



CLARE & GILBERT
VALLEYS COUNCIL

Draft updated **STRATEGIC PLAN 2023 – 2033**



NGADJURI ACKNOWLEDGEMENT

We acknowledge and pay respect to the Traditional Owners of the land on which the Clare and Gilbert Valleys Council is located, the Ngadjuri People of the Mid-North of South Australia. It is upon their ancestral lands that the Council meets. We pay respect to Elders past and present and emerging. We respect their spiritual beliefs and connections to land which are of continuing importance to the Ngadjuri people of today. We further acknowledge the contributions and important role that Aboriginal and Torres Strait Islander people continue to play within our shared community

1. INTRODUCTION

The Clare & Gilbert Valleys Council Strategic Plan (the Plan) provides high level direction for the future investment and delivery of services by the Council.

The Plan was prepared by the previous council and reviewed by the current council, which included a process of community consultation. The Plan informs and guides Council decisions and informs the Long Term Financial Plan Asset and Infrastructure Management Plan.

The current Council has focused its effort on developing a set of actions to be achieved in its terms. These actions are detailed in the Council's Corporate Plan. The Corporate Plan is the document that sets the time for the actions to be implemented and is used to report Council's progress in implementing its key strategic commitments.

I thank those who provided input into the development of the Strategic Plan. It is a shared document for Council and the community, and relies on a shared commitment to achieve the Vision of the Council for the Clare and Gilbert Valleys community.

Allan Aughey OAM
Mayor

2. PROFILE

Our local area comprises some of the most productive lands and scenic landscapes in Australia, with the capacity to deliver premium products and experiences to visitors and residents alike. Located adjacent to the outer metropolitan area of South Australia's capital, Adelaide, the Clare & Gilbert Valleys district enjoys the advantages of proximity and accessibility with an enviable rural lifestyle.

The Clare & Gilbert Valleys district forms part of the traditional lands of the Kurna and Ngadjuri peoples, and their rich connection and association with this place is recognised.

The productive and fertile lands of the Clare & Gilbert Valleys, combined with favourable climatic conditions, result in excellent broad acre cropping opportunities and livestock production. This strength provides a strong foundation for the cuisine of the Clare Valley and an increasing trend towards value adding on farm.

The Clare Valley wine region is famous for its world class Rieslings and has achieved recognition as Australia's 'Capital of Riesling'. Combined with shiraz, cabernet sauvignon, and emerging wine varieties, the Clare Valley has a strong future in viticulture and winemaking.

The Clare & Gilbert Valleys district is traversed by a number of South Australia's major trails. It is home to the renowned Riesling Trail which hosts cycling and walking from Barinia in the north through Clare to Auburn in the south, it covers more than 35kms along the old railway corridor. A southern extension of the Rattler Trail from Auburn through to Riverton makes a total distance of 60kms. In addition, there are a number of walking trails including the Heysen, Mawson and Lavender Trails

These trails enhance the other health initiatives available in the district. The Valleys Lifestyle Centre in Clare and the numerous sporting facilities across the district offer a wide range of physical and recreational pursuits for residents and visitors have ample opportunity to undertake active and healthy activities.

The district is supported by a range of medical and ancillary services including hospitals in Riverton and Clare. There are both public and private primary and secondary schools in Clare. And the broader district is serviced by a high school in Riverton and a six primary schools.

The next ten years may see the district challenged by changes to the climate. The community will need to be resilient against more frequent extreme weather events and water scarcity.

Geography

The local area includes 15 towns and settlements, including the regional centre of Clare and the service towns of Riverton, Saddleworth and Auburn, and the villages of Stockport, Tarlee, Rhynie, Manoora, Marrabel, Waterloo, Mintaro, Penwortham, Leasingham, Watervale, Black Springs and Sevenhill, each having a unique identity and a proud history.

