

*District Council of Peterborough*



*Amalgamated 1997*

# **District Council of Peterborough**

## **Strategic Plan 2018 — 2022**



# Draft

C/M xxx  
Res. xx/xx

# **District Council of Peterborough Strategic Plan 2018 — 2022**

## **Mayor's Message**

As a Council we are committed to continuous improvement by listening to our ratepayers and community groups. Through extensive consultation we have developed a Strategic Plan which captures the kinds of services we need to deliver to ensure that our community continues to enjoy a safe lifestyle, enhances the natural environment, and continues to facilitate a vibrant, sustainable local economy.

The Strategic Plan builds on our past achievements whilst maintaining strong financial management.

This Plan along with our other management strategic documents are living documents to be reviewed periodically to deliver the expectations of the community served by the District Council of Peterborough.

I would like to thank the community for their input in to its development.

Ruth Whittle OAM  
Mayor  
District Council of Peterborough

# **District Council of Peterborough Strategic Plan 2018 — 2022**

## **Contents**

<b>1. Vision, Mission &amp; Values</b>	<b>1</b>
<b>2. Historical Context</b>	<b>2</b>
<b>3. Geographical Context</b>	<b>3</b>
<b>4. Developing, Implementing &amp; Monitoring the plan</b>	<b>4</b>
<b>5. Council's Financial Position</b>	<b>5</b>
<b>6. Public Consultation</b>	<b>6</b>
<b>7. What you Said</b>	<b>7</b>
<b>8. Services Provided to the Community</b>	<b>8</b>
<b>9. Broad Structure of the Plan</b>	<b>9</b>
<b>Key Result Area 1: Economic Sustainability</b>	<b>10</b>
<b>Key Result Area 2: Infrastructure</b>	<b>14</b>
<b>Key Result Area 3: Community Wellbeing</b>	<b>17</b>
<b>Key Result Area 4: The Environment</b>	<b>19</b>
<b>Key Result Area 5: Representative &amp; Accountable Local Government</b>	<b>20</b>

## **VISION**

The District Council of Peterborough is a vibrant, attractive, growing community that values its heritage and environment and promotes a sustainable local economy.

## **MISSION**

To deliver effective, efficient and sustainable services that instil pride and cooperation, whilst providing a vibrant lifestyle and preserving our heritage.

## **VALUES**

### **Leadership**

To provide effective leadership for the community.

### **Services**

To provide services which are responsive and meet the needs of the community.

### **Governance**

Council will act in the best interest of the community whilst fulfilling its ethical and statutory obligations.

### **Fiscal Management**

Council will apply sound financial management principles and prudential management practices to ensure efficient and effective use of its resources.

## **HISTORICAL CONTEXT**

Peterborough was settled to service the agricultural and pastoral endeavours of the 1870s. The first settlers in the area purchased land from the government in 1875. The first building in the town was constructed four years later.

Peterborough was originally named Petersburg after the landowner, Peter Doecke, who sold land to create the town. It was one of 69 places in South Australia renamed in 1917 due to anti-German sentiments during World War I.

The railways, an Industry which would provide the lifeblood of the town for the next 110 years officially arrived in the town in December 1881 when the line from Jamestown opened. The Terowie line opened shortly after and the line to Broken Hill was opened in 1887 thus ensuring the future of the town. This meant that Port Pirie, Port Augusta, Adelaide and the Silverton Mines were all connected by rail tracks that passed through Peterborough. The town would forge ahead in leaps and bounds with the railways playing a major part in the development of it.

This was the era when the town experienced a boom in population and major building works. They included the Railway Roundhouse (largest in the southern hemisphere) and the Town Hall (largest in rural South Australia).

In 1970 the east-west line was converted to standard gauge, and the line south of Peterborough to Terowie to broad gauge. Thus Peterborough became one of three, triple-gauge railway junctions in Australia. The others being Gladstone and Port Pirie, all on the same railway corridor.

The broad gauge connection to Adelaide, via Burra, was severed in the late 1980s. The narrow gauge line north to Quorn last carried freight in 1980, and was removed, between Eurelia and Bruce in the mid 1980s. Grain trains ran as far as Orroroo into the mid 1980s. In its later years it was used by tourist trains from Steamtown as far as Eurelia. Steamtown Heritage Railway ceased operations in 2002, however the roundhouse is still used to display its coaches and locomotives.

