



Naracoorte Lucindale Council
Better by Nature

NARACOORTE LUCINDALE COUNCIL

STRATEGIC PLAN



Strategic Directions 2023-2033
& Priority Actions 2023-2028

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About this Plan

We are proud of our region, our cultural diversity and heritage, our community strength, our businesses and industries and our special and unique geographic location and environmental features.

The development of this Strategic Plan has provided an opportunity to reflect on our strengths and community aspirations, reassess strategic directions over the next 10 years, and develop actions and deliverables for the community over the next 5 years. Following Local Government elections in late 2022, the review and development of a new Strategic Plan presented a key opportunity to set a fresh new direction, placing our mind firmly on the future, enabling us to plan for and respond to an ever-evolving community, organisation and complex external environment.

This Plan builds on the good work of Council and community in delivering outcomes from the previous Strategic Plan and outlines the focus and direction required to achieve the desired future for the Naracoorte Lucindale Council community. Like many regional areas, our community is presented with challenges and opportunities such as revenue and funding for our Council, sustainable environmental management, maintaining and upgrading infrastructure and assets, improving community services such as health and education, programs and facilities, economic and community prosperity and fair investment across the entire Council area. Through this Plan we intend to respond to these challenges and capture the new opportunities for our community, so we continue to progress and thrive.



About the Naracoorte Lucindale Council area

Our unique region is home to almost 8,700 people (2021 Census) and the population is set to grow as people begin to age, migrate to the region, give birth, and build new families.

Located in the heart of the Limestone Coast Region, Naracoorte Lucindale Council is the natural service and business hub for many communities in both South Australia and Western Victoria. Located 330km from Adelaide and 440km from Melbourne we are blessed with natural attractions, prime agricultural land, reliable rainfall, accessible underground water, a diverse and strong community and a vibrant rural economy that is central to the wine growing region of Wrattonbully and the neighbouring wine regions of the Coonawarra and Padthaway.

The Naracoorte Lucindale Council district covers 4,500 square kilometres with 70% of the land being Primary Production; a significant and important economic contributor to the Limestone Coast with livestock production, horticulture, cropping, and viticulture all produced in the Council area.

Naracoorte is our largest town, offering residents and visitors a range of accommodation, dining, sporting and recreational, business, retail and service options. The active community of Lucindale is the second largest township and is located 40km west of Naracoorte, halfway to the Limestone Coast coastline near the popular holiday spots of Robe and Kingston. Our other smaller communities of Hynam, Frances and Kybybolite contribute to our rich fabric and

heritage, and offer something individual, special and unique.

The climate in Naracoorte makes it the perfect destination all year round – in summer the free Naracoorte Swimming Lake is the perfect place to cool off, and dotted around the region are lakes and camping opportunities to enjoy. The established and extensive trail network provides quality opportunities for outdoor enthusiasts to either walk or cycle and a unique opportunity for visitors to see the abundant local wildlife. In winter, exploring the spectacular Naracoorte World Heritage Caves, enjoying local produce, warm fires and rich red wines at the local pub offers a great winter weekend and school holiday escape for people of all ages.

COUNCIL



1,576km
made road network~



\$282M
total sales at
Naracoorte Regional
Livestock Exchange
2021/2022~



35,572
visits to the Naracoorte
Library in 2021/22~

COMMUNITY



8,686
people call
Naracoorte Lucindale
Council home*



4.8%
population increase
2016 to 2021*



22.7%
of residents
born overseas*



28.9%
of residents aged
60 years and over*



28.3%
of residents volunteer
in the community*



3,281
occupied private
dwellings*



41
median age*

ECONOMY



1,343
local businesses^



\$564M
gross regional product^



4,481
people in the
labour force*



7,922
people visited the
Naracoorte Visitor
Information Centre in
2021/2022~



\$20M
tourism sales^



1,647
international
visitor nights~



\$1,435
median weekly household
income*

Our Community Aspirations

In developing this Plan, we were informed by the community through various engagement and consultation activities in the Council area.

From this, we developed 'Community Aspirations' which capture the spirit of what the community said and how they see the future of the place where they live, work and play. Council gained a better understanding of the community through this process and will embed this learning into future community consultation and engagement activities.

VIBRANT AND WELCOMING COMMUNITY

We are a vibrant, inclusive, connected and resilient community comprising of people from diverse backgrounds working together to create a dynamic place to live, work, and play.

