



Governance



Asset Services



Finance Services & Rates



Development Services



People, Learning & Communication

STRATEGIC MANAGEMENT PLAN

2010 - 2014

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It is a legislative requirement for SA Councils to have a 4 year Strategic Plan, the annual Business Plan is derived from this document an update on each area of the plan/organisation is tabled monthly at the ordinary meeting of Council

This Strategic Management Plan 2010-2014 was adopted at a special meeting of Council July 2, 2010. This document was reviewed and adopted at 8 June 2011 Council Meeting.

WHOLE OF ISLAND VISION STATEMENT

(As agreed by Kangaroo Island Agencies)

Our whole of Island approach will support community learning; health, social and environmental well-being and economic growth, ensuring a sustainable future for all.

COUNCIL VISION STATEMENT

A confident, growing and cohesive community:

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

COUNCIL MISSION STATEMENT

Kangaroo Island Council MISSION for the community is expressed as follows:-

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

VALUES

The core **VALUES** of Council that underpin the achievement of our **VISION** are as follows:

- **CREATIVITY & INNOVATION**

To lead by initiative, innovation and have due regard for the community's aspirations.

- **EQUALITY**

To treat citizens and each other with trust, honesty, tolerance and respect.

- **ACCOUNTABILITY & TRANSPARENCY**

To maintain the highest ethical standards in dealing with citizens and each other.

- **SUSTAINABILITY**

To provide and manage the Island's assets for the current needs of the community and for future generations.

- **SERVICE ORIENTATED**

To provide appropriate service to our citizens in a prompt and pleasant manner.

- **PARTICIPATORY**

To share information, listen and consult with the community and each other.

COMMONLY USED ACRONYMS

Legend

AGKI	Agriculture Kangaroo Island
AS	Asset Services
ASC	Airport Services Co-ordinator
CA	Co-ordinator Assets
CCM	Co-ordinator Construction Maintenance
CE&MM	Community Engagement & Marketing Manager
CEO	Chief Executive Officer
CFS	Country Fire Service
CICSSO	Community Information Customer Service Senior Officer
CPM	Comparative Performance Measurement
CG	Common Ground
CPN	Community Passenger Network
CWMS	Community Wastewater Management Scheme
DAP	Development Assessment Panel
DECS	Department of Education & Children's Services
DENR	Department of Environment & Natural Resources
DPA	Development Plan Amendment
DSA	Developmental Services Adviser
DTEI	Department for Transport, Energy & Infrastructure
EHO	Environmental Health Officer
EM	Elected Members
EPA	Environment Protection Authority
ETSA	Electricity Trust of SA
FIN	Finance Officer
FPO	Fire Prevention Officer
FSA	Financial Services Advisor
FSCG	Future Search Common Ground
FWS	Finding Workable Solutions
FY	Financial Year
GI	General Inspector
GMAS	General Manager Asset Services
GMO	Genetically Modified Organisms
IMO	Information Management Officer
ITS	Information Technology Support
KIC	Kangaroo Island Council
KICE	Kangaroo Island Community Education
KICHA	KI Community Housing Association
KIEOC	KI Emergency Operational Committee
KIHS	KI Health Service
KINRM	Kangaroo Island Natural Resource Management
KPIs	Key Performance Indicators
KIS	KI Study (Recommendations 1-11)
KIPMG	KI Ports Management Group
LG	Local Government
LGA	Local Government Association
LGAWCS	LGA Workers Compensation Scheme
MOU	Memorandum of Understanding
NV Council	Native Vegetation Council
PDs	Position Description
PIRSA	Primary Industries & Resources SA
PLC	People, Learning & Communication General Mgr
PLCO	People, Learning & Communication Officer
PMAS	Project Manager Asset Services
PO	Payroll Officer
PPRADS	Professional Performance Review and Development System
R2R	Roads to Recovery
R&D	Research & Development
RDA	Regional Development Australia
RDIF	Regional Development Infrastructure Fund
SAG	South Australian Government
SATC	South Australian Tourism Commission
SHLGA	Southern Hills Local Government Association
TKI	Tourism Kangaroo Island
SMT	Senior Managers Team
SSP	State Strategic Plan
TOMM	Tourism Optimisation Management Model
YAC	Youth Advisory Committee
ZEMC	Zone Emergency Management Committee



Overarching Notes on the Strategic Plan 2010-2014

These overarching notes provide the background to the consultative development of the Kangaroo Island Council 2010-2014 Strategic Plan and should be read in conjunction with that document.

Introduction

The Kangaroo Island Council covers an area of approximately 4,400 square kilometres and is home to a resident population of approximately 4,261 (ABS, 2006). The Council was formed in 1996 after the amalgamation of the District Council of Dudley and the District Council of Kingscote. The Island has a number of settlements including; Kingscote, Penneshaw, Parndana, American River, Baudin Beach, Vivonne Bay, Stokes Bay, Island Beach and Emu Bay.

The Kangaroo Island Council is committed to its Community and aims to be; approachable, consultative, cooperative and responsive to their needs. The organisation will endeavour to be financially sound (*as per the 'KI Study'*), efficient, effective, innovative, pro-active, professional and a cooperative regional partner. The Council will work as a team to assist in improving the quality of life on the Island and will evolve, develop and support its people fairly.

Kangaroo Island Council is similar to many of South Australia's local governments and shares many of their challenges. Like many other local governments it must reasonably satisfy the needs of residents and ratepayers on a relatively small income, owing to the complexity of its operating environment and small ratepayer base.

As the KI Study (Comrie, 2008) identifies, KI Council, ...governs a large land area (some 443,000 hectares), has a small resident population (4,602 persons¹) and is responsible for managing an extensive network of local roads (1,361kms).

Of the population of 4,261 people on the Island in 2006, 19.4% were aged between 0 and 14 years, 18.7% between 15 and 34 years, 32.5% between 35 and 54 years and 29.4% over 55 years. In 2008, the general trend of an ageing population across Australia was also experienced on Kangaroo Island, with 31% of the population being aged 55 or over, whilst the proportion of people aged between 0 and 34 fell from 38.1% to 37.5%. Council expects that the demographics of the population on the Island will continue to reflect this trend for the life of the strategic plan.

The average growth in property numbers for the 2007/08 and 2008/09 financial years was 1.25%. Council does not expect real property development on the Island to exceed this figure in 2010/11. From 2011/12 to 2013/14 Council expects that real property growth will fall within the range of 1.25% to 2% per annum.

It is no surprise that KI Council was deemed to be 'financially unsustainable' (Local Government Association of SA, 2005) when assessed by the LGA in 2005.

What KI Council has in its favour is that the Council management and Elected Members appreciate, are concerned about and are working towards meeting the challenges they face in the long term. It is this long-term focus on economic sustainability that engendered discussions between Council and the South Australian Government that led to the 'KI Study' in 2008 (Comrie, 2008). This important study examined the "opportunities for changes in institutional governance and service delivery arrangements involving the Council and other government bodies on the Island" (Comrie, 2008). The findings of the 'KI Study' have informed consultation with the community and decision-making in the KI Council.

Context and Inputs to the Strategic Plan

KI Council is actively involved with other Councils in the Southern and Hills region of South Australia through its membership and/or representation on various regional bodies as illustrated in Figure 1. These regional bodies, in turn, have an active role in setting public policy objectives at the regional level based on both State and National Governments aspirations. In addition, Council continues to support and participate in a number of state-wide and regional committees and forums that have focused on the setting of public policy principally at a regional level. Of vital importance is our connectivity with the community/sector interests of Kangaroo Island either through formal representation on community organisations or indirect relationships with community organisations. These include:

Community Committees formed by Council (Section 41 Committees)

- *Boating Facilities Committee;
- *Roadside Vegetation Management Consultative Committee;
- Town Centres Committee;
- Finance Committee;

- Audit Committee;
- Community Passenger Network.
- Strategic Planning and Development Committee

(*currently under review)

External Boards/Committees that Council is represented on:

- KI Community Housing Association Committee;
- Regional Development Australia;
- Kangaroo Island District Bushfire Prevention Committee;
- Tourism KI;
- Road Safety SA;
- KI Ports Management Group;
- Kangaroo Island Health Advisory Committee;
- Kangaroo Island Natural Resource Management Board;
- Penneshaw Kangaroo Island Community Business Centre Committee
- Youth Advisory Committee;
- Local Government of SA;
- South and Hills Local Government of SA (Executive and General);
- Southern and Hills Local Government Roads Working Party;
- Fleurieu Regional Waste Authority;
- Tourism Optimisation Management Model Committee (TOMM);
- Zone Emergency Management Committee.

Council Internal Committees (as per applicable Acts/Agreements):-

- OHS Committee;
- Development Assessment Panel;
- Enterprise Bargaining Committee;
- Building Fire Safety Committee;
- Workplace Consultative Committee;
- Airport Security.

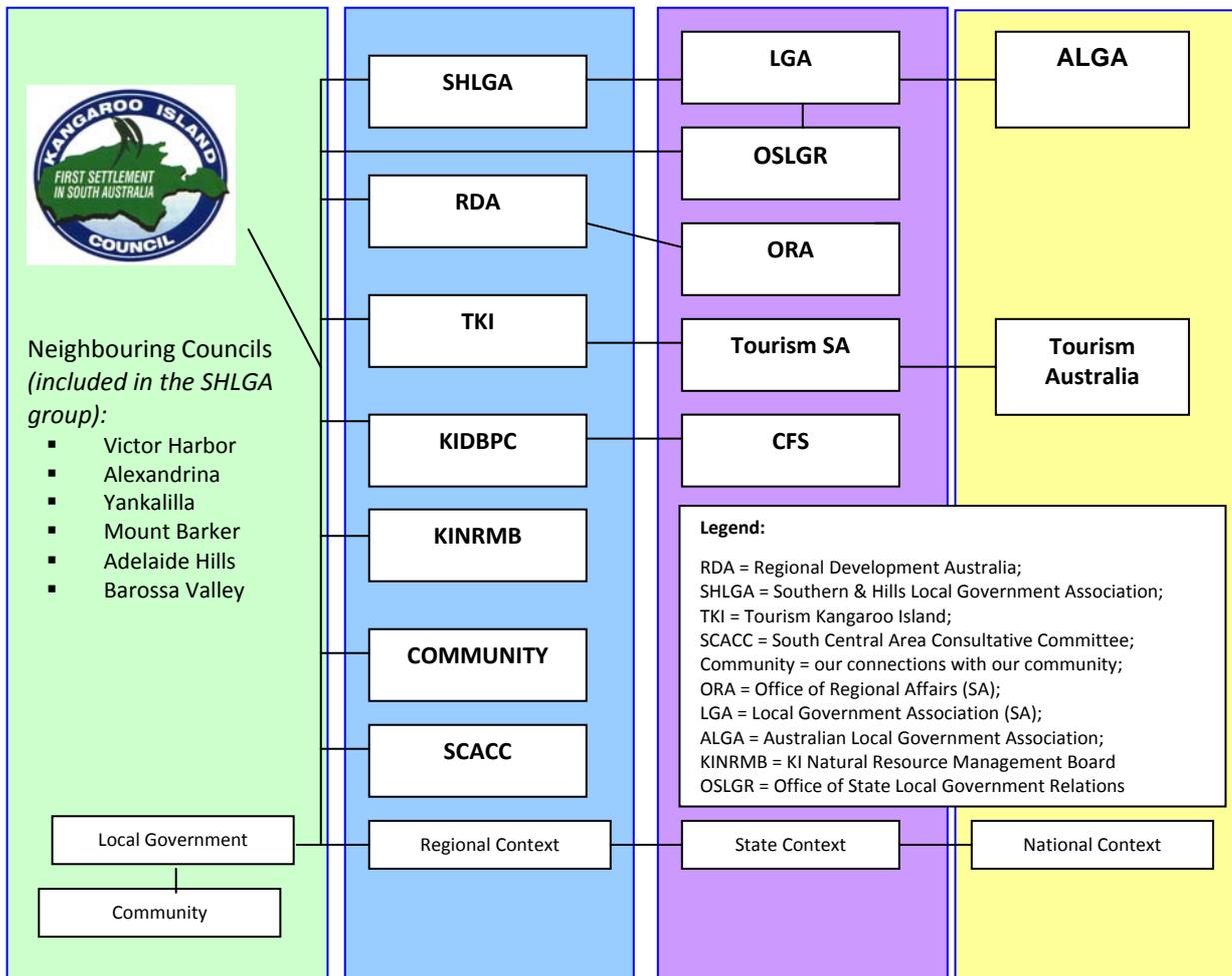


Figure 1: KI Council – Relationship with other Councils, State and Commonwealth Governments

KI Council has adopted its Goals, Objectives and Actions with reference to various Regional, State and National objectives. In particular, KI Council has worked to align its Strategic Management and Action Plan with the relevant targets outlined in the *South Australian Strategic Plan - Creating Opportunity - Moving Forward Together*. KI Council has also aligned its Strategic plan with relevant State Government and Federal Government Departmental plans, the 'KI Study and Future Search common ground outcomes. Indeed, KI Council chooses to give due consideration to those known documents which outline objectives and strategies that are relevant to the economic, social, physical and environmental development and management of the KI Council.

