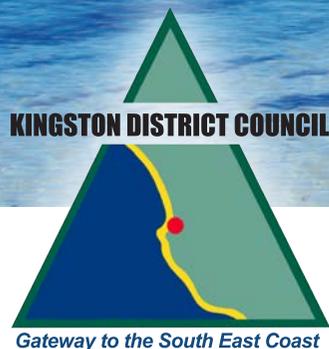


Kingston District Council

Community Plan 2019-2029

Our vision will be achieved by creating a *Thriving Destination* that encourages tourism and lifestyle living, through *Best Practice Planning* of Public Spaces and Neighbourhoods, supported by *Excellence in Assets & Infrastructure* and *Strong Communities*.

Our council will be known for *Progressive Leadership* in community engagement and management of community assets.



Gateway to the South East Coast
www.kingstondc.sa.gov.au

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Elected Member's Message

Welcome to the Kingston Community Plan 2019 - 2029.

This Plan has been guided by community feedback and developed by Kingston District Council on behalf of the community.

In November 2018, the community voted in a new body of elected members to represent their interests for the next four [4] years. Over the past few months the new council has carefully reviewed the Community Plan, which was developed in 2016, in close collaboration with the community. Council believes the Plan still reflects the views of the community and as such, has made only minor updates to key targets.

The community is asked to review this draft edition and confirm with council whether it still reflects the ambitions and the long-term vision of the community.

The Community Plan 2019-2029, aims to shape the Kingston district into a vibrant destination where people want to live, raise their families, holiday and retire. The Plan will inform key actions, budgets and decision making of council and complements the South Australia Government's Limestone Coast Regional Plan.

The achievement of the community's vision will require the community to work together as one team and in partnership with council and other key stakeholders. The targets contained within this Plan will rely on hard work, passion and dedication of our community.

Your new council is committed to continuing to work closely with the community to enhance the wellbeing and future prosperity of our district.

Mayor Kay Rasheed

Cr Chris England

Cr Rick Wingard

Cr William Armfield

Cr Jeff Pope

Cr Jodie Gluyas

Cr Tim Harding

Cr Michael Ringshaw



2 Glossary of Acronyms

Our Plan contains several commonly used Local Government acronyms. The list below is provided to assist you in reading this Plan.

CPB	Coastal Protection Board
DEWNR	Department of Environment Water & Natural Resources
DPTI	Department of Planning, Transport & Infrastructure
FAG	Federal Assistance Grant
KPI's	Key Performance Indicators
KSET	Kingston SE Tourism
LCLGA	Limestone Coast Local Government Association
LGA SA	Local Government Association of South Australia
NRM	Natural Resource Management
RDALC	Regional Development Australia Limestone Coast
R2R	Roads to Recovery Funding
SATC	South Australian Tourism Commission
WH&S	Work Health & Safety
RTW	Return To Work
ZEMC	Zone Emergency Management Committee



The Kingston Story

Kingston SE is located on the South East coast of South Australia and is approximately 300 km from Adelaide, South Australia's capital city. Kingston SE offers superb safe beaches, tourist facilities, parks, gardens and extensive sporting and recreational facilities. The district has many national parks including the world recognised Coorong. Kingston SE also boasts a range of quality health and educational services and facilities which includes a modern medical centre, a 26 bed community hospital, aged care facilities, retirement villages and an R-12 community school and library. Prior to European settlement, several groups of Indigenous people occupied the region, with the Meintangk most closely aligned to our district.

Kingston SE is characterised by its prime agricultural land and accessible underground water. It is home to a thriving and vibrant rural economy; featuring cattle and sheep farming for both wool and meat. Commercial fishing is also a significant industry within the district with the local lobster fishing fleet operating out of Cape Jaffa, situated approximately 25km south of Kingston. Kingston is well known for its premium wine production from its Mount Benson Wine Region and is cousin to other well-known winegrowing regions including Coonawarra, Padthaway, Wrattenbully and Penola. The district also supports a thriving forestry industry from its Mount Benson plantations.