ACCESS TO SERVICES AND INFRASTRUCTURE

We have access to services and infrastructure that meet community needs.

THRIVING ECONOMY

We have a thriving and prosperous economy built on our strategic locational advantage and strengths in agriculture, manufacturing and construction, and tourism.

PROTECT OUR NATURAL ENVIRONMENT

We protect and enhance the unique natural environment and biodiversity of our area and successfully respond to challenges presented by a changing climate.

GROW AND DEVELOP OUR TOWNSHIPS

We respect our built environments and streetscapes, and ensure the successful integration of new developments with existing ones.



Strategic Directions 2023-2033 and Priority Actions 2023-2028

Elected Members and Council Leadership participated in workshops to commence development of the Plan.

Some initial themes and ideas were identified and used through the deliberative community consultation Phase 1 and after community engagement, the focus areas were refined and expanded into six Strategic Directions that form the structure of this Plan:

Under these Strategic Directions, 31 priority actions have been identified for the period 2023-2028 and are listed on the following pages.

Community Wellbeing Indicators have also been included in this Plan for the first time. These indicators will help to identify a starting point through sharing statistics and data, profiling who we are today. Built into this Plan is a scheduled review and reporting system that provides an opportunity to review the data, allowing identification and tracking of progress and trends within our community.

We are excited about the future and look forward to working with the community in the delivery of the Naracoorte Lucindale Council Strategic Plan.

1

PLAN FOR AND MANAGE GROWTH

2

EMBRACE OUR CULTURAL DIVERSITY

3

GROW THE VISITOR ECONOMY AND OUR REGIONAL SERVICE HUB

4

PRESERVE OUR NATURAL ENVIRONMENT AND ENHANCE OUR BUILT ASSETS

5

INVEST IN KEY INFRASTRUCTURE AND ASSETS

6

ACTIVATE OUR RECREATION, EVENTS, ARTS AND CULTURE OPPORTUNITIES



Strategic Direction 1

PLAN FOR AND MANAGE GROWTH

This Direction aligns with Community Aspirations of a Vibrant and Welcoming Community, Access to Services and Infrastructure, Thriving Economy, Protect our Natural Environment, and Grow and Develop our Townships.

Our population is growing, and it is important that we prepare for that growth. Council has invested significant time and resources into developing a suite of masterplans to assist with planning for the future growth and development of the Naracoorte Lucindale Council community. This approach with the community has enabled the progression

of a wide range of complex issues and generated consensus about the future of various areas within the Naracoorte Lucindale Council district. The next phase is for the Council to activate these masterplans and progress projects towards funding and implementation.

Life in our region is now more attractive than ever before. The dynamic between the diverse range of employment opportunities in our district versus the availability of appropriate housing continues to be a pressure point for the community, businesses and industry and is a challenge that needs to be addressed.

2023-2028 Priority Actions

	Action	Role
1	Develop and implement a strategy for housing (permanent and temporary accommodation, rural living, affordable, for workers, different price points, potential to repurpose current buildings and available spaces) including clarity about the Council's roles.	Facilitator
2	Identify where growth can or should occur and identify opportunities for the Council to facilitate the availability of additional land for housing.	Regulator; Facilitator
3	Scope projects aligned to Council's masterplans (and other plans) and allocate priorities for Asset Management Plans and the Long Term Financial Plan, Annual Business Plans and Budgets to activate the plans.	Asset owner; Advocate; Facilitator

Limestone Coast Multicultural Soccer Carnival



Strategic Direction 2

EMBRACE OUR CULTURAL DIVERSITY

This Direction aligns with Community Aspirations of a Vibrant and Welcoming Community, Access to Services and Infrastructure, Thriving Economy, Protect our Natural Environment, and Grow and Develop our Townships.

We place great importance and value on our diversity and community spirit and welcome, embrace and celebrate all within our community. To support this intent, existing programs and plans will be progressed, new plans created

where gaps are identified, and new projects and ideas encouraged to foster innovation within Council and the community. We will continue to honor and preserve local heritage and history and embed these ties through our annual arts and

cultural programs, events, and other projects. And through best practice engagement, we will strengthen the link between Council's strategic objectives and operational activity for the organisation.

