development. including building fire safety assessment,
- Various environmental health services.
- Fire protection.
- Dog and cat management.

In response to Community needs, Council also provides further services and programs including:

- Library services
- Ovals and sporting arenas, Tidal swimming pool
- Parks and gardens
- Playgrounds
- Environmental programs
- Community programs
- Youth services
- Car parking
- Economic development
- Community development
- Public amenities
- Community Passenger Network

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Council also operates a number of facilities on a *fee for service* basis. These provide important Community benefits whilst also generating revenue for services and projects of benefit to the Kangaroo Island Council, as follows:

- Camping grounds
- Airport
- Cemeteries
- Town halls
- Waste management
- Water standpipes
- CWMS (Community Wastewater Management Schemes)
- Boat ramps
- Abandoned Vehicles
- Act Enforcement
- Animal Management
- Animals – Non Domestic
- Annual Financial Statements
- Annual Report
- Asbestos Management and Disposal
- Asset Accounting
- Asset Management
- Audit – External
- Building – Control and Dangerous Structures
- Building Approvals
- Building Compliance
- Burning – Illegal/Domestic/Industrial
- By-Laws and Enforcement
- Cat Control
- Cemeteries - Maintenance
- Conveyancing Searches
- Corporate Data Management
- Council/Committee Agenda / Minutes
- Development Assessment (Internal)
- Development Compliance
- Development Control
- Development Plan Amendments
- Development Policy and Research
- Effluent Disposal
- Elections Council
- Environment Legislation Control
- Environmental Health Control
- Excavation – Building Sites
- Feedback Process
- Fences Act – (adjacent Reserves)
- Financial Management
- Financial Strategies
- Fire Prevention
- Fire Safety – Development Act
- Food Act
- Footings – Pouring
- Freedom of Information
- Health Complaints
- Health Regulation
- Heritage Matters
- HR Policy Development
- Impounded Vehicles
- Industrial Bins on Roads
- Infectious Diseases
- Infestations – Mites/Scabies/Lice
- Insanitary Conditions
- Legionella Enquires
- Licensing Hours – Changes
- Liquor Licencing
- Load Spill on Roads
- Loans Planning and Management
- Mosquito Complaints
- Nuisance Control
- On Site Sewage Management
- Planning Consent
- Planning Scheme
- Plumbing Inspections
- Pollution – Air/Soils/Water
- Public and Environmental Health Management
- Records (and Archive) Management
- Regional Planning
- Residential Environmental Health Standards
- Resource Management
- Risk Management and Insurance
- Road Naming
- Sale of Goods on Council Land
- Social Policy and Planning
- Statutory Taxation Reporting
- Strata Titles
- Strategic and Corporate Planning
- Strategic Plan
- Street Closures
- Swimming Pool – Hygiene
- Traffic Control Measures



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- Council/Committee Meetings
- Delegated Authority Register
- Demolitions
- Development and Structure Planning
- Development Assessment
- Workplace Health and Safety
- Internal Review of Council Decisions
- Investment Management
- Land Divisions – Infrastructure Needs
- Land Information Services
- Landfill Management Plan
- Zoning Enquiries
- Vector Control
- Vermin Control
- Waste Environmental Monitoring
- Water Quality and Sampling
- Workers Compensation



13 Attachment C - Kangaroo Island Council Strategic Plan – Summary by Strategic Group *(refer separate attachments)*

The following Summary breaks the Plan down by Strategic Group:

- Cost Management
- Revenue Generation
- Stimulus / Service

Then by activity:

- Delivery
- Support

Then by Areas of Work:

- Infrastructure
- Our Shared Vision
- Community and Island Culture
- Collaboration - cross government relations
- Our Island – Healthy natural and cultural environment
- Supporting our Economy
- Our Organisation

Then by Strategic Outcome – the strategic outcome is a description of what needs to be achieved e.g. *Reduce Costs to Council / Community*. Each Strategic Outcome is given a unique Item Number and then each Action linked to that strategic outcome is given an action ID number.

Council's role is then indicated; estimated timing to achieve the actions by; Responsible Officers for the actions; suggested Measures and then Targets.



14 Document History

History:		
Date Reviewed:	Version:	Reason for Amendment:
10 February 2015	Version 1	Plan Adopted
	Version 2	
	Version 3	

Reviews Required:	
<i>June - August Annually</i>	<i>Council must review its long-term financial plan and any other elements of its strategic management plans prescribed by regulation as soon as practicable after adopting the council's annual business plan for a particular financial year under Section 122(4)(a)</i>
<i>Within two (2) years after each general election</i>	<i>Council to review strategic management plans (including long term financial and infrastructure/asset management plans) Section 122(4)(b)</i>

Organisation		Key			
				Delivery	
				Support	
Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
Appropriate business planning & financial management	Cost Management	Establish long-term sustainable service levels appropriate for the service provided and the funding available	1.1	Leader / Owner / Customer	Current Service Levels established; Future Service Levels established
	Cost Management	Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables	1.2	Leader / Owner / Customer	Department Reviews annually and changes implemented
Adopt and resource best practice strategic and financial planning processes.	Cost Management	Remove inefficiencies in Core Business processes and de-risk business.	5.1	Owner and Custodian	Continue to implement and refine use of Deloitte Control Track system - minimise score 3 or less
Appropriate business planning & financial management	Cost Management	Develop and implement reporting procedures, tied to the Strategic Plan / Business Plan and maintain Strategic Plan as evolving document	6.1	Owner and Custodian	Develop formal standardised reports for Finance, Audit Committee Meetings covering linkages of financial reporting to project progress and annual business plan
	Cost Management	Simple Key Performance Indicators (KPI) reporting system developed and implemented with formal reporting to Audit / Finance Committees - extend to simple traffic light system for organisational health	6.2	Owner and Custodian	With formal reports to Finance / Audit Committees developed - extend to a simple traffic light system for organisational health
Appropriate business planning & financial management	Revenue	Optimise service charge collection	11.1	Leader, Owner, Custodian	All charges rationalised; Established alternative (cost effective) means of making service charge collection easier and more accountable (e.g. parking, boat ramp, campground fees)
	Revenue	Optimise opportunities for private works	11.2	Leader, Owner, Custodian	Increase Private Works Revenue
	Revenue	Adopt and resource best practice strategic & financial planning processes	11.3	Leader, Owner, Custodian	Sustainable balance of income investment & recurrent expenditure
Asset utilisation	Revenue	Review underutilised reserves / non-usable assets and explore potential to lease, sell, co-develop for commercial or community return	12.1	Leader / Owner	"Low-hanging fruit" review; Plan presented to Council for consideration; Business case developed to drive funding / partnership / investment attractiveness; Package Infrastructure, service opportunity with other Community investment propositions to increase attractiveness for Public Private Partnership (PPP) potential
	Revenue	Optimise returns from tourism operations.	12.2	Leader / Owner	Management plans for Campgrounds & Christmas Cove developed; Marketing plans for Campgrounds, Christmas Cove developed
Grant Revenue Optimisation	Revenue	FAGs Modelling to establish optimum return	15.1	Leader, Owner, Custodian	Complete investigation into formula structure to establish best means of maximising grant opportunities