The climate can be described as a 'Mediterranean' with mild wet winters and hot dry summers. Although there is recognition of four seasons, the principal seasonal contrasts are warm-to-hot, dry summers and cool-to-mild winters. The average annual temperature is 14.8 °C with an average annual rainfall of 562 mm.

The official population count from the 2016 Census is 2,415, with 51.8% male and 48.2% female. This represents a population increase of 3.2% since 2011. This is consistent with the population increase of 3.6% for the Limestone Coast during the same period. Of the 2,415 residents 51.3% are over 50. The 50+ age group has increased by 5.2% since 2011, growth which is expected to continue into future years. Employment levels remain high at over 95.9% in the labour force; of these 49.7% are working full-time.



4

What do we want to look like in ten years' time?

- ✓ A vibrant destination where people want to live, raise their family, holiday or retire.
- ✓ A thriving town centre populated by locals and visitors lingering and enjoying local shopping, alfresco dining, open spaces and beautiful streetscapes.
- ✓ A range of well-planned public spaces, designed with a strong sense of identity and purpose.
- ✓ An active community with clean spaces for walking, cycling and other recreational activities.
- ✓ A community with a shared vision, a sense of pride and common objectives for the future.
- ✓ A community working together to achieve sustainable growth and economic prosperity.



5

Vision Statement

Kingston SE is recognised as a popular Limestone Coast *tourist and lifestyle* destination. The main streets, parks and beaches are abuzz with locals and holiday makers, all enjoying our beautiful environment, cafes, restaurants and local produce. Home-grown businesses and primary producers are thriving and the district is well known for its family friendly atmosphere. The community share a sense of pride and common purpose.

Our vision will be achieved by creating a *Thriving Destination* that encourages tourism and lifestyle living, through *Best Practice Planning of Public Spaces* and Neighbourhoods, supported by *Excellence in Assets & Infrastructure* and *Strong Communities*.

Our council will be known for *Progressive Leadership* in community engagement and management of community assets.



How do we plan to get there?

The Community Plan is structured around a number of key elements:

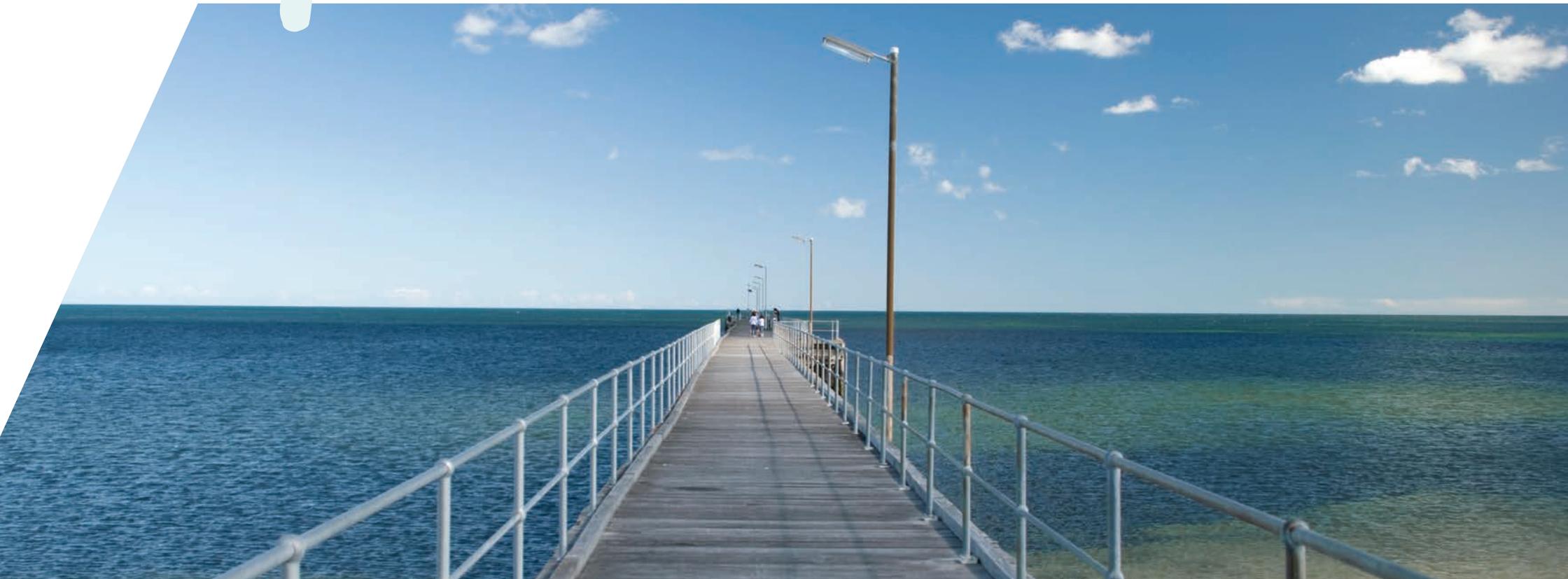
- ▶ **Themes** these are the high level descriptors of the community vision and indicate the goals that we are striving to achieve.
- ▶ **Outcomes** these are the specific goals that we need to focus on to achieve the community vision by 2029.
- ▶ **Actions** these indicate how we will achieve the outcomes.
- ▶ **Targets** give us concrete and measurable milestones that we need to achieve.
- ▶ **Measures** the basis on which we will determine whether we have achieved our targets.



