

STRATEGIC PLANNING SUB-COMMITTEE

Meeting to be held in the Committee Room, Level Four of Civic Centre, 10 Watson Terrace,
Mount Gambier, on Friday 28th August, 2015 at 12.00p.m.

AGENDA

PRESENT: Cr F Morello (Presiding Member)
Mayor A Lee, Cr M Lovett, Cr P Richardson and Cr S Perryman

APOLOGIES:

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
Manager Business and Strategic Planning, Tracy Tzioutziouklaris

COUNCIL MEMBERS AS OBSERVERS:

**WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF
THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP
WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR
INDIGENOUS PEOPLES HAVE WITH THIS LAND.**

MINUTES: moved that the Minutes of the previous meeting held on
Wednesday 22nd July, 2015 be taken as read and confirmed.

seconded

QUESTIONS:

- (a) With Notice - nil submitted
- (b) Without Notice –

1. REVIEW OF THE STRATEGIC PLAN – Ref. AF13/486

The Manager Business and Strategic Planning reported:

- (a) At the Members Workshop held on Wednesday 24th June, 2015, Members identified those Key Strategies from the Futures Paper that were considered important. Those Key Strategies are the ones will form the base for the drafting of Council's new Strategic Plan.
- (b) The identified Key Strategies were documented and previously considered at the meeting held on 22nd July, 2015.
- (c) It is recommended that Council aim for a maximum of 5 key strategies for each goal as identified within the Futures Paper. Members also need to remember that the Futures Paper was developed with a very long time frame with the paper to be reviewed regularly. The Strategic Plan has a time frame of four years and obviously only a proportion of the Key Strategies identified within the Futures Paper will be able to be achieved over a four year period.
- (d) It is also recommended that a minimum of one key strategy for each goal incorporate key legislative and governance activities undertaken by Council.

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- (e) The key strategies as previously documented have been refined into a table format and is attached to the agenda as Attachment 1.

moved it be recommended:

- (a) The report be received.
- (b) The refined table be provided to all Council Members and key Council Officers.
- (b) All Members be requested to identify those key strategies that they wish to pursue and those which they are happy to reconsider and/or delete. This task to be completed one week prior to the next meeting of the Strategic Planning Sub Committee.
- (c) The draft Strategic Plan continue to be refined and developed in consultation with Council Members and Council Officers.

seconded.

MOTIONS WITH NOTICE

MOTIONS WITHOUT NOTICE

The meeting closed at _____ p.m.

24th August, 2015
TT/TLG

STRATEGIC PLANNING SUB-COMMITTEE

Minutes of the Meeting held in the Committee Room, Level Four of Civic Centre, 10 Watson Terrace, Mount Gambier, on Wednesday, 22nd July, 2015 at 12.00 p.m.

PRESENT: Cr F Morello (Presiding Member)
Mayor A Lee and Cr P Richardson

APOLOGIES: Cr S Perryman

NOT IN ATTENDANCE: Cr M Lovett

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
Manager Business and Strategic Planning, Tracy Tzioutziouklaris

COUNCIL MEMBERS
AS OBSERVERS: Nil

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

MINUTES: Cr Richardson moved that the Minutes of the previous meeting held on Friday 8th May, 2015 be taken as read and confirmed.

Mayor Lee seconded.

Carried

QUESTIONS:

- (a) With Notice - nil submitted
- (b) Without Notice – nil submitted

1. MEMBERS WORKSHOPS – Strategic Planning – Ref. AF15/83

- (a) Two workshops for Members on Strategic Planning have been held on:
 - (i) Tuesday, 5th May, 2015 Workshop discussed the role and process of Strategic Planning.

Facilitated by Council Officers.
 - (ii) Wednesday, 24th June, 2015 Workshop provided an overview and summary of the Futures Paper and the incorporation of this framework into Council's new Strategic Plan. Including a focus about the future of regional cities.

Facilitated by Emeritus Professor John Martin.
- (b) Now is an opportune time for a debriefing discussion regarding these workshops. The issues raised as part of the debriefing included:

Strategic Planning Sub-Committee Minutes, Wednesday, 22nd July, 2015 cont'd...

