



Adopted by Council 15 January 2020

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About the District Council of Robe

The District Council of Robe is situated on Guichen Bay within the Limestone Coast of South Australia, covering an area of 1,103 square kilometres and containing the township of Robe and the hamlets of Nora Creina, Greenways, Mt Benson and Boatswains Point. It is an historic coastal township located 350km south of Adelaide and 520km east of Melbourne. It has a long history as a council, having been formed in 1869.

During peak holidays periods Robe accommodates large numbers of holidaymakers and other visitors estimated to peak at between 15,000 and 17,000. This influx of visitors has resulted in the township developing high numbers of accommodation providers, restaurants and cafes, antique and gift shops, and galleries which cater for these visitors.

Prior to European settlement in 1846 the area was home to the Bunganditj (Bo-an-dick) people and their descendants form an important part of our community today.

Robe has direct access to and from the Southern Ports Highway and is also accessible by air, via Mount Gambier. The Princes Highway runs inland from Robe and joins the Southern Ports Highway at Kingston to the north.



The Robe township is a mixture of historic buildings and sites, a vibrant commercial precinct, commercial fishing fleet and residential and holiday homes that contribute to the unique environment of the town and its attractiveness to both residents and visitors alike.

Tourism, commercial fishing, service industries, and agriculture are key industries with rural land within the District predominately used for:

- Sheep and cattle grazing
- Cropping
- Viticulture
- Forestry
- Horticulture

Mayor's Message

On behalf of Council, I take pride in presenting the Council's Draft Community Plan 2019 – 2039 to the community.

Council welcomes feedback and comments in relation to the Community Plan and the Council looks forward to receiving the community's views in relation to this document.

Submissions closed for Council's Community Plan on Friday 21 June 2019.

Council adopted the Community Plan at the meeting held on 17 July 2019.

A handwritten signature in black ink, appearing to read 'Alison Nunan', written in a cursive style.

Mayor Alison Nunan

Elected Member Information

Mayor



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Vision

Building a stronger and more cohesive community.

Why a Community Plan?

The Community Plan provides the vision, goals and objectives for the future wellbeing of the community of the District and the Council itself. It also fulfils the legal obligations of a Strategic Management Plan required by s122 of the *Local Government Act 1999*. Details of strategies and actions to achieve the vision are set out in the Four Year Priorities Plan and the Annual Business Plan and Budget.

