



Reference: AF13/486 MJT

13th March, 2015

TO: MAYOR LEE
CR RICHARDSON
CR MORELLO
CR PERRYMAN
CR LOVETT
CHIEF EXECUTIVE OFFICER
MANAGER STRATEGIC PROJECTS

COPY: ALL MEMBERS

NOTICE is hereby given that the City Development Framework Sub-Committee will meet in the following Meeting Room on the day, date and time as follows:

(Committee Room – Level 4):

Friday, 20th March, 2015 at 12.00 noon

An agenda for the meeting is enclosed herewith.

Other Members not on the Sub-Committee are encouraged to attend the above meeting as your thoughts and contributions will be appreciated.

Tracy TZIOUTZIOUKLARIS
STRATEGIC PROJECT OFFICER

CITY DEVELOPMENT FRAMEWORK SUB-COMMITTEE

Meeting to be held in the Committee Room, Level Four of Civic Centre, 10 Watson Terrace, Mount Gambier, on Friday, 20th March 2015 at 12.00 noon

AGENDA

PRESENT: Mayor A Lee
Crs P Richardson, F Morello, S Perryman and M Lovett

COUNCIL OFFICERS: Manager Strategic Projects, 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 Friday 20th March, 2015 be taken as read and confirmed.

seconded

QUESTIONS:

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

1. **CITY DEVELOPMENT FRAMEWORK – Hierarchy of the Strategic Planning Structure Ref. AF13/486 – Attachments – Strategic Planning Structure of Council, The Futures Paper, The Strategic Management Plan – Beyond 2015, the Corporate Plan and example Quarterly KPI Report**

The Manager Strategic Projects reported:

- (a) As identified within the Elected Member Development Program session held on Tuesday 9th December, 2015 Council's Strategic Management Plan Structure consists of:

The City Development Framework Futures Paper (The overarching document), the Strategic Management Plans (Strategic Plan 2015, Long Term Financial Plan, Asset Management Plan and Annual Budget), the Corporate Plan and Business Unit Plans. A graphic illustration of Council's Strategic Planning Structure is attached to the agenda for Members information and perusal.

- (b) The City Development Framework Futures Paper was received and endorsed by Council in October, 2014. The Futures Paper is Council's key strategic document and provides a long term vision for the growth and development of the City of Mount Gambier.

- (c) Section 122 of the Local Government Act requires Council to have a Strategic Management Plan. Strategic Management Plans are to identify Council's aspirations, objectives and directions for the City of Mount Gambier. Council has declared the following plans constitute the Strategic Management Plans of Council:

- The Strategic Management Plan – Beyond 2015
- The Corporate Plan 2012
- The Long term Financial Plan
- Infrastructure and Asset Management Plan.

The Local Government Act specifies that Council may review its strategic management plans at any time, but must do a comprehensive review within two years after each general election.

- (d) The Corporate Plan is the key plan to incorporate the aspirations of the Strategic Plan – Beyond 2015 into the operational work undertaken by staff. It identifies key actions and activities including key Performance Indicators (KPIs) to satisfy the goals identified within the Strategic Plan. Quarterly reports are provided to Council on the progress and achievement of the KPIs. Together the Strategic Plan and Corporate Plan provide a high level overview of Council as an organisation.
- (e) Business Unit Plans have been developed for each distinct work group/team through the organisation. They outline the key work priorities for each work group/team. The KPIs identified within the Business Unit Plans are reviewed for each Member of staff in the Performance Appraisal process.

moved it be recommended:

- (a) The report be received.
- (b) Council commence preparations to review the Strategic Plan – Beyond 2015.
- (c) To be workshopped at the meeting.

seconded

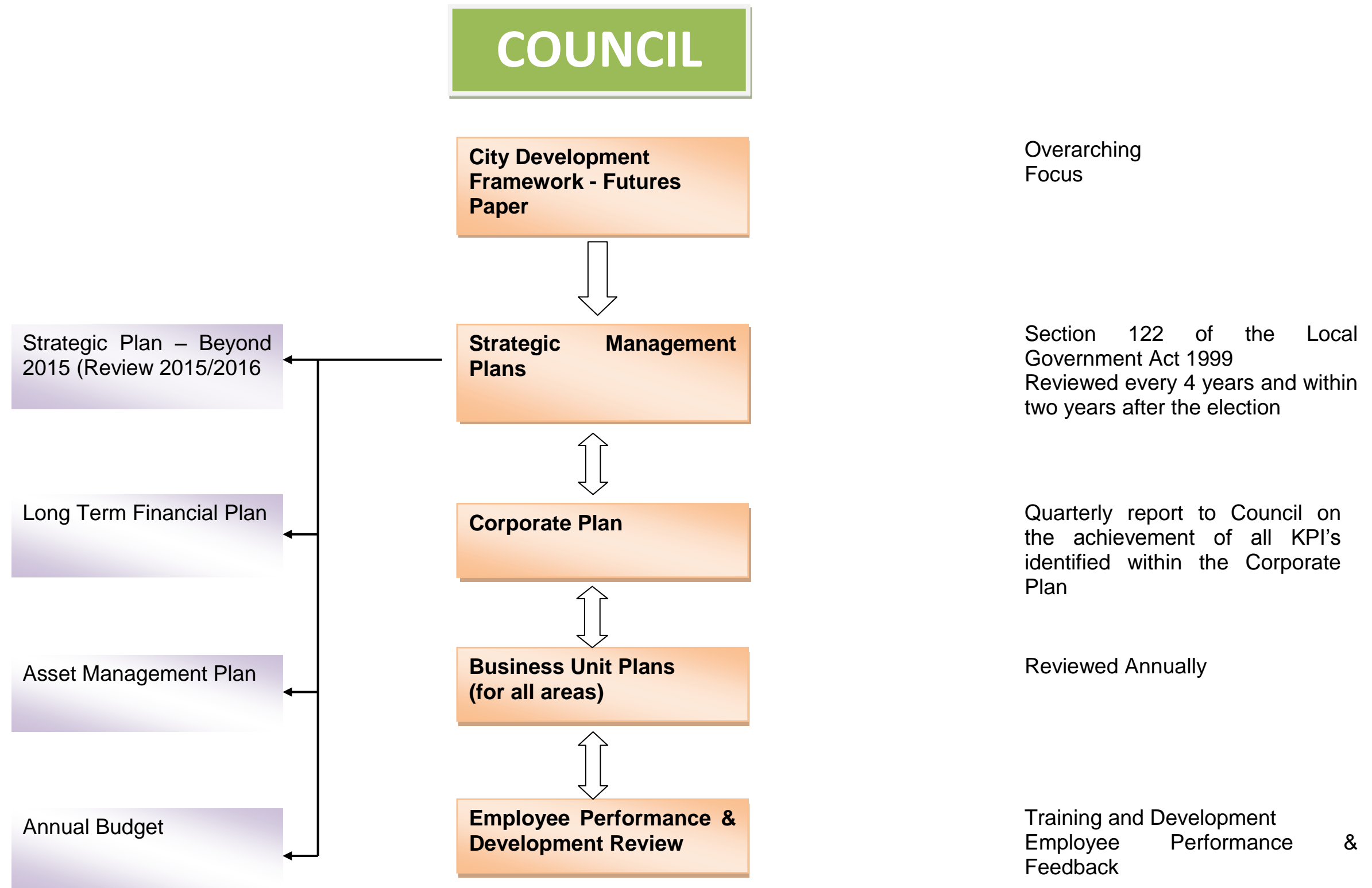
2. ECONOMIC DEVELOPMENT COMMITTEE – Charter Ref. AF 13/486

The Manager Strategic Projects reported:

- (a) There has been some discussion regarding ongoing engagement with the community and the economic/business side contained within the City Development Framework.
- (b) Within the 'Futures Paper' four characteristics have been identified as determinants of successful urban cities, one of which is economic development, 'Our Diverse Economy'. The three others being 'Our People', 'Our Location' and 'Our Climate'. Each of these four identified characteristics should be managed equally as they are of equal importance.
- (c) An example of an Economic Development Committee Charter from Liverpool City Council has been attached to the agenda for Members information and perusal.



Council Strategic Management Plan Framework – September 2014





Strategies for a
prosperous & resilient

Mount Gambier

A FUTURES PAPER FOR CITY DEVELOPMENT



Foreword

Message from the Mayor

Mount Gambier is the major centre for the Limestone Coast and services a regional population of over 60,000 people. A thriving, progressive community, residents enjoy a quality lifestyle with city facilities and services, many attractions, shopping and entertainment and is surrounded by volcanic craters, lakes, limestone and underground aquifers and productive agricultural land.

Famous for the 'Blue Lake', the City also boasts beautiful parks and gardens, caves and sinkholes. An interesting mix of galleries, museums and markets provide an insight into the culture and arts of the City.

The City Development Framework project which has involved the development of the 'Futures Paper', commenced to ensure we have a robust and planned approach to meet the current and future challenges facing our City. The project involved the development of overall strategies for development, incorporating economic, social, environment and community opportunities and aspirations. Further, it will ensure we maximise the potential of our natural resources and the community and the opportunities they present.

Events over the past few years, both global and locally have led us to ask:

- Is what we have done in the past going to sustain our community and economy into the future? and
- What do we need to do to change or introduce to ensure that our community and economy are sustainable into the future?

The Futures Paper looks forward and focuses on these key questions.

The Futures Paper has a primary focus on our City and its communities, while recognising that regional areas and beyond have a significant influence over our direction and opportunities.

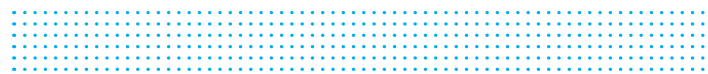


Developing, nurturing and sustaining partnerships with our communities, business sector, tiers of government and their agencies, health, education and non government organisations is important and integral to developing and delivering future opportunities for the community. Council plays a lead but not a dominating role in developing and promoting the City Development Framework. It was envisaged and is intended to be a whole of community statement, a framework for Mount Gambier, in which Council's role is as much as a catalyst or partner as directly responsible for service delivery.

While the framework may appear straightforward the questions and issues surrounding the Futures Paper are not. Council recognises and acknowledges that the community and stakeholders will have differing views of issues such as desired population growth, future direction of industry, health and ageing and will respond accordingly. The Futures Paper will create the City's direction and provide focus for action.

Steve Perryman
Mayor of Mount Gambier

Executive Summary



The City of Mount Gambier in southeast South Australia, a region endowed with an amenable climate and abundant natural resources, has prospered over the last 170 years on the creativity, energy and drive of its community. These characteristics will determine the prosperity and resilience of the city into the future. The purpose of this Futures Paper for City Development, and the extensive consultations on which it is based, is to assist the citizens of Mount Gambier as they work across the community to achieve their collective future.

In this Paper we reflect on our current characteristics, set out our aspirations for the future and bring together strategies with example actions identified by participants that they believe will ensure a prosperous and resilient Mount Gambier. This Paper has been developed through extensive consultations across the community. It is designed to serve as a reference point for the whole community.

With a population of 26,000 and an additional 38,000 people living across the Limestone coast who come to 'the Mount' for retail shopping, education and training, employment and sport, recreation and culture activities, the City of Mount Gambier is the regional capital for southeast South Australia and south western Victoria.

The Futures Paper is organised around four characteristics that are regarded as ensuring a city's resilience over time: having highly trained and well educated people; being well located within a region; having a diversified economy; and, an excellent climate, abundant natural resources and a rich heritage.

When the city is assessed against these characteristics it is found that it has relatively slow population growth, distinctive socio-economic advantage and disadvantage, a highly trained but gendered workforce (manufacturing versus retail and human services), excellent facilities and local services and challenges accessing specialist health services. Good schools and tertiary education access but low employment growth with relatively few opportunities for young people leaving school or graduating from tertiary education.

Mount Gambier is blessed with abundant natural resources with forestry and associated manufacturing a mainstay of the regional economy. Along with agriculture, health and education services Mount Gambier is a desirable city in which to live, work and play.

Notwithstanding these factors there are challenges and opportunities for the community in meeting its aspirations, which this Futures Paper addresses. It was through discussions about the way Mount Gambier is measured by other governments and comparing these measures with what we value as a community that led to a set of shared aspirations from people participating in the consultations and discussions.

In this Paper there are overlapping and complementary aspirations. This is to be expected. That the aspirations catalogued under the four characteristics of a resilient city should intersect is not surprising. It confirms the interconnected nature of the City's future. It needs to be seen as a whole system with component parts working together supporting community efforts for a prosperous and resilient Mount Gambier.



Aspirations for our people were led by the importance of being healthy and happy in one's life. Being part of a community helping others. Having a work life balance such that one can both achieve at their occupation or profession and have a quality of life with family and friends.

Being part of a healthy environment, a location which sustains us well, and attracts others is an important aspiration. Concerns for the quality of the natural environment are strong, especially our water table, from which we draw from for domestic and agricultural purposes. The quality of life afforded the citizens of Mount Gambier and the region is well recognised and something we wish to preserve.

A diverse economy that is sustainable over time is seen as paramount to being a resilient city. Employment should be available for the great majority of citizens in the city and its region. Balancing lifestyle with job satisfaction is seen as an important challenge for the future.

In terms of our climate, natural resources and heritage the community recognises the importance of a sustainable lifestyle managing our water and energy use with minimal environmental impact. Mount Gambier has a rich cultural history and heritage which is essential to preserve if the community is to have a sense of ourselves, where we have come from and where we are heading as a society into the future. To do this it is recognised that social awareness of the plight of others in our community and their inclusion in economic, social and civic affairs is essential.

This Futures Paper is recommended to the citizens of Mount Gambier and asks them to consider how their plans and aspirations correspond to these aspirations. As it is previously mentioned the four factors reflecting a resilient city are not discrete. They overlap and intersect in interesting ways.

By sharing this information with all members of the community it is hoped that it will encourage innovation and cooperation across the city and the region. As such this Futures Paper should be seen as an ongoing living document to be refined and developed over the years. When this happens the community are far more likely to succeed in what is aspired to than not. This is what leads to a prosperous and resilient future for Mount Gambier.

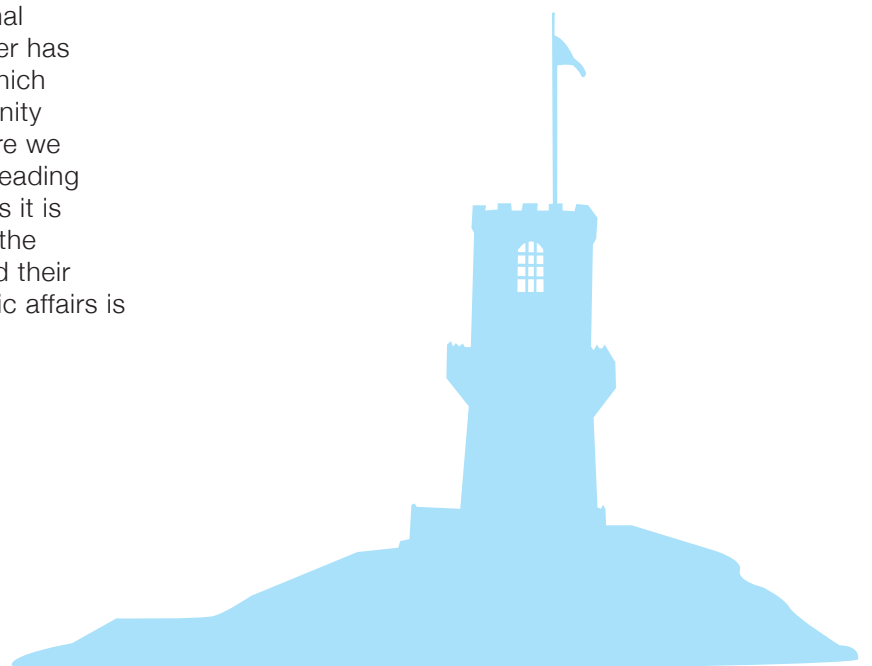


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Overview: This Futures Paper



This 'Futures Paper' has been prepared after extensive consultation with the Mount Gambier City Council and its community on what matters for future city development. Their aspirations for the Mount Gambier community provide a 'framework' for the whole community to consider. The Paper outlines strategies for action at the individual, organisation and community level that will enable the community to achieve their collective aspirations. It is only by working together that the community can achieve a prosperous and resilient future.