Council intends to continue being an active member of the Southern & Hills Local Government Association (SHLGA) and the Local Government Association of SA (LGA). Rolling consultation programs need to be developed and documented in SHLGA's Strategic Management Plan and the LGA's Strategic Management Plan (as amended, from time to time). It is encouraged that annual regional forums and State forums be convened with the aim of coordinating with neighbouring Councils, regional bodies and State and Federal Governments.

Kangaroo Island Council has also developed a range of plans that also underpins this 2010 - 2014 Strategic plan including the; Long Term Financial plan, Asset Management plans, Development plan, Airport- Master and Strategic plans. These plans will be constantly reviewed during the life of the Strategic plan.

KI Council is also aware that residents and ratepayers who are the KI community wish to participate in decision-making by and about the Council. In response to criticism from the community about the nature of consultation, the KI Council decided to build its 2010-2014 Strategic Plan with input from the community using Future Search as the process.

Future Search

Future Search is a participative planning process that engages all stakeholders in working together. Future Search was used to develop the KI Council Strategic Plan because the KI Council considered that the Strategic Plan is more likely to be effective if it is developed and implemented in collaboration with its community and relevant stakeholders. The KI Council Future Search allowed a cross-section of the KI community to consider the past, present and future and develop a plan to work together to reach a desired future.

What is Future Search?

Future Search is a large group planning meeting that brings diverse people together to work on a specific and task-focused agenda (Weisbord & Janoff, 2000). It is a means of finding common ground and agreement to take action amongst people who may have disparate understanding, interests and agendas. The outcome of a Future Search is commitment by the participants to action plans that are grounded in reality. It is a process that has been used successfully around the world for over 20 years in community and organisational settings.

Future Search engages people in thinking less about past problems and more about the future. Participants examine long-range ideal future scenarios (5-20 years out) rather than problem-solving about the present or fixing past mistakes. With agreed common ground about the ideal future, participants plan actions that will create that ideal future. It's important to note that this is participative planning, is not a team-building exercise. Everyone in the room is a participant; there are no non-stakeholder observers.

The method has the benefit that it embodies the principles of participation and respect that underpin effective consultative processes. This ensures that consultation is built in from the beginning of implementation and that all participants gain direct experience of collaboration and participative decision-making through the Future Search. The foundations created by such a planning method support effective and simpler implementation. The process gives participants opportunities to self-manage and take ownership, share leadership and engage as peers in robust discussion, in an environment focused on the future. New working relationships often develop that lead to productive outcomes, and the process enables stakeholders to take responsibility for their own planning with the result that voluntary cooperation develops and agreed action plans emerge.

KI Council: United in Our Future Search

KI Council sponsored a two-day Future Search (17-18 March 2010) that engaged a large group of people who were representative of the 'whole system' of the KI community. The participants fell into 9 stakeholder groups: elected members; KI Council senior management; KI Council middle management; KI Council staff; ratepayers/residents; traders; agencies; local NGOs; and community groups. The agenda for the Future Search was:

- The past – identifying the significant events, issues and people in the KI Council's past that have created the KI Council's present culture.
- The present – identifying the key trends that exist now that will impact on uniting the KI Council and the community.
- The future – identifying the ideal future for the KI Council – what do we want the KI Council to be in the future?
- Discovering common ground – what do we all want to do to reach our identified desired future?
- Action plans – what will we do together to unite the KI Council and the community?

The Common Ground

It is important to note that whilst Council has endeavoured to include all common ground items in the Strategic Management and Action plan 2010-2014, some of the following common ground items may not be able to be achieved in their entirety over the life of this plan due to budgetary constraints.

The results of the Future Search were 15 common ground statements that participants agreed were important to the desired future for KI Council. The whole group agreed on the statements then self-selected groups prepared action plans that would help achieve these outcomes. These 15 common ground statements and actions have informed the KI Council Strategic Plan 2010-2014 (*within the Strategic Plan they are referred to as CG1-15 with associated actions*). **The following is a verbatim list of the common ground statements and actions;**

Common Ground Item 1 Managing natural resources so they are available for future generations to benefit from and enjoy;

CG1.1 Adopt and implement best practice operating procedures across Council.

- Benchmark against other Councils in Australia to identify best practice
- Use resources of LGA

CG1.2 Develop partnerships with relevant agencies.

- Select agencies for partnerships
- Establish relationships

Common Ground Item 2 Secure water resources to be used within sustainable limits to support community and industry growth;

CG2.1 Partnerships with SA water KINRM board to understand water resources – quantity and quality, sustainable limits, demand projections

CG2.2 Storm water – continue to develop and implement stormwater capture, retention and use (subject to available funding)

CG2.3 Development planning – plan for water resource management/efficiencies in new development

CG2.4 These actions may already be happening → continue to improve

Common Ground Item 3 Together, with the gathering and sharing of opinions, taking into consideration the transparency that goes with this process, Council will consider seeking public views on the way they would like to be consulted;

CG3.1 Consultation “Action Plan”

- Ask community what they want
 - Analyse forms of consultation e.g. words uses, frameworks, environments
- Impart results back to community
 - Investigate completing the circuit
- Explore and encourage the participation of the public in the process
- Five key words: Consultation, Engagement, Communication, Participation, Responsiveness

CG3.2 A manner in which the results of consultation are imparted back to the Community should be developed, and the Participation of the Public be fully explored and encouraged

Common Ground Item 4 Work to achieve ongoing financial sustainability through additional external funding sources;

CG4.1 In conjunction with the LGA work through the implementation of the financial sustainability review actions

CG4.2 Pursue the newly elected state government and MP’s for the provision of an ongoing new funding/income/fee stream

CG4.3 Continue investigating and implementing internal efficiencies and effective use of resources

CG4.4 Advocate with the Federal Government/State Government for a greater share of R2R grant funds or alike

CG4.5 In collaboration with RDA advocate for greater grant funds in K.I.

CG4.6 Actively source and apply for grant funds for key infrastructure/projects

CG4.7 Access funds for R + D funding for a pilot program on improved unsealed road treatments

Common Ground Item 5 Council views rubbish, sewage waste and recycling as resources to be utilised to best advantage, rather than as a waste product to be disposed of. Wherever possible, material from the waste system is to be recycled and reused, rather than thrown away. In managing its waste stream, council will be innovative and efficient and will also encourage ratepayers to compost their kitchen waste themselves. Council currently has a very efficient solid waste collection system, mulches its green waste and treats the Kingscote sewage waste. The effluent from the treatment plant is treated and disposed of via irrigation. Bio-solids from septic tank pump outs is de-watered and the water used in composting the green waste.

Shortly Council will mix the de-watered bio-solids and green waste, compost it to kill harmful microorganisms and thus produce high quality soil enhances;

CG5.1 Review Contract arrangements with Fleurieu Waste Authority

CG5.2 Continue to monitor opportunities for specific waste stream e.g. E-waste

CG5.3 Continue to actively monitor waste technologies

CG5.4 Lobby state government for continued broadening of container legislation

CG5.5 Continue waste education campaign

CG5.6 Plan roll out of sewerage provisions to outlying areas

Common Ground Item 6 Community Facilities;

- Providing recreational areas
- Little or no impact on environment
- Leave only footprints
- Health and wellbeing
- Accessibility to provide mobility in a safe manner

CG6.1 Provide recreational areas and links that have little or no environmental impact with safe access to promote health and well being for all

CG6.2 Continue to emphasise the “leave only footprints” mentality

Common Ground Item 7 KI Council will provide within its capacity, the infrastructure and facilities to meet the needs of residents and visitors;

CG7.1 Identify areas in all towns where access pathways are required

- Gophers
- Elderly and disabled
- Prams, etc

CG7.2 Engage community e.g. (progress, bike groups) to establish appropriate locations/routes of bicycle paths

CG7.3 Continue to assess, establish new, and upgrade current recreational facilities as per the camping and day visitor strategy plan

CG7.4 Continue to support community groups in developing facilities that are multi-use centres for sport and recreation

CG7.5 Identify key areas across island that safe access pathways are required e.g. beach access

CG7.6 Assist community groups to access funding to implement short term objectives

Common Ground Item 8 An increase in sustainable tourism which is supported by local economic returns, improved infrastructure and which does not have a negative impact on residents or the environment and existing facilities i.e. “TOMM” in a nutshell. A controlled increase in sustainable tourism;

CG8.1 Ensure TOMM continues, embraced, used and understood by community

CG8.2 Support Watergap project

CG8.3 KI strategic tourism plan – review

CG8.4 Emphasis on seasonality – all year round destination

CG8.5 Supporting infrastructure development in relation to points of entry e.g.: Ferry/Airport terminals

CG8.6 DPA's

CG8.7 Product gaps – address e.g.

- Walking trails
- Cycling trails
- Camping and day facilities
- Food and wine experiences
- Horse riding trails
- Accommodation/conference facilities

CG8.8 Continued involvement of council and tourism in KIPMG into the long term

Common Ground Item 9 KI Council will work to facilitate alternative power generation and distribution on Kangaroo Island and ensure planning policies encourage alternative energy use;

CG9.1 Work towards legislative change of that Council can have one or more of-

- Renewal energy
- Solar hot water
- Bioseptics
- Energy conservation, etc

CG9.2 Change development requirements to stipulate in the plans of any future developments (within reason)

- Energy sustainable suburb? Create or change
- Continue to work with private sector suppliers to provide opportunities for residents and businesses to access renewable energy including stand alone and back → grid
- Lobby State/Federal government regarding regulator and distribution network agency to ensure maximum benefit is attained
- Work with RDA to develop a review of KI energy options working from investigations already undertaken
- Rebates off rates/taxes for energy/water efficiencies
- All new developments to have regulated environment rating

Common Ground Item 10 Create a 'One Stop Shop' co-locating key agencies on Kangaroo Island which could result in the reduction of;

- Overhead costs
- Inefficiencies
- Lack of communication/goals etc

But would benefit;

- Greater co-cooperation/ collaboration between agencies

Which is an overall long-term goal.

CG10.1 Identify key agencies

CG10.2 Test feasibility of sharing (e.g. hospital functions etc)

CG10.3 Investigate alternatives

CG10.4 Make arrangements with key agencies

CG10.5 Map requirements and services to potential efficiencies (inefficiencies)

CG10.6 Identify potential location

CG10.7 Identify resourcing/costing implications

CG10.8 Implement

Common Ground Item 11 That we are able to support, fund, resource and appreciate our many valued Community Volunteers;

CG11.1 Continue community partnerships programs

CG11.2 Investigate alternative and further funding for C.P's

CG11.3 Annual recognition of community groups and volunteers

Common Ground Item 12 Improve access to KI through;

- Passenger vehicle and freight subsidies from state and federal government (to address issues of demonstrated disadvantage, equity and policy precedent) and thereby mitigate barriers to:
 - Tourism
 - Population growth
 - Business attraction/ expansion
 - Social inclusion
- Enhanced points of entry/departure (Ports, Airports) so that there is appropriate “sense of arrival”, capacity (freight/passengers) and amenity
- The development of ports and marinas for social and economic benefit
- The Council will consider alternate road bases to improve road surfaces and maintenance. It will conduct trials of various methods of construction of unsealed pavements, in particular, the use of Polymer Binders, or similar. It will integrate the results into Asset Management Plan Road modelling provision of community transport.

