



Strategic Plan

2020-2024



We are pleased to present our Strategic Plan



Mayor
Michael
Pengilly



Dep Mayor
Bob
Teasdale



Councillor
Sam
Mumford



Councillor
Rosalie
Chirgwin



Councillor
Shirley
Pledge



Councillor
Peter
Denholm



Councillor
Ken
Liu



Councillor
Graham
Walkom



Councillor
Peter
Tiggemann

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Message from the Mayor

These are testing times. Prolonged drought, catastrophic bushfires, COVID-19. The future of the Island is at a crossroads and our response over the next few years will determine how well we collectively re-emerge and restore the Island's economy, environment and wellbeing.

I am pleased to introduce the Kangaroo Island Council 2020-2024 Strategic Plan. A comprehensive response to recovery, rebuilding, resilience and future growth.

Elected Members have endorsed this responsible Plan for the future of our Island and we are committed to delivering the Plan's goals and objectives. The Plan is the result of considerable community engagement and reflects Council's role within the three tiers of government in Australia.

At the heart of the Strategic Plan is Kangaroo Island's community, its economy, and its built and natural environs. Our Island can, through this strategic framework, re-emerge from the bushfires, drought and virus – stronger, and more resilient and adaptable than before.

We can continue to play an important role in regional South Australia and we can continue to contribute to Australia's key industries – primary production and tourism.

This Plan supports both the 'old' and 'new' Island economies and makes every endeavour to put in place the fundamental amenity and services that will stimulate opportunity and provide support where it is most needed, for the benefit of all.

Our desire is to see our economy rebuild and grow, as businesses grow and individual wealth and wellbeing grows. As we re-emerge from the global, national and local crises, we aim to position Kangaroo Island to take full advantage of the national and global renewal and recovery.

This is a moment in local history and in global history that calls for local government to get back to basics while also preparing our Island for the challenges of a changed world.

Over the coming years we will continue to collaborate with the Federal and State governments to provide the necessary support required to deliver Council services and ensure the expectation of residents, businesses and visitors are met, within tight budgetary controls.

The next few years will be an enormous challenge. However, I believe we have the right team in place to deliver this Plan and maintain Kangaroo Island as one of the world's great Island experiences. An ideal place to visit, work and live.



Michael Pengilly

Mayor

on behalf of the Elected Members of Kangaroo Island Council

Snapshot of Kangaroo Island



Kangaroo Island is Australia's third largest island, has a permanent population of Kangaroo Island is only about 4,983.

(ABS Estimated Resident Population 2019)



Land area –
440,036ha (4,400 Km²).

Population density –
0.01 persons per hectare.



Censuses show the number of people aged over 55 increased from 24% in 2001 to 41% in 2016.



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



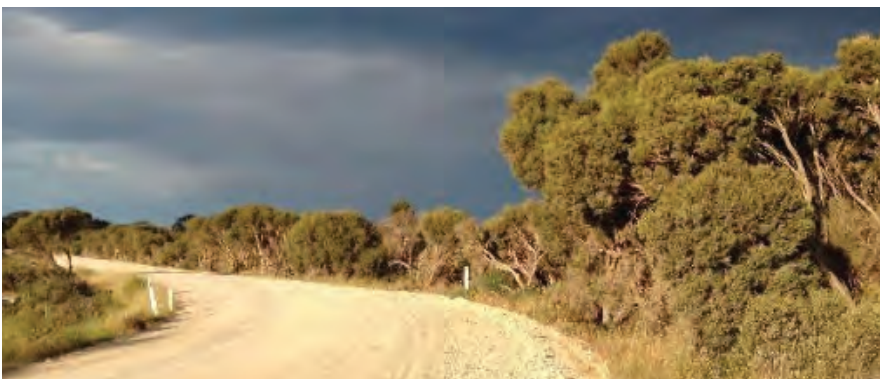
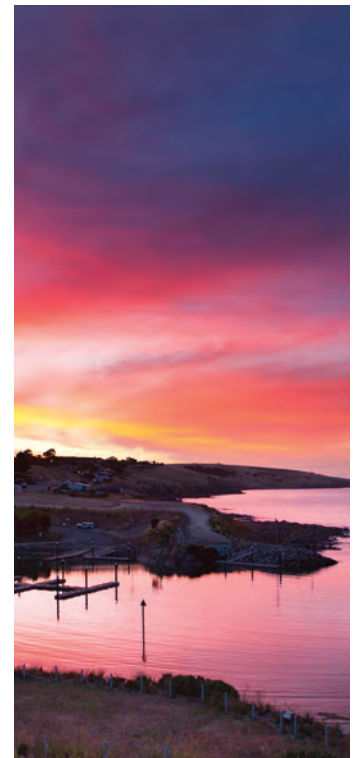
There are approximately 1600km of roads, 81% are unsealed on Kangaroo Island.