2023-2028 Priority Actions

	Action	Role
1	Co-design, develop and implement a Cultural Partnership Plan to: <ul style="list-style-type: none"> • build an understanding and respect for the diverse cultures in our community • promote cultural awareness • celebrate the diverse cultures through ongoing collaboration and build capacity with multicultural representative groups, local business and other community networks • act as an advocate for issues affecting our migrant community to support people relocating to our Council area. 	Facilitator
2	Develop and implement a framework to identify opportunities for cultural representation in Council projects.	Asset owner
3	Develop and implement an approach to engage with young people to help shape decision making and enable them to become directly involved in projects that impact their community.	Facilitator
4	Design and undertake an audit and provide a report on opportunities to generate multi-use of facilities in our Council area.	Facilitator; Asset owner



Strategic Direction 3

GROW THE VISITOR ECONOMY AND OUR REGIONAL SERVICE HUB

This Direction aligns with Community Aspirations of a Vibrant and Welcoming Community, Access to Services and Infrastructure, and Thriving Economy.

We attract many visitors for business, access to services, connecting with families, and to enjoy the wonderful tourism attractions and food and wine. We want to build on what is already a solid foundation to benefit both locals and visitors.

For locals, we recognise the importance of high standard education and health facilities and access to local shopping and other services. We support local business and industry and plan for and develop policy to support growth

and innovation and will continue to progress actions in our Disability Access and Inclusion Plan.

For visitors, we recognise that things are continually evolving and so must our approach to growing the visitor economy and our place as a regional service and business hub that stretches from inland Western Victoria to the coastline of the Southeast of South Australia. For instance, best use of online platforms and communication tools to share information about the district, provision of long

vehicle parking, availability of electric vehicle charging facilities, ongoing investment in the Naracoorte Aerodrome and Lucindale Airstrip, hours for access to shops, food outlets, and services are all important considerations. Understanding and responding to the needs of tourists and other visitors will be important for our area, requiring businesses, community groups, and the Council to work together and with regional bodies to ensure new opportunities are captured.

2023-2028 Priority Actions

	Action	Role
1	Develop and implement a plan that identifies current and future needs and the potential for growth as a regional service hub, aligning to Council's role in Aged Care, Education, Health, Community Wellbeing, and Childcare.	Facilitator; Advocate
2	As an early and urgent action, investigate potential roles for the Council in relation to economic development (including tourism) and adopt a policy position that clearly articulates the roles the Council will play.	Facilitator
3	Undertake a review of the Naracoorte Town Centre Rejuvenation Plan including car and long vehicle parking and improving people-friendly spaces.	Facilitator; Asset owner
4	Work with local businesses and relevant stakeholders to develop and implement a Regional Business Hub and Visitor Economy Plan that clearly defines the Council's roles.	Facilitator
5	Develop and implement a Council Advocacy Framework to ensure a structured approach to advocating for assistance or actions by other levels of government.	Advocate
6	Investigate and report on opportunities to be a preferred location for conferences.	Asset owner

Naracoorte
Library + Town Hall





Strategic Direction 4

PRESERVE OUR NATURAL ENVIRONMENT AND ENHANCE OUR BUILT ASSETS

This Direction aligns with Community Aspirations to Protect our Natural Environment, and Grow and Develop our Townships.

Our environment consists of both natural and built components for which we all share varying degrees of responsibility.

For the purposes of this Plan the natural environment comprises the atmosphere, land, water, oceans, and the diversity of living things as defined by the United Nations in 2019.

We live, work and play in a stunning natural environment which includes areas largely unchanged by human habitation as well as more adjusted landscapes such as agricultural land, public parks and reserves, and creeks such as the Naracoorte Creek. The built environment of infrastructure, houses, and agricultural, commercial and

industrial buildings varies in terms of a balance between functionality and attractiveness.

The Council invests considerable resources in developing and maintaining attractive and functional public spaces which will continue. Changes in climatic conditions suggest that some changes may be required in the design and maintenance of public spaces with a particular emphasis on an increased tree canopy and other means of shading. Likely increases in the price of water and electricity are another consideration. Council will continue to work with the CFS and other emergency services to respond to emergency events in the district as the changing climate

presents new challenges for our community. The Council can monitor changes and projections from a climate adaptation perspective to enable us to be agile in our approach to changing needs over the life of this plan.

