



Strategic Plan Review

Prepared for:
District Council of Tumby Bay

Date:
17.02.2024



DISTRICT COUNCIL OF TUMBY BAY
HOLMES DYER

Proprietary Information Statement

The information contained in this document produced by Holmes Dyer Pty Ltd is solely for the use of the Client identified on the coversheet for the purpose for which it has been prepared and Holmes Dyer Pty Ltd takes no responsibility to any third party who may rely upon this document.

All rights reserved. No section or element of this document may be removed from this document, reproduced electronically stored or transmitted in any form without the written permission of Holmes Dyer Pty Ltd.

Document Control			
Revision	Description	Author	Date
V1	Draft	NT/NH	25.01.2024
V2	Staff Review	NT/NH	06.02.2024
V3	Council Review	NT/NH	14.02.2024
V4	Staff Review	NT/NH	17.02.2024

Contents

1. INTRODUCTION	2
1.1. PURPOSE OF THE STRATEGIC PLAN REVIEW	2
1.2. THE STRATEGIC PLAN STUDY AREA	3
1.3. STRATEGIC PLAN REVIEW - OBLIGATION UNDER THE LOCAL GOVERNMENT ACT 1999	4
2. REVIEW OF EXISTING STRATEGIC PLAN	6
2.1. VISION	6
2.2. COUNCILS ROLE	6
2.3. VALUES	7
2.4. COMMUNITY VOICE	7
2.5. STRATEGIC THEMES	7
3. REGIONAL CONTEXT	9
3.1. EXISTING PLANS AND STRATEGIES	9
3.1.1. TUMBY BAY LONG-TERM FINANCIAL PLAN	9
3.1.2. TUMBY BAY URBAN DESIGN FRAMEWORK AND MASTER PLAN	9
3.1.3. EYRE PENINSULA STRATEGIC REGIONAL PLAN 2023-2026	10
3.1.4. RDA GROWING OUR REGIONAL WORKFORCE - REVIEW 2021	10
3.2. POPULATION AND DEMOGRAPHIC REVIEW	12
3.2.1. POPULATION SIZE	12
3.2.2. POPULATION PROJECTIONS	12
3.2.3. MIGRATION	12
3.2.4. HOUSEHOLD COMPOSITION	13

3.2.5. DWELLING STRUCTURE	13
3.2.6. HOUSEHOLD TENURE	13
3.2.7. HOUSEHOLD INCOME	13
3.2.8. CULTURAL DIVERSITY	13
3.2.9. EDUCATION	14
3.2.10. INDUSTRY OF EMPLOYMENT	14
3.2.11. OCCUPATION	14
3.2.12. POTENTIAL GROWTH IMPACTS	14
4. TECHNICAL INVESTIGATIONS.....	16
4.1.1. BUSHFIRE RISK	16
4.1.2. FLOOD RISK	16
4.1.3. NATURAL ASSETS	16
4.1.4. INDIGENOUS CULTURAL HERITAGE	16
4.1.5. EUROPEAN CULTURAL HERITAGE	16
5. REVIEW OF PLANNING AND DESIGN CODE.....	19
5.1. TUMBY BAY ZONING	19
5.2. PORT NEILL ZONING	20
5.3. LIPSON ZONING	21
5.4. UNGARRA ZONING	21
6. COMMUNITY SERVICES AND FACILITIES.....	23
6.1. SPORT FACILITIES & OPEN SPACE	23
6.2. EDUCATIONAL FACILITIES	23
6.3. HEALTH AND AGED CARE	23

6.4. PROGRESS ASSOCIATIONS	23	9.1.4. PROGRESS ASSOCIATION ROUND TABLE	38
7. PROPERTY ANALYSIS	25	9.1.5. BUSINESS GROUP ROUND TABLE	38
7.1. RESIDENTIAL MARKET	25	9.1.6. STUDENT VOICE WORKSHOP	38
7.2. EMPLOYMENT LANDS MARKET	26	9.1.7. WRITTEN ACTIVITY RESPONSES	38
7.3. AGRICULTURE AND FARMLANDS MARKET	26	9.1.8. ONLINE SURVEY	43
8. ENGAGEMENT STRATEGY	28	9.1.9. WRITTEN SUBMISSIONS	48
8.1. OBJECTIVES OF THE ENGAGEMENT STRATEGY	28	9.2. SUMMARY OF FINDINGS	48
8.2. KEY MESSAGING IN ENGAGEMENT	28	10. ACTION PLAN	51
8.3. COMMUNITY AND STAKEHOLDERS	28	10.1. HOW TO READ THE ACTION PLAN	51
8.4. ENGAGEMENT TECHNIQUES	31	10.1.1. THEMES	51
8.5. INFORMATIONAL MATERIAL	31	10.1.2. VALUES	51
8.6. SURVEY	31	10.1.3. RANKING	51
8.7. WORKSHOPS	31	10.2. STRATEGIC PLAN ACTIONS IN DETAIL	60
8.8. ROUND TABLE DISCUSSIONS	31	10.2.1. A HARMONIOUS BALANCE BETWEEN LIFESTYLE & GROWTH	60
8.9. DROP-IN SESSIONS	31	10.2.2. CONNECTED, VIBRANT & EMPOWERED COMMUNITIES	61
8.10. STAGING THE ENGAGEMENT	31	10.2.3. A STRONG & DIVERSE LOCAL ECONOMY	63
8.11. ASSUMPTIONS/LIMITATIONS	32	10.2.4. QUALITY SERVICES & INFRASTRUCTURE	64
8.12. EVALUATION APPROACH & CLOSING THE LOOP	32	10.3. MONITORING AND EVALUATION	64
9. COMMUNITY AND STAKEHOLDER ENGAGEMENT STAGE 1 ...	34		
9.1. ENGAGEMENT ACTIVITIES	35		
9.1.1. STAFF WORKSHOP	35		
9.1.2. COMMUNITY DROP-IN SESSIONS	37		
9.1.3. ELECTED MEMBER ROUND TABLE	38		

Figures

Figure 1. Current Strategic Plan	2
Figure 2. Strategic Plan Area	3
Figure 3. Eyre Peninsula Strategic Regional Plan 2023-2026.....	11
Figure 4. Population Projections (Eyre Peninsula and South West Region).....	12
Figure 5. Tumby Bay Zoning	20
Figure 6. Port Neill Zoning	20
Figure 7. Lipson Zoning.....	21
Figure 8. Ungarra Zoning	21
Figure 9. Council Staff Workshop Activity.....	36
Figure 10. Community Consultation Promotional Material	37
Figure 11. Tumby Bay in One Word Responses	39
Figure 12. Vision Board and voting dots.....	39
Figure 13. Drop-in Session Engagement Activities	42
Figure 14. Tumby Bay District Council Strategic Plan Survey.....	43
Figure 15. Question 3 - Which of the following describes your connection to the Council Area?	44
Figure 16. Question 5 - Which area do you live in?	45
Figure 17. What do you like most about the District?.....	45
Figure 18. Sample responses - describe the district using one word.....	46
Figure 19. Importance ratings.....	47
Figure 20. Council Service satisfaction Level.....	47

Tables

Table 1. Breakdown of Section 122 of the Local Government Act 1999.....	4
Table 2. Migration Patterns, 2021.....	12
Table 3. Top 5 Employment Sectors in Tumby Bay – 2021.....	14
Table 4. District Council of Tumby Bay Heritage Places.....	17
Table 5. Residential Dwelling Sales by Year (2013-2023).....	25
Table 6. Residential Sales by Sale Type (2013-2023).....	26
Table 7. Stakeholder Interest, Influence and Engagement	29
Table 8. Overview of engagement activities.....	34
Table 9. Summary of Findings Table.....	49
Table 10. Action Plan.....	53

1 – INTRODUCTION

1. Introduction

1.1. Purpose of the Strategic Plan Review

Section 122 of the *Local Government Act 1999* (the Act) requires all councils to prepare a suite of Strategic Management Plans that set out the long-term vision, planning and financial sustainability of their operations. The Act requires a council to review its strategic management plans regularly, and within two years after each general election of the council.

The Strategic Plan is the centrepiece of Council's strategic management documents, which include Council's:

- Annual Business Plan
- Annual Budget
- Long-Term Financial Plan
- Assess Management Plans

The current strategic plan, *District Council of Tumby Bay Strategic Plan 2020-2030*, focuses on developing a vision for the district, and sets out Council's guiding values and 4 Strategic Themes that detail the current climate and strategies for achieving success in various areas.

Whilst the Strategic Themes identify what is important to the community and Council, ultimately the Strategic Plan does not identify any specific time-bound, or clearly measurable actions and the process by which to implement them.

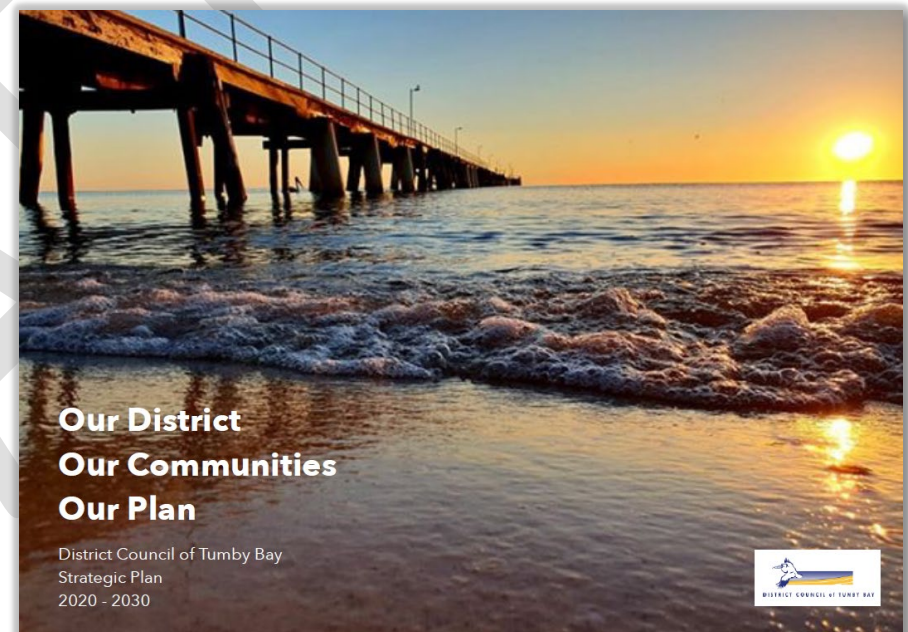
In recognition of the strategic plan as a core document that reflects the community's priorities and guides Council's future direction, the District Council of Tumby Bay has commissioned an independent review and update to its Strategic Plan.

The purpose of this Strategic Plan Review is to firstly evaluate the relevance of existing guiding values and strategic themes to the current community's aspirations, amending elements if necessary, and then generating a clear set of measurable actions in the form of an Action Plan.

The Action Plan takes into consideration Council's limited capacity to fund new projects due to the financial commitment required by several significant infrastructure projects in the district, such as the Tumby Bay Jetty and foreshore.

To support Council's ability to implement or facilitate the delivery of these actions, the Action Plan outlines the priority level, indicative timeframes, responsible entities, and opportunities to partner or attain funding for each action.

Figure 1. Current Strategic Plan



1.2. The Strategic Plan Study Area

The District Council of Tumby Bay is located on the eastern coast of the Eyre Peninsula. The district covers an area of 266,907 hectares, and as of the 2021 Census has a population of 2,817 persons.

This Strategic Plan relates to the entirety of the Tumby Bay District Council, with a particular focus on the main townships of Tumby Bay, Port Neill, Lipson and Ungarra.

- » Tumby Bay is the main service centre of an agricultural district, farming cereal crops, sheep, and beef, and is also a popular tourist destination due in part to its proximity to Port Lincoln.
- » Port Neill is a small coastal town 40kms north-east of Tumby Bay surrounded by agricultural land. Port Neill's beautiful coastline and quiet township makes it a popular holiday location.
- » Ungarra is a small agricultural town located 28kms north-west of Tumby Bay. The surrounding district is a high producing cereal cropping area, as well as sheep and cattle.
- » Lipson is a small historic farming town located 12km north-west of Tumby Bay. Cereal cropping and sheep farming are the main industries. Nearby mines once produced some of the finest talc in the world.

The Strategic Plan Area is exclusive of any other small townships, however, acknowledges the significance of these localities and other identified areas of employment, agriculture, industry, and tourism significance.

Figure 2. Strategic Plan Area



1.3. Strategic Plan Review - Obligation under the Local Government Act 1999

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

The Plan takes into consideration the community's priorities and external considerations, as detailed under Section 122 of the Local Government Act 1999.

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

Council will work with the following external organisations to achieve the Strategic Plan.

Table 1. Breakdown of Section 122 of the Local Government Act 1999

Who	What they do
State Government	
Member for Flinders	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.
Department for Infrastructure and Transport	
Department for Environment and Water	
Landscape South Australia – Eyre Peninsula	
Zone Emergency Management Committee	
South Australian Tourist Commission	
Native Vegetation Council	
Coast Protection Board	
Environment Protection Authority	

Federal Government

Regional Development Australia – Eyre Peninsula

Provides services and funding to strengthen regional communities

Member for Grey

Local Government

Local Government Association of South Australia (LGA)

The Local Government Association is 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

Local Government – Ceduna, Cleve, Elliston, Franklin Harbour, Kimba, Lower Eyre, Port Lincoln, Streaky Bay, Whyalla, Wudinna

Other Councils within the Eyre Peninsula region work together on projects where appropriate to strengthen local government within the region.

Eyre Peninsula Local Government Association (EPLGA)

EPLGA is a regional authority formed by the Eyre Peninsula Councils to represent their interests at a regional level.

2 – REVIEW OF EXISTING STRATEGIC PLAN

2. Review of Existing Strategic Plan

The *District Council of Tumby Bay Strategic Plan 2020-2030* (the Strategic Plan) is a high-level strategic document that outlines Council's and the community's vision for the district over a 10-year period.

The Strategic Plan has acted as a reference document for Council's suite of strategic management reports, guiding what projects are undertaken, the elected member's decision-making process and priorities in Council's long term financial plan. However, changes in council and community aspirations, depleting conditions of key infrastructure, emerging demographic trends and shifts in Council's financial capabilities has highlighted the need for a review and update of the Strategic Plan.

Critically, the existing Strategic Plan does not provide any specific, time-bound, or clearly measurable actions to be undertaken over the duration of the plan. Without a clear list of actions to work toward, the Strategic Plan is limited in how it can inform Council's long term financial plan, annual business plan or ongoing service provision.

The following chapter undertakes an evaluation of the vision statement, values, strategic themes and strategies to determine if they achieve their intended outcomes and identify any changes that may be warranted.

2.1. Vision

The vision statement developed in the 2020-2030 Strategic Plan reads as follows.

"We are a district of vibrant, engaged communities. Our residents, businesses and visitors enjoy a relaxed lifestyle that our seaside and rural location affords, a pristine natural environment and a regional centre that is not compromised in character or service."

The vision uses vague language that identifies the current state of Tumby Bay rather than the future character and long-term aims from which medium-term objectives and short-term targets can be derived.

As part of this review and update, Council's vision statement should be updated to ensure that it is relevant, dynamic, and responsive to the changing environment and needs that are identified through desktop analysis, community consultation

and strategic document review. The revised vision should clearly define the communities priority aspirations and Councils position towards maintaining district character and supporting growth.

2.2. Council's Role

The current Strategic Plan identifies five key roles for Council to fulfill on behalf of the community:

- Provide leadership on behalf of our community.
- Advocate for the retention and enhancement of essential service.
- Support sustainable growth in our population and local economy.
- Partner with stakeholder including State and Federal Government, Regional Development Australia (RDA), Progress Association and community groups, Eyre Peninsula Local Government Association and private sector.
- Provide for, and be responsive to, our community's needs and expectations for services and infrastructure.

The following has been developed to support these roles:

- Information Channel
 - » information about a service or activity run by other bodies is communicated by the Council through its existing channels, e.g., brochures in Council offices, libraries and other public spaces or links to another body's website.
- Advocate
 - » the Council may advocate on behalf of local businesses or the broader community 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 to an ongoing campaign.
- Facilitator
 - » A step further from advocacy where the Council may seek to bring parties together to work out a solution to an issue affecting its area.

- 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 for another 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 received 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.
- Regulator
 - » The Council has legislated roles in a range of areas, which it is required to fund from its own budget (other than fees for cost recovery, government grants etc).
- Service Provider
 - » The full cost of a service or activity is met by the Council (other than fees for cost recovery, government grants etc).
- No role
 - » The Council chooses not to have a role in relation to a particular service or activity.

These updated roles will be used in the revised Strategic Plan and reflected in the associated Action Plan (see Chapter 10).

2.3. Values

The current Strategic Plan identifies the following set of Council values:

- Balanced: We recognise the need to retain qualities that define our district, while providing opportunities for our community to grow, excel and thrive in an inclusive environment.

- Responsive: We are responsive and adaptable to new, emerging and changing needs
- Responsible: We are financially responsible and transparent in our decision making to ensure the sustainability of our Councils services
- Excellence: We continuously explore way to improve how we deliver services and infrastructure efficiently and sustainably.

These values will continue to be reflected in the revised Strategic Plan.

2.4. Community Voice

The current Strategic Plan was guided by the responses received following a district-wide survey that gathered information on community aspirations, values, and level of satisfaction with council services. The following areas were rated as extremely important by the majority of respondents:

- A safe and crime free community
- Quality road networks
- Maintaining and improving roads and footpaths
- Representing and advocating for the local community's interest and needs

2.5. Strategic Themes

Four strategic themes were identified in response to consultation with the community and Council investigations. The themes are broad statements that align to the Strategic Plan's values and vision and direct the focus of actions and strategies and articulate Council's message.

