

Strategic Directions 2019-2029



PortAugusta
CITY COUNCIL

Contents

1	Port Augusta Regional Hub	2
2	Mayor's Message	3
3	Our City	4
4	Our Aspiration	6
5	Challenges and Opportunities	8
6	Strategic Planning Framework – Achieving Our 2029 Aspirations	9
7	Strategic Directions Themes and Goals	10
	Council's Roles	10
	Themes	11-15

*Theme 1:
Community*



*Theme 2:
Economy*



*Theme 3:
Environment*



8	Monitoring and Review	16
---	-----------------------	----



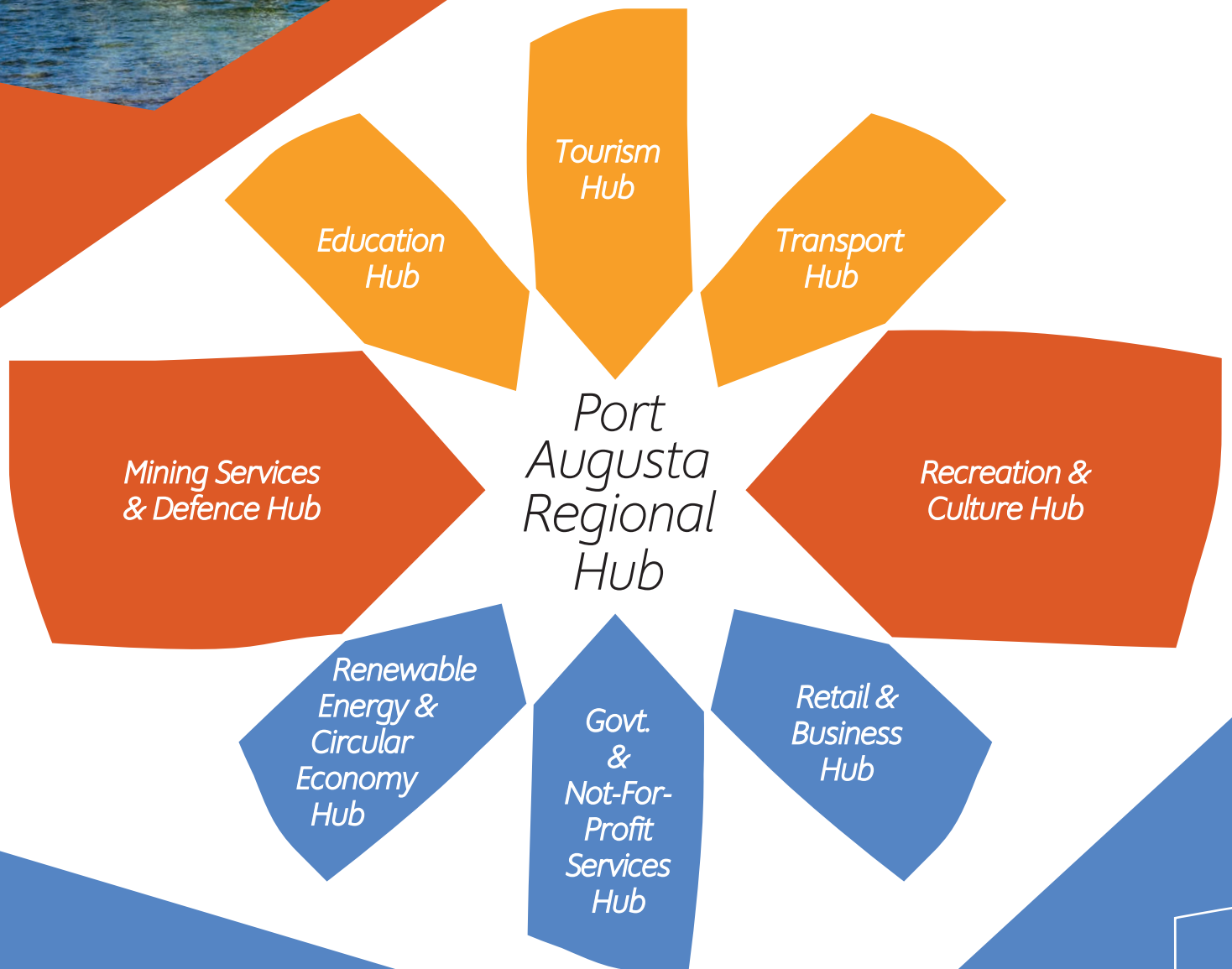
Theme 4: Infrastructure



Theme 5: Governance & Financial Sustainability



At the time of adoption of this document, Council is managing the impacts of the COVID-19 pandemic. This global event will inevitably have an impact on the manner in which the Council can deliver the objectives as outlined within this document, particularly in relation to the fast-tracking of Council's Long Term Financial Plan. Future reporting on Council's Strategic Directions will be reported upon in a manner that includes reference to the pandemic and the Council's response.



2 Mayor's Message



Brett Benbow

I am pleased to present the Strategic Directions for the Port Augusta City Council, as the overarching Plan to guide the future aspirations of our City. This document presents a fresh focus for the Council and Community. The Hub concept within this document highlights the significant role Port Augusta City Council has to play in service provision for the Upper Spencer Gulf and beyond.

