Community
Strategic Plan

District Council of
Loxton Waikerie

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Acknowledgement of Country
We acknowledge the first people of the River Murray and Mallee Region as the traditional custodians of the land and waters on which we meet and pay our respects to their elders, past, present, and emerging.

INTRODUCTION

> *The next fifteen years are pivotal to redefine what we do and how we do it. Not only in response to the financial pressures we face, but also to create a thriving community we are all proud to be involved in.*

Why does the Loxton Waikerie District Council need a strategic plan?

Local governments are complex entities, tasked with managing multiple aspects of a community's well-being and prosperity. Therefore, a comprehensive strategic plan is crucial for a variety of reasons. Here are some of the key advantages:

1. **Setting Clear Goals:** A strategic plan helps local governments to clearly articulate their short and long-term goals. This provides a blueprint for what they intend to achieve in the coming years.

2. **Alignment of Efforts:** Strategic plans create an opportunity for different departments and teams within the local government to align their efforts. They ensure everyone is working towards the same objectives, which can help improve efficiency and effectiveness.

3. **Better Resource Allocation:** Strategic plans provide a framework for allocating resources, allowing Councils to ensure they're putting their money, time, and personnel where they're most needed. This promotes efficient use of public resources and maximizes the potential for achieving intended outcomes.

4. **Community Engagement:** During the process of creating a strategic plan, local governments involve community members, giving their input on the direction of their community.

5. **Performance Measurement:** A strategic plan establishes clear benchmarks and key performance indicators (KPIs) to measure the progress of the Council's initiatives. This allows for accountability, facilitates regular evaluation, and helps in timely course correction.

6. **Risk Management:** With a strategic plan, Councils can anticipate challenges and devise strategies to mitigate them. It's an effective tool for risk management, helping to prevent or minimize potential issues that could derail important initiatives.

7. **Future Readiness:** A comprehensive strategic plan allows a local Council to anticipate future trends and needs. This could be related to demographic changes, environmental challenges, economic shifts, or technological advancements. By considering these factors in their strategic plan, Councils can be more proactive and better prepared for the future.

8. **Transparency and Accountability:** Lastly, strategic plans enhance transparency and accountability. They serve as public documents that citizens can reference to understand the local government's goals and strategies. This can build trust in the local government and ensure officials are held accountable for the outcomes.

In summary, a comprehensive strategic plan can greatly benefit a Council and community by providing direction, promoting efficiency, enhancing accountability, engaging citizens, and preparing for the future.

This plan deliberately has a community focus on the outcome Council believes the residents want in their local community and area, to make sure they are living in the best rural community in the state.

YOUR COUNCIL

Our Mayor and ten Elected Members are responsible for policy making and decisions that impact our district, community, businesses, and environment.

The roles of our Elected Members are to:

- Participate in the deliberations and civic activities of our Council.
- Keep the Council's objectives and policies under review to ensure appropriateness and effectiveness.
- Keep the Council's resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery under review.
- Represent the interests of residents and ratepayers, provide community leadership and guidance, and facilitate communication between the community and the Council.



Trevor Norton
Mayor



Cr Clive Matthews
Deputy Mayor



Cr Sonya Altschwager



Cr Kent Andrew



Cr Craig Ferber



Cr Jody Flavel



Cr Sonia Fowler



Cr Michelle Hill



Cr Ian Light



Cr Gary Pfeiler



Cr Michael Vowles

COMMUNITY SNAPSHOT

We are located on the Murray River in the Riverland of South Australia, covering an area of approximately 8,000 square kilometres spanning from the Blanchetown Bridge to the west and the Victorian border to the east, from the Mallee to the Murray.

The townships of Loxton and Waikerie are our main service centres, and our district also contains many smaller towns and communities.

Agriculture and horticulture are the backbone of our economy with the district contributing significantly to the national output of food and beverage. Predominant crops include grapes and citrus, but also include nuts, berries and other fruit and vegetables. There is also a significant dryland farming contingent within the district comprising the production of cereals, wool and meat.

Significant value-added activities also occur locally with food and beverages being processed, packaged, stored and distributed within and from the local area.