The paper provides a rationale for city development in terms of four characteristics: developing and supporting our people; building on the advantages of our location; sustaining our diverse economy; and, valuing our climate, natural resources and heritage. During the consultation process people from across the Mount Gambier community were asked to identify their aspirations in terms of these characteristics. The community were subsequently asked what they thought were ways in which individuals, organisations and institutions across the city could help realise these aspirations. It is these strategies and actions that give direction for city development.

Like all regional cities across Australia Mount Gambier is impacted by social, economic and technological change. The way in which it responds to these changes will determine its prosperity and resilience over time. This Futures Paper is based on extensive community consultation and conversation with citizens, organisations and institutions about what they can do to help realise the future to which the community aspires.

The Mount Gambier City Council facilitated this community wide conversation designed to identify the aspirations of its citizens, exploring how they can be realised. This Futures Paper attempts to capture the outcomes of this conversation in order to support individuals and organisations who wish to play their part in creating a prosperous and resilient future for the city.

The importance of ensuring a prosperous Mount Gambier was reflected in all our consultations. Unless the city has a platform of economic success it will be very difficult to realise aspirations related to health, wellbeing, community connectedness and economic prosperity.



Thinking about the future

Assuming the future is a risky business: consider the 20,000 icemakers in Chicago a hundred years ago who, overnight, lost their jobs with the development of refrigeration. Extrapolating the past into the future is fraught with danger; sometimes referred to as 'rear view mirror planning.' Social and technological change presents us with interesting surprises. As one part of the market changes another part thrives in the opportunities it creates. Main streets reflect this 'creative destruction'. In many of Australia's country towns we see empty shops vacated by businesses unable to adapt to change. Equally there are others that have adopted new technologies reflecting customer needs, such as on-line accommodation bookings and retailing. The digital camera replacing the film camera is a good example of this creative destruction. Modern wireless technology will impact employment in the poles and wires business as much as it is having an impact in the growth of jobs in the 'App' development industry. The city development framework outlined in this paper will see the community of Mount Gambier better prepared to adapt to unknown and uncertain futures driven by social and technological change.

The CSIRO has identified six interlinked megatrends: 'a significant shift in environmental, economic and social conditions that will play out over the coming decades.'¹ It is with this context in mind that we project into the future and consider how to prepare our community for uncertain futures; some challenging while others create new opportunities.

The trends the CSIRO identified are: doing more with less in a world of finite natural resources; the decline in the world's natural habitats, plant and animal species; the growing influence of Asian markets on Australian society; our ageing population; the connectivity of the virtual world; and, the rising demand for experiences over products and the importance of social relationships. These trends offer opportunities for Mount Gambier. Being prepared is the challenge for all members of the community if they are to realise the particular opportunities they encounter such that together is created a prosperous and sustainable city.

The challenge is not to be driven primarily by the past but to be attracted to a future that is aspired. Recognising this challenge, three things are done in this Futures Paper:

- Briefly consider the consequences of extrapolating the future from the past;
- Identify the aspirations of Mount Gambier citizens; and,
- Identify what strategies and action is required to achieve these futures.



¹Hajkowicz SA, Cook H, Littleboy A. 2012. *Our Future World: Global megatrends that will change the way we live. The 2012 Revision.* CSIRO, Australia.

The recent report 'The evolution of Australian towns' (2014) by the Federal Bureau of Infrastructure, Transport and Regional Economics² (BITRE) shows that over the last century there have been 'strong long-term settlement pattern trends [with] increasing centralisation of population and activity, a decline in rural inland cities and growth in coastal locations'. They highlight factors such as geography (location), history, industry, the provision of goods and services, amenity and investment (or lack of) which have interacted and reinforced one another creating very powerful forces for change. These factors are echoed in the history and challenges of Mount Gambier.

A well-regarded European study³ on what makes some regions more successful than others went further than the BITRE report highlighting those 'intangible' factors associated with successful regional development. They explained differential economic performance as a function of intangibles such as institutions, networks, community and quality of life. These were more significant in explaining economic performance than the tangible factors in the production function: land, labour, capital technology and economic structure.

When both tangible and intangible factors are working together regional cities and towns are more likely to prosper and be resilient to external shocks than would otherwise be the case. In this Futures Paper we see how the people of Mount Gambier recognise the importance of these intangibles, their

aspirations related to the way the community works together to achieve desired outcomes.

Even within a very short time frame it is difficult to imagine what the future holds for Australian towns and communities. In 2005 Victorian researchers revisited six small towns across that state, each of which had been studied closely in the mid 1980s, to find out what had changed in these towns and how the community had responded. Common amongst all six towns was that none had predicted what the future held for them. Some had responded to change while others were in decline. The research team concluded that the sustainability of small towns was a function of the characteristics of the way people in these places worked together to define the nature of their community, regardless of the external changes imposed on them⁴.

Understanding why some places survive and why others are in decline will help the Mount Gambier community decide what it needs to do to assure a prosperous and resilient future. It might be as simple as engaging the community in a myriad of ways such that there is implicit support when individuals are impacted: like losing their job, becoming unwell, needing family support, or are ageing in place. It will also involve a united and concerted approach to convince other levels of government to invest in appropriate infrastructure or to encourage businesses to relocate to Mount Gambier to take advantage of the bountiful natural and human resources that exist in southeast South Australia.

²Bureau of Infrastructure, Transport and Regional Economics (BITRE) (2014) *The evolution of Australian towns*, Report 136, Canberra ACT

³Bryden, J. and K. Hart (eds) (2004) *A New Approach to Rural Development in Europe – Germany, Greece, Scotland and Sweden*, New York, The Edwin Mellen Press

⁴Martin, J. with J. Henshall (2007) 'The Study of small towns in Victoria revisited' in Department of Sustainability and Environment, *Towns in Time 2001 analysis*, DSE, Melbourne

The place names of south-east South Australia and western Victoria record European settlement here over two hundred years ago. It was the bountiful resources that attracted these settlers⁵. From the rich soils and plentiful water to whaling and fisheries these resources continue to support the Mount Gambier region today. With Australia's largest softwood plantations the region is home to a diverse manufacturing industry from paper making to sawn timber and woodchipping. Prior to European settlement Indigenous Australian's lived throughout the region.

The Boandik nation inhabited the Mount Gambier region for tens of thousands of years before Europeans came onto their land. The region provided sufficient resources to sustain their communities, a factor reflected in the sustainability of the Mount Gambier region today. The Boandik forebears witnessed the dramatic geological events that gave rise to what is the Blue Lake and associated volcanic features, the geological focal point of south-eastern South Australia. Archaeological findings confirm the very long history the Boandik people have had with this region.

Today the city of Mount Gambier is at the heart of south-eastern South Australia. The city is the regional centre for communities across the Limestone Coast. It has a rich heritage, unique geophysical features, a plentiful natural environment and is home to around 26,000 people serving another 38,000 in the wider region who regard Mount Gambier as part of their community of interest. The city and its region has developed over the last 170 years into a leading resource-based economy with a diverse tourism, agricultural and grazing industry as well as Australia's leading softwood plantations and associated manufacturing. It is a centre for education, health services, retail, the service sector and government administration. The consultation that led to the development of this Futures Paper was designed to ensure Mount Gambier's continuing central role in this region.



⁵O'Connor, P. and J. Mayell (1997) *A Most Suitable Place, Mount Gambier: from Crater and Cave*, Mount Gambier, Mount Gambier City Council.

Our Guiding Framework for City Development

The purpose of this Futures Paper is to provide a framework for the long-term development of the city of Mount Gambier. It is a development process that is designed to engage the whole community, not just the city council who are leading this initiative. This process of consultation has been guided by the 'resilient cities framework' proposed by the French Canadian Mario Polèse⁶. He has shown that cities that continue to reinvent themselves in the face of social, economic and technological change have the following characteristics⁷:

OUR PEOPLE: they are home to a highly skilled and educated population.

OUR LOCATION: their central location, at the heart of a rich market, and/or well positioned for trade with expanding markets is a catalyst for ongoing development.

OUR DIVERSE ECONOMY: they have a diversified economy with a significant proportion of high-order services, largely untainted by the legacy of rustbelt-type industries.

OUR CLIMATE: they are endowed with natural resources and have a rich heritage: they boast a climate and/or natural setting superior to most other cities in the nation.

Polèse distinguishes between resilience reflected in a city's ability to *survive* shocks versus its ability to *change* in the face of outside shocks. He suggests those places that endure over time in the face of external shocks such as wars and economic depression reflect the four characteristics set out above, and which provide the framework for us to think about the future of the city of Mount Gambier.

Regional researchers differentiate between exogenous and endogenous factors impacting regions and towns. Exogenous are those factors external to the place: they can be government policies, economic impacts (such as the Global Financial Crisis) or the tourist preferences for one place over another. Endogenous factors are of the type identified by Polèse. Our focus is on such endogenous factors based on the principle that the people of Mount Gambier, working together, will have as much influence, if not more, in creating the futures they aspire to than if they left it to chance and outside interventions.



⁶Mario Polèse (2014) 'The resilient city: on the determinants of successful urban economies', Working paper, no 2010-03, University of Montreal. In 'The Resilient City' in R. Paddison and T Hutton (eds), *Cities and Economic Change*, Sage Publications, London.

⁷These characteristics are consistent with the Australian Government's criteria for regional economic development: human capital; sustainable (economic, environmental and social) communities and population growth; access to international, national and regional markets; and comparative advantage and business competitiveness (included at Attachment 3).

Assessing the City's Development



A key question in determining the current state of development and where Mount Gambier could focus its effort is how do each of these four city development characteristics for Mount Gambier compare with other regional cities across Australia? For this purpose we used the [In]Sight Regional Competitiveness index prepared by the Regional Australia Institute which provides a ranking of measures, such as 'welfare dependence', compared to all the other 565 local government areas⁸.

In consultations with the Mount Gambier community Mount Gambier was compared with Whyalla, the next largest regional city in South Australia and Warrnambool in south-west Victoria - a place that people from Mount Gambier are familiar with - for the purposes of creating discussion and developing an understanding of what these measures actually meant and how they applied to Mount Gambier. It became apparent during these discussions that the differences between these two cities and Mount Gambier did not always help when considering the aspirations for the future and thinking about how best to achieve these futures. In this final edition of the Futures Paper the focus was primarily on the characteristics of Mount Gambier.

There is also the question of how the city has developed over time. What are the measures that tell us how Mount Gambier has progressed in terms of social, economic and environmental outcomes? Population growth and change, economic diversification and environmental condition are examples of such outcomes. There are many more such measures⁹. A key consideration was choosing the measures that matter. That is, what are those measures the community regard as more relevant to city development. Ideally measures which are of interest both with the local community and policy makers from elsewhere?



⁸<http://www.regionalaustralia.org.au/research-policy/insight/>

⁹Mount Gambier City Council provides an extensive set of information on the city over the last few census periods and is freely available at <http://profile.id.com.au/mount-gambier/highlights>.

What are the measures used by policy makers from elsewhere?

The Australian Bureau of Statistics Socio-Economic Index for Areas (SEIFA) and the Regional Australia Institute (RAI) [In]Sight regional competitiveness index allows the comparison of characteristics of Mount Gambier over time (as mentioned above this was done with Whyalla and Warrnambool, two regional cities that the community compared themselves with). These comparisons are found in Attachment 1. The variation with different Census collector districts in Mount Gambier reveal that there is significant variation in socio-economic advantage/disadvantage ranging from 719 in Mount Gambier East to 1,017 in Mount Gambier North East.

Change over time in Mount Gambier

The measurement of changes occurring in Mount Gambier over time and how they impact city development was helpful in monitoring such progress. The profile.iD analyses prepared for the City of Mount Gambier (and available on the Council website) was used as the basis for monitoring broad changes across the Mount Gambier community. A summary of these comparisons over time is found in Attachment 2.

These measures reveal that Mount Gambier has a relatively stable population, albeit an ageing one. Household tenure, family incomes and family composition and labour force participation have remained relatively stable over time. Unemployment has remained

around 7% and labour force participation a little over 60% since 2001. Youth unemployment (15-24years) is estimated to be 17%. Employment in manufacturing has steadily declined, offset by modest increases in retail trade employment and in the health and related sectors. The labour force is also gendered along these lines with significantly more men employed in manufacturing and more women employed in retail. This is also reflected in qualifications with more men holding vocational certificates and more women holding higher education qualifications. Travel to work by private car remains the dominant mode. A measure of modern times is the significant increase in Internet connections across the city.

Importantly Mount Gambier is the economic hub for the region with the annual economy in the order of \$6.8billion (RAI [In]Sight), more than twice that of Whyalla and twenty five percent higher than Warrnambool. Clearly Mount Gambier is the regional centre of South East South Australia and western Victoria with a role, function and responsibility driving the development agenda in this corner of Australia.



What are the measures that matter to us?

In consultations across the Mount Gambier community participants were asked to reflect on the measures used by policy makers (State and Federal Governments) to assess the state of the Mount Gambier community (SEIFA and RAI [In]Sight) related to each of the four Polése characteristics and to suggest measures that they thought more applicable to understanding city development. These measures are reflected in the aspirations outlined in this Futures Paper, many of which overlap and are interrelated. The challenge for policy makers and program managers is to address these aspirations by engaging the community in an ongoing dialogue about what is desirable and affordable.

In addition to four workshops with invitations to a wide cross section of the community, the City Council - Mayor, Councillors and staff - met with individuals and community groups to discuss with them measures that they felt mattered and their aspirations for the Mount Gambier community¹⁰.



¹⁰Over 600 people participated in the consultations representing a cross section of the community.

Community aspirations for the future of Mount Gambier

Against each of the four Polése characteristics participants were asked to identify their aspirations for Mount Gambier at three levels: me/myself; family and friends; and, for the community. This was done to encourage discussion about what is important to people living in Mount Gambier. Findings revealed that there was a broad consensus about the values, systems and processes that make up a prosperous and resilient community. In the four sections that follow it is attempted to order these aspiration and to assign those strategies suggested from subsequent consultations.

These responses were then categorised, summarised and discussed in a second round of workshops with participants from the first round of workshops (as well as a few individuals who joined in the second round discussions).

From this second round review of aspirations the lists were further refined and incorporated additional information provided from the wider consultation process. City Council staff, from all administrative and operational sections, also participated as part of in-house workshops to discuss outcomes and performance measures across the diverse functions of council.



Strategies for change and development: who does what, where and when?

At the second round of workshops participants were keen to suggest ways in which individuals, groups, organisations, business and governments could work together to address wider community aspirations. They were asked to identify strategies outlining who does what, where and when. Many specific examples from across the community were received. This confirmed there is much going on already. This is to be expected in a strong and dynamic community. The irony seems to be that such processes of engagement and community reflection on possible futures is more productive when working with a community that has a history of supporting each other across social, cultural and economic activities.