- (i) The Futures Paper is not a static document and will need to be reviewed as issues change.
- (ii) Members are still able to include issues not identified within the Futures Paper into the Strategic Plan if identified and determined appropriate.
- (iii) The role of Council has become much more diverse than the traditional core business of rates, roads and rubbish. Council needs to reconsider the allocation and distribution of its resources to ensure it can carry out the functions that it wishes to choose.
- (iii) As part of developing the strategic plan and setting the focus areas for this term of Council, Members will need to determine what areas they wish to focus on. Council can take on the role of an enabler and/or initiator within the community.
- (iv) Council will also need to make adjustments in accordance with the external community needs and expectations. As such Council will need to continually change and adjust.
- (v) The development of the Strategic Plan is important to set a collective clear vision of what Council wishes to achieve.

Cr Morello moved it be recommended that the report be received.

Mayor Lee seconded.

Carried

2. REVIEW OF THE STRATEGIC PLAN – Ref. AF13/486

The Manager Business and Strategic Planning reported:

- (a) At the Members Workshop held on Wednesday, 24th June, 2015, Members identified Key Strategies from the Futures Paper that were considered important. Those Key Strategies will form the base for the drafting of Council's new Strategic Plan.
- (b) The identified Key Strategies are documented in Attachment 1.
- (c) It is recommended that Council aim for a maximum of 5 Key Strategies for each goal as identified within the Futures Paper. Members also need to remember that the Futures Paper was developed with a time frame of approximately four years. Not all of the Key Strategies identified within the Futures Paper will be able to be achieved over a four year period.
- (d) It is also recommended that a minimum of one Key Strategy for each goal incorporates key legislative activities undertaken within Council's administration so as to ensure the Strategic Plan is a meaningful document that can be administered.

Cr Morello moved it be recommended:

- (a) **The report be received.**
- (b) **The Strategic Plan be presented in a simple template and provided to Members of the Strategic Planning Committee for further consideration.**

- (c) **The draft Strategic Plan continue to be refined and developed in consultation with Council Members and Council Officers.**

Mayor Lee seconded.

Carried

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE

1. FUTURES PAPER - LAUNCH, Ref 13/125

Goal:	<i>Building Communities</i>
Strategic Objective:	<i>Strive for an increase in services and facilities to ensure the community has equitable access and that the identified needs are met.</i>
	<i>Encourage the empowerment of the community to lead and self manage their respective desires and aspirations.</i>
Goal:	<i>Securing Economic Prosperity</i>
Strategic Objective:	<i>Foster the expansion of commerce and industry in a sustainable manner, considering industry, employment and climate change impacts, and enhance our positioning as the major centre for the region.</i>

The Manager Business and Strategic Planning reported:

- (a) Council at it's meeting held in October, 2014 considered the Futures Paper and determined:
- “(a) Corporate and Community Services Report No. 66/2014 be received.*
- (b) The Futures Paper now be received and endorsed, pending minor editorial amendments.*
- (c) The Futures Paper be published and copies be made available for all people who participated and general availability via hard copy and Council's website.*
- (d) The Futures Paper will be a component of the incoming Council's induction program, a base for the development of the new Strategic Plan and provides a reference point to assist the citizens of Mount Gambier to achieve their collective future.*
- (e) The Members of the City Development Framework Sub Committee and Associate Professor John Martin be thanked for their facilitation of this project and to achieve the development of a document that reflects the aspirations of the community and guides the future long term development of the City of Mount Gambier. “*
- (b) It was previously identified within the Minutes of the City Development Framework Sub Committee meeting held on 16th January, 2014 that once the Futures Paper were completed, it be officially launched by the Mayor and Councillors.

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- (c) The Futures Paper has been published and hard copies have been made available and is on Council's website.
- (d) The Futures Paper is now recognised by Council as it's Peak Strategic Plan. As such it was considered appropriate that the Futures Paper be promoted once it had been reformatted using the new branding Council has recently adopted.
- (e) Council has determined that the Futures Paper will form the basis for the review of it's current Strategic Plan – Beyond 2015. Council has commenced this review process.
- (d) It is Council's decision as to what form of promotion it wishes to undertake in relation to the publication of the Futures Paper. It is envisaged that once the rebranding of the Futures Paper has been completed it be presented in a format similar to that of the Annual Report.