Port Augusta continues to position itself to be the leader in renewable energy in South Australia and Australia with success shown through the multiple renewable projects that are already generating power, with many more to create or store energy in the planning approval or development phase.

With an increase in major projects, Port Augusta continues to prepare for the influx of Contractors and their families whilst the development occurs, particularly in accommodation and local procurement opportunities.

Council will continue to build relationships with the Local Government Association and State and Commonwealth Governments to ensure the appropriate level of commitment, to promote our history and provide the facilities our residents and tourists expect.

Port Augusta City Council will also continue to review its operations to ensure they are functioning in an economical and sustainable way.

With strong leadership and good governance the Council will maintain a focus on achieving the Vision and Goals identified within this Plan.

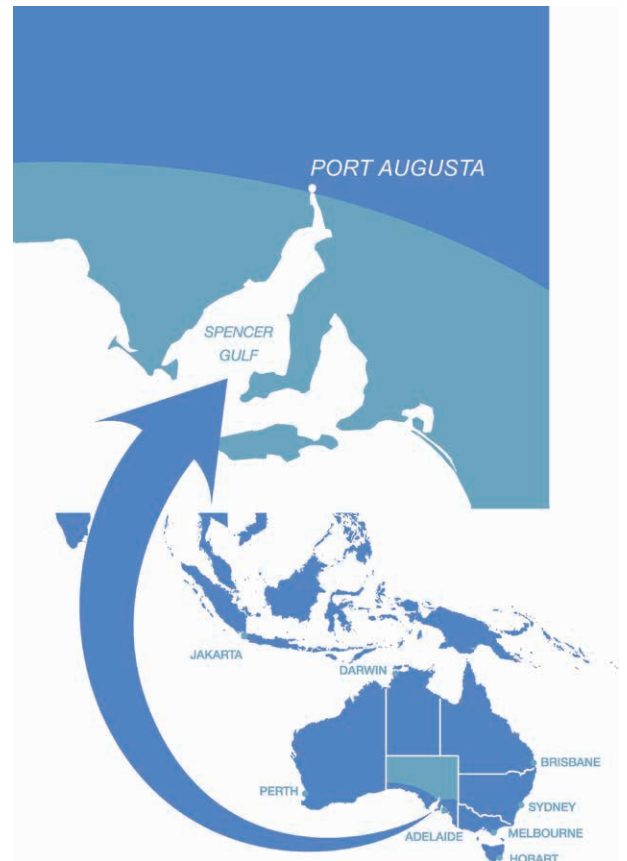
I wish to thank those who took the time to provide input into this Plan. This is a great time for Port Augusta and the Upper Spencer Gulf to expose all that we have to offer, and our capability as a Community, City and Region. We will need to be positive, proactive and prepared for the change ahead.

"This document presents a fresh focus for the Council and Community."