7

How will we know we have made it?

A set of performance measures will be developed so that progress towards the 2029 Vision can be measured. Annual performance measures are derived from these and will be published in the Annual Business Plan. They will be reported each quarter to council as well as in the Annual Report.

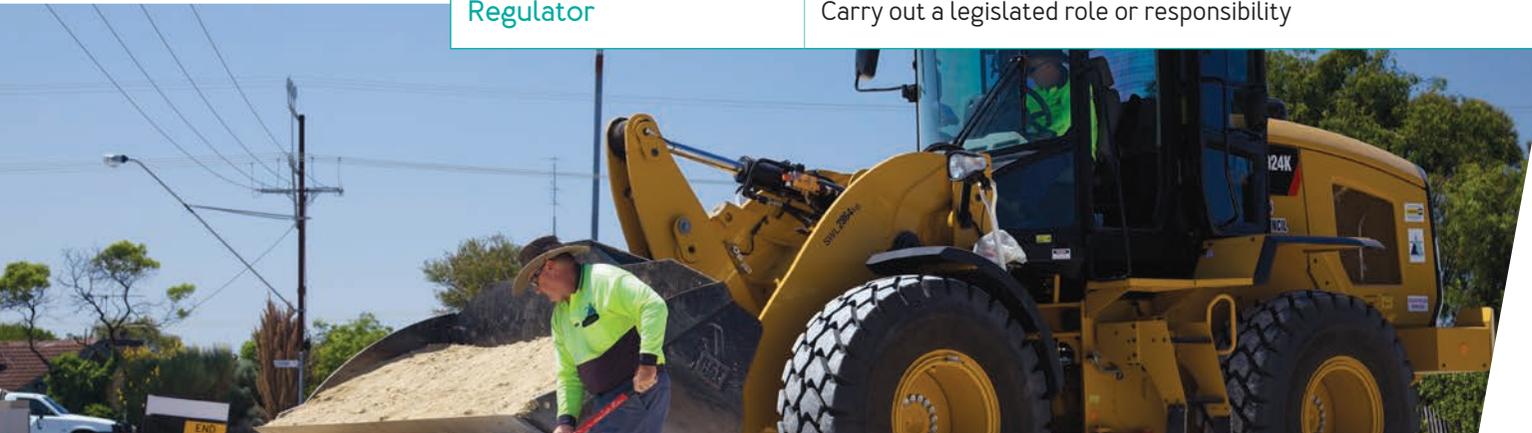




Council's Role

It is important to understand that council cannot achieve the community vision on its own. Many of the strategies contained in this Plan rely on working in partnership with others. Council may be able to take a supporting or facilitating role, however we know that this Plan cannot be achieved without the hard work, passion and dedication of the community.