Cr Richardson moved it be recommended:

- (a) The report be received.**
- (b) The following options for the promotion of the Futures Paper be undertaken:**
 - (i) The production of a summary document, maximum of four A4 pages.**
 - (ii) Copies of the Futures Paper be printed once the document has been reformatted using the new branding style.**
 - (iii) A media release be prepared and released promoting the Futures Paper.**
 - (iv) The Futures Paper be promoted as the document used to review and develop Council's Strategic Plan.**

Cr Morello seconded.

Carried

The meeting closed at 12.51 p.m.

TT/TLG

Goal	Core Area	Key Strategy	Example Actions <i>(extracted from the Futures Paper)</i>
<p>Our People</p> <p>Home to a highly skilled and educated population</p> <p><i>Those places that survive and prosper are characterised by having skilled and educated people. In addition to being technically competent, having a wider view and understanding of the world around us fosters a search for creativity and innovation that takes us beyond where we live and work. This journey can be through the arts and cultural activity, in sport and in the way people work as a community to create the place that is desired.</i></p>	Health, Well being & Happiness	Ensure health, wellbeing and happiness with a focus on actions that involve citizens, engaging the broad range of stakeholders with a focus on the physical and mental well being of the community.	<ul style="list-style-type: none"> • Continue to demonstrate to State and Federal Governments the benefits of local provision of health services. • Provide helpful information on where to obtain access to people for advice on health, education, doctors and hospital services. • Hold regular information sessions on aspects of health and well being. • Continue support for Foodbank and Meals on Wheels type programs.
		Emphasise work/life balance in the choices we make as individuals and employers.	<ul style="list-style-type: none"> • Continue to develop world class sporting facilities. • Work with local artists to promote/develop arts and cultural events. • Promote the positives in our community.
		When recruiting people to work in Mount Gambier make the link between having a good job and living in a family friendly city with high quality facilities and services.	<ul style="list-style-type: none"> • Recognise the untapped potential of different skills set, unused resources. • When advertising job opportunities also include information on the facilities and services in Mount Gambier. • Create a museum or historical

			hub to be managed by volunteers with a background and interest in local history.
	Being part of the Community and Helping Others	Create opportunities for all citizens to be involved in community life such that they both contribute to and benefit from such involvement.	<ul style="list-style-type: none"> • Through services (such as the library) bringing people together, from new mothers and their babies to senior citizens. • Encourage street parties and other events that bring people together so they get to know their neighbours. • Create places for young people to feel welcomed where they can express their creative talents.
		Recognise the basic human need to be affiliated and part of a community both as a helper and a recipient of community care.	<ul style="list-style-type: none"> • Local clubs follow up with participants on their success with inclusive programs. • Sponsor youth development through sport. • Encourage young adults to run for leadership positions across the community.
		Use community gatherings, whether they be business, sport, cultural or annual events to acknowledge the strength of community that is Mount Gambier and discuss ways the sense of community can be strengthened for all.	<ul style="list-style-type: none"> • Welcome new comers: create events and localities that can host communities. • Create a renewed interest in community service groups. • Develop a regional brand for local products that emphasise our clean, green, sustainable advantages.

	Connectedness	Keep people connected, both physically and emotionally, through volunteering and the myriad of sporting, interest and other groups around the city.	<ul style="list-style-type: none"> • Encourage a wide range of opportunities for older citizens to volunteer across the community. • Advocating and planning for public transport across the city and region. • Provide walking and cycling access across the city and region.
		Create opportunities for people across our diverse community to meet, work and socialise together. Explore new ways of enabling people to move within the city and between adjacent regional centres.	<ul style="list-style-type: none"> • Create a sense of place for neighbourhoods and the city as a whole. • Support service clubs working with the schools to promote volunteering for community service. • Encourage Men's Sheds to collaborate with young people to create small scale infrastructure for youth.
	Education	Make life-long education and training a primary function in this community.	<ul style="list-style-type: none"> • Facilitate and promote learning(formal/informal) opportunities throughout life. • Develop school to work programs. • Develop a community wide program to ensure a greater year 12 completion rate.
		As part of employment strategies across the City inform new employees of the wide range of educational programs and professional development	<ul style="list-style-type: none"> • Change employment conditions so that when young people reach 18 they can continue to work. • Establish an allied health clinic

		opportunities available.	<p>where students can provide basic health assessments.</p> <ul style="list-style-type: none"> • Facilitate online education and training and professional development.
	Youth	Develop community wide programs that support our youth as they transition to adulthood.	<ul style="list-style-type: none"> • State and Local Government, community groups and families work together to keep youth busy with creative activities. • Create life-long learning programs: accelerate current initiatives. • Actively support the Blue Lake Partnership to bring school learning and community together.
	Council's working culture is dynamic, flexible and entrepreneurial.	Build an organisational culture focused on teamwork, innovation, customer service and fast business.	<ul style="list-style-type: none"> • Implement ongoing improvement programs focused on the best way forward.