Tourism also plays an important part in the mix of our local economy, with an increasing and coordinated effort evident in this sector in recent years. Our district offers a good range of health, education and retail facilities which support local industries and employ a significant number of local residents. Locals also enjoy a wide range of high-quality sporting and recreational facilities.

Population

11,674

↑ *3.37% from 2011*

Township Populations

3,947 Loxton

1,670 Waikerie

897 Loxton North

649 KOM & Moorook

Area

7,767km²

Road Network

Sealed **417km**
Unsealed **1,889km**

Rateable Properties

8,142



DELIVERING OUR STRATEGIC PLAN

The achievement of our Strategic Plan will require us to collaborate with the Federal, State and other Local Governments, the private sector and community groups, in a variety of roles. These various roles may be undertaken simultaneously or change during different stages of projects or service delivery. Our roles are outlined below.

Our Role	Our Promise
Advocate	Make representations on behalf of our community and engage in public policy development in the interests of our community.
Custodian	Manage community assets including buildings, facilities, public spaces, and roads on behalf of our community.
Facilitator	Bringing together stakeholders to collectively pursue a shared interest, desired direction, outcome, service or to resolve an issue.
Funding Applicant and Recipient	Apply for, receive, and expend funding and revenues as required by legislation or policy or via Federal, State and Grant Commission funding requirements.
Information Provider	Providing information to our community via reports, websites, social media, or other forums to inform our community.
Leader	Lead by example within, as well as on behalf, of our community.
Listener	Engaging with our community, seeking comments, opinions, and feedback in order to formulate future directions or improve services.
Partner	Working with others to achieve a common goal, deliver a project or provide a service.
Regulator	Exercising our responsibilities in response to legislative and compliance requirements.
Service Provider	Fully or partially fund or provide a service, project, or initiative on behalf of our community.



DELIVERING OUR STRATEGIC PLAN

The Council's strategic planning process is a comprehensive framework designed to guide its actions and priorities over various time frames, ensuring a holistic and forward-thinking approach to community development.

The Community Strategic Plan acts as a long-term vision spanning 15 years, articulating the community's aspirations and goals and provides 'big picture' direction to Council.

The Community Strategic Plan is activated through a short-term, 3-5 year Corporate Plan, which assesses Council's priorities and incorporates operational planning to determine the best course of action based on internal and external factors.

Both of these strategies are guided by a number of local and regional plans, and directly influence Council's Annual Business Plan and Budget, a statutory requirement that outlines the financial estimates to deliver actions and projects from the Corporate Business Plan in the upcoming financial year.

Council also monitors its progress by preparing and adopting an Annual Report relating to the operations of the Council for the previous financial year. The Annual Report helps to shape the budgeting process for the following financial year and promotes transparency on Council's activities within the community.



Informing Strategies

State/Regional

SA Strategic Direction Report
SA Economic Statement
RDAMR Strategic Plan
MRLGA Strategic Plan
Regional Tourism Plan (RTP2030)
Murray & Mallee Region Plan
SA Planning & Design Code
Rally for Riverland

Local

Long Term Financial Plan
Asset Management Plan
Growth Strategy
Ageing Well Strategy
Disability Access and Inclusion Plan
Arts and Culture Strategic Plan

Community engagement is implemented within each stage of the planning process, helping Council to successfully capture the wants and needs of the community in its approach.

VISION & MISSION

Our Vision

Our vision statement is our inspiration and provides us with purpose, strategic direction, motivation, and purpose.

In 2035 with a population of 15,000, we are a vibrant, productive, connected community with outstanding facilities, lifestyle, and environment.

Our Mission

Our mission aligns with our strategic objectives and indicates how we will achieve our vision. It provides an indication of how we are going to get to where we want to be.

We are committed to:

- Actively enhancing the quality of life of our communities by encouraging health, well being and safety
- Encouraging and supporting a strong diverse economy that will provide prosperity, growth and employment opportunities for our community
- Responsibly managing our built and natural environment
- Providing infrastructure the community needs
- Providing genuine and accountable leadership that inspires confidence within our community and ensures the responsible management of our resources



CORE VALUES

> *Our core values are the principles, attributes and qualities we hold as important that we will display in the way we go about our business.*

We are genuine

Adhering to moral and ethical principles, being honest, accountable, trustworthy and authentic.