Population Projections

Source: Department for Planning, Transport and Infrastructure

Year	Population	Increase %
2016	9250	
2021	9533	3.05%
2026	9854	3.36%
2031	10146	2.96%
2036	10374	2.24%

Industry of Employment - Proportion of Employed Persons

Source: ABS Census 2021

	2016	2021	Change 2015/16 – 2020/21
Agriculture, Forestry and Fishing	17.8	15.0	- 2.8%
Mining	0.7	0.6	- 0.1%
Manufacturing	14.7	12.4	- 2.3%
Electricity, Gas, Water and Waste Services	0.9	0.9	0%
Construction	7.1	6.9	- 0.2%
Wholesale Trade	2.9	3.1	+ 0.2%
Retail Trade	10.3	8.8	- 1.5%
Accommodation and Food Services	7.7	7.8	+ 0.1%
Transport, Postal and Warehousing	3.2	2.9	- 0.3%
Information Media and Telecommunications	1.0	1.1	+ 0.1%
Financial and Insurance Services	1.9	3.5	+ 1.6%
Rental, Hiring and Real Estate Services	0.7	0.6	- 0.1%
Professional, Scientific and Technical Services	3.5	4.1	+ 0.6%
Administrative and Support Services	2.9	3.9	+ 1.0%
Public Administration and Safety	2.3	2.7	+ 0.4%
Education and Training	6.0	7.0	+ 1.0%
Health Care and Social Assistance	12.1	14.5	+ 2.4%
	0.6	0.4	
Other Services	3.6	3.9	+ 0.3%

Total number of employed persons	4,823	4,890	+ 1.3%
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3. VISION STATEMENT

Grow our population while maintaining an engaged, vibrant and attractive community with a shared respect for our natural and built environment and a productive economy that fosters innovation and excellence.

4. VALUES

Courage

We have the courage to explore ideas and perspectives; to make tough decisions with the information available to us in the best interests of the community.

Respect

We demonstrate care and empathy in our processes, considerations and dealings.

Integrity

We will develop and hold the trust of our community by acting with integrity in our dealings.

5. COUNCILS ROLE

Council cannot achieve the Community Vision on its own. Many of the strategies in the Plan rely on working in partnership with others. Council may take a supporting or facilitating role, however this plan cannot be implemented without the hard work, passion and dedication of the community. At times it will also requires support from the State and Commonwealth Governments.

MISSION: *The Clare and Gilbert Valleys Council is the peak regional government entity responsible for providing services, infrastructure assets, managing community funds and advocating on behalf of our residents.*

6. STRUCTURE OF THE PLAN

The plan has a simple structure with four themes:

1. Connected and Empowered Community

Provider

Council's role as a Provider is to serve the community by delivering services and infrastructure assets, and managing community funds.

Advocacy

In Council's role as an Advocate for the community and district we will:

- Advocate to Government to ensure our district receives a fair share of resources.
- Advocate for appropriate support and funding to meet our statutory functions and achieve the outcomes detailed in this Strategic Plan.

Leader

In Council's role as a Leader we will:

- Consult with, and listen to, the community voice.
- Engage with community leaders.
- Encourage innovation across the community.
- Facilitate conversations and outcomes between stakeholders.

2. Vibrant Local Economy

3. Protected and Enhanced Natural and Built Environment

Partner

In Council's role as a Partner we will:

- Increase strategic alliances with Stakeholders.
- Work collaboratively with others to deliver a service or initiative, contributing funds or other resources when required.

Regulator

In Council's role as a Regulator we will:

- Exercise our responsibilities diligently whilst demonstrating care and empathy.
- Be responsible in determining Council rates, fees and services.
- Minimise regulatory impost to business and economic development where possible.

4. Quality Services, Assets and Infrastructure

Each theme suggests a desired future state by 2030. Under each theme is a list of outcomes, that describe what success would look like once that future state is achieved. This section is simply called 'What Success Looks Like'. Following is a set of strategies for each theme. The strategies describe the measures that Council will take to achieve the desired outcomes that are listed in the 'What Success Looks Like' section under each Theme.