Organisation

	Delivery
	Support

Strategic Outcomes	Strategic Group	Actions	Action ID	Role	Measures
	Revenue	Review key cost areas and improve capacity to target grants in these areas	15.2	Leader, Owner, Custodian	Review completed
	Revenue	Identify grant application expertise and utilise to optimise grant applications	15.3	Leader, Owner, Custodian	Expertise identified; capacity improved (training, contracting in etc)
Reduce Council debt.	Stimulus / Service	Investigate opportunity to create a Community bond issue to speed up debt reduction	22.1	Leader / Owner	Determine feasibility & attractiveness of Issue
Effective Communication	Stimulus / Service	Establish optimised approach to Community Engagement through social media	24.1	Owner and Custodian	Email / Mobile database established; Community Emergency Contact List produced;
	Stimulus / Service	Improved website including cross-linking to other relevant partner sites (Brand KI / GFW / AGKI / TKI etc.)	24.2	Owner and Custodian	Improvements made
Improved Governance	Stimulus / Service	Establish a more efficient and effective Council meeting structures	26.1	Owner and Custodian	Prioritise Meeting structure to focus on strategies
	Stimulus / Service	Identify consolidation opportunities to reduce committee duplication and excessive workloads.	26.2	Owner and Custodian	Committee Structure review complete
	Stimulus / Service	Develop an online induction kit for potential and new elected members.	26.3	Provide, respond, facilitate & connect	Online kit developed
	Stimulus / Service	Conduct formal Elector Representation Review (assess Elected Member representation numbers and other formal issues)	26.4	Lead, Facilitate	Review conducted and completed
Positive Internal Culture	Stimulus / Service	Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes.	27.1	Owner and Custodian	Organisation Structure - Annual Review & report to Council (minimum); Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required
	Stimulus / Service	Provide opportunities for our staff to access the training and development to enable them to contribute to our organisational outcomes.	27.2	Owner and Custodian	Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required
	Stimulus / Service	Further develop and maintain an internal culture of trust, wellbeing and personal satisfaction	27.3	Leader, owner	Happy, productive workforce
Council recognised for its exceptional customer service, focused on delivery for the Community	Stimulus / Service	Continue staff and contractor professional development geared towards a culture of excellent customer service	29.1	Leader, Owner / Custodian	Training & assessment programs delivered
	Stimulus / Service	Service & Solution Provider of Council services to our Community	29.2	Leader, Owner / Custodian	Service levels set and measured
Well managed, tangible and intangible heritage and culture	Stimulus / Service	Support opportunities to record, preserve, manage and interpret our local heritage, arts and culture.	37.1	Owner and Custodian, Advocate and Influence	Heritage, arts and culture supported
	Stimulus / Service	With Council assets, ensure heritage component is properly considered in asset management.	37.2	Owner and Custodian, Advocate and Influence	Asset management plans include heritage considerations

Strategic Group	Area	Theme	Strategic Outcomes	Item	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Revenue	Delivery	Organisation	Appropriate business planning & financial management	11	11.1	Optimise service charge collection	Leader, Owner, Custodian	2014-18	ELT	All charges rationalised; Established alternative (cost effective) means of making service charge collection easier and more accountable (e.g. parking, boat ramp, campground fees)	Establish increase in fee collection performance
		Infrastructure	E-Tags for road users	13	13.1	Toll roads for all roads for non-resident users.	Leader / Owner	2014-18	DASI	Establish appetite for and recognition of need to investigate principals of User-Pays through Toll Infrastructure; Establish technical parameters for application; Establish legal & governance parameters for application; Establish Business case for application	Technical, Legal, Governance and business case established for consultation with Community
		Infrastructure			13.2	Optimise parking revenue	Leader / Owner	2014-15	DASI	Best technical options for parking revenue management established; Parking plans for main townships (Kingscote, Penneshaw) established	
		Infrastructure	Kangaroo Island Airport is managed in a sustainable manner that enables economic prosperity	14	14.1	Develop case for Airport redevelopment and expansion of services	Owner / Custodian	2014-15	CEO	Existing case developed further	
		Infrastructure			14.2	Package Infrastructure, service opportunities with other Community investment propositions to increase attractiveness for Public Private Partnership (PPP) potential	Owner / Custodian	2014-15	CEO	Investment opportunities developed and supported	
		Organisation	Grant Revenue Optimisation	15	15.1	FAGs Modelling to establish optimum return	Leader, Owner, Custodian	2014-15	DBS	Complete investigation into formula structure to establish best means of maximising grant opportunities	
		Organisation			15.2	Review key cost areas and improve capacity to target grants in these areas	Leader, Owner, Custodian	2014-18	DBS	Review completed	
		Organisation			15.3	Identify grant application expertise and utilise to optimise grant applications	Leader, Owner, Custodian	2014-18	DBS	Expertise identified; capacity improved (training, contracting in etc)	
		Organisation			11.2	Optimise opportunities for private works	Leader, Owner, Custodian	2014-18	DASI	Increase Private Works Revenue	increase by 20%
		Organisation			11.3	Adopt and resource best practice strategic & financial planning processes	Leader, Owner, Custodian	2014-18	ELT	Sustainable balance of income investment & recurrent expenditure	
		Organisation	Asset utilisation	12	12.1	Review underutilised reserves / non-usable assets and explore potential to lease, sell, co-develop for commercial or community return	Leader / Owner	2014-15	CEO	"Low-hanging fruit" review; Plan presented to Council for consideration; Business case developed to drive funding / partnership / investment attractiveness; Package Infrastructure, service opportunity with other Community investment propositions to increase attractiveness for Public Private Partnership (PPP) potential	
		Organisation			12.2	Optimise returns from tourism operations.	Leader / Owner	2014-18	DASI	Management plans for Campgrounds & Christmas Cove developed; Marketing plans for Campgrounds, Christmas Cove developed	
	Support	Community	Promote living on Kangaroo Island to increase rate revenue.	16	16.1	Establish marketing plan for living on Kangaroo Island.	Lead, Partner / collaborate	2014-15	CEO	Marketing plan produced	
		Community			16.2	Target potential residents	Lead, Partner / collaborate	2015-18	CEO	Increased on island residents	
		Community			16.3	Deliver a "Live KI" Prospectus. Work with Brand KI and Key stakeholder groups to develop and maintain a range of information in the form of a prospectus to attract new residents to KI	Influence, Lead, own	2014-18	CEO	"Live KI" Prospectus developed and released	

Strategic Group	Area	Theme	Strategic Outcomes	Item	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Revenue	Support	Economy	A supportive environment exists for business and economic development	17	17.1	Encourage investment opportunities	Advocate and Influence	2014-18	Mayor, Elected Body & CEO	Increased investment on KI	
		Economy			17.2	Develop strategic alignment with regional development.	Advocate and Influence	2014-18	CEO	Ongoing collaborative projects and information sharing	
		Economy			17.3	Support development of industry alliances, networks and clusters	Facilitate, connect, partner	2014-18	Mayor, Elected Body & CEO	Kangaroo Island Brand Champion; participation as required with peak industry groups	
		Collaboration	Work collectively with other parts of Government to leverage funds	18	18.1	Identify opportunities like remote area tax incentives.	Advocate and Influence	2014-18	CEO	Funds leveraged where possible	
		Community	Grant Optimisation Opportunities for Council / Community	19	19.1	Collaborate to support external grant funding application opportunities between Council and Community Groups for key services and infrastructure	Partner and Collaborate.	2014-18	ELT	Supported applications from Community / Council	
		Economy	Community owned energy infrastructure company	20	20.1	Establish process for aggregating Community Power demands (& generation) and look to establish if better pricing is possible	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Process established; if viable then implemented	
		Economy			20.2	Prepare financial modelling to establish viability of energy generation, storage and distribution infrastructure for Island Community and business. Kangaroo Island Community Energy	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Modelling complete; business case established	
		Economy			20.3	If modelling justifies this is economically viable proposition then create framework for KI Community Energy	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Create governance framework for KI Community Energy	
		Economy			20.4	Explore and secure partners for KI Community Energy	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Partners secured	