Public buildings and spaces have traditionally been designed and built to express something about their location as well as being functional. The Naracoorte Lucindale Council area is home to many buildings and places that have heritage and cultural significance and give the area character. Council through the progression of capital projects and facility upgrades can enliven this history and engender this strong regional identity.

2023-2028 Priority Actions

	Action	Role
1	Review service standards for urban public spaces including grass cutting, gardens, rubbish bins, public toilets, signage, and the potential to increase the tree canopy.	Asset owner
2	Develop and implement an approach to preserve and maintain Council's natural environs.	Asset owner
3	Review and activate the Lucindale Masterplan.	Facilitator; Asset owner
4	Review and activate the Frances Masterplan.	Facilitator; Asset owner
5	Prioritise and implement projects set out in the Naracoorte Creek Masterplan in collaboration with Landscape SA Limestone Coast.	Facilitator; Asset owner
6	Investigate and develop a policy that sets out good design considerations and objectives (such as being energy, water and waste efficient) for future Council buildings and public spaces and upgrades to existing buildings and spaces.	Asset owner
7	Design and implement a program of actions to reduce energy and potable water consumption for Council activities.	Asset owner

Strategic Direction 5

INVEST IN KEY INFRASTRUCTURE AND ASSETS

This Direction aligns with Community Aspirations of a Vibrant and Welcoming Community, Access to Services and Infrastructure, Thriving Economy, Protect our Natural Environment, and Grow and Develop our Townships.

Fit for purpose infrastructure underpins our way of life.

Although there are many different bodies responsible for infrastructure, Council is an important provider of local roads, paths, stormwater systems, buildings, and specific purpose assets such as the Naracoorte Regional Livestock Exchange and the Naracoorte Aerodrome and Lucindale Airstrip. Even when the Council is not responsible for certain types of infrastructure it may still advocate for certain things to happen. Council's road network and infrastructure has always

been and remains a key priority. With roads, whether Council or State Government owned, also come issues of road safety which we can help to explore. Changes in types and volumes of traffic can impact on both road maintenance and safety. Council, as part of its growth strategy, will continue to assess opportunities with the State Government for alternative transport routes and infrastructure.

The Council's Asset Management Plans assist in decision making about maintenance, refurbishment and replacement of infrastructure

and assets, and are reviewed regularly to ensure continued improvement. We recognise that good telecommunications infrastructure, which is the responsibility of other levels of government, and the private sector, is crucial. We have, and will continue to, advocate with other Councils in the Region for higher levels of investment to overcome mobile phone blackspots and internet issues that are evident across our region.

2023-2028 Priority Actions

	Action	Role
1	Undertake a service review relating to Council roads, including whether the current levels of investment in grading, repairs and maintenance, resurfacing and reconstruction, and shoulder sealing meet the Council's service standards, and taking into account the changing nature and volumes of traffic.	Asset owner
2	Work in collaboration with key stakeholders to review the roadside vegetation maintenance and management program taking into account infrastructure, fire prevention, environmental considerations, and improved road safety.	Asset owner; Facilitator
3	Work with SAPOL and education sites to undertake an initial scoping exercise to identify key matters associated with road safety in the Council area and to identify potential actions (and funding sources) that can be taken and the Council's role/s in them.	Facilitator
4	Work with the Naracoorte Regional Livestock Exchange Board to scope and develop business cases for potential improvements (and funding sources) to maintain high levels of service.	Asset owner
5	Investigate and report on development opportunities for the Old Naracoorte Library.	Asset owner; Facilitator





Strategic Direction 6

ACTIVATE OUR RECREATION, EVENTS, ARTS AND CULTURE OPPORTUNITIES

This Direction aligns with Community Aspirations of a Vibrant and Welcoming Community, Access to Services and Infrastructure, Thriving Economy, and Grow and Develop our Townships.

Arts, culture, sport and recreation are important contributors to the community, bringing people together and providing a range of experiences to enjoy. For our region these activities help build a sense of community, enrich our character and provide a drawcard for the visitor economy.

We value arts, cultural and recreational investment and have established and embedded these services for the community through our programs and facilities, public art installations, grant funding opportunities, and annual community events program. There is an opportunity

through partnerships and co-investment to encourage better use of current facilities and assets and support redevelopment opportunities or new projects in the region that deliver quality and accessible community infrastructure.