What has been done in this Futures Paper is to categorise strategies in effort to ensure as many as possible suggestions are included. They are, by their very nature, higher-level statements in which individuals and organisations can look to as they consider their contribution to the future development of the city. Where people have named specific

programs or actions they have been examined to understand the inherent strategy within. This Futures Paper does not champion one program over another, rather to identify what is common between them. It will be up to individuals across the community to show leadership in negotiating and determining priorities.

This Futures Paper is based on the consultation process as outlined above. Whilst attempting to be true to participant comments, suggestions and strategies as much as possible, it also aims to integrate comments focussed on the same outcome or aspiration.





1. Developing and Supporting Our People

Resilient cities - those places that survive and prosper through economic and social change - are characterised by having a high proportion of highly skilled and educated people. Importantly it is being both skilled and educated that matters. 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 community to create the place that is desired. Out of this creative environment comes economic and commercial innovation, which helps sustain people and their place in the world.

In addition to the importance of being well trained in their vocation and having a broader more well educated world view is the communities role in supporting individuals through the various stages of life, especially our youth, the aged and new settlers.



Our Current Circumstances

With a population around 26,000 Mount Gambier is the second largest city in South Australia. In comparative terms with other Australian cities it is a medium sized regional city, which serves a larger region of some 36,000, known as the Limestone Coast. As a mature city the population is ageing (60+ years) while the proportion of children (0-11yrs) is higher than regional South Australia. In recent years new migrants have arrived from Myanmar and The Congo making an important contribution to steady population growth in the city.

Approximately 36% of people (15+yrs) have a tertiary qualification – vocational and university - compared to 34% across regional South Australia. The higher proportion of people with vocational level skills in the Mount Gambier community account for this difference.

As we have already mentioned the SEIFA index for the City of Mt Gambier, divided into seven sub-districts, varies from 719 in Mount Gambier (East) to 1,017 in Mount Gambier (North East). This represents a significant variation in economic disadvantage in the city.

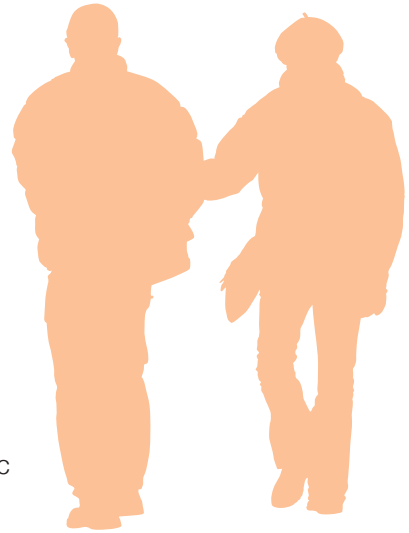
Socio-economic information on Mount Gambier presents a picture of the challenges facing the community if nothing is done to respond to current circumstances. These relate to the health of citizens, early childhood performance, primary school performance, early school leavers, unemployment (especially youth), welfare dependence and economic prosperity. For adults with at least one of the four health risk factors of smoking, harmful use of alcohol, physical inactivity and obesity, 63.2% of Mount Gambier residents are affected. Out of 565 local governments across Australia this places Mount Gambier well down the ladder at 359.

Regarding early childhood performance Mount Gambier is ranked at 165 (19.2% of children developmentally vulnerable). The performance of children across Mount Gambier's primary schools ranks 334 across Australia with 26.1% of children in the top two bands for reading, writing, spelling, grammar, punctuation and numeracy.

For a city looking to build economic prosperity based on creativity and innovation Mount Gambier faces significant challenges. More students are leaving school before completing year 12 than in most other parts of Australia (65.4%, ranked 434). A prosperous and resilient city has a highly skilled and well-educated population. Reducing the rate of early school leavers in Mount Gambier will assist in achieving this outcome. Youth unemployment reflects our lowly ranked year 12 completions with a rate of 15.3% (ranked 473).

In Mount Gambier welfare dependence ranks 362 across Australia with 20.8% of people using Government support as their main source of income.





Meeting the Challenges We Face

When asked to identify the factors they see contributing to a prosperous and resilient Mount Gambier participants identified good health, well-being and safety, followed by education and training, community connectedness and employment as being essential. The idea of well-being across the community pervaded discussions. Striking a balance between health related services and activities, well being, safety and a sense of community were often stated. These factors reflect community-wide perception about Mount Gambier and what it means to live, work and play here.

Participants suggested many ways to improve student retention to year 12 and subsequent opportunities for education and training. The importance of early childhood education as part of a life-long learning strategy was also widely recognised. There was general recognition that much more could be done to make these connections creating opportunities for life-long learning across the community.

Community connectedness through volunteering, participation in sporting and other organised activities were seen as high priorities for the community. Developing programs that encouraged people from across the community: geographically, by age, education, cultural background, occupation and so on to meet, learn, celebrate and build a prosperous and resilient Mount Gambier were high priorities.

Finally, but not least related to this characteristic of a highly skilled and well educated community was the recognition of the central role employment plays in enabling the city to be prosperous and resilient to change. Levels of employment including youth and the older worker looking to retrain are seen as important outcomes. The challenge of obtaining meaningful employment was identified: people using all of their skills, being able to reach their potential and personal aspirations.

Aspirations and Strategies for Developing and Supporting Our People

Through the consultation process participants were asked to identify aspirations for themselves, friends and family and for the community at large. The recurring themes were; having **good health and happiness**, being **part of a community where people support each other – being connected** is a phrase often used, striking a good work/life balance – which includes having **financially secure employment**. Corresponding to these individual and community aspirations is to live in a community that is **connected and inclusive**, seen as a **desirable and sustainable place**. Also where access to **good health services**, **quality education** in **a community that is helping and caring**.

What follows is a range of suggestions from across the community as to how these aspirations can be realised.





1.1 HEALTH, WELLBEING AND HAPPINESS

When asked their aspirations for developing and supporting our people the most commonly cited outcome was health and happiness. Comments such as ‘have a happy, healthy family’ and ‘to be happy, healthy and enjoy my work and lifestyle’ were typical of the many comments supporting this aspiration. Being in good health, an active member of the community and having financial security and the opportunity to develop were seen to be associated with the general issue of good health.

Wellbeing is where one has good health and is ‘connectedness and contributing to their communities in a positive way’. ‘To be happy and healthy’ especially ‘in their relationships’ also contributes to this feeling. Not just for the ‘adults to be successful in their business’ but also for children to be ‘successful and happy at school.’ To be ‘active and enjoy life’ are strongly held aspirations. ‘Education and employment opportunities’ along with an ‘interest in caring for our world’ are factors seen to support wellbeing and happiness.

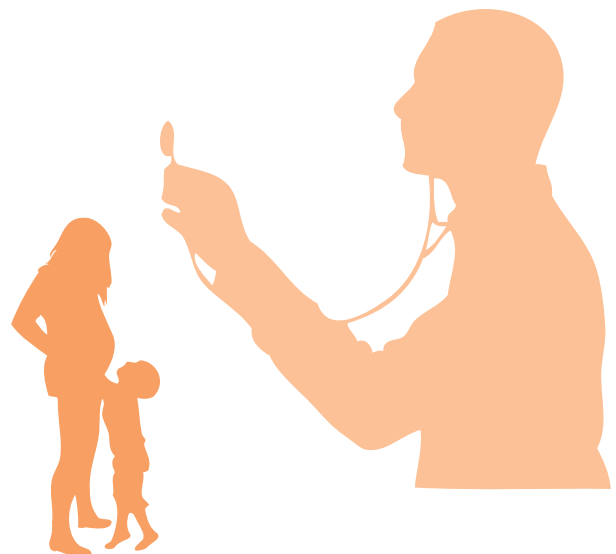
When considering community level aspirations ‘access to reliable, prompt health services – preferably primary health’ is mentioned often. Participants recognised that it is essential to ‘maintain good health and friendships and join organisations to meet other people’. Health is defined broadly: ‘health and happiness, connectedness, socially inclusive and engagement, prosperous, equality and equity’ all contribute to this outcome.

KEY STRATEGY:

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.

Example Actions

- Continue to demonstrate to State and Federal governments the benefits of local provision of health services (facilities, specialist services, local care and rehabilitation)
- 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 (including mental health and healthy living focussed on prevention)
- Create volunteer opportunities that are focussed and coordinated around community projects that involve members of the community and service clubs
- Encourage state government departments to connect with their respective communities, especially clients
- Continue support for Foodbank and Meals on Wheels type programs
- Help keep families together with family-oriented events
- Bring the generations together with programs like ‘surrogate grand parenting’ by retirees for young families
- Aim for ageing in one’s own home as a community goal



1.2 BEING PART OF THE COMMUNITY AND HELPING OTHERS

Being part of the community is good for individuals ‘to help more in my community’. The idea of being ‘fully integrated into the community, giving what I can (my time) and receiving what I need (health services)’ was a common view. Being ‘part of a well-balanced and creative community’ one that ‘support others and local events and businesses’ reflects the economic and social benefits of helping others across the community.

KEY STRATEGY:

Create opportunities for all citizens to be involved in community life such that they both contribute to and benefit from such involvement.

Example Actions

- 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
- Facilitate community and business organisations working together helping youth with school, transition to work and the development of healthy living strategies
- Create places for young people to feel welcomed where they can express their creative talents



1.3 WORK/LIFE BALANCE

Many participants identified being gainfully employed so one can live well as an important outcome for them and their families. The ‘work/life balance [should contribute to a] good quality of life’. Where there is a good work/life balance the community is ‘constantly improving in leadership, in health, education and culture’. The widespread view of the importance of good health is also reflected here with comments such as having ‘health and happiness, satisfaction in my career’.

Striking an appropriate work life balance is very much an individual responsibility, which can be negotiated through working arrangements that reflect family responsibilities, such as with managing a young family or the need to support aged parents.

KEY STRATEGY:

Encourage work life balance across the community such that people feel empowered to attend to family matters when required while also respecting the needs of their employer.

Example Actions

- Establish a Mount Gambier City Futures Roundtable to bring together key organisations/stakeholders to discuss issues and share thoughts on how to support work/life balance initiatives
- Arrange professional development programs for employees from across the community
- Encourage individuals to consider work/life balance implications of employment choices
- As part of community celebrations acknowledge the contribution employers make to work/life balance
- Encourage all organisations to actively promote volunteering by their employees

1.4 FINANCIALLY SECURE EMPLOYMENT

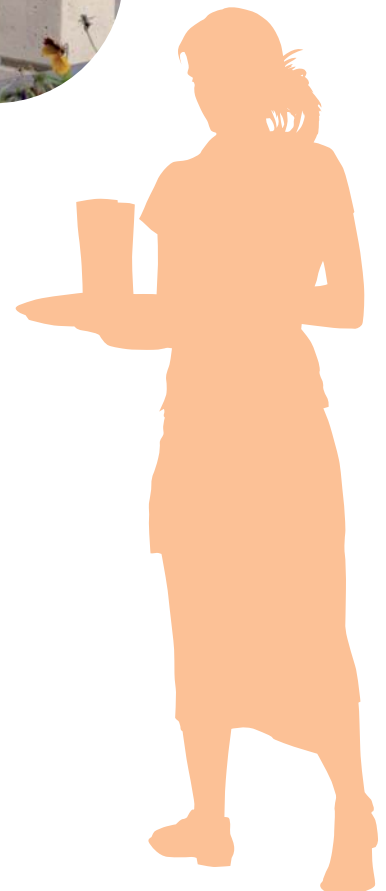
To achieve the wide-ranging aspirations outlined in this paper the great majority of the community must feel they are 'prosperous', and secure in their employment. 'Education and employment opportunities' go together. Once again the connection to personal health and well-being is seen as a function of secure employment and playing a role in the community.

KEY STRATEGY:

As a city adopt a regionally renewed 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.

Example Actions

- 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
- Encourage and support the timber industry to take a bigger role in development



1.5 CONNECTEDNESS

When asked about aspirations for family and friends a recurring theme of ‘being connected’ in the community was identified. Importantly, participants felt it is essential to feel ‘safe and [be] connected. To feel secure’ and find the community and its opportunities accessible. This requires a ‘continuing engagement with the community, access to all the services [needed] at each stage of life’. For a ‘sustainable future, [an] exciting life, [with] strong connections to the community’ people felt the need to ‘stay connected’.

Aspirations for the community reflect individual aspirations as well as those they hold for family and friends. Being a connected and inclusive community is paramount. Citizens having a ‘sense of belonging and feeling empowered’ based on ‘connection and collaboration to drive innovation’ summarise the broad view of participants. They recognise ‘opportunities to be productive and contributing members’ of ‘the various work and community groups’ helps facilitate these outcomes. ‘To feel connected, supported, involved in their community’ results in people feeling ‘happy and want[ing] to live here’.

KEY STRATEGY:

Keep people connected, both physically and emotionally, through volunteering and the myriad of sporting, interest and other groups around the city.

Example Actions

- Encourage a wide range of opportunities for older citizens to volunteer across the community
- Advocating and planning for public transport across the city and the region
- Providing walking and cycling access across the city to encourage people to be out and about
- Provide support caring for family members experiencing difficult times in their lives
- Become a more active community creating visual safety in our streets and parks

- Encourage more community involvement in events and volunteering
- Council continues to support volunteer expo to create awareness, drum up numbers and celebrate (biennially)
- Work with the Police for more community consultation (their work is good but the community needs to work with them to make it more effective)
- Become involved in a productive way – be of service to oneself and others
- Make national celebrations (Australia Day, Queen’s Birthday weekends) days to welcome new arrivals
- Welcome new refugees, communities, families to Mount Gambier with particular emphasis on non-English speaking groups
- Schools and unis to provide adult education (English language) as part of learning about Australian culture
- Hold an annual multicultural dinner
- Ask local families to be a ‘buddy family, for new arrivals
- Careers development centre (individuals, schools, organisations, industry, council, government)
- Run an annual friendship/inclusion expo including a lunch/dinner to introduce new arrivals to the myriad of clubs/activities available
- Take part in a variety of different development programs (YMCA SA, YP Taskforce)
- Promote our city’s cultural diversity through mainstream activities (eg media work, sport, business, service clubs)
- When properties sold real estate agents provide a ‘welcome pack’ to new owners
- Develop a volunteer welcome program for new arrivals where a volunteer is tasked to be a mentor to make introductions to clubs and community organisations





1.6 DESIRABLE/SUSTAINABLE PLACE

For Mount Gambier to be a desirable and sustainable place it should ‘respond to [the] diverse needs of different people’. The aim should be for the city ‘to be a productive, happy place for all to live in – with no pockets of disadvantage’. As such it needs to ‘develop and foster across diverse interests and activities including education, business and recreation’.

KEY STRATEGY:

Strive to make Mount Gambier a sustainable place in which all citizens are proud to call home.

Example Actions

- 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
- Invite different communities to participate in various groups activities
- Include work experience for students of different cultures
- Adopt ‘place-making’ principles in the development of housing strategies for all
- Facilitate community mentors through gardening and men’s shed type activities
- Hold ‘community stakeholder forums’ across the city so residents can engage with service providers about how best this is done



1.7 EDUCATION

A recurring aspiration throughout the consultations was the importance of whole-of-life education. The view that a ‘well educated and healthy’ community was essential for ongoing prosperity and resilience was agreed. This included education from early childhood throughout the life-span. As such this focus will help ‘create a restorative city/community’. Opportunities for ‘university education – [through the creation of an] education hub – [will provide] new courses, [with a] focus on technology growth areas’.

KEY STRATEGY:

Make life-long education and training a primary function in this community.