<p>Our Location</p> <p>A central location, at the heart of a rich market, and/or well positioned for trade with expanding markets is a catalyst for ongoing development.</p> <p><i>Those places that survive and prosper through economic and social change, are centrally or well located. They are places where people are attracted, historically because of their geography: on a river: on a safe harbour: adjacent to abundant natural resources, which is the case for Mount Gambier.</i></p>	Health	To lobby for appropriate health services to be delivered in Mount Gambier and when it is necessary to travel to Adelaide to ensure different travel options that meet the needs and capabilities of patients.	<ul style="list-style-type: none"> • Local governments and the State Government and hospitals attracting medical professional to the region. • Be open to the use of ICT to allow remote diagnosis and specialist treatment. • Create a social calendar web site (based on Council's monthly What's on calendar).
		Make living in Mount Gambier an advantage when it comes to accessing health services.	<ul style="list-style-type: none"> • Using high speed internet for diagnostic services. • Obtain diagnostic and rehabilitation equipment so people do not have to travel away for treatment. • Encourage preventative health strategies through whole community use of sporting and recreation facilities.
	Access to Facilities & Services	Continue to make Mount Gambier a great place to live and work through providing and advocating for appropriate services and facilities.	<ul style="list-style-type: none"> • Support learning groups for adults caring for children at home (stay at home parents). • Social groups/lectures to explore the environment. • Support people to live in their own home longer.

	Assets/Sports Facilities	Make Mount Gambier a destination for travellers, not just a place that they pass through.	<ul style="list-style-type: none"> • Promotion of our parks and open spaces (and playgrounds). • Encourage shared use of facilities between clubs. • Establish a local tourism board.
	Council's services and assets meet the needs of our community	Provide timely and appropriate infrastructure and service provision.	<ul style="list-style-type: none"> • Determine the types and levels of services provided by Council. • Develop long term asset management plans which are linked to financial management plans. • Maintain and renew Council assets to agreed standards. • Develop and implement capital works programs according to strategic priorities.
Our Diverse Economy A diversified economy with a significant proportion of high order services, largely untainted by the legacy of rust-belt-type industries. <i>These places have diversified economies with high order services such as manufacturing</i>	Financially secure employment	As a city adopt a regionally reviewed focus to expand and diversify the economy, promote employment opportunities and forge closer links between education providers and industry to develop and ensure a well-equipped workforce.	<ul style="list-style-type: none"> • Highlight and award 'best practice' employers across the community. • Encourage online micro businesses to develop through local training and development programs. • Establish a career development centre that enables people at all stages of their life to consider local career opportunities.

<i>based on local production (as with forestry products in South East South Australia). High order services also include financial and other professional services.</i>		Thing 'outside the box' in creating employment opportunities for all members of the community.	<ul style="list-style-type: none"> • Empower a designated person to lobby local business for job opportunities. • Offer time limited volunteer work placements that translate into work experience on a resume. • Provide retraining for the older worker.
	Sustainable Diverse Economy	The individual and collective business focus should be on value adding and diversifying the regional economy.	<ul style="list-style-type: none"> • Council and the Chamber of Commerce meeting quarterly to consider strategies in the Futures Paper. • An annual multi cultural festival celebrating connections with other parts of the world. • Improve community understanding of changes impacting our local economy.
	Partnerships	Develop partnerships that are focused on realising community aspirations related to building a prosperous and resilient Mount Gambier.	<ul style="list-style-type: none"> • Embrace new migrants recognising their skills by providing practical skill tests for them. • Connect regional development agencies with new migrants to help find employment. • Focus on and develop an innovation skills programs.
	Education and Training	Develop and maintain a community wide discussion that directly links secondary and tertiary education and training to current and developing business labour needs.	<ul style="list-style-type: none"> • Having local courses available directly linked to employment outcomes. • Train locally so our youth avoid having to go to the capital cities for this service.