Council's Role	Council will...
Leadership	Lead by example
Service Provider	Fund or partially fund the provision of a service
Information Provider	Provide and distribute information
Facilitator / Initiator	Bring together stakeholders to deliver a shared interest, service or resolve an issue
Partner / Collaborator	Contribute funds or resources towards a service that will be delivered by another party
Advocate	Make representations on behalf of the community
Owner / Custodian	Diligently manage community assets
Regulator	Carry out a legislated role or responsibility





Structure of Plan

The Plan has four themes which contribute to achieving the community vision.

A Thriving Destination	Best Practice In Planning	Excellence In Assets & Infrastructure	Strong Communities
<ul style="list-style-type: none">• A sought after visitor and lifestyle destination• A vibrant town centre• A sustainable and progressive Cape Jaffa Anchorage development• A diverse range of prosperous local businesses and primary industries	<ul style="list-style-type: none">• Integrated, spaces and places• Preserve the rural atmosphere, open spaces, beaches & other natural resources• Preserve the heritage & character of the district	<ul style="list-style-type: none">• Best practice asset and infrastructure management• Best practice in procurement and contract management	<ul style="list-style-type: none">• A community with a shared sense of pride and common purpose• A knowledgeable community that looks beyond its boundaries for inspiration and learning• A healthy & resilient community

The fifth theme focuses on council as an organisation and what is required for it to be effective in the various roles that it has to play in the community.

Progressive Leadership
<ul style="list-style-type: none">• Sustainable community finances and assets• Effective delivery of projects and services• Engage external stakeholders to leverage local opportunities• Organisational excellence• Council is an employer of choice

Theme 1 A Thriving Destination

Outcome	Our Action	Our Target
A sought after visitor and lifestyle destination	<ul style="list-style-type: none"> Partner with the community to promote the Kingston district Provide consistent, clear and relevant information to people visiting our town and district 	<ul style="list-style-type: none"> Establish a strategically focused and empowered Community and Economic Development Committee to support community groups, traders, industry and event organisers - by 30 June 2021 Develop and implement a Community and Economic Development Strategy and Implementation Plan that focuses on community wellbeing and economic prosperity for the district - by 30 June 2022
A vibrant town centre	<ul style="list-style-type: none"> Provide in demand facilities and services to the community and visitors Create and maintain a vibrant retail hub in the centre of Kingston Support new and existing community events 	<ul style="list-style-type: none"> Complete main street upgrade of Agnes, Holland and Hanson Streets - by 30 June 2021 Provide encouragement and support to event organisers to deliver new and existing sustainable events within the district that increase visitation - ongoing Increase Kingston Foreshore Caravan Park annual visitations by a minimum of 5% year on year average - ongoing Progress Kingston Foreshore Caravan Park's masterplan to detailed design - by 30 June 2020 Commence redevelopment of the Kingston Foreshore Caravan Park - by 30 June 2021
A sustainable and progressive Cape Jaffa Anchorage development	<ul style="list-style-type: none"> Partner with Cape Jaffa Development Company to sustainably manage, promote, beautify and grow the Cape Jaffa Anchorage development 	<ul style="list-style-type: none"> Sustainably manage sand and seagrass movement at the Cape Jaffa Anchorage Marina to achieve 100% access for commercial and recreational fishers throughout the year - ongoing
A diverse range of prosperous local businesses and primary industries	<ul style="list-style-type: none"> Create an environment that encourages innovation and investment 	<ul style="list-style-type: none"> Establish a strategically focused and empowered Community and Economic Development Committee that supports community groups, traders, industry and event organisers - by 30 June 2021 Engage RDALC to support local businesses to develop business planning and budgeting skills - by 30 June 2020