Unfortunately the railways has all but left the town but the assets and memories of that great steam era have been preserved at the Steamtown Heritage Rail Centre.

## **GEOGRAPHICAL CONTEXT**

The current Local Government area of the District Council of Peterborough was formed in 1997 as a result of the amalgamation of the Corporation of the Town of Peterborough and the surrounding District Council of Peterborough.

The Council area comprises an area of approx 2995 sq kms and is bounded by the District Council of Orreroo Carrieton in the northwest, Northern Areas Council to the southwest, and the Regional Council of Goyder to the south, with unincorporated areas to the north and east.

The District Council of Peterborough is in the state electorate of Stuart and federal Division of Grey.

The main towns in the Council area are Peterborough, Yongala and Oodla Wirra.

The Council area is located approximately 250kms to the north of Adelaide, and close to the southern end of the Flinders Ranges. The town of Peterborough sits on the intersection of the east-west railway linking Port Pirie and Broken Hill, and the north-south railway linking Adelaide eventually to Alice Springs via Quorn. The town is strategically located to key tourism areas of regional SA, the District Council of Peterborough area provides major road access from the eastern states to the Flinders Ranges, the Spencer Gulf cities and to the southern areas of the Clare Valley, Barossa Valley and the historic town of Burra.

Over time the area has undergone significant change. The closure in the late 1970's of the Area Headquarters of Australia National in Peterborough had an adverse effect on the employment prospects and economic viability of Peterborough and the area in general. Following the closure the town of Peterborough suffered considerable decline in population.

The significant issues facing the Council today and into the future are maintaining the economic viability of the area, a declining and ageing population, the low socio economic status of the town and the challenge of maintaining services and infrastructure for the vast surrounding agricultural area.

## **DEVELOPING, IMPLEMENTING AND MONITORING THE PLAN**

The Plan builds on the successes of the 2011 – 2015 Strategic Plan.

The objectives and strategic actions of the plan take into account the initiatives and priorities of the Council and the outcomes of the extensive community consultation undertaken.

As part of the Council's suite of strategic management plans, the Long Term Financial Plan and the Infrastructure and Asset Management Plan will respectively address Council's financial sustainability, and an assessment of the extent to which any infrastructure will need to be maintained, replaced or developed by the Council.

### **Relationship with Council's Other Plans**

The Strategic Plan sets out the key result areas for the period 2018 - 2022. This Plan together with the Long Term Financial Plan and the Asset Management Plan are the Council's Strategic Management Plans which are the base from which the Council's annual business plan and budget are developed.

### **Council's Commitment to Work Health Safety and Wellbeing**

The District Council of Peterborough is committed to the promotion of Work Health and Safety and the wellbeing and the provision of a safe work place for all employees and members of our community.

The Chief Executive Officer is the Responsible Officer under The Act and is ultimately responsible and accountable for the implementation of Council's WH&S & IM Policies & Procedures.

Council is required to develop, implement and review procedures, in consultation with employees to ensure that maximum protection is afforded to employees, clients, contractors and the public. Council believes that to properly discharge its responsibilities under The Act it is necessary to develop, implement, consult, enforce and review its WHS & IM policy and Procedures.

### **Implementing the Plan**

To achieve the objectives of the Plan, the Council will work co-operatively with community organisations in the area, Local Government through its membership of the Legatus Group and the Local Government Association of SA [LGASA] and Regional Development Australia Yorke and Mid North [RDA].

### **Monitoring and Reporting the Plan**

For each strategic action in this Strategic Plan there is an indication of how performance will be measured. Details of the Council's performance in implementing the strategic action of the Plan will be reported to the community each year in the Council's Annual Business Plan.

## **COUNCIL'S FINANCIAL POSITION**

Council has produced a Long Term Financial Plan which will complement the Strategic Plan.

The financial forecasts for the Council shows a deficit in 2018/19 of \$1.1 million, reducing over the preceding 10 years to a deficit of \$0.3 million.