CG12.1 Lobby/advocate State/Federal Government

CG12.2 Develop inter-agency “whole of island” support for Watergap

CG12.3 Develop government agency SPT for WG

CG12.4 Work with SA Tourism Commission (SATC) Tourism Kangaroo Island (TKI) and Regional Development Australia (RDA) to identify funding opportunities

CG12.5 Cogently ID community TPT needs

CG12.6 Seek reallocation of wharfage charges to Port Dev (LI/Pen)

CG12.7 Include in state infrastructure plan (Ports/Airport)

CG12.8 Actively encourage private sector investment

CG12.9 Develop Penneshaw wharf precinct development plan

Common Ground Item 13 We will explore with the community the implications of population change on lifestyle, services and resource capacity to inform decision-making;

CG13.1 Council to commission and prepare an urban and regional growth and Population Study that addresses the benefits and issues associated with population growth over 20 years

CG13.2 Council to make decisions about growth, planning, development, infrastructure, business and tourism using the outcomes/recommendations of the Population Study

Common Ground Item 14 Council will consider alternate road bases to improve road surfaces and maintenance. It will conduct trials of various methods of construction of unsealed pavements, in particular, the use of Polymer Binders, or similar. It will integrate the results into the Road Asset Management Plan;

CG14.1 Visit trial sites of other councils – e.g. DC Coonalpyn and DC Goyder

CG14.2 Trial alternate methods of constructing unsealed pavements using polymer binding

- Develop costs associated with trials that could be undertaken on K.I.
- Include costs into 10/11 budget to undertake a sample trial in order to develop a process for future trials and documentation to record results from concept through to monitoring state

CG14.3 Set program of use of polymer binders or alternatives into asset management plan long term strategy

CG14.4 Develop a register of potential borrow pit sites and negotiate agreement with land owners for long term access

CG14.5 Force stronger links with development services department to ensure adequate information of resources available

CG14.6 Explore long term water sustainability for long term construction use

CG14.7 Integrate geo-thermal assessments as part of construction and monitoring process

Common Ground Item 15 Through enhanced biosecurity measures maintain the quality of KI agricultural produce and GMO-free status and natural biodiversity. KI to become an internationally recognised “food bowl” through marketing of GMO-free produce;

CG15.1 Enhance biosecurity measures to maintain the quality of KI agricultural produce, preserve GMO-free status and natural biodiversity

CG15.2 Develop international reputation for KI as a ‘food bowl’ for GMO free produce

The Strategic Management and Action Plan

The Strategic Management and Action Plan 2010-2014 its Vision, Values and Mission is the document used to develop the Annual Business Plan and Budget which provides specific targets for the year. Council's performance will be reported to ratepayers, residents and other stakeholders via the Annual Report, KI Matters Newsletter, Council Matters (the weekly article in The Islander), website, public consultation forums and monthly Council reports. Council's Budget provides the financial resources to achieve Council's Vision, Goals and Objectives.

Monitoring Performance

KI Council is committed to monitoring and assessing the performance of Council over the life of this Strategic Management and Action Plan by:

- Compliance with performance targets set in this Strategic Management Plan.
- Commencing a performance management system for senior executive officers that link with the performance targets set in this Strategic Management Plan, the Business Plan and Budget.
- Monthly reports to Council that provide details of the current status of the implementation of this Business Plan, quarterly financial performance of Council (actual revenues and expenses compared to budgeted amounts) and other periodic reports as requested by Council from time to time.
- The preparation of an Annual Report that includes information about progress towards performance targets.
- A Council web site <http://www.kangarooisland.sa.gov.au/> that includes information about Council performance.
- The ballot box (at Council elections) as another method of assessing Council performance.
- Participating in Statewide LGA customer satisfaction surveys and communicating the results on the performance monitoring of Council.
- Actively participating in all forms of best practice, benchmark, surveys, community consultations and engagement forums.

KI Council Rating Policy

KI Council will review on an annual basis its Rating Policy in the context of the objectives and activities detailed in its Strategic Management Plans and with regard to other issues that may arise from time to time.

Regulatory Activities

KI Council carries out the following regulatory activities:

- Building Control
- Planning Services
- Environmental Health Services
- Dog & Cat Control
- Waste Control
- Traffic Control
- Occupational, Health and Safety
- Fire Risk Management

The organisational structure of KI Council separates its regulatory activities from operational activities, where practical.

Development Assessment Panel

The Development Act 1993 requires all Councils to establish a Development Assessment Panel as the authority under the *Development Act* to assess development applications.

The creation of the Panel by Council is to ensure that Panel Members make development decisions as a relevant authority under the *Development Act* having sole regard to the Development Plan and any referral advice to determine the merits of the proposal. The *Local Government Act 1999* does not apply to the Development Assessment Panel.

Membership of the Panel, meeting procedures, and reporting requirements are all determined by Council. Council is required to review the operation, protocols and processes of the Development Assessment Panel at least annually to ensure that the structure and delegations continue to efficiently and effectively fulfil the Development Assessment role. Council can also review the Development Assessment Panel at any time if considered necessary.

Summary

Kangaroo Island Council recognises that there are many challenges ahead and the most critical issue is the long term financial sustainability of this Council in order to provide the Community and Visitors with roads that are safe and services that are much needed and relevant.

References

- Comrie, J. A. C. (2008). *Local government on Kangaroo Island today and tomorrow*. Adelaide: Kangaroo Island Council, South Australia.
- Local Government Association of SA (2005). *Rising to the Challenge – Towards Financially Sustainable Local Government in South Australia*. Adelaide, South Australia: LGA.
- Weisbord, M. R., & Janoff, S. (2000). *Future search: an action guide to finding common ground in organizations and communities* (2nd ed.). San Francisco: Berrett-Koehler.
- Kangaroo Island Regional Land Use Framework
- Kangaroo Island Development Plan
- Kangaroo Island Long Term Financial plan, Asset Management plans, Airport-Master & Strategic plans
- State Strategic Plan
- State Planning Strategy

GOALS, OBJECTIVES, ACTIONS AND PERFORMANCE INDICATORS

The 5 key areas reflecting Council's structure: Governance/Development Services/Finance & Rates/Asset Services/People, Learning & Communications are not listed in order of importance.

1 Governance

Goal: To ensure Council meets its legislative obligations and requirements through transparent, equitable and accountable processes, whilst delivering sustainable services to the Kangaroo Island Community.

Objective	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
1.1 Work to achieve ongoing financial sustainability through additional funding sources.	1.1.1 Pursue the newly elected State Government and MPs for the provision of an ongoing new funding/income/fee stream. High	State Government assistance has been sought and the following options considered: <ul style="list-style-type: none"> local roads become state managed local roads levy sustainable injection of funds watergap project subsidy 	2010	CEO/Mayor	CG4 CG4.2 CG12 KIS8
		A report is developed that quantifying the negative impact that has been reported through the Access Economics Impact Study re the levy	2010	CEO	CG4 CG4.2
		Infrastructure Asset Management Plans are adhered to	2010/14		CG4 CG8
	1.1.2 Continue investigating and implementing internal efficiencies and effective use of resources. High	All areas of the organisation have been reviewed and all outstanding internal controls have been addressed	2010		CG4 CG4.3
	1.1.3 Explore private and government agency partnerships to establish cost effective projects High	Further Shared Service arrangements with neighbouring Councils are developed.	2010/14	CEO / Mayor	
		Joint projects/funding opportunities with Government agencies and/or private sector are identified and explored.	2010/14		
	1.1.4 Continue to lobby Governments with a consistent message regarding inadequate financial resourcing V High	LGA and other key government agencies provide ongoing support and assistance	2010/14	CEO / Mayor	CG12.1
1.1.5 Continue to lobby State and Federal Governments regarding access to and from the Island High	Clarification on the position of the two levels of Government re the watergap project has been sought	2010/14	Mayor / CEO	CG8.2 CG12 CG12.3	

1 Governance

Objective	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
1.2 In conjunction with key agencies; Ministers, on and off Island staff and Governing Bodies, investigate the possibility of creating a 'One Stop Shop' co-locating key agencies on Kangaroo Island which could result in the reduction of: <ul style="list-style-type: none"> Overhead costs Inefficiencies Lack of communication/goals etc The benefits would include: <ul style="list-style-type: none"> Greater co-cooperation/ collaboration between agencies (KIS4)	1.2.1 Med	Identify key agencies and obtain commitment	Key agencies identified and commitment obtained	2010/14	Agencies CG10 CG10.1
	1.2.2 Med	Test feasibility of sharing (e.g. hospital functions, customer service areas, depots etc)	Feasibility study has been conducted subject to commitment	2010/14	Agencies PLC CG10 CG10.2
	1.2.3 Med	Investigate alternatives	Alternatives investigated subject to commitment	2010/14	Agencies CG10 CG10.3
	1.2.4 Med	Make agreements/MOU with key agencies	MOU/agreements in place subject to commitment	2010/14	Agencies CG10 CG10.4 CG1.2
	1.2.5 Med	Map requirements and services to potential efficiencies (inefficiencies)	Efficiencies and inefficiencies against the services have been mapped subject to commitment	2010/14	Agencies CG10 CG10.5
	1.2.6 Med	Identify potential location	Location identified subject to commitment	2010/14	Agencies CG10 CG10.6
	1.2.7 Med	Identify resourcing/costing implications	Cost implications and resourcing has been identified subject to commitment	2010/14	Agencies CG10 CG10.7
	1.2.8 Med	Implement new structure	Implemented subject to commitment	2010/14	Agencies CG10 CG10.8
1.3 To provide good governance that is transparent, equitable and accountable	1.3.1 High	Develop a 4 Year Strategic Plan	4 Year Strategic Plan adopted	2010	
		Strategic Plan Reviewed	Annual		
		Strategic Plan comprehensive review undertaken	2014		
	1.3.2 High	Develop a ten year Long Term Financial Plan	Ten year Long Term Financial Plan adopted	2010	
			Ten Year Long Term Financial Plan reviewed	Annual	
	1.3.3 High	Develop Annual Business Plan	Annual Business Plan adopted	Annual	
			Fees and charges reviewed annually	Annual	
	1.3.4 High	Develop a Risk Management Plan	Risk Management Plan Adopted	2010/11	
	1.3.5 High	Continue to develop and maintain the Records Management System	Records Management System complies with Australian Standards ISO 15489-2002	2010/14	
	1.3.6 High	Establish policies, procedures and codes of practice to enable appropriate delegation, prompt decisions and compliance with relevant legislation	Council has the policies, procedures and codes of practice that address current needs, expectations and legislative requirements	2010/14	
			Delegations reviewed	Annual	
			Audit Work Plan that addresses outstanding internal controls has been implemented	2010	SMT

1 Governance

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
1.3 To provide good governance that is transparent, equitable and accountable ...cont	1.3.7 High Implement recommendations/actions from current audits/reviews	Actions from current audits/reviews are completed	2010/11		
1.4 To develop the Strategic Plan as an "evolving" document High	1.4.1 Develop and implement reporting procedures, where internal reporting is tied to the Strategic Plan/Business Plan	Reports to Council reference linkages to the Business Plan	Monthly		
	1.4.2 Establish a reporting framework for the Plan that provides the opportunity for refinement and continual review	Formal annual review is completed	Annual		
	1.4.3 Report at least twice yearly against strategic plan and provide this information to community and agency stakeholders	Review of actions is undertaken. Results of the review are provided to the community twice yearly through the KI Matters and Community Consultation meetings	Bi-annual (minimum) Bi-annual		
1.5 To encourage the involvement of a broad range of community stakeholders in Council's strategic planning High	1.5.1 Work closely with community, businesses and townships to engage them in Council's strategic planning	Forums and meetings have been conducted and the community involved in Council's strategic planning	2010/14		
1.6 Council work in collaboration with Southern Hills LGA Councils and other Councils with similar regional challenges for the purpose of identifying synergies for resource sharing and strategic collaboration (KIS5) High	1.6.1 Attend meetings/forums and report back to Council. Explore other opportunities that may exist	Involvement and discussions on regionalisation of services i.e. RDA, Waste, DAP, CWMS, IT, Finance have been reported to Council	2010/14		
	1.6.2 Formally approach the Councils deemed to have similar challenges/synergies	Meetings with Councils are being conducted	2010/11	CEO	
1.7 Council to explore LGA and Local Government Research and Development Scheme support to pilot work that may have potential for application elsewhere in the South Australian and local government sector (CG1.1) (KIS5) Medium	1.7.1 Seek funding to generate opportunities to hold training courses on Kangaroo Island	Training courses are funded and held on Kangaroo Island	2011/14	PLC	
	1.7.2 Seek subsidy through LGA to attend training courses	Funding is provided through LGA to attend training courses	2011/14	PLC	
	1.7.3 Seek funding and assistance re Pilots and cost analysis for outsourcing or centralising key services as it relates to the recommendations of KI Study	LG Research and Development Scheme are involved in pilots and centralised services	2010/14	FIN	
1.8 To encourage the involvement of other government agencies to improve linkages between strategic plans Medium	1.8.1 Annual review of the Strategic Plan and seek feedback	Applicable agencies are invited to strategic plan forum	2010/14		
		Council actively participate in other Agencies Strategic Planning process	2010/14	Agencies	