The Strategic Themes are:

- Theme 1: A harmonious balance between lifestyle and growth
- Theme 2: Connected, vibrant & empowered communities
- Theme 3: A strong & diverse local economy
- Theme 4: Quality services & infrastructure

These themes are still largely reflective of Council's and the community's aspirations and will therefore be carried over into the revised Strategic Plan.

3 – REGIONAL CONTEXT

3. Regional Context

This section provides information on the role and function of the Tumby Bay District Council area based on policy drivers, population characteristics and projected growth, current zoning, and land use analysis; and draws on existing and parallel investigations being undertaken to inform the Strategic Plan review.

3.1. Existing Plans and Strategies

To inform the review of the current Strategic Plan and assist with the preparation of a revised Strategic Plan and associated Action Plan, a review has been undertaken of the following documents:

- Tumby Bay Long Term Financial Plan 2020-2030 (under review)
- Building and Structures Infrastructure Asset Management Plan 2020-2030 (under review)
- Tumby Bay Urban Design Framework and Master Plan August 2015
- RDA Growing our Regional Workforce - Review 2021
- Eyre Peninsula Strategic Regional Plan 2023-2026
-

3.1.1. Tumby Bay Long-Term Financial Plan and Buildings and Structures Infrastructure Asset Management Plan

The *District Council of Tumby Bay Long-Term Financial Plan 2020-2030* measures the Council's capacity to achieve the themes and strategies set out in the Strategic Plan. The current Long-Term Financial Plan was adopted by Council in 2020 and last reviewed in 2022/2023. The Financial Plan is reviewed annually by Council to balance changes in costs and revenue. Council is currently in the process of reviewing the Long-Term Financial Plan, with the final version to reflect the findings of the revised Strategic Plan.

The *Building and Structures Infrastructure Asset Management Plan 2020-2030* identifies the quality, function and safety of Council owned and operated buildings and structures. As with the Long-Term Financial Plan, the Asset Management Plan is currently under review, with the final version to reflect the findings of the revised Strategic Plan.

3.1.2. Tumby Bay Urban Design Framework and Master Plan

The *Tumby Bay Urban Design Framework and Master Plan* is the most recent high-level reference document endorsed by council that addresses the vision and future growth of the township of Tumby Bay. Endorsed in August 2015, the Urban Design Framework and Master Plan determined what areas and precincts are important to the community and presents a suite of master plans (concept plans) that identify key precincts and priority works that would enhance the space.

There is a clear focus on visual amenity, open space, and recreation, with several high-level landscape plans identifying opportunities for street furniture, shade shelter, vegetation, fencing, seating and play equipment.

Several projects and actions identified in this Plan were successfully undertaken by Council. These include:

- Vegetation planting plan for key locations and restoring medians
- Intersection improvement and traffic study
- Foreshore upgrades
- Signage strategy
- Items from this Plan that were not fully addressed, placed on hold or halted by external factors, present a collection of opportunities and existing ideas that could inform the revised Strategic Plan. These items include:
 - Develop housing on the vacant allotment off Elfrieda Drive, while maintaining access to breakwater.
 - Investigate increased carparking and potential grandstand at Tumby Bay Oval
 - Create a pedestrian link from the jetty through the Senior Citizens/travellers rest to the oval.
 - Create cycle and pedestrian paths along length of foreshore.
 - Consider long term relocation of play space on foreshore to allow for pedestrian movement and vistas.
 - Underutilised park area at Berryman Street/Lakin Crescent is a potential housing development opportunity, while retaining some open space.

3.1.3. Eyre Peninsula Strategic Regional Plan 2023-2026

The *Eyre Peninsula Strategic Regional Plan 2023-2026* has been jointly prepared by Regional Development Australia Eyre Peninsula, Eyre Peninsula Local Government Association, and Eyre Peninsula Landscape Board. The Regional Plan presents a series of shared priorities for the Eyre Peninsula over the short to medium term that reflect the communities' vision for the region.

The Regional Plan has taken into account a number of existing strategic documents, including the current District Council of Tumby Bay Strategic Plan, and will be reviewed every 4 years to ensure it remains current.

The Regional Plan identifies the themes, goals and priorities for the region as follows:

Theme 1. Social Capacity

Goal- Workforce attraction, retention, training and support

Priorities:

- Housing and accommodation
- Healthcare services
- Aged, Disability and Child Care
- Education and Training
- Urban amenity and lifestyle

Theme 2. Infrastructure Capacity

Goal- Provision of economic enabling infrastructure

Priorities:

- Transport (Roads/Ports/Rail)
- Power supply
- Water Security
- Telecommunications connectivity

Theme 3. Economic Prosperity

Goal- Economic growth through improved business efficiencies and industry diversification

Priorities:

- Economic Diversification
- Business Growth
- Visitor Economy
- Collaboration and cooperation

Theme 4. Environmental Sustainability

Goal- Ecologically sustainable development and natural resource management

Priorities:

- Natural Resource Management
- Land Care
- Pest Management
- Biodiversity
- To aid in the monitoring of outcomes sought by the Plan, quantitative performance measures have been incorporated into the Plan.

3.1.4. RDA Growing our Regional Workforce - Review 2021

The RDA released this summary report to bring together in one place the issues that are inhibiting the attraction and retention of an available and skilled workforce in regional South Australia. The five key outcomes that were identified included:

- Increase housing supply
- Create Employment Readiness Pathway
- Regionally based workforce resources
- Increase business HR capacity & capability
- Reform Migration

Of these key outcomes, the increase in housing supply is an area that warrants consideration as part of the revised Strategic Plan. The RDA proposes that the

provision of additional housing will require the regions to undertake housing supply and demand audits, which should be a consideration of Tumby Bay District Council.

Broader opportunities to promote housing supply identified by the RDA include:

- Increased partnership with State Government development arm (Renewal SA) to identify potential projects, investment partners and delivery models for an increase in new housing stock.
- Review opportunities for funding to drive private and public partnerships whereby commercial rates of return are inhibiting growth.
- Advocate for changes to commercial and residential lending practices and requirements in regional locations.

Figure 3. Eyre Peninsula Strategic Regional Plan 2023-2026



3.2. Population and Demographic Review

3.2.1. Population Size

As of the 2021 Census, 2,817 people resided in the District Council of Tumby Bay, representing a population growth of 8% from the previous Census year or an annual growth of 1.5% over 5 years. This population increase represents 207 new residents in the LGA and was concentrated in the seniors (70 to 84 years) and empty nesters and retiree (60 to 69 years) service age brackets.

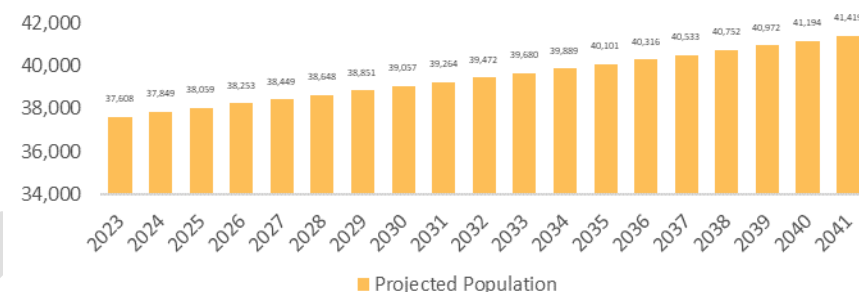
There is a clear appeal for older persons to move to or remain living in Tumby Bay District Council, with persons 55 year or older making up 47% of the total population. Despite this clear trend in older residents, there has also been slight growth in the 25 to 44 age group and 0 to 14 age group. This indicates that Tumby Bay is attracting young families, likely due to desired lifestyle and close community feel. The median age has decreased from 52 in 2016 to 50 in 2021, however remains significantly higher than the Southern Australian median age of 41.

3.2.2. Population Projections

Whilst population projections for the District Council of Tumby Bay are not available at an LGA level, the Eyre Peninsula and South West region is forecasted to undergo population growth, with an expected population change of 11.9% from 2023 – 2041.

It is anticipated that the Eyre Peninsula region's population will increase to 41,419 (+4,415 persons) by 2041, from a 2023 population of 37,004. The Tumby Bay District should be expected to absorb a small portion of this growth. However, previous growth trends have been small and population growth is highly dependent on factors other than migration, such as the availability of housing and land that is development ready, employment opportunities and adequate jobs, access to services and commutable distances to employment centres. As such, population projections are a linear progression that depict expectations at one point in time and the actual population growth may exceed these projections.

Figure 4. Population Projections (Eyre Peninsula and South West Region)



Source: Plan SA, 2023

3.2.3. Migration

Whilst LGA specific data is unavailable for the Tumby Bay region, migration data available for the RDA Eyre Peninsula Region indicates that a higher rate of people did not change address (60.4%), while 29.3% moved from elsewhere within Australia, and a 1.3% moved from overseas. A total of 10,289 people (62.5%) of those who moved within Australia, moved within the RDA Eyre Peninsula Region.

Table 2. Migration Patterns, 2021

State / Territory	In Migration	Out Migration	Net Migration
New South Wales	413	121	22
Victoria	143	198	-55
Queensland	245	363	-118
South Australia	2,804	4,357	-1,553
Western Australia	251	239	12
Tasmania	36	34	2
Northern Territory	225	104	121
ACT	5	31	-26
From Overseas	727	-	-

Source: Australian Bureau of Statistics 2021 Census of Population and Housing

Internal migration should be expected to accompany a number of prospective projects in the Council area, including port, resource, renewable energy and aquaculture projects. Given the small bases of population and housing in the Council area, one or more of these projects going forward would have a very significant impact on the transient population and to a smaller extent the permanent population that results from increased employment opportunities. This population increase will place additional demand on the community and infrastructure of the region.

3.2.4. Household Composition

Of the 1,181 occupied private dwellings in the district, the majority are characterised by family households (64.7%). Family households can comprise of couples without children, couples with children (32.3%) and single parent families. The proportion of family composition follows the general trend of an older retiree population and young families settling in the region. There are also a number of lone person households within the region, occupying 33.8% of all dwellings.



3.2.5. Dwelling Structure

Like many regional locations in South Australia, the dominant dwelling structure in Tumby Bay is separate houses, marking up a significant 88.2% of all dwellings. This proportion is considerably higher than that of the RDA Eyre Peninsula region. Dwellings have also consistently had an average of 3 bedrooms.

Despite a small number of medium density dwellings, including row houses, town houses and flats, there has been some growth between Census years, increasing from 83 dwellings in 2016 to 111 dwellings in 2021 or an average of 5.6 new medium density dwellings per annum. Demand for smaller dwellings such as medium density structures can be due to people entering later stages of their life

cycle and looking to downsize to more manageable homes. They also attract younger single and couple households.



3.2.6. Household Tenure

Owning a home outright is common in the Tumby Bay District Council, with 51.4% of dwellings in this category. This figure is drastically higher than South Australia and the RDA Eyre Peninsula Region. Conversely there is a lower number of dwellings rented, with the total number dropping 4% since 2016 to 226 or 19.1% of all dwellings.

3.2.7. Household Income

Analysis of household income levels in the Tumby Bay District Council in 2021 compared to in the RDA Eyre Peninsula Region shows that there was a lower proportion of high income households (those earning \$3,000 per week or more) and a higher proportion of low income households (those earning less than \$800 per week).

Overall, 9.3% of households in Tumby Bay are high income households and 34.3% were low income households, with the median weekly income sitting at \$1,139 in 2021.

3.2.8. Cultural Diversity

Most residents in Tumby Bay District Council were born in Australia (86.9%), with some having ancestral ties in England, Scotland, Germany and Ireland. England was the most common response of residents born overseas (2.5%) followed by New Zealand and the United States of America (>1%).

3.2.9. Education

Highest level of education attainment is relatively diverse in Tumby Bay, with 11.2% of the population indicating they completed Year 9 or below, 12.8% completed Year 12, and 10.9% completed a bachelor's degree level or above. Opportunities for post-school education is limited in the district with many school leavers choosing to continue tertiary education elsewhere or undertake practical placement or enter the workforce straight from school. This trend in higher education places pressure on some key industries including health, education, and aged care as portions of the skilled workforce required to fill these sectors will need to be attracted from outside the district.

3.2.10. Industry of Employment

A total of 1,240 people in the Tumby Bay LGA are in the labour force, with 97% having either part time or full time employment (including those currently on leave). Of those employed in the district, the most common responses for industry of employment included grain growing, cattle farming and education.

Table 3. Top 5 Employment Sectors in Tumby Bay – 2021

Industry	Number	Percentage
Other Grain Growing	132	28.4
Grain-Sheep or Grain-Beef Cattle Farming	92	11.7
Combined Primary and Secondary Education	70	5.8%
Hospitals	70	5.8%
Sheep Farming (Specialized)	57	4.7%

Source: Source: Australian Bureau of Statistics 2021 Census of Population and Housing

The top industries of employment are consistent with the region's dominate field, with high numbers of people working in agriculture, farming and related production sector.

The Tumby Bay Area School, Port Neill Primary School and Ungarra Primary School account for the high proportion of people employed in the education sector.

Tumby Bay Hospital provides a number of allied health services as well as emergency services, which employ a significant number of persons in the region.

3.2.11. Occupation

Occupation, which assess a job title and the main tasks undertaken, generally followed a similar trend as Industry of Employment and was characterised by managers (30.1%), followed by professionals (11.6%) and labourers (11.4%). Managers include various types of farmers and farm managers whereas labourers include farm workers such as croppers, livestock workers and food process workers.

3.2.12. Potential Growth Impacts

There are a number of projects within the Cape Hardy precinct that are currently under consideration, including:

- Northern Water - desalination plant
- Iron Road – storage and export facility for magnetite
- EPCBH – grain receival, storage and export facility
- AMP Energy – green hydrogen production facility
- Peats Soils – green waste recycling and fertiliser production facility
- Cape Hardy Deep Sea Port – multi-use port facility

Each project presents a range of opportunities and challenges for the district and will have both direct and indirect impacts on the community. Most notably, the projects will result in an influx of temporary and permanent residents in a district where services are already under pressure and housing availability is limited. The flow on effect on community facilities and services requires urgent consideration as part of the strategic planning for these projects.

The ramifications for the township of Port Neill are of particular relevance given its close proximity to Cape Hardy. Port Neill is currently a small, quiet town with a low population of permanent residents and a high percentage of holiday homes. This has the potential to change dramatically in the event one or more of these projects proceeds, placing pressure on housing, retail, commercial and employment uses in the town. It is critical that Council determines its position on population growth, where growth can occur and how it needs to be serviced so that it can inform State government and seek appropriate assistance.

4 – TECHNICAL INVESTIGATIONS

4. Technical Investigations

4.1.1. Bushfire Risk

The Fire Danger Season in the district generally commences mid-November and continues through to mid-April. Council provides a detailed outline of fire regulations during this period, including preparation methods and banned activities. The Tumby Bay and District Group is the Group Headquarters for the South Australian Country Fire Service that operates in the Council area. There are stations located in Tumby Bay, Lipson, Ungarra and Port Neill as well as several smaller townships.

The majority of the Tumby Bay and Port Neill townships are currently identified as being within a 'general' bushfire risk area in the Planning and Design Code (referred to as the Hazards (Bushfire – General Risk) Overlay). Some heavily vegetated areas to the north of the Tumby Bay township bounded by Lipson Road and the foreshore are identified as being within 'medium' risk area (Hazards (Bushfire – Medium Risk) Overlay), as is land to the north and south of the Port Neill township that comprises significant areas of native vegetation. Ungarra and Lipson are identified as being within the 'general' bushfire risk area.

The Planning and Design Code stipulates that the development of land within a general or medium bushfire risk area is required to have regard to the siting and design of buildings to mitigate the threat and impact of bushfires on people and property; and ensure that appropriate access by emergency service vehicles is provided.

The State government is currently undertaking a review of the application of the bushfire hazards overlays via a Code Amendment (State-wide Bushfire Hazards Overlay Code Amendment). Draft mapping released as part of the Code Amendment indicates that the bushfire risk for the District Council of Tumby Bay has been increased such that (for the most part), the areas previously shown as general risk will be changed to medium risk, and the areas previously shown as medium risk will be changed to high risk. Development in high-risk areas is subject to more strenuous requirements for the siting and design of buildings given the higher risk of bushfire and therefore threat to life and property.

4.1.2. Flood Risk

The entirety of the District Council area is covered by the Hazard (Flooding – Evidence Required) Overlay of the Planning and Design Code. The overlay requires the design and siting of development to adopt a precautionary approach to mitigate potential impacts on people, property, infrastructure and the environment from potential flood risk through the appropriate siting and design of development.

4.1.3. Natural Assets

The district boasts an impressive coastline, stretching for 89 kilometres along the Spencer Gulf.

The district is also home to a number of state significant areas of native vegetation, including a section of the Hincks Conservation Park, Moody Tanks Conservation Park, Lipson Island Conservation Park, and Tumby Bay Island Conservation Park.

4.1.4. Indigenous Cultural Heritage

The Eyre Peninsula is the traditional home to the Barngarla people.

The Barngarla primarily lived by the coast, visiting inland seasonally and for special purposes, and have a strong connection to the sea.

4.1.5. European Cultural Heritage

The town of Tumby Bay was first surveyed in 1900 and the first Council meeting of the District Council of Tumby Bay was held on the 21st of July 1906. The town saw significant growth in population and business activity from the completion of the railway line from Port Lincoln through Ungarra. The railway supported the production of grain and the process of harvesting and transporting. The period in which the agricultural industry first boomed in the district has significantly influenced the style of the built heritage and is reflected in the local heritage places within the town. These listings such as the Tumby Bay Jetty are a significant part of the community's identity, therefore the conservation and protection of these assets is of utmost importance.