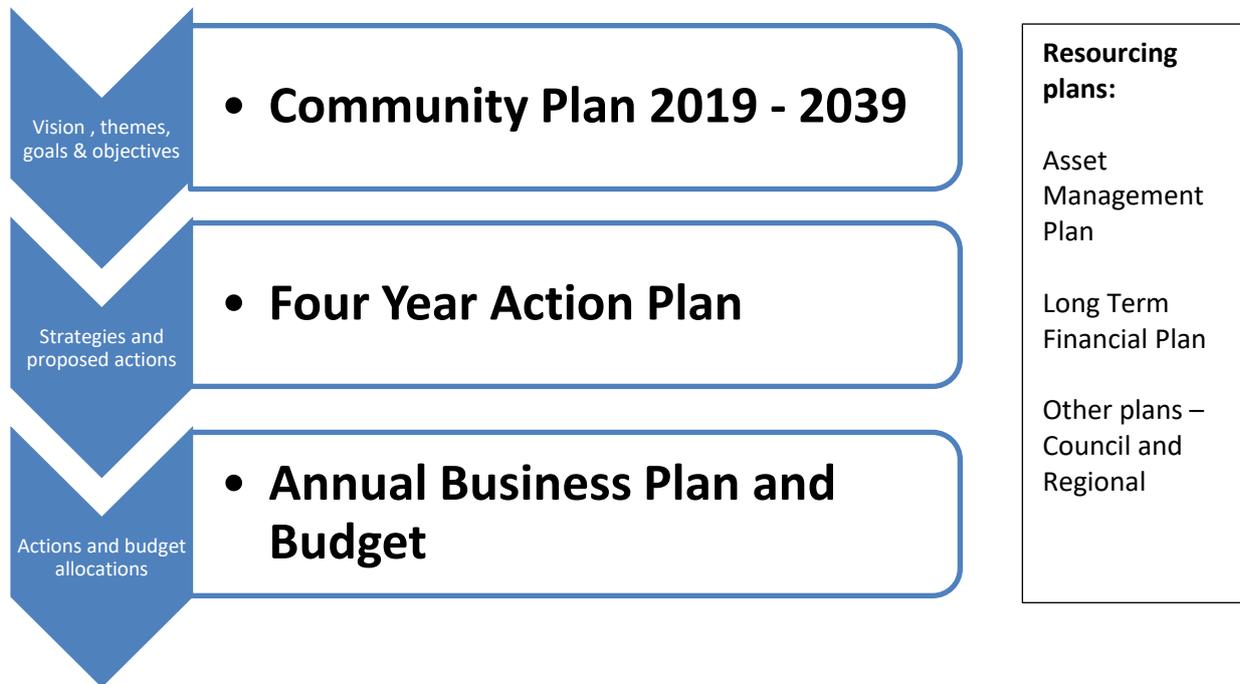
Our purpose

To achieve this vision, we need to:

- Design, plan and deliver the society we want to live in
- Protect what we already have, in particular our heritage, the marina, the environment and the village feel of Robe, i.e. protect the character of Robe for our residents and visitors
- Provide and continuously improve Council's services
- Prepare for and seek external funding, e.g. grants to support growth
- Councillors to represent the views and ideas of all citizens
- Consider business and our economy in all decisions
- Grow our town as a destination with a key focus on the following sectors:
 - Tourism
 - Fishing
 - Farming
 - Seeking new opportunities that leverage our strengths
- Engage widely, participate in debates, challenge each other and understand the reasons for Council's decisions

Our strategic planning framework

Our strategic planning framework is set out in the following diagram.



Our roles

Councils can play a number of different roles in identifying and addressing issues affecting their communities. Delivering services and projects is one aspect of a Council's role but there are other potential roles as well. **The important thing is to make a conscious decision about which roles are most appropriate in particular circumstances, driven by legislative requirements and financial capacity as well as community aspirations.** For this reason, we have applied a roles continuum in our Community Plan and Four Year Action Plan to provide clarity about what we plan to do:

Role	Description
No role	The Council chooses not to have a role in relation to a particular service or activity
Information channel	Information about a service or activity of other bodies is channelled by the Council through, for example, brochures in Council office and other public spaces; links to the other bodies' websites etc.
Advocate	The Council may advocate to another government or other organisation for certain things to happen; this could range from a single event (such as writing to a Minister) through to an ongoing campaign
Facilitator	A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area
Agent	Typically, this would involve the Council delivering a service, funded by a government agency, that is, or likely to be regarded as, the responsibility of another government
Part funder	The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it
Asset owner	As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc.), the Council has responsibility for capital, operating and maintenance costs
Regulator	The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants)
Service provider	The full cost (apart from fees for cost recovery, government grants etc.) of a service or activity is met by the Council

Our community in numbers

Unless otherwise shown, the following socio-economic characteristics of the Robe community are based on the ABS 2016 Census of Population and Housing data as provided by Regional Development Australia Limestone Coast.

Demographics

Population

	District Council of Robe	Whole of Limestone Coast	Whole of South Australia
Population	1,378	66,698	1,723,671
Median age	50	42	40
% of the population aged 65 years or older	25.1%	18.9%	18.1%
% of the population aged 14 years or younger	14%	19.1%	17.8%
Male	51.1%	50.6%	49.4%
Female	48.9%	49.4%	50.6%

Households

	District Council of Robe	Whole of South Australia
Couples with children	120 (34.2%)	184,733 (41.6%)
Couples without children	204 (58.1%)	178,588 (40.2%)
Single parents	24 (6.8%)	73,128 (16.5%)
Occupied private dwellings	552 (38.7%)	638,782 (87.4%)
Unoccupied private dwellings	876 (61.3%)	92,242 (12.6%)

Economy

Key industry sectors

Sector	No of employees	% of workforce	No of businesses	Value add by sector
Agriculture /Forestry and Commercial fishing	213	33.2	117	\$24 m
Construction	79	12.3	27	\$5.7m
Accommodation and food services	81	12.6	13	\$6.2m
Retail	60	9.4	16	\$4.8m
Rental hiring and estate	32	4.9	26	\$6.3m
Public service	30	4.5	3	\$1.8m
Health care and social services	27	4.3	1	\$2.4m

Workforce

	District Council of Robe	Whole of Limestone Coast	Whole of South Australia
Number of people employed	610	29,911	746,105
Employed full-time	51.2%	59%	53.9%
Employed part-time	36.1%	39%	37.1%
Unemployed looking for work	2.9%	5.2%	7.5%

Note: Data source: District Council of Robe Economic Overview – Regional Development Australia Limestone Coast

Community Plan themes, goals, objectives

The Community Plan has three **community focussed** themes and one **organisationally focussed** theme, each with a goal as shown below. The Four Year Priorities Plan also follows these four themes.