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

Bushfire Impact

211,474 Hectares of land burnt, 113,406 Hectares of primary production area burnt, 638 Km fire perimeter, 110 Houses destroyed or incurred major damage, 297 Sheds and outbuildings destroyed or incurred major damage, 276 Vehicles and pieces of machinery destroyed or incurred major damage, 1 Community Hall destroyed, 1 Sports Club destroyed, 59,730 livestock (PIRSA confirmed) lost, 15,000 Hectares of Plantations burnt, 5,500 Km fencing destroyed (estimated).



What is a Strategic Management Plan?

The Kangaroo Island Council 2020-2024 Strategic Management Plan sets the direction for Council's work over the next four years. It provides a framework for how we meet our legislative requirements and achieve balanced, effective outcomes for our Community, especially during this difficult period.

The Plan aims to ensure that our Island remains a great place for our communities to live, where our businesses can restart and remain viable, and where our townships and unique destinations will be ready to attract visitors once the current local and global disruptions pass.

It sets a vision and mission for the Island as well as strategic objectives, strategic outcomes and measurable actions that reflect how Council will bring its vision and mission to life.

Through this Plan, Council enables the delivery of social, financial, infrastructure and environmental outcomes that will help us restart, rebuild and enable a sustainable future for Council and the community.

Context

The Plan responds to a desire amongst the Elected Member body for tighter fiscal control and a return to the fundamental services of Council. It focuses on maximising effort and efficiency in the core responsibilities of roads, sewerage services, waste management and town planning.

To achieve the goal of our Long Term Financial Plan, serious choices must be made around managed growth and the levels of service that can be afforded by the community. Our ratepayer base is small, we have an extensive infrastructure network and we face significantly increased costs from the recent bushfires. These will place extreme pressures on Council budgets.

While Council will continue to meet compliance and infrastructure requirements and be responsive to the needs, interests and aspirations of our community, financial capacity is a critical consideration that requires innovative thinking, strong State and Federal Government collaboration and private-public partnerships.

Role and Function of Council

Council has a legislative responsibility to provide services and support community interests with roles, functions and principles set out under Sections 6, 7 and 8 of the *South Australia Local Government Act 1999*.

These are some of the roles Council plays to support those interests:

Lead/Empower

Council leading the community, setting direction through plans to meet community need and support community initiatives.

Owner/Custodian

Manage community assets including buildings, facilities, public space and reserves on behalf of current and future generations.

Provide/Respond

Council fully or partially funding services or assets, or responding to a need.

Promote/Educate

Providing information, distributing or displaying information provided by others, refer others to information, programs or organisations that may assist.

Partner/Collaborate

Formal partnerships bound by legislation, delegation or contract to deliver outcomes such as shared interest or services or to resolve an issue.

Facilitate/Connect

Council bringing together people and stakeholders to achieve outcomes.

Fund/Grant/Auspice

Collect and distribute funding from and/or to the community (required by legislation or policy on behalf of the community).

Funding Applicant/Recipient

Apply for, receive and expend funding and/or revenues (required by legislation or policy, or via government grants eg Federal Assistance Grant Scheme).

Regulate

Council fulfilling a number of regulatory and compliance roles set down by legislation.

Advocate/Influence

Council making representations on behalf of the community e.g. to state and federal governments, or engaging in public policy development.

Message from the CEO

I look forward to working with our community, the Mayor, the Elected Members, key stakeholders and the dedicated staff of Kangaroo Island Council to deliver this four-year Strategic Plan. We will measure our ongoing progress and report on it regularly.

While some aspects of the Plan are bold, the vast majority of strategic actions are dedicated to delivering the core functions of a council, and as CEO, I am determined to ensure our Council's vision, mission and strategic objectives are realised.

We will continue to focus on good governance and fiscal responsibility and to communicate and engage openly with our local community.

Despite the challenges Council and this community are experiencing, our team will remain flexible and at the ready to deal with change, and to serve and support our Island community.

I look forward to serving this Council and this community for a further four years.

A handwritten signature in black ink, appearing to read 'G. Georgopoulos', with a stylized flourish at the end.