1 Governance

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
1.9 To develop strategic partnerships with other agencies (see also 1.5)	1.9.1 Forums, workshops to be held with other key agencies and stakeholder groups regarding specific Council and community issues	Council issues are on the agenda of forums and workshops with stakeholder groups.	2010/14		KIS4
		Key Agencies issues on Council's agenda	2010/14	Agencies	KIS4
		Council is engaging with other agencies and stakeholder groups	2010/14		KIS4
		Involvement with Strategic Alliance Group is ongoing with clear terms of reference being adopted	2010/14	SMT	KIS4
	1.9.2 Council to be represented on appropriate committees ie see External Committees and Boards and non Council Committees list	Council is appropriately represented on applicable committees and boards and this is ratified every November Council Meeting	Annual	Boards/ Committees	
1.10 To work with the LGA in support of local government issues	1.10.1 Continue to utilise LGA and S&H LGA resources	LGA and SHLGA are supportive and involved in the recommendations of KI Study	2010/14		
	1.10.2 Investigate opportunities for the LGA to assist Council	LGA is the first point of contact for assistance/advice before engaging other organisations i.e. EBA, Legal	2010/14		CG1.1
	1.10.3 Attend LGA seminars/conferences and training programs	Applicable/budgeted seminars/conferences and training sessions identified through the PPRADS process for staff and the Training Needs Analysis for Elected Members are attended and completed	2010/14		
	1.10.4 Obtain list of services provided by LGA	Services provided by the LGA are identified and aligned to our requirements	2010/14		
	1.10.5 Recommendations / actions of the KI Study be implemented	Recommendations / actions have been incorporated into work plan	2010/14	SMT	
	1.10.6 Explore opportunities with ALGA	Contacts established and potential benefits are identified and reported back to Council	2010/14		
1.11 To improve staff consultation	1.11.1 Hold regular staff meetings and develop a process for informing staff prior to information being released to the community	Council has in place a process for informing staff prior to information being released to the community	2010/14	SMT	
		Scheduled monthly staff meetings are implemented	Monthly	SMT	
		Intranet is developed	2010/14	PLC	
1.12 To improve communication with Elected Members	1.12.1 Develop training plan for Elected Members	A training plan for Elected Members is adopted	Annual	PLC	
	1.12.2 Make use of Informal Gatherings for information sharing	Informal Gatherings for information sharing are conducted	2010/14	EM	
	1.12.3 Review reporting arrangements to Council focussing on strategic issues	Council are kept up to date through the monthly business plan status report	2010/14	SMT	

1 Governance

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
1.13 To educate the community on the values and responsibilities of being an elected member	1.13.1 To implement the LGA campaign/regulations leading up to the next General Election	Council has implemented the LGA campaign/regulations strategy leading up to the November 2010 election	2010/11		
	1.13.2 Work with the local media to positively promote Council	Increased voter and nomination participation in elections	2010/11	CEO / EM	
	1.13.3 Council establish applicable training sessions for the community prior and after the elections	Training sessions have been identified and scheduled	2010/14		
	1.13.4 Council develop a strategic communication plan for the lead up to the local government elections	Communication plan developed	2010		
	1.13.5 Establish education session for community members on Council committees	Education sessions are being conducted	2010/14		
1.14 To comply with the Local Government legislative requirements High	1.14.1 Ensure there is an updated calendar of requirements and ensure compliance from legislative compliance audit and it is reflected in the Annual Business Plan	Legislative requirements have been reviewed and are reflected in the Annual Business Plan	Annual	SMT	
1.15 Align Council, State and Infrastructure Strategic Plans	1.15.1 Ensure that Council's Strategic Plan aligns with all the applicable objectives of the State and Infrastructure Strategic Plan	Objectives/actions are identified throughout Council's Strategic Plan	2010	CEO	
	1.15.2 Council to advocate the inclusion of Island issues within the State Strategic/Infrastructure Plans	Advocacy has occurred	2010/14	CEO/Mayor	
1.16 To continue to use & encourage the use of existing and external research to inform better decision making	1.16.1 Identify like objectives/actions between Council Strategic Plan and State Strategic Plan	Like objectives/actions have been identified and are used in discussions with Ministers to strengthen Council issues	2010/14	CEO / EM	
	1.16.2 Identify the existing research documents to inform Council decision making	Research documents relevant to Council decisions are sourced	2010/14		
1.17 Report the status of the KI Study to the Minister for State/Local Government Relations and Council High	1.17.1 Report to Council/Minister when required	Reports to be tabled at the following applicable Meeting of Council	2010/14	CEO	KIS 11
	1.17.2 Organise regular meetings with other applicable Ministers	Regular meetings held	2010/14	EM / CEO	
	1.17.3 Seek regular advice from the Department of the State and Local Government / LGA	Applicable advice is sought when required	2010/14	CEO / Mayor	
	1.17.4 Seek response from the Ministerial Group when required	Request is made to the Ministerial Group on feedback	2010/14	CEO / Mayor	

1 Governance

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
1.18 To sustainably manage, in partnership, our natural environment (CG1)	1.18.1 Regularly engage with Agencies that focus on natural environment issues and be actively involved where appropriate	Other Agencies strategies are incorporated into Council operations	2010/14	AS / DS	
		Council has input into the DENR Plan via forums and workshops	2010/14	AS / DS	
	1.18.2 Continue to lobby State and Federal Government regarding inconsistent legislation and be actively involved in legislative reviews	Council participates in reviews of state and federal legislation	2010/14	CEO	
1.19 To work in partnership with the RDA in developing environmentally sustainable business solutions	1.19.1 To work in partnership to encourage support for solar and wind power options or other renewable energy options	Council actively supports solar and wind power options or other renewable energy options	2010/14		CG9 KIS9
	1.19.2 To work in partnership to continue communications with DTEI/ Ministers/representatives to progress the upgrade of utilities to meet the needs of the community	A utilities/augmentation solution is developed and implemented	2010/14	CEO	KIS 4
	1.19.3 To seek Government support for a review of policies adopted by utilities for the pricing of upgrading and augmenting infrastructure to service new development in regional locations	Government support has been sourced in partnership with RDA	2010/14		KIS 9
	1.19.4 To work in partnership and continue communication with SA Water, Telstra & ETSA to promote required services to KI	Services are improved to meet requirements	2010/14	SMT	
1.20 To build links and partnerships with RDA and LGA to promote economic development	1.20.1 In partnership with the RDA promote and participate in regionally based planning and resource management decisions	Council actively participates with the RDA in regional planning sessions	2010/14	SMT / EM	
	1.20.2 Pursue reform of Commonwealth Parliament Income Tax Act to its residents to receive the remote locality income tax concession in conjunction with LGA and RDA	Outcome of notice of motion re General Meeting has been followed up with LGA	2010/11	CEO	KIS 10
		RDA has been engaged to advocate on KI's behalf	2010/11	EM Rep	KIS 10
	1.20.3 Encourage RDA to advocate on behalf of agriculture, fisheries, food & wine and tourism industries for the purpose of maximising opportunities and mitigating barriers	RDA is advocating on behalf of these industries	2010/14	LG Rep	CG8 CG8.7
	1.20.4 Support key projects of the RDA ie watergap project, investment opportunities	Council is involved in key projects	2010/14	SMT / EM	CG12 CG12.2 CG12.8
1.20.5 RDA have active involvement in our strategic plan outcomes and KI Study recommendations	RDA involvement is ongoing	2010/14	SMT / EM		

1 Governance

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
1.20 To build links and partnerships with RDA and LGA to promote economic developmentcont	1.20.6 RDA to support Council in its quest to improve infrastructure for local businesses through RDIF	Annual action plans targeting specific projects are developed in consultation with RDA	2010/14	SMT / EM	
	1.20.7 Support a co-operative approach and lobby Government with RDA for the improvement of infrastructure (Aerodrome and Ports)	Improved services are introduced to the Island	2010/14	SMT / EM	CG12 CG12.1
	1.20.8 Council to advocate RDA Board for funding equity for the Regional Development Agreement	An equitable funding arrangement is in place	2010/11	CEO / EM	
	1.20.9 Council seeks RDA assistance in advocating to source another income stream and greater grant funds	RDA has assisted Council in obtaining another income stream and grant funds	2010/14	CEO / EM	CG4.5
1.21 To improve and enhance public consultation and interaction with the community High	1.21.1 Review Council meeting times/venues	Review process implemented	Annual	SMT / GOVERNANCE	
		Council meetings are held across the Island and off Island where applicable	Annual	SMT / GOVERNANCE	
1.22 To ensure that Council has a prominent role in annual/special community events	1.22.1 Council has a prominent role in annual community events ie: • Australia Day • Anzac Day • Settlement Day	Elected Members are high profile participants of annual community events	2010/14	PLC	
	1.22.2 Council has a prominent role in the special 175 th Anniversary celebrations ensuring successful events	Successful events have been held	2010/11	SMT PLC	
1.23 Develop a culture that ensures positive (internal and external) Customer Service outcomes	1.23.1 Develop and adopt customer service module	Module is implemented	2010/14	SMT/ EMs	
1.24 To develop a Community Emergency Management Plan in partnership with other applicable stakeholders and ZEMC	1.24.1 Funding is sourced for the development of the plan	Funding has been sought and received	2010/11	AS/PLC/LGA	
	1.24.2 A Community Emergency Management Plan is to be developed using external funding	A Community Emergency Plan is adopted by applicable stakeholders and ZEMC	2010/11	Consultant/AS/ ZEMC/ Stakeholders	
	1.24.3 That Council representatives on ZEMC report back to Council on progress	Reports received	2010/14	Operations Committee/ ZEMC	
1.25 That Section 41 Committees are relevant and terms of references adhered to	1.25.1 Section 41 Committees and terms of reference are reviewed annually and ratified	Review and ratify Section 41 Committees and terms of reference at November Council meeting	Annual		

1 Governance

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
1.26 KI Council will work to facilitate alternative power generation and distribution on Kangaroo Island and ensure planning policies encourage alternative energy use	1.26.1 Work towards legislative change so that Council can encourage new developments to have one or more of: <ul style="list-style-type: none"> o Renewable energy o Solar hot water o Bioseptics o Energy conservation, etc. 	Legislative changes have been discussed with Government	2010/14	DS/AS	CG9
	1.26.2 Seek financial implications on individuals and consult with the community	This is considered when DPAs are developed	2010/14	DS	CG9
	1.26.3 Change development requirements to stipulate in the plans of any future developments (within reason and where possible) <ul style="list-style-type: none"> • Energy sustainable suburb? Create or change • Continue to work with private sector suppliers to provide opportunities for residents and businesses to access renewable energy including stand alone and back → grid • Lobby State/Federal government regarding regulator and distribution network agency to ensure maximum benefit is attained • Rebates off rates/taxes for energy/water efficiencies • All new developments to have regulated environment rating 	Future DPAs have included (where possible): <ul style="list-style-type: none"> • Energy • private sector access to renewable energy • State/Federal Government advocacy • Rebates for energy, water efficiencies • Regulated environment rating applied to new developments 	2010/14	DS/AS	CG9 KIS9
1.27 In collaboration with relevant Agencies ensure that enhanced biosecurity measures maintain the quality of KI agricultural produce and GMO-free status and natural biodiversity. Council to support, agree and believe in primary production and marketing as being a key economic driver for island. KI to become an internationally recognised "food bowl" through marketing of GMO-free produce.	1.27.1 In collaboration with applicable Agencies to enhance biosecurity measures to maintain the quality of KI agricultural produce, preserve GMO-free status and natural biodiversity.	In collaboration with the applicable Agencies: <ul style="list-style-type: none"> • Education and awareness has been increased by tapping into the resources of DENR, PIRSA, DECS, AGKI and the community • Training provided in association with DENR, PIRSA, DECS, AGKI, RDA and the community • Effectiveness of biosecurity measures have been monitored, evaluated and reviewed • Required changes implemented 	2010/14	Agencies	CG15 CG15.1 CG15.2
	1.27.2 In collaboration with applicable Agencies develop an international reputation for KI as a "food bowl" for GMO free produce	Government has been lobbied to ensure current legislation remains in place for KI.	2010/14		CG15 CG15.2
		Economic benefit of retaining GMO-free status on KI is reassessed	2010/14		CG15 CG15.2
	Legislation is reviewed as necessary.	2010/14		CG15 CG15.2	

1 Governance

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
1.28 Through the NRM Indigenous Reference Group, KI Council will engage with the applicable Indigenous communities who have links with KI	1.28.1 KI Council will be an active member of the NRM Indigenous Reference Group	Attend meetings as and when required	2010/14	GMAS	
		Indigenous communities contacted and outcomes achieved	2010/14	GMAS	
1.29 In conjunction with the State Government and applicable Stakeholders identify issues relating to 'Access to the Island'; Ports, Airport & Wharf	1.29.1 Conduct a geotechnical analysis on the Airport's tarmac	Geotechnical analysis conducted	2010/11	GMAS	
	1.29.2 Commission a traffic/carparking review for Penneshaw	Traffic and carparking management report completed	2011/12	GMAS	
	1.29.3 Identify commercial opportunities at Airport, Ports and Wharf	Commercial opportunities identified	2011/12	GMAS	

2 Development Services

Goal: To proactively work on strategic and community projects, initiatives and developments in association with other sectors, to support and enhance the economic, social and environmental needs of Kangaroo Island.