			<ul style="list-style-type: none"> • Businesses engage with schools to give insight into business careers.
	Local Production and Consumption	Work to find ways in which local produce can also be made available through the local economy.	<ul style="list-style-type: none"> • Champion seasonal produce available locally. • Educate and inform about the concept of food miles. • Encourage the sourcing of local suppliers and encourage sales through our retail stores.
	Support for local business	Provide a Council regulatory environment which is business friendly and considerate of business needs.	<ul style="list-style-type: none"> • Ensure Council's procurement policies support local business and help generate local employment. • Ensure Council's operating procedures are best practice and continually improve. • Continue to provide best practice service and accountability through performance management processes and reporting.

	Be recognised as a highly regarded and reputable organisation.	Show leadership and engage with the community, operate according to law, ensure professional and ethical standards and plan services to meet the needs of current and future generations.	<ul style="list-style-type: none"> • Develop and implement a governance framework that provides transparent and accountable processes and enhances Council's reputation. • Ensure legislative compliance and awareness. • Councillors and employees are aware of the importance of ethical behaviour, compliance with codes of conduct and providing complete information and advice. • Recognise outstanding employee performance, entrepreneurship and innovation.
<p>Our Climate, Natural Resources and Heritage</p> <p>Endowed with natural resources and a rich heritage, and boasts a climate and/or natural setting superior to most other cities in the nation.</p> <p><i>Places that endure over time boast a climate and superior natural setting that gives them an advantage over other places. Mount Gambier and its region is one such place. With good soils,</i></p>	Desirable Sustainable Place	Strive to make Mount Gambier a sustainable place in which all citizens are proud to call home.	<ul style="list-style-type: none"> • Develop a community wide push for excellence in public education. • Encourage employers to be open opportunities to people from different cultural backgrounds. • Create opportunities for young people to celebrate cultural and civic life.
		Across the city and region champion sustainability as a goal in all our endeavours.	<ul style="list-style-type: none"> • Share information and collaborate, on research opportunities on sustainability by all levels of government and business. • Provide education through schools and at home on

<p><i>abundant ground water and an annual climate regime conducive to growth it is home to Australia's softwood plantations, broadacre farming of cattle and sheep, viticulture and, increasingly horticultural and agricultural production. At Carpenter Rocks on the coast south of Mount Gambier Australia's premier crayfishing industry has been exporting its catch over the last seventy years. The region has highly valued natural resources that must be maintained while working for our city and our region.</i></p>			<p>preserving natural resources and the sustainable use of resources.</p> <ul style="list-style-type: none"> Find creative solutions to local and public transport.
	Cultural, History and Heritage	Encourage cultural awareness, past, present and future.	<ul style="list-style-type: none"> Improve awareness of Boandik history and culture. Showcase sites which have evident culture, publicising these areas more. Build annual events to celebrate national cultural icons.
	Social Awareness and Inclusion	Build social awareness and inclusion in society, business and cultural activities across the City.	<ul style="list-style-type: none"> Promote healthy living with friends and family as part of our high quality of life. Be an active participant in local cultural groups. Become more aware of the social background of the community in which I Live.
		Work to include others in all aspects of community life.	<ul style="list-style-type: none"> Provide welcome packs for new arrivals. Encourage citizens to be a 'local host' for new arrivals in their first twelve months. Build bridges between different community groups and demographics through cultural events.
	Community Pride and Participation	Generate pride in our environment, culture and heritage by actively learning about and	<ul style="list-style-type: none"> Market our clean green, sustainable credentials. Establish local sustainability

		promoting it within and beyond our city.	goals and work towards achieving them together (eg transition towns). <ul style="list-style-type: none">• Market the urban rural character of our city.
		Based on our natural assets (the Lakes) and our built environment (sporting and cultural facilities) make active living opportunities as widely available as possible.	<ul style="list-style-type: none">• Create and support annual events that encourage participation.• Build contemporary tourist attractions with associated retail outlets.
	Innovative programs to protect our environment	Determine Council's role in the protection of the environment.	<ul style="list-style-type: none">• Continue to investigate and identify areas where Council can operate more environmentally sustainable.• Research and understand the impact of climate change on Council's operations and the region's environment and communities.• Research, develop and implement a plan for Council to become a carbon neutral organisation.