We are caring

Showing respect, compassion and empathy and being supportive of each other and our community.

We will listen

Communicating as well as engaging the community in an open, honest and constructive manner at all times.

We are united

Working as a team in an inclusive, co-ordinated and collaborative manner to achieve our common goals.

We will be innovative

Seeking out and making use of new ideas and opportunities, showing initiative and being progressive, proactive and creative.

We will aim for excellence and efficiency

Consistently delivering quality service outcomes and endeavouring to be a high performance organisation.





DETAILED STRATEGY

DETAILED STRATEGY

Strategic Objectives

> *We have created four strategic objectives, or pillars, upon which we will deliver our vision.*

Within each objective there are goals and strategies that aim to ensure our objectives are met. In addition, key initiatives have also been identified which will ensure the achievement of our goals and strategies.

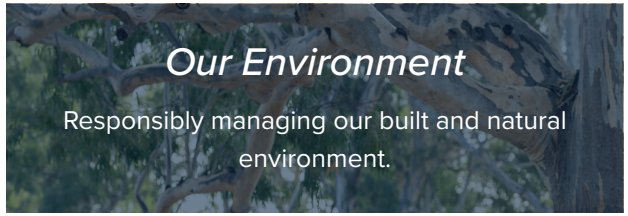
We acknowledge that some goals and strategies could be placed under one or more objectives.

It should be recognised that all our objectives, goals and strategies are interlinked and the success of one will generally heavily rely on the achievement of others.











DETAILED STRATEGY

Our Community

Actively enhancing the quality of life of our communities by encouraging health, wellbeing, and safety.

We are committed to nurturing strong and caring communities to ensure a secure, healthy, and sought-after lifestyle for all those who choose to live, work, and visit our district.

We live in our area because what has been created before and has led to the great lifestyle we enjoy. However, we are in competition we other towns and regions to attract new residents and also providing the amenities required in a community.

We aim to enhance the well-being of all residents of the district now and in the future. The challenge we have is to identify and blend the values, needs and aspirations of our community members for the benefit for all.

The community has told us what they value and these goals and strategies deliver on those preferences. To reach our population growth projections our community will need these characteristics.



DETAILED STRATEGY

Our Community

Goal	Strategy
1.1 Community Enablement Enhance the quality of life of our community by encouraging community participation and building on our community spirit.	1.1.1 Support community development through funding, grant opportunities, planning, promotion, and advocacy.
	1.1.2 Maintain our commitment to our libraries as centres for community learning, information access, and high-quality digital technology.
	1.1.3 Work collaboratively with, supporting and recognising the efforts of volunteers.
	1.1.4 Encourage volunteer involvement in the community.
	1.1.5 Supporting the increase of youth participation in local democracy and community involvement through volunteering.
1.2 Community Health Enhance the quality of life of our community by advocating, supporting, and promoting programs related to the physical and mental, ensuring residents have access to necessary services.	1.2.1 Promote and assist with the physical and mental health of our communities.
	1.2.2 Advocate for the continuation and improvement of health services delivered throughout our district.
	1.2.3 Ensure community health and safety through appropriate animal management initiatives.
	1.2.4 Respond to the challenges of an ageing population.

DETAILED STRATEGY

Our Community

Goal	Strategy
1.3 Sport and Recreation Provide a range of sporting & recreational facilities & continue our community's active participation in sport & recreation, while supporting the principle of self-help.	1.3.1 Provide appropriate passive and active infrastructure to support recreational pursuits.
	1.3.2 Complete an audit and future needs analysis of the communities' recreational profile for active and passive recreation.
	1.3.3 Continue to support sporting and community organisations in sourcing funding for sporting and recreational facilities.
	1.3.4 Use recreation as a catalyst for tourism and youth development
	1.3.5 Work collaboratively with local sporting and community groups with regard to exploring opportunities for shared use facilities.
1.4 Culture and Arts Celebrate and invest in local arts, culture, and heritage.	1.4.1 Improve arts and cultural activity to strengthen and sustain a vibrant community.
	1.4.2 Support arts growth.
	1.4.3 Supporting the preservation, celebration and access to our history and heritage.
	1.4.4 Support the link between the arts and tourism product and local amenity.
1.5 Social Inclusion Create programs and initiatives that foster inclusion and cater to the diverse needs of the community.	1.5.1 Advocate for improved access to community transport services across the district.
	1.5.2 Support and promote access and inclusion for all members of the community.
	1.5.3. Create a social inclusion framework for Council.
	1.5.4 Foster Council's community engagement platforms to enhance information sharing.
	1.5.5 Enhance the community communication through continued investment in digital communication.