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
2.1 To keep the Development Plan up to date (CG8.6) High but review timelines based on recent Ministerial advice	2.1.1 To undertake a Section 30 (Strategic Directions Report) Review every 5 years (of the Development Act) due by 31 December 2012 High	Due 2010 – To write to Minister seeking an extension of time, as Council is already active with various Development Plan reviews.	Nov 2010 Done Due end 2012		
		The Regional Land Use Framework (the Planning Strategy) is used to guide the strategic directions report.	KI Plan now released. Section 30 Review by end 2012		
	2.1.2 To complete the General Development Plan Review	To be authorised by 30 June 2011	Completed		
	2.1.3 To investigate / launch Rural Living / Forestry / Bushfire / General Farming DPA to review relevant rural policies	Statement of Intent June 2010 Ministerial delays Commence April 2011 Public consultation late 2011 Authorised by mid 2012, noting separate Rural Living DPA may experience longer time frame as it has a more rigorous consultation process	Rural Living DPA – end 2012 Forestry, Bushfire, General Farming DPA – mid 2012		
	2.1.4 Prior to undertaking any further DPA's that Council completes Action 2.1.1 (Section 30 Review) in order to rank and prioritise future Development Plan issues and opportunities	Refer 2.1.1	Refer 2.1.1		
	2.1.5 To consider methods of ensuring stronger protection of heritage items, e.g. possibly via policy, incentives, heritage advisory services, grant assistance schemes, rate relief	To develop business paper for Council's consideration by June 2012	June 2012		
	2.1.6 Council seek funding to commission and prepare an Urban and Regional Growth and Population study that addresses the benefits and issues associated with population growth over 20 years	Funding to be sourced to commission Regional Growth and Population Study and Study has been completed	2013/14	All Stakeholders RDA	CG13.1
	2.1.7 Council to make decisions about growth, planning, development, infrastructure, business and tourism using the outcomes/recommendations of the Population Study.	Action Plan has been developed from the above mentioned study	2013/14	All Stakeholders RDA	CG13.2
	2.1.8 To establish a Section 101A Strategic Policy committee of the Development Act	To seek a Ministerial exemption under Section 101A with all policy matters to be addressed by full Council - Not approved - A Committee has therefore now been established	Completed		

2 Development Services

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
2.1 To keep the Development Plan up to datecont (CG8.6)	2.1.9 Development planning – plan for water resource management/efficiencies in new development	DPA's to include plan for resource management	2010/14	AS	CG2.3
Development Assessment					
2.2 To streamline development processes to ensure they remain relevant and easy to use High	2.2.1 Undertake recommendations of Section 30 reviews	Recommendations of Section 30 reviews are considered for implementation	2011/14		
	2.2.2 Work strategically with Planning SA to improve DPA processes	Workshops are conducted to develop strategic approach to DPA's implementation in the most cost effective way	2010/14		
2.3 To continue to use & encourage the use of existing research to inform better decision making High	2.3.1 To investigate options across agencies	Processes are developed for the sharing of research outcomes across agencies	2011/12		
2.4 To undertake regular system indicator performance appraisals of the Development Assessment function High	2.4.1 To analyse:- - turn around time vs requirements of Act - level of customer complaints and issues raised - level of applications not resolved at assessment stage - the number and nature of appeals.	Analysis undertaken as part of yearly annual reporting process and PPRADS Monitoring via DPLG system indicator reports and further adaption to rolling changes to System Indicators reporting in accordance with Schedule 25 of the Development Regulations to improve quality of data being collected	Annually		
	2.4.2 To identify any Development Plan weaknesses that need to be addressed	Development Plan weaknesses identified	Annually 3 monthly meetings of Strategic Planning and Development Committee	Strategic Planning and Development Committee	
2.5 To have a highly skilled and efficient Development Assessment Panel and Development Advisory Services High	2.5.1 To undertake training and education of members and staff of relevant issues	To work within the LGA to identify training plan and needs analysis, and as identified by PPRADS and Council's training plan.	As needed by training plan	PLC	

2 Development Services

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
2.6 To ensure the membership of the Panel, Terms of Reference, Operating Procedure and Delegations are reviewed. High	2.6.1 To undertake membership review within the 2 year anniversary of establishment of Panel		Due prior to January 2013.	EM	
	2.6.2 To review Terms of Reference, Operating Procedures and Delegations annually	Completed 2010. Compliance	2010/14 Annually	DAP	
2.7 To undertake an audit of compliance with governance requirements of Development Act High	2.7.1 To undertake an internal review every 2 years, and earlier where new legislation is enacted	Compliance with Act	2 yearly		
2.8 To provide efficient and effective customer service. High	2.8.1 To continue to provide and promote regular customer liaison opportunities	Customer feedback	2010/14		
	2.8.2 To organise an annual customer service forum for applicable stakeholders	Forum scheduled annually	Annual	PLC	
	2.8.3 To assist developers to meet the requirements of the Development Plan in provision of tourism facilities eg accommodation/conference	Developers are assisted as required, as part of day to day customer service function	2010/14		CG8 CG8.7
<u>Compliance and enforcement</u>					
2.9 Building fire safety committee – to meet Council’s objectives under the Development Act. High	2.9.1 To meet on a needs basis, at least twice per year.	Meet at least twice yearly and reports tabled at Council	Twice yearly		
2.10 Building Inspection Policy – to undertake necessary obligations under the Development Act. High	2.10.1 To action and resource the Building Inspection Policy	Reviewed bi-annually	2010/14		
	2.10.2 That Council adhere to the Building Inspection Policy	Building Inspection Policy adhered to	2010/14	Council	
<u>Strategic Projects</u>					
2.11 To incorporate the Urban Design Framework into Developments High	2.11.1 Encourage the use of the Urban Design Frameworks to guide development opportunities in the towns of American River, Kingscote, Parndana and Penneshaw.	Development opportunities are identified with the use of Urban Design Frameworks	Refer 2.1.1	AS	

2 Development Services

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
Partnerships 2.12 To build links and partnerships with Planning SA, RDA, KIPMG, DTEI, DENR, SA Water, PIRSA and other relevant agencies and industry sectors to promote economic development (CG1.1)	2.12.1 Ensure Agency staff have an understanding of Council's Development Plan process	Council and agencies/industry sectors continually liaise on development matters	2010/14		
	2.12.2 That Council's Development staff work to have an understanding of other Agencies development issues	Council and agencies/industry sectors continually liaise on development matters	2010/14	AS	
	2.12.3 Continue involvement of Council with KIPMG	Two positions on the KIPMG are maintained	2010/14	CEO/Mayor or nominees	CG8.5 CG8.8 CG12.6 CG12.7 CG12.9
	2.12.4 Encourage opportunities for a Kingscote marina and wharf as a whole	Kingscote marina is developed in conjunction with relevant Stakeholders	2010/14	CEO/Mayor/EM RDA DTEI	CG12
	2.12.5 Partnerships with SA Water and DENR to understand water resources – quantity and quality, sustainable limits, demand projections	A greater understanding of water resource issues has been obtained through partnership with SA Water and DENR	2010/14	Council SA Water DENR	CG2 CG2.1
	2.12.6 The future of the Penneshaw Wharf to be considered through long term planning to meet future needs, 20 year	Traffic Management Traders Considered Commercial Opportunities 20 year blue print for Penneshaw as a whole	Strategic paper and community engagement 2012	End 2012 for Council consideration	

3 Finance & Rates

Goal: To provide an efficient, effective and financially sustainable Council.

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
3.1 To plan for the financial sustainability of Council (KIS2) HIGH	3.1.1 In conjunction with the LGA work through the implementation of the Financial Sustainability review actions.	Implementation of Financial Sustainability review actions.	2010/14	Audit	CG4.1
	3.1.2 Implement the work plan that is overseen by the Audit Committee, addressing the outcomes of the Internal Control Audit and Good Governance pilot	Meetings are held quarterly with the audit committee	Quarterly	Audit	s.13A LGFM Regs 1999
		Audit Committee oversees the progress of Financial Policies, Internal Controls and Good Governance and these are completed within the agreed timelines	2010/11	SMT/Audit	
		Annual review of Internal Controls is completed	Annual	Audit	
	3.1.3 To develop an alternative financial model that incorporates sourcing another income stream	Alternative financial model is developed incorporating another source of income	2010/14	SMT/EM	s.122(2)(b) LG Act 1999
	3.1.4 Ensure Council's commercial operations provide an appropriate financial return	An analysis of commercial operations has been conducted	2010/11	PLC	
		A total analysis of fees and charges has been conducted	2011	PLC	
	3.1.5 Regular reviews to be conducted on Long Term Financial Management Plan in all areas	Review has been conducted for: <ul style="list-style-type: none"> Airport CWMS Waste Whole of Council 	2010/14	AS/SMT/EM	
	3.1.6 Regular asset revaluations, updates and annual review of depreciation rates	A schedule of revaluations for Asset categories is developed.	2010/14	Audit	s.9 LGFM Regs 1999 AASB 116
		Depreciation rates are reviewed and impairment testing of assets occurs annually	Annually	AS	
Revaluation Policy developed		2010/11	Audit		
3.1.7 Investigate consumption based depreciation models	Investigation of consumption based depreciation has been completed	2010/12	AS		

3 Finance & Rates

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
3.1 To plan for the financial sustainability of Council.....cont	3.1.8 Develop and review Infrastructure Asset Management Plans (IAMP's) and develop a process of continuous improvement	<ul style="list-style-type: none"> Roads 			s.9 LGFM Regs 1999
		Annual review of roads IAMP including updating unit rates, service levels, road hierarchy and asset valuations	2010/14	AS/SMT	
		Full Condition Rating Sealed Network Completed 3 Yearly	2010/11	AS/SMT	
		Full Condition Rating Unsealed Roads Completed 5 yearly	2012/13	AS/SMT	
		Planned annual maintenance schedule developed	2010/14	AS/SMT	
		A Disposal Schedule of assets is completed	2010/11	AS/SMT	
		<ul style="list-style-type: none"> Buildings 			
		A Disposal Schedule of assets is completed	2010/11	AS/SMT	
		Componentisation of building assets is completed	2010/11	AS/SMT	
		Planned annual maintenance schedule developed	2010/14	AS/SMT	
		<ul style="list-style-type: none"> CWMS 			
		Planned annual maintenance schedule developed	2010/14	AS/SMT	
		Segmentation of CWMS network completed	2011/12	AS/SMT	
		<ul style="list-style-type: none"> Stormwater 			
		Planned annual maintenance schedule developed	2010/14	AS/SMT	
		Segmentation of Stormwater network completed	2011/12	AS/SMT	
		<ul style="list-style-type: none"> Airport 			
		Planned annual maintenance schedule developed	2010/14	AS/SMT	
		Componentisation of airport assets is completed	2010/14	AS/SMT	
		A Disposal Schedule of assets is completed	2010/11	AS/SMT	
		<ul style="list-style-type: none"> Plant & Equipment 			
		A Disposal Schedule of assets is completed	2010/11	AS/SMT	
		Planned annual maintenance schedule developed	2011/12	AS/SMT	
		<ul style="list-style-type: none"> Reserve Furniture 			
IAMP development completed	2010	AS/SMT			
A Disposal Schedule of assets is completed	2010/11	AS/SMT			
Componentisation of Reserve Furniture assets is completed	2010/11	AS/SMT			
Planned annual maintenance schedule developed	2010/14	AS/SMT			