Example Actions

- Facilitate and promote learning (formal/informal) opportunities throughout life
- Develop school to work integration programs
- Develop a community-wide program to ensure a greater year 12 completion rate
- Use the coming high speed Internet capabilities via the University of South Australia to facilitate the building of state-of-the art facilities
- Celebrate the opportunities and achievements of tertiary students studying and working in Mount Gambier
- Develop a ‘whole of community’ response via a Lifelong Learning Committee
- ‘University South Australia student accommodation to attract students from out of the region/international students
- Within the secondary schools a closer relationship with the advising group for employment and further education
- Encourage a culture of home based billeting of students coming to Mount Gambier for tertiary education
- Create an education and research hub in the region that recognises, for example forestry, Mediterranean style agriculture and renewable energy

1.8 HELPING/CARING

Participants also desire a place which is helping and caring, one which is 'welcoming and engaging – [with] social amenity, [reflecting the] natural and built environment, [one which is] culturally inclusive and valuing [of others]'. With new citizens the aspiration is that the community 'cares for and provides for its diverse people and communicates' effectively with them. Mount Gambier is 'a place where a helping hand is given, not a hand out'. Creating the opportunity for our young people to take responsibility for their development through coordinated programs.

KEY STRATEGY:

Recognise the basic human need to be affiliated and part of a community both as a helper and a recipient of community care.

Example Actions

- 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
- Develop a central hub for young people to run programs in the arts; music, theatre and dance





2. Building on the Advantages of Our Location

Resilient cities, 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. In this section measures that are used by others to assess our community are first discussed and then measures that are meaningful were identified. Locational aspirations were then outlined for individuals, friends and family and the community before identifying strategies to achieve these,



Our Current Circumstances

The Regional Australia Institute's [In]Sight competitiveness index of Australian regions and local government areas provides several measures that reflect this idea of centrality of location. This index covers ten themes. Their 'Infrastructure and Essential Services' theme provides values and rankings (against 565 other local government areas) for this characteristic.

Having value for money air services between Adelaide and Mount Gambier was raised in discussions. Aviation infrastructure is a measure of the distance to and from a region's business centre to the nearest airport with substantial paid passenger revenue. With Mount Gambier's dominant population relatively close to the airport this gives the city a leading ranking of four compared to other Australian regions. Access is good but air-fare costs are seen as prohibitive for many residents.

Access to higher education (university) in Mount Gambier is 2.5% of the working age population which ranks the city 234 across Australia. Access to technical or further education (attending technical or further education institutions) is relatively high for



Mount Gambier with a 3.9% of the working age population attending ranking the city 77 across Australia.

Access to hospital service is measured by the RAI as the number of people employed in hospitals in a region per resident population. The ranking for Mount Gambier is 216. The citizens of Mount Gambier were of the opinion - via their aspirations - that such access was poor. Possibly this is the perception in many Australian communities regardless of their regional or metropolitan location. Measures for other health services (allied, GP) were also based on the percentage of the workforce employed in these services and as such are considered by those who participated in consultations as a poor measure of actual access to a specific health service.

Rail infrastructure ranks Mount Gambier at 486 (81.8kms to nearest railway station) out of Australia's 565 local government areas. These measures tell us nothing about the nature of the service: frequency, quality, and cost.



Meeting the Challenges We Face

When asked what are the measures related to our location that matter participants identified access to health services, the nature of transport infrastructure (air, rail and roads) and access to education, primarily tertiary and higher education.

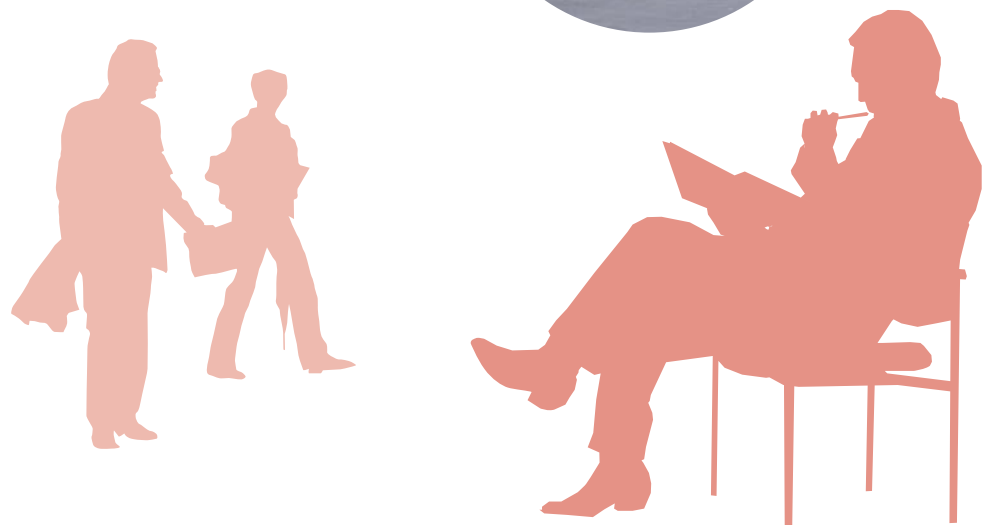
Access to health services includes both facilities like hospitals and clinics as well as specialist and allied services. Several participants also mentioned the importance of access to mental health services. These were a uniformly common set of measures identified by participants.

Equally the response to measures that matter for transport relate to the relative isolation of Mount Gambier and the cost of - and for some - difficulty in making the long journey to Adelaide for services, such as primary health care, that they believe should be available in Mount Gambier.

The next most mentioned set of measures relate to access to education in Mount Gambier. Access for those from families who have not typically been engaged in tertiary education as well as access to a range of courses that will enable them to obtain employment locally and in the region.

Other measures that mattered to participants included employment opportunities, skill shortages, job satisfaction and income levels. Economic measures related to the level of prosperity and investment across the city while difficult to access were also regarded as helpful.

Measuring sustainability in terms of air quality, water use, environment quality and locally grown and locally consumed produce helps paint a picture of how resilient the city is and the overall health of the environment.



Aspirations and Strategies for Building on the Advantages of Our Location

As with the process outlined above after a discussion of how Mount Gambier is measured by others and a consideration of what participants thought was worth measuring they were asked to identify aspirations for themselves, friends and family and for the community at large. They were subsequently asked to identify strategies they thought would help meet these aspirations. Example actions are provided for the key strategy related to each aspiration.

The recurring themes related to location are; having good **health**, the **environment**, **quality of life**, **access to facilities and services**, **community**, **education**, **connectedness**, **health services**, **assets/sports facilities**, and **sustainability**.



2.1 HEALTH

As already indicated above, a recurring theme across the consultations undertaken as part of the development of this Futures Paper were concerns about equity in access to health services. The widely held view is that to access the best available services people from the Limestone Coast region have to travel to Adelaide. So 'to have an excellent hospital and associated health services' is high on their priority. Corresponding to this is '[to be] healthy and employed living in a prosperous bustling city where you can bring up a family with [accessible] medical facilities' and '[have] access to specific medical professionals [to avoid] leaving the area for treatments'.

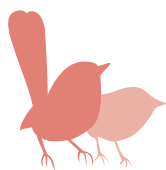
KEY STRATEGY:

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.



Example Actions

- Local governments and the State Government and hospitals attracting medical professionals to the region
- Be open to the use of ICT to allow remote diagnosis and specialist treatment
- Determine 'attractors' to encourage medical professionals to the region
- Create a social calendar web site (based on Council's monthly What's On calendar)
- Council to facilitate welcome groups (such as the Young Professionals Network)



2.2 ENVIRONMENT

The quality of the natural environment that sustains the region’s natural resource-based economy was recognised. The city should ‘be able to balance changes that make Mount Gambier and the region more self sustaining.’ The desire to ‘live in a clean, healthy & safe environment, with choices about what I can do and what I can be involved in’ was seen as important. Also, to ‘reside in a place with a focus on nature, beauty, sustainability, innovation, creativity: a place where people can grow’.

KEY STRATEGY:

To ensure the ongoing quality of our environment is central in decision-making across the city.

Example Actions

- Hold an annual ‘Clean up Mount Gambier Day’
- Create a marketing campaign to promote the environmental virtues of the region
- Develop sustainability goals for energy use across the city (eg X% renewable by 20??)
- Council to consider social and environmental impacts of planning and development
- Encourage sustainable environmental practice through well designed and properly aligned housing
- Community and business leaders to create diversity of opportunity for employment
- Council to continue to maintain parks and gardens [to a high standard]
- Continue to promote the city through Sustainable Communities/Tidy Towns awards

2.3 QUALITY OF LIFE

The aspiration that Mount Gambier should be a community with a ‘Work/life balance and a good quality of life’ was strong. To be a ‘vibrant, positive community’ with strong ‘connection to the location - asking the question; do I need to go anywhere else?’

KEY STRATEGY:

Emphasise work/life balance in the choices we make as individuals and employers.

Example Actions

- Continue to develop world class sporting facilities
- Work with local artists to promote/develop arts and cultural events
- Promote the positives in our community
- Develop education tourism resources that can be included in local education curriculum to encourage connection to place
- Use our diverse local talent to create cultural events
- Annually, appoint ambassadors and mentors for the City
- Invite young adults who left Mount Gambier for study and work to return to speak to school children about their city and life beyond Mount Gambier
- Build on the inclusive programs of the City Library



2.4 ACCESS TO FACILITIES & SERVICES

Access to facilities and services is a central part of the location characteristic. This includes 'access to quality health, education services and have employment opportunities'. Being able to access all services means 'proximity to employment, health services, education'. Overall, 'excellence in services to attract people to our city' reflects this aspiration.

KEY STRATEGY:

Continue to make Mount Gambier a great place to live and work through providing and advocating for appropriate services and facilities.

Example Actions

- 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 homes longer
- Work together to provide a year-round heated swimming/therapy pool
- Support Housing SA's 'Connecting People to Place' program
- Develop affordable student accommodation for weekly and semester bookings
- Encourage retailers to be open when major events are on
- Community to lobby politicians at all levels of government to lock-in service levels [maintain existing service levels]
- Provide discount vouchers for people travelling through the region (available from the Lady Nelson as well as information centres in adjacent regions)



2.5 COMMUNITY

The central place of the family in the community is another recurring aspiration. For families to have 'access to activities – sport, health, social' provides 'an opportunity [for them] to develop family'. A city with 'a strong community ethos and [a] family friendly city' is a resilient city.

KEY STRATEGY:

Recognise the needs of families and cater for them as the core social foundation of our community.

Example Actions

- Affordable access to sporting groups and social clubs for young people
- Encourage participation in community activities across the city
- Council continue to fund the Junior Sports Grants program
- Ensure new public precincts (Railway Lands and Hospital) are attractive, family-friendly places
- Reinstate the annual women's tennis tournament and the Mount Gambier Gift
- Encourage periodic pop-up markets (farmers, fairs, Service Club run boot sales) across public precincts in the city



2.6 EDUCATION

'Access to high quality tertiary education for my kids' is seen as an important aspiration for families raising children in Mount Gambier. There is a strong desire to 'see more people realising educational goals and aspirations, affordably', locally.



KEY STRATEGY:

Cooperate across the education and training spectrum to find innovative and creative ways to engage everyone across their life span in meaningful and empowering learning experiences.

Example Actions

- Build cooperation with a diversity of tertiary education providers to ensure education and skills are developed for local careers
- Encourage people to come to Mount Gambier to study
- Use information technology to enhance the local learning experience
- Continue to promote Mount Gambier as a learning city
- Community to lobby for diverse educational opportunities
- Create a research and development hub focussed on forestry and timber, temperate agriculture and renewable energy
- Encourage local institutions and businesses to offer traineeships and graduate placement opportunities



2.7 CONNECTEDNESS

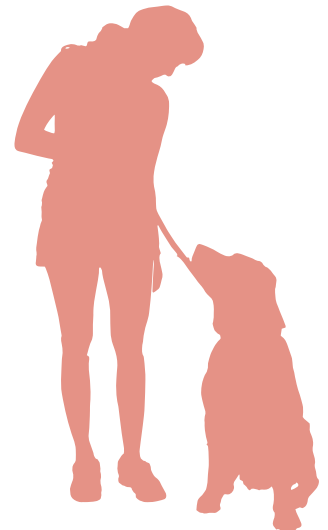
Being socially connected within the community to 'embrace differences/diversity' is a common aspiration. Also seeing 'young people volunteering (openly), giving to the community eg service clubs' will lead to a 'creative, inclusive sense of community'. The aspiration for 'a strong, connected, collaborative community committed to a sustainable future' sums up this view.

KEY STRATEGY:

Create opportunities for people from 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.

Example Actions

- 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
- Invite young people to join service clubs
- Investigate alternative transport options for exports: upgrade airport and express rail [Portland and/or Adelaide]
- Support friendly walking and cycling facilities and opportunities (getting to and from school, places to enjoy and exercise in)
- Organise more accessible community transfers for youth to get to different locations, appointments and work commitments



2.8 HEALTH SERVICES

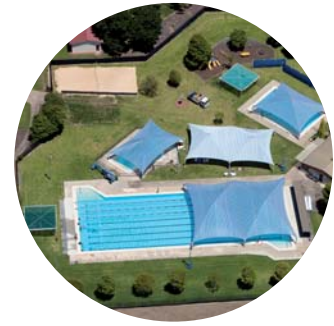
Once again health aspirations are identified, this time with a location theme for the whole community through ‘access to required services’: ‘good access to medical, including mental health services’.

KEY STRATEGY:

Make living in Mount Gambier an advantage when it comes to accessing health services.

Example Actions

- Using high speed Internet for diagnostic services
- Obtain diagnostic and rehabilitation equipment so people do not have to travel away for treatment (MRI machine and hydrotherapy pool)
- Encourage preventive health strategies through whole community use of sporting and recreation facilities



2.9 ASSETS/SPORTS FACILITIES

Mount Gambier was seen by participants as a desirable place for travellers to stop over. Their aspiration is for ‘Mount Gambier to become [the] gateway to Victoria’. For ‘Mount Gambier to be [an] extension of [the] Great Ocean Road and encourage tourists to travel here enroute to Limestone Coast’. With its ‘well maintained parks with good picnic and toilet facilities’ this will encourage travellers to spend time here and in the region. It is important that the city remains ‘a strong bustling community with assets to make it a highly liveable city’.

KEY STRATEGY:

Make Mount Gambier a destination for travellers, not just a place that they pass through.

Example Actions

- Promotion of our parks and open spaces [and playgrounds]
- Encourage shared use of facilities between clubs
- Create active transport [walking and cycling]
- Establish a local tourism development board
- Utilise local building products in housing development
- Provide facilities in new parks (Railway lands) to enable opportunities for community events
- Install free dump point in public [accessible] location [for caravanners travelling through who are not stopping overnight but who want to stop for a few hours]
- Develop backpacker accommodation in Mt Gambier





2.10 SUSTAINABILITY

Sustainability is an aspiration that pervades much of the discussions contributing to this Futures Paper. As a place to live it is seen as important 'to have suitable housing and industry so we can live healthy happy affordable lives'. Also, there needs to be an 'efficient and affordable public transport', including for people without cars who need to get to their place of education and training and employment. There was a desire for 'more simple living, less dependence on fossil fuels'.

KEY STRATEGY:

Consider access and energy use and sustainability in all development, project and planning decisions.

