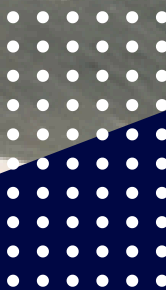
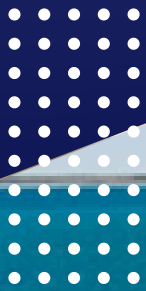


DISTRICT COUNCIL OF FRANKLIN HARBOUR

Strategic Management Plan 2024 – 2028



November 2024

 www.franklinharbour.com.au
 6 Main Street, Cowell SA 5602

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ABOUT THIS PLAN



The process of developing this Strategic Management Plan provided an opportunity to reflect on our strengths and community aspirations, reassess strategic directions, and develop actions and deliverables for the Franklin Harbour Community over the next four years, this Strategic Management Plan 2024-2028 was adopted by Council at the 11 June 2025 meeting.

ABOUT FRANKLIN HARBOUR

Located on the eastern side of the Eyre Peninsula and bordering the Spencer Gulf, the District Council of Franklin Harbour is home to an estimated population of 1,332 people and covers an area of 2757 square kilometres. Cowell is the major centre in the district, which also comprises the holiday areas of Lucky Bay and Port Gibbon and the localities of Elbow Hill and Mitchellville.

Today the District Council of Franklin Harbour is a region of significant diversity and opportunity. The traditional agriculture industry dominated by the production of wheat, barley, oats and wool remains the primary income generator in the district. The aquaculture industry is a major force in the area primarily producing oysters, with significant potential to tap into export markets. The development of an oyster hatchery and nursery further enhances this reputation as the centre of the oyster industry in South Australia.

Tourism also provides significant income to the region and is enhanced by Lucky Bay, being the gateway to the EP, with the ferry (Spencer Gulf Searoad) arriving from and departing for Wallaroo 7 days per week. The nearby Iron Duke Mine also provides employment opportunities for the local community. In addition to the industries, there is also a growth opportunity for the district in the retirement and aged care industries. The quality of life in the Franklin Harbour district is a strong emphasis and the community has continually endeavoured to improve service provision and protect their unique environment.

Our sporting culture and our teams competing in football, cricket, netball, bowls and tennis are important elements of a cohesive community. This proud and close community is well positioned to build on the strong economic, social and environmental framework that exists in the district and position it for future prosperity.

DISTRICT COUNCIL OF FRANKLIN HARBOUR



342mm average rainfall



District Area 2757 km2



749km Roads

DISTRICT POPULATION 1332

Median age 52 years



52%



48%

547 RESIDENTS IN THE LABOUR FORCE

Top Industry Sector Employment

- 26% Agriculture, Forestry & Fishing
- 13% Construction
- 13% Health Care & Social Assistance
- 9% Education & Training
- 8% Retail Trade
- 7% Accommodation & Food Services
- 4% Mining

HOUSEHOLD TYPES

- 17% Couples with children
- 36% Couples without children
- 6% One parent families
- 24% Lone person



DOGS REGISTERED

220



CATS REGISTERED

30

**NO. OF
RATEABLE
PROPERTIES
1193**

**CAPITAL VALUE OF
RATEABLE PROPERTIES
\$383,006,580**



53 Development Applications Approved
\$9.65 mil Value of Development Applications

OUR COMMUNITY ASPIRATIONS



We are a strong, vibrant, and resilient community that adapts to economic, environmental and social changes.



We live in a special place that we are very proud of.



We recognise that we need to grow for a more sustainable future



We welcome visitors and value the different perspective and vibrancy they bring



We appreciate and look after our natural environment



OUR ROLES



For Councils, services and other activities can be broadly categorised as:

MANDATORY

Where there is a specific requirement for them to do something

NON-MANDATORY

Where a service or activity is undertaken for community benefit

With mandatory services and activities there can be some discretion about the level to which they are undertaken and the method of delivery. For non-mandated services and activities there is greater scope to determine whether the Council will play a role and, if so, what that role is.

Council carefully considers its role in non-mandated services and activities to ensure the best use of resources and funding. This Strategic Management Plan also includes our role/s described in the table below, for each Priority Action

Broad Role	Specific Role	Description
NO ROLE	Nil	The Council chooses not to have a role in relation to a particular service or activity.
	Information Channel	Information about a service or activity of other bodies is channelled by the Council through, for example, brochures in Council officers and other public spaces; links to the other bodies' websites etc.
	Advocate	The Council may advocate to another government or other organisation for certain things to happen; this could range from a single event (such as writing to a Minister) through an ongoing campaign.
	Facilitator	A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area.
	Regulator	The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees and cost recovery, government grants).
ENABLER	Agent	Typically this would involve the Council delivering a service funded by a government agency, that is, or likely to be regarded as the responsibility of the State or Federal Government.
	Part Funder	The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it.
	Asset Owner	As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc) The Council has responsibility for capital, operating and maintenance costs.
	Service Provider	The full cost (apart from fees for cost recovery, government grants etc) of a service or activity is met by the Council.
PROVIDER		