3 Finance & Rates

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
3.1 To plan for the financial sustainability of Council.....cont	3.1.8 Develop and review Infrastructure Asset Management Plans (IAMP's) and develop a process of continuous improvementcont	• Other			
		Community land assets are reviewed and disposal list developed	2010/11	AS/SMT	
		Service Levels of assets are reviewed and condition rating of assets are scheduled per asset category	Bi-annually	AS	
	3.1.9 In conjunction with the Audit Committee develop a regular schedule to conduct 'Efficiency and Effectiveness' Audits	An 'Efficiency and Effectiveness' Audit is undertaken into Council operating procedures	2010/14	Audit	
		Council implements findings of audit	2010/14	Audit	
	3.1.10 Undertake a Finance Operations review	Finance operations review is completed	2010/11	SMT/EM	
		Recommendations of the Finance Operations review have been implemented	2010/12	SMT/Audit	
	3.1.11 Conduct a cost analysis to identify payment methods of monies and electronic transfer of notices with the aim to become a cashless organisation	A cost benefit analysis has been conducted	2010/14		
		Cashless transaction methods have been implemented where appropriate	2010/14		
		Implement outcomes of the cost benefit analysis	2010/14		
		Electronic transfer of notices is implemented	2010/14		
	3.1.12 Investigate and consider discount options for early payment of monies	Discount options for early payment of monies investigated and considered	2010/14		
	3.1.13 Continual improvement of "best practice" financial management	Unqualified Audits are achieved annually	2010/14	SMT/EM	
		Engage new external Auditor	2010/11		
	3.1.14 Undertake a cost benefit analysis of the management of collection of fees for the use of Council facilities <ul style="list-style-type: none"> • Boat Ramps • Campgrounds • Airport Parking 	Cost Benefit analysis undertaken	2011/12		
Risk analysis undertaken		2011/12			
Recommendations made to Council		2011/12			
3.1.15 Investigate further the impact of the dedication of vegetation to Heritage status and the potential losses financially suffered by Council	Report produced to Council	2010/14		KIS3	
3.2 All rural roads and township streets are given a rural road or street addressing number	3.2.1 Finalise the rural road numbering project and street numbering project to commence	Rural road numbering signs erected	2010/11	AS/IT Support	
		All township streets are numbered	2010/14	AS/IT Support/ Rates	
		The rates database is updated for rural and street numbers	2010/12	AS/IT Support/ Rates	
		Renumbering of Kingscote streets is finalised	2013/14	AS/IT Support/ Rates	

4 Asset Services

Goal: To construct and maintain infrastructure to service the Kangaroo Island Community in an innovative and sustainable manner.

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.1 To consider and implement the recommendations of the Business Process Review of the Outside Work Area High	4.1.1 Establish the Asset Services Department Structure and locate all staff in appropriate locations	New Structure Finalised	2010/11	CEO	
		Staff located in appropriate locations	2010/11	PLC/CEO	
		Roles and Responsibilities defined	2010/11	PLC/CEO	
	4.1.2 All projects to undergo a detailed analysis to determine appropriate delivery methods	Annual Work Programs prepared	2010/14		
		Cost analysis of delivery methods undertaken	2010/14	FIN	
	4.1.3 Undertake a Skills Analysis to determine skill "gaps" in the area and develop a strategy for obtaining skills required	Skills analysis undertaken	2010/11	PLC	
		Skill development strategy developed	2010/11	PLC	
	4.1.4 Develop and continuously improve customer service culture within the Asset Services Area	Processes to ensure positive cultural change has been implemented	2010/14	PLC	
4.1.5 Implement and continuously improve an engagement program for staff to ensure awareness of organisational objectives and policy	Staff engagements meetings established	2010/14			
4.1.6 Evaluate the implementation of the recommendations	Evaluation undertaken	2010/11	CEO		
	Directions finalised	2010/11	CEO		
	4.1.7 Improve communications between various Council departments to ensure consistent approaches	Communication strategies between Asset Services and Development Services have been developed	2010/11	DS	CG14.5
Finance Department has been engaged in project management programs		2010/11	FIN	CG14.5	
4.2 To manage Council's Assets in accordance with asset management plans (KIS2) High	4.2.1 Implement work programs in accordance with the Asset Management Plans and collect the appropriate data to ensure ongoing maintenance of the plans	Data captured and entered into Asset Management register as works undertaken	2010/14		CG8
		Work programs developed in accordance with budget constraints and the plan	2010/14		
	4.2.2 Establish a sustainable asset management program	External Asset Management contract to be reviewed	2011/12	FIN	
		Options for alternative models have been developed	2011/12	FIN	
		A sustainable model implemented	2012/13	FIN	
	4.2.3 Dispose of unwanted assets	Register of assets for disposal developed	2010/11		
		Unwanted assets are disposed of	2011/12		
	4.2.4 Benchmarks for service levels within Asset Management Plans are developed	Draft service levels have been prepared	2010/11		
Public Consultation has been undertaken		2010/11			
Service levels have been endorsed by Council		2011/12			

4 Asset Services

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.3 Construct and maintain road infrastructure in an innovative and sustainable manner High	4.3.1 Identify resources available for construction across Kangaroo Island and determine how gaps can be filled	Register of available water resources and borrow pits have been developed	2010/11		CG14.6
		Water and borrow pit resource gaps have been identified	2010/11		CG14.6
		Strategy developed to fill gaps based on Asset Management Plan program	2010/11		CG14.6
	4.3.2 Integrate geo-technical assessments into construction and monitoring process of major projects	Projects identified that require assessment	2010/14		CG14.7
		Budgets allocated appropriately	2010/14		CG14.7
		Assessments undertaken	2010/14		CG14.7
	4.3.3 Undertake road management program in accordance with budget constraints, Asset Management Plans, service levels and public safety and standards	Work plans derived from AMPs and approved in budget process are completed within budget, safely and to acceptable standard	2011/14		CG14.7
	4.3.4 To develop and implement a sustainable Bridge Maintenance Schedule	Bridge Register has been developed	2011/12		
		Inspection criteria and program developed	2011/12		
		Maintenance schedule incorporated	2011/12		
	4.3.5 Continually review operations, such as patrol grading etc, to ensure most effective operation	Reviews undertaken	2010/14		
		Modified work practices implemented	2010/14		
	4.3.6 Develop and Implement Car Parking Strategies in Kingscote and Penneshaw	Kingscote Car Parking Strategy implemented	2010/11		
Penneshaw Car and Truck Parking Strategy Implemented		2011/12			
Compliance with Car Parking Regulations undertaken		2010/14			
4.3.7 To review the requirements for street lighting in major settlements	Plan prepared, with detailed costings, for the provision of street lighting infrastructure	2011/12			
4.3.8 Partner industry sectors in the management of road infrastructure	Partnerships with applicable industry groups have been established	2010/14			
4.4 Council will conduct trials of various methods of construction of sealed and unsealed pavements, in particular, the use of Polymer Binders, or similar and will integrate the results into Road Asset Management Plan. (where possible) High	4.4.1 Council will continually be aware of trials of and seek out trials of various techniques	Applicable trial sites visited and relevant research sourced	2010/14		CG14 CG14.1
		Liaison with suppliers of various products undertaken	2010/14		CG14 CG14.1
	4.4.2 Trial alternate methods of constructing sealed and unsealed pavements using alternative technologies • Develop costs associated with trials that could be undertaken on K.I	Trials and monitoring on Kangaroo Island undertaken	2010/14		CG14 CG14.2
		Full cost analysis of options prepared	2010/14	FIN	CG14 CG14.2
	4.4.3 Set program of use of polymer binders or alternatives into asset management plan long term strategy	Incorporated into Asset Management Plan where appropriate	2010/14		CG14 CG14.3

4 Asset Services

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.5 KI Council will provide, within its capacity, pathway infrastructure and facilities to meet the needs of residents and visitors. (CG8.7) High	4.5.1 Identify areas in all towns where access pathways are required <ul style="list-style-type: none"> o Gophers o Elderly and disabled o Prams, etc. 	Footpath Plan reviewed and endorsed by Council	2010/11		CG7 CG7.1
		Pathways installed in accordance with Footpath Plan and budget	2010/14		CG7 CG7.1
		Footpaths maintained at levels fit for purpose	2010/14		CG7 CG7.1
	4.5.2 Engage community e.g. (progress, bike groups) to establish appropriate locations/routes of bicycle paths.	Working group established	2010/14		CG7 CG7.2
		Funding sought for the preparation of an integrated plan	2011/12	PLC	CG7 CG7.2
		Plan implemented subject to funding received	2012/14		CG7 Not achievable with current resources CG7.2
	4.5.3 Identify key areas across island where safe access pathways are required e.g. beach access	Coastal Working Group liaison undertaken	2010/14		CG7.3 (was CG7.5)
		Upgraded in accordance with the Camping and Day Visitor Strategy	2010/14	PLC	CG7.3 (was CG7.5)
		Funding for assistance sought	2010/14	PLC	CG7.3 (was CG7.5)
	4.5.4 Provide recreational areas and links that have little or no environmental impact with safe access to promote health and wellbeing for all.	Refer to 4.11 Community groups and organisations supported in developing walking trails and bike tracks	2010/14		CG6.1
	4.5.5 Continue to emphasise the "Leave only footprints' mentality.	Refer CG7	2010/14		CG6.2
4.6 Work to achieve ongoing financial sustainability through additional external funding sources. High	4.6.1 Advocate with the Federal Government/ State Government for a greater share of R2R grant funds or alike. Including support ALGA's bid to increase R2R to mirror the gap in road asset management across Australia	Funding opportunities are identified	2010/14	FIN/PLC	CG4 CG4.4
		Lobby for a greater share and R2R is reviewed	2010/14	EM's	CG4 CG4.4
	4.6.2 Actively source and apply for grant funds for key infrastructure/ projects.	Grant funds are applied for	2010/14	FIN/PLC	CG4 CG4.6
	4.6.3 Access funds for R&D funding for a pilot program on improved public infrastructure.	R&D Funding is applied for	2010/11	FIN/PLC	CG4 CG4.7
	4.6.4 Work with the SHLGA and LGA to ensure Kangaroo Island roads continue to have a high freight, social and tourism categorisation (KIS6)	Regional Freight Strategy continues to recognise KI roads	2010/11		CG4
		The status of KI roads is improved or maintained	2010/14	EM	CG4
		Traffic counts continue to occur to support category	2010/14		CG4 KIS7
SATC are provided with appropriate information		2010/14	EM	CG4	

4 Asset Services

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.7 Council views garbage as a resource to be utilised to best advantage, rather than as a waste product to be disposed of High	4.7.1 Establish appropriate service level agreements with Fleurieu Regional Waste Authority.	Service Level Agreements established	2010/11		CG5 Part 1 CG5.1
	4.7.2 Continue to monitor reuse and recycling opportunities for different waste streams e.g. E-waste, and other difficult waste streams	Opportunities identified and analysed	2010/14		CG5 Part 1 CG5.2
	4.7.3 Continue to actively monitor alternative waste technologies, such as opportunities for power generation, with the objective to manage waste on KI	Report to Council on changes in waste management technology and the benefits to KI provided	2010/14		CG5 Part 1 CG5.3
	4.7.4 Lobby state government for continued broadening of container legislation	State government interacted with, regarding broadening of container legislation	2010/14	EMs	CG5 Part 1 CG5.4
	4.7.5 Continue and improve Waste Education Campaign	Ratepayers' understanding of waste management increased by identifying improved recycling compliance	2010/14		CG5 Part 1 CG5.5
		Community educated has occurred on waste source and volumes	2010/14		CG5 Part 1 CG5.5
		Community has lobbied for reduced waste to KI	2010/14		CG5 Part 1 CG5.5
	4.7.6 Review the Garbage and Recyclable collection contract	Contract Reviewed	2010/11		
		Continuation of collection established	2010/11		
	4.7.7 The Kangaroo Island Resource Recovery (KIRRC) continues to meet the needs of the community	Operations at the KIRRC are continually reviewed	2010/14		
		Innovative operations implemented where appropriate	2010/14		
	4.7.8 In partnership with the Fleurieu Regional Waste Authority review the Kangaroo Island Integrated Waste Management Plan	Criteria established	2010/11		
		Review undertaken and necessary changes implemented	2011/12		
4.7.9 Engage with ZWSA and industry to implement strategies which reduce the amount of waste coming to KI	ZWSA engaged	2010/14			
	Industry engaged	2010/14			
	Waste reduction achieved	2010/14			