7. THEMES

Theme 1:

Connected & Empowered Community

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Connected & Empowered Community

What Success Looks Like

In 2030 a Connected & Empowered Community is characterised by:

- A sense of belonging and connectedness to community for all.
- Recognition and celebration of the diverse and unique community.
- Places and spaces such as parks, playgrounds, sport and recreation facilities that enhances to our resident's health and wellbeing.
- Effective planning that addresses the needs of changing demographics.
- Vibrant and attractive towns, villages and countryside that make up the district.
- An engaged and participating community that is well informed on community issues.
- Community groups that are active, well managed, well supported and effective in meeting the broad and diverse needs of community members.
- Strong support and recognition for volunteers leading to high levels of volunteer participation.
- A community that is safe and where people feel safe.
- Arts, culture and heritage that is preserved and integrated within our community.

Theme 1:

Connected & Empowered Community

Strategies

In working towards a Connected & Empowered Community we will:

- 1.1. Strengthen opportunities for the community to participate in learning opportunities.
- 1.2. Advocate for the retention and development of essential services across the district.
- 1.3. Create an environment that supports and encourages a healthy and resilient community.
- 1.4. Advocate for enhanced medical and health service offerings to meet the needs of the community, in particular our ageing population.
- 1.5. Support the development of quality facilities for retirement and aged living.
- 1.6. Enhance the residential streets of the towns and villages.
- 1.7. Design and deliver well-planned townships with adequate capacity for housing, infrastructure, employment, business activity and recreational areas.
- 1.8. Enhance the uniqueness of each of our townships through the development of public spaces that reflecting their unique character and local heritage and history.
- 1.9. Advocate for affordable housing options.
- 1.10. Support a growing diversity of community events that cater to all age groups.
- 1.11. Advocate for improved telecommunications connectivity.

Theme 2:

Vibrant Local Economy

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Vibrant Local Economy

What Success Looks Like

In 2030 a Vibrant Local Economy is characterised by:

- A burgeoning local economy built around successful businesses and industries providing local employment opportunities and attracting investment that contributes to the sustainability and enhancement of the district.
- A growing population as people are attracted to the district for a country lifestyle without compromise to opportunity, services or amenity.
- Successful agriculture, wine and tourism industries, as the foundation of our local economy, that continue to develop through on-going investment, innovation and recognition.
- The emergence of new industries which leverage our local assets such as quality produce and value-add to our existing industries such as agriculture.
- Strong relationships between Council and State and Federal Government, Regional Development Australia, community groups and private sector that contribute to economic growth and prosperity.
- Attractive town centres presenting vibrant and accessible retail opportunities and services.
- Local businesses that are thriving in appropriately zoned areas.
- Our district maturing as a popular tourist destination: recognised locally, nationally and internationally, as a result of a diverse range of opportunities that showcase our heritage, culture and tourism assets.

Theme 2:

Vibrant Local Economy

Strategies

In working towards a Vibrant Local Economy, we will:

- 2.1. Engage with a broad range of stakeholders including State and Federal Government, Regional Development Australia, industry associations, local industry and business and community groups to foster economic growth and development.
- 2.2. Support the development of value-add industries to our established agriculture, wine and tourism industries.
- 2.3. Promote Clare as a regional Government and industry service centre for the mid-north region.
- 2.4. Support the development and enhancement of a vibrant retail sector recognising the value of retail precincts to residents and visitors alike.
- 2.5. Foster opportunities for collaboration and co-working to promote Clare as a connected hub for doing business within and beyond the district.
- 2.6. Promote the live-ability of the district as an attractive location for resettlement.
- 2.7. Encourage tourism offerings to cater to a range of interests and varied economic options.
- 2.8. Encourage the development of a diverse range of tourism products that make use of the natural characteristics of the area.
- 2.9. Support national and international recognition of local industries and achievements.
- 2.10. Support the development of a strong and reputable creative industries sector.
- 2.11. Advocate for the development of tertiary and vocational education opportunities that are accessible locally.

Theme 3:

Protected and Enhanced Natural and Built Environment

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What Success Looks Like

In 2030 a Protected and Enhanced Natural and Built Environment is characterised by:

- Preservation of the natural environment (fresh air, clean waterways and low noise) for the benefit of current and future generations.
- Environmental sustainability along with protection and enhancement of the unique natural and built characteristics of the district underpinning decisions made with regard to growth and development.
- Effective environmental management that ensures the natural beauty, characteristics and bio diversity of the district are retained.
- Ensuring our district's reputation for quality produce is sustainable and not compromised by climate and environmental impact.
- A community that is well-prepared to respond to the impacts of climate change, in the form of extreme weather events and natural disasters.
- New development that minimises the impact on natural and cultural landscape and preserves the uniqueness and heritage of the district.