STRATEGIC DIRECTIONS & PRIORITY ACTIONS



STRATEGIC DIRECTION 1

Pause, Prioritise, Plan, Implement

STRATEGIC DIRECTION 2

Grow for a more sustainable future

STRATEGIC DIRECTION 3

Think outside the square

STRATEGIC DIRECTION 4

Act with independent advice on
climate change impacts

STRATEGIC DIRECTION 5

Refine the organisations focus

STRATEGIC DIRECTION 1

PAUSE, PRIORITISE, PLAN, IMPLEMENT

COMMUNITY ASPIRATIONS

A special place that we are very proud of

Recognise that we need to grow for a more sustainable future

After decades of little development and keeping a low profile, the past five years have seen council and others investing heavily in Cowell and the surrounding area, and quite a transition has taken place. Notably, council has invested heavily in the Cowell Foreshore redevelopment which has seen the Cowell boat ramp upgraded and expanded, a new 34 Berth Marina constructed, a new waterpark/aquatic playground, a new road across the foreshore, many acres of newly landscaped and irrigated open space, and most recently a Wetland area. These works have greatly added to both the liveability of the area for residents, but also to our attractiveness as a tourist destination, and it has broadened our appeal as a family destination. Previously, the bulk of our visitors were here for fishing and crabbing. Also, during this period council has been busy with the multi-year Cowell-Kimba/Lucky Bay road upgrades, the sealing of the Cowell-Port Gibbon road, and in excess of \$8.0 million worth of repairs to our flood damaged unsealed road network. The extent of these works is quite a remarkable achievement for a small regional council but it does come at a cost, particularly in terms of ongoing maintenance and maintaining a base level of services across the broad range of our responsibilities.

Over the next two years we will focus on completing the projects that we have embarked upon, focusing on our core services/responsibilities, and planning and prioritizing for what comes next.

	PRIORITY ACTIONS 2024-2028	ROLE
1.1	Recognise P&L impacts, formalise and implement a program and timeline for finishing off projects yet to be completed over the next 3 (?) years before, unless there are extenuating circumstances, commencing new major projects.	Asset Owner
1.2	In parallel with 1.1, review and build on the 2010 Masterplan for an updated plan with priorities and proposed scheduling developed in consultation with the community.	Asset Owner, Advocate
1.3	Also in parallel with 1.1, develop and implement (commencing in 2024/25) a program of maintenance to improve the public domain in the Cowell township.	Asset Owner, Advocate

STRATEGIC DIRECTION 2

GROW FOR A MORE SUSTAINABLE FUTURE



COMMUNITY ASPIRATIONS

A strong, vibrant, and resilient community that adapts to change

Recognise that we need to grow for a more sustainable future

A special place that we are very proud of

Welcome visitors and value a different perspective and vibrancy they bring

Councils ambitious program of projects over the past 5 years has been about both improving the liveability of the area for existing residents and attracting new residents to the area. The prosperity of this area (and the businesses/agencies that service it) is very dependent upon population. Liveability is a critical component in our ability to attract new residents. Increasing both population size and diversity brings new customers and potential employees to existing businesses, potentially results in new businesses opening, and is very positive for the sustainability of our school, hospital, volunteer groups, and sporting clubs.

Our population has been slowly increasing, and the enormous number of projects currently “in the pipeline” for this area and the wider Eyre Peninsula represent a generational growth opportunity that we need to capitalise on.

PRIORITY ACTIONS 2024 - 2028

ROLE

2.1

In association with Priority Action 3.1, identify the roles the council can and will play in relation to developing and implementing a Growth Management Plan recommended in the URPS's 'Franklin Harbour Growth Strategy' of May 2023.

Advocate, Facilitator,
Regulator, Asset Owner

2.2

Also in association with Priority Action 3.1, identify the roles the Council can and will play in relation to economic development (including tourism and the visitor economy), then develop and implement a fit for purpose economic development plan, as recommended in the URPS 'Franklin Harbour Growth Strategy' of May 2023, that reflects the Council's roles.

Advocate, Facilitator,
Regulator, Asset Owner

2.3

Continue to identify opportunities to improve liveability. Develop, maintain and prioritise a liveability 'wish list', and continue striving to make this a region of choice, to live work and relax.