Greg Georgopoulos

Strategic Plan Framework



Vision

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



Mission

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

Strategic Objectives

This Strategic Plan is built around five high level strategic objectives focused on the areas of **infrastructure, community, economy, environment**, and our **organisation**.

At all times we act in a manner that is, courteous, transparent, accountable, efficient, and reflects our values.

Strategic Outcomes

To know we are successful in meeting our strategic objectives, we need to deliver a range of outcomes relevant to our community and specific to our objectives. Each objective is underpinned by three or four key strategic outcomes. Aiming for these outcomes focuses our efforts.

Actions

To ensure we achieve these outcomes and can measure our performance against the Strategic Plan, we have developed a number of actions. The actions are designed to be specific and measurable and will direct the work we do in the period covered by this Plan. As such, they will shape our future Annual Business Plans. Council will ultimately be measured against our ability to achieve a high percentage of our stated Actions during the strategic plan period.

Recovery

Council's actions over the strategic plan period will be significantly impacted by our need to lead and support our challenged community in its recovery from the bushfires and COVID-19.

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
|  |  |  |  |  |
| INFRASTRUCTURE | COMMUNITY | ECONOMY | ENVIRONMENT | ORGANISATION |
| A built environment focused on essential and Community services. | Communities and Individuals empowered to improve the quality of Island life. | Re-establish a strong and diverse economy. | Our environment is maintained, enhanced and protected. | Leadership to deliver positive social, financial and environmental outcomes. |
| RECOVERY | | | | |

| | | | | |
|--|---|--|---|---|
| 1.1 Develop and maintain our roads and physical assets to acceptable standards. | 2.1 Enhance community partnerships with Council. | 3.1 Facilitate appropriate economic development by providing a supportive environment for local business. | 4.1 Best practice waste management. | 5.1 Community is supported in its recovery. |
| 1.2 Optimise Island access opportunities and affordability. | 2.2 Enrich community culture, health and well-being. | 3.2 Optimise land use to grow the Island economy. | 4.2 Proactively adapt to environment change. | 5.2 Continuous improvement in strategic, financial, risk management and business planning processes. |
| 1.3 Deliver a built environment that responds to community and business needs. | 2.3 Improve Island liveability. | 3.3 Collaborate with Government and other partners for better Island outcomes. | 4.3 Statutory requirements are met for animal, land and vegetation management. | 5.3 Good governance. |
| 1.4 Advocate for improved essential services across the Island. | | | 4.4 Support initiatives for a sustainable carbon neutral future. | 5.4 Positive organisational culture. |



Infrastructure

A built environment focused on essential and Community services

| STRATEGIC OUTCOMES | ACTIONS | WHEN | ROLE | |
|--|---|--------|------|---|
| Roads and Assets 1.1 Develop and maintain our roads and physical assets to acceptable standards. | 1.1.1 Deliver the Infrastructure and Asset Management Plan 2019-28. | 2024 | D | ● |
| | 1.1.2 Secure at least \$2M per annum Local Road Sustainability funding. | Annual | I | ● |
| | 1.1.3 Develop joint asset management plans with government agencies for roads and marine infrastructure. | 2023 | D | ● |
| | 1.1.4 Obtain funding to undertake a road safety audit and plan – to achieve national safety standards (including signage) for all Island roads. | 2024 | D | ● |
| | 1.1.5 Review the 2005 Kingscote Community Wastewater Management System Extension Plan to prioritise the extension works. | 2022 | D | ● |
| | 1.1.6 Seek financial assistance from State Government to complete the Emu Bay boating facility upgrade project. | 2024 | I | ● |
| Access 1.2 Optimise Island access opportunities and affordability. | 1.2.1 Develop an Airport master plan. | 2022 | D | ● |
| | 1.2.2 Gain government agreement and funding for Masterplans for Penneshaw and Cape Jervis wharf infrastructure and broader precinct. | 2024 | I | ● |
| | 1.2.3 Gain government agreement and funding to produce Masterplans for Kingscote Wharf and the broader precinct, including integration with Kingscote. | 2024 | I | ● |
| | 1.2.4 Gain government agreement for recognition of the Kangaroo Island/ mainland water gap as a national key freight route and pursue funding to investigate appropriate transport subsidies. | 2024 | I | ● |
| Built Environment 1.3 Deliver a built environment that responds to community and business needs. | 1.3.1 Source dedicated external funding over the next four years to deliver on Infrastructure Asset Management Plan priorities. | 2024 | I | ● |
| | 1.3.2 Complete a review of all Council owned visitor facilities, determine requirements and develop options for self-sustaining maintenance funding. | 2021 | D | ● |
| | 1.3.3 Make improvements to the streetscape character in the four main townships. | 2021 | D | ● |
| | 1.3.4 Negotiate with Federal and State governments to develop the Kangaroo Island Plan. | 2024 | I | ● |
| Energy and Utilities 1.4 Advocate for improved essential services across the Island. | 1.4.1 Collaborate with providers to improve Island internet coverage and eliminate mobile blackspots on Kangaroo Island. | 2022 | I | ● |
| | 1.4.2 Collaborate with SA Water and other stakeholders to water-proof Kangaroo Island by completing all major components of the SA Water plan by 2023. | 2022 | I | ● |