Example Actions

- Encourage buses to reduce car use
- Make active transport (walking and cycling) more accessible
- Review public transport routes to encourage greater patronage and reduce car traffic
- Promote the 'park and stride' concept
- Run an annual buy-local campaign with an updated catalogue of local service providers
- Develop community wide investment options for household based renewable energy
- Advocate for a local Renewable Energy Target (RET)
- Investigate community renewable energy projects (eg Transition Towns)

2.11 EDUCATION

Aspirations 'to be educated, innovative and prosperous' also relate to location, having access to relevant courses has been raised elsewhere. The desire for 'a continued growth in educational options and opportunities' was strong across our discussions.

KEY STRATEGY:

Influence education and training options such that students benefit both from local engagement with their learning while using the latest information technology to get a broad view.

Example Actions

- Tertiary offerings via high speed broadband
- Develop an understanding of local student choices related to preferred universities and type of courses
- Ensure tertiary courses offered are relevant to local employment needs
- Schools be encouraged to create opportunities for student access to less popular subject choices
- Access to more informal learning opportunities (non-credit, culture based such as travelling exhibitions, the Leonardo Da Vinci Exhibition)





3. Sustaining Our Diverse Economy

The third characteristic of a resilient city identified by Polése is that these places have diversified economies with high order services such as manufacturing based on local production (as with forestry products in South East South Australia). High order services also include financial and other professional services.



Our Current Circumstances

The Mount Gambier economy is a relatively diversified economy with a ranking of 160 out of 565 across all Australian local government areas. Average hourly wage and salary income in Mount Gambier is \$38.84 ranking the city 292.

The economy of Mount Gambier is characterised by small businesses with 80% employing less than 20 people. This is a relatively large proportion of the local economy with Mount Gambier ranked 487 out of 565 on this measure

The value of business turnover in Mount Gambier as assessed by the Regional Australia Institute is \$6.8billion ranking the city 243 across Australian local governments. This highlights the City's place as the commercial centre of the south-eastern region of South Australia and western Victoria. This level of economic activity reflects both the high level of retail, manufacturing, education, health care and social services located in the City of Mount Gambier.

Interestingly the city ranks fourth for the presence of research organisations (as a proportion of all business organisations) and also has three universities with a presence in Mount Gambier: Flinders, the University of South Australia and Southern Cross University.

Local businesses have reasonable access to finance as there is a relatively high number of banks within the city (Mount Gambier ranks 22nd across Australian regions).



Meeting the Challenges We Face

When participants were asked, what are the measures related to our local economy that matter to us?, they overwhelmingly referred to the strength and diversity of the local economy and the capacity of people working across the city to adapt and change to meet new challenges and opportunities. Measures of diversification were mentioned often, also knowing how many businesses are able to grow and develop with the local region, regardless of whether they are a local service provider or involved in an export-oriented trade. The idea of value chains: from ‘paddock to plate’; were also regarded as important measures related to the opportunity to value add produce grown in the region. This also applied to the forest industries well regarded by participants as an important mainstay for the local and regional economy.

Another related measure was the promotion of the region’s assets; as a place to invest but also as a place producing clean, high quality goods.

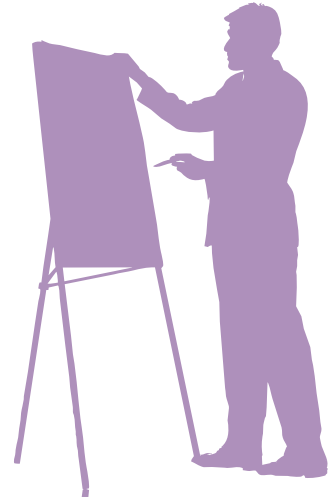
In order to maintain and develop the local and regional economy participants recognised that having people prepared for the employment opportunities diversification and value adding brings was central to ongoing prosperity. The characteristics that reflect a prosperous and resilient city are overlapping and build on each other as does this one on economic diversification with the first characteristic considered in this paper: having an educated and well trained population. Measures that apply to relevant and timely education, training and development opportunities are just as important as measures that inform us about life long learning opportunities.

Aspirations and Strategies for Sustaining Our Diverse Economy

After a consideration of how Mount Gambier is measured by others and a consideration of what participants thought was worth measuring, participants were asked to identify aspirations for themselves, friends and family and for the community at large. They were subsequently asked to identify strategies they thought would help meet these aspirations. Example actions are also provided for each key strategy.

The recurring themes in this characteristic are a **sustainable diverse economy, employment, lifestyle/job satisfaction**, and for family and friends a **diverse economy and opportunities, education and career opportunities, safety, sense of community**. For the community as a whole, a **sense of community, youth, partnerships, education and training opportunities**.





3.1 SUSTAINABLE DIVERSE ECONOMY

If Mount Gambier is to prosper it requires 'long term sustainable, diverse industries that can offer opportunities for our people'. A key role for local, state and national organisations is to 'facilitate / support / drive the process to enable growth'. 'Having a balanced, sustainable, innovative industry base' is essential for a sustainable and resilient Mount Gambier.

The aspirations in this category were many, for example 'opportunity for employment, education, sporting facilities locally' go together to make the city an attractive place to live and work. The 'availability of rewarding work opportunities' and a 'community with a vibrant economy with diverse employment opportunities' are seen as desirable. Having 'choices in employment / education / lifestyle' is a recurring theme.

KEY STRATEGY:

The individual and collective business focus should be on value adding and diversifying the regional economy.

Example Actions

- Collaboration and innovation in the region: businesses overcoming what is inhibiting growth and profitability, being adaptable to develop their business and value add
- Council and the Chamber of Commerce meeting quarterly to consider strategies in this Futures Paper
- 'The Chamber of Commerce support Business Angels (retired business people) who mentor new business start-ups in Mount Gambier
- An annual multi-cultural festival celebrating connections with other parts of the world

- Work together to find ways to fund local innovation and entrepreneurial opportunities through the NBN in Mount Gambier
- Create a microeconomy based on a community-based renewable energy investment fund
- After release of the Futures Paper form focus groups to work on implementing strategies
- Improve community understanding of changes impacting our local economy
- Chamber of Commerce to lobby government to reduce red tape
- Develop a welcome package to reduce red tape for new businesses
- New migrants fluent in English be asked to act as community volunteers to teach conversational English in Mount Gambier
- Ensure equal treatment of new arrivals: who want to work but feel they are not receiving opportunity to do so
- Create training opportunities for new migrants
- Help local businesses connect with events/conferences/tourism by advertising and showcasing local produce



3.2 EMPLOYMENT

Participants recognised that having ‘diverse education and employment opportunities’ underpinned a diverse and evolving economy. Corresponding to this is a workforce where ‘job satisfaction with work culture, diversity and wages’ were apparent. The aspiration throughout life is to ‘be employed for as long as I want – looking at a diverse workforce, catering for ageing workforce’.

KEY STRATEGY:

Think ‘outside the box’ in creating employment opportunities for all members of the community

Example Actions

- 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
- Create mentoring of young people by retirees
- Make a combined effort across the community for more culturally relevant support system by government agencies
- Create local training opportunities for young adults coming to study in our city
- Provide assistance in finding work placements
- Design transition arrangements for young people who lose jobs when they turn 18
- Create community wide effort to keep young people here through employment opportunities



3.3 LIFESTYLE/JOB SATISFACTION

A recurring theme in the aspirations identified in this Futures Paper is the importance of the relationship between the place where we live and the work we do. In the first two sections we have called it work/life balance and quality of life. In this section we are considering our diverse economy and once again participants identify the importance of ‘a vibrant place to live and work’. The importance of the community is well recognised as an important factor in attracting and retaining a professional workforce. Balancing ‘financial security [with] access to sporting facilities [and] services’ work together to make Mount Gambier a great place to live and work. There should be both ‘opportunities for [meaningful] employment and personal development’.

KEY STRATEGY:

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.

Example Actions

- When advertising job opportunities also include information on the facilities and services in Mount Gambier
- Recognise the untapped potential of different skills set, unused resources
- Build competence across the community with Recognition of Prior Learning (RPL) opportunities
- Create a museum or historical hub to be managed by volunteers with a background and interest in local history
- Council and local members of parliament lobby for citizenship tests to be administered in Mount Gambier
- Create opportunities for new migrants to purchase staple foods not readily available



3.4 EDUCATION AND CAREER OPPORTUNITIES

The nexus between education and employment is also reflected in aspirations for family and friends with ‘opportunities for career paths, ongoing learning and jobs’. Participants recognised that ‘diversity of employment and educational opportunities’ contribute to entrepreneurial economic development initiatives. If people are to stay and be part of the economic prosperity of the city ‘employment options for satisfying and meaningful employment that provides a good income’ will build the human capital of the city.

KEY STRATEGY:

As part of employment strategies across the city inform new employees of the wide range of educational programs and professional development opportunities available.

Example Actions

- Change employment conditions so that when young people reach 18 they can continue to work
- Establish an allied health clinic where students can provide basic health assessments
- Facilitate online education and training and professional development



3.5 SAFETY

Having a safe working environment is seen as essential for ‘prosperity and security’. The Mount Gambier community should be known as a ‘safe place to live, [with a diversity of] opportunities’.

KEY STRATEGY:

Recognise, continue to support and celebrate safety at work and in the community.

Example Actions

- Work with established, globally oriented businesses to build workplace cultures of occupational health and safety (Kimberly Clark Australia)
- Re-establish Neighbourhood Watch in Mount Gambier
- To maintain strong communication relationships between the police and the community and schools



3.6 SENSE OF COMMUNITY

Aspirations such as prosperity and community are related. For example; 'to be proud of our community and support one another commercially'. To be prosperous Mount Gambier should be 'a community with a positive attitude to what we have and do'. There must be 'a sense of community – good will – security – engagement'. If one feels good about their community they are more likely to feel good about their place of work, the business they run and the local investments they make.

KEY STRATEGY:

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.

Example Actions

- Welcome new comers: create events and localities that can host communities
- Create a renewed interest in community service groups
- Create opportunities to access local food and to utilise community markets
- Look at how the community can improve it image after the release of this Futures Paper
- Raise awareness of tertiary education opportunities

- Chamber of Commerce to develop strategies for assisting business growth: retailing on line, better service, joint marketing, events and markets
- Have business leaders provide career talks at schools to expose students to work opportunities
- Council and market operators initiate periodic (monthly) city-centre pop-up markets
- Develop a regional brand for local products that emphasis our clean, green, sustainable advantages
- Mayor initiates and chairs a business leaders' round table, 'Geelong 21' model to get assistance of business community



3.7 YOUTH

Enabling young adults to gain local employment was a widely held aspiration across the community. For example, ‘for young people and newly arrived migrants to access work and be respected in their workplaces’ reflects broad values of the community. As does ‘retain our youth in Mount Gambier or encourage them to return’. In addition there were aspirations about young people having a range of local opportunities to develop and make the city home.

KEY STRATEGY:

Develop community wide programs that support our youth as they transition to adulthood.

Example Actions

- 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
- Work with University of South Australia and other providers as they market courses locally
- Designate a ‘graffiti canvas’ area and encourage youth to display there artistic skills
- Develop community-funded scholarships to enable students to study locally
- Provide incentives for businesses to employ apprentices to address skill shortages
- Remove over regulation of business to allow/encourage youth employment



3.8 PARTNERSHIPS

Participants recognise that when ‘all sections [of the community are] working together to achieve growth and support projects and ideas’ everyone benefits. Having ‘a strong partnership between industry and education sector to drive a diverse economy’ also reflects many of the aspirations already outlined. Partnerships and social networks are extensive across the community, based largely on history and tradition. The challenge is to create partnerships that champion those aspirations leading to prosperity and community resilience outlined in this Paper.

KEY STRATEGY:

Develop partnerships that are focussed on realising community aspirations related to building a prosperous and resilient Mount Gambier.

Example Actions

- Lobby governments to enable regional joint ventures such that small, regional based companies can work together to tender for larger projects
- Embrace new migrants recognising their skills by providing practical skill tests for them
- Connect regional development agencies with new migrants to help find employment
- Encourage industry collaboration within the region; ie RDA, Industry SA , industry associations state and national as well as tertiary education providers
- Start a ‘best practice collective’, sharing common learnings (eg ICT), supporting industry collaboration
- Focus on and develop an innovation skills programs (eg Southern Cross University ‘forest works’)

3.9 EDUCATION/TRAINING

The aspiration ‘to be [an] educated [community] and transition into a diversified thriving economy, which has a focus on continuous improvement, growth and sustainability’ reflects an appreciation of the evolving nature of our economy and the need to be leading change. Here education and training is connected to economic development outcomes. Having the right people in the right place at the right time to realise the benefits of investment in our economy.

KEY STRATEGY:

Develop and maintain a community-wide discussion that directly links secondary and tertiary education and training to current and developing business labour needs.

Example Actions

- Having local courses available directly linked to employment outcomes
- Train locally so our youth avoid having to go the capital cities for this service
- Work with educators such that young people are tuned into the needs of the local economy
- Businesses engage with schools to give insight into business careers





4. Our Climate, Natural Resources and Heritage

The fourth characteristic that Polése associates with resilient cities, those places that endure over time, is that they boast a climate and a superior natural setting that gives them an advantage over other places. Mount Gambier and its region is such a place. With good soils, abundant ground water and an annual climatic 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 region.



Our Current Circumstances

The Regional Australia Institute [In]Sight index identifies measures relating to a region's physical endowment 'in terms of both the access to natural resources and the physical attributes of the region such as climate, [as they] are hugely influential in determining a region's competitiveness'. Broad-acre grazing and agricultural production were the mainstay of European settlement when Stephen Henty first saw the Blue Lake in 1839 and established his grazing run nearby. Since then the region has developed significant rural industries including both soft and hardwood plantations, cattle and sheep, viticulture and wine making and more recently more intensive horticulture and agriculture. Using the natural resources in a sustainable manner is an ongoing challenge across the region.

The South Australian Department of Natural Resources notes that over the last two decades the level of the Blue Lake is dropping at the rate of around one metre a decade. Average daily temperatures in Mount Gambier have risen a little over 1 degree centigrade in the last fifty years. The UN's 2014 International Panel on Climate Change predicts that average daily temperatures will continue to rise leading to sea level rise as the oceans warm and fresh water currently locked in ice melts. While Mount Gambier is a land locked city it will be impacted by these global climate changes. The community's ability to adapt to these climatic changes will also be a measure of its continuing resilience¹¹.

As we have mentioned in the introduction to this Paper, Indigenous Australians have a long history with the Limestone Coast region. The Boandik oral history reflects the geological history of the creation of the volcanic activity that gave rise to these iconic features. Ensuring this oral history is passed on is an important measure for the city and the wider community. Understanding the role Indigenous Australian's played, over many thousand of years, in maintaining the ecological sustainability of the area is an important measure not typically recognised in measures of regional competitiveness.



¹¹Beer A, Tually S, Kroehn M, Martin J, Gerritsen R, Taylor M, Graymore M, Law J (2013) *Australia's country towns 2050: What will a climate adapted settlement pattern look like?* National Climate Change Adaptation Research Facility, Gold Coast, 139 pp. ISBN: 978-1-925039-73-3

Meeting the Challenges We Face

When asked what measures matter to them in relation to climate, natural resources and heritage participants identified a broad range of measures reflecting the eclectic nature of this characteristic. They included water, natural and built environment, climate, food production, open spaces and economic development.

Mount Gambier's future is based on continuing access to abundant clean water and this was uppermost in the minds of people participating in the development of this paper. The quality of the water in the limestone aquifer, the Blue Lake and Valley Lakes were mentioned often. There was also recognition of rainfall variability in the region and that this needed to be monitored such that sustainable supplies are available in the aquifer over time. Making sure there is a sustainable water supply for both food production and for the natural environment is an important outcome recognised across the community.