Service Provider, Asset
Owner, Facilitator,
Advocate

2.4

Work to alleviate the current housing shortage by:
a) seek grant funding for infrastructure costs to bring councils 37 block subdivision to market, and incentivise buyers to build as soon as practically possible.
b) develop plans and progress to “shovel ready” a project to add eight additional retirement units to our existing 32 “Cottages”.

Service Provider, Asset
Owner, Advocate

STRATEGIC DIRECTION 3

THINK OUTSIDE THE SQUARE



COMMUNITY ASPIRATIONS

**A strong, vibrant, and resilient community that adapts to change
a special place that we are very proud of**

As a small regional council with limited resources, our path to continued progress and improved amenity, new and upgraded community assets and services, is via maximum utilisation of available grant funding, and then very efficient use of those funds to maximise the value we extract and deliver.

Accessing grant funding, disciplined cost management, and project management are necessarily core skills of this council. In the past 5 years, we have delivered approximately \$30 million in projects, with a cash contribution of approximately 15%. The last 5 years have left us quite limited in our ability to contribute funds to new projects, and the trend across local government is that more is expected from councils all the time but additional funding is generally not forthcoming so the way forward needs to be well planned, disciplined and business like. We need to continually find ways to do more with less.

	PRIORITY ACTIONS 2024-2028	ROLE
3.1	A framework for assessing and determining the role/s the Council will play in relation to matters of importance to the communities of Franklin Harbour but are not a direct local government responsibility.	Information channel, Advocate, Facilitator, Agent, Asset Owner
3.2	Engage specialist advisors to engage with Elected Members and staff to review cost recovery & pricing for utility functions (CWMS, waste management, potable water, recycled water, road maintenance when affected by freight, Cowell Cottages) and also identify opportunities to broaden the Council's revenue base.	Asset Owner, Service Provider
3.3	A multi-dimensional program to specialise in achieving more than other councils from a small budget through: - rebuilding the number of volunteers in the community - building skills in advocacy as a core, valued competency of the organisation - building skills in facilitation as a core, valued competency of the organisation - operating utility functions as a business	Information Channel, Advocate, Facilitator

STRATEGIC DIRECTION 4

ACT WITH INDEPENDENT ADVICE ON CLIMATE CHANGE ACTIONS



COMMUNITY ASPIRATIONS

A strong, vibrant, and resilient community that adapts to change

Appreciate and look after our unique natural environment

A special place that we are very proud of

Global warming and the resulting changes to climate present risks that need to be understood, and then planned for and managed. One of councils roles is risk management, and the State government is encouraging and incentivising councils to develop and implement coastal hazard adaptation plans, and to identify and activate actions that will contribute to the national Net Zero by 2050 target. This council is committed to playing a leading role in this critical area of responsibility.

	PRIORITY ACTIONS 2024-2028	ROLE
4.1	Develop and implement coastal hazard adaptation plans	Advocate, Facilitator, Asset Owner
4.2	Monitor research and advice in relation to changes that may be required to asset management as a result of changes in the climate	Asset Owner, Service Provider
4.3	Building on progress to date, design and implement a formal program to reduce energy and potable water demand at Council Facilities	Asset Owner
4.4	Develop and Implement a tree planting program (URPS Advice)	Asset Owner, Service Provider, Regulator
4.5	Develop and implement a plan for Council's operations being a net zero greenhouse organisation by 2050	Asset Owner, Service Provider

STRATEGIC DIRECTION 5

REFINE THE ORGANISATIONS FOCUS



COMMUNITY ASPIRATIONS

A strong, vibrant, and resilient community that adapts to change

A special place that we are very proud of

The last 5 years have seen our focus very much on the delivery of major projects. This strong focus was essential given our limited resources and the high value of projects. We have been working with very little margin for error. We now want to work to improve both service delivery and customer focus, and sharpen our response times.

	PRIORITY ACTIONS 2024-2028	ROLE
5.1	Develop and implement an online customer action request system	Asset Owner, Service Provider
5.2	Establish and implement over several years a program of setting and publicising service standards for Council activities in consultation with the community. Report against (i) implementation of the program, & (ii) meeting the service standards	Asset Owner, Service Provider
5.3	Develop and implement a community engagement framework, possibly based on IAP2, and ensure that Council employees are adequately trained in the techniques required	Asset Owner, Service Provider
5.4	Develop and implement a workforce management plan to include future staffing and skills needs and what is undertaken in-house and what is sourced externally	Asset Owner, Service Provider

STRATEGIC PLANNING FRAMEWORK

The Strategic Management Plan 2024-2028 forms part of the four critical components of the integrated strategic management framework that includes Council's Management Plans, Long Term Financial Plan, Annual Business Plan and Budgets and a mechanism for reporting and review.