Community

Communities and Individuals are empowered to improve the quality of Island life

| STRATEGIC OUTCOMES | | ACTIONS | WHEN | ROLE | |
|---|-------|---|--------|------|---|
| Partnerships 2.1 Enhance Community partnerships with Council. | 2.1.1 | Review community grant and sponsorship programs and set funding baselines. | 2021 | D | ● |
| | 2.1.2 | Collaborate with external funders and community groups to access external funds to improve or extend community assets or services. | Annual | I | ● |
| | 2.1.3 | Create opportunities for a sustainable future for youth on the Island, including implementing a Council work experience and training program. | 2021 | D | ● |
| | 2.1.4 | Engage and partner with progress associations to deliver strategic outcomes for Council and communities. | 2024 | D | ● |
| Culture, Recreation, Health and Well Being 2.2 Enrich community culture, health and well being. | 2.2.1 | Develop and implement a community engagement strategy. | 2021 | D | ● |
| | 2.2.2 | Develop a youth engagement strategy. | 2021 | D | ● |
| | 2.2.3 | Support arts, culture and heritage initiatives. | Annual | D | ● |
| | 2.2.4 | Develop a Disability Access and Inclusion Plan to meet the needs of the elderly and disabled. | 2020 | D | ● |
| Liveability 2.3 Improve Island liveability. | 2.3.1 | Identify fire prevention priorities for the protection and safety of our communities. | 2020 | D | ● |
| | 2.3.2 | Implement processes, procedures and technology to help mitigate fire risk to Kangaroo Island townships. | 2024 | D | ● |
| | 2.3.3 | Enhance the character, amenity, safety and accessibility of the built environment e.g. sporting facilities, parks, gardens, playgrounds, pools, toilets, boat ramps, trails, streetscapes etc. completing at least 2 significant projects annually. | Annual | D | ● |
| | 2.3.4 | Support initiatives that improve township amenity. | Annual | D | ● |

Type of role

Direct – Actions marked **D** reflect that Council has a direct role in achieving the outcome

Indirect – Actions marked **I** denote Council has an influence only on the outcome as external bodies or factors will impact success in achieving the action.

● To be achieved as part of operating budget

● Acknowledged dependency on external influences or funding success

● Acknowledged stretch target



Economy

Re-establish a strong and diverse economy

| STRATEGIC OUTCOMES | | ACTIONS | WHEN | ROLE | |
|---|-------|---|--------|------|---|
| Economic Development 3.1 Facilitate appropriate economic development by providing a supportive environment for local business. | 3.1.1 | Facilitate development of an economic strategy for Kangaroo Island. | 2024 | D | ● |
| | 3.1.2 | Focus on and optimise grant funding for Council's priority areas. | Annual | I | ● |
| | 3.1.3 | Develop a Council endorsed Prospectus that identifies the fundamental strategic investment priorities for the Island. | 2021 | D | ● |
| Planning 3.2 Optimise land use to grow the Island economy. | 3.2.1 | Develop draft structure plans for Kingscote, American River and Parndana. | 2024 | D | ● |
| | 3.2.2 | Review the Urban Design Framework for Kangaroo Island in consultation with the community. | 2024 | D | ● |
| | 3.2.3 | Provide assistance to those rebuilding from fire affected areas. | Annual | D | ● |
| | 3.2.4 | Review underutilised land and assets and explore opportunities. | 2024 | D | ● |
| Collaboration 3.3 Collaborate with Government and other partners for better Island outcomes. | 3.3.1 | Engage in formal dialogue with State Government agencies to develop a coordinated approach to a more economic delivery of government services on the Island, and shared cross-agency plans. | 2023 | I | ● |
| | 3.3.2 | Collaborate with Regional Development Australia (RDA) and identify and pursue favourable outcomes for Kangaroo Island for inclusion in RDA's Regional Roadmap. | Annual | I | ● |
| | 3.3.3 | Engage with Federal, State and local industry alliances, and the Economic Business Hub and report annually. | Annual | I | ● |