Preserving the heritage, both natural and built environment is regarded as an important measure of the quality of life in Mount Gambier. This includes the archaeological as well as the geological history, unique on the Australian continent and a characteristic that makes Mount Gambier recognisable across the country. While they are important in their own right and preservation and conservation measures need to be monitored as these natural assets create interest and visitation to the region they are also an important economic asset.



Climate, in particular the weather, was also seen as an important measure. Knowing trends in rainfall and temperature change is essential for adaptation to extremes such as days over 40C and storms creating localised flooding. While it was considered Mount Gambier had a 'benevolent' climate compared to many other Australian cities it is important to be aware of changes and to adapt accordingly.

Participants recognised that a range of food staples were produced in the region; including vegetables, fruit, meat, dairy and eggs. Small farms (less than 50acres) contributed substantially to this output. Monitoring soil quality to ensure it is of the highest standard is seen as important. The notion of 'food miles' (how far food travels from the farm gate to plate) is also regarded as important indicative of how fresh it is and its overall quality.

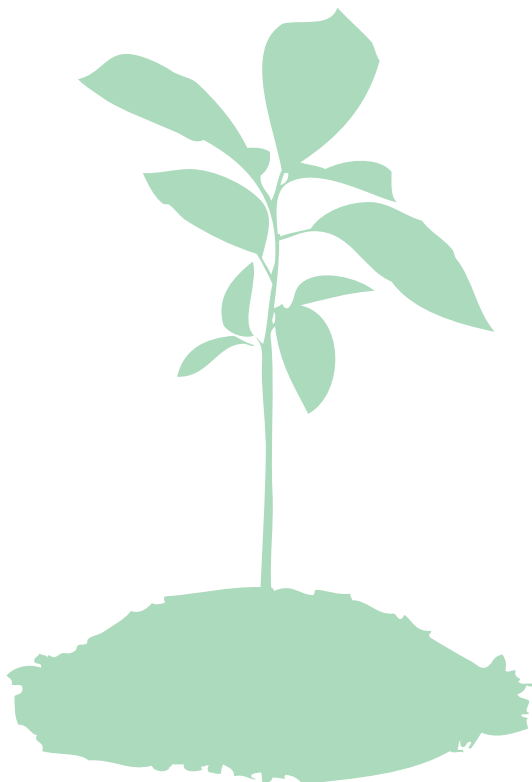
Mount Gambier is blessed with open spaces, from the Blue Lake and Valley Lakes to the numerous parks and gardens and the variety of playing fields in the city. Measures to maintain and monitor their use are seen as important. Are we as a community optimising their use for our overall health and wellbeing?

Interestingly participants identified the connection between environment and economy. One of the reasons for the city's economic success is its clean and green credentials. Making sure this remains the case into the future is important to measure and monitor.

Aspirations and Strategies for Our Climate, Natural Resources and Heritage

As with the process outlined above for the first three characteristics after a consideration of how Mount Gambier is measured by others and a consideration of what participants thought was worth measuring they were asked to identify aspirations for themselves, friends and family and for the community at large. They were subsequently asked to identify strategies they thought would help meet these aspirations. Examples are provided for each set of aspirations.

For individual aspirations **sustainable lifestyle, cultural history and heritage, social awareness and inclusion**. For their family and friends participants identified **employment, education and social inclusion**. For the community, **pride in itself, environmental sustainability, community engagement and local production and consumption**.



4.1 SUSTAINABLE LIFESTYLE



The overarching aspirations here are summarised as ‘access to quality education, employment, primary and specialist health services within a healthy, uncompromised natural environment’. The desire to ‘live in an environmentally sustainable city or at least a city that aspires to be sustainable’ was echoed across discussions. Also to ‘live in a clean, tidy and well kept town that is attractive to visitors and locals’ where one ‘continue[s] to enjoy sustainable clean/ green environment (air/water/soil etc.)’.

KEY STRATEGY:

Across the city and region champion sustainability as a goal in all of our endeavours.

Example Actions

- Share information and collaborate, on research opportunities on sustainability by all levels of government and business
- Provide education through schools and at home on preserving natural resources and the sustainable use of resources
- Be more self sufficient growing vegies, fruit, use of rainwater, and solar energy
- Be less reliance on city-centred solutions
- Encourage and celebrate community gardens
- Find creative solutions to local and public transport (active: walking and cycling, and passive; buses, taxis and car pooling)
- Continue to enhance the urban amenity in the City that reflects both formal and informal open space areas for people of all ages
- Educate and assist local businesses to operate more sustainably (water and energy conservation that assists their bottom line)
- Strive for environmental sustainability across all areas of services by Council progressively over a two-year period

4.2 CULTURAL HISTORY AND HERITAGE

Participants recognised the value and importance of 'Boandik heritage and culture sharing'. The aspiration from this recognition is 'to continue to provide the locals and visitors with the information they are looking for regarding their past'. In terms of European cultural heritage 'to continue recording the history of our beautiful city'.

KEY STRATEGY:

Encourage cultural awareness, past, present and future.

Example Actions

- Collaborate, record and preserve information held by Local Government, Community Groups, Schools, State and Federal Governments, Heritage/History Groups, Film/Graphic and Arts Groups on our Indigenous and European cultural history through video, audio and written material
- Make this information available through an iconic cultural centre for SE South Australia in Mount Gambier
- Build annual events to celebrate national cultural icons (Sir Robert Helpmann)
- Improve awareness of Boandik history and culture
- Showcase sites which have evident culture, publicising these areas more

- Continue to assist with educational opportunities, learn from the past, engage with the present and enthuse young people for the future
- Local Government continue to protect/preserve heritage buildings/community groups, events etc. (buildings through Development Plan, community groups/events through funding/sponsorship etc)
- Provide regular updates on websites of information regarding the cultural opportunities the city has to offer
- Learn from Indigenous Australians how to utilise native flora and fauna
- Hold annual cultural events



4.3 SOCIAL AWARENESS AND INCLUSION

'To live in a culturally vibrant city, one that understands the past, recognises current culture, encourages future resilience and contributes to community valuing our natural resources' is an encompassing aspiration. More specifically 'to see [the] city grow from a good start to increased social inclusion'. Also, 'to live in a community with sufficient health services for its ageing population' reflects this widely held aspiration.

KEY STRATEGY:

Build social awareness and inclusion in society, business and cultural activities across the city.

Example Actions

- Promote healthy living with friends and family as part of our high quality of life
- Be an active participant in local cultural groups (Eisteddford, Riddoch Gallery)
- Engage and self educate to encourage more regional sharing of knowledge, be proud of our characters and celebrate their contribution
- Encourage integration of new migrants, from overseas and other parts of Australia
- Become more aware of the social background of the community in which I live
- Conduct research into the issue of our ageing community



4.4 EMPLOYMENT

'To have secure employment for the generations to come' pervaded much of the discussion about the future in the preparation of this paper. Having 'employment opportunities' is seen as a basic aspiration. Aspirations for family and friends is that they 'have the ability to join a group with all the bonuses that come with that - in general - a healthy city to live in'.

KEY STRATEGY:

Build sustainable employment options that allow people to live fulfilling and comfortable lives.

Example Actions

- Encourage improvement, buoyancy and prosperity in our economy
- Be proud of city's achievements and its resourceful agricultural region
- Strive to encourage options and opportunities for all who seek employment (through a 'whole of the community approach' with business and education sectors leading the way)
- Assist people to live more economically
- Concentrate on the development of long-term sustainable industries which capitalise on our strengths and opportunities

4.5 EDUCATION

Participants were very aware of the need to 'become better educated on climate, natural resources and our heritage and culture'. They suggested 'facilities for education around all people from childcare to adult education' and the 'availability of Tertiary Education' generally.

KEY STRATEGY:

Educate the community in sustainable living options.

Example Actions

- Build awareness and knowledge about the natural environment in general and Mount Gambier in particular
- Develop an Indigenous 'showcase art site' with managed visitation
- Community wide collaboration to provide material for a museum of human history in Mount Gambier (through schools, Indigenous community, government agencies)
- Provide information for tourists and other travellers on the cultural heritage of the region



4.6 SOCIAL INCLUSION

Participants throughout the consultation process stated that living in a 'safe and secure environment with responsibilities and opportunities for all' was an important aspiration.

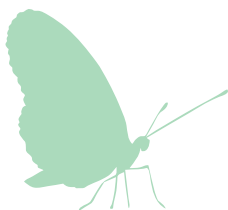
KEY STRATEGY:

Work to include others in all aspects of community life.

Example Actions

- Provide welcome packs for new arrivals
- Encourage citizens to be a 'local host' for new arrivals in their first twelve months
- Celebrate and join in on indigenous activities such as Closing the Gap day at Pangula Mannamurna
- Build bridges between different community groups and demographics through cultural events (dinners, dances and children's theatre)





4.7 COMMUNITY PRIDE

An aspiration for the community was to have ‘pride in heritage and culture’. To be a ‘sustainable community, preserved for generations to come’, and ‘to be able to appreciate and value what we have – [to be] optimism/civic pride’. Being a ‘better informed community regarding our climate, natural resources and heritage’

KEY STRATEGY:

Generate pride in our environment, culture and heritage by actively learning about and promoting it within and beyond our city.

Example Actions

- Market our clean green, sustainable credentials
- Establish local sustainability goals and work towards achieving them together (eg Transition Towns)
- Market the urban rural character of our city



4.8 ENVIRONMENTAL SUSTAINABILITY

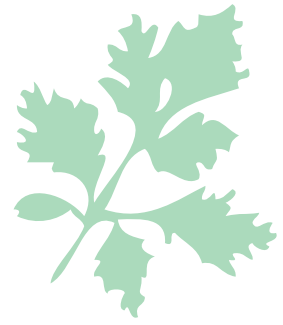
The ‘Sustainable use of our natural resources by industry and community’ is an aspiration across the community. Having a ‘green city - open spaces, natural areas – [good] use of resources’ and ‘recognition and pride in our unique environment’ were often stated. Ideally having ‘all our natural resources maintained and supporting a superior quality of life by way of sustained food and water resources’.

KEY STRATEGY:

Educate, activate and inform locals and visitors about the wide range of environmentally sustainable actions across our city.

Example Actions

- Encourage all agencies to work together to explore links with NRM Plans
- Educate the community on sustainable living through schools, Council, Department of Environment Water and Natural Resources, Zero Waste, Community Action for Sustainability, Permaculture Group
- Prioritise what we need as households and as a community to reduce our environmental impact
- Expand the active transport network, footpaths, bike lanes etc, especially install bike path along the rail corridor across the city
- Ensure protocols from the City and State Government about information concerning energy production in the region are in place
- Sustainable transport including a passenger rail service to Adelaide
- Showcase Low Carbon Economy renewable energy and energy conservation



4.9 COMMUNITY PARTICIPATION

Encouraging greater 'usage of our open spaces/enjoy our natural heritage areas - crater lakes/caves', in order to 'get more people involved in 'living; and 'doing' in Mount Gambier and districts' and to 'encourage people to utilise our great sporting areas'

KEY STRATEGY:

Based on our natural assets (the lakes) and our built environment (sporting and cultural facilities) make active living opportunities as widely available as possible.

Example Actions

- Create and support annual events (Lakes run, "I can jump puddles") that encourage participation
- Build contemporary tourist attractions (zip line in Valley Lake) with associated retail outlets (café)



4.10 LOCAL PRODUCTION AND CONSUMPTION

Being 'self reliant in water, foods and energy, renewable' is an aspiration shared by many participants. Also ensuring 'clean air/water/soil' with 'farming produce locally supplied' was highly valued.

KEY STRATEGY:

Work to find ways in which local produce can also be made available through the local economy

Example Actions

- Establish a monthly farmers market local farmers selling their produce
- Champion seasonal produce available locally
- Educate and inform about the concept of food miles
- Investigate report over time local production and consumption of water, food, energy
- Encourage the sourcing of local suppliers and encourage sales through our retail stores
- Establish "The Mount Gambier Centre for Innovation in Sustainable Living" with the mission to strengthen community understanding and knowledge of climate, natural resources and heritage
- Offer tertiary courses locally which focus on sustainable production and conservation of natural resources, culture and heritage

In Summary



This Futures Paper for City Development for Mount Gambier summarises information about the state of the city across four broad categories: Developing and Supporting Our People; Building on the Advantages of Our Location; Sustaining Our Diverse Economy; and, Valuing Our Climate, Natural Resources and Heritage. It documents their aspirations, identifies strategies and provides examples of actions designed to build a prosperous and resilient Mount Gambier. They are a summary of the consultations and discussions held with over 600 people across the Mount Gambier community.

In preparing this Futures Paper it is recognised that much is already happening and that people and organisations are contributing in many ways helping the community achieve the aspirations set out in this Paper. An aim of this paper is to provide a focus for these efforts such that individuals, businesses and community groups can continue to work together in more effective ways to continue to ensure Mount Gambier is a prosperous and resilient city.

As noted, the future is challenging in that it is both predictable yet full of surprises. The path-dependency worldview (doing today what we did yesterday and doing tomorrow what we do today) suggests that the future is a function of the past. Of course there are incremental changes: such as the latest fashions in music and clothing, for example. But they are predictable within a certain

context: youth culture, for example? This paper is looking to make systemic change across the community such that it is better placed for uncertain futures. The City of Mount Gambier is looking to take greater control in creating the future the community wants, rather than just letting government and business from elsewhere deciding it for us. As already highlighted at the outset there are megatrends, as CSIRO call them, that are emerging and, together, these trends will change the context within which individuals, families and communities function. Through this paper the view of the future is informed by the appreciation of the context within which the City of Mount Gambier prospers. A worldview is essential if we are to identify the impact of these external forces on us, our families and our community. Being able to detect the early warning signs, the clues as to what will be impacting us in the future, is as important as having appropriate infrastructure, diverse economy, good governance and well-connected institutions and business organisations to respond.

Many of the aspirations in this Futures Paper provide a hint as to how the community can prepare to respond to external impacts as well as be well placed to manage their impact for the best possible outcome across the community. These aspirations reflect the values and principles that create the foundation by which the community share in a prosperous and resilient Mount Gambier.

Across all four themes fundamental values and principles such as health and well-being, connectedness, partnerships, and the importance of economic development are seen. The question for individuals, community and business leaders across the city is how are these values and principles reflected in the way they currently provide services and do business? This Futures Paper provides them the opportunity to identify how they can best respond to the aspirations of the broader Mount Gambier community.

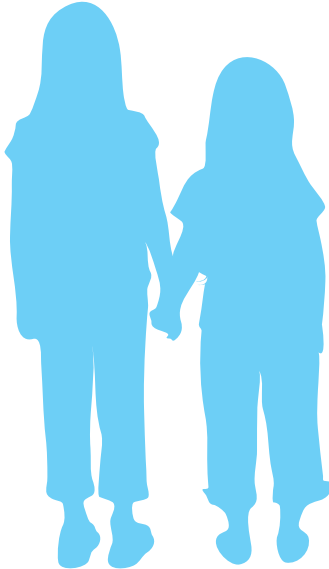
In the same way that elite soldiers are prepared to encounter a range of situations they might find themselves in, so to with communities. Is the community prepared as best as possible to meet the challenges of the future and to create opportunities as they arise?

Mount Gambier has a rich history of entrepreneurs who have led the way creating opportunities for many individuals and their families. These innovators will be the mainstay for the ongoing prosperity and resilience of the city. We need to celebrate their success and ensure they have a clear shot at their dreams.