The district has 20 local heritage listings and one state heritage listing, Moody Tanks which is an example of the use of geomorphological features to supply water in an area where water can be scarce.

Table 4. District Council of Tumby Bay Heritage Places

SA Heritage Places			
Name	Address	Heritage Class	Heritage Number
Uniting Church	9 Bice Street, Port Neill	Heritage Class 1: Local	16570
Port Neill Hotel	7-9 Peake Terrace, Port Neill	Heritage Class 1: Local	16567
Lady Kinnard Anchor	Peake Terrace, Port Neill (Port Neill Foreshore)	Heritage Class 1: Local	16568
Port Neill Jetty	Peake Terrace, Port Neill (Port Neill Foreshore)	Heritage Class 1: Local	16569
Moody Tanks	Ungarra-Yeelanna Road, Ungarra	Heritage Class 2: State	16564
Old Anglican Church	28 Main Street, Lipson	Heritage Class 1: Local	16557
Old Hall	28 Main Street, Lipson	Heritage Class 1: Local	16558
New Hall	20 Main Street, Lipson	Heritage Class 1: Local	16559
Dwelling	16 Sixth Street, Lipson	Heritage Class 1: Local	16560
Uniting Church	50 Church Road, Lipson	Heritage Class 1: Local	16561
War Memorial	Tumby Bay Foreshore, Tumby Bay	Heritage Class 1: Local	16542
Excell Museum	Lot 127 Barraud Street, Tumby Bay	Heritage Class 1: Local	16547
New Jetty	Tumby Bay Foreshore, Tumby Bay	Heritage Class 1: Local	16545
St Leo's Catholic Church	18 Church Street, Tumby Bay	Heritage Class 1: Local	16551

Name	Address	Heritage Class	Heritage Number
Commercial Premises	7-9 Lipson Road, Tumby Bay	Heritage Class 1: Local	16540
Supper Room	7 Mortlock Street, Tumby Bay	Heritage Class 1: Local	16550
Tumby Bay Hotel	1 North Terrace, Tumby Bay	Heritage Class 2: State	16580
Uniting Church	Lot 139 Spencer Street, Tumby Bay	Heritage Class 1: Local	16548
Dwelling	Lot 22 Spencer Street, Tumby Bay	Heritage Class 1: Local	16549
Church of Christ	Lot 130 Tumby Terrace, Tumby Bay	Heritage Class 1: Local	16546
Commercial Premises	2 Lipson Road, Tumby Bay	Heritage Class 1: Local	16539

5 – REVIEW OF PLANNING AND DESIGN CODE

5. Review of Planning and Design Code

Under the Planning and Design Code, land within the District Council of Tumby Bay is located in the following zones, as further identified in each township zoning plans.

- Neighbourhood (N) – light pink
- Employment (Bulk Handling) (E(BH)) – dark purple
- Strategic Employment (SE) – light purple
- Caravan and Tourist Park (CTP) – dark red
- Rural (R) – brown
- Rural Living (RuL) – yellow
- Township Activity Centre (TAC) – light blue
- Conservation (Con) – light green
- Open Space (OS) – lime green
- Recreation (Rec) – sage green
- Deferred Urban (DU) – light brown
- Rural Shack Settlement (RuShS) – magenta

5.1. Tumby Bay Township Zoning

The Neighbourhood Zone provides a suitable level of flexibility for Council to support existing or future small-scale non-residential land uses that are required to support an active, convenient and walkable country town community, without the tight restrictions that are found in more traditional residential zoning. The zone offers a mix of minimum allotment sizes to suit different household needs, ranging from 250 square metres to 450 square metres.

The Neighbourhood Zone also allows for complementary forms of non-residential development including community facilities, consulting rooms, education, office, schools, recreation facilities and shops, where the amenity and impacts do not negatively impact the predominantly residential neighbourhood. The zone includes limitations on floor areas for shops and offices, which will push larger retail and commercial facilities toward the Strategic Employment and Township Activity Centre zones. This will serve to reinforce the main street's core role in Tumby Bay

by creating the necessary cluster of activities for a thriving, walkable community heart.

The Strategic Employment Zone off Bratten Road is a general industry zone used across the state to support major employment facilities where interfaces with existing residential properties need to be managed in terms of noise and other emissions. The proximity of established housing to the southern zone boundary would require either lower-impact non-residential uses to be located at the interface or the implementation of mitigation measures to reduce impacts on more sensitive land uses. Such mitigation measures are described in the zone and the 'Interface between Land Uses' module of the General Development Policies. The area to the south of the airfield is very low-lying, subject to flooding and partly covered by intact native vegetation and is therefore unsuitable for development. It is understood that Council wishes to explore the opportunity for land at the airfield to be used for industrial/commercial purposes.

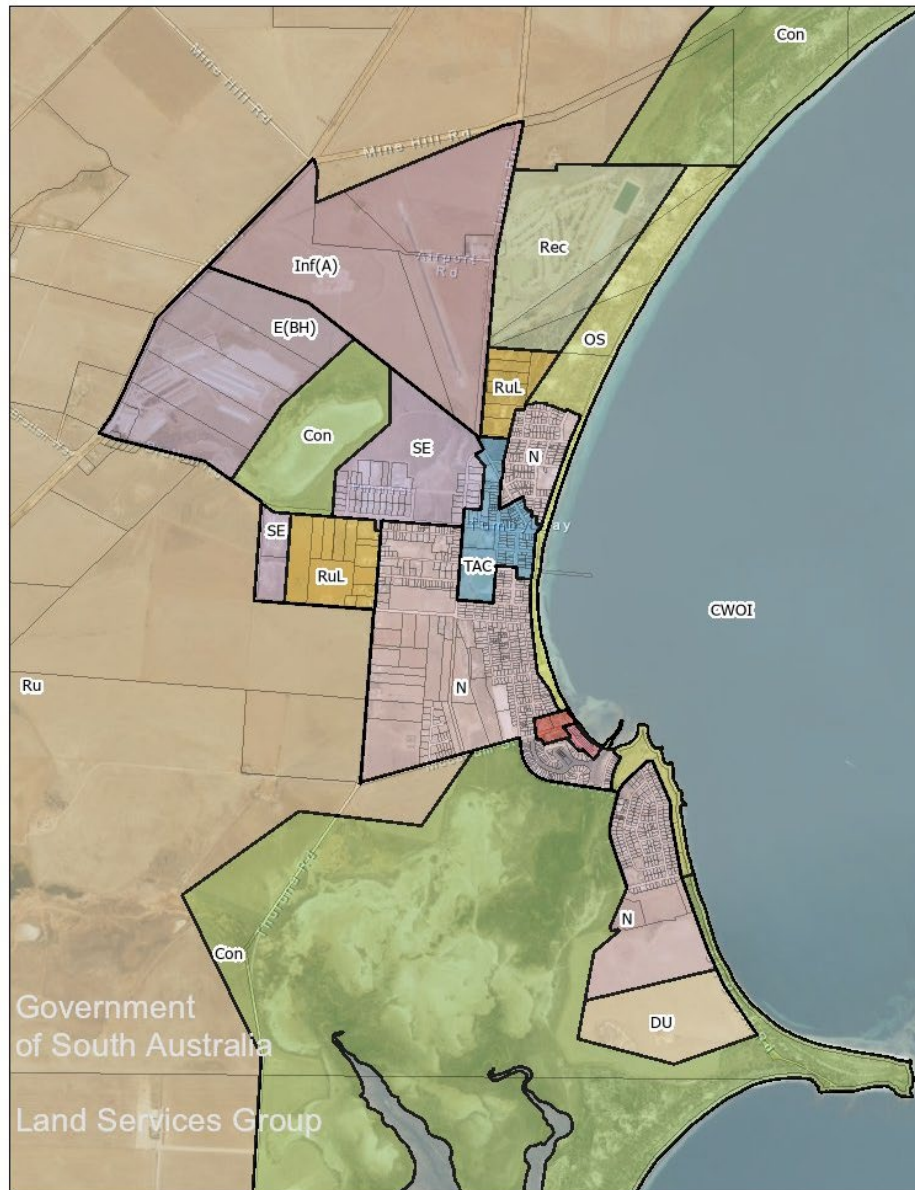
The Infrastructure (Airfield) Zone currently covers the Tumby Bay Airport, attracting limited aviation usage that is largely confined to aeromedical flights, occasional charter, private and recreational flights and seasonal agricultural activities. Underuse is expected to continue given that the Port Lincoln airport is only 25 minutes' drive from Tumby Bay. Use of surplus land at the airport for industrial and commercial development is a logical extension to the airfield. The land is owned by Council and could be made available in the short term, which is crucial given the lack of available land in Tumby Bay currently for industrial and commercial development.

A high-level concept plan has been prepared for the 71 hectares of underutilised land within the Infrastructure (Airfield) Zone, which shows the area that could be made available for future employment uses.

The current caravan park is appropriately located within the Caravan and Tourist Park Zone. Opportunities for tourism activities could be considered in the existing Deferred Urban zoned land fronting Ski Beach Road due to its beachfront access and conservation reserve adjacency.

Zoning for orderly development is an important planning control that is enforced across the State. Where economic growth and development is sought, retaining zoning that supports a range of different land-uses and impacts and interfaces can be managed, places Council in the best position to capture and support any economic development opportunities. Zones that offer flexibility are preferable for attracting and supporting investment in Tumby Bay.

Figure 5. Tumby Bay Zoning

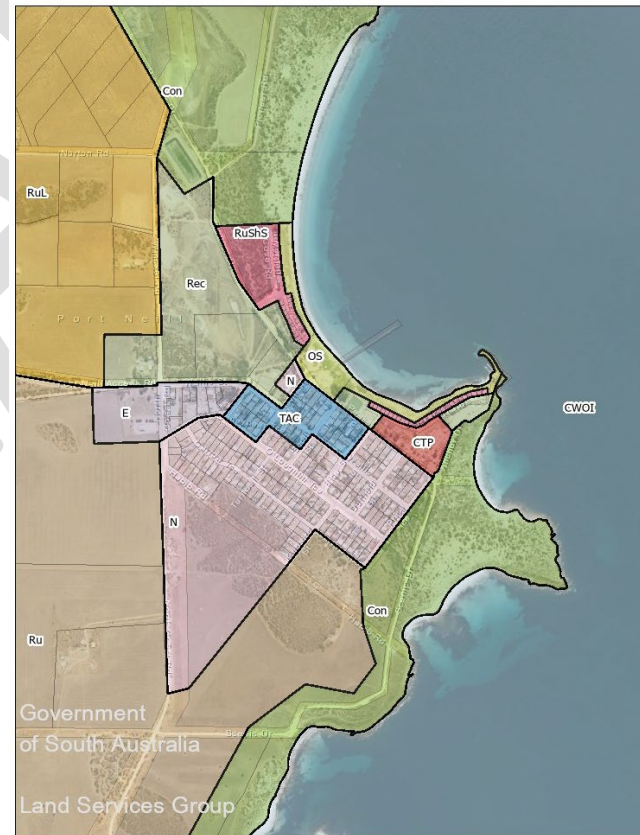


5.2. Port Neill Zoning

As with Tumby Bay, the primary residential areas of Port Neill are covered by the Neighbourhood Zone. However, the minimum allotment size is considerably larger at 700 square metres, speaking to the desire to maintain the open, low-density character of the town.

Similarly, Port Neill comprises significantly more land intended for rural living, which is consistent with the more rural character of the town, and a larger Rural Shack Settlement Zone, reflective of Port Neill's popularity as a coastal holiday town.

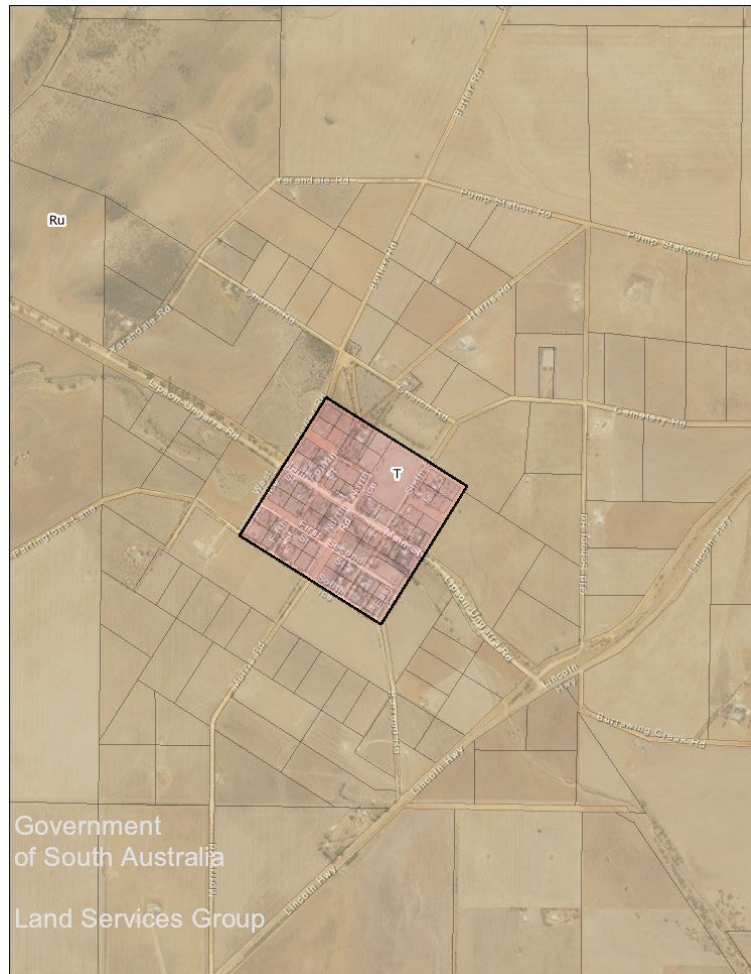
Figure 6. Port Neill Zoning



5.3. Lipson Zoning

The township of Lipson consists of only two zones, being the Township Zone and Rural Zone. A minimum allotment size for a dwelling is 1200m² as the township is not connected to mains sewer or a community wastewater management system.

Figure 7. Lipson Zoning

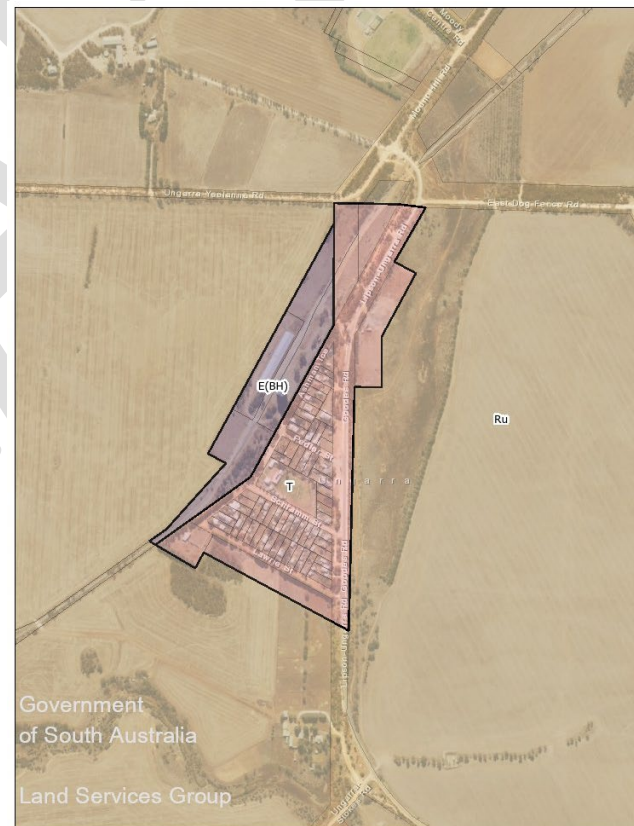


5.4. Ungarra Zoning

The township of Ungarra is covered by the Township Zone, Employment (Bulk Handling) Zone, and the Rural Zone. As with Lipson, the minimum allotment size for a dwelling is 1200m² as the township is not connected to mains sewer or a community wastewater management system.

The Employment (Bulk Handling) Zone allows for land to be developed with facilities required for the handling and storage of bulk commodities, such as grain. In Ungarra, this zone currently comprises silos and disused bulk handling buildings.

Figure 8. Ungarra Zoning



6 – COMMUNITY SERVICES AND FACILITIES

6. Community Services and Facilities

6.1. Sport Facilities & Open Space

Tumby Bay District Council is well serviced with open space, with a range of both active recreation and passive parks and reserves that contain a range of infrastructure. These passive and active recreation spaces are managed with a level of maintenance that demonstrates that both Council and the community have invested funding and volunteer resourcing into these spaces over recent years. The Strategic Plan seeks to continue to reinforce the ongoing need to invest in a variety of passive and active open space offerings across the town to support township amenity and lifestyle offerings for residents, workers, and tourists.

In rural and semi-rural towns, open space is closely linked to sport and recreation facilities and school ovals, which often have a significant influence in country life. These types of multi-purpose public realm environments cater for a wide variety of uses that bring the community together in clusters of activity which allows multiple family members to participate in a range of activities within a single location i.e., organised sport training and informal playground access co-located within a single space.

The size and distribution of open space areas managed by Council needs to be balanced with the asset and maintenance service levels of each of the reserves.

Consolidating the focus on larger district reserve areas within the town will maximise the quality of the outcome able to be delivered and the benefit to the community, which is preferable to spreading the focus across too large an area, creating multiple undeveloped or underdeveloped reserves that incur ongoing maintenance costs and responsibilities.