4 Asset Services

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.8 Council views wastewater as a resource to be utilised to best advantage, rather than as a waste product to be disposed of High	4.8.1 Develop a staged roll out plan for wastewater management across Kangaroo Island which maximises reuse opportunities	CWMS roll out plan developed including evaluation of all suitable options	2010/11		CG5 Part 2 CG5.6 CG2.2
		Stormwater Management and Reuse plans developed in- • American River • Emu Bay	2010/11 2010/12		CG5 Part 2 CG5.6 CG2.2
		A 10-year business plan for sewage and stormwater development has been developed.	2010/11	FIN	CG5 Part 2 CG5.6 CG2.2
	4.8.2 Identify grant opportunities for the implementation of the wastewater business plan	Grant opportunities are identified and applied for	2010/14	PLC	CG5 Part 2 CG5.6 CG2.2
	4.8.3 Undertake a review of the Service Charge CWMS to reflect actual costs of upgrading and maintaining schemes	Review undertaken	2010/11	FIN	CG5 Part 2
		New Sustainable Service Charge introduced	2011/12	FIN	CG5 Part 2
	4.8.4 Maintain CWMS and Stormwater infrastructure in accordance with best practice standards	Maintenance undertaken	2010/14		CG5 Part 2
		Monitoring undertaken in accordance with best practice	2010/14		CG5 Part 2
		No incidence of Environmental Damage recorded from monitoring	2010/14		CG5 Part 2
	4.8.5 Undertake the construction of the Penneshaw CWMS subject to final financing consideration	Final designs and costs prepared	2010/11		CG5 Part 2
		Financing strategy prepared	2010/11	FIN/LGA	CG5 Part 2
		Legislative consultation undertaken	2010/11	PLC	CG5 Part 2
		Council approval to proceed	2010/11		CG5 Part 2
		Construction completed	2011/12		CG5 Part 2
4.8.6 In partnership with other agencies determine the most appropriate structure for the management of wastewater infrastructure	Continual liaison with other Councils and LGA	2010/14		CG5 Part 2	
	Options prepared for Council when become available	2010/14		CG5 Part 2	
4.8.7 To ensure domestic wastewater management systems meet best practice standards Septic tanks/ aerobic systems/ soakage/ irrigation are maintained in accordance with requirements	Advice provided to community on best practice	2010/14	PLC	CG5 Part 2	
	Applications are processed expeditiously	2010/14	PLC	CG5 Part 2	
	Systems are monitored to ensure compliance. Process around inspection and enforcement of standards to be developed and implemented.	2010/14	PLC	CG5 Part 2	
4.9 Maintain Community Facilities in accordance with good management practice (CG8.7)	4.9.1 Implement the Camping and Day Visitor Strategy.	Funding opportunities have been sought to assist in upgrades and maintenance	2010/14		CG6 CG6.3 (was CG7.3) CG8
		Sites upgraded in accordance with the strategy	2010/14		CG6 CG6.3 (was CG7.3)

4 Asset Services

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.9 Maintain Community Facilities in accordance with good management practicecont (CG8.7) High	4.9.2 Support community groups in developing facilities that are multi-use centres for sport and recreation.	Community and stakeholders have been engaged	2010/11	PLC	CG6 CG6.4 (was CG7.4)
		Funding opportunities and commitments have been sought	2010/14	PLC	CG6 CG6.4 (was CG7.4)
	4.9.3 Engage the American River Progress Association (ARPA) in relation to management of the American River Hall	Funding received from the sale of the allotments	2010/11	FIN	CG6
		ARPA engaged in relation to upgrade and ongoing management	2010/11	PLC	CG6
		Sustainable model established for the long term	2010/11	PLC	CG6
	4.9.4 Engage community groups in the establishment of community management systems for management of Council buildings	Opportunities established	2010/14	PLC	CG6
		Sustainable models established	2010/14	PLC	CG6
	4.9.5 Establish a multi use facility at the Kingscote Oval to enable expanded commercial use of the Kingscote Office complex	Community and stakeholders have been engaged	2010/11	PLC	CG6 CG10
		Funding opportunities and commitments have been sought from stakeholders	2010/14	PLC	CG6
	4.9.6 Council ensures that SATC and TKI are aware of the maintenance issues associated with tourism related infrastructure that are under the care and management of the KI Council, in particular the financial restraints	Priority list prepared	2010/11	CEO	CG6
		Discussions with SATC regarding tourism facilities are continuing	2010/14	CEO/EM SATC	CG6
		Council's priorities are included in the KI Tourism Strategic Plan	2010/14	PLC TKI	CG6 CG6.4 CG8 CG8.3 CG8.4
Grant funding is sourced		2010/14	PLC		
4.10 Manage and maintain Community Land and other Council land in accordance with best practice (including Christmas Cove) High	4.10.1 Dispose of Community and Council land that is not required for Council use	Community Land Register (to determine land not required) reviewed	2010/11		
		Other land, including road reserves, that is surplus to Council needs has been identified	2010/11		
		Legislative process to dispose of land has been undertaken	2011/12	PLC	
		Council land has been disposed	2012/13	FIN	
	4.10.2 Develop and implement a program for the management of Council's leases, licences and Permits	A program using a Kangaroo Island service provider, possibly in partnership with a mainland specialist is trialled	2010/11		
		A long term program established	2011/12		
	4.10.3 Establish best practice Boat Ramp and Jetty management strategies (CG8.7)	Emu Bay Jetty Lease is reviewed	2011/12		
		Boat Ramps and Jetties meeting the needs of the community within budget constraints	2010/14		
		Alternative management models investigated	2011/12		
		Christmas Cove marketing plan developed	2010/11	PLC	

4 Asset Services

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.10 Manage and maintain Community Land and other Council land in accordance with best practice (including Christmas Cove)cont High	4.10.4 Undertake upgrade of the Emu Bay Boat Ramp	Upgrade strategy developed	2010/11		
		Funding model established	2011/12		
		Upgrade undertaken			
	4.10.5 Continually review operations, such as lawn mowing etc, to ensure most effective operation	Reviews undertaken	2010/14		
		Modified work practices implemented	2010/14		
	4.10.6 Determine the requirements of the Kingscote and Penneshaw Depot in the long term	Facilities that meet the short term needs are provided	2010/14		
		A strategy for the long term needs has been developed	2011/12		
		Stakeholders are engaged to determine co-location opportunities	2011/12		CG10
	4.10.7 Council ensures provision of safe and appropriate recreation infrastructure for the community ie includes skate parks etc	Community groups engaged in assisting with new and replacement programs	2010/14		
		Quarterly inspections undertaken on playground related infrastructure	2010/14		
		Infrastructure meets safety requirements	2010/14		
	4.10.8 Council provides cemeteries that meet community needs	Cemeteries are upgraded to meet community needs and heritage requirements	2010/14		
Evaluation of the future capacity of the Kingscote Cemetery is undertaken and an expanded new site plan established		2011/12			
4.10.9 Maintain Council heritage items in accordance with best practice methods	Funding to assist in maintenance has been sought	2010/14			
	Works in accordance with heritage principles undertaken	2010/14			
4.11 Council to provide cost effective contract works to the community and stakeholders which does not impact on delivery of internal works and other businesses	4.11.1 Continue to provide services to DTEI and DENR under ongoing contracts	Contracts reviewed and formalised	2010/14		
	4.11.2 Council tenders to works as requested	Analysis undertaken to determine if able to be completed without impacting on internal works	2010/14		
		Tenders submitted where appropriate	2010/14		
		Tenders accepted	2010/14		
		Works undertaken to a high standard	2010/14		

4 Asset Services

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.11 Council to provide cost effective contract works to the community and stakeholders which does not impact on delivery of internal works and other businessescont	4.11.3 Council identifies services able to be provided to the community and other contractors that is not provided by Kangaroo Island businesses and promotes this as a service to be provided under contract such as sealing and work zone traffic management	Services Identified	2010/11		
		Fee structure and criteria developed	2010/11	FIN	
		Marketing strategy prepared	2010/11	PLC	
		Works undertaken on a trial basis	2011/12		
		Program reviewed	2012/13	PKLC	
4.12 Provide opportunities for all Kangaroo Island residents to have access to potable water supplies	4.12.1 In partnership with SA Water review the location of standpipes and install new stand pipes where appropriate	A modern multi valve standpipe is installed in conjunction with SA Water as part of the Kingscote Water Supply upgrade	2010/11		
		Identified standpipes removed	2010/11		
		Council's actions promoted and community advised	2010/11	PLC	
4.13 In partnership with community groups and Planning SA undertake the Town Centres improvement projects	4.13.1 Complete Stage 2 of the project	New western entry statement established in Parndana	2010/11	DS	
		Style Guide Prepared	2010/11		
		Walking Trail plans prepared for Kingscote, Parndana, Penneshaw and American River	2010/11		
		Street Scapes prepared for Nat Thomas Street, Penneshaw and Cook Street, Parndana	2010/11		
		Corner of Telegraph Road and Murray Street, Kingscote upgraded	2010/11		
	4.13.2 Undertake Stage 3 (final) of the project	Action plan developed for implementation	2010/11		
		Funding for the projects sought	2010/11	PLC	
4.14 Maintain Council's plant and equipment in accordance with manufacturers requirements High	4.14.1 Undertake a review of Plant and Equipment resources to assess appropriateness and quantity	Review undertaken	2010/11		
		Action Plan established for change	2010/11		
	4.14.2 Plant and equipment maintained in accordance with manufacturers requirements	Plant breakdown and replacement cost has been minimised	2010/14		
	4.14.3 Develop a Plant and Equipment Asset Management Plan that includes replacement schedules	Plan developed	2010/11		
4.15 To manage and maintain the Kingscote Aerodrome in a sustainable manner which meets the needs of the community and industry (CG12 & 12.7)	4.15.1 Implement the Kingscote Aerodrome Strategic, Master, Civil Infrastructure Management, Infrastructure and Asset and Long Term Financial Plans and review on an annual basis to ensure that the needs of the community and industry are met	Plans reviewed and modified	2010/14	FIN	CG8.5
		Fees and Charges Established	2010/14	FIN	CG8.5
		Works Programs developed	2010/14		CG8.5
		Marketing Plan has been developed addressing business opportunities	2010/14	PLC	CG8.5
		Management options are investigated	2010/14		CG8.5

4 Asset Services

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.15 To manage and maintain the Kingscote Aerodrome in a sustainable manner which meets the needs of the community and industrycont (CG12 & 12.7)	4.15.2 Legislative compliance activities are undertaken in accordance with the schedule	Audit outcomes are addressed in a timely manner	2010/14		
4.16 Undertake works using good environmental practice (CG1)	4.16.1 To prepare an Environmental Management Plan that provides broad environmental objectives for the organisation addressing carbon neutral implications including sustainability energy options	Plan prepared	2010/11		CG1.1
		Plan adopted by Council and incorporated into daily operations	2010/11		Carbon Footprint reporting under applicable LGA guidelines
		Plan promoted to the community	2011/12	PLC	
	4.16.2 Prepare an asbestos management and disposal plan	Plan prepared	2010/11		
		Plan implemented	2010/14		
		4.16.3 The Kangaroo Island Council Roadside Vegetation Management Plan be reviewed following receipt of the recommendations of the statewide working group	Roadside Vegetation Management undertaken in accordance with the plan	2010/14	
	4.16.4 Street trees to be managed in accordance with legislative compliance requirements	Plan reviewed	2011/12		
		New plan implemented	2012/13		
	4.16.5 Comply with the KI DENR requirements for Water Affecting Activities	New street trees be selected to ensure long term hazards are not realised	2010/14		
		Street Trees are managed in accordance with legislation	2010/14		
4.17 In partnership with other agencies assist in ensuring the health and wellbeing of the Kangaroo Island community	4.17.1 Report Council services and activities in accordance with the provisions of the new Health Bill	Council Staff advised of water affecting activities by KI DENR	2010/11		CG1.1
		Checklist completed for all applicable works and/or applications to KIDENR made	2010/14		
		Identified Council services that meet criteria of the bill are reported	2010/14		
	4.17.2 To undertake action that assist in ensuring community health is maintained	Relevant officers have been liaised with to prepare reports	2010/14		
		Council activities promoted	2010/14	PLC	
		School Immunisation program implemented	2010/14		
		Council employees undertake flu vaccinations	2010/14		
		Food business inspections occur in accordance with legislative requirements	2010/14		
Wellness centres, spas, hairdressers etc, inspections occur in accordance with legislative requirements	2010/14				
Review in accordance with EHO contract and changes to management ie Immunisation	2010/14	PLC			