Assumptions in the financial plan are:

1. Rate increases of 2.5% (assuming the introduction of Rate Capping)
2. The removal of the discretionary rebate after 4 years
3. No new services are proposed at this time
4. Only existing assets to be upgraded or replaced
5. Further developments to enhance Shared Services with neighbouring Councils

The Long Term Financial Plan will be reviewed during the 2019/20 financial year, along with the Strategic Plan.

Council's rating system in July 2018 is as follows:

	<b>Rateable Properties</b>	<b>Rate Income</b>	<b>%</b>
Peterborough	1093	\$980,860	69.6%
Oodla Wirra	11	\$ 4,357	0.3%
Yongala	63	\$ 33,201	2.3%
Rural	500	\$391,827	27.8%

There has been an increase of 10 rateable properties since June 2010.



## **PUBLIC CONSULTATION**

Council embarked upon a rigorous process of consultation with the community and community groups.

Council provided a survey to the community via:

1. Mail drop to every household in the district
2. The Informer
3. Council website
4. Council office
5. Rural Transaction Centre

Three separate meetings were held with community groups on 22<sup>nd</sup> January 2018, 1<sup>st</sup> February 2018 and 5<sup>th</sup> February 2018:

1. Art Centre / Art Prize / Markets
2. Morgan East Golf Club
3. Rodeo Club
4. Riding Club
5. Yongala Hall Committee
6. Lions Club
7. Meals on Wheels
8. Peterborough Golf Club
9. Probus
10. Hospital Auxiliary
11. RSL
12. Rotary Club
13. Thriving Communities
14. Medical Centre
15. Sing Australia
16. Senior Citizens Mixed Bowls Club
17. Youth Action Committee
18. Peterborough History Group
19. Peterborough Business Association
20. Festival Committee

The input from the community groups and individuals has been very valuable in terms of the expectations, not only in the delivery of current services but also shaping of the future, services and developments.

## **WHAT YOU SAID.....**

### The Strengths of the Community

- Tourists and tourism attractions
- Friendly and safe environment
- Business community
- Services provided
- Upgrades and improvements of infrastructure

### Opportunities Available to the Community

- Availability of solar to the community
- Further infrastructure upgrades
- Improvement of the natural environment
- Further development of the business sector
- Improvements to aged care facilities

### Weaknesses Within the Community

- Lack of auxiliary health services
- Untidy properties
- Lack of employment opportunities
- The state of town roads and footpaths
- Further improvements in district roads
- Reducing school enrolments

### Threats to the Community

- Ageing population
- Financial sustainability
- Reduction in volunteers
- Reduction in school enrolments

From the 58 survey forms returned, it was revealed that:

1. Elected Members:
  - a. 60% were satisfied
  - b. 40% dissatisfied
2. Administration:

Service delivery from Council employees:

  - a. 69% were satisfied
  - b. 31% were dissatisfied

## **SERVICES PROVIDED TO THE COMMUNITY**

### Administration

- Financial management
- Human resources
- IT
- Governance
- Council support to Elected Members
- Customer services
- Accounting services

### Community Services

- Regulatory services
- Health
- Building
- Planning
- Library
- Swimming pool
- Transfer station
- Street lighting
- Recreation facilities
- Halls
- Rural Transaction Centre
- Youth Centre
- Dog and cat management
- Community waste water management system
- The Informer
- Northern Passenger Transport Scheme