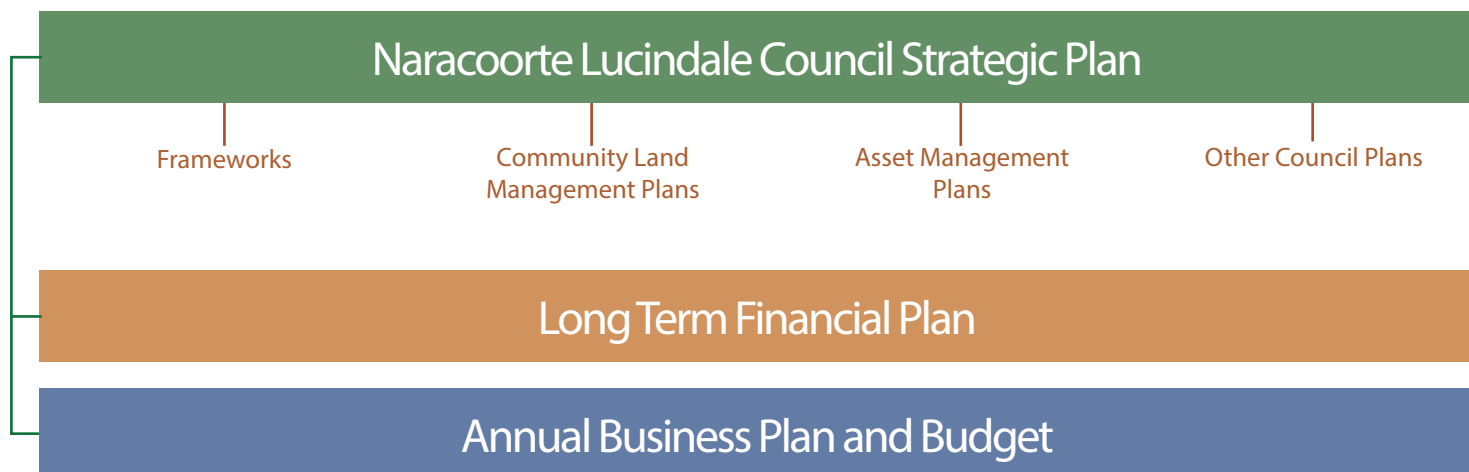
2023-2028 Priority Actions

	Action	Role
1	Develop a Council-wide plan for recreation, arts, and culture that includes a Facilities Audit and the potential for multi-use facilities as well as the opportunities for re-purposing existing facilities that are no longer fit for purpose or under utilised.	Asset owner; Facilitator
2	Progress the Naracoorte Regional Sports Centre project to the detail design and costing phase.	Asset owner (of the land only)
3	Undertake a feasibility study for the potential of growth in sport and recreation at Lucindale.	Facilitator; Asset owner
4	Work with regional partners to progress action on the Limestone Coast Regional Trails Masterplan, including scoping a project for a 'Coast to Caves' trail, Caves to Coonawarra Trail, and connection to the growing regional trail network.	Facilitator; Asset owner
5	Identify and implement new opportunities for nature-based play, outdoor fitness and informal recreation in Council's Open Spaces.	Asset owner
6	Investigate and install solar lighting for tracks, trails and open spaces in township areas to increase use, deter vandalism and support community safety.	Asset owner

Our Planning Heirarchy

The Naracoorte Lucindale Strategic Plan forms a part of the four critical components of the integrated strategic management framework that includes Council's Asset Management Plans, Long Term Financial Plan, Annual Business Plans and Budgets and a mechanism for reporting and review.

Through this framework Council can demonstrate accountability back to the community and other key stakeholders.



Our Community Wellbeing Indicators

The following indicators are considered reasonable to enable ongoing monitoring of our community's wellbeing.

These indicators have been chosen to:

- represent community interests
- build capacity of Council to refine and monitor reporting of strategic directions over time
- raise community awareness of the strategic context of this Plan
- enable Council to be more responsive, adaptable and enable change if required
- support ongoing communication and engagement with the community.

These measures are a way to keep the Council and community informed and are mainly drawn from external sources. Some measures are reliant on Census data, which will not be available until 2026/27.