Environment

Our environment is maintained, enhanced and protected

| STRATEGIC OUTCOMES | | ACTIONS | WHEN | ROLE | |
|--|-------|--|--------|------|---|
| Waste Management 4.1 Best practice waste management. | 4.1.1 | Decrease annual volume of landfill waste taken off island by 5% year on year (excluding bushfire related waste). | 2024 | I | ● |
| | 4.1.2 | Explore strategies for economic viability of greater recycling and diversion of waste. | 2024 | I | ● |
| | 4.1.3 | Review of KIRRC buildings and infrastructure needs. | 2022 | D | ● |
| Changing Climate 4.2 Proactively adapt to environment change. | 4.2.1 | Obtain funding for a plan to respond to environment change and liaise with other stakeholders for a whole of island response. | 2021 | D | ● |
| | 4.2.2 | Develop the response plan for severe weather events and implement. | 2022 | D | ● |
| | 4.2.3 | Support collection and assessment of data on coastal hazard mapping for island. | 2023 | D | ● |
| Animal and Land Management 4.3 Statutory Requirements are met for animal, land and vegetation management. | 4.3.1 | Deliver the Kangaroo Island Council Animal Management Plan and Asset Management Plans in cooperation with all relevant legislative agencies. | Annual | D | ● |
| | 4.3.2 | Review and revise Council's Roadside Vegetation Management Plan. | 2021 | D | ● |
| Carbon Neutrality 4.4 Support initiatives for a sustainable carbon neutral future. | 4.4.1 | Advocate for sustainable initiatives and businesses. | 2024 | D | ● |
| | 4.4.2 | Seek funding to analyse and develop a KIC implementation plan to reduce the KIC carbon footprint to carbon neutrality. | 2022 | D | ● |
| | 4.4.3 | Continue implementing sustainable renewable energy options into Council operations. | 2024 | D | ● |
| | 4.4.4 | Develop a Council tree planting program. | 2021 | D | ● |



Organisation

Leadership to deliver positive social, financial and environmental outcomes.

| STRATEGIC OUTCOMES | | ACTIONS | WHEN | ROLE | |
|--|-------|---|--------|------|---|
| Recovery 5.1 Community is supported in its recovery. | 5.1.1 | Work closely with the State Recovery office and local Recovery Coordinator to deliver timely and effective completion of the Recovery Plan. | Annual | I | ● |
| | 5.1.2 | Support community and emergency services and collaborate to build preparedness and resilience. | Annual | D | ● |
| Improvement 5.2 Continuous improvement in strategic, financial, risk management and business planning processes. | 5.2.1 | Complete an in-depth review of all Council services and staffing levels: prioritise and weight for need, effectiveness and efficiency in provision. | 2021 | D | ● |
| | 5.2.2 | Refine Long Term Financial Management Plan and financial sustainability ratios (as recommended by the Audit and Risk committee). | Annual | D | ● |
| | 5.2.3 | Develop and implement a risk management plan to address and manage corporate risk. | 2022 | D | ● |
| | 5.2.4 | Achieve at least 85% delivery of Strategic Plan objectives over the reporting period. | 2024 | D | ● |
| Governance 5.3 Good governance. | 5.3.1 | Council will ensure effective and transparent annual CEO performance reviews. | Annual | D | ● |
| | 5.3.2 | Council and staff will meet legislated reporting requirements of a local government authority. | Annual | D | ● |
| Culture 5.4 Positive organisational culture. | 5.4.1 | Demonstrate clear and visible leadership in line with our agreed values and behaviours, and communicate regularly with staff and Elected Members. | Annual | D | ● |
| | 5.4.2 | Council will achieve and engage an effective workforce by implementing a continuous values and behaviour program. | Annual | D | ● |
| | 5.4.3 | Ensure positive levels of staff well-being by implementing supportive policies and programs. | Annual | D | ● |
| | 5.4.4 | Implement a recognition scheme to acknowledge outstanding contribution of staff to Council and the community. | 2020 | D | ● |

Who we work with

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

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

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

Strategic planning linkages

How the Strategic Plan is influenced by and shapes related plans.