3

Our City

Port Augusta is the most uniquely located City in South Australia, sitting at and nestled around the top of Spencer Gulf, the heart of South Australia. This is a seaside City, yet it maintains its strong connections with the iconic Australian Outback. The stunning backdrop of the Flinders Ranges is a constant reminder of this link to the Australian bush.



1,196km²
land area

+13ha
of green
space

+40
recreational
spaces



71
days
of rain
annually

1,744
properties
connected to
Community Waste
Water Management
Systems (CWMS)

26.3°C
average
maximum
temp.



12.1°C
average
minimum
temp.

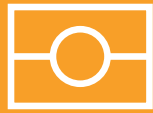


14,102
population
(ABS 2018)

6.7%

population born overseas
(ABS 2016)

38.9
years
median
age



18.3%
Indigenous
population

+50

programs/
services
run by
Council

623
local
businesses

3.1%

of residents have
attended university

0.15

persons
per hectare

190

council
staff
(headcount)



+125km
of paths

\$737.45
million

Gross Regional
Product (GRP)

3.7%
mortgage
stress



+32km of
stormwater
pipework

2,291

small scale
solar system
installations

+410km
of roads



7,802
rateable
properties

4 Our Aspiration

Port Augusta is a growing service centre for the Outback regions of South Australia and a Place of Destination in its own right, supporting a proud and vibrant community. We are a City with a long history as a Regional Hub that is able to reinvent itself.

We aspire to build on our history and become a model Regional Hub for Transport, Sustainable Industries, Mining and Defence Services, Tourism, Retail and Business, Government and Non-Government Services, Education, and Recreation and Culture. Having a critical mass is important for the future sustainability of Port Augusta. To achieve this, we seek a reversal of our loss of population from 15,621 in 1991 (ABS Census 1991) to 14,102 (ABS Statistics 2018).



Recreation & Culture Hub

- > Our City is one of the top locations for water activities, fishing and exploring the Flinders Ranges and offers a diverse range of sporting activities which brings our community together.
- > Port Augusta is a gathering place for the Aboriginal population in the area. The Aboriginal community is growing and is currently around 18-20% of our population and covers some 17-28 different language or family groups.
- > Our creative sector is underpinned by many artists who reside here, supported by a growing awareness of the value of arts, music and cultural expression.



Government & Not-for-profit Services Hub

- > Port Augusta has been a long standing hub for delivery of government services, including health/hospital, corrections, education, Aboriginal services, community support, environment and natural resources.



Transport Hub

- > Over the years Port Augusta has grown with its earliest history as an outback shipping port supporting the pastoral industry, evolving to road and rail. The City has been the hub of commercial, railroad and government services for the far north of the state since its establishment in 1852. Port Augusta continues to grow as a transport hub and may soon be the home of a new \$250 million port facility.



Retail & Business Hub

- > Port Augusta has historically been a key retail centre for smaller pastoral and Far North communities for grocery and retail goods and services.
- > The City is a well-established service centre for travellers passing through to and from the Flinders, Outback, Northern Territory, Western Australia and the Eastern States. There is huge potential for Port Augusta to be a central base for visitors (international and interstate) from which they can explore the City, Flinders Ranges and Outback. The 'South Australian Visitor Economy Sector Plan 2030' is a leading resource to embrace to maximise visitor economy and value.



Renewable Energy & Circular Economy Hub

- > Port Augusta is already home to several renewable energy projects with even more proposed.
- > It has large areas of land suitable for circular industry businesses converting recyclable materials or energy into new products.



Mining Services & Defence Hub

- > Port Augusta has long been a base for a range of services from mining operations in the north of the State, to supporting the defence industry of the Cultana Training Area and Woomera Prohibited Zone.
- > The Australian Defence Force's Cultana Training Area is located between Port Augusta and Whyalla and is the largest training area capable of supporting full combined arms exercises.



Education Hub

- > Port Augusta has a long history as an education hub providing the base for the 'School of the Air' since 1958.
- > Our City has both public and private education options for primary and secondary schooling and a range of vocational education options including TAFE SA, private training organisations and tertiary education options including Uni Hub Spencer Gulf.