Community focussed theme	Goal
Community	Vibrant, cohesive, diverse community providing a healthy, quality lifestyle
Economic development	A strong, diverse economy that is innovative and adaptable
Natural and built environment	Our natural and built environments are protected and enhanced, resilient and adaptive.
Organisationally focussed theme	Goal
Governance and financial sustainability	Provide effective and inspired leadership, good governance, and efficient, effective and responsive Council services

THEME 1: COMMUNITY

Goal: A vibrant, engaged, inclusive, diverse community providing a healthy, quality lifestyle

The Robe District has a long and proud history, both European and Aboriginal, and the community of today has built upon the foundations that have been laid in the past.

Robe township is well serviced by recreation, sporting, leisure and arts facilities and a growing network of shared use trails which encourage passive recreation while allowing the users to enjoy the natural beauty of the coastline.

The community of the Robe District prides itself on its vibrant volunteer ethos where members of the community help and support each other. This ethos is highly valued and acknowledged as an important factor in the development of our District.

Council's community goal has been developed to ensure that the community is supported by both public and private sector services that are relevant and provided in an efficient manner with a result that the quality of life within our community is enhanced.

Changing demographics, shifting community expectations and technological innovations require Council and the community to regularly evaluate services and how they are provided. As the District's population ages there will be growing demand for the provision of specialised aged and health care services.

Council's roles will vary across our roles continuum depending on circumstances. Often, given our finite resource base and the responsibilities of other bodies, our roles will be as **Advocate, Facilitator, Part Funder, Regulator** or **Asset Owner**. In a limited number of cases our role will be **Service Provider**.

The following objectives support achievement of the Community goal:

- 1.1 An active and healthy community where people feel safe
- 1.2 An involved, creative and connected community
- 1.3 All parts of our community are able to access services to meet their needs

THEME 2: ECONOMIC DEVELOPMENT

Goal: A strong, diverse economy that is innovative and adaptable

The four pillars of the economy of the Robe District are:

- Agriculture
- Commercial fishing/ Aquaculture
- Service industries
- Tourism

The future of the District's economy will partly depend upon the ability to maintain and grow current businesses and industries with an emphasis on diversification of the economic base and the ability to continue to attract new industries and services to the District. The future impacts of Climate Change may mean that businesses including agriculture will need to develop adaptation strategies to adjust to the new environment in which they operate.

Council's roles in economic development vary. With responsibilities for land use planning and Development Approvals the Council has a role of **Regulator** and, in the case of infrastructure, the Council may be the **Asset Owner** (e.g. of a Council road) but may also be an **Advocate** or **Facilitator** for infrastructure that is the responsibility of other bodies. In other areas such as business development the Council may have roles of **Information Channel**, **Advocate** or **Facilitator**.

The following objectives support achievement of the Economic Development goal:

- 2.1 Our unique features provide a great setting for business and lifestyle
- 2.2 Our fit for purpose infrastructure supports economic success
- 2.3 The Robe District is regarded as a good place to do business.

THEME 3: NATURAL AND BUILT ENVIRONMENTS

Goal: Our natural and built environments are protected and enhanced

Robe has an attractive rural and natural character including vistas of white beaches, abundant lakes, rugged coastline and productive farm land. Tracts of unspoilt natural vegetation and waterways still exist within the District and its air and seas are clean and relatively free of pollution.

The blend of the heritage buildings and sites within the township has become one of the unique attractions of Robe. The community's expectation is that the Council will ensure that the future development of the town and District will respect the attractive characteristics of our township and achieve improvement to the environmental assets.

The community has expressed a desire to protect the existing natural and built environment to ensure that the area largely retains its current 'rural' seaside ambience.

Waste, as a component of resource management, will continue to require careful management as the District and community expectations grow and legislative compliance increases.