Theme 3:

Protected and Enhanced Natural and Built Environment

Strategies

In working towards a Protected and Enhanced Natural and Built Environment we will:

- 3.1. Implement community safety measures ranging from preventative and contingency planning through to community education to help manage and mitigate against extreme weather events and natural disasters.
- 3.2. Lead the community on initiatives to develop resilience to climate change.
- 3.3. Encourage improved water conservation through community education initiatives.
- 3.4. Address measures to ensure the effective management of high-risk stormwater issues across the district.
- 3.5. Demonstrate community leadership on efficient energy usage.
- 3.6. Provide sustainable waste collection.
- 3.7. Identify improved management practices leading to reduced environment impact.
- 3.8. Support ecological and biodiversity protection of the natural environment including waterways.
- 3.9. Provide for comprehensive management of native vegetation on roads and Council reserves that enhance the district's visual amenity.
- 3.10. Protect the visual and heritage amenity of the district in conjunction with Heritage South Australia.

Theme 4:

Quality Services, Assets and Infrastructure

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Quality Services, Assets and Infrastructure

What Success Looks Like

In 2030 Quality Services, Assets and Infrastructure is characterised by:

- A transport network that services the needs of community, visitors and local business and our predominant industries of agriculture, wine and tourism.
- Quality services that cater to the needs of all within our community.
- Attractive, well-maintained public spaces, parks and gardens that cater to the diverse needs of all age groups within our community.
- Sustainability of infrastructure and community assets for current and future generations underpinned by sound financial management by Council.
- A range of well planned, connected and safe pedestrian and bike corridors to encourage and support physical health and wellbeing.
- Provision of a high standard of customer experience and service.

Theme 4:

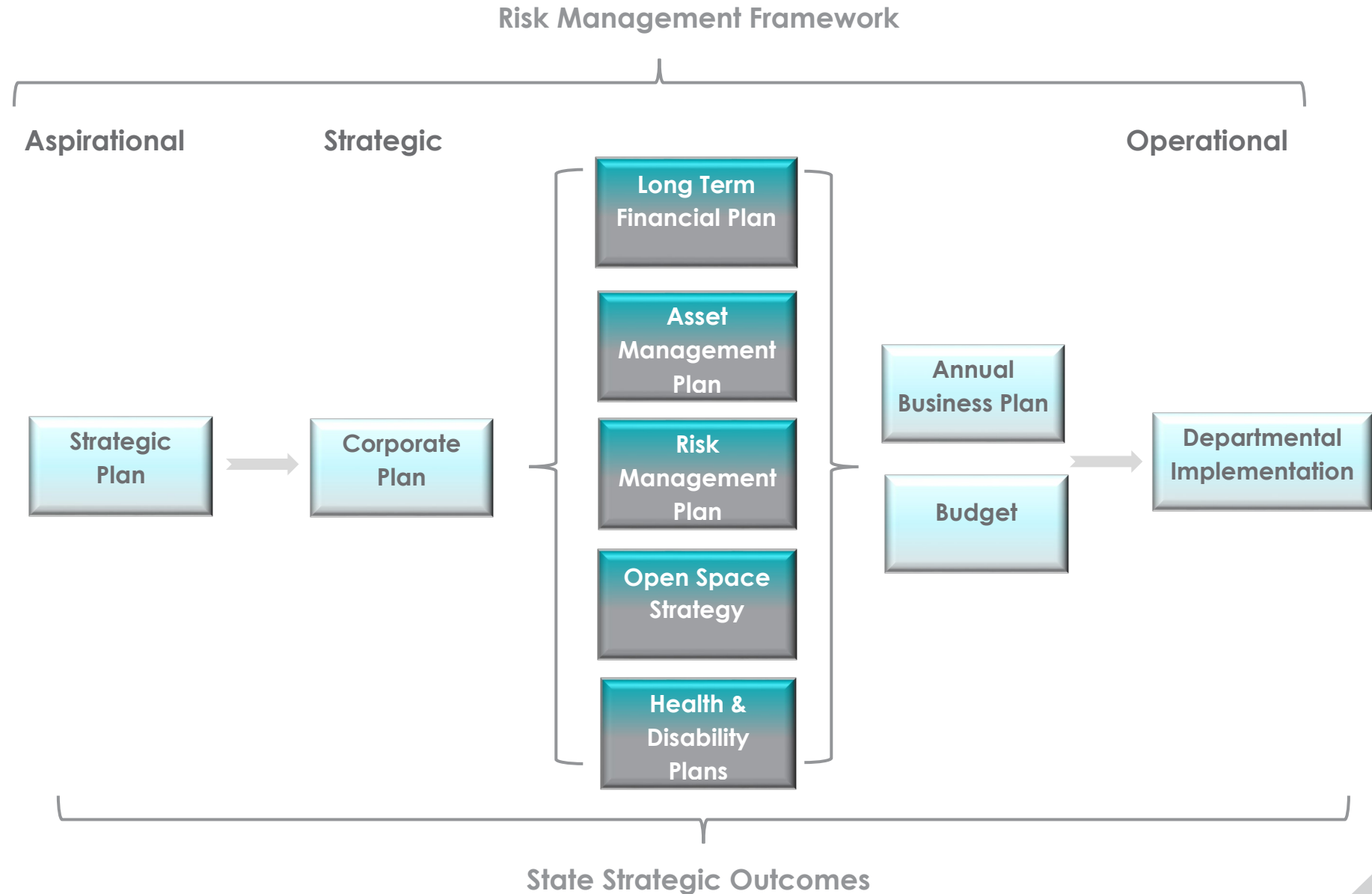
Quality Services, Assets and Infrastructure