Theme 2 Best Practice Planning

Outcome	Our Action	Our Target
Integrated, spaces and places	<ul style="list-style-type: none"> • Create connected places and usable spaces, that attracts a range of people (residents, visitors, new families and retirees) • Create an accessible district for all ages. 	<ul style="list-style-type: none"> • Continue the installation of solar lighting to establish well lit walking tracks - by 30 June 2020 • Establish well-lit footpath linkages from the Kingston Foreshore Caravan Park to the Hanson Street/Marine Parade intersection - by 30 June 2021 • Complete main street upgrade of Agnes, Holland and Hanson Streets - by 30 June 2021 • Work with the aboriginal community to establish an agreement for the development of the foreshore in front of the Kingston Foreshore Caravan Park - by 30 June 2021 • Establish a sealed, safe and accessible footpath network across the township that provides direct linkages for walkers and mobility users from key facilities to the town centre - by 30 June 2022 • Engage the community to finalise the design of the foreshore recreational precinct - by 30 June 2022 • Complete the foreshore recreational precinct development - by 30 June 2023
Preserve the rural atmosphere, open spaces, beaches & other natural resources	<ul style="list-style-type: none"> • Protect our natural environment • Proactively manage our coastline and beaches 	<ul style="list-style-type: none"> • Partner with DEW and NRM to ensure the needs of our primary producers are met - ongoing • Continue to monitor and proactively manage coastal erosion, sand draft and seagrass accumulation to ensure safe and accessible beaches, boat launching and marina facilities - ongoing
Preserve the heritage & character of the district	<ul style="list-style-type: none"> • Promote heritage buildings within the district • Tell the historical story of the Kingston as a major southern port • Tell the indigenous story of Kingston 	<ul style="list-style-type: none"> • Engage the aboriginal community to tell their story through the foreshore recreational precinct development - by 30 June 2021 • In collaboration with the aboriginal community, install 'Meintangk' signage within the district and an aboriginal heritage trail from the RV park, through the Maria Creek reserve to the aboriginal burial grounds - by 30 June 2022 • Investigate opportunities to promote the history of Kingston as a southern port - by 30 June 2021 • Work in collaboration with the State Government to improve access to the Old Lighthouse Cottage at Cape Jaffa - by 30 June 2021 • Investigate heritage opportunity for the Noolook Bark Mill - by 30 June 2023

Theme 3 Excellence in Assets and Infrastructure

Outcome	Our Action	Our Target
Best practice asset and infrastructure management	<ul style="list-style-type: none"> Continually review all asset and infrastructure management processes, systems and methodology 	<ul style="list-style-type: none"> Conduct a council building audit that informs building asset renewal requirements for the coming years - by 30 June 2020 Ensure alignment of the Community Plan and Infrastructure Asset Management Plan with council's Long Term Financial Plan - ongoing As a minimum, seal 10km of unsealed road network to improve rural access with a focus on maximising community benefit and maintaining financial sustainability - 5km to be sealed by 30 June 2022 and 5km to be sealed by 30 June 2026 Commence redevelopment of the Kingston Foreshore Caravan Park - by 30 June 2021
Best practice in procurement and contract management	<ul style="list-style-type: none"> Continually review organisational wide procurement and contract management practices 	<ul style="list-style-type: none"> Seek opportunities to reduce council's costs through competitive tendering processes in partnership with other Limestone Coast councils or LGA Procurement - ongoing

Theme 4 Strong Communities

Outcome	Our Action	Our Target
A community with a shared sense of pride and common purpose	<ul style="list-style-type: none"> • Ensure transparency in council's responsibilities and decision making • Develop a community engagement strategy that engages our community across all of aspects of council operations, activities and services 	<ul style="list-style-type: none"> • Develop and implement community engagement plan/s that aim to engage the whole community in council's key decisions - ongoing • Upgrade council's website to ensure relevant and accessible information is available to the community and visitors - by 30 June 2020 • Continue to utilise social media and the Coastal Leader Newspaper as primary community engagement tools - ongoing
A knowledgeable community that looks beyond its boundaries for inspiration and learning	<ul style="list-style-type: none"> • Develop an ongoing community development program • Benchmark township and district's performance 	<ul style="list-style-type: none"> • Develop and implement a Community and Economic Development Strategy and Implementation Plan that focuses on improving community wellness and economic prosperity for the district - by 30 June 2021 • Participate in the LGA's future benchmarking program to ensure council's performance is keeping pace with best practice - annually (once in place)
A healthy & resilient community	<ul style="list-style-type: none"> • Provide facilities that encourage a physically active community • Facilitate the delivery of health and well-being programs • Establish community support networks and programs 	<ul style="list-style-type: none"> • Activate the foreshore through the establishment of a designated recreational precinct for residents and visitors (e.g. BBQ areas, shelters, fitness stations, playground, off-lead dog parks etc.) - by 30 June 2023 • Support the establishment/strengthening of community support networks (e.g. suicide prevention, mental health, senior citizens, parenting support, youth support etc.) - ongoing