Local street environments including the main street must be both functional and aesthetically pleasing. The District Council of Robe's network of sealed and unsealed roads service its community and the maintenance of these in accordance with Councils Asset Management plans will ensure they contribute to the economic development and growth of the community. The increased costs associated with road asset construction and renewal will require Council to continue to pursue external funding sources for this work.

The growth of Robe's popularity as a tourist destination will continue to place pressures on Council in relation to the provision of refuse management, effluent disposal, transport and other infrastructure. Services need to be at a level to ensure they can cater for the peak loads placed upon them during the holiday season.

Overlaying consideration of future directions in relation to the natural and built environment is the need to adapt to a changing climate including management of impacts upon the coast.

The Council's roles in the natural and built environment vary across the range of the roles continuum. Its roles as a **Regulator** (in relation to development) and **Asset Owner** (infrastructure) will require sufficient resourcing. Expectations about the Council being a **Service Provider** will need to be tempered by its limited financial base and more innovative means of meeting community needs through roles of **Information Channel**, **Advocate** and **Facilitator** will need to be explored.

The following objectives support achievement of the Natural and Built Environment goal:

- 3.1 Protection of the natural environment
- 3.2 Growth that respects the built environment
- 3.3 Efficient, effective and sustainable resource management
- 3.4 Increased resilience to a changing climate.

THEME 4: GOVERNANCE AND FINANCIAL SUSTAINABILITY

Goal: Provide effective and inspired leadership, good governance, and efficient, effective and responsive Council services

Council's activities will be conducted in a manner that reflects good governance and financial sustainability.

Good communication within the Council as well as communication with the community is essential for the success of the District Council of Robe. It is important that Council engages with, consults, and/or informs the community and utilises contemporary techniques to ensure that the best processes are used.

Council will listen to the views of its community and give these views due regard when decisions are being made. It will also communicate with the community utilising appropriate methods.

Effective planning processes will ensure that Council is moving in the right direction into the future and that it has the ability to measure its performance against set criteria. The planned management of community assets linking to Council's Long Term Financial Plans is vital to ensure that resources are allocated efficiently.

To ensure that the outcomes of Council's plans are achieved the Council will take leadership in representing a balanced view within the community whilst having regard to the ideas and concerns of all stakeholders.

The following objectives support achievement of the Governance and Financial Sustainability goal:

- 4.1 Provide effective leadership and good governance
- 4.2 Engage effectively with our community
- 4.3 Be financially sustainable
- 4.4 Maintain effective and transparent business systems
- 4.5 Ensure that our skilled, committed and professional staff operate in a supportive and accountable environment

External Influences - Who Council works with

Council will work with the following organisations to achieve our strategic plan

Who	What they do
State Government	
Member for MacKillop	The South Australian Government sets the overall direction for the state of South Australia. The legislative framework enacted by the State Government governs how the state (including local government) will be governed.
Department of Planning Transport and Infrastructure	
Department of Environment and Water	
Natural Resources South East	
Zone Emergency Management Committee	
South Australian Tourist Commission	
Native Vegetation Council	
Coast Protection Board	
Environment Protection Authority	
Federal Government	
Regional Development Australia – Limestone Coast	Provides services and funding to strengthen regional communities.
Member for Barker	
Local Government	
Local Government Association of South Australia (LGA)	The Local Government Association is the peak body representing local government at a state level. The Association advocates for and represents local government at the state and federal level.
Local	
Robe Tourism Association Inc.	Robe Tourism Association is an incorporated body representing tourism interests to enhance the economic and tourism benefits to the District.
Community groups	The Council works with numerous groups to provide facilities and services to the District's community.
Regional	
Local Government – Mt Gambier, Grant, Naracoorte Lucindale, Wattle Range, Tatiara and Kingston	Other Councils within the Limestone Coast region work together on projects where appropriate to strengthen local government within the region.
Limestone Coast Local Government Association (LCLGA)	LCLGA is a regional authority formed by the Limestone Coast Councils to represent their interests at a regional level.

Monitoring and Review

Council's Community Plan will be reviewed. The Four Year Action Plan will be a rolling plan, updated each year. Formal consultation will occur as part of the Community Plan review and preparation of the Four Year Action Plan.