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



REPORTING AND REVIEWING THIS PLAN



Reporting against the Strategic Management Plan is an important accountability measure that keeps us on track.

We will report by:

- Routine reporting through Council agenda papers
- When developing the Annual Report
- Half yearly report to Council
- The CEO's KPI's

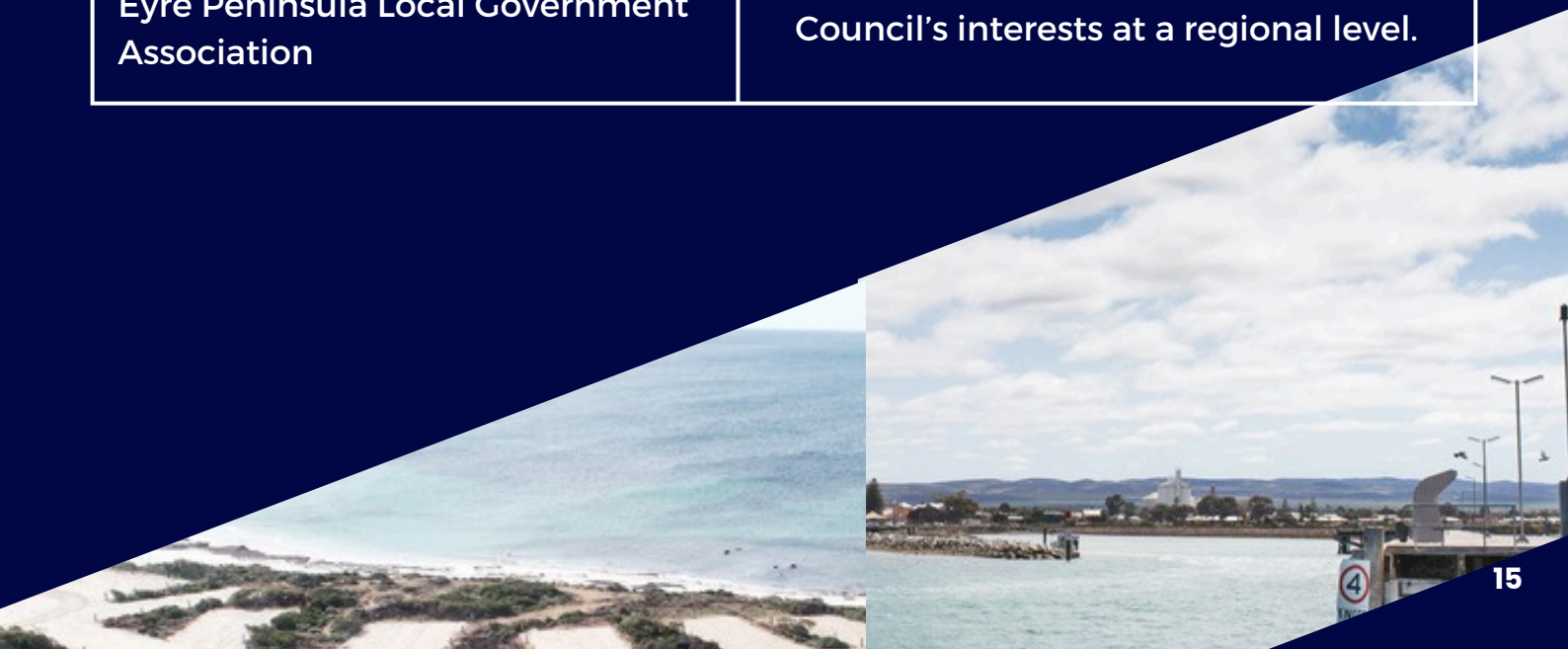
Throughout the life of this Plan, Council will have review points along the way to ensure the Plan remains relevant to Council and the community:

- 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 the 2026 Local Government Election



OTHER CONTENT

WHO	WHAT THEY DO
STATE GOVERNMENT Member for Flinders Department for Infrastructure and Transport Department for Environment and Water Landscapes South Australia Zone Emergency Management Committee South Australian Tourism Commission Native Vegetation Council Coast Protection Board Environment Protection Authority	The South Australian Government sets the overall direction for the state of South Australia. The legislative framework enacted by the State Government governs how the state (including Local Government) will be governed.
FEDERAL GOVERNMENT Regional Development Australia - Eyre Peninsula Member for Grey	Provide services and funding to strengthen regional communities
LOCAL GOVERNMENT Local Government Association of South Australia	The peak body representing local government at a state level. The Association advocates for and represents local government at the state and federal level.
LOCAL Community Groups	Council works with numerous groups to provide facilities and services to the district's community
REGIONAL Eyre Peninsula Local Government Association	A regional authority which represents Council's interests at a regional level.



CONTACT DETAILS

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