Tourism Hub

- > Port Augusta hosts many successful sporting and cultural events and conferences and is ideally placed to grow its capabilities in 'Event Tourism'.
- > Local attractions like the Australian Arid Lands Botanic Gardens, Wadlata Outback Centre, Pichi Richi Railway, the Flinders Ranges and Spencer Gulf are significant tourist drawcards for the region.



Not-For-Profit Hub

- > Port Augusta is the largest community in the far north and acts as a vital service centre for the region's widespread and diverse, small and micro communities.
- > The Royal Flying Doctor Service is a critical link to health services throughout outback Australia. Its large base in Port Augusta provides many visitors the opportunity to visit and learn more about this vital service.

To achieve these aspirations, we have four external themes and one organisationally focussed theme, each with an associated goal. The Four Year Priority Action Plan also follows these five themes.

5 Challenges and Opportunities

Challenges

Change offers opportunity and we must all be equipped with the tools to realise our collective aspirations.

There are challenges to be considered as we plan for the future including affordable housing and shortage of accommodation during peak construction periods, impacts of climate change, access to adequate transport to and around the City, recent decline in population, the different trajectories of our diverse population and Council's financial capability, including the number of services Council provides. Access to healthcare and the on-going shortage of GP's in the City is a continual challenge.

Opportunities

With a proven, diverse and resilient community, there are significant opportunities to achieve sustainable growth during the lifetime of this plan and build on what we have and become a model Regional Hub. We will work with a range of government and private partners to help identify new job growth sectors and investigate ways to achieve maximum benefit for our City, with a focus on strategies to meet the forthcoming workforce needs in Port Augusta and the maintenance of our infrastructure.

The Council will continue to be a driving force behind the delivery of community facilities, quality open spaces, community development and cultural and sporting events. These bring us together and foster a strong sense of place and community spirit. The unique blend of coastal environment and the Flinders Ranges is an attraction to build upon and work to increase our share in the tourism market by making our destination more accessible and appealing.

Our investment in the renewal and maintenance of our assets, our foreshores and the CBD will serve us well. A changing climate and changing communities means that a strong focus on delivering environmentally sustainable and inclusive design should remain a high priority, whilst also paying attention to the rich Aboriginal cultural heritage here.