6.2. Educational Facilities

The District Council is serviced by a number of state government educational facilities:

- Tumby Bay Kindergarten
- Tumby Bay Rural Care (integrated with the kindergarten)
- Tumby Bay Area School (R-12)

- Port Neill Primary School (R-7)
- Ungarra Primary School (R-7)

6.3. Health and Aged Care

The district is serviced by the Tumby Bay Hospital and Lower Eyre Health Service, which is run by the Eyre and Far North Local Health Network. The hospital provides 16 inpatient beds and a range of services, including 24 accident and emergency department, general medicine and basic x-ray.

The site also provides the base for a range of community health and allied health services, including:

- | | |
|--------------------------|-------------------------------------|
| • Dietician | • Community midwife |
| • Occupational therapist | • Community nurse |
| • Physiotherapist | • Youth health |
| • Podiatrist / nail care | • Community fitness |
| • Speech pathologist | • Diabetes education |
| • Meals on Wheels | • Health promotion |
| • Social worker | • Early child and youth development |

Uringa Hostel at Tumby Bay is a 10-bed service providing residential aged care and respite care. Tumby Bay Homes provides 30 independent living units for people aged over 55.

6.4. Progress Associations

The community is supported by a number of Progress Associations:

- Tumby Bay Progress Association
- Port Neill Progress Association
- Ungarra Progress Association / Hall Committee
- Lipson Hall & Progress Association

7 – PROPERTY ANALYSIS

7. Property Analysis

7.1. Residential Market

Over the previous 10 years there has been a total of 453 residential dwelling sales, or an average of 45.5 sales per annum. Sales have generally increased each year, reaching a peak in 2021, which followed the nationwide trend during the height of the COVID-19 pandemic of people moving from urban areas and cities to coastal and regional towns. Accompanying the number of sales has been the slow and less obvious growth in median sale values. The median sales data is however, skewed by sales on the esplanade, in the marina and large rural acreages as well as sales in smaller less serviced townships.

The increase in house prices in recent years will assist in improving the viability gap for new land and housing products in the district. Not surprisingly, larger residential land holdings have commanded significantly higher land prices, suggesting lots of 1,000-2,000m² in area could expect strongest market support.

Feedback provided by local real estate agents validated the data output from the CoreLogic sales breakdown shown below. The responses highlighted a current shortage in rental properties, and a significant increase in sale prices since the beginning of the pandemic (2020) due to particularly low stock driving prices up. Larger numbers of people look for allotments 1000m² or larger, with the addition of high clearance sheds for boats and caravans a big selling feature.

Table 5. Residential Dwelling Sales by Year (2013-2023)

Residential Dwelling Sales by Year (2013-2023)			
Year	Count	Land Size (m ²)	Sale Price
2013	24	823	\$280,000
2014	24	837	\$261,250
2015	37	861	\$320,000
2016	27	925	\$240,000
2017	38	920	\$241,250
2018	33	963	\$230,000
2019	42	868	\$217,500
2020	51	871	\$244,000
2021	67	964	\$260,000
2022	62	919	\$330,000
2023	48	872	\$390,000

Source: CoreLogic, 2024, Calculations by Holmes Dyer 2024

The rate of housing market turnover has trended lower in the district than other regional centres on the Lower Eyre Peninsula, at a rate of 4.2% p.a. or an average turnover of each dwelling every 24 years. Turnover rate is an important indicator of housing market conditions. A low turnover rate can influence employment opportunities by limiting accommodation for new workers and fluctuate from the market average of the cost of housing. The low turnover rate in the district is likely due to scarce housing stock and historically low net internal migration numbers. This restricts opportunities for home ownership and population growth in the township. The housing supply shortfall may be further impacted by a lack of coordination between infrastructure planning and housing supply and skills or labour shortages in the housing construction industry due to the geographical location and the historically low levels of housing activity making new land and housing development unviable. Larger allotments sizes, generally greater than 1,000m², are popular in rural communities as they accommodate outdoor space, lifestyle or hobby farms, garage space for vehicles, boats, or work-related

equipment. Larger properties are commonly located on the fringe of the township and areas zoned for rural living and rural land uses. In the Tumby Bay District, there are few areas covered by the Rural Living Zones, with a number of smaller allotment 600-800m² making up the dominate allotment size in the neighbourhood and township zones.

Table 6. Residential Sales by Sale Type (2013-2023)

Residential Sales by Sale Type (2013-2023)				
Sale Type	Count	Median Bathrooms	Land Size (m ²)	Sale Price
Unit	54	2	252	\$222,500
House	399	3	947	\$285,000
Residential Land	684	-	900	\$206,250

Source: CoreLogic, 2024, Calculations by Holmes Dyer 2024

There is a clear interrelationship between availability and affordability of appropriate housing, the well-being of communities and individuals, and economic development in rural areas. If the economic base of the district changes and diversifies from traditional agricultural practices to larger scale industry or consultation and operation related to major projects in the region, there will be a need for new and affordable housing to support this by catering for and attracting a diversity of in-migration residents, who may at first be largely transient. This may result in an increased demand in smaller allotments and dwelling sizes, such as units or medium density style homes.

At the present time there are several prospective projects which could result in significant additional demand in the Council area, including port, resource, renewable energy and aquaculture projects. A number of these project are identified near the Port Neill township. Considering the current residential land supply in Port Neill (approximately 16 hectares of undeveloped land) there is limited development ready land, with land currently zoned for future development significantly constrained by native vegetation and topography. Council is of the position that additional residential land should be identified in Port Neill as part of their strategic planning and State Government's strategic management process.

7.2. Employment Lands Market

There have been few commercial property transactions in the Council area over the last 10 years, with an annual sale of 2.7 properties. This small sale group can primarily be linked to the lack of commercial and employment land supply within the townships.

There is currently just under 400 hectares of land zoned employment uses within the Council area, of which almost 200 hectares is designated airport land, and 120 hectares is under ownership and use of Viterra. Another approximately 37 hectares is covered by dense vegetation and has previously been reported as subject to inundation. The majority of employment land is focused within the Tumby Bay township with a little more than 12 hectares spread between Ungarra and Port Neill. A significant portion of employment land is either occupied or not suitable for the intended use. As such, Council has identified an opportunity to investigate surplus land at the Tumby Bay airfield for industrial and commercial purposes.

7.3. Agriculture and Farmlands Market

Farmland prices are a function of many variables including, but not limited to, rainfall, location, agricultural industry, productivity, land quality, sentiment, interest rates, commodity prices and the performance of the wider economy. To isolate the reason for a particular movement in the median price for a region is complex. Therefore, we have taken an investigative focus on regional trends.

With the value of farmland linked to its productive capacity, it is no surprise that farmland values have been increasing over the same time period where significant gains have been made in yields. New cropping techniques and machinery have led to increased yields in the cropping districts, particularly the Mid North, Yorke Peninsula and Lower Eyre Peninsula.

Demand for arable cropping land in South Australia has remained over the last three years (2021-2023), however transaction volumes have significantly decreased since the first quarter of 2022. Demand for grazing properties has dropped following the fall of the price of sheep and cattle.

South Australia's farmland value fell marginally across the first half of 2023 but remained higher year-on-year with lower supply offering support.

8 – ENGAGEMENT STRATEGY

8. Engagement Strategy

A review of the District Council of Tumby Bay Strategic Plan 2020-2030 was identified as a key priority for 2023. An Engagement Strategy was prepared having regard to Council's Policy 2.03 Community Consultation. The first stage of engagement ran for 4 weeks between 2 October 2023 and 31 October 2023, during which time a series of staff, community, and stakeholder consultation sessions in the form of workshops, round tables and drop-in sessions were held, together with an online survey. Feedback received during the engagement period has been used to develop a new Strategic Plan (the Plan), which will be used to inform Council's strategic management documents, including the Long-Term Financial Plan.

The following section provides a summary of the key communication objectives of the Strategy, the identified activities that were undertaken as part of the engagement, and the stakeholders who were involved.

8.1. Objectives of the Engagement Strategy

The objectives of the Communication and Engagement Plan centre around the provision of clear direction and strategy for the successful facilitation of engagement activities and conversations as part of the Tumby Bay Strategic Plan. The objectives identified below were developed with consideration for the IAP2 Engagement Design Principles (IAP2).

Communication Objective 1: Accessibility of information and inclusivity in engagement methods.

Communication Objective 2: Engagement generates a sense of ownership in the project and transparency in the decision-making process.

Communication Objective 3: Build a reputation and identity through consistent, accurate and timely messaging.

8.2. Key Messaging in Engagement

The following wording was used to introduce the intent and status of the Strategic Plan with the Tumby Bay community and was replicated across all documentation to ensure continuity of messaging across the project.

"The District Council of Tumby Bay is revising its Strategic Plan to help align the future growth and development of its townships, including Tumby Bay, Port Neill, Ungarra, and Lipson, with the current needs of the community. As an agricultural district with both seaside and rural living, a strong tourism industry and expansive natural environment and resources, Tumby Bay is an attractive destination for long-term investment. To best manage and deliver growth, Council needs to identify what services, infrastructure and land supplies will be necessary, and respond to existing challenges and opportunities within the community."

The Strategic Plan will first define the new or evolving aspirations of the community, and then set out a long-term strategic framework to consider the future built form, infrastructure investment, residential land requirements, community service needs and economic opportunities.

The Strategic Plan will include high level concept plans that identify key actions and locations for future land use, or development. The key actions will be supported by detail investigations and an Action Plan which assigns priority levels, high level costings, funding opportunities, timing, and responsible entity.

The Strategic Plan will be used to inform any future Code Amendments, the Long-Term Financial Plan and other work by Council. The Strategic Plan will guide future development and investment in Tumby Bay in a coherent manner that achieves the best outcomes for the community."

8.3. Community and Stakeholders

Community engagement is considered invaluable in the way it enhances Council's capacity to partner with the community, to make well-informed, accepted, and sustainable decisions. Communication with the community and stakeholders should make clear that, engagement does not substitute the final decision-making power of Councillors or the identified Council staff and that the results of community engagement activities are to be balanced against the evidence provided by professional staff to provide a well-rounded and highly informed outcome. The following table outlines identified stakeholders, their level of interest, level of influence, the purpose of engaging them in this consultation stage and the engagement technique that was employed.

Table 7. Stakeholder Interest, Influence and Engagement

Stakeholder Group	Individual Stakeholder	Level of interest in the project	Level of influence/power in the project	Engagement Purpose	Level of engagement and proposed technique
Owner	District Council of Tumby Bay (Elected Members)	High	High	Elected Members are the owner/driver/decision maker for the Tumby Bay Strategic Plan Review and as such will play a core role in the process and outcomes of this project.	Empower – Elected Members at all stages of the project development. Ultimate project decision maker. – Site visit with EM body – Workshops with EM body – Invitation to attend drop-in sessions. – Ongoing communication with EM body
Owner	District Council of Tumby Bay (Staff)	High	High	Council is the owner/driver/decision maker for the Tumby Bay Strategic Plan Review and as such will play a core role in the process and outcomes of this project.	Empower – Staff at all stages of the project development. Ultimate project decision maker. – Site Visit with key Council Staff – Workshops with Council staff – Ongoing communication with key staff
Local Community	Owners and occupiers of residential (incl. farming) land within the district	Medium	Medium	To be made aware of the Tumby Bay Strategic Plan Review and encouraged to participate through a range of different techniques to attract as much interest and support as possible.	Consult – the landowners-occupiers of residential land in Tumby Bay LGA and invite participation and sharing of ideas through a survey, written feedback, and community drop-in sessions.
Local Community	Owners and occupiers of non-residential (and farming) land within the district	Medium	Medium	To be made aware of the Tumby Bay Strategic Plan Review and encouraged to participate through a range of different techniques to attract as much interest and support as possible.	Consult – the landowners/occupier/-business operators of the retail, industrial, commercial, agricultural land and/ or business operations within the Tumby Bay LGA and invite participation and sharing of ideas through a survey, written feedback, and community drop-in sessions.

Stakeholder Group	Individual Stakeholder	Level of interest in the project	Level of influence/power in the project	Engagement Purpose	Level of engagement and proposed technique
Community Groups	All community groups and associations as identified by Tumby Bay Council as relevant to the development of this Plan	Medium	Medium	To be made aware of the Tumby Bay Strategic Plan review and encouraged to participate through a range of different techniques to attract interest and support and gain local knowledge.	Consult – interested community groups are invited to participate and share ideas through a survey, written feedback, and community drop-in sessions. Meetings or workshops may be set up with community groups dependent on response level and demand.
Nominated Community Representatives	Community representatives identified by Council who may provide specialized knowledge to the project	Medium	Medium	To be made aware of the Tumby Bay Strategic Plan review and encouraged to participate through a range of different techniques to attract interest and support and gain specialized knowledge.	Consult – Community Representatives are invited to participate and share ideas through a survey, written feedback, and community drop-in sessions. A pre-drop-in session time frame will be allocated to allow for small group conversation and one on one feedback. A workshop could be set up with group if required.
Agencies/Authorities General	DIT, DPIR, DHW SATC & DEW	Low	Low	To be made aware of the project and provided an opportunity to comment on the draft Strategic Plan.	Inform – notify in writing via dual signed letter (Council CEO and Holmes Dyer) or via email of the proposal and invited to comment during the consultation period.
Agencies/Authorities Regional	Eyre Peninsula Local Government Association & Regional Development Australia (Eyre Peninsula INC.)	Medium	Medium	To be made aware of the project and provided an opportunity to comment on the draft Strategic Plan, about the Eyre and Western Regional Plan (Draft).	Consult – notified in writing via dual signed letter (Council CEO and Holmes Dyer) or via email of the proposal and invited to provide information during the formal consultation period and feedback on the draft Plan to order to align new actions to those outlined in the Strategic Regional Plan 2023-2026.

8.4. Engagement Techniques

The project's engagement techniques align with Council's 'Policy 2.03 Community Consultation' and the IAP2 Engagement Design Principles (IAP2). The following outlines the engagement techniques that were used.

8.5. Informational Material

A collection of engagement material and advertisements were prepared to provide the community with basic information on the purpose of the Strategic Plan and details of the engagement activities. This material included the key messaging outlined earlier in this document. The informational material that was produced and distributed via the following channels:

- Council website
- Social Media posts (Facebook, Instagram)
- Fact sheet distribution
- Signage and QR Code posters providing a direct link to the online survey.
- Council's newsletter

8.6. Survey

A survey, both hard copy and on-line, was distributed through key community facilities, Council offices and online to capture feedback and ideas from those unable to attend a drop-in session in person or for people wishing to provide further detail. A QR code to the survey was included in informational and advertisement material as an additional means of generating responses.

8.7. Workshops

Holmes Dyer prepared and facilitated a structured workshop session for all Council staff members. The workshop outlined key areas of interest and was interactive, involving a range of discussion topics for the group and consultant team to better understand the current and future needs Tumby Bay region and to identify perceived or actual opportunities and constraints.

Separate workshops were also run with the Elected Member body, representatives of the Progress Associations, business owners, and Student Voice representatives from the Tumby Bay Area School.

8.8. Round Table Discussions

Informal round table discussions were held with select groups, including the Elected Member body, representatives of the Progress Associations, and a business group. These sessions provided an opportunity for each participant to talk about what they would like to see in the region and the specific town where they reside. Participants were then provided the opportunity to add commentary to maps for each of the 4 main townships, detailing location-specific strengths, weaknesses, opportunities and/or threats they consider important to consider as part of the review of the Strategic Plan.

8.9. Drop-in Sessions

Holmes Dyer prepared and facilitated one (1) x 3-hour and two (2) x 2-hour community drop-in sessions that were attended by members of the public. Two of the drop-in sessions were held in Tumby Bay in the Council meeting room and one was held at the Sustainable Mini Market held at Port Neill Primary School.

The drop-in sessions provided an opportunity for members of the community to ask questions about the Strategic Plan, provide their thoughts and identify needs for consideration in the next steps of the project. The drop-in sessions were interactive, involving a range of engagement methods to elicit ideas from the community. These methods were targeted toward a broad group of stakeholders and included opportunities for people to verbally share ideas, provide written notes and highlight ideas through visual aids.

8.10. Staging the Engagement

The following considerations were considered in the preparation of the Engagement Strategy, relating to the availability of community members, key stakeholders, preferred locations, and other external factors that may have influenced the success of the above-mentioned engagement activities.

- Council Staff Workshop – inside and outside staff attended the workshop to ensure specialised knowledge could be shared and a range of opinions were heard.
- Progress Associations – Council nominated any community members or groups they wished to be separately notified about the Strategic Plan consultation by formal letter, encouraging them to share the engagement with their local networks and attend a pre-drop-in session to provide their feedback.
- Drop-in Session Venues – Venues were recognisable community locations with clear access and high foot traffic.
- Weekday and Weekend – Two community drop-in sessions were held during the week (Thursday 3:00-6:00pm, Friday 4:00pm-6:00pm) and one over the weekend (Saturday 10am-12pm) to ensure a variety of times were offered.
- Events and Consultation Dates – Drop-in sessions were aligned with pre-existing events to capture people during their daily activities.

Considering the above, the recommended and accepted engagement period for the Tumby Bay Strategic Plan was four (4) weeks, commencing on 2 October 2023 and concluding on 31 October 2023.