### Engineering

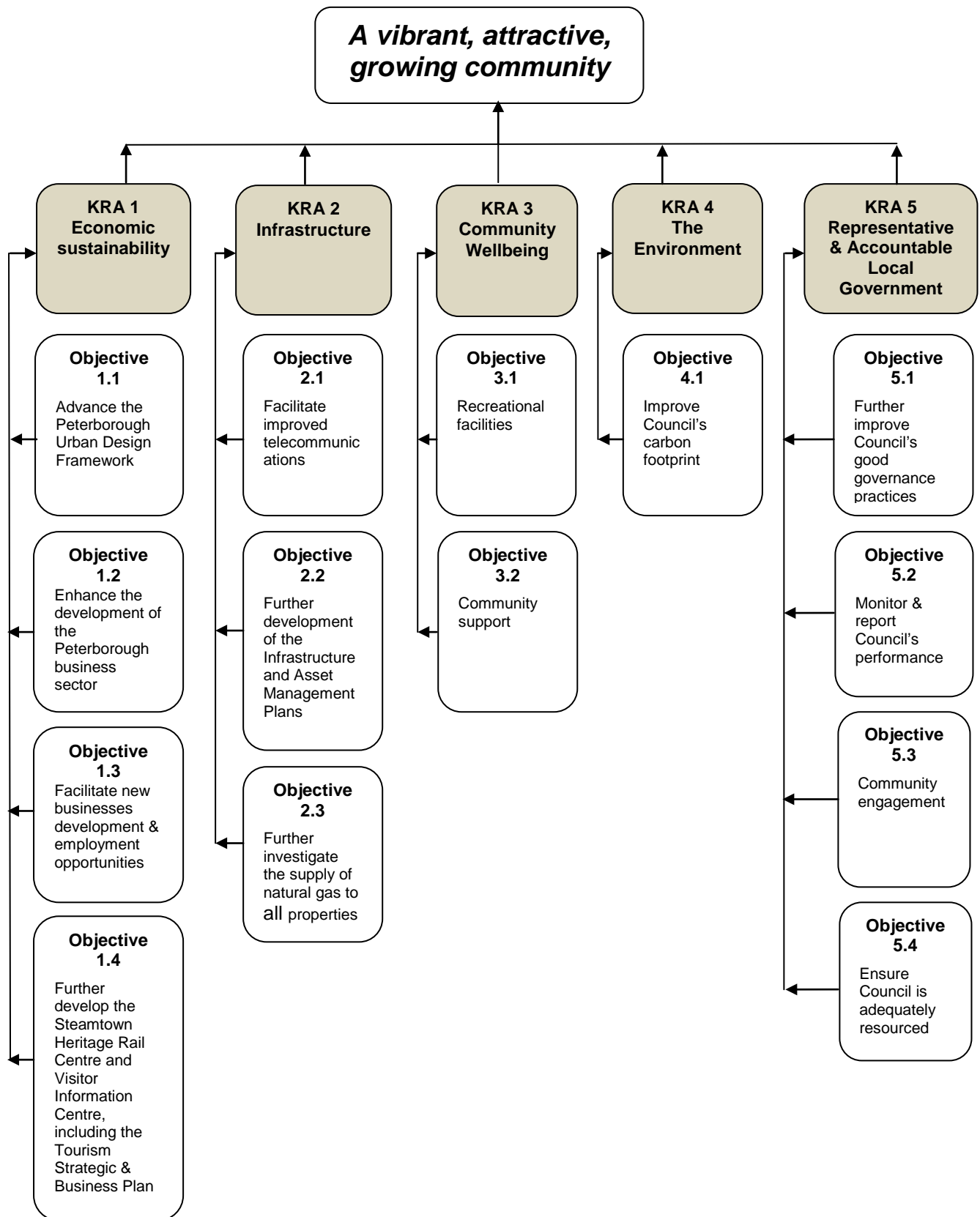
- Roads
- Footpaths
- Rubbish collection
- Parks and gardens
- Street cleaning
- Trees
- Playgrounds
- Airstrip
- Cemeteries
- Public conveniences
- Pensioner rubbish pick up

### Other

- Tourist attractions
- Shared services
- Visitor Information Centre
- RV Park
- Steamtown Heritage Rail Centre

## Broad Structure of the Plan

(Note: KRA = Key Result Area)



## **1: Economic Sustainability**

### **OBJECTIVE 1.1 : ADVANCE THE PETERBOROUGH URBAN DESIGN FRAMEWORK**

#### **General**

The Peterborough Urban Design Framework was adopted by Council in 2007.

There are a number of proposals for the Main Street Precinct, including seating, trees and shade.

As part of the consultation process, it has been recognised that with an ageing population, there is a strong demand for easier access to the Main Street footpaths.

Council has progressed this document with the upgrades of the Main Street in 2017 and the Town Square in 2012.