The challenge for the community as a whole is to create an environment in which those who are prepared to take on the challenges of creating sustainable communities; places made up of well educated and highly trained people;

well placed to capitalise on their location; are economically diverse and productive with engaged and caring community support; and, with minimal impact on the abundant natural resources have the opportunity to grow and develop into these roles. At its core this means the engagement and development of all citizens throughout their life cycle. From pre-school education through to seniors contributing in ways that allow their knowledge and experience to be shared with those who follow in their footsteps.

Regional research now confirms that 'effective [local] leadership is now more important for the success of places than in the past'. This Futures Paper initiates a process within the City of Mount Gambier that facilitates local leadership and group dynamics to create the future citizens aspire. It will require leadership, innovation and effort, coordinated and celebrated across the city if the community is to realise the future it desires.



Appendices

Attachment 1:

SEIFA COMPARISONS WITH OTHER REGIONAL CITIES AND URBAN CENTRES

SEIFA stands for Socio-economic Indexes for Areas and are created by combining information collected in the five yearly Census.

The SEIFA index is a product developed by the Australian Bureau of Statistics that ranks areas in Australia according to relative socio economic advantage and disadvantage.

From the 2011 Census the SEIFA Index for Mount Gambier is as follows:

City of Mount Gambier	927
Within the city:	
Mount Gambier (East)	719
Mount Gambier (Central North)	843
Mount Gambier (West)	902
Mount Gambier (Central)	930
Mount Gambier (North West)	1,004
Mount Gambier (Lakes)	1,008
Mount Gambier (North East)	1,017
Regional SA	950
South Australia	983
Australia	1,002

Attachment 2:

A SUMMARY OF SELECTED INDICATORS REPORTING CHANGE OVER TIME IN MOUNT GAMBIER (detailed information on most of these and other measures and are available on the Mount Gambier City Council web site)

Population: City numbers have increased modestly since 2001 to 2011: 23,215 to 24,936. People identifying as Indigenous Australians has doubled during this period from 265 to 521. The population is ageing with from 2928 people 55+ in 2001 increasing to 3765 in 2011. This increasing proportion is expected to increase in line with the overall ageing of the Australian population.

Housing tenure and landlord type: Of those reporting in the Census most households are either owned outright or owned with a mortgage. Since 2001 the trend is to an increasing proportion of homes owned with a mortgage. We note that a significant number of households do not answer this question in the Census (roughly a third in the case of Mount Gambier residents).

Family incomes: Have remained relatively stable since 2001 with bracket creep consistent with the inflation in the Australian economy.

Family composition and labour force participation: Has remained relatively stable since 2001 reflecting the relative stability of the local labour market.

Labour force participation: Since 2001 have remained relatively stable with around 7% unemployment and labour force participation a little over 60% during this time.

Industry of employment: The number of people employed in manufacturing has been steadily declining since 2001 (2,156 to 1,672). The proportion of women in this industry has been much less than men and has declining further over this period (from 27% in 2001 to 19% in 2011). Employment in retail trade has increased marginally (10%) over this period (1,644) with roughly a third more women employed in this industry. Overall employment numbers across all industries has increased around 10% since 2001.

Educational institution attendance: Over the last decade student numbers in primary and secondary education have remained constant around 4,000 students. Enrolments in technical and further education have been steadily declining, now with around 20% fewer students enrolled. Conversely university and other tertiary institution numbers have increased by around 50% from 217 in 2001 to 410 in 2011.

Non-school qualification: Since 2001 the number of people with certificate level qualifications (4492) has increased by 35% whereas those with university degrees, post grad and advanced diplomas (2,700) has increased by 30%. Females account for significantly more people with higher education qualifications (around 25% over this period). Conversely males account for significantly more people with certificate level qualifications (around 45% more men than women over this period).

Travel to work: Is primarily as a car driver or passenger, which has remained the predominant method over the last decade.

Internet connection: Between 2006 and 2011 connections increased by 67% from 4637 to 6905.

Attachment 3:

THE KEY DETERMINANTS OF LONG-TERM REGIONAL ECONOMIC GROWTH

The Australian Government has provided guidelines for the long-term economic growth for Australia's regions. They are consistent with the characteristics of resilient cities identified by Mario Polèse used in our consultations for this Futures Paper. Our focus has been broader than economic growth however we recognise that these determinants will also contribute to a prosperous and resilient Mount Gambier. The guidelines assert that:

'The economic performance of a region is influenced by a range of factors. The Key Determinants of Long-term Regional Economic Growth set the foundation for the Regional Economic Development Framework, and provide a common lens through which to analyse a region and identify regional economic development priorities.

Human capital, particularly education and skills

Improvements in human capital can enhance the innovative and productive capacity of a workforce. Developing a highly skilled and educated workforce assists with building the resilience of a region. Individuals with greater education and skills can pursue a wider range of employment opportunities, adapt to new processes and technologies which improve productivity, and improve their standard of living.

Sustainable (economically, environmentally and socially) communities and population change

Population is one of the most important resources of a region. Population change can be a significant factor in the long term viability of the local community in terms of economic, environmental and social sustainability.


Population change affects demand for regional infrastructure and services, and can influence the amenity or liveability of regions. Growth in a region's working age population can boost the labour force and expand the productive capacity of the region's economy.

Access to international, national and regional markets

Access to markets includes access to trading partners, clients and labour. Improving access to markets broadens trade, allows competitive industries to grow, and can increase the availability of goods and services.

Comparative advantage and business competitiveness

Comparative advantage is an area of relative strength or specialisation. Efforts to develop regional economies are most successful when they focus on building on such strengths. Businesses can also use a region's comparative advantage to build a competitive advantage, which is also developed through the combination of factors such as knowledge, resources, skills and the ability to innovate.



Effective cross-sectoral and intergovernmental partnerships (including through place-based approaches) and integrated regional planning

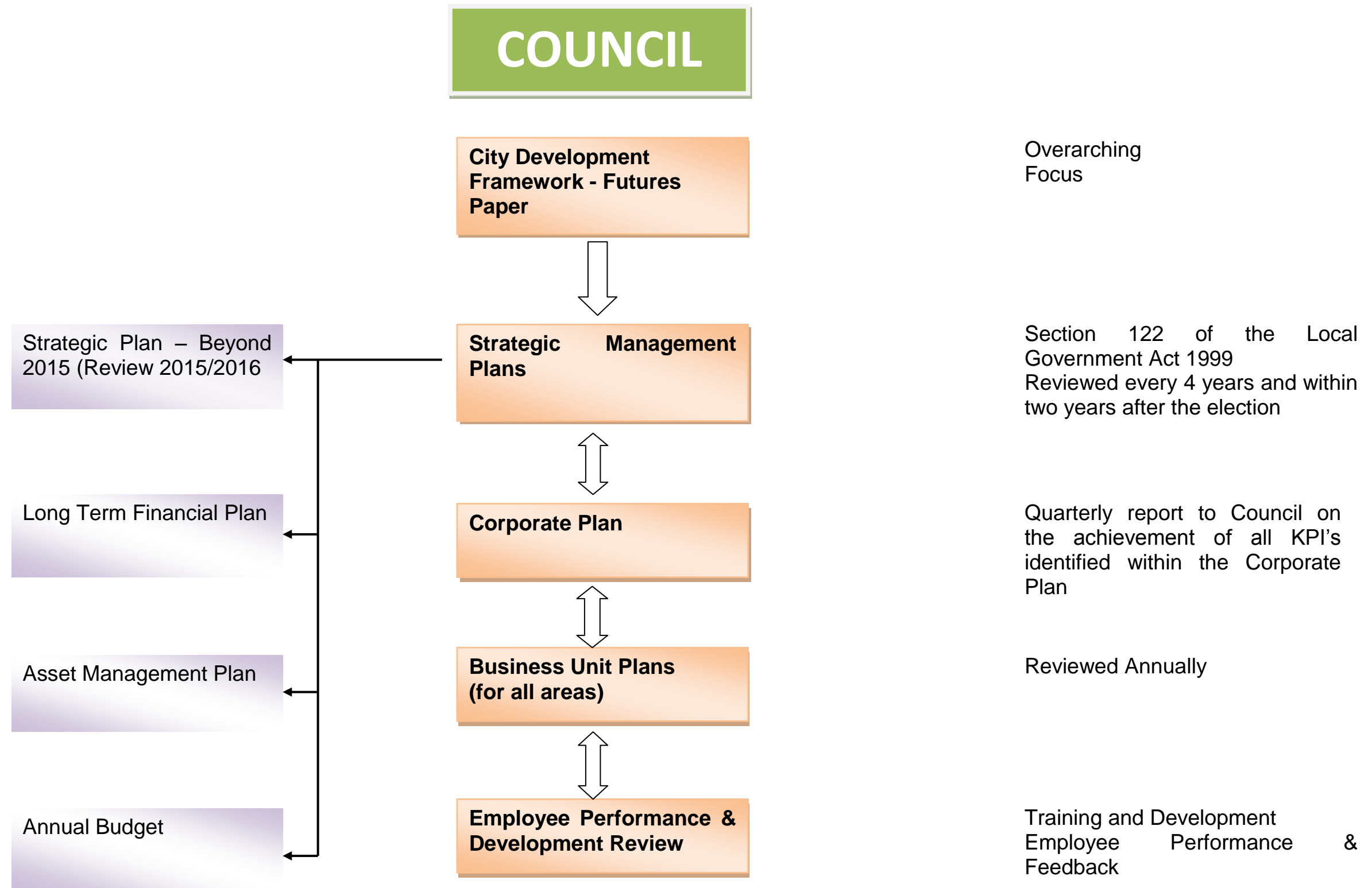
Coordinating cross-sectoral actions and government policies reduces the likelihood that policies are implemented in a fragmented manner and minimises duplication at different levels of government.

The key determinants facilitate coordination and cooperation between different levels of government by focusing development efforts. They also provide a foundation for regional planning and give a strategic and coordinated basis for considering activities and investments to support the long-term economic growth of regional Australia. This approach can help regional leaders to identify opportunities to align with government policies, implement regional actions that support existing policies and take advantage of regionally-focused programs.’

(Source: Framework for Regional Economic Development, Department of Regional Australia, Local Government, Arts and Sport (ISBN 978-1-922060-28-60))



Council Strategic Management Plan Framework – September 2014





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MESSAGE FROM THE MAYOR



Mount Gambier is the major service centre for the Limestone Coast. Located on the slopes of a dormant volcano Mount Gambier services a regional population of over 60,000 people and is one of the fastest growing cities in South Australia.

A thriving, progressive community, residents enjoy a quality lifestyle with city facilities and services, many attractions, a wide range of accommodation, shopping and entertainment and is surrounded by volcanic craters, lakes, limestone and underground aquifers.

Famous for its 'Blue Lake', the City also boasts beautiful parks and gardens, caves and sinkholes. An interesting mix of galleries, museums and markets provide an insight into the culture and arts of the town.

The City of Mount Gambier is responsible for providing an increasingly diverse range of facilities and services to achieve our vision of creating the most liveable City in Australia, where people in the community are secure, prosperous, healthy and valued. New economic and environmental pressures demand that our city re-invent itself to sustain our present lifestyle and ensure a future for the next generation.

This Strategic Plan has been prepared by Council in partnership with our community to guide our decision making in the next five (5) years. The plan identifies the outcomes we are seeking to achieve and the strategies we will put in place to get there. Council will be reporting each year out our performance in achieving these outcomes.

Council continually invites the community to be active participants in creating a prosperous future for our city.

The communities ongoing input and feedback will assist us to work together to build a strong and sustainable economy that provides real benefits for all members of our community.

A handwritten signature in black ink, appearing to read 'Steve Perryman'. The signature is stylized and fluid, written over a light-colored background.

Steve PERRYMAN
Mayor

Dated 18th October, 2011

INTRODUCTION

The Strategic Plan - Beyond 2015 is focussed on a range of goals and strategies to deliver a vibrant and sustainable City into the longer term.

The document addresses the community's expectations now and into the future and responds to community aspirations and the wide range of influences that will affect the City in the medium term. The Strategic Plan - Beyond 2015 is community focussed and is supplemented by Council's other forward planning documents including:

- Long Term Financial Plan
- Asset & Infrastructure Management Plan(s)
- Council's Development Plan(s)

The Strategic Plan - Beyond 2015 has been developed to align with the South Australian Strategic Plan and has had regard to a wide range of regional plans and strategies including that of the adjoining Local Government the District Council of Grant.

WHY HAVE A STRATEGIC PLAN

The City of Mount Gambier is responsible for providing a diverse range of facilities and services which contribute significantly to the quality of life of its community. The City has a strong viable economic base, built in part on the natural resources of the region, which has contributed to the development of high class community, recreational and cultural facilities.

The role of local government has grown from its traditional base and the scope of services is now wide and diverse including health, aged care, youth and support for sector and special interest groups within the community.

Within the timeframe of this Strategic Plan 2011 - 2016 the community and Council will be faced with new challenges coming from:

- demographic change
- changes to State Legislation
- maintenance of community infrastructure
- issues of environmental and financial sustainability
- adjustments to the structure and expectations of our community sectors
- potential change to established industries including forestry

Council needs to be financially prudent and socially and environmentally aware when allocating its limited resources on behalf of the community.

EMERGING TRENDS AND ISSUES

External Environmental Assessment

Demographic Profile

- The population is growing marginally and in 2010 was 26128 people (Source Australian Bureau of Statistics). The growth rate between 2005 – 2010 was 1.2% and based on the current growth rate it is anticipated that by 2016 the population will be approximately 26415.
- The growth rate and nature of the population must be continually monitored for their implications for additional housing and services.
- Council should consider enabling a range of dwelling types to be provided, including affordable housing.
- Greater provision needs to be made for accommodation and services for the elderly, with a range of styles considered.
- The range of recreational facilities will need to be adjusted for all age groups within the Council Area, especially those in the younger and older age brackets.
- New residents to the area should be considered as Council has a responsibility in helping people connect with their new community.

Economic Profile

- The region's economy is based on primary production, including horticulture/viticulture, dairying, forestry and associated processing, and fishing.
- Mount Gambier largely relies on two major industrial establishments (the timber mills) to provide considerable employment in the city and surrounding areas. There are also a number of ancillary activities such as the heavy transport industry which as an integral part of this industrial activity.
- The City of Mount Gambier is the prominent regional commercial and retail focus for the South East of South Australia.
- Light industries in Mount Gambier are important employers for the region and are important ancillaries to established heavy industries.
- The Global Financial Crisis and current currency fluctuations are causing changes to rules affecting credit, banking and business operations, and are resulting in a public shift toward saving rather than credit-enabled spending. These global changes, in access to finance and in the public's perceived capacity to spend, are impacting on local business sectors that are more reliant on discretionary spending.
- The forward selling of the State Government owned forest resource has also contributed towards the local community's perceived capacity to spend, which has contributed towards a more suppressed local economy.

- Planning policies need to adapt to changing trends in the industrial and commercial sectors and in environmental management.
- Tourism development related to industry, major events, heritage and the environment should be encouraged.
- Economic growth needs to be managed to both realise potential economic opportunities, and also reduced associated impacts on existing residents and the underground water supply.

Environment and Amenity

- The underground water supply must be protected from pollution, so as to provide the City of Mount Gambier with a sustainable water supply, and subsequently protect environmental quality.
- Development should not detract from the established character of the City and it is important to protect the City's scenic landscapes and character from environmental and tourism perspectives.
- Council needs to prepare a Natural Resource Management Plan which identifies Council's natural area asset obligations and prepare an appropriate commitment of resources.
- Council's sustainability framework needs to be supported, further developed and continue to be implemented.
- Council's commitment to bushfire prevention and reduction to be reviewed.