Strategies

In working towards a Quality Services, Assets and Infrastructure we will:

- 4.1 Plan for the effectiveness and inclusiveness of infrastructure and services to cater to the needs of community, visitors and local business and industry.
- 4.2 Advocate for increased financial support from Federal and State Government for new and upgraded road, stormwater and footpath infrastructure.
- 4.3 Provide new and upgraded road infrastructure across the district.
- 4.4 Advocate to State and Federal Government for financial support to maintain and enhance services to meet the needs of the community.
- 4.5 Provide well-maintained community facilities that meet the needs of community
- 4.6 Provide range of built infrastructure that supports and enhances the community and businesses.
- 4.7 Have an open space strategy that identifies and enhances existing walking and cycling paths across the district.
- 4.8 Deliver high standards of customer service and customer experience
- 4.9 Invest in our people and culture to develop a safe, inclusive and high performing organisation.
- 4.10 Ensure transparent and accountable leadership which delivers excellent results

8. PLANNING FRAMEWORK



9. HOW THIS PLAN WAS DEVELOPED

The Local Government Act 1999, Section 122 provides that Councils must develop and adopt plans for the management of the local area.

The Strategic Plan is an aspirational plan that informs Councils Corporate and Long Term Financial Plans. These Plans outline:

- Council's objectives for the next four years including how those objectives align with other spheres of government.
- The Corporate Plan will take into account the council's financial sustainability; the extent or levels of services the council intends to provide to achieve its objectives; the extent to which any infrastructure will need to be maintained, replaced or developed; anticipated changes in real estate development and demographic trends; the council's proposals with respect to debt levels; and any other anticipated or predicted changes that might affect the costs of the council's activities or operations.
- The principal activities to achieve the council's objectives.
- Estimated income and expenditure.
- The measures council will use to assess its performance.

Community Engagement

Development of the Plan has involved engagement with the community, Councillors and Council staff.

The process began with a review of the existing Strategic Plan and a community survey. The existing plan was updated, the values and vision review in a number of briefing sessions and a workshop. The draft plan was discussed at a series of community focus group workshops. It was also made available online for individuals to comment on. All the feedback has been used to inform the final draft of the plan.