Strategic Group	Area	Theme	Strategic Outcomes	Item	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Stimulus / Service	Delivery	Shared Vision	Have a shared Vision & develop a whole of Island 10-20 year Community Plan	21	21.1	Initiate, lead / facilitate Community discussion on Vision for Future	Lead, Facilitate, Partner and Connect	2015-16	Mayor, Elected Body & CEO	Process commenced	Vision Document produced
		Shared Vision			21.2	Develop a 10-20 year Community Plan that sits across all entities and areas of the Island	Lead, Facilitate, Partner and Connect	2014-18	Mayor, Elected Body & CEO	Community Plan developed	
		Organisation	Reduce Council debt.	22	22.1	Investigate opportunity to create a Community bond issue to speed up debt reduction	Leader / Owner	2014-15	CEO	Determine feasibility & attractiveness of Issue	Significantly reduce debt.
		Infrastructure	A built environment that delivers on Community needs	23	23.1	Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc.	Partner	2014-18	ELT	Maintain minimum \$200K pa CCIGP for Community investment; Maintain minimum \$35K CPGF for Community Project support	
		Infrastructure			23.2	Finalise the Penneshaw CWMS plan and engage contractor to complete works	Leader, Owner / Custodian	2015-16	DASI	Construction complete within budget (or acceptable variances)	Completion by March 2016
		Infrastructure			23.3	Connection of all premises to Penneshaw Scheme in compressed timescale	Leader, Owner / Custodian	2015-16	DASI	Connections completed	Completion by June 2016
		Infrastructure			23.4	Continue extension and rationalisation of existing schemes to provide whole of town approach to wastewater management	Leader, Owner / Custodian	2015-16	DASI	Extension / rationalisation plans completed	
		Organisation	Effective Communication	24	24.1	Establish optimised approach to Community Engagement through social media	Owner and Custodian	2014-16	DBS	Email / Mobile database established; Community Emergency Contact List produced;	
		Organisation			24.2	Improved website including cross-linking to other relevant partner sites (Brand KI / GFW / AGKI / TKI etc.)	Owner and Custodian	2014-16	DBS	Improvements made	
		Community	Stronger (empowered) and active Community and organisations	25	25.1	Develop online toolkit - 'How Council can Help you'.	Provide, respond, facilitate & connect	2014-16	DBS	Coordinate and deliver integrated pack	
		Organisation	Improved Governance	26	26.1	Establish a more efficient and effective Council meeting structures	Owner and Custodian	2014-18	Mayor & Elected Body	Prioritise Meeting structure to focus on strategies	
		Organisation			26.2	Identify consolidation opportunities to reduce committee duplication and excessive workloads.	Owner and Custodian	2014-18	CEO	Committee Structure review complete	
		Organisation			26.3	Develop an online induction kit for potential and new elected members.	Provide, respond, facilitate & connect	2018	DBS	Online kit developed	
		Organisation			26.4	Conduct formal Elector Representation Review (assess Elected Member representation numbers and other formal issues)	Lead, Facilitate	2018	DBS	Review conducted and completed	
		Organisation	Positive Internal Culture	27	27.1	Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes.	Owner and Custodian	2014-18	ELT	Organisation Structure - Annual Review & report to Council (minimum); Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required	Annual Review & report
		Organisation			27.2	Provide opportunities for our staff to access the training and development to enable them to contribute to our organisational outcomes.	Owner and Custodian	2014-18	ELT	Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required	Annual Review & report
		Organisation			27.3	Further develop and maintain an internal culture of trust, wellbeing and personal satisfaction	Leader, owner	2014-18	ELT	Happy, productive workforce	
		Economy	A supportive environment exists for business and economic development	28	28.1	Provide effective, efficient development, building and environmental services solutions for the Community	Leader, Owner / Custodian	2014-18	DASI	Timely Processing	
Organisation	Council recognised for its exceptional customer service, focused on delivery for the Community	29	29.1	Continue staff and contractor professional development geared towards a culture of excellent customer service	Leader, Owner / Custodian	2014-18	DBS	Training & assessment programs delivered			

Strategic Group	Area	Theme	Strategic Outcomes	Item	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Stimulus / Service	Delivery	Organisation			29.2	Service & Solution Provider of Council services to our Community	Leader, Owner / Custodian	2014-18	DBS	Service levels set and measured	
		Economy	Optimise KI Land use to grow the Island economy	30	30.1	Continue to monitor and refine KI Development Plan to provide appropriate development opportunities underpinned by sound environmental, economic, social and technological considerations	Leader	2014-18	ELT		
		Economy			30.2	Continue to develop more structural plans for the four major towns and coastal settlements	Partner / Collaborate	2014-18	ELT	Structural Plans for the four major towns: American River, Kingscote, Parndana and Penneshaw developed.	
		Economy			30.3	Continue to lobby for better consideration of Island issues within State and Strategic infrastructure plans.	Advocate / Influence	2014-18	Mayor, Elected Body & CEO	Island voice at Cabinet level	
		Shared Vision	Increased resident population of Kangaroo Island to drive economic growth	31	31.1	Develop a vision for sustainable population growth	Influence, Lead, own	2014-18	Mayor, Elected Body & CEO	Kangaroo Island population growth strategy document produced	

Strategic Group	Area	Theme	Strategic Outcomes	Item	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Stimulus / Service	Delivery	Shared Vision			31.2	Develop plan to meet vision	Influence, Lead, own	2014-18	Mayor, Elected Body & CEO	Operational Plan to manage population growth in place	
		Community	Sustainable Housing for KI residents in need of assistance	32	32.1	Deliver a Community Housing Strategy for the Island	Lead, Advocate & Influence	2014-18	Mayor, Elected Body & CEO	Community Housing Strategy written and advocate for adoption & implementation	
		Shared Vision	Foster Innovation	33	33.1	Advocate, facilitate and support the development of international education, research and development facilities in conjunction to Industry, State and National Government	Facilitate and Connect, Advocate and Influence	2014-18	Mayor, Elected Body & CEO	Audit what is already available on Kangaroo Island and play an active role in advocating and promoting	
		Environment			36.2	Continue focus on development of sustainable flood and Island drainage mitigation.	Owner / Custodian	2014-18	DASI	Improved drainage and reduced flooding	
		Environment			36.3	Climate Change Adaptation	Advocate and Influence	2014-18	ELT	Council to remain informed around the impacts of climate change on Kangaroo Island so this can be considered in decision making	
		Environment			36.4	Encourage Community to adopt better cat and dog management.	Owner and Custodian, Promote and Educate	2014-18	ELT	Increased levels of registration; decreased incidences of dog intervention required; cat trapping in townships program developed further	
		Environment			36.5	Roadside Vegetation Management Plan developed, agreed and implemented	Lead, Partner, Collaborate, Custodian	2014-15	DASI	RSVMP developed, approved and implemented in conjunction with NRMKI Board	
		Organisation			37.2	With Council assets, ensure heritage component is properly considered in asset management.	Owner and Custodian, Advocate and Influence	2014-18	DASI	Asset management plans include heritage considerations	
	Support	Community	Support services needed on the Island.	34	34.1	Council to be a voice for Community - advocating for needs.	Facilitate and Connect, Advocate and Influence	2014-18	Mayor, Elected Body & CEO	Needs of community consistently met where possible	
		Collaboration	Advocate for Community Benefit outcomes	35	35.1	Council to actively promote, assist & secure Government Agency support for Community issues / ventures	Facilitate and Connect, Advocate and Influence	2014-18	Mayor & Elected Body	Government support secured where possible	
		Environment	Environmentally sustainable best practice in Council decision making	36	36.1	Incorporate environmentally sustainable practices in Council decision making.	Lead and Empower	2014-18	DASI	Strong partnership with KINRM Board maintained	
		Organisation	Well managed, tangible and intangible heritage and culture	37	37.1	Support opportunities to record, preserve, manage and interpret our local heritage, arts and culture.	Owner and Custodian, Advocate and Influence	2014-18	DASI	Heritage, arts and culture supported	
		Community	High level of Community engagement	38	38.1	Develop Community communications strategy	Facilitate, connect	2014-18	Mayor, Elected Body & CEO	Community communications strategy developed & implemented	
		Community			38.2	Connect and support opportunities for skill development and effective Community responses to opportunities and challenges.	Provide and Respond, Facilitate and Connect	2014-18	Mayor, Elected Body & CEO	Volunteer programs developed	
		Community			38.3	Encourage active citizenship by ALL (including off-Island ratepayers, retirees and youth)	Facilitate, connect	2014-18	Mayor, Elected Body & CEO	Support maintained for current Groups; email and mobile phone details collected for ALL KI Citizens - on and off island ratepayers; "Connect KI" established	