#### **Strategies**

1.1.1 Develop a Tree Policy and Planting Procedure.

1.1.2 Continue to progress the Urban Design Framework document.

## **1: Economic Sustainability**

### **OBJECTIVE 1.2 : ENHANCE THE DEVELOPMENT OF THE PETERBOROUGH BUSINESS SECTOR**

#### **General**

Since the development of the 2011 – 2015 Strategic Plan a Peterborough Business Association (Association) has been formed and has provided some direction for local businesses.

The Peterborough Urban Design Framework supports the efforts to form a business association, recognising that such an association was crucial to the long term progressive development of the town's commercial zone.

Although still developing, the association is proving to be an asset for the community.

#### **Strategies**

1.2.1 Develop a plan that allows the relationship of Council and the association to develop for the betterment of the community.

## **1: Economic Sustainability**

### **OBJECTIVE 1.3 : FACILITATE NEW BUSINESSES DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES**

#### **General**

As part of the consultation process, lack of employment opportunities was recognised as a major concern for the community.

Council has developed the Community Wastewater Management Scheme (CWMS) infrastructure to include the meatworks; SAMEX, which will allow them to increase production, therefore employment.

Peterborough Tourism has increased/improved tourism in Peterborough, thus allowing local businesses to employ locals, albeit on a casual or part-time basis.

The RV Park has enabled further opportunities for local businesses to develop and grow.

These are significant milestones for Peterborough and surrounding areas.

#### **Strategies**

1.3.1 Continue to develop relationships with the business sector to improve opportunities.

## 1: Economic Sustainability

### **OBJECTIVE 1.4 : FURTHER DEVELOP THE STEAMTOWN HERITAGE RAIL CENTRE AND VISITOR INFORMATION CENTRE, INCLUDING THE TOURISM STRATEGIC & BUSINESS PLAN**

#### **General**

Over the last seven years, the development of tourism in conjunction with Steamtown has seen an increase of visitor numbers to this community of over 100%. The further development of tourist attractions, including the Heritage Rail Trail, Town Carriage, the Sound and Light Show, has added to this increase.

Moving the Visitor Information Centre to Steamtown has created a saving of approximately \$70,000 per annum.

#### **Strategies**

1.4.1 Continue to develop the Tourism Strategic Plan.

1.4.2 Work in conjunction with the Peterborough Business Association.

1.4.3 Further develop the Steamtown Heritage Rail Centre Marketing & Business Plan.



## 2: Infrastructure

### **OBJECTIVE 2.1 : FACILITATE IMPROVED TELECOMMUNICATIONS**

#### **General**

Telecommunications is considered vital for achieving sustainable economic and social development. Without appropriate development of telecommunications infrastructure, the disparities already experienced by rural and remote communities will be further exacerbated as the reliance of goods and services over computer-mediated networks increases.

Telecommunications access in the rural and remote areas of Australia has come under considerable scrutiny in recent years. In the past decade, various Federal Government reports and inquiries have cited inadequate infrastructure, lack of service provision, the high cost of access and “thin” markets as key impediments.

These difficulties tend to impact on regional communities in matters like education and health service provision.

#### **Strategies**

2.1.1 Continue to work with the Federal and State Governments and the

**DRAFT**

Legatus Group to improve regional telecommunications

## 2: Infrastructure

### **OBJECTIVE 2.2 : FURTHER DEVELOPMENT OF THE INFRASTRUCTURE AND ASSET MANAGEMENT PLANS (IAMP)**

#### **General**

Infrastructure and Asset Management Plans (IAMP) provide a long term view of expenditure required to maintain an agreed level of service delivery from Council's assets.

The aim of an IAMP is to:

- Ensure the appropriate level of service
- Ensure the asset's service is delivered in the most effective and efficient way
- Embrace environmental sustainability
- Promote economic sustainability
- Ensure our financial sustainability
- Balance risk

The plans also includes:

- 10 year renewal & replacement program
- Suggested levels of service
- Likely future demands
- Valuation forecast

IAMPs are generally prepared for:

- Roads
- Kerbing
- Footpaths
- Stormwater drains
- Council and community buildings

Although Council continues to improve the management of its assets, the lack of resources impedes the development of assets.

In 2016, Council redeveloped its district road network by reducing the number of kilometres to be maintained and also its service standards.

Council's Long Term Financial Plan recognises the replacement of current plant and equipment over the 10 year period.