Key dates of the consultation period were as follows:

- | | |
|---|-------------------|
| • Bus Tour with Staff and Elected Members | 14 August 2023 |
| • Engagement Strategy endorsed by Council | 12 September 2023 |
| • Consultation material approved by Council | 26 September 2023 |
| • 4-week public consultation period starts | 2 October 2023 |
| • Executive Group Session | 19 October 2023 |
| • Progress Association Workshop | 19 October 2023 |
| • Council Staff Workshop | 19 October 2023 |
| • Elected Member Workshop | 19 October 2023 |
| • Community Drop-in Session 1 (Tumby Bay) | 19 October 2023 |
| • School Group Workshop | 20 October 2023 |
| • Business Association Workshop | 20 October 2023 |
| • Community Drop-in Session 2 (Port Neill) | 20 October 2023 |

- | | |
|---|-----------------|
| • Community Drop-In Session 2 (Tumby Bay) | 21 October 2023 |
| • 4-week public consultation period ends | 31 October 2023 |

8.11. Assumptions/Limitations

There are many barriers to conducting effective community engagement, including digital capabilities of the community and council, time and location limitations, clarity of communication and other external influences. Holmes Dyer attempted to mitigate some of the known barriers and provided the following assumptions.

- All aspects of the engagement period, including informational material and in person sessions will reiterate the key aim of this engagement period:
 - » Engagement with the community and stakeholders is the first step in sharing ideas, opinions, and feedback.
 - » The first phase of engagement is not about decision making, rather exploring community ideas.
 - » There is a rigorous process that the Strategic Plan will follow into the next phases to ensure the community is appropriately consulted and that the feedback received critically influences any future decision making.
- Co-attendance by Tumby Bay Council staff at the community drop-in sessions to support Holmes Dyer staff was encouraged to provide a clear link back to the Council.
- All opportunities to provide feedback and share ideas are adaptable to written, verbal, in-person, or digital methods.

8.12. Evaluation Approach & Closing the Loop

An engagement outcome summary of all meetings, responses, and outcomes of the four-week engagement period was prepared by Holmes Dyer and presented to Council to inform decision making and serve as a record of issues raised on the project. Holmes Dyer will retain a record of all participants who lodged formal submissions, attended a community drop-in session, or made telephone or email enquiries during the engagement period. Participants who indicated they wished to be kept informed of the Plan's outcomes will be invited to participate in the second round of consultation (stage 2) and advised when the final report is released.

9 – COMMUNITY AND STAKEHOLDER ENGAGEMENT STAGE 1

9. Community and Stakeholder Engagement Stage 1

The stage 1 engagement program was undertaken from August to October 2023, with community consultation running for a period of four (4) weeks from 2 October to 31 October 2023.

The community consultation period focused on gathering information and experiences from the community and key stakeholders, identifying ideas, concerns, priorities, and visions for the district. The program of engagement activities and the total participation numbers have been detailed in Table 8.

Objectives of the initial period of engagement included:

- To develop a high level of trust and confidence between Council, Consultants, and the community to engender shared aspirations for the district.
- To share information and provide clarity with stakeholders and the public about the progress of the Strategic Plan Review and Update.
- To create or enable community and stakeholder action in response to community or organisational challenges and/or opportunities.
- To gain an understanding of the community's perspective on the regions short- and long-term needs and future direction.

The key findings and information from this engagement process have been summarized in this section with themes and community aspirations informing the investigation of actions and the formulation of the Action Plan.

Table 8. Overview of engagement activities

Engagement Activity	Date	Stakeholders	No. Participants
Council Staff Workshop	19 October 2023	Tumby Bay Council	20
Elected Member Round Table	19 October 2023	Elected Members	7
Executive Group Round Table	19 October 2023	Tumby Bay Council	4
Drop-In Session 1 (Tumby Bay)	19 October 2023	Community & Stakeholders	10
Drop-In Session 2 (Port Neill)	20 October 2023	Community & Stakeholders	15
Drop-In Session 3 Tumby Bay	21 October 2023	Community & Stakeholders	15
Progress Association Round Table	19 October 2023	Community & Stakeholders	6
Business Association Round Table	20 October 2023	Community & Stakeholders	5
Student Voice Workshop	20 October 2023	Community & Stakeholders	7
Online Survey	2 – 31 October 2023	Community & Stakeholders	54
Written Submissions	2– 31 October 2023	Community & Stakeholders	2
Total Engagement Reach			145

9.1. Engagement Activities

9.1.1. Staff Workshop

A workshop with Council staff was held on 19 October 2023, which brought 'inside' and 'outside' staff together to share their ideas for the region.

The purpose of the workshop was to:

- Harness existing knowledge and local context
- Identify key areas of concern for consideration.
- Generate ideas and feedback.
- Staff were divided into small groups and asked to think of opportunities and constraints facing the 4 main townships of Tumby Bay, Port Neill, Ungarra, and Lipson.

9.1.1.1. Key Findings

The following provides a summary of the feedback that was received during the staff workshop.

Threat

Tumby Bay

- Intersection between North Terrace and Lipson Road and North Terrace and the Esplanade are dangerous.
- Jetty is currently closed – this is a major drawcard for tourism.
- Erosion of the foreshore and lack of access

Port Neill

- No pub (since re-opened)
- Limited foreshore activation

Ungarra

- No services or shops
- Less people occupying property in the area.
- Poor road quality in key locations

Lipson

- Streetscape requires work.
- Multiple entrances to the town
- Drainage through the town

Opportunity

Tumby Bay

- Opportunity for a kindergarten at the school
 - » Convert existing kindy into childcare centre.
- Remove the rotunda on the foreshore.
- Provide shelter sheds along the foreshore.
- Provide public access to the beach.
- Provide a BBQ at the Elfrieda Drive car park.
- Mega adventure playground at Harvey Drive site
- Improve access for people with mobility concerns.
- Promote the jetty as a dive site.
- Tree planting to attract native birds.
- Visual improvements to the entry to Tumby Bay
- Establish artificial reefs for diving.
- Half-court basketball court on the foreshore (near existing exercise equipment) for teenagers
- Foreshore playground redevelopment
 - » Consider appropriateness of location in line with Foreshore Adaptation Planning
- Protect heritage / historic buildings.
- Plan for the protection of aging assets, e.g., Tumby Bay Soldiers Memorial Hall
- Support installation of EV charging stations at appropriate locations
- Improved facilities for travellers
- Improve/enhance/promote shared sporting facilities.

- boat ramp.
shore near the jetty.
an opportunity to promote
to the RV park.
mby Bay
for the disused bulk handling

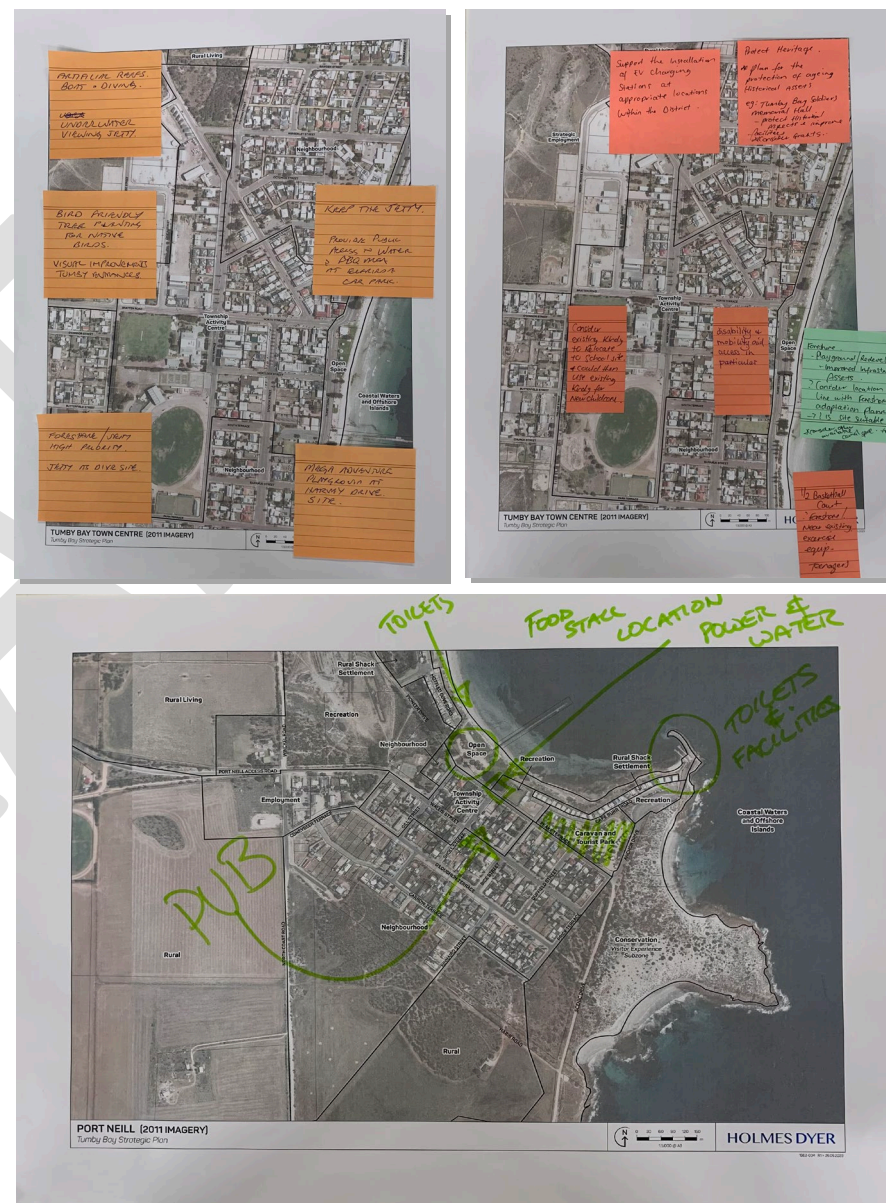
Ungarra

- Improve public toilet facilities.
- Encourage Viterra to consider artwork for the disused bulk handling buildings.
- Development of Viterra land
- Street tree planting programs
- Footpath upgrades

Ref # 0885 | 17 February 2024 | **HOLMES DYER**

- Improve the public toilets behind the hall.
- Emphasise the history of the town – old buildings, oval.
- Beautification of the creek, e.g., BBQ area

Figure 9. Council Staff Workshop Activity



9.1.2. Community Drop-In Sessions

The drop-in sessions were an in-person opportunity for the community to engage with the project team and Council staff and to understand the role of the Strategic Plan.

The purpose of these drop-in sessions was to:

- Identify the major challenges and opportunities for the Tumby Bay district.
 - Identify spatially where relevant.
- Generate ideas and feedback regarding the future direction of the district.
- To disseminate and share information about the Strategic Plan through key community networks and contacts to encourage participation in other activities in stage 1 of engagement.
- Inform stakeholders and the community about the impact of the engagement and outcome of the Strategic Plan.

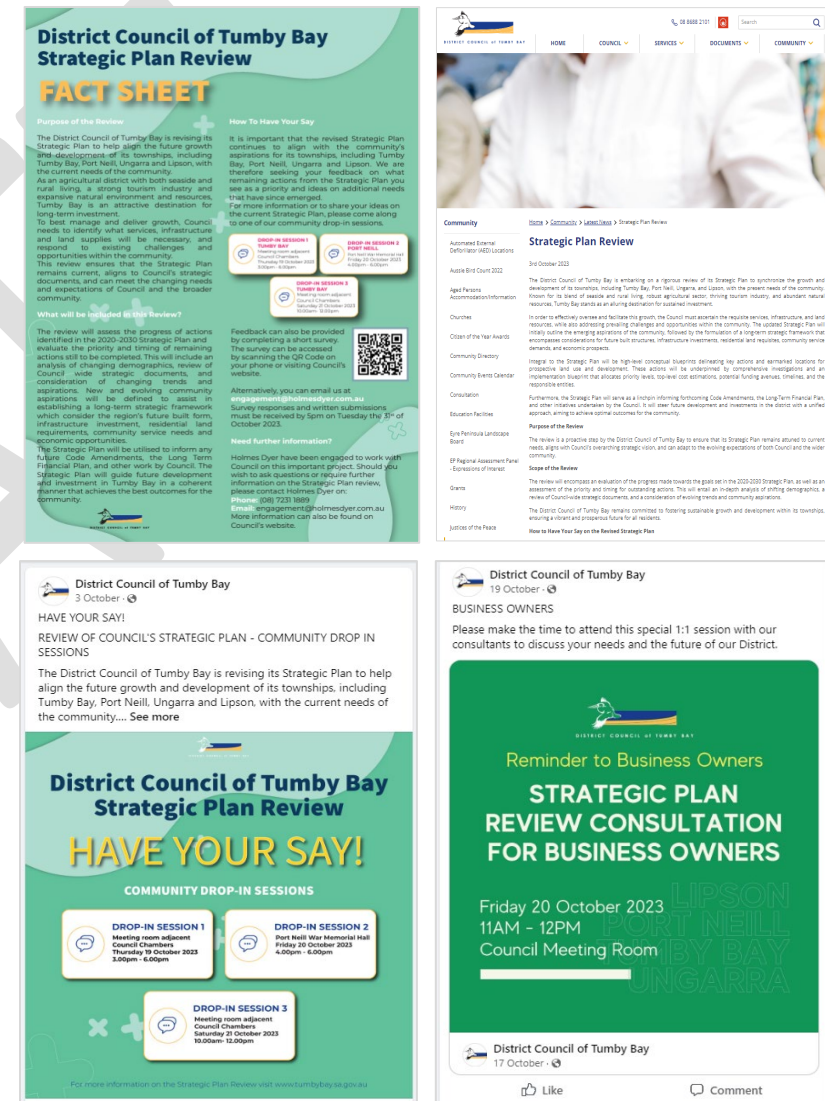
Several methods were used to promote the drop-in session as well as the online survey, webpage, and fact sheets. These methods included advertisement in the monthly community newsletter, social media posts, email correspondence with community groups and spokespersons and physical posters and fact sheets.

The engagement activities utilised during these sessions acted as conversation starters and simple metrics to generate and gather ideas. The engagement activities included:

- Graffiti Wall – The large meeting table was covered with butchers' paper and decorated with bold heading prompts that asked participants to describe what they like about where they live, what they would like to see more of, and where they see themselves in the future.
- Describe Tumby Bay in one word – People wrote a word they felt best described the Tumby Bay area or community.
- Vision cards – A series of vision cards depicting activities and types of development were displayed, with people encouraged to place sticky dots on the ones they would like to see more of in the district.
- SWOT Analysis Maps – Large maps of the 4 main townships of Tumby Bay Council (Tumby Bay, Port Neill, Ungarra and Lipson) were displayed around the room, with attendees invited to share their thoughts on a sticky note in

terms of what they consider to be a strength, weakness, opportunity or threat for each township.

Figure 10. Community Consultation Promotional Material



9.1.3. Elected Member Round Table

A round table discussion was held with the Elected Member body at the end of the first day of consultation, during which some of the learnings from the days' sessions were shared with the Elected Members, and the members were given an opportunity to provide their own feedback on what they would like to see in Strategic Plan through the SWOT analysis maps and Vision Board.

9.1.4. Progress Association Round Table

Representatives from the Progress Associations from Tumby Bay, Port Neill and Lipson attended an informal discussion to inform the review of the Strategic Plan. (Representatives of the Ungarra Progress Association were unable to attend). Each representative took time to discuss the specific needs of the community they represent and what services they would like to see implemented. Time was then spent providing specific feedback on the SWOT analysis plans and the placing votes on the Vision Board.

9.1.5. Business Group Round Table

Representatives from several businesses in the area attended an informal discussion to inform the review of the Strategic Plan. Much of the discussion revolved around the feasibility studies that are currently underway in the region for renewable energy-related developments and what these major projects will mean for the district in terms of population growth and demand for services. Time was then spent providing specific feedback on the SWOT analysis plans and placing votes on the Vision Board.

9.1.6. Student Voice Workshop

A group of six (6) Student Voice representatives from Tumby Bay Area School and their teacher attended an interactive workshop to discuss what they like about the area they live in and what they would like to see in the future, with the majority of this feedback provided via the graffiti Wall. The session culminated in the students nominating to relaunch the Tumby Bay YAC (Youth Advisory Committee).

9.1.7. Written Activity Responses

The following section outlines the responses generated by the various engagement activities across the various in-person consultation sessions.

9.1.7.1. Graffiti Wall

Student Voice attendees (in particular) were encouraged to write on the Graffiti Wall in response to the following guiding questions:

- What do you like about where you live?
- What do you do in your spare time?
- Where do you see yourself in 5- or 10-years' time?
- What would you like to see in your town in the future?
- Some of the suggestions for what could be developed in the future included:
 - Expanding fishing locations
 - Younger kids/teens having a say in what goes into the town
 - Walking tracks / off-road biking / bike track from Tumby to Ungarra
 - Charging ports (in community and sporting spaces, e.g., skate ramp)
 - Wellbeing services / Health hub
 - Silent disco
 - Teenagers' playground / jumping pillow
 - Youth club room / Study workspace for after school
 - Water park / a slide pontoon
 - Seafront walls improved
 - Outdoor movies
 - A jetty that will last
 - Open/free basketball court

The Graffiti Wall was retained throughout the consultation period and became a talking point for the drop-in sessions that followed.

9.1.7.2. Describe Tumby Bay in One Word

Community members were asked to write on the Graffiti Wall a word (or phrase) they felt best describes where they live in the Tumby Bay District Council. This question, although simple in response, is an informal way of understanding the overall tone toward the Council area and a broad vision for the non-tangible aspects that make a good or bad community.

Figure 5 provides a sample of the responses received during the in-person engagement sessions.

Responses to this question were generally positive, highlighting the fact that most residents within the Council area enjoy living there. Key words such as home, safe and community can help shape the overall vision for the LGA and direct the recommendation and actions outlined within the Strategic Plan. Results from the one word to describe where you live question, can be used in the formulation of recommendations as they give a clear goal and outcome to measure the recommendations against.