Strategic Group	Area	Theme	Strategic Outcomes	Item	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Stimulus / Service	Support	Community			38.4	Encourage, support and partner with Community to develop Arts, Heritage, Youth & Culture, sports, tourism, business, participation and promotion	Promote and Educate, Facilitate and Connect, Partner and Collaborate.	2014-18	Mayor, Elected Body & CEO	Annual festivals / celebrations days supported; Increased use of Town Halls to promote and support Community Project	
		Community	High level of commitment for a Healthy Environment		38.5	Adoption of the Kangaroo Island Regional Health Plan	Lead, Partner and Collaborate	2015	Mayor, Elected Body & CEO	Active involvement in HAC, FWS, KI Strategic Housing Plan, SA Families, DEWNR, NRMB, KICE	
Cost Management	Delivery	Organisation	Appropriate business planning & financial management	1	1.1	Establish long-term sustainable service levels appropriate for the service provided and the funding available	Leader / Owner / Customer	2014-18	ELT	Current Service Levels established; Future Service Levels established	Key Service levels completed in 1Q / 2Q 2014-15 for budget impact in 2015-16
		Organisation			1.2	Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables	Leader / Owner / Customer	Annual	ELT	Department Reviews annually and changes implemented	Annual review 2014-18
		Infrastructure	A long term infrastructure Asset Management Plan (IAMP's) and a process of continuous improvement	2	2.1	Develop and implement Infrastructure Asset Management Plans	Leader, Owner / Custodian	2014-15	DASI	Condition-based long term AMPs complete for all major asset; Strategic AMPs established where required (Roads & supporting infrastructure); Includes Risk Management & linkage to Recovery Plan	2014-15 - All AMPs complete; 2014-15 Strategic AMP for Roads developed; AMPs linked directly to LTFP
		Infrastructure			2.2	Prioritise infrastructure based on residential and business needs. - link infrastructure needs with town plans.	Leader, Owner / Custodian	2014-15	DASI	Strategic AMPs feeding Capital Works Programs linking to available outside funding	
		Infrastructure			2.3	Maintain and improve core infrastructure sustainably.	Leader, Owner or Custodian	2014-18	DASI	Maintain current \$2M State Government road funding support; Refresh DPTI 10 year plan; Optimise investment to achieve Strategic AMP for roads and supporting infrastructure	
		Infrastructure	Explore further options for ownership / funding models of road network to achieve long term financial sustainability	3	3.1	Designate rural sealed roads as State Roads	Leader, Facilitate / Connect	2014-15	CEO	Modelling undertaken to establish impact on FAGS revenues in conjunction with LTFP impacts	Determine economic reality of road ownership changes for optimum long term benefit
		Environment	Environmentally sustainable best practice in Council decision making	4	4.1	Fleurieu Regional Waste Authority (FRWA) as regional subsidiary continues to develop best practice solutions	Partner	2014-18	DASI	KI Waste Management Plan to be revised; Hard / Green / Bulky waste management to be reviewed; Waste Collection to be reviewed;	Waste Management Plan 2014-18;
		Environment			4.2	Explore opportunities to decrease costs around ongoing management of waste for whole of island <ul style="list-style-type: none"> Review consumer needs Glass crusher on island Sorting facilities on island 	Partner	2014-18	DASI	Community education Waste volumes decreased Investigations into on island glass crushing completed and evaluated. Costs reduced by %	Waste Management Plan 2014-18;
		Environment			4.3	Community wastewater management - continue to optimise existing schemes to meet Community needs;	Leader, owner	2014-18	ELT	No environmental breaches;	
		Organisation	Adopt and resource best practice strategic and financial planning processes.	5	5.1	Remove inefficiencies in Core Business processes and de-risk business.	Owner and Custodian	2014-18	DBS	Continue to implement and refine use of Deloitte Control Track system - minimise score 3 or less	
Organisation	Appropriate business planning & financial management	6	6.1	Develop and implement reporting procedures, tied to the Strategic Plan / Business Plan and maintain Strategic Plan as evolving document	Owner and Custodian	2014-18	DBS	Develop formal standardised reports for Finance, Audit Committee Meetings covering linkages of financial reporting to project progress and annual business plan			
Organisation			6.2	Simple Key Performance Indicators (KPI) reporting system developed and implemented with formal reporting to Audit / Finance Committees - extend to simple traffic light system for organisational health	Owner and Custodian	2014-16	DBS	With formal reports to Finance / Audit Committees developed - extend to a simple traffic light system for organisational health			

Strategic Group	Area	Theme	Strategic Outcomes	Item	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Cost Management	Delivery	Collaboration			8.3	Integrated Purchasing - Explore better cooperative purchasing across agencies in areas such as fuel, power, building infrastructure etc.	Facilitate and Connect, Advocate and Influence	2014-23	DBS	reduced costs to Community, Agencies & Council	
	Support	Economy	Reduce Costs to Community / Council	7	7.1	Advocate for affordable access to Island by both sea and air, for freight and people.	Advocate / Lobby	2014-18	Mayor, Elected Body & CEO	Fares reduction for passengers and freight for Island residents; Understand drivers for change focussing on access	
		Economy			7.2	Work collectively with State / Federal Governments to leverage funds	facilitate, partner, connect	2014-18	Mayor, Elected Body & CEO	Additional funds secured	
		Economy			7.3	Establish economics of Driver Instruction, Examination; Vehicle Inspection services currently provided by DPTI being provided on Island by Council	Collaborate, Lead, Custodian	2014	ELT	Recommendations adopted	
		Collaboration	Integrated & improved delivery of Government Services	8	8.1	Government Service Delivery - Explore a coordinated approach to combined Government service delivery on the Island including potential provision of single on-line portal	Facilitate and Connect	2014-20	DBS	coordinated service delivery model developed	
		Infrastructure			8.2	Utilities - Lobby utility providers to deliver appropriate equitable services and infrastructure to underpin Kangaroo Island's sustainable growth, including energy, water and telecommunications..	Advocate / Influence	2014-18	Mayor, Elected Body & CEO	Continued advocating	
		Collaboration			8.4	Island-wide Approach to Community Program delivery - Re-direct current Council participation in health and education to appropriate entities e.g. Library.	Facilitate and Connect, Advocate and Influence	2014-24	DBS	Areas of redirection identified & plan developed; Required policies amended	
		Collaboration			8.5	Develop shared cross-agency plans such as Bushfire prevention, flood mapping of island and drainage approaches. Climate Change and Recovery Plan.	Lead and Empower, Advocate and Influence	2014-25	ELT	Continued participation in mandatory Committees (e.g. KIBFC); Cross-Agency opportunities leadership group established; Development of sub-groups on an "as needs" basis	
		Collaboration			8.6	Active collaboration / discussions with other Islands, partner councils (regional collaborations), reference groups and networks	Facilitate and Connect	2014-26	Mayor, Elected Body & CEO	Ongoing collaboration	
		Community	Optimise Costs to Council in partnership with Community	9	9.1	Work with Community to identify areas of cost / service that may be "localised" and run at greater efficiency and lower cost (e.g. tidal pool, campgrounds, playgrounds, parks and gardens, sporting facilities and ovals)	Lead and Empower; Partner and Collaborate.	2014-18	DASI	Council costs reduced; Empowered Community with additional revenue stream	
		Community	Support Community priorities and activities inline with strategic directions - through grants to reduce costs	10	10.1	Continue the momentum of the Community Grant Partnerships approach	Provide and Respond, Facilitate and Connect	2014-18	ELT	Effective grants partnership model maintained	
	Community			10.2	Further develop the Community Passenger Network (CPN).	Provide and Respond	2014-18	DBS	Passenger usage increased; Passenger network needs reviewed annually and recommendations implemented		

Area	Strategic Group	Theme	Item	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Delivery	Revenue	Organisation	11	Appropriate business planning & financial management	11.1	Optimise service charge collection	Leader, Owner, Custodian	2014-18	ELT	All charges rationalised; Established alternative (cost effective) means of making service charge collection easier and more accountable (e.g. parking, boat ramp, campground fees)	Establish increase in fee collection performance
		Infrastructure	13	E-Tags for road users	13.1	Toll roads for all roads for non-resident users.	Leader / Owner	2014-18	DASI	Establish appetite for and recognition of need to investigate principals of User-Pays through Toll Infrastructure; Establish technical parameters for application; Establish legal & governance parameters for application; Establish Business case for application	Technical, Legal, Governance and business case established for consultation with Community
		Infrastructure			13.2	Optimise parking revenue	Leader / Owner	2014-15	DASI	Best technical options for parking revenue management established; Parking plans for main townships (Kingscote, Penneshaw) established	
		Infrastructure	14	Kangaroo Island Airport is managed in a sustainable manner that enables economic prosperity	14.1	Develop case for Airport redevelopment and expansion of services	Owner / Custodian	2014-15	CEO	Existing case developed further	
		Infrastructure			14.2	Package Infrastructure, service opportunities with other Community investment propositions to increase attractiveness for Public Private Partnership (PPP) potential	Owner / Custodian	2014-15	CEO	Investment opportunities developed and supported	
		Organisation	15	Grant Revenue Optimisation	15.1	FAGs Modelling to establish optimum return	Leader, Owner, Custodian	2014-15	DBS	Complete investigation into formula structure to establish best means of maximising grant opportunities	
		Organisation			15.2	Review key cost areas and improve capacity to target grants in these areas	Leader, Owner, Custodian	2014-18	DBS	Review completed	
		Organisation			15.3	Identify grant application expertise and utilise to optimise grant applications	Leader, Owner, Custodian	2014-18	DBS	Expertise identified; capacity improved (training, contracting in etc)	
		Organisation			11.2	Optimise opportunities for private works	Leader, Owner, Custodian	2014-18	DASI	Increase Private Works Revenue	increase by 20%
		Organisation			11.3	Adopt and resource best practice strategic & financial planning processes	Leader, Owner, Custodian	2014-18	ELT	Sustainable balance of income investment & recurrent expenditure	
		Organisation	12	Asset utilisation	12.1	Review underutilised reserves / non-usable assets and explore potential to lease, sell, co-develop for commercial or community return	Leader / Owner	2014-15	CEO	"Low-hanging fruit" review; Plan presented to Council for consideration; Business case developed to drive funding / partnership / investment attractiveness; Package Infrastructure, service opportunity with other Community investment propositions to increase attractiveness for Public Private Partnership (PPP) potential	
		Organisation			12.2	Optimise returns from tourism operations.	Leader / Owner	2014-18	DASI	Management plans for Campgrounds & Christmas Cove developed; Marketing plans for Campgrounds, Christmas Cove developed	