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

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

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



Alignment with state, regional and local plans and priorities

Included are:

20-year State Infrastructure Strategy | Kangaroo Island Plan (A volume of the SA Planning Strategy) | Kangaroo Island Development Plan | South Australian Tourism Plan 2020 | Tourism Kangaroo Island Strategic Tourism Plan | Southern & Hills LGA Regional Public Health Plan 2015 | 2020 Regional Transport Plan | SA Boating Facilities Plan | Resilient Hills and Coasts Climate Adaption Plan | FRWA Strategic Plan | DEW Corporate Plan 2019-20 | Kangaroo Island Health Plan

Direct linkages to Council operational plans

Included are:

Infrastructure & Asset Management Plans | Animal Management Plan | Bushfire Prevention Plan | Business Continuity Plan | Risk Management Plan | Council Lands Management Plan | Environmental Management Plans (CWMS and KIWRRC) | Roadside Vegetation Management Plan | Work Health & Safety Management Plan | Camping and Day Visitor Strategy | Town Centres Plan | Long Term Financial Plan | Annual Business Plan

Key partnerships

Council is involved in various forms of strategic partnerships which benefit community interests. They include the State Government as well as regional, industry and community groups:

- Regional Development Australia, Adelaide Hills, Fleurieu and Kangaroo Island
- Local Government Association of SA (and Southern & Hills LGA)
- Office of Recreation, Sport and Racing (StarClub)
- Department of Planning and Local Government
- Department of Transport and Infrastructure
- Department of Environment and Water
- Landscapes SA
- South Australian Tourism Commission
- Fleurieu Regional Waste Authority – shared service with Yankalilla, Victor Harbor, Alexandrina councils
- Country Fire Service
- Qantas
- Rex
- Sealink
- Junction Australia
- KI Tourism, Food, Wine & Beverages Association
- KI Business and Brand Alliance
- Agriculture KI
- Progress Associations

Performance and Accountability

Council will monitor its performance against each action in the Strategic Plan 2020-2024 and report on its performance in the Annual Report.

Each year Annual Reports are available to the community and are forwarded to the state Government for tabling as the official annual record of the past year's activities and performance of Council.

Council also measures its operational efficiency and effectiveness as part of the Annual Business Plan and Budget process under Section 123 of the *Local Government Act 1999*.

How this Plan was developed

Ratepayers and residents, Elected Members, progress associations, community organisations, government agencies, KICE leadership, sporting clubs and Council staff provided constructive input into extensive consultation processes which have helped shape Council's direction for the 2020-24 period. The initial process involved a series of engagement workshops in our four key townships and Adelaide, one-on-one meetings, and an online survey.

Stage 1 – Community engagement August 2018 – September 2018

| ENGAGEMENT | COMMUNICATED | OUTPUT |
|---|---|--|
| <p>Community asked to provide input <i>"We believe your views and ideas during this drafting stage will significantly add value to the final Plan. We hope you can attend one of the scheduled sessions to provide your input and discuss issues and opportunities around this work".</i></p> <p>The workshop sessions were held in September 2018.</p> <p>A survey was sent via Survey Monkey.</p> | <p>The sessions were advertised via email, Facebook, Council website, Spotlight, community posters, The Islander, The Advertiser, and a letter sent to all off island ratepayers.</p> | <p>These sessions were run by independent consultants who recorded and aggregated the feedback from the workshops and the survey and, together with Council administration, provided a first draft plan.</p> |

Stage 2 – Elected Member review February 2019 – May 2020

| ENGAGEMENT | COMMUNICATED | OUTPUT |
|---|--------------------|--|
| <p>Elected Members were asked for their feedback on all aspects of the draft plan in a series of workshops.</p> | <p>Internally.</p> | <p>Vision, Mission, Pillars, Goals, Actions and Measures confirmed. A Draft Strategic Management Plan 2020-24 developed and approved for community consultation.</p> |

Stage 3 – Adopted for community consultation – 9 June 2020

Stage 4 – Community consultation 18 June – 22 July 2020

| ENGAGEMENT | COMMUNICATED | OUTPUT |
|---|--|---|
| <p>Community asked for feedback on Draft Strategic Plan 2020-24</p> <p>Public meetings held in Kingscote, Parndana, Penneshaw, American River and with staff.</p> | <p>Notices in The Islander, KIC website, Facebook, Spotlight, emails to industry groups and progress associations.</p> | <p>Draft Plan revised into final version following consideration of feedback.</p> |

Stage 5 – Adoption of 2020-24 Strategic Plan 8 September



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