Figure 11. Tumby Bay in One Word Responses



9.1.7.3. What's Your Vision?

A Vision Board was set up with a number of images depicting a range of land uses and activities, such as playgrounds, walking trails, outdoor dining areas and community facilities, with community members asked to place a coloured sticky dot on the images they felt summed up the kinds of uses and activities they would like to see more of in their community.

The images that received the most 'votes' included:

- Jetty maintenance
- Spaces for youth
- More childcare facilities
- Outdoor community recreational events
- Bike trails
- More aged care services
- Expanded healthcare options
- Large-scale play space / nature play

Figure 12. Vision Board and voting dots



9.1.7.4. SWOT Analysis Maps - Feedback

Working Vision

- A district that invites young families to establish themselves in the townships.
- Attracting people who are seeking an active community to be a part of.
- A district that builds on its natural landscapes to leverage itself as a leisure based family oriented destination.
- Inland environments and coastal locations
- A foreshore that is the premiere recreational space and the heart of community connection.
- A community that maintains the relaxed lifestyle that is associated with coastal townships
- A community that is connected and well informed.

What we heard

Childcare opportunities in Tumby Bay

- Lack of placement options
- Option to change the location of kindergarten to the school and use existing site for something else, e.g., rural care.
- Childcare need to support current community and have capacity for future population.

Jetty and Foreshore in Tumby Bay

- Fix the jetty
- Fix the foreshore access and safety issues
- Need higher quality activities and recreational spaces along the foreshore
- Sensitivity to coastal and marine ecosystems and the effect the jetty repair or removal may have on them.
- Man made reef for diving and marine ecosystems

Jetty, foreshore and activation Port Neill

- Activating the foreshore
- Eatery options

Communication between Council, Elected members and the community

- Need for community 'champions'
- Informal conversation sessions where information can be shared openly
- Review ways in which information is disseminated to the community to promote higher engagement levels
- Council visibility during consultation and major projects is highly valued
- Council transparency and accessibility of paramount importance.

Lack of infrastructure

- No phase three power (plastic recycling)
- Expand CWMS network
- Upgrade township road network in terms of road safety and surface
 - » Continue with the street sealing program
 - » Encourage one main entrance into Lipson
- Look at renewable and sustainable energy and servicing practices

Vegetation, landscaping, and street tree program

- Continue plantings
- Clean up overgrown and unsafe vegetated areas.
- Re-vegetation guideline/policy
 - » Species and planting locations

Walking and cycling trails

- Connecting the townships
- Recreation activities for older children and adults
- Walking trails within existing conversation and recreation zones (Port Neill)

Aged care

- Retirement units and smaller centralised accommodation options for aging people

Waste management

- Investigate the potential of training volunteers to operate waste transfer stations Port Neill and Ungarra
- Recycling program

Sport and Recreation

- Public toilet upgrade required at Lipson
- Show ground grandstand upgrade, renovations at Lipson
- Nature play and older children activities

Community support activities

- Program where Council can support community group to write applications for grants

Disability inclusion plan

- A plan or report that ensures DDA compliance in Council's infrastructure
- Identify what are the biggest needs and locations
- Have a plan that can be used and referred to within landscaping and infrastructure projects

Opportunity to maintain and augment health services

- Attract health care specialists
 - » Housing and employment options for spouse/partner required to attract and retain specialists and their family.
- Land to expand built infrastructure.

Employment Lands in Port Neill

- Opportunities for employment and light industry under existing zoning.

- Create allotments or a central hub in Port Neill to support future major projects

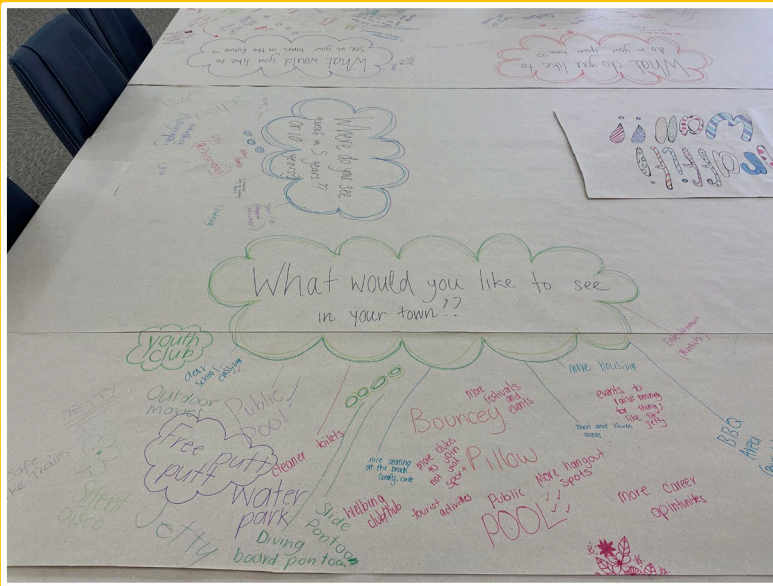
- » Northern Water
- » Iron Road
- » AMP
- » EPCBH

Greater use of the airfield

- Opportunities for underutilised land to be used for other purposes under the existing zoning or an alternate zone.

Housing choices

- Affordable housing
- Rental and small lot options
- Free up housing stock that accommodates single person households



9.1.8. Online Survey

The Tumby Bay Strategic Plan Survey was made available to the public online via the Council's website through a dedicated landing page. The survey was advertised through similar channels as the drop-in sessions, including social media posts, fact sheets and direct email correspondence. All promotional engagement material was accompanied by a QR code that could be scanned on an individual's mobile phone and take them directly to the online survey. Hard copy surveys were also made available at the in-person consultation activities to provide an alternative to the online survey. Several hard copy surveys were returned to Council at the end of the consultation period and their content was transcribed into the online survey format. The survey was open for the full 4-week consultation period.

The survey asked 16 questions, including several demographic questions regarding connection to Tumby Bay; long answer questions which gave the respondent an opportunity to share ideas and concerns in detail; and a Likert scale to rate levels of importance against key topics and contact information to be kept informed. On average the survey took 28 minutes to complete, meaning generally respondent took extensive time to consider each response and provide detailed feedback and ideas. The 54 responses received is representative of a small segment of the Tumby Bay community from diverse backgrounds. This information combined with the findings from the workshops and drop-in sessions provides a clear picture of the community's priorities and needs.

The following section provides an overview of the responses received to key questions. The key findings from survey response have then been analysed and separated into various theme categories for the purpose of formulating recommendations.

A full transcript of survey responses can be seen in Appendix 1: Engagement Summary Data.

Figure 14. Tumby Bay District Council Strategic Plan Survey

The image displays the Tumby Bay District Council Strategic Plan Survey on two devices. The desktop screen shows the survey title, a 'Required' indicator, and a section titled 'Your Thoughts' with the prompt 'Tell us a little bit about what you like, don't like and want to see more of in the future.' Below this are two questions: Question 7, 'What do you like the most about the...', and Question 8, 'What would you change or improve...'. Both have 'Enter your answer' text boxes. The mobile phone screen shows Question 12, 'How satisfied are you with the services provided by Council? *', with a Likert scale of five radio button options: 'Very satisfied', 'Somewhat satisfied', 'Neither satisfied nor dissatisfied', 'Somewhat dissatisfied', and 'Very dissatisfied'. Below this is Question 13, 'What are your ideas to improve the District that you would like us to consider as part of the Strategic Plan? *', with a text input area.

9.1.8.1. Demographic Background

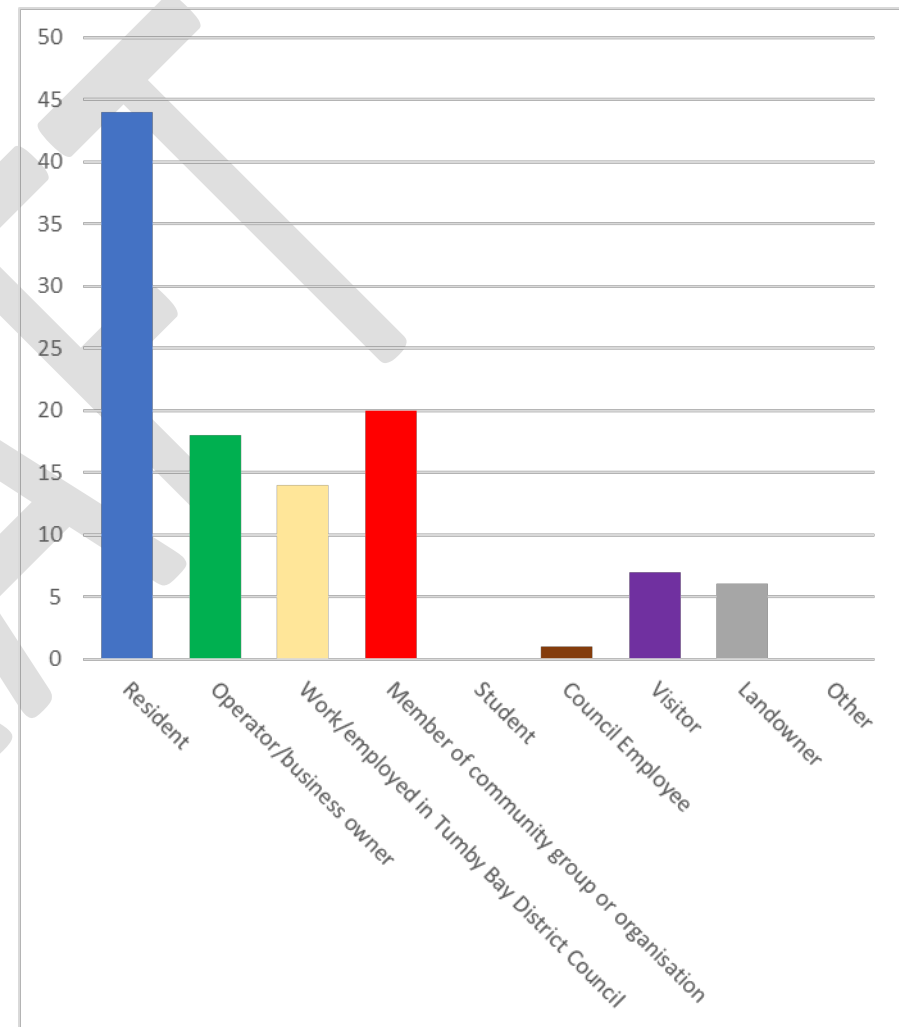
The first 5 questions of the survey, asked respondents to provide basic demographic information including age, gender, place of residence, duration of residence and connection to Tumby Bay District. Questions of this nature help collect data from participants that can be used to differentiate and segment groups and respond to specific needs. Several key findings from the demographic questions are outlined below.

- Majority of respondents were aged within the 35-44 age bracket (35%) followed by the 55-64 age bracket (22%).
- 63% (34) of respondents identified as female.
- 87% of respondents stated that they live in the Tumby Bay District Council area; with the majority of respondents (57%, 31) having lived in the area for more than 10 years.
- 7 people are currently living outside the Tumby Bay District Council.

Question 3: Which of the following describes your connection to the District Council Area?

Question 3 asked respondents to best describe their connection with Tumby Bay District Council. Respondents were instructed to select all options that applied. The majority stated that they were a resident (81%, 44), a member of community group or organisation in Tumby Bay District Council (37%, 20), or operate a business in the district (33%, 18). An interesting observation from this pool of data was that of all respondents, 50% were both a resident of the area as well as a business owner, landowner, or part of a community group or organisation.

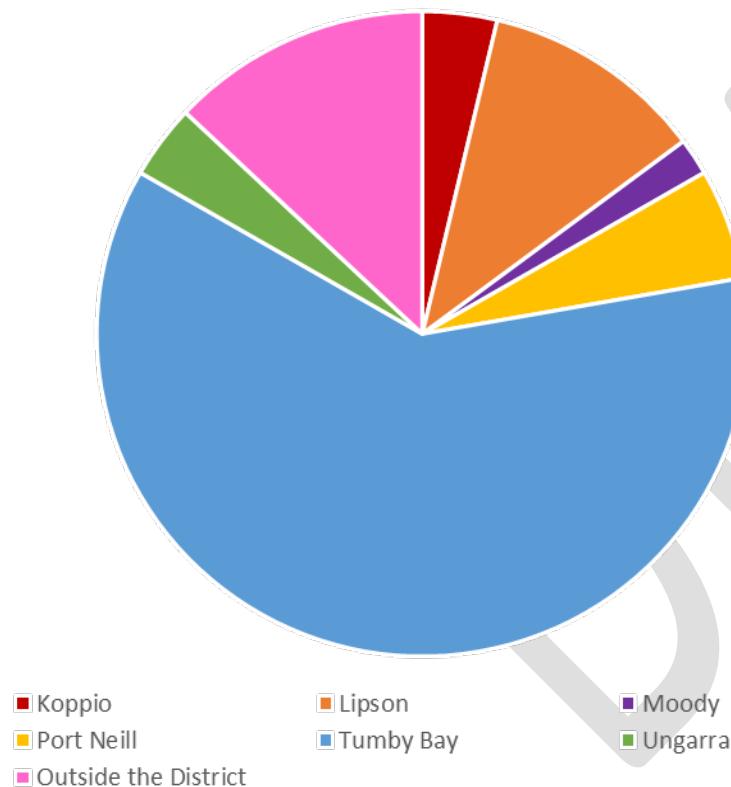
Figure 15. Question 3 - Which of the following describes your connection to the Council Area?



Question 4 and 5: Are you currently living in the Tumby Bay District and where?

Question 4 and 5 prompted survey respondents to identify if they live in the Tumby Bay District Council area, and, if so, where. There was a significant skew towards those living in Tumby Bay township, making up 61% of all survey respondents. This is a critical figure in understanding the absence of feedback and responses related to Ungarra, Port Neill and Lipson and the focus of ideas and feedback on infrastructure and service needs that are exclusive to Tumby Bay.

Figure 16. Question 5 - Which area do you live in?



Question 8: What do you like most about the District?

This question was asked as a simple method of eliciting from respondents what they value about the area in which they live and by default, what they would like to see retained in the future.

Figure 17. What do you like most about the District?



There was a shared value for the district's beaches and the feel of community within the townships. Respondents who live in townships without a direct coastline including Lipson and Ungarra identified the atmosphere and quiet lifestyle as their favourite aspect of the district.

Question 9: What would you change or improve on?

Question 9 generated a number of unique responses, but the most recurring theme revolved around the need to upgrade, fix, and protect the Tumby Bay foreshore and jetty. This topic appeared in 59% of all responses. Other responses included the perceived need to upgrade and maintain infrastructure such as roads, footpaths, and open space, and the need for greater levels of transparency and consultation with the community by Council.

A common response from those who live outside of the township of Tumby Bay was the need for more equitable spread of resources and investment to the smaller townships, to ensure they maintain their population base and quality lifestyle feel.

Question 10: If you had to describe the District using one word, what word would you choose?

As with the question asked during the in-person consultation sessions, asking respondents to describe the district in one word is an informal way of

understanding the overall tone toward the Council area and a broad vision for the non-tangible aspects that make a ‘good’ or ‘bad’ community.

Figure 18. Sample responses - describe the district using one word.



While many of the response words were generally positive in nature, a number of less optimistic words were put forward, such as “divided”, “split”, and “disconnected”. These responses were often linked to being “somewhat” or “very dissatisfied” with the services provided by Council (Question 14). Several responses of a more positive nature identified the district as having “potential”, “opportunities” and “developing”, signifying the change and growth the area is experiencing in terms of both demographics, employment, and community aspirations.

Question 11: What do you think about the current District Council of Tumby Bay logo?

There was an overall neutral tone from the responses to Question 11. Most respondents identified that the Council logo is “fine” or “ok”, suggesting a change to the logo is not a priority for many community members. Those who supported a change to the logo stated the logo is outdated and needs to be modernised. Overall, there was a clear shared response that the Council logo should remain the same.

Question 12: Should the current Council name "District Council of Tumby Bay" change? If so, what to?

As with Question 11, responses to Question 12 typically identified that changing Council’s name is either not required or of low priority. Responses that supported a change cited the need to be more inclusive of townships within the district other than Tumby Bay. Overall, there was a clear position that Council’s name should remain unchanged.

Question 13: How important do you consider each of the following to ensuring the success of the District?

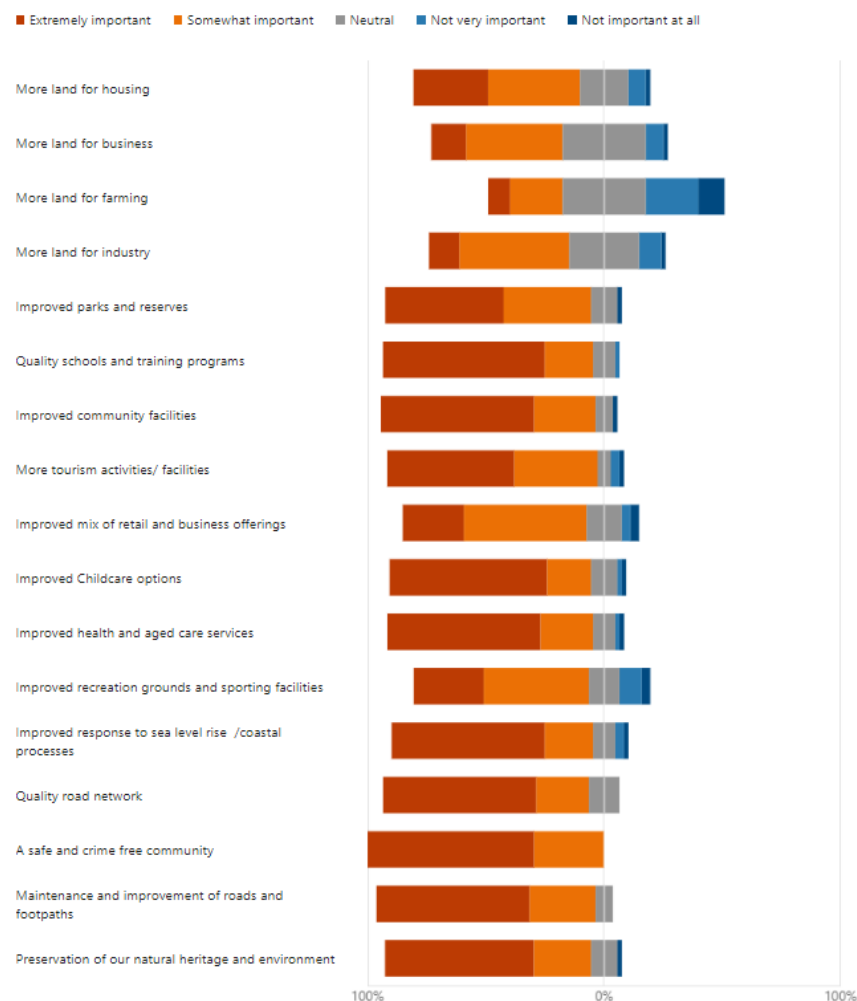
The categories outlined in Question 13 related to key land use, infrastructure, and community service needs. Presented as a 5-point Likert scale, Question 13 allowed respondents to indicate an importance level from extremely important to not important at all.