Area	Strategic Group	Theme	Item	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Delivery	Stimulus / Service	Shared Vision	21	Have a shared Vision & develop a whole of Island 10-20 year Community Plan	21.1	Initiate, lead / facilitate Community discussion on Vision for Future	Lead, Facilitate, Partner and Connect	2015-16	Mayor, Elected Body & CEO	Process commenced	Vision Document produced
		Shared Vision			21.2	Develop a 10-20 year Community Plan that sits across all entities and areas of the Island	Lead, Facilitate, Partner and Connect	2014-18	Mayor, Elected Body & CEO	Community Plan developed	
		Organisation	22	Reduce Council debt.	22.1	Investigate opportunity to create a Community bond issue to speed up debt reduction	Leader / Owner	2014-15	CEO	Determine feasibility & attractiveness of Issue	Significantly reduce debt.
		Infrastructure	23	A built environment that delivers on Community needs	23.1	Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc.	Partner	2014-18	ELT	Maintain minimum \$200K pa CCIGP for Community investment; Maintain minimum \$35K CPGF for Community Project support	
		Infrastructure			23.2	Finalise the Penneshaw CWMS plan and engage contractor to complete works	Leader, Owner / Custodian	2015-16	DASI	Construction complete within budget (or acceptable variances)	Completion by March 2016
		Infrastructure			23.3	Connection of all premises to Penneshaw Scheme in compressed timescale	Leader, Owner / Custodian	2015-16	DASI	Connections completed	Completion by June 2016
		Infrastructure			23.4	Continue extension and rationalisation of existing schemes to provide whole of town approach to wastewater management	Leader, Owner / Custodian	2015-16	DASI	Extension / rationalisation plans completed	
		Organisation	24	Effective Communication	24.1	Establish optimised approach to Community Engagement through social media	Owner and Custodian	2014-16	DBS	Email / Mobile database established; Community Emergency Contact List produced;	
		Organisation			24.2	Improved website including cross-linking to other relevant partner sites (Brand KI / GFW / AGKI / TKI etc.)	Owner and Custodian	2014-16	DBS	Improvements made	
		Community	25	Stronger (empowered) and active Community and organisations	25.1	Develop online toolkit - 'How Council can Help you'.	Provide, respond, facilitate & connect	2014-16	DBS	Coordinate and deliver integrated pack	
		Organisation	26	Improved Governance	26.1	Establish a more efficient and effective Council meeting structures	Owner and Custodian	2014-18	Mayor & Elected Body	Prioritise Meeting structure to focus on strategies	
		Organisation			26.2	Identify consolidation opportunities to reduce committee duplication and excessive workloads.	Owner and Custodian	2014-18	CEO	Committee Structure review complete	
		Organisation			26.3	Develop an online induction kit for potential and new elected members.	Provide, respond, facilitate & connect	2018	DBS	Online kit developed	
		Organisation			26.4	Conduct formal Elector Representation Review (assess Elected Member representation numbers and other formal issues)	Lead, Facilitate	2018	DBS	Review conducted and completed	
		Organisation	27	Positive Internal Culture	27.1	Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes.	Owner and Custodian	2014-18	ELT	Organisation Structure - Annual Review & report to Council (minimum); Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required	Annual Review & report
		Organisation			27.2	Provide opportunities for our staff to access the training and development to enable them to contribute to our organisational outcomes.	Owner and Custodian	2014-18	ELT	Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required	Annual Review & report
		Organisation			27.3	Further develop and maintain an internal culture of trust, wellbeing and personal satisfaction	Leader, owner	2014-18	ELT	Happy, productive workforce	

Area	Strategic Group	Theme	Item	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Delivery	Stimulus / Service	Economy	28	A supportive environment exists for business and economic development	28.1	Provide effective, efficient development, building and environmental services solutions for the Community	Leader, Owner / Custodian	2014-18	DASI	Timely Processing	
		Organisation	29	Council recognised for its exceptional customer service, focused on delivery for the Community	29.1	Continue staff and contractor professional development geared towards a culture of excellent customer service	Leader, Owner / Custodian	2014-18	DBS	Training & assessment programs delivered	
		Organisation			29.2	Service & Solution Provider of Council services to our Community	Leader, Owner / Custodian	2014-18	DBS	Service levels set and measured	
		Economy	30	Optimise KI Land use to grow the Island economy	30.1	Continue to monitor and refine KI Development Plan to provide appropriate development opportunities underpinned by sound environmental, economic, social and technological considerations	Leader	2014-18	ELT		
		Economy			30.2	Continue to develop more structural plans for the four major towns and coastal settlements	Partner / Collaborate	2014-18	ELT	Structural Plans for the four major towns: American River, Kingscote, Parndana and Penneshaw developed.	
		Economy			30.3	Continue to lobby for better consideration of Island issues within State and Strategic infrastructure plans.	Advocate / Influence	2014-18	Mayor, Elected Body & CEO	Island voice at Cabinet level	
		Shared Vision	31	Increased resident population of Kangaroo Island to drive economic growth	31.1	Develop a vision for sustainable population growth	Influence, Lead, own	2014-18	Mayor, Elected Body & CEO	Kangaroo Island population growth strategy document produced	
		Shared Vision			31.2	Develop plan to meet vision	Influence, Lead, own	2014-18	Mayor, Elected Body & CEO	Operational Plan to manage population growth in place	
		Community	32	Sustainable Housing for KI residents in need of assistance	32.1	Deliver a Community Housing Strategy for the Island	Lead, Advocate & Influence	2014-18	Mayor, Elected Body & CEO	Community Housing Strategy written and advocate for adoption & implementation	
		Shared Vision	33	Foster Innovation	33.1	Advocate, facilitate and support the development of international education, research and development facilities in conjunction to Industry, State and National Government	Facilitate and Connect, Advocate and Influence	2014-18	Mayor, Elected Body & CEO	Audit what is already available on Kangaroo Island and play an active role in advocating and promoting	
		Environment			36.2	Continue focus on development of sustainable flood and Island drainage mitigation.	Owner / Custodian	2014-18	DASI	Improved drainage and reduced flooding	
		Environment			36.3	Climate Change Adaptation	Advocate and Influence	2014-18	ELT	Council to remain informed around the impacts of climate change on Kangaroo Island so this can be considered in decision making	
		Environment			36.4	Encourage Community to adopt better cat and dog management.	Owner and Custodian, Promote and Educate	2014-18	ELT	Increased levels of registration; decreased incidences of dog intervention required; cat trapping in townships program developed further	
		Environment			36.5	Roadside Vegetation Management Plan developed, agreed and implemented	Lead, Partner, Collaborate, Custodian	2014-15	DASI	RSVMP developed, approved and implemented in conjunction with NRMKI Board	
		Organisation			37.2	With Council assets, ensure heritage component is properly considered in asset management.	Owner and Custodian, Advocate and Influence	2014-18	DASI	Asset management plans include heritage considerations	
	Cost Management	Organisation	1	Appropriate business planning & financial management	1.1	Establish long-term sustainable service levels appropriate for the service provided and the funding available	Leader / Owner / Customer	2014-18	ELT	Current Service Levels established; Future Service Levels established	Key Service levels completed in 1Q / 2Q 2014-15 for budget impact in 2015-16