4 Asset Services

Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
4.17 In partnership with other agencies assist in ensuring the health and wellbeing of the Kangaroo Island communitycont	4.17.3 Educate the community on community health issues	Community health issues included in Council Matters	2010/14		
		Brochures distributed through customer service	2010/14		
	4.17.4 Support the KI Community Housing	Council to have representative on KI Community Housing Association	2010/14	CEO PLC	
	4.17.5 Support Southern Junction Community Services	Support for emergency housing	2010/14	CEO/EM PLC	
4.18 Implement the Kangaroo Island Bushfire Risk Management Plan 2009-14	4.18.1 Undertake Section 105F under the Fire and Emergency Services Act compliance activities in conjunction with local CFS Brigades	Education on material on requirements under section 105F distributed focusing on off Island landholders	2010/14	PLC	
		Inspections undertaken	2010/14		
		Notices issued, works undertaken and follow up inspections undertaken	2010/14		
	4.18.2 In partnership with CFS undertake targeted community education programs	All high risk communities engaged	2010/11		
		Communities "fire ready"	2010/11		
	4.18.3 Council undertake on ground works in accordance with the Council Work Plan	Funding sought to undertake the works	2010/14		
		Works undertaken subject to funds received	2010/14		
		Sustainable management program established	2012/13		
	4.18.4 Council actively contribute to the Bushfire Management Committee	Committee established	2010/11	CFS	
		Council representation determined	2010/11		
Bushfire Risk Plan reviewed		2013/14			
4.19 Inspectoral services undertake compliance activities in accordance with legislative and good practice processes	4.19.1 Promote and implement the Dog & Cat Management Plan	Education program is prepared	2010/11	PLC	
		Program implemented	2010/11	PLC	
		Certificate of Registration program implemented	2010/11	IT	
		Undertake compliance in accordance with the plan	2010/14		
	4.19.2 Promote and implement the Council By-laws	Prepare an education program	2010/11	PLC	
		Implement the program	2010/11	PLC	
Undertake compliance in accordance with the By-laws		2010/14			

5 People, Learning and Communications

Goal: To communicate and deliver services to the community that will support sustainable and continual improvement.

Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
5.1 That we are able to support, fund, resource and appreciate our many valued Community Volunteers.	5.1.1 Continue community partnerships programs	Community partnership programs are continued and application process reviewed annually	2010/14		CG11 CG 11.1
	5.1.2 Investigate alternative and further funding for Community Partnerships	Funding for further Community Partnerships has been investigated	2010/14		CG11 CG 11.2
	5.1.3 Annual recognition of community groups and volunteers	Recognition process for community groups and volunteers has been developed	2010/11		CG11 CG 11.3
	5.1.4 Work with Progress Associations/ Agencies (SAG) and applicable community groups to maximise volunteer availability and skills	A strategic approach has been adopted re volunteer involvement in Council community projects	2010/14	Progress Associations/ Agencies/SAG/ Community Groups	CG11
	5.1.5 Develop a Council Volunteer Management Program	Management Program is in place including: <ul style="list-style-type: none"> • Register of volunteers • Skills register • List of licences • Background checks • Training and inducting • Volunteers availability • Insurances • Reporting 	2010/14		CG11
	5.1.6 Nominate members of the community for various awards	Community members are nominated for applicable awards	2010/14		CG11
5.2 To educate and assist in sourcing funding opportunities for community groups	5.2.1 To assist community groups in identifying possible projects and opportunities for funding	Projects and funding opportunities identified	2010/14	Community Groups	CG11 CG7.4 (was 7.6)
		Education workshops have been held	2010/14		
	5.2.2 To encourage the Progress Associations and community groups to engage Council's assistance in sourcing funding opportunities	Council has been engaged in assisting Progress Associations and community groups in targeting projects and sourcing funding opportunities	2010/14	Progress Associations/ Community Groups	
5.3 To assist in sourcing funding opportunities for Council against the Business Plan	5.3.1 To search and identify funding opportunities	Funding opportunities identified, including grants, partnerships, philanthropic	2010/14		
	5.3.2 Lead and guide Council management in the development of funding applications	Council management are guided in the preparation of funding applications and are submitted in a timely manner	2010/14	SMT	
	5.3.3 Work with SA Tourism Commission (SATC) Tourism Kangaroo Island (TKI) and Regional Development Australia (RDA) to identify funding opportunities	Funding opportunities have been identified	2010/12	SMT	CG12.4

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Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
5.4 To encourage and support youth services	5.4.1 Continue to be an active member of KI Youth Partnership	Council representative is an active member of the Steering Committee	2010/14		
	5.4.2 Apply for funds through the Office for Youth and other agencies to support youth projects	Funds from the Office of Youth has been obtained to support projects of the steering committee	2010/14		
	5.4.3 Recognise youth through award nominations	Youth are nominated for Settlement Day, SA Great and SA Young achiever awards	2010/14		
	5.4.4 Assess opportunities to engage trainees/apprentices/graduates/work experience/volunteer	Opportunities have been assessed Council has networked with other agencies to assist with the assessment	2012/14 2012/14		
5.4a Services for the aged on Kangaroo Island	5.4.1 Investigate provision of "internet for seniors" services	"internet for seniors" services investigated as an ongoing service in the library	2010/14		
	5.4.2 Provide assistance in sourcing funding for services for seniors	Funding opportunities identified and sourced for services for seniors	2010/14		
	5.4.3 Investigate opportunities to provide an integrated approach to "services for the aged" with other agencies	An integrated approach to "services for the aged" with other agencies have been established	2010/14		
	5.4.4 Encourage and support the development of better services for the aged on Kangaroo Island	Better services for the aged on Kangaroo Island has been developed by way of: Land for housing; Retirement Village; HACC; Certificate in Aged Care	2012/14		
5.5 To ensure the existence of a community library that addresses the needs of both community and visitors	5.5.1 Implement the outcomes of the review where applicable	Agreed to outcomes form the basis of an Action Plan	2010/11		
		Actions have been implemented	2010/11		
	5.5.2 Develop Library Marketing Plan including collaboration with relevant stakeholders	A Library Marketing Plan is prepared Library Marketing Plan is implemented	2010/11 2011/14	Stakeholders	
5.5.3 To continue to investigate and hold discussions with KICE/other applicable bodies re alternative library options	Investigation and discussions are undertaken	2010/14	KICE/ Applicable Bodies		
5.6 To improve and enhance public consultation and interaction with the community (CG3)	5.6.1 Review existing Public Participation policy to ensure community's views have been incorporated where possible eg; <ul style="list-style-type: none"> explore and encourage the participation of the public in the process Analysis forms of consultation/ frameworks/environments Clarification on consultation, engagement, communication, participation and responsiveness 	Policy has been reviewed and incorporates community views where possible and this policy forms the basis of all consultation processes	2010/14	SMT	CG3, CG3.1 & CG3.2

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Objectives	Actions	Key Performance Indicators	Timeline	Responsibility Other Areas	Reference
5.6 To improve and enhance public consultation and interaction with the community (CG3)	5.6.2 Review and analyse LGA CPM and TOMM Resident surveys data applicable to community consultation	CPM and TOMM surveys have been reviewed and actioned where possible	2010/14	SMT	CG3 KIS1
	5.6.3 Continue to incorporate in the CPM and TOMM surveys of residents re expected service levels for whole of Council	Applicable questions are asked in CPM and TOMM surveys re service levels within Council	2010/14		KIS1
		Community expectations of service levels, including budget implications are reported to Council and used to prepare long term Council Plans	2010/14	SMT	KIS1
	5.6.4 Implement a feedback process for compliments and complaints registered by the public	Process implemented	2010	GOVERNANCE	
	5.6.5 Results of any public consultation is reported back to the community	Public consultation results are reported	2010/14	SMT	CG3.1
	5.6.6 Work with Progress Associations and applicable community groups to assist in dissemination of information	Progress Associations and applicable community groups are contacted when applicable for dissemination of information	2010/14	Progress Associations/ Community Groups	CG11
Council to encourage involvement in Progress Association Action Plans		2010/14	Progress Associations		
5.7 Council supports their involvement with TOMM & CPM and continues to use the outcomes to inform better decision making	5.7.1 Ensure TOMM continues, embraced, used and understood by community	Council is represented on the TOMM Committee	2010/14		CG8.1 CG1
	5.7.2 Support the outcomes of the review of KI TOMM	KI TOMM is financially supported and Council achieves equitable outcomes	2010/14		CG8
	5.7.3 Utilise TOMM and CPM and other available data in the development of Council plans and policies	TOMM and CPM data is used in Council plans and policies	2010/14		KIS1
	5.7.4 Utilise the annual TOMM visitor survey to inform Development Services and Asset Services Departments on outcomes	Development Services and Asset Services Departments have incorporated outcomes into their operations where possible	2010/14	DS/AS	CG8
5.8 To improve and enhance the availability of public information	5.8.1 Continue website improvement and educate ratepayers on the availability of information	The use of the website for Council services is greatly increased	2010/14		
		More online access to services is provided for ratepayers	2010/14		
	5.8.2 Distribute a regular newsletter reporting on the status of our Business Plan to ALL ratepayers	Newsletter is distributed regularly	2010/14		
	5.8.3 Maintain a dedicated Council section in The Islander	Section is maintained and resources are allocated	2010/14		

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Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
5.8 To improve and enhance the availability of public information ...cont	5.8.4 In collaboration with RDA and other agencies, develop an information booklet on Kangaroo Island for new residents and investors	A standardised information book on Kangaroo Island has been developed	2010/14	Stakeholders	
5.9 To ensure Council maximises use of current IT system	5.9.1 Review the current IT Agreement between KI and Fleurieu	An efficient and cost effective IT agreement is implemented	2011/12	SMT	
	5.9.2 Conduct an analysis on Council's IT requirements and usage	Analysis is completed and recommendations adopted where applicable and possible	2010/11	SMT	
	5.9.3 Employee IT skills gap to be identified via PPRADS	PPRADS have been conducted and skills gap identified that includes up-skilling of staff to undertake basic and intermediate "help desk" tasks	2010/11	SMT	
	5.9.4 Review of current IT systems/operations	IT systems/operations have been reviewed	2010/11	Consultant	
5.10 To provide transport services for disadvantaged community members within budget constraints (CG12) CG12.5	5.10.1 Develop a programme within budget constraints in conjunction with relevant stakeholders and DTEI for the provision of transport for disadvantaged community members	DTEI public transport funding continues and additional funding sourced Dedicated staff and services provided to the community based on transport needs and budgetary constraints	2010/14 2010/13		
	5.10.2 Prepare plan to meet requirements of DTEI contract where possible	Feasibility analysis has been undertaken to determine if appropriate funding has been given and if further resources are required DTEI are contacted if contract does not align with budget and advise what can be adhered to (a new contract may need to be negotiated)	2010/11 2010/11		
5.11 To maintain a compliant and efficient records management system	5.11.1 Implement and maintain a 'sentencing and destruction' procedure for electronic records	Process is implemented and maintained	2010/11		
	5.11.2 Improve compliance with electronic records	Regular internal training schedule developed	2010/14		
		All old Development Applications are entered into electronic records	2010/11		
	Assessment obtained from State Records regarding the compliance status of Synergy electronic records	2011/12			
5.11.3 Continue improvements and investigation into future storage requirements	Improvements continued re storage requirements	2010/14			
5.12 To develop and maintain a human resource management system	1.12.1 A human resource management system is developed including: <ul style="list-style-type: none"> • Policies and Procedures • Training Needs Analysis • PPRADS • Maintain Payroll System • Employee Development • Succession Planning 	Human resource management system is developed	2010/14		

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Objective	Action	Key Performance Indicator	Timeline	Responsibility Other Areas	Reference
5.13 To develop and maintain an OHS&W management system	5.13.1 A OHS&W management system is developed including: <ul style="list-style-type: none"> • Policies and Procedures • Training Needs Analysis • PPRADS • Operation Procedural Manuals Developed 	OHS&W management system is developed	2010/14		
	5.13.2 LGAWCS audit actions to be addressed	LGAWCS audit actions addressed	2010/14		
	5.13.3 To meet the WorkCover 'Self insured' standards	WorkCover 'Self insured' standards met	2010/14		