Most categories were rated as “extremely important” to “somewhat important”. Very few categories generated a “not very important” or “not important at all” response. Key observations and figures from this question have been outlined below.

- Quality schools and training programs was rated as “extremely important” by 68.5% of respondents, making it the top priority. Other high-ranking priorities included:
 - » Improved Childcare options (66.7% extremely important)
 - » Improved health and aged care services (64.8% extremely important)
 - » Improved response to sea level rise / coastal processes (64.8% extremely important)
 - » Quality road network (64.8% extremely important)
- A safe crime free community was the only category that had no “neutral”, “not very important” or “not important at all” responses.
- More land for farming had the greatest percentage of “not very important” and “not important at all” responses (33.3%).
- Respondents who identified land for more housing as “extremely important” also typically identified the need for improved community facilities and improved childcare options as “extremely important” (70.5%).

- More land for businesses had the greatest variation in response types.

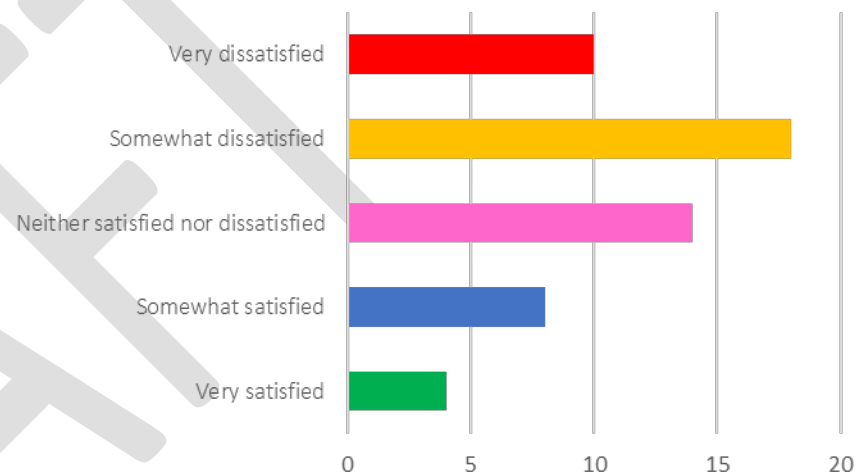
Figure 19. Importance ratings



Question 14: How satisfied are you with the services provided by Council?

This question provided respondents with the opportunity to directly indicate their level of satisfaction with the services and processes of Council.

Figure 20. Council Service satisfaction Level



Just over half of respondents identified their level of satisfaction with Council services as “somewhat dissatisfied” (33%) or “very dissatisfied” (19%). As part of the Strategic Plan process, recommendations can be made to improve overall Council service satisfaction.

Question 15: What are your ideas to improve the District that you would like us to consider as part of the Strategic Plan?

While there was a significant mix of themes raised in the responses to Question 15, 57.4% of all responses highlighted the need for the jetty, foreshore and beaches within the district (particularly notably Tumby Bay) to be open, accessible and maintained. Feedback of this nature was reinforced by the number of responses that identified the jetty, foreshore and beaches as key tourist attractions, a key part of the district’s identity, a recreational asset and important historical connection, with their sustained use and maintenance being the top priority of many community members.

Other responses generated from Question 15 include:

- Upgrade the existing playgrounds and develop new play spaces that better respond to different age and ability needs. This includes half-court basketball and basketball ring, handball courts, seating and shade.
- Introduce more and extend existing walking and cycling trails. This includes trails between townships and along the foreshore.
- Sharing resources between all townships. Meeting the needs and aspirations of smaller townships.
- Upgrading and maintaining built infrastructure, including lighting, playgrounds, street tree plantings and footpaths
- Improve the quality of key roads including sealing, surface water runoff and drainage.
- Strategies that respond to coastal processes and the sustainability of our coastal infrastructure.
- Activation of the foreshore to increase utilisation. This includes higher quality play spaces, water features and more shade and amenities.

Question 16: Additional ideas and feedback

The final survey question was an opportunity for respondents to highlight any points that may have been missed, add additional information and thoughts, and share general feedback. Responses to Question 16 were generally comments on specific events, locations or Council assets.

Several responses focused on the perception of Tumby Bay District Council, the community view of Council and the perceived lack of action, transparency and management from Council. There was a general opinion that there needs to be more engagement between Council and community when making decisions and information should be shared more readily and frequently.

There were a number of other unique responses including:

- There are challenges with online communication from Council being the main method of sharing information.
- Continue to support and enhance community involvement in events such as Colour Tumby and Under the Pines.
- More public meetings

9.1.9. Written Submissions

One (1) written submission was sent to the engagement email as part of the community consultation. The key matters raised related to the perception that Council is uncertain about its position on key areas of interest to the community, such as the future of the Tumby Bay jetty and foreshore, and community uncertainty about projects and assets that are not included in the budget or long-term financial plans.

9.2. Summary of Findings

In analysing the outcomes from the workshops, round table sessions, community drop-in sessions, survey responses and written feedback, there was a significant alignment in respect to priorities between the different stakeholder groups. In our analysis we identified a collection of common planning, land use, infrastructure and service based themes that are recommended to form a key input and focus for the Strategic Plan. The themes are identified as:

- Jetties, foreshore and coastal landscapes
- Service Infrastructure
- Council processes
- Childcare
- Community events and activities
- Open and recreational spaces
- Land use and zoning

Across all methods of engagement, investment in and the preservation of jetties, coastlines, the foreshore, and beaches were the most occurring responses. Of the 210 long answer responses in the community survey, 51% were related to jetties or the foreshore in some manner. This intensity of response clearly details the jetty and foreshore in Port Neill, but most notably, Tumby Bay, as the general community's top priority. The focus on this topic did however limit responses to other themes despite demographic data and analysis identifying a shortfall or demand for housing, childcare, aged care, employment land and service infrastructure.

Another key point of discussion during the consultation was the need for Council to review some of their management, reporting and engagement processes to increase transparency and community involvement in the decision-making process.

Separating comments and feedback from the various engagement activities into respective themes helps formulate more actionable recommendations and align priority levels. The following table summarises the findings from the community consultation into the identified themes.

Table 9. Summary of Findings Table

#	Jetties, foreshore and coastal landscapes
1	Restore Tumby Bay jetty and foreshore.
2	Safeguard and protect the coastal landscape from coastal processes
3	Restore the Port Neill jetty
4	Communicate clearly and timely actions associated with the jetties and foreshore including discussions with government agencies
#	Service Infrastructure
1	Understand how capacity of service infrastructure will be affected and therefore treated with the potential start-up of large industry operations
2	Upgrade key roads into townships and the associated stormwater management

#	Council processes and management
1	Review ways in which the community is engaged to ensure transparency and maximise inclusivity.
2	Involve community in the decision-making process where appropriate.
#	Childcare
1	Increase childcare provisions such as capacity levels
2	Convert existing kindy into childcare centre
#	Community events and activities
1	Council to support community events and activities where possible
2	Capitalise on opportunities to host events and bring in revenue
#	Open and recreational spaces
1	Upgrade the facilities within highly utilised open space and recreation spaces such as toilets and playgrounds
2	Increase amenity such as shade, seating and lighting in open spaces
3	Innovative use of the Tumby Bay and Port Neill foreshore green space to attract users
#	Land use and zoning
1	Identification of areas where future housing, including short term accommodation, aged care and residential dwellings can be located
2	Earmark land for businesses and industry development to support growth

10 – ACTION PLAN

10. Action Plan

The *District Council of Tumby Bay Strategic Plan 2023-2027* replaces the *District Council of Tumby Bay Strategic Plan 2020-2030*. Whilst the previous Strategic Plan provided a clear vision for the district underpinned by strategic themes and strategies for success, it did not include specific actions to aim for during the term of the plan.

Setting out clear, tangible actions in the Strategic Plan provides a clearer line of sight for both council and the community in terms of what we are hoping to achieve and how we will get there. Actions that are not achieved during the term of the Strategic Plan will be reviewed for relevance and carried over into the subsequent iteration of the Strategic Plan where warranted.

Imbedding specific actions into the Strategic Plan is also critical when it comes to applying for grants, as it provides clear evidence to the grant body that the funding will be used for an identified need in the community. The Action Plan is therefore a critical component of the Strategic Plan.

The following Action Plan lists goals, actions and initiatives that have been identified following consultation with council staff, elected members and the community.

The items listed in the Plan have been written to be specific (where possible), identify who is responsible for driving them, and what Council's role will be in achieving them.

The Action Plan takes into consideration the Council's limited capacity to fund new projects due to the financial commitment required by several significant infrastructure projects in the district, such as the Tumby Bay Jetty and foreshore.

To support the Council's ability to implement or facilitate the delivery of these actions, the Action Plan outlines the priority level, indicative timeframes, responsible entities, and opportunities to partner or attain funding for each action.

10.1. How to Read the Action Plan

10.1.1. Themes

The Action Plan is set out under the following themes:

Theme 1: A harmonious balance between lifestyle and growth

Theme 2: Connected, vibrant & empowered communities

Theme 3: A strong & diverse local economy

Theme 4: Quality Services & Infrastructure

10.1.2. Values

Under each theme, action items derived from feedback from the community, elected members and staff and listed under corresponding Council value:

- Balanced
 - » We recognise the need to retain qualities that define our district, while providing opportunities for our community to grow, excel and thrive in an inclusive environment.
- Responsive
 - » We are responsive and adaptable to new, emerging and changing needs
- Responsible
 - » We are financially responsible and transparent in our decision making to ensure the sustainability of our Council's services
- Excellence
 - » We continuously explore way to improve how we deliver services and infrastructure efficiently and sustainably.

10.1.3. Ranking

Alongside each initiative we have identified the **Priority, Timeframe, Responsibility** and **Council's Role** in achieving the initiative.

10.1.3.1. Priority

Priority ranking is based on a number of factors, including level of demand from the community, level of council influence, and where an action has been identified as an essential service. Actions that are already commenced and/or require continued involvement have been listed as 'ongoing'.

10.1.3.2. Timeframe

Timeframes have been assigned to correspond with Council's long term financial plan, the availability of resources, and the priority level.

10.1.3.3. Responsibility

To achieve the vision for the district, there is no doubt that Council will need to take on several different roles and responsibilities. However, importantly, many of the initiatives listed in this Plan rely on working in partnership with other stakeholders.

Council may be able to take a supporting or facilitating role, however this Plan cannot be achieved without the hard work, commitment, passion, and dedication of the community.

The Plan identifies initiatives where the community will be given an opportunity to be involved, whether it be via an existing community group or steering committee, or a newly formed group or steering committee of likeminded community members who have a particular interest or skillset that can be leveraged to achieve the goal.

Throughout the 4-year course of the Strategic Plan, Council will seek community input and leadership on initiatives where the community has been identified as playing a role. Specifically, groups of interest will be utilised when Council is planning or reviewing infrastructure, such as keen cyclists and walkers to assist in planning new or connecting shared paths for the district.

10.1.3.4. Council Roles

- Information Channel
 - » information about a service or activity run by other bodies is communicated by the Council through its existing channels, e.g.,

brochures in Council offices, libraries and other public spaces or links to another body's website.

- Advocate
 - » the Council may advocate on behalf of local businesses or the broader community 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 to an ongoing campaign.
- Facilitator
 - » A step further from advocacy where the Council may seek to bring parties together to work out a solution to an issue affecting its area.
- 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 for another 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 received 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.
- Regulator
 - » The Council has legislated roles in a range of areas, which it is required to fund from its own budget (other than fees for cost recovery, government grants etc).
- Service Provider
 - » The full cost of a service or activity is met by the Council (other than fees for cost recovery, government grants etc).
- No Role
 - » The Council chooses not to have a role in relation to a particular service or activity.

Table 10. Action Plan

Reference number	Action name	Action description	Priority	Timeframe	Responsibility	Council's Role
Theme 1: A harmonious balance between lifestyle and growth						
Balance - We recognise the need to retain qualities that define our district, while providing opportunities for our community to grow, excel and thrive in an inclusive environment						
T1.1	Future Residential Land Supply	<ol style="list-style-type: none"> 1. Review Council land holdings that could be developed for housing. 2. Review key locations for expansion of the existing residential area in each township to accommodate an ongoing supply of housing and associated amenities. 	Very High	ongoing	Council / Consultants	Asset Owner Engage consultants to prepare concepts and feasibility.
T1.2	Tourism & Recreation Opportunities	Review defined pathways for pedestrian and cyclist access and tourist use.	Medium	2027/2028	State Government / Council / RDA Eyre Peninsula	Asset Owner / Advocate
Responsive -We are responsive and adaptable to new, emerging and changing needs						
T1.3	Major Projects at Cape Hardy	Resolve sustainable long-term arrangements with proponents regarding the establishment of major development initiatives at Cape Hardy.	Very High	2024/2025 - 2029/2030	Proponents / Council / RDA	Asset Owner / Facilitator

Reference number	Action name	Action description	Priority	Timeframe	Responsibility	Council's Role
Responsible - We are financially responsible and transparent in our decision making to ensure the sustainability of Council's services						
T1.4	Council meetings	Continue to hold council meetings in public in accordance with Part 3 Section 90 subsection (1) of the <i>Local Government Act 1999</i> , except where consideration of a matter in confidence is required in accordance with subsections (2) and (3).	High	Ongoing	Council	Service Provider
Excellence - We continuously explore ways to improve how we deliver services and infrastructure efficiently and sustainably						
T1.5	Rezoning of Infrastructure (Airfield) Zone	Undertake feasibility analysis for the rezoning of a portion of the infrastructure (Airfield) zone to support employment activities	High	2024/2025	Council/ Consultants	Asset owner Engage Consultants to undertake Code Amendment
Theme 2: Connected, vibrant & empowered communities						
Balance - We recognise the need to retain qualities that define our district, while providing opportunities for our community to grow, excel and thrive in an inclusive environment						
T2.1	Relationship with Progress Associations	Encourage and support Progress Associations in developing individual Strategic Plans that outline their vision and goals for the future success of their communities.	Low	Ongoing	Progress Associations	Advocate/ Facilitator

Reference number	Action name	Action description	Priority	Timeframe	Responsibility	Council's Role
T2.2	Community Events and Initiatives	<ul style="list-style-type: none"> Continue to support and enhance community involvement in events such as Colour Tumby and Under and Pines. Continue to support initiatives that promote music, creative activities and wellbeing in the community. 	Ongoing	Ongoing	Council / Progress Associations / Community	Advocate / Facilitator / Information Channel
Responsive -We are responsive and adaptable to new, emerging and changing needs						
T2.3	Councils Communication Mechanisms	<ol style="list-style-type: none"> Commence an annual letterbox drop providing residents with an update on ongoing projects, actions and key dates for community engagement/activities Commence regular podcasts on matters of interest to the community. Commence 'Conversations with the Mayor' sessions. Continue to utilise the following methods of communication with the community: <ul style="list-style-type: none"> Utilise QR Codes to link the community and visitors to matters on consultation and other useful information Council website Community Newsletter – printed and electronic Social media (Facebook, Instagram) 	High	Ongoing	Council	Service Provider / Advocate / Information Channel

Reference number	Action name	Action description	Priority	Timeframe	Responsibility	Council's Role
		<ul style="list-style-type: none"> • Direct email to consultation group • Public notices in local newspaper • Media releases • Public information sessions • Direct ratepayer survey (where applicable) • Rotate Council meeting locations between townships 				
Responsible - We are financially responsible and transparent in our decision making to ensure the sustainability of Council's services						
T2.4	Childcare / Rural Care (Tumby Bay)	Continue discussions with Federal and State governments regarding childcare needs in the district.	High	ongoing	Department of Education / RDA	Advocate
Excellence - We continuously explore ways to improve how we deliver services and infrastructure efficiently and sustainably						
T2.5	Tumby Bay Recreation Reserve	Complete the Tumby Bay Recreation Reserve Master Plan and undertake initial recommendations.	Medium	2024/2025 – 2026/2027	Council	Asset Owner / Advocate / Facilitator
T2.6	Playground Upgrades	Continue to maintain / upgrade existing playground infrastructure as part of the capital works program for the renewal of playgrounds.	Low	ongoing	Council / Progress Associations	Asset Owner / Part Funder