Area	Strategic Group	Theme	Item	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Delivery	Cost Management	Organisation			1.2	Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables	Leader / Owner / Customer	Annual	ELT	Department Reviews annually and changes implemented	Annual review 2014-18
		Infrastructure	2	A long term infrastructure Asset Management Plan (IAMP's) and a process of continuous improvement	2.1	Develop and implement Infrastructure Asset Management Plans	Leader, Owner / Custodian	2014-15	DASI	Condition-based long term AMPs complete for all major asset; Strategic AMPs established where required (Roads & supporting infrastructure); Includes Risk Management & linkage to Recovery Plan	2014-15 - All AMPs complete; 2014-15 Strategic AMP for Roads developed; AMPs linked directly to LTFP
		Infrastructure			2.2	Prioritise infrastructure based on residential and business needs. - link infrastructure needs with town plans.	Leader, Owner / Custodian	2014-15	DASI	Strategic AMPs feeding Capital Works Programs linking to available outside funding	
		Infrastructure			2.3	Maintain and improve core infrastructure sustainably.	Leader, Owner or Custodian	2014-18	DASI	Maintain current \$2M State Government road funding support; Refresh DPTI 10 year plan; Optimise investment to achieve Strategic AMP for roads and supporting infrastructure	
		Infrastructure	3	Explore further options for ownership / funding models of road network to achieve long term financial sustainability	3.1	Designate rural sealed roads as State Roads	Leader, Facilitate / Connect	2014-15	CEO	Modelling undertaken to establish impact on FAGS revenues in conjunction with LTFP impacts	Determine economic reality of road ownership changes for optimum long term benefit
		Environment	4	Environmentally sustainable best practice in Council decision making	4.1	Fleurieu Regional Waste Authority (FRWA) as regional subsidiary continues to develop best practice solutions	Partner	2014-18	DASI	KI Waste Management Plan to be revised; Hard / Green / Bulky waste management to be reviewed; Waste Collection to be reviewed;	Waste Management Plan 2014-18;
		Environment			4.2	Explore opportunities to decrease costs around ongoing management of waste for whole of island <ul style="list-style-type: none"> Review consumer needs Glass crusher on island Sorting facilities on island 	Partner	2014-18	DASI	Community education Waste volumes decreased Investigations into on island glass crushing completed and evaluated. Costs reduced by %	Waste Management Plan 2014-18;
		Environment			4.3	Community wastewater management - continue to optimise existing schemes to meet Community needs;	Leader, owner	2014-18	ELT	No environmental breaches;	
		Organisation	5	Adopt and resource best practice strategic and financial planning processes.	5.1	Remove inefficiencies in Core Business processes and de-risk business.	Owner and Custodian	2014-18	DBS	Continue to implement and refine use of Deloitte Control Track system - minimise score 3 or less	
		Organisation	6	Appropriate business planning & financial management	6.1	Develop and implement reporting procedures, tied to the Strategic Plan / Business Plan and maintain Strategic Plan as evolving document	Owner and Custodian	2014-18	DBS	Develop formal standardised reports for Finance, Audit Committee Meetings covering linkages of financial reporting to project progress and annual business plan	
		Organisation			6.2	Simple Key Performance Indicators (KPI) reporting system developed and implemented with formal reporting to Audit / Finance Committees - extend to simple traffic light system for organisational health	Owner and Custodian	2014-16	DBS	With formal reports to Finance / Audit Committees developed - extend to a simple traffic light system for organisational health	
						8.3	Integrated Purchasing - Explore better cooperative purchasing across agencies in areas such as fuel, power, building infrastructure etc.	Facilitate and Connect, Advocate and Influence	2014-23	DBS	reduced costs to Community, Agencies & Council
Support	Revenue	Community	16	Promote living on Kangaroo Island to increase rate revenue.	16.1	Establish marketing plan for living on Kangaroo Island.	Lead, Partner / collaborate	2014-15	CEO	Marketing plan produced	

Area	Strategic Group	Theme	Item	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Support	Revenue	Community			16.2	Target potential residents	Lead, Partner / collaborate	2015-18	CEO	Increased on island residents	
		Community			16.3	Deliver a "Live KI" Prospectus. Work with Brand KI and Key stakeholder groups to develop and maintain a range of information in the form of a prospectus to attract new residents to KI	Influence, Lead, own	2014-18	CEO	"Live KI" Prospectus developed and released	
		Economy	17	A supportive environment exists for business and economic development	17.1	Encourage investment opportunities	Advocate and Influence	2014-18	Mayor, Elected Body & CEO	Increased investment on KI	
		Economy			17.2	Develop strategic alignment with regional development.	Advocate and Influence	2014-18	CEO	Ongoing collaborative projects and information sharing	
		Economy			17.3	Support development of industry alliances, networks and clusters	Facilitate, connect, partner	2014-18	Mayor, Elected Body & CEO	Kangaroo Island Brand Champion; participation as required with peak industry groups	
		Collaboration	18	Work collectively with other parts of Government to leverage funds	18.1	Identify opportunities like remote area tax incentives.	Advocate and Influence	2014-18	CEO	Funds leveraged where possible	
		Community	19	Grant Optimisation Opportunities for Council / Community	19.1	Collaborate to support external grant funding application opportunities between Council and Community Groups for key services and infrastructure	Partner and Collaborate.	2014-18	ELT	Supported applications from Community / Council	
		Economy	20	Community owned energy infrastructure company	20.1	Establish process for aggregating Community Power demands (& generation) and look to establish if better pricing is possible	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Process established; if viable then implemented	
		Economy			20.2	Prepare financial modelling to establish viability of energy generation, storage and distribution infrastructure for Island Community and business. Kangaroo Island Community Energy	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Modelling complete; business case established	
		Economy			20.3	If modelling justifies this is economically viable proposition then create framework for KI Community Energy	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Create governance framework for KI Community Energy	
	Economy			20.4	Explore and secure partners for KI Community Energy	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Partners secured		
	Stimulus / Service	Community	34	Support services needed on the Island.	34.1	Council to be a voice for Community - advocating for needs.	Facilitate and Connect, Advocate and Influence	2014-18	Mayor, Elected Body & CEO	Needs of community consistently met where possible	
		Collaboration	35	Advocate for Community Benefit outcomes	35.1	Council to actively promote, assist & secure Government Agency support for Community issues / ventures	Facilitate and Connect, Advocate and Influence	2014-18	Mayor & Elected Body	Government support secured where possible	
		Environment	36	Environmentally sustainable best practice in Council decision making	36.1	Incorporate environmentally sustainable practices in Council decision making.	Lead and Empower	2014-18	DASI	Strong partnership with KINRM Board maintained	
		Organisation	37	Well managed, tangible and intangible heritage and culture	37.1	Support opportunities to record, preserve, manage and interpret our local heritage, arts and culture.	Owner and Custodian, Advocate and Influence	2014-18	DASI	Heritage, arts and culture supported	
		Community	38	High level of Community engagement	38.1	Develop Community communications strategy	Facilitate, connect	2014-18	Mayor, Elected Body & CEO	Community communications strategy developed & implemented	
		Community			38.2	Connect and support opportunities for skill development and effective Community responses to opportunities and challenges.	Provide and Respond, Facilitate and Connect	2014-18	Mayor, Elected Body & CEO	Volunteer programs developed	

Area	Strategic Group	Theme	Item	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Support	Stimulus / Service	Community			38.3	Encourage active citizenship by ALL (including off-Island ratepayers, retirees and youth)	Facilitate, connect	2014-18	Mayor, Elected Body & CEO	Support maintained for current Groups; email and mobile phone details collected for ALL KI Citizens - on and off island ratepayers; "Connect KI" established	
		Community			38.4	Encourage, support and partner with Community to develop Arts, Heritage, Youth & Culture, sports, tourism, business, participation and promotion	Promote and Educate, Facilitate and Connect, Partner and Collaborate.	2014-18	Mayor, Elected Body & CEO	Annual festivals / celebrations days supported; Increased use of Town Halls to promote and support Community Project	
		Community		High level of commitment for a Healthy Environment	38.5	Adoption of the Kangaroo Island Regional Health Plan	Lead, Partner and Collaborate	2015	Mayor, Elected Body & CEO	Active involvement in HAC, FWS, KI Strategic Housing Plan, SA Families, DEWNR, NRMB, KICE	
Cost Management	Economy	7	Reduce Costs to Community / Council	7.1	Advocate for affordable access to Island by both sea and air, for freight and people.	Advocate / Lobby	2014-18	Mayor, Elected Body & CEO	Fares reduction for passengers and freight for Island residents; Understand drivers for change focussing on access		
				7.2	Work collectively with State / Federal Governments to leverage funds	facilitate, partner, connect	2014-18	Mayor, Elected Body & CEO	Additional funds secured		
				7.3	Establish economics of Driver Instruction, Examination; Vehicle Inspection services currently provided by DPTI being provided on Island by Council	Collaborate, Lead, Custodian	2014	ELT	Recommendations adopted		
		8	Integrated & improved delivery of Government Services	8.1	Government Service Delivery - Explore a coordinated approach to combined Government service delivery on the Island including potential provision of single on-line portal	Facilitate and Connect	2014-20	DBS	coordinated service delivery model developed		
				8.2	Utilities - Lobby utility providers to deliver appropriate equitable services and infrastructure to underpin Kangaroo Island's sustainable growth, including energy, water and telecommunications..	Advocate / Influence	2014-18	Mayor, Elected Body & CEO	Continued advocating		
				8.4	Island-wide Approach to Community Program delivery - Re-direct current Council participation in health and education to appropriate entities e.g. Library.	Facilitate and Connect, Advocate and Influence	2014-24	DBS	Areas of redirection identified & plan developed; Required policies amended		