Theme 5 Progressive Leadership

Outcome	Our Action	Our Target
Sustainable community finances and assets	<ul style="list-style-type: none"> Plan for long term financial sustainability of council Manage council funds according to long term financial plan targets 	<ul style="list-style-type: none"> Seek income generating opportunities that help to reduce the financial burden on our rate payers - ongoing Ensure regular financial reporting and benchmarking to elected members against council's Annual Business Plan and Long Term Financial Plan targets - ongoing Develop staff knowledge and skills and assist staff members to gain formal qualifications - ongoing
Effective delivery of projects and services	<ul style="list-style-type: none"> Up-skill Assets & Infrastructure Team Deliver annual projects on time and on budget 	<ul style="list-style-type: none"> Deliver a minimum of 90% of projects identified in council's annual works program - ongoing Internal project management qualifications for at least one (1) senior staff member - by 30 June 2022
Engage external stakeholders to leverage local opportunities	<ul style="list-style-type: none"> Lobby state and federal government to attract more funding 	<ul style="list-style-type: none"> Achieve as a minimum \$1.250M in external funding for the delivery of the foreshore recreational precinct - by 30 June 2022 Proactively secure external grant funding to achieve as a minimum \$50K per year (excluding FAGs and R2R funding) to assist council in delivering projects - ongoing Maintain partnerships with local, state and federal governments (e.g. LCLGA, CPB, DPTI, NRM, RDALC, DEW) - ongoing
Organisational excellence	<ul style="list-style-type: none"> Meet all legislative requirements Risk management fully embedded into organisational culture Build an organisational culture that promotes continuous improvement. 	<ul style="list-style-type: none"> Strategic and business planning goals are reflected in staff annual KPI's - by 30 June 2020 Engage employees in the decision making process - ongoing
Council is an employer of choice	<ul style="list-style-type: none"> Commitment to innovation and a "Can Do" attitude Protect employees health in the workplace A supportive environment that promotes a healthy work life balance 	<ul style="list-style-type: none"> Continuous review of management practices to ensure consistency across the whole organisation - ongoing Seek leadership training opportunities to support growth and development of senior staff - by June 2020 Employees are active ambassadors for Council as an employer of choice - ongoing

How does The Plan fit with other Strategies

The Community Plan is influenced by the South Australian Strategic Plan and the Limestone Coast Regional Plan as well as plans of other agencies. The Plan directs council's work priorities and individual work programs.

Strategic Plan [Directional Plan]

A Thriving Destination
Best Practice Planning
Excellence in Assets & Infrastructure
Strong Communities
Progressive Leadership

External Strategies

- South Australia Strategic Plan
- Limestone Coast Regional Plan
- Kingston SE Tourism
- Local Government Association
- Limestone Coast Destination Action Plan
- Regional Development Australia Limestone Coast
- South East Natural Resources Management Board

Strategic Management Plans [Positioning Plans]

Development Plan / Infrastructure & Asset Management Plan / Long Term Financial Plan / Community Land Management Plan

Annual Business Plans & Budget [Annual Action Plan]

People / Systems & Processes / Resources Allocation / Projects / Service Delivery

Operational Plans [Departmental Plans]

Capital Works Programs / Waste Management / Visitor Information / Community Support Services / Building & Planning / Financial Management & Reporting / Administration / Governance / Risk Management / Regional Public Health & Wellbeing Plan / Animal Management Plan / WHS & RTW Management Plan

People & Culture

[Performance Management Plans]

Position Descriptions / Individual Development Plans / Training Plans / Team Building Plan

Key Measures

Community Surveys
Annual Report
Financial Indicators
KPIs

Quarterly Reviews
Financial Indicators
KPIs

Monthly Reviews
Financial Indicators
KPIs
Audits

Staff Feedback
Staff Performance Reviews
KPIs

Who will we work with to achieve our desired outcomes

This is a dynamic list so some organisations may not be listed.