Reference number	Action name	Action description	Priority	Timeframe	Responsibility	Council's Role
Theme 3: A strong & diverse local economy						
Balance - We recognise the need to retain qualities that define our district, while providing opportunities for our community to grow, excel and thrive in an inclusive environment						
T3.1	Tourism Opportunities	Investigate opportunities to promote our district and attract tourists.	Low	2026/2027	Council / Progress Associations	Asset Owner / Facilitate
Responsive -We are responsive and adaptable to new, emerging and changing needs						
T3.2	Walking / Cycling Routes Connecting Townships	Investigate opportunities to develop cycling / walking paths linking townships to capitalise on the flat terrain and beautiful coastline and promote active transport.	Low	2025/2026	Council / Community Groups / Progress Associations/ RDA Eyre Peninsula	Asset Owner / Advocate / Part Funder
Responsible - We are financially responsible and transparent in our decision making to ensure the sustainability of Council's services						
T3.3	Surplus Land Development (Tumby Bay)	Investigate opportunities for income generation though subdivision of surplus land and partial redevelopment of underutilised parks.	Very High	2024/2025 – 2025/2026	Council	Asset Owner



Reference number	Action name	Action description	Priority	Timeframe	Responsibility	Council's Role
Excellence - We continuously explore ways to improve how we deliver services and infrastructure efficiently and sustainably						
T3.4	Airport Opportunities (Tumby Bay)	Undertake a feasibility study for associated residential use and business premises with hangars in the form of an airpark that the existing Tumby Bay Airport.	Low	2026/2027	Council/Consultants	Asset Owner
Theme 4: Quality Services & Infrastructure						
Balance - We recognise the need to retain qualities that define our district, while providing opportunities for our community to grow, excel and thrive in an inclusive environment						
T4.1	Rationalisation of Services & Infrastructure	Undertake a rationalisation strategy as part of a review of the <i>Tumby Bay Urban Design Framework and Master Plan</i> (August 2015).	Medium	Ongoing	Council	Asset Owner / Service Provider
Responsive -We are responsive and adaptable to new, emerging and changing needs						
T4.2	Tumby Bay Coastal Adaptation Strategy	<ol style="list-style-type: none"> 1. Complete the Coastal Adaptation Strategy and undertake priority actions. 2. Complete detailed design work for the section between the jetty and aged care homes to be 'shovel ready' for the 2025 Disaster Ready Grant funding application. 	Very High	Design & Cost: 2024/2025 Secure finance & Build: 2026/2027	Federal/State Government/ Council	Asset Owner / Service Provider / Part Funder

Reference number	Action name	Action description	Priority	Timeframe	Responsibility	Council's Role
Responsible - We are financially responsible and transparent in our decision making to ensure the sustainability of Council's services						
T4.3	Jetty Management	Elected members to determine the appropriate long-term approach for the Tumby Bay Jetty, including feedback from State Government, in response to Council's EOI submission to the Jetty Renewals Program.	Very High	2024/2025	State Government/ Council	Asset Manager / Part Funder
Excellence - We continuously explore ways to improve how we deliver services and infrastructure efficiently and sustainably						
T4.4	Streetscape and Tree Planting	Continue street tree planting in and around key community assets and residential areas. Define the location and program of street tree planting and accompanying street beautification with a greening implementation strategy.	Medium	2024/2025 – 2034/2035	Council	Asset Owner / Service Provider
T4.5	Stormwater Port Neill Caravan Park	Investigate options to manage stormwater run-off at the Port Neill Caravan Park site.	Medium	2026/2027	Council	Asset Owner

10.2. Strategic Plan Actions in Detail

The following provides a more in-depth look at a number of the items in the Action Plan, detailing the rationale behind each action and elaborating on Council's role.

Items T1.1, T3.2, T3.3, T3.4, T4.2, T4.4 and T4.5 will be achieved through a full review of the *Tumby Bay Urban Design Framework and Master Plan* that was endorsed by Council in August 2015.

10.2.1. A Harmonious Balance Between Lifestyle & Growth

Balance

T1.1 Future Residential Land Supply - Review Council land holdings that could be developed for housing. Earmark key locations for expansion of the existing residential area in each township to accommodate an ongoing supply of housing and associated amenities.

Council currently owns several land parcels in Tumby Bay including Lot 17 Elfrieda Drive, 103 Ski Beach Road and a collection of reserves on Berryman Street/Lakin Crescent and Treasure Crescent. These locations present an opportunity for additional housing and other forms of accommodation such as worker accommodation and tourism accommodation. The low population increase over the last few years has been influenced by a number of factors, including:

- Desirability of a location
- Availability of housing for rent or purchase
- Availability of developable land
- Employment opportunities and consistency
- Access to essential services and amenities
- Cost of living

As these factors change, influenced by a global pandemic, major industry expansion or increase in quality and quantity of services, the need for residential land to accommodate population growth increases. Therefore, it is important for Council to have a clear position on where this growth should occur. This action has been determined as high priority in response to the lack of residential properties for sale

and most notably the lack for affordable rentals, which will be exacerbated as population increases.

Council would likely act as the landowner throughout this process with opportunities to act as the developer or vendor in some cases. There are further opportunities for Council to identify appropriate areas for future residential land that fall outside their ownership. Identifying this land within a strategic document and feeding relevant information into the Eyre and Western Regional Plan can assist the private sector to obtain funding and align growth projections with Council's strategic values and themes.

Action T1.1 looks to achieve a balance between opportunities for the community to grow, while maintaining the distinct coastal and rural feel that is associated with the district, through the considered selection of development sites and ongoing influence on the development outcomes through planning mechanisms such as allotment size and frontage minimums. The initial stage of this action would require Council to engage consultants to prepare concepts and feasibility studies for the identified sites and should be undertaken during 2024/2025.

T1.2 Tourism & Recreation Opportunities - Review defined pathways for pedestrian and cyclist access and tourist use.

There are a number of conservation areas, parks and reserves in Council's care. Council works closely with government agencies and peak bodies to maintain the quality and enhance the user experience of these locations. In response to aspirations identified in the Strategic Plan Review stage 1 community consultation, Council will look to advocate for improved quality and an increased number of pedestrian and cycling paths, picnic and sheltered areas, and signage in appropriate locations. Collaboration with agencies such as Regional Development Australia, Tourism SA and township Progress Associations will enable greater opportunities for shared ownership, community collaboration, resource assistance and grant funding.

Responsive

T1.3 Major Projects at Cape Hardy - Resolve sustainable long-term arrangements with proponents in regard to the establishment of major development initiatives at Cape Hardy.

There are a number of projects within the Cape Hardy precinct that are currently being considered, including:

- Northern Water - desalination plant
- Iron Road – storage and export facility for magnetite
- EPCBH – grain receival, storage and export facility
- AMP Energy – green hydrogen production facility
- Peats Soils – green waste recycling and fertiliser production facility
- Cape Hardy Deep Sea Port – multi-use port facility for handling bulk commodities and containers

Each project will have direct and indirect impacts on the district that will need to be carefully planned for and managed, with the assistance of the RDA and State government. In particular, the projects will result in an influx of temporary and permanent residents in a district where services are already under pressure and where housing availability is limited. The flow on effect on community infrastructure, facilities and services requires urgent consideration at all levels.

It is important for Council to actively maintain its relationship and the channels of communication with the major development proponents and promptly and clearly relay information to the community when appropriate. It is critical that Council determines its position on population growth, where growth can occur and how it needs to be serviced so that it can inform State government and seek appropriate assistance.

Excellence

T1.5 Rezoning of Infrastructure (Airfield) Zone - Undertake feasibility analysis for the potential rezoning of a portion of the Infrastructure (Airfield) Zone to support employment activities.

Council has initiated the investigation to increase employment activity on the current Tumby Bay Airport site. The investigations are to understand the

development and servicing potential for industrial activities including value adding food production to operate concurrently with the airfield and attract new businesses to the area. The initial concept includes service connections, stormwater management solutions, road networks and indicative lots.

Unlike the Strategic Employment Zone along Bratten Road, the site located at Tumby Bay Airport would allow for intensive land uses, larger allotment sizes and separation from sensitive land uses such as residential or community space.

10.2.2. Connected, Vibrant & Empowered Communities

Balance

T2.1 Relationship with Progress Associations - Encourage and support Progress Associations in developing individual Strategic Plans that outline their vision and goals for the future success of their communities to gain funding and appropriately priorities actions.

Developing and maintaining a strong relationship with the district's Progress Associations is an important role of Council, one which has been boosted by part of the Community and Economic Development Officer.

Council has previously held one-on-one meetings and workshop with the Progress Association representatives to address any concerns and discuss their ideas. As such Council will look to further support these groups by encouraging them to undertake their own Strategic Plans and supporting them in the process of development and review. By developing a funding strategy within their Strategic Plan, Progress Associations can prove their capacity and sustainability, identify suitable funding opportunities early and giving suitable time to prepare funding submissions or engage a grant writer.

Some Progress Associations have already undertaken a similar Strategic Plan process. Council is eager to work with these groups to review their strategic documents and ensure they are cohesive and meet a number of key elements including:

- Vision and Mission
- Goals or Priorities
- Objectives

- Strategies or Action Plan
- Budget, Program Evaluation Methods, Plans for Sustainability, and more

Responsive

T2.3 Council's Communication Mechanisms

Comments surrounding Council's methods for disseminating information and keeping the community up to date with key matters was a reoccurring topic of discussion during the Strategic Plan consultation. Council appreciates that online methods of communication are not always the preferred channel of communication for some of the district's residents and as such, proposes to undertake an annual letterbox drop to provide residents with an update on Council's ongoing projects, actions and key dates for community engagement activities. It is also proposed to offer 'Conversations with the Mayor' sessions, providing opportunities for one-on-one discussions with the Mayor.

Council will continue to utilise QR Codes as a way of linking the community and visitors to matters on consultation and other useful information.

The location of Council meetings will continue to be held at different townships to encourage public attendance and increase the accessibility of these meetings.

Council will further continue to utilise the following methods of communication with the community:

- Council website
- Community Newsletter – printed and electronic
 - » Printed copies are available from the Council office and distributed to a number of local businesses and organisation for display at their premises.
 - » Details are provided on Councils website and on the newsletter itself to alternatively have the monthly copy directly emailed or posted to you.
- Social media (Facebook, Instagram)
- Direct email to consultation groups
- Public notices in local newspaper
- Media releases

- Council Meetings
- Media releases
- Public information sessions
- Direct ratepayer surveys

Responsible

T2.4 Childcare / Rural Care (Tumby Bay) – Continue discussions with Federal and State governments regarding childcare needs in the district.

It is acknowledged that there is a lack of childcare services in the district to meet both current and projected demand. To this end, Council has commenced discussions with Federal and State governments and the RDA regarding the need for additional services. Whilst it is not Council's direct responsibility to manage or operate childcare facilities, Council can play an important role as advocate for the community.

Excellence

T2.5 Tumby Bay Recreation Precinct - Complete the Tumby Bay Recreation Reserve Master Plan and undertake initial recommendations.

The Tumby Bay Recreation Precinct currently accommodates a range of sports, including tennis, netball, football, cricket and basketball, with clubrooms and toilet facilities shared by the football and netball club. The precinct also includes the Tumby Bay Bowling Club and an indoor stadium that is regularly used by Tumby Bay Area School. Other features include a BMX track, skate park, pump track, and fenced playground area. The oval is also regularly used as an informal dog exercising area.

The current shared-use facilities are fast approaching end-of-life, providing the perfect opportunity to think about how the precinct can be improved and revitalised. Council has started working with local sporting groups to develop an overall strategy for Tumby Bay Oval and its immediate surrounds.

Initial engagement and collaboration with precinct stakeholders were undertaken in 2023 through a series of in-person workshops and online material. Council anticipates this document to reach a final draft in early 2024, when further community consultation will take place.

T2.6 Playground Upgrades - Continue to maintain / upgrade existing playground infrastructure as part of the capital works program for the renewal of playgrounds.

Improvements to existing playgrounds was a high priority identified by participants during the Strategic Plan stage 1 consultation. Council already commits part of the annual budget to the renewal and maintenance of these spaces, however in light of the costs associated with significant infrastructure construction (jetties and Tumby Bay foreshore), there is presently no allocated budget for substantial upgrades or the establishment of new play spaces. Council could investigate grant funding to support the improvement and installation of new play spaces; however, such funding arrangements generally require the council to match the funding being provided. Council does not currently have the budget for this. In addition, any new play spaces become an asset that the council needs to manage for the life of that asset. Council does not currently have the budget to commit to the maintenance of any additional play spaces.

10.2.3. A strong & diverse local economy

Balance

T3.1 Tourism Opportunities – Investigate opportunities to promote our district and attract tourists.

The Eyre Peninsula is a premier travel destination, and our district has many unique features to share with visitors to the region. To capitalise on the thriving tourism market and the post-COVID trend of traveling closer to home, it is timely that we review opportunities to attract people to our district and how we disseminate information about what there is to see and do here. This could take the form of improved on-line presence and 'What's On' information, interactive maps, increased usage of informational QR Codes at key destinations, and a higher social media presence.

Responsive

T3.2 Walking / Cycling Routes Connecting Townships - Investigate opportunities to develop cycling / walking paths linking townships to capitalise on the flat terrain and beautiful coastline and promote active transport.

Improve the quality of pedestrian and cycling links throughout the town and between townships, identifying locations for new infrastructure for more safe and efficient movement. This action can be completed concurrently with T1.2 Conservation Area Management.

Responsible

T3.3 Surplus Land Development (Tumby Bay) - Investigate opportunities for income generation through subdivision of surplus land and partial redevelopment of underutilised parks.

As a result of T1.1, Council could engage a consultant to produce an Options Paper to assist both the community and Council to understand the opportunities that could arise from the sale or development of Council-owned surplus or underutilised land as identified in T1.1. These opportunities could include selling allotments as they are, dividing the allotments and selling individually, working with a not-for-profit housing developer to develop affordable housing or retaining the land as open recreation space for community use.

Council should review and update their Disposal of Land and Assets Policy before a consultant is engaged to produce a discussion paper to ensure there are clear pathways for the disposal of identified land and compliance with Section 49 of the *Local Government Act 1999*.

Excellence

T3.4 Airport Opportunities (Tumby Bay) - Undertake a feasibility study for associated residential use and business premises with hangars in the form of an airpark that the existing Tumby Bay Airport.

This investigation could be packaged with action T1.5 as an extension to the expansion of industrial activities. A residential airpark is a "fly-in community" specifically designed around an airport where the residents own private airplanes which they park in hangars, usually attached to the home or integrated into their home. A residential airpark features one or more runways with homes adjacent to the runway or taxiways. An airpark would increase the annual number of flights that taxi from the Tumby Bay Airport and provide financial support to Council in the maintenance and running cost of the site.

10.2.4. Quality Services & Infrastructure

Responsive

T4.2 Tumby Bay Coastal Adaptation Strategy - Complete the Coastal Adaptation Strategy and undertake priority actions and quick win recommendations.

Tumby Bay's foreshore and coastal environment is quintessential to the district. Council has faced a number of challenges in recent years in managing the increased pressure on coastal structures and foreshore assets. Whilst Council has continued to try to manage these risks with emergency works, without a clear longer-term approach to manage the foreshore, the risk to assets and public safety will only exacerbate with sea level rise and climate change impacts.

Subsequently, Council through partnership with the Coast Protection Board, are undertaking a Coastal Adaptation Plan. Coastal Adaptation Planning is a world recognised, best practice approach to long term coastal management.

The process considers the risks coastal hazards will place on assets and community now and into the future and takes a holistic view of viable coastal management approaches to inform the recommended pathway forward in light of these pressures.

In later 2023 the first stage of consultation was undertaken by Council and coastal specialists. Feedback from the online material and in person engagement sessions will be fed into the adaptation plan and a draft document prepared for further review.

Responsible

T4.3 Jetty Management - Elected members to determine the appropriate long-term approach for the Tumby Bay Jetty regarding feedback from State Government in response to Council's EOI submission to the Jetty Renewals Program.

Over the years, the Council has sought the State Government's assistance in refurbishing the Tumby Bay Jetty. Since the closure of the jetty due to severe unexpected storm damage, it has been recommended by both State Government and specialist consultants that a short-term fix would be unsuitable given the risk of further structural failures when the next big storm hits. A long-term, sustainable solution, that will make the jetty accessible again for current and future generations has been deemed the most appropriate solution.

Several options are being explored by the Elected Members, including an Expression of Interest (EOI) to the State Government's SA Jetties Renewals Program, which makes the nominal total of \$10m available for the refurbishment of jetties across all of South Australia.

Excellence

T4.4 Streetscape and Tree Planting – Continue Street tree planting in and around key community assets and residential areas. Define the location and program of street tree planting and accompanying street beautification with a greening implementation strategy.

Council has undertaken a preliminary street tree planting initiative in Tumby Bay as part of a broader stormwater management process. Planting along a number of wide unshaded residential streets and active street frontages has provided significant visual amenity and shade in otherwise exposed areas. This program should be further undertaken with the support of an updated Action Plan to communicate locations where plantings would have the greatest impact and the program at which it should be delivered. This process should be considered for the smaller township of Port Neill along key main street environs and township entry.

10.3. Monitoring and Evaluation

Progress toward the values and actions of the District Council of Tumby Bay Strategic Plan will be monitored and reported to the community on a regular basis, alongside reporting on the delivery of Council's other key roles, projects and strategic management documents.

Council identifies financial and non-financial measures to ensure performance can be assessed against stated actions. Included in the regular schedule of reports are:

- Regular reporting to Committees on key areas of financial planning, management, and performance, risk management, emergency management and business continuity.
- An Annual Report including the audited financial statements.
- Quarterly progress reporting against the Annual Business Plan to Council.

APPENDICES

DRAFT

Appendix 1. Engagement Summary Data.