Theme	Area	Strategic Group	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets	
Collaboration	Delivery	Cost Management		8.3	Integrated Purchasing - Explore better cooperative purchasing across agencies in areas such as fuel, power, building infrastructure etc.	Facilitate and Connect, Advocate and Influence	2014-23	DBS	reduced costs to Community, Agencies & Council		
	Support	Revenue	Work collectively with other parts of Government to leverage funds	18.1	Identify opportunities like remote area tax incentives.	Advocate and Influence	2014-18	CEO	Funds leveraged where possible		
		Stimulus / Service	Advocate for Community Benefit outcomes	35.1	Council to actively promote, assist & secure Government Agency support for Community issues / ventures	Facilitate and Connect, Advocate and Influence	2014-18	Mayor & Elected Body	Government support secured where possible		
		Cost Management		Integrated & improved delivery of Government Services	8.1	Government Service Delivery - Explore a coordinated approach to combined Government service delivery on the Island including potential provision of single on-line portal	Facilitate and Connect	2014-20	DBS	coordinated service delivery model developed	
					8.4	Island-wide Approach to Community Program delivery - Re-direct current Council participation in health and education to appropriate entities e.g. Library.	Facilitate and Connect, Advocate and Influence	2014-24	DBS	Areas of redirection identified & plan developed; Required policies amended	
					8.5	Develop shared cross-agency plans such as Bushfire prevention, flood mapping of island and drainage approaches. Climate Change and Recovery Plan.	Lead and Empower, Advocate and Influence	2014-25	ELT	Continued participation in mandatory Committees (e.g. KIBFC); Cross-Agency opportunities leadership group established; Development of sub-groups on an "as needs" basis	
8.6	Active collaboration / discussions with other Islands, partner councils (regional collaborations), reference groups and networks				Facilitate and Connect	2014-26	Mayor, Elected Body & CEO	Ongoing collaboration			
Community	Delivery	Stimulus / Service	Stronger (empowered) and active Community and organisations	25.1	Develop online toolkit - 'How Council can Help you'.	Provide, respond, facilitate & connect	2014-16	DBS	Coordinate and deliver integrated pack		
			Sustainable Housing for KI residents in need of assistance	32.1	Deliver a Community Housing Strategy for the Island	Lead, Advocate & Influence	2014-18	Mayor, Elected Body & CEO	Community Housing Strategy written and advocate for adoption & implementation		
	Support	Revenue	Promote living on Kangaroo Island to increase rate revenue.	16.1	Establish marketing plan for living on Kangaroo Island.	Lead, Partner / collaborate	2014-15	CEO	Marketing plan produced		
				16.2	Target potential residents	Lead, Partner / collaborate	2015-18	CEO	Increased on island residents		
				16.3	Deliver a "Live KI" Prospectus. Work with Brand KI and Key stakeholder groups to develop and maintain a range of information in the form of a prospectus to attract new residents to KI	Influence, Lead, own	2014-18	CEO	"Live KI" Prospectus developed and released		
			Grant Optimisation Opportunities for Council / Community	19.1	Collaborate to support external grant funding application opportunities between Council and Community Groups for key services and infrastructure	Partner and Collaborate.	2014-18	ELT	Supported applications from Community / Council		
				34.1	Council to be a voice for Community - advocating for needs.	Facilitate and Connect, Advocate and Influence	2014-18	Mayor, Elected Body & CEO	Needs of community consistently met where possible		
		38.1	Develop Community communications strategy	Facilitate, connect	2014-18	Mayor, Elected Body & CEO	Community communications strategy developed & implemented				

Theme	Area	Strategic Group	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Economy	Support	Revenue		20.2	Prepare financial modelling to establish viability of energy generation, storage and distribution infrastructure for Island Community and business. Kangaroo Island Community Energy	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Modelling complete; business case established	
				20.3	If modelling justifies this is economically viable proposition then create framework for KI Community Energy	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Create governance framework for KI Community Energy	
				20.4	Explore and secure partners for KI Community Energy	Lead, Partner, Collaborate, Facilitate, Custodian	2014-16	CEO	Partners secured	
		Cost Management	Reduce Costs to Community / Council	7.1	Advocate for affordable access to Island by both sea and air, for freight and people.	Advocate / Lobby	2014-18	Mayor, Elected Body & CEO	Fares reduction for passengers and freight for Island residents; Understand drivers for change focussing on access	
				7.2	Work collectively with State / Federal Governments to leverage funds	facilitate, partner, connect	2014-18	Mayor, Elected Body & CEO	Additional funds secured	
				7.3	Establish economics of Driver Instruction, Examination; Vehicle Inspection services currently provided by DPTI being provided on Island by Council	Collaborate, Lead, Custodian	2014	ELT	Recommendations adopted	
Environment	Delivery	Stimulus / Service		36.2	Continue focus on development of sustainable flood and Island drainage mitigation.	Owner / Custodian	2014-18	DASI	Improved drainage and reduced flooding	
				36.3	Climate Change Adaptation	Advocate and Influence	2014-18	ELT	Council to remain informed around the impacts of climate change on Kangaroo Island so this can be considered in decision making	
				36.4	Encourage Community to adopt better cat and dog management.	Owner and Custodian, Promote and Educate	2014-18	ELT	Increased levels of registration; decreased incidences of dog intervention required; cat trapping in townships program developed further	
				36.5	Roadside Vegetation Management Plan developed, agreed and implemented	Lead, Partner, Collaborate, Custodian	2014-15	DASI	RSVMP developed, approved and implemented in conjunction with NRMKI Board	
		Cost Management	Environmentally sustainable best practice in Council decision making	4.1	Fleurieu Regional Waste Authority (FRWA) as regional subsidiary continues to develop best practice solutions	Partner	2014-18	DASI	KI Waste Management Plan to be revised; Hard / Green / Bulky waste management to be reviewed; Waste Collection to be reviewed;	Waste Management Plan 2014-18;
			4.2	Explore opportunities to decrease costs around ongoing management of waste for whole of island <ul style="list-style-type: none"> Review consumer needs Glass crusher on island Sorting facilities on island 	Partner	2014-18	DASI	Community education Waste volumes decreased Investigations into on island glass crushing completed and evaluated. Costs reduced by %	Waste Management Plan 2014-18;	
			4.3	Community wastewater management - continue to optimise existing schemes to meet Community needs;	Leader, owner	2014-18	ELT	No environmental breaches;		
	Support	Stimulus / Service	Environmentally sustainable best practice in Council decision making	36.1	Incorporate environmentally sustainable practices in Council decision making.	Lead and Empower	2014-18	DASI	Strong partnership with KINRM Board maintained	