DETAILED STRATEGY

Our Economy

> *Encouraging and supporting a strong diverse economy that will provide prosperity, growth, and employment opportunities for our community.*

Prosperity of the community is one of our key objectives to ensure the district enjoys economic development and employment growth. We will strive to ensure we have a prosperous, vibrant, and progressive community.

We are committed to encouraging new, as well as supporting existing businesses and enterprises, that are consistent with our economic, social, and environmental objectives for the community.

We are very much reliant on our horticultural and agricultural industries that form the backbone of our local economy. We recognise the need to support existing industries but also diversify our economic base.

Our local prosperity and economic output includes tourism and our thriving business communities, supported by effective chambers of commerce.



DETAILED STRATEGY

Our Economy

Goal	Strategy
2.1 Economic Development To have a strong and prosperous economy built on diversifying our established industries, businesses and enterprises and attracting new industries and investors.	2.1.1 Support and encourage development and diversification of our local small business sector.
	2.1.2 Support and encourage development and diversification of our agricultural and horticultural industries including intensive management systems.
	2.1.3 Advocate on behalf of the community to seek opportunities to add value to agriculture and horticulture industries.
	2.1.4 Facilitate our local businesses and industries to work together to bring greater prosperity for the community.
	2.1.5 Reduce red tape and bureaucracy for businesses and industries doing business in our local economy.
	2.1.6 Create a supportive environment for local businesses, offering incentives or programs to foster growth
	2.1.7 Encourage and support local start-ups and technological advancements with partners in the region.
2.2 Housing and Population Growth Support availability of affordable housing options for all demographics to support population growth.	2.2.1 Raise the profile of our district and promote it as a great place to live and work.
	2.2.2 Promote and facilitate housing and land opportunities
	2.2.3 Support the increase in childcare facilities across our communities
	2.2.4 Advocate on behalf of the community to seek new employment opportunities and jobs growth across the district.
2.3 Tourism Support opportunities to promote the region as a tourist destination, leveraging its unique cultural and natural attractions.	2.3.1 Promote, support, and attract events and festivals that are self-sustaining and add value to the local economy.
	2.3.2 Raise the profile of our district and promote it as a great place to visit.
	2.3.3 Support local businesses to collaborate and develop tourism packages for visitors to the district.
	2.3.4 Advocate for, and provide, high quality visitor infrastructure to support our local tourism industry.
	2.3.5 Continue to be a RV friendly district.

DETAILED STRATEGY

Our Infrastructure

Responsibly manage our built environment.

Infrastructure is a critical component of any community. It enables economic growth, improves safety, and enhances quality of life. Roads, footpaths, stormwater management, and recreation areas all play a vital role in the development of a region. By investing in these types of infrastructure, we can create a strong foundation for our community to thrive.

With over $230m worth of community assets we are the custodians of a vast array of assets and infrastructure, including:

- 1,947 kilometres of unsealed roads (formed, unformed and sheeted)
- 396 kilometres of sealed roads
- Community Wastewater Management Schemes (CWMS) in Loxton, Waikerie, Moorook and Kingston-on-Murray
- Stormwater Infrastructure
- 262 buildings and structures

Our annual capital expenditure on the renewal of sealed and unsealed roads alone is generally exceeds $3 million.

One of the greatest challenges for us in the coming years will be maintaining our large asset base, prioritising capital works programs, and determining what we can afford.

Any new projects cost money but also need to be depreciated and therefore impact our operating statement.