Measure	Baseline	Notes
Population Growth	8,686 people in 2021	This is the population data from the 2021 Census. 4.8% growth has occurred between 2016-2021.
Dwellings and Divisions	<ul style="list-style-type: none"> • Total Number of Dwellings in Council area 3,281 Occupied dwellings • 188 Developments Approved to the total value of \$44.15M and of those: <ul style="list-style-type: none"> • New dwellings - 22 • New dwelling extensions - 6 • New land divisions - 7 • Value of new dwellings - \$7.81M 	<p>This is dwelling data from the 2021 Census.</p> <p>Data drawn from Planning SA portal January-December 2022. Only new land divisions that create another parcel of land have been included.</p>
Community Volunteering Rates	28.3% volunteering rate in 2021	Decline in volunteering between 2016-2021 by 7.5%. Volunteer numbers for the 2021 Census declined in many parts of Australia due to lockdowns and COVID-19 distancing measures.
SEIFA Index	974	The 2016 SEIFA Index is a measure of disadvantage relative to socio-economic factors. Naracoorte Lucindale Council sits around the centre of the Index.
Highest Level of Schooling	40.8% of people aged 15 years and over had completed Year 12	This is based on the 2021 Census. This number has increased by 480 people or 4.9% since 2016.
State Visitation	69.70% Visitors from South Australia 13.02% Visitors from Victoria	Based on Localis Data April 2023.
Gross Regional Product	\$564M 30 June 2021	Increase of 8% from 2020 (\$522M).
Employment Rate	97.4% Employed 60% Full time 34% Part-time 6.0% Employed Away	Analysis of the employment status (as a percentage of the labour force) in Naracoorte Lucindale Council area in 2021 compared to Limestone Coast region shows that there was a higher proportion in employment, and a lower proportion unemployed.
Labour Force Participation Rate	59.3% or 4,484 people	Participation rate - the labour force expressed as a percentage of the total population over 15.
Businesses by Industry		The Agriculture, Forestry and Fishing industry had the largest number of total registered businesses in Naracoorte-Lucindale Council area, comprising 43.9% of all total registered businesses, compared to 10.7% in South Australia.

Reporting Against the Plan

Reporting on Community Wellbeing Indicators enables Council to generate and provide a new level of information and form a data resource for the community.

Information and monitoring reports made available on Council's website will have the double benefit of providing demographic information in a more accessible manner to support funding applications and other community needs, as well as providing baseline data for the Council to report against, demonstrating shifts in the community over time. Council will report on progress in achieving this plan through half yearly reports and the Annual Report.

Review of this Plan

Throughout the life of this Plan, Council will have review points along the way to ensure the Plan remains relevant to Council and the community:

- Annual observations during preparation of Annual Business Plans and Budgets
- Mid-term review of the Plan in 2025-26
- Major review of the Plan in 2026-27 following 2026 Local Government Elections



Council's Role

All of the Priority Actions include what Council's role in achieving the action is, and these roles are as outlined in the table below:

Council's Role	Council will...	Examples
Facilitator	Bring together stakeholders to deliver a shared interest, service or resolve an issue	Coordinate an approach with key stakeholders to collectively achieve an outcome
Advocate	Make representations on behalf of the community	Submissions to governments or key stakeholders
Asset owner	Be responsible for the management of Council assets	Construction or maintenance of a Council owned asset ie roads, parks and gardens, buildings
Regulator	Carry out a legislated role or responsibility	Decision making role ie planning and building rules, animal management

Other Content

The Council Strategic Plan is a core document for guiding Council's future direction.

The Plan takes into consideration Council's strategic planning framework and both the community's priorities and external considerations such as the State Strategic Plan, as detailed under Section 122 of the Local Government Act 1999.

Section 122 requires Councils to prepare a suite of Strategic Management Plans that set out the long-term vision, planning and financial sustainability of a Council's operations.

Naracoorte Lucindale Council's Strategic Management Plans are:

- the Strategic Plan, which provides the community vision and Council objectives that drive Council's decision-making and activities;
- the Long Term Financial Plan;
- the closely-aligned Summary Infrastructure & Asset Management Plan, which is supported by detailed management plans for Council assets.

The Long Term Financial Plan and the Summary Infrastructure & Asset Management Plan are essential to both enabling and ensuring the delivery capability and financial sustainability of the community's needs, expectations and plans over the future 10-year period.





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Better by Nature

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