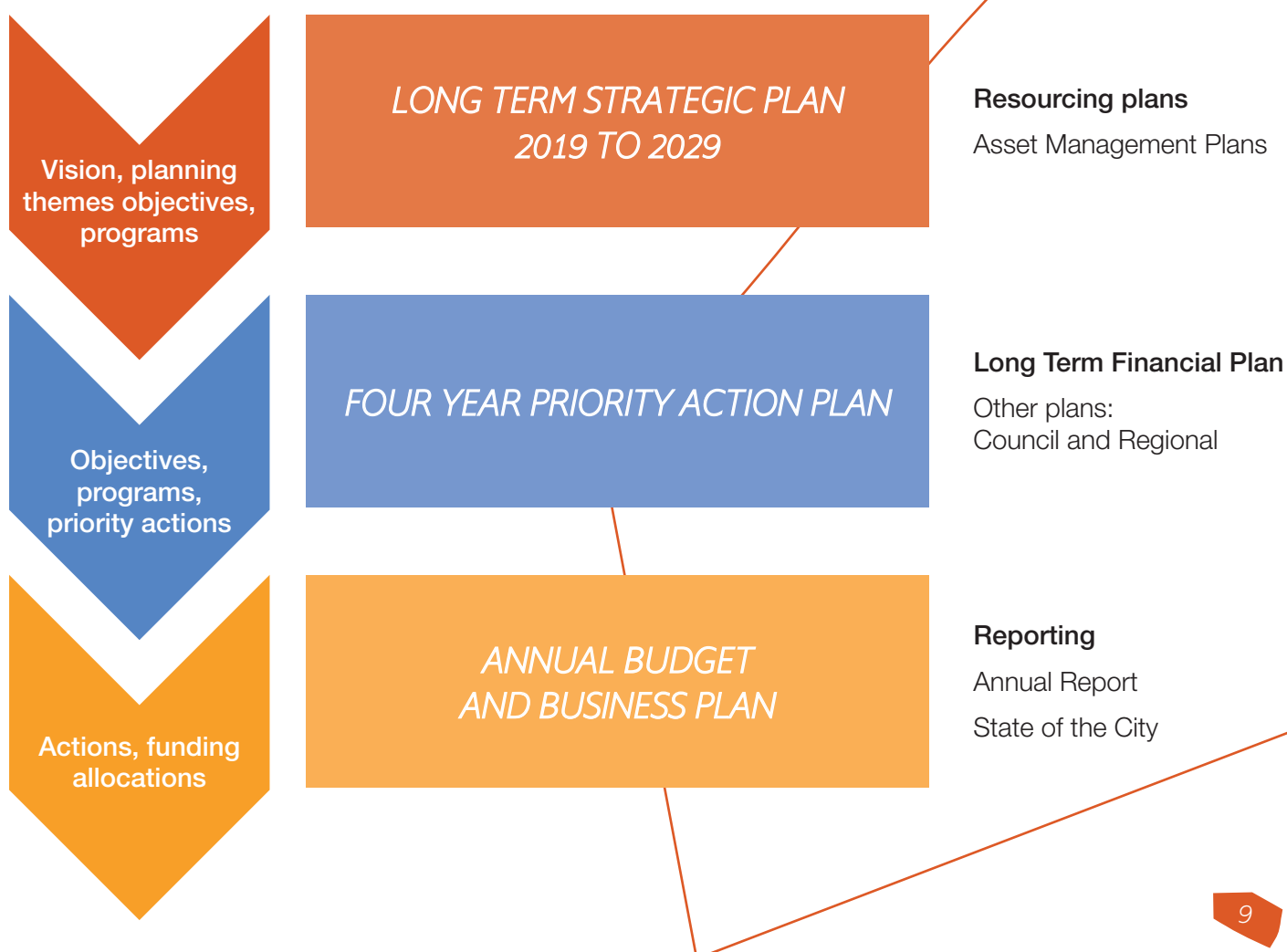
6

Strategic Planning Framework – Achieving Our 2029 Aspirations

Our strategic planning framework has three levels:

- > Long term Strategic Directions (nominally to 2029)
- > Medium term (four years – Four Year Priority Action Plan)
- > Annual (Annual Budget and Business Plan)

These plans (illustrated below) are enabled by complementary resourcing plans and regular monitoring and reporting to both Council and our communities.



7

Strategic Directions Themes and Goals

We have selected four themes: Community, Economy, Environment, and Infrastructure, to shape the future of our area together with one corporate theme: Governance and Financial Sustainability.

LEADER

Where we:

- > set the vision and strategy for the City
- > approve policy directions for the City
- > engage with communities to make informed decisions
- > represent and advocate for our communities

ENABLER

Where we can do a number of things to help achieve outcomes by others, including:

- > providing information about the services provided by others
- > advocating for other levels of government to do certain things (such as upgrade the highway)
- > bringing people together to facilitate a solution to a community issue.
- > working with community groups

PROVIDER

Where we commit funds to:

- > act as an agent of other levels of government to supplement their services
- > part fund a service or activity through one-off or ongoing grants
- > own, build and maintain assets such as roads, paths, stormwater, buildings etc.
- > regulate activities
- > take responsibility for providing services or activities

Themes



Theme 1: Community

GOAL

WE ARE A WELCOMING AND INCLUSIVE COMMUNITY THAT UNDERSTANDS, REPRESENTS AND PRESERVES OUR UNIQUE SENSE OF PURPOSE AND PLACE.

Desired Outcomes

1. Our City has a sustainable growth in population.
2. We are a resilient, inclusive, safe and a vibrant community where people feel proud to live.
3. People of all ages, cultures, abilities and interests have access to services, facilities and experiences that support their health and wellbeing.
4. Aviation access to and from the City is easily accessible to all people.