In 2016 Council also adopted its Infrastructure and Asset Management Plan 2016 – 2025.

#### **Strategies**

2.2.1 Continue to develop the IAMP.

2.2.2 Continue to improve asset management practices.

## 2: Infrastructure

### **OBJECTIVE 2.3 : FURTHER INVESTIGATE THE SUPPLY OF NATURAL GAS TO ALL PROPERTIES**

#### **General**

With the construction of the CWMS, Council investigated the possibility of installing natural gas at the same time.

After considerable discussion, it was found to be too expensive for the local community.

#### **Strategies**

2.3.1 Continue to investigate the demand for natural gas within the community.

## 3: Community Wellbeing

### **OBJECTIVE 3.1 : RECREATIONAL FACILITIES**

#### **General**

Over the last seven years Council has improved the condition of the sports complex with better ventilation, painting, improvements to the change facilities and is currently budgeting \$20,000 per year to assist with replacement of the floor; estimated to cost approximately \$100,000.

The town oval has received new cricket facilities, a new concrete pitch and training nets.

The town courts received a makeover in 2012, with resurfacing of the courts for tennis and netball.

A new skate park was constructed in 2014, at the western end of Don Ferguson Drive at a cost of \$230,000. The Youth Centre and Country Health played pivotal roles in involving the youth of the community. It has proven to be extremely successful.

Shade structures were introduced in 2015 to all playground equipment and the swimming pool, at a cost of \$100,000.

Through the consultation process, it was identified that members of the community enjoyed and were satisfied with the facilities. However it must be said that participation rates are falling and more work needs to be done to encourage participation.

#### **Strategies**

3.1.1 Build on current relationships with the Youth Action Committee to enhance further opportunities for the youth.

3.1.2 Continue with the current budget strategy for the sports complex floor replacement.

3.1.3 Continue working with the Mid North StarClub Officer to assist in promoting and facilitating sport and healthy activities.

## 3: Community Wellbeing

### **OBJECTIVE 3.2 : COMMUNITY SUPPORT**

#### **General**

Consultation with community groups such as the Hospital Auxiliary, Medical Centre, Meals on Wheels, Senior Citizens, Youth Action Committee and Probus have identified a range of issues relating to the wellbeing of families and individuals in the community.

There is heavy reliance on volunteers in the community, but with an ageing population there is concern that there has been no succession planning.

Another issue of major concern is the lack of specialist medical staff, particularly in the area of substance abuse and mental health, also the limited time given in these areas of need.

Increasing the quantity of accommodation, within Nalya Lodge and the hospital with an ageing population, this area is seen as critical to this community.

The youth have seen a need for Council to assist in growing youth activities and involvement of more youth.

The Northern Passenger Transport Network has contributed significantly to people being able to attend medical appointments, particularly with specialists out of town.

#### **Strategies**

3.2.1 Council to assist the Health Advisory Committee in obtaining funding to expand accommodation places for the aged.

3.2.2 Continue to participate in the Shared Service with other Councils, in maintaining the Northern Passenger Transport Network.

3.2.3 Work with related Agencies to encourage new volunteers and support existing networks.

3.2.4 Work with related Agencies to sustain suicide prevention including North and Goyder and Local Drug Action Team initiatives and communities.

## 4: The Environment

### **OBJECTIVE 4.1 : IMPROVE COUNCIL'S CARBON FOOTPRINT**

#### **General**

Council has contributed to reducing its carbon footprint by:

1. The installation of solar panels on the Town Hall and Depot roofs
2. Reducing power usage with the installation of LED lights in Council owned buildings, and street lights.
3. Some tree planting (minimal)
4. Replacement of old electrical items (as required) for more energy efficient machines
5. Rubbish recycling

This has not been a priority area for Council over the years, given the lack of financial resources and the need to improve other services.

The community has highlighted the urgent need to investigate ways of creating a cleaner environment.