DETAILED STRATEGY

Our Infrastructure

Goal	Strategy
3.1 Assets and Infrastructure Sustainably provide core community assets and infrastructure.	3.1.1 Maintain and improve our road network, footpaths, car parks and tracks in accordance with our Asset Management Plans.
	3.1.2 Maintain and improve our ovals, playgrounds, parks, gardens, reserves and cemeteries.
	3.1.3 Maintain and improve our community buildings and facilities.
	3.1.4 Maintain and improve our houseboat facilities for both private and commercial houseboat operators.
	3.1.5 Maintain social benefit and improve the economic impact from the operation of the Loxton Retirement Village.
	3.1.6 Ensure the collection, retention and disposal of common effluent that promotes sustainable management of water resources.
	3.1.7 Implement sustainable programs and practices for the management of waste throughout the district.
	3.1.8 Implement an appropriate regime of leases, licences, and community land management plans for all our land and buildings.
3.2 Assets and Infrastructure for the Future Ensure Council and community infrastructure provides support for the economic and social opportunities for our community.	3.2.1 Advocate for a dual lane highway from Truro to Mildura on the Sturt Highway
	3.2.2 Ensure all areas have access to high-speed internet and digital services.
	3.2.3 Ensure utility upgrades to support a growing population including water, stormwater, and electricity.
	3.2.4 Facilitate the infrastructure required to implement the Council's Growth Strategy.

DETAILED STRATEGY

Our Environment

Protecting and enhancing our environment for the future.

The environment in which we live has always been important but with global and local conditions in a state of change its relevance and tie to our long-term enjoyment and livability is crucial. Our area over the last five years has experienced droughts and the largest flood in a hundred years.

With governments responding and requiring reductions in green house gases and the levels of C02 emissions, the rate of change is unprecedented. The types of vehicles we will drive and the need for local infrastructure to help that transition will be important. Water and the health of the Murray River will have constant focus and the riverine environment that supports our economy. Dryland farming is responding to the challenges of doing more with less rainfall.

Some sectors of our irrigated horticulture are challenged by falling demand while others have had a period of prosperity, which will affect the ability for some to adapt. How we respond to these short and medium term challenges will lay the foundations for our community into the future.



DETAILED STRATEGY

Our Environment

Goal	Strategy
4.1 Climate Change Adaption Respond to the changing climatic conditions to protect and enhance the local environment.	4.1.1 Increase the use of renewable energy for Council operations and public utilities. Including public batteries and solar panels.
	4.1.2 Develop and implement a local climate action plan to reduce greenhouse emissions.
	4.1.3 Review the Council's carbon footprint and investigate ways to reduce the output.
	4.1.4 Pursue greening of our towns to reduce urban heat.
	4.1.5 Partner with other levels of government to achieve local environmental outcomes.
4.2 Sustainable Resource Use Develop and implement ecologically sustainable resource use.	4.2.1 Advocate for support of principles to protect the River Murray environment and water security.
	4.2.2 Promote water-saving techniques and ensure efficient water use in public places.
	4.2.3 Reduce landfill waste by promoting greater recycling and composting of organic waste in the community, through education and action.
	4.2.4 Adopt principle of sustainable development in our management of the natural environment.
4.3 Increase Town Amenity Present townships and riverfronts in a manner which enhances their character and amenity and create pride in our community.	4.3.1. Create attractive, functional streetscapes and foster 'places with personality' within the district.
	4.3.2 Ensure our riverfronts are attractive places to visit and access to the river is improved.
	4.3.3 Actively pursue external funding opportunities to implement township and riverfront plans.
	4.3.4 Ensure signage throughout townships and the district enables increased visitors to our facilities and attractions.

CONTACT DETAILS & FURTHER INFORMATION

Community Strategic Plan 2023-2038

A copy of Council's Community Strategic Plan is available on our website, lwdc.sa.gov.au

Our website has recently been updated and contains a vast array of information regarding our services and activities. It also contains all the other relevant plans and documents mentioned within the Community Strategic Plan.

If you have a question or comment regarding our Community Strategic Plan, or any other query regarding our business, please contact us.

Loxton Office
35 Bookpurnong Tce, Loxton
08 8584 8000

Waikerie Office
Strangman Rd, Waikerie
08 8541 0700

council@lwdc.sa.gov.au
www.lwdc.sa.gov.au

LoxtonWaikerieCouncil
District Council of Loxton Waikerie