Who	What they do
<p>Local</p> <ul style="list-style-type: none"> Kingston District Community Kingston SE Tourism Local traders Primary producers 	<p>Local community, businesses and primary producers all working to enhance the Kingston District as the economic, cultural, tourism and environmental centre of the Limestone Coast</p>
<p>State Government</p> <ul style="list-style-type: none"> Department of Health & Ageing Department of Education & Child Development Department of Planning, Transport & Infrastructure Department of Environment & Water Coastal Protection Board Environment Protection Authority South Australian Tourism Commission Department for Primary Industries SA 	<p>The South Australian Government sets the overall direction for the state, through the South Australian Strategic Plan. It develops and maintains a legislative framework to protect, enhance and develop the state</p>
<p>Local Government</p> <ul style="list-style-type: none"> Limestone Coast Local Government Association Local Government Association of SA 	<p>Regional government association that works for local government on regional issues</p> <p>Local Government Association of SA – works for local government at a state level</p>
<p>Regional</p> <ul style="list-style-type: none"> Councils - Wattle Range, Tatiara, Robe, Grant, Mt Gambier, Naracoorte Lucindale, Coorong 	<p>Councils that are in the Limestone Coast Region. The Coorong Councils is not in LCLGA but works with the Limestone Coast Region on a number of matters because of its close proximity.</p>
<p>Federal Government</p> <ul style="list-style-type: none"> Regional Development Australia Limestone Coast 	<p>Enhance growth and strengthen regional communities</p>



How our outcomes contribute to the Limestone Coast Regional Plan [State's Strategic Plan]

Strategic Objective	Limestone Coast Regional Principle
<p>A Thriving Destination</p> <ul style="list-style-type: none"> • A sought after visitor and lifestyle destination • A vibrant town centre • A diverse range of prosperous local businesses and primary industries 	<ul style="list-style-type: none"> • Reinforce the region as preferred tourism destination • Strategically plan and manage the growth of towns • Retain and strengthen the economic potential of the region's primary production land • Strengthen local commercial fishing and aquaculture industries • Design towns to provide safe, healthy, accessible and appealing environments
<p>Best Practice in Planning</p> <ul style="list-style-type: none"> • Integrated, spaces and places • Preserve the rural atmosphere, open spaces, beaches & other natural resources • Preserve the heritage & character of the district 	<ul style="list-style-type: none"> • Recognise, protect and restore the region's environmental assets • Provide residential land for a supply of diverse, affordable and sustainable housing to meet the needs of current and future residents and visitors • Provide and protect serviced and well-sited industrial land to meet projected demand • Focus commercial development in key centres and ensure it is well-sited and designed • Identify and protect places of heritage and cultural significance, and desired town character • Design towns to provide safe, healthy, accessible and appealing environments • Reinforce the region as preferred tourism destination
<p>Excellence in Assets & Infrastructure</p> <ul style="list-style-type: none"> • Best practice asset and infrastructure management • Best practice in procurement and contract management 	<ul style="list-style-type: none"> • Protect people, property and the environment from exposure to hazards • Protect and build on the region's strategic infrastructure • Design towns to provide safe, healthy, accessible and appealing environments
<p>Strong Communities</p> <ul style="list-style-type: none"> • A community with a share a sense of pride and common purpose • A knowledgeable community that looks beyond its boundaries for inspiration and learning • A healthy & resilient community 	<ul style="list-style-type: none"> • Protect people, property and the environment from exposure to hazards • Reinforce the region as preferred tourism destination • Strategically plan and manage the growth of towns • Retain and strengthen the economic potential of the region's primary production land • Design towns to provide safe, healthy, accessible and appealing environments

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