Measuring Progress

Strategic Indicators

A series of strategic indicators have been identified to measure progress towards the Council's long term vision. For each theme the indicators show trends towards a desired outcome and a desired direction. Many factors affect outcomes. In some cases, such as delivering local infrastructure and services, the Council will be responsible while in other areas the outcomes will be more affected by the policies and actions of the Federal and South Australian governments as well as national and international circumstances.

For consistency and to be able measure progress against the Community Plan goals and objectives, as well as our progress against Local Government benchmarks within South Australia, Council uses the Local Government Association Comparative Performance Measurement Index (CPM). Data sources primarily include the Australian Bureau of Statistics (ABS), data from government agencies (e.g. Department of Education, Employment and Work Place Relations), internal Council data, and data from the Local Government Comparative Performance Measurement (CPM) Project.

The CPM identifies four key performance areas considered to be representative of the key roles of Councils, as follows:

- Governance
- Community Satisfaction
- Finance and Asset Management, and
- Quality of Life.

Nineteen performance measures were developed for the performance areas. Data for the project is sourced from the LGA, Valuer-General, State Ombudsman, Australian Bureau of Statistics, SA Local Government Grants Commission, the State Electoral Commission, Councils and community surveys (measuring community attitudes to Council services and strategic initiatives) conducted by Roy Morgan Research.

The indicators for each Community Plan theme are shown in the following table.

Indicator	Measure	Trend/Target
THEME 1: COMMUNITY		
Perceptions of safety and security	Safety and security Index (Local Government CPM Index)	Continual improvement
Health and community services	Health Services Index (Local Government CPM Index)	Continual improvement
Community involvement	% of people who volunteer (ABS census data)	Maintain at current level or increase
	Libraries and Library Services Index (Local Government CPM Index)	Continual improvement

Providing services and facilities	Providing Services and Facilities for Community - Overall Index (Local Government CPM Index)	Continual improvement
Accessibility to services, amenities and facilities	Quality of Life Index (Local Government CPM Index)	Continual improvement
THEME 2: ECONOMIC DEVELOPMENT		
Workforce population	Workforce participation (ABS census data, DEEWR survey)	Maintain at current level or increase
	% of unemployment (ABS census data, DEEWR survey)	Maintain at current level or decrease
	Full time employment (ABS census data, DEEWR survey)	Maintain at current level or increase
Proportion of permanent residents	% of occupied residents (ABS census data)	Maintain at current level or increase
THEME 3: NATURAL AND BUILT ENVIRONMENTS		
Effective Management of town growth	Planning and Development Control Index (Local Government CPM Index)	Continual improvement
Planning and development Control	Planning and Development Control Index (Local Government CPM Index)	Continual improvement
Protection of environmental (including coastal) assets	Environmental Management Control Index (Local Government CPM Index)	Continual improvement
Waste Collection and Disposal	Waste Collection Disposal Index (Local Government CPM Index)	Continual improvement
	Reduction in recycling contamination (Council data)	Continual improvement
Roads and associated infrastructure	Asset Infrastructure Index (Local Government CPM Index)	Continual improvement
THEME 4: GOVERNANCE AND FINANCIAL SUSTAINABILITY		
Decision making	Investigations by Ombudsman identifying shortcomings in administration or governance (Internal data – Annual Report)	Nil
	Good Governance Assessment Audit (Local Government Association of SA – Internal)	Rating score of good or better
Awareness of long term and strategic objectives	Strategic Objectives Index (Local Government CPM Index)	Continual improvement
Access to council information documents and meetings	Public Access to Information Index (Local Government CPM Index)	Continual improvement
Customer satisfaction	Customer Satisfaction Index (Local Government CPM Index)	Continual improvement

Effective risk management	Risk Management Process Audit (LGMLS Risk Management Audit)	Continual improvement
Financial Sustainability	Operating Surplus Ratio	Target 4%
	Net Financial Liabilities Ratio (Council's Audited Financial Statements)	Target < 100%
Asset Sustainability	Asset Sustainability ratio (Council Audited Financial Statements)	Target 100%
Safe and healthy work place	Number of lost time claim injuries (WHS Injury Management Statistics)	WHS injury management benchmark or better
	Compliance with WHS risk management legislation (WHS Self Audits, LG Workers Compensation Scheme KPI Audits and Work Cover Audit)	Maintain exempt employer status

Actions under the Four Year Action Plans

The Four Year Action Plans indicate the actions the Council intends to take over the life of each plan. Progress towards achieving the actions will be reported annually.