Theme	Area	Strategic Group	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Infrastructure	Delivery	Revenue	E-Tags for road users	13.1	Toll roads for all roads for non-resident users.	Leader / Owner	2014-18	DASI	Establish appetite for and recognition of need to investigate principals of User-Pays through Toll Infrastructure; Establish technical parameters for application; Establish legal & governance parameters for application; Establish Business case for application	Technical, Legal, Governance and business case established for consultation with Community
				13.2	Optimise parking revenue	Leader / Owner	2014-15	DASI	Best technical options for parking revenue management established; Parking plans for main townships (Kingscote, Penneshaw) established	
			Kangaroo Island Airport is managed in a sustainable manner that enables economic prosperity	14.1	Develop case for Airport redevelopment and expansion of services	Owner / Custodian	2014-15	CEO	Existing case developed further	
				14.2	Package Infrastructure, service opportunities with other Community investment propositions to increase attractiveness for Public Private Partnership (PPP) potential	Owner / Custodian	2014-15	CEO	Investment opportunities developed and supported	
		Stimulus / Service	A built environment that delivers on Community needs	23.1	Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc.	Partner	2014-18	ELT	Maintain minimum \$200K pa CCIGP for Community investment; Maintain minimum \$35K CPGF for Community Project support	
				23.2	Finalise the Penneshaw CWMS plan and engage contractor to complete works	Leader, Owner / Custodian	2015-16	DASI	Construction complete within budget (or acceptable variances)	Completion by March 2016
				23.3	Connection of all premises to Penneshaw Scheme in compressed timescale	Leader, Owner / Custodian	2015-16	DASI	Connections completed	Completion by June 2016
				23.4	Continue extension and rationalisation of existing schemes to provide whole of town approach to wastewater management	Leader, Owner / Custodian	2015-16	DASI	Extension / rationalisation plans completed	
		Cost Management	A long term infrastructure Asset Management Plan (IAMP's) and a process of continuous improvement	2.1	Develop and implement Infrastructure Asset Management Plans	Leader, Owner / Custodian	2014-15	DASI	Condition-based long term AMPs complete for all major asset; Strategic AMPs established where required (Roads & supporting infrastructure); Includes Risk Management & linkage to Recovery Plan	2014-15 - All AMPs complete; 2014-15 Strategic AMP for Roads developed; AMPs linked directly to LTFP
				2.2	Prioritise infrastructure based on residential and business needs. - link infrastructure needs with town plans.	Leader, Owner / Custodian	2014-15	DASI	Strategic AMPs feeding Capital Works Programs linking to available outside funding	
				2.3	Maintain and improve core infrastructure sustainably.	Leader, Owner or Custodian	2014-18	DASI	Maintain current \$2M State Government road funding support; Refresh DPTI 10 year plan; Optimise investment to achieve Strategic AMP for roads and supporting infrastructure	
			Explore further options for ownership / funding models of road network to achieve long term financial sustainability	3.1	Designate rural sealed roads as State Roads	Leader, Facilitate / Connect	2014-15	CEO	Modelling undertaken to establish impact on FAGS revenues in conjunction with LTFP impacts	Determine economic reality of road ownership changes for optimum long term benefit

Theme	Area	Strategic Group	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Infrastructure	Support	Cost Management		8.2	Utilities - Lobby utility providers to deliver appropriate equitable services and infrastructure to underpin Kangaroo Island's sustainable growth, including energy, water and telecommunications..	Advocate / Influence	2014-18	Mayor, Elected Body & CEO	Continued advocating	
Organisation	Delivery	Revenue	Appropriate business planning & financial management	11.1	Optimise service charge collection	Leader, Owner, Custodian	2014-18	ELT	All charges rationalised; Established alternative (cost effective) means of making service charge collection easier and more accountable (e.g. parking, boat ramp, campground fees)	Establish increase in fee collection performance
			Grant Revenue Optimisation	15.1	FAGs Modelling to establish optimum return	Leader, Owner, Custodian	2014-15	DBS	Complete investigation into formula structure to establish best means of maximising grant opportunities	
				15.2	Review key cost areas and improve capacity to target grants in these areas	Leader, Owner, Custodian	2014-18	DBS	Review completed	
				15.3	Identify grant application expertise and utilise to optimise grant applications	Leader, Owner, Custodian	2014-18	DBS	Expertise identified; capacity improved (training, contracting in etc)	
				11.2	Optimise opportunities for private works	Leader, Owner, Custodian	2014-18	DASI	Increase Private Works Revenue	increase by 20%
				11.3	Adopt and resource best practice strategic & financial planning processes	Leader, Owner, Custodian	2014-18	ELT	Sustainable balance of income investment & recurrent expenditure	
			Asset utilisation	12.1	Review underutilised reserves / non-usable assets and explore potential to lease, sell, co-develop for commercial or community return	Leader / Owner	2014-15	CEO	"Low-hanging fruit" review; Plan presented to Council for consideration; Business case developed to drive funding / partnership / investment attractiveness; Package Infrastructure, service opportunity with other Community investment propositions to increase attractiveness for Public Private Partnership (PPP) potential	
				12.2	Optimise returns from tourism operations.	Leader / Owner	2014-18	DASI	Management plans for Campgrounds & Christmas Cove developed; Marketing plans for Campgrounds, Christmas Cove developed	
		Stimulus / Service	Reduce Council debt.	22.1	Investigate opportunity to create a Community bond issue to speed up debt reduction	Leader / Owner	2014-15	CEO	Determine feasibility & attractiveness of Issue	Significantly reduce debt.
			Effective Communication	24.1	Establish optimised approach to Community Engagement through social media	Owner and Custodian	2014-16	DBS	Email / Mobile database established; Community Emergency Contact List produced;	
				24.2	Improved website including cross-linking to other relevant partner sites (Brand KI / GFW / AGKI / TKI etc.)	Owner and Custodian	2014-16	DBS	Improvements made	
			Improved Governance	26.1	Establish a more efficient and effective Council meeting structures	Owner and Custodian	2014-18	Mayor & Elected Body	Prioritise Meeting structure to focus on strategies	
				26.2	Identify consolidation opportunities to reduce committee duplication and excessive workloads.	Owner and Custodian	2014-18	CEO	Committee Structure review complete	
				26.3	Develop an online induction kit for potential and new elected members.	Provide, respond, facilitate & connect	2018	DBS	Online kit developed	

Theme	Area	Strategic Group	Strategic Outcomes	Action ID	Actions	Role	Timing	Resp	Measures	Targets
Organisation	Delivery	Stimulus / Service		26.4	Conduct formal Elector Representation Review (assess Elected Member representation numbers and other formal issues)	Lead, Facilitate	2018	DBS	Review conducted and completed	
			Positive Internal Culture	27.1	Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes.	Owner and Custodian	2014-18	ELT	Organisation Structure - Annual Review & report to Council (minimum); Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required	Annual Review & report
				27.2	Provide opportunities for our staff to access the training and development to enable them to contribute to our organisational outcomes.	Owner and Custodian	2014-18	ELT	Personal Development Programs in place and functioning; Future Leaders Programs in place and functioning; ELT support programs in place as required	Annual Review & report
				27.3	Further develop and maintain an internal culture of trust, wellbeing and personal satisfaction	Leader, owner	2014-18	ELT	Happy, productive workforce	
			Council recognised for its exceptional customer service, focused on delivery for the Community	29.1	Continue staff and contractor professional development geared towards a culture of excellent customer service	Leader, Owner / Custodian	2014-18	DBS	Training & assessment programs delivered	
				29.2	Service & Solution Provider of Council services to our Community	Leader, Owner / Custodian	2014-18	DBS	Service levels set and measured	
				37.2	With Council assets, ensure heritage component is properly considered in asset management.	Owner and Custodian, Advocate and Influence	2014-18	DASI	Asset management plans include heritage considerations	
	Support	Stimulus / Service	Appropriate business planning & financial management	1.1	Establish long-term sustainable service levels appropriate for the service provided and the funding available	Leader / Owner / Customer	2014-18	ELT	Current Service Levels established; Future Service Levels established	Key Service levels completed in 1Q / 2Q 2014-15 for budget impact in 2015-16
				1.2	Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables	Leader / Owner / Customer	Annual	ELT	Department Reviews annually and changes implemented	Annual review 2014-18
			Adopt and resource best practice strategic and financial planning processes.	5.1	Remove inefficiencies in Core Business processes and de-risk business.	Owner and Custodian	2014-18	DBS	Continue to implement and refine use of Deloitte Control Track system - minimise score 3 or less	
			Appropriate business planning & financial management	6.1	Develop and implement reporting procedures, tied to the Strategic Plan / Business Plan and maintain Strategic Plan as evolving document	Owner and Custodian	2014-18	DBS	Develop formal standardised reports for Finance, Audit Committee Meetings covering linkages of financial reporting to project progress and annual business plan	
				6.2	Simple Key Performance Indicators (KPI) reporting system developed and implemented with formal reporting to Audit / Finance Committees - extend to simple traffic light system for organisational health	Owner and Custodian	2014-16	DBS	With formal reports to Finance / Audit Committees developed - extend to a simple traffic light system for organisational health	
			Well managed, tangible and intangible heritage and culture	37.1	Support opportunities to record, preserve, manage and interpret our local heritage, arts and culture.	Owner and Custodian, Advocate and Influence	2014-18	DASI	Heritage, arts and culture supported	
Shared Vision	Delivery	Stimulus / Service	Have a shared Vision & develop a whole of Island 10-20 year Community Plan	21.1	Initiate, lead / facilitate Community discussion on Vision for Future	Lead, Facilitate, Partner and Connect	2015-16	Mayor, Elected Body & CEO	Process commenced	Vision Document produced