Roles

Port Augusta is well served by community service providers. The Council has been a PROVIDER of a significant number of community services; current trends are now indicating a shift to being more of an ENABLER where this can be achieved.





Theme 2: Economy

GOAL

*WE CAPITALISE ON OUR REGIONAL HUB
ATTRIBUTES TO PURSUE A THRIVING ECONOMY.*

Desired Outcomes

1. Our region is widely recognised as a regional hub with increasing investment and strong industry sectors, a skilled workforce and local jobs.
2. Our City is known as a destination of choice where people come to stay awhile to experience our lifestyle and environment.

Roles

Port Augusta is entering a time of economic development opportunity. Council's role will be focussed towards being an **ENABLER**, collaborating with service providers and bringing people and business together to maximise opportunities and to advocate for government support and investment. **LEADERSHIP** will come from Council's role of setting strategy and creating an appropriate environment for economic development.



Theme 3: Environment

GOAL

WE VALUE, RESPECT AND PROTECT OUR
NATURAL AND BUILT ENVIRONMENTS.

Desired Outcomes

1. Our community reduces potable water and energy consumption.
2. Improve energy efficiency and increase accessibility to renewable energy.
3. The amount of waste going to landfill is reduced by our community.
4. The region's unique natural resources and urban environment are recognised as a key element and high value asset in the City's economic future.

Roles

We all have a responsibility to ensure the natural environment is sustainably maintained. Council's role will be PROVIDER in mandated areas such as waste management and ensuring that other services factor in changing climate impacts. It will also be a LEADER in appropriate policy decisions and more innovative means of meeting community needs through the role as an ENABLER.





Theme 4: Infrastructure

GOAL

*WE PROVIDE AND ADVOCATE FOR FIT FOR PURPOSE
INFRASTRUCTURE THAT IMPROVES THE PHYSICAL, ECONOMIC,
ENVIRONMENTAL AND SOCIAL WELLBEING OF OUR CITY.*

Desired Outcomes

1. Our physical infrastructure meets our community needs.
2. We have safe, accessible and well-utilised CBD, public spaces and built environments that reflect the priorities of our community.
3. Our City develops and evolves in a planned way, improving the appearance of our City and making efficient use of infrastructure.

Roles

The Council has the role of PROVIDER for its own assets and ENABLER (Advocate) in relation to the assets of other governments.





Theme 5: Governance & Financial Sustainability

GOAL

WE CONDUCT OUR BUSINESS ETHICALLY AND TRANSPARENTLY AND SEEK FINANCIAL SUSTAINABILITY TO ENABLE THE COUNCIL TO PROVIDE THE INFRASTRUCTURE AND SERVICES REQUIRED TO ACHIEVE OUR 2029 ASPIRATIONS.

Desired Outcomes

1. We are inclusive, engaged and open.
2. We have positive relationships with other levels of government and partners that deliver great outcomes for the community.
3. We are in a surplus financial operating position.
4. We put the customer first and give each customer a great experience of Council's services.
5. We meet or exceed legislative and accreditation requirements for all relevant programs.
6. Council is a great place to work – we attract, develop and retain a skilled workforce to deliver our priorities.

Roles

The Council will act responsibly as a LEADER in conducting business operations and financially responsible actions and behaviours to ensure the long-term sustainability of the organisation.



8

Monitoring and Review

Monitoring progress

Our progress will be monitored in three ways:

- > An annual 'State of the City' report incorporating key statistics that reflect economic, environmental and community health
- > Annual Report as required by the Local Government Act 1999 which will include details of progress and outcomes regarding our annual budget and business plan incorporating actions from the Four Year Priority Action Plan
- > Special reports produced from time to time on key strategic matters

Review

The Strategic Directions will be reviewed at least every four years after each Council election as required by the Local Government Act 1999. Other reviews may be undertaken at earlier periods if determined by the Council.

The Four Year Priority Action Plan is of a fixed term for the life of each elected Council.







PortAugusta

CITY COUNCIL

4 Mackay Street, Port Augusta SA | T 08 8641 9100

portaugusta.sa.gov.au