#### **Strategies**

4.1.1 Continue to replace old equipment with more energy efficient equipment.

4.1.2 Establish a Tree Policy and Planting Procedure.

4.1.3 Investigate ways of introducing the use of solar energy in the community.

4.1.4 Work with the Federal and State Governments and Trees for Life to obtain funding for new trees.

## **5: Representative and Accountable Local Government**

### **OBJECTIVE 5.1 : FURTHER IMPROVE COUNCIL'S GOOD GOVERNANCE PRACTICES**

#### **General**

The Strategic Plan reinforces Council's commitment to representation and accountable leadership and the provision of an efficient, effective and appropriate rate of services.

Identification and encouragement of prospective candidates and increased voter turnout in Local Government elections will be pursued through promotion of the elections at a local level and also through the Local Government of South Australia promotions.

#### **Strategies**

5.1.1 Ensure policies, procedures and practices are effective.

5.1.2 Continue consultation to further improve the delivery of community expectations.

5.1.3 Deliver long term financial planning.

5.1.4 Participation in the Australian Local Government Performance Excellence Program.

5.1.5 Continuous improvement through training programmes for Councillors and staff.

## **5: Representative and Accountable Local Government**

### **OBJECTIVE 5.2 : MONITOR AND REPORT COUNCIL'S PERFORMANCE**

#### **General**

Through consultation with the community, Council will be able to monitor its performance in the delivery of services.

Through this Strategic Plan consultation process, the community has expressed its appreciation of the services delivered, 69% in favour. However, 31% are still dissatisfied.

This is a clear indication that there is “room for improvement”.

#### **Strategies**

5.2.1 Undertake annual surveys to help understand community needs and expectations.

5.2.2 Participate in the Australian Local Government Performance Excellence Program.



## 5: Representative and Accountable Local Government

### **OBJECTIVE 5.3 : COMMUNITY ENGAGEMENT**

#### **General**

Council's Public Consultation Policy clearly expresses its responsibility to communicate and consult with the community.

As part of the consultation process community members used terminology like 'better transparency', 'more information', 'use of different media outlets'. This clearly shows Council needs to improve its communication with the community.

The Council is committed to open, accountable and responsive decision making, which is informed by effective communication and consultation between the Council and the community.

In carrying out its consultation process, the Council applies the following principles:

- Members of the community have a right to be informed about issues affecting their area and their lives and to influence Council's decisions about these
- Community interest will vary depending on the issue and the number of people affected, and Council's level of consultation will reflect this
- Community involvement in Council decision making should result in greater confidence in the Council and responsive decision making
- Council decision making will be open, transparent and accountable.

The purpose of this Public Consultation Policy is to ensure that Council meets its legislative obligations in regard to public consultation by:

- Using appropriate and cost effective methods which are relevant to the specific circumstances of each consultation topic
- Informing and involving the local community, key stakeholders and interested parties
- Using feedback to enhance decision making.

#### **Strategies**

- 5.3.1 Place the Council agenda on its website, along with the minutes.
- 5.3.2 Establish a Facebook page for Councillors to become more in touch with community members.
- 5.3.3 Establish annual surveys with the community to enable open communications.
- 5.3.4 Create a list of works being carried out, to be published in The Informer.

## 5: Representative and Accountable Local Government

### **OBJECTIVE 5.4 : ENSURE COUNCIL IS ADEQUATELY RESOURCED**

#### **General**

All councils are challenged with the need to ‘do more with less’, and this challenge is being addressed in many ways. For example:

- Conducting efficiency audits
- Sharing resources
- Working in partnerships with allied organisations
- Supplementing rate revenue with external funding

Council has recently engaged a third party to undertake a whole of organisation review. The purpose of this type of review is to examine how well the organisation uses its resources in undertaking its operations, and in particular to assess the efficiency and effectiveness and of the organisation’s:

- Internal control systems
- Management of resources
- Effectiveness of activities

The result of this was that Council was under-resourced in Administration and adequately resourced in the Depot.

Council is involved with Shared Services with Mount Remarkable Council, Flinders Ranges Council and the Orroroo Carrieton Council. Some of the areas currently being shared are:

1. Health
2. Northern Passenger Transport Network
3. Audit
4. Regulatory Services

#### **Strategies**

5.4.1 Continue investigating Shared Services with neighbouring Councils.

5.4.2 Councillors to become involved in Council business at a strategic level.

5.4.3 Continue to monitor and improve the Long Term Financial Plan.