Internal Environmental Assessment

Role and Responsibilities of Council, Councillors and Management

- With the changing requirements and responsibilities of Councillors and Management, it is imperative that Local Government officials are familiar with their roles and are suitably skilled and resourced to meet the needs of a more demanding constituency. Also, it is important that the organisations' decision-making structures, budgets and systems support the Council's strategic direction.

Financial Management

- Council continues to be financially challenged. In the past Council's infrastructure, population combined with its inability to grow and income base leave little room for manoeuvre.
- Financial sustainability and ultimately growth continues to be a challenge for Council.
- Demands placed on Council for service delivery and infrastructure continue to grow.

Asset Management (Infrastructure)

- The total annual lifecycle cost of the existing road asset category is \$1,234,719. Council's goal for annual expenditure is to match this value so that no gap exists between total life cycle cost and actual budget expenditure.
- There is currently a gap between the total life cycle cost and annual budget expenditure however, this gap is not insurmountable. Council needs to manage the asset replacement program and increase expenditure in the areas of road upgrading, footpaths and drainage to ensure that the cumulative gap does not become so large that it becomes unmanageable.
- The biggest challenge for Council is buildings where Council's investment in capital renewal and capital repair is well below the annual depreciation consumption.

Property Holdings

- Council should continue with the development of a program involving the management of its assets.
- Council should undertake an identification of under-utilised community facilities and land so as to be able to either reduce annual property maintenance and holding costs or to increase the usability of those facilities.
- Development of a clear action plan to improve the overall condition of the property portfolio.

Human Resource Management

- Employees are critical to Council achieving its strategic goals. In ensuring that the workforce is adequately resourced and skilled, strategies need to be focused on making the workplace safe, effective and customer-focused.

Public Relations

- Council's internal and external stakeholders need to be informed of the organisation's important decisions and actions and, where appropriate, be included in the planning & delivery of its services and at times to assist in the delivery of some services.

Information Communication Technology (ICT)

- ICT must be considered 'core' to each business unit of Council and is fundamental to its successful continued operation. As such, our systems need to be robust, reliable, affordable and maintainable.

VISION

In developing its Strategic Plan - Beyond 2015, Council describes its vision as:

“Mount Gambier is the most liveable City in Australia, where the people in the community are secure, prosperous, healthy and valued”.

The vision governing this Strategic Plan is an expression of the Mount Gambier community’s shared vision for the future. It informs and guides all aspects of the Council’s work, through its goals, strategic objectives, operational planning and implementation, with a horizon Beyond 2015.

The Vision has been developed in consultation with residents, businesses and community groups. It is informed by the following key aspirations for the Mount Gambier community:

1. A healthy, safe, engaged and connected community;
2. Sustainable natural and built environments;
3. A prosperous and vibrant economy;
4. Well managed and maintained community infrastructure; and
5. Open, effective and efficient governance.

This Strategic Plan focuses on those areas that will be crucial to the achievement of this **Vision** through maintaining high quality services and facilities.

MISSION

“To serve the people who live and visit our City by working with our community’s to ensure safety, access, equity and continuous improvement in infrastructure, planning, services and governance.”

The Mission is a broad but focused statement which describes how Council intends to achieve the Vision. It is Council’s core operational response to the expectations of its stakeholders.

VALUES

The Values statement presents our commitment to the way in which we will accomplish the Mission and work towards the Vision. It is a commitment to uphold, in all our work, values and qualities that are regarded as central in our society and community.

The **Values** of Council are:

Respect: In working with each person in our diverse communities, we act with respect for our people and ourselves.

Service: Our core commitment is to serve our people, and support welcoming and personal relationships. We are genuine in our desire to meet and exceed the expectations of the community.

Decision Making: Our decision making is participative and exhibits courage, determination and integrity. We are accountable to the community and to ourselves for the outcomes of our decisions and actions.

Future Orientation: We are forward looking and positive, and creative and innovative in developing new initiatives to meet new challenges.

Leadership: We are committed to fulfilling our responsibilities to other Councils within the region, and to being a role model to our community in the quality of our actions.

Teamwork: We are committed to the shared goals and strategies of this Strategic Plan. We take collective responsibility for the outcomes of our decisions and actions including the health and safety of our community and our employees.

Equity: We recognise the cultural, economic and social differences in our community and ensure we are inclusive, fair and socially just.

Collaboration: We will collaborate with other bodies to achieve the aspirations of our community and of our people.

Continuous Improvement: We will strive for continuous improvement in all that we do.

GOALS

Building Communities: To maintain and improve the quality of life of our people by fostering an appropriate range of infrastructure, services and activities.

Securing Economic Prosperity: To support our economic generators in meeting opportunities in the local, national and international business environment, to ensure that the city has a viable, sustainable and diverse economic base and continues to be a thriving provincial city.

Diversity: To provide opportunities for the needs of our diverse community groups to fully participate in our community, and to ensure a continuing sense of their engagement, belonging and recognition.

Environment: To incorporate into Council business and the development of our community a commitment to secure the long term integrity of the environmental systems, landscapes and services which support them.

Governance: To conduct Council business with probity, transparency, and accountability, to meet in a timely way all legislative and regulatory requirements; to implement prudent and professional financial and operational management; and to seek active and ongoing engagement in decision making with all stakeholders.

Community Well-Being: To advance the holistic health and well being of all age groups in our community by creating healthy environments, strengthening community relationships, developing health and wellbeing programs and supporting excellence in the delivery of health services.

Learning: To be recognised as a lifelong learning community.

BUILDING COMMUNITIES

To maintain and improve the quality of life of our people by fostering an appropriate range of infrastructure, services and activities.

The range of community services, programs and events provided by Council, add to civic and community pride and spirit, by a variety of cultural, recreational and social activities available to our people. These services are highly regarded by the users and support the needs of the community and add value to our quality of life. These services are delivered in a variety of ways, with the Council directly responsible or operating in partnership with other service providers.

To the dedicated volunteers and community service organisations who contribute their time for the improvement in the quality of life of residents, Council thanks, acknowledges and supports those efforts on behalf of the community to manage the City's sporting, recreation and community facilities and Council will continue to encourage and complement those endeavours.

Council encourages community empowerment and continues to support our varied communities working towards self sufficiency through the use of the principles of community engagement and social inclusion.

Goal	Strategic Objectives	SA Strategic Plan Reference
Building Communities To maintain and improve the quality of life of our people by fostering a range of infrastructure, services and activities.	1. Strive for an increase in services and facilities to ensure the community has equitable access and that the identified needs of the community are met.	Our community – Target 1, 3,7,11,12,16,22,23
	2. Encourage the empowerment of the community to lead and self manage their respective desires and aspirations.	Our community – Target 28, 29, 30, 31

	<p>3. Encourage the development of community facilities and infrastructure, community events, and active and safe community spaces through direct support, seeking funding, facilitation etc.</p>	<p>Our Community – Target 1, 2, 22, 23,</p>
	<p>4. The identified needs of the community are met, through implementing Long Term Asset Management Plans and Infrastructure Plans.</p>	<p>Our Prosperity – Target 35, 45, 46, 56 Our Environment – Target 68</p>
	<p>5. Recognise and support our volunteers, community organisations and their sustainability as they continue to be the foundation of the community.</p>	<p>Our Community – Target 24</p>
	<p>6. Develop an improved means of communication and engagement between Council and the community (including vulnerable communities) in the building of community capacity.</p>	<p>Our Community – Target 5, 6, 23, 27 and 32 Our Prosperity – Target 57</p>
	<p>7. Support the community’s development through nurturing collaborative relationships and partnerships and through direct access to Council for recognition, funding, facilitation, and in kind support.</p>	<p>Our Community – Target 23 and 24</p>

	<p>8. Recognition of our different cultural communities. Building respectful partnerships with those communities and acknowledging the traditional custodians of this area.</p>	<p>Our Community – Target 5, 6, 23, 27, 28,</p>
	<p>9. Recognition of our indigenous communities as traditional custodians of the land. Build respectful partnerships with our indigenous persons.</p>	<p>Our Community – Target 6, 9, 15, 27, 28 Our prosperity – Target 51, 53 Our Health - Target 79</p>
	<p>10. Recognise the roles, needs and contributions of minority or disadvantaged groups in our community.</p>	

SECURING ECONOMIC PROSPERITY

To support our economic generators in meeting opportunities in the local, national and international business environment, to ensure that the City has a viable, sustainable and diverse economic base and continues to be a thriving provincial city.

Mount Gambier is the regional and commercial centre of the Limestone Coast. The region has a stable and diverse economic base that makes a significant contribution to the state economy. The strong links between the City and the region have resulted in mutual stability, growth and benefit.

To maintain vitality and viability in a sustainable way, Council must continue to support economic growth and prosperity within the constraints of sustainability principles.

Mount Gambier recognises that it faces competition from within and outside our region to maintain its level of business activity and in response Council intends to support local economic output and ensure that the City continues as a thriving provincial centre. Long-term business viability will be supported and enhanced by Council as a strategic priority.

Council will continue to create the environment that complements existing businesses and encourages new businesses including the need for infrastructure (re)investment and new services.

Goal	Strategic Objectives	SA Strategic Plan Reference
<p>Securing Economic Prosperity</p> <p>To support our economic generators in meeting opportunities in the local, national and international business environment, to ensure that the City has a viable, sustainable and diverse economic base and continues to be a thriving provincial city.</p>	<p>1. 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.</p>	<p>Our Prosperity – Target 35, 36, 37, 38, 40, 45, 46, 47, 48, 49, 50, 51, 54, 55, 56, 57, 58</p>
	<p>2. Support the development of our local economy, our unique local experiences and our capacity to grow visitation to our City.</p>	<p>Our Community – Target 4</p> <p>Our Prosperity – Target 35, 36, 37, 38, 40, 45, 46, 47, 48, 49, 50, 51, 54, 55, 56, 57, 58</p>
	<p>3. Provide infrastructure and facilities that contribute to Mount Gambier being able to enhance its economic base and quality of life.</p>	<p>Our Prosperity – Target 35, 36, 37, 38, 40, 45, 46, 47, 48, 49, 50, 51, 54, 55, 56, 57, 58</p>
	<p>4. In partnership with others seek to create a capable and resilient workforce to match our aspirations and the emerging needs.</p>	<p>Our Prosperity – Target 35, 36, 37, 38, 40, 45, 46, 47, 48, 49, 50, 51, 54, 55, 56, 57, 58</p>
	<p>5. Develop and implement a dynamic planning process to meet emerging economic, social and environmental conditions.</p>	<p>Our Prosperity – Target 35, 36, 37, 38, 40, 45, 46, 47, 48, 49, 50, 51, 54, 55, 56, 57, 58</p>

	6. Seek continuous improvement in long term master land use planning to guide sustainable development and activities.	Our Prosperity – Target 35, 36, 37, 38, 40, 45, 46, 47, 48, 49, 50, 51, 54, 55, 56, 57, 58
	7. Constantly monitor the need for more revenue to meet demands caused by ageing infrastructure, increased local responsibilities and demands, cost shifting, and our desire for a safer more resilient community.	Our Prosperity – Target 35, 36, 37, 38, 40, 45, 46, 47, 48, 49, 50, 51, 54, 55, 56, 57, 58

DIVERSITY

To provide opportunities for the needs of our diverse community groups to fully participate in our community, and to ensure a continuing sense of their engagement, belonging and recognition.

The community of Mount Gambier comprises a diverse demographic, (cultural, age, socio-economic capacity and special interests and needs) and as a consequence Council needs to have different approaches to provide for the needs of these diverse groups.

Council needs to be aware of and attempt to meet all reasonable expectations across all demographics.

This diversity of needs will challenge Council in the provision of facilities, services and its advocacy role to other levels of Government to ensure our local requirements and aspirations are recognised, understood and resourced.

The changing community profile that includes the age of residents, different cultural backgrounds and social expectations will challenge the viability for some services and increase the demand for others. Council has adapted well in the past to these demand shifts and has the experience and expertise to respond to future challenges.

Council will embrace community engagement principles and will ensure social inclusion principles are considered within the range of services, events and programs offered by Council.

Goal	Strategic Objectives	SA Strategic Plan Reference
<p>Diversity</p> <p>To provide opportunities for the needs of our diverse community groups to fully participate in our community, and to ensure a continuing sense of their engagement, belonging and recognition.</p>	<p>1. Understand our community profile.</p>	<p>Our Community – Target 5, 6 and 23</p>
	<p>2. Engage with Federal and State Governments and other agencies to provide resources to meet the needs of diverse groups in our community.</p>	<p>Our Community – Target 23</p>
	<p>3. Celebrate the positive contributions of all members of our communities, to our collective social, economic, cultural, health and overall well being.</p>	<p>Our Community – Target 23</p>
	<p>4. Recognise and respond to our collective responsibilities to provide ease of access to physical facilities and spaces (public or privately owned).</p>	<p>Our Community – Target 11, 10, 23, 25</p>
	<p>5. Consider the needs of all community groups in developing projects, services and infrastructure (public or privately owned).</p>	<p>Our Community – Target 5, 6, 23</p>

	6. Facilitate the community's active involvement in meeting the varied aspirations, diverse needs and special services that are required (including those for marginalised and vulnerable groups).	Our Community – Target 23
	7. Develop the capacity of Council to effectively communicate and engage with our communities, other agencies and service providers	Our Community – Target 5, 6 and 23

ENVIRONMENT

To incorporate into Council business and the development of our community a commitment to secure the long term integrity of the environmental systems, landscapes and services which support them.

The protection of the environment is a global, national, state, regional and local responsibility with the local input having the ability to affect all other spheres.

Mount Gambier has a unique environment that is highly valued by the local community and visitors to our City. Council is committed to protect and improve the integrity and health of our environment for current and future generations.

Council has a strong base for continuing to improve the amenity of the City, its operations and enhance the protection of the environment.

Council plans to not only undertake measures to protect the local environment but also make a local contribution to the larger issues such as climate change, carbon emissions, water and energy efficiencies etc.

Council is also responding to the increased level of environmental awareness and education and the greater community expectations towards the need for environmental sustainability within the community.

Council strives to be a leader and a role model in aspects of sustainability and environmental enhancement and this can be achieved and sustained through the principles of the Natural Step Framework.

Goal	Strategic Objectives	SA Strategic Plan Reference
<p>Environment</p> <p>To incorporate into Council business and the development of our community a commitment to secure the long term integrity of the environmental systems, landscapes and services which support them.</p>	<p>1. Systematically build Council as an environmentally sustainable organisation.</p>	<p>Our Environment – Target 59, 61, 62, 65, 67</p>
	<p>2. Partner with the community to conserve and reduce the quantity of water use and improve the quality of water entering our groundwater and lakes system.</p>	<p>Our Environment – Target 73, 74 and 75</p>
	<p>3. Plan and implement infrastructure to protect and enhance the natural and built environment, including in response to climate change influences.</p>	<p>Our Environment – Target 59, 60, 61, 62, 63, 64, 65, 66, 69, 72, 75</p>
	<p>4. Support initiatives that value and preserve our unique environment and contribute to environmental sustainability</p>	<p>Our Environment – Target 59, 60, 61, 62, 63, 64, 65, 66, 69, 72, 75</p>
	<p>5. Enhance the way of life and resilience of the Mount Gambier community through environmental sustainability guided by the Natural Step Framework.</p>	<p>Our Environment – Target 59, 60, 61, 62, 63, 64, 65, 66, 69, 72, 75</p>
	<p>6. Support the preservation and enhancement of the City's unique natural and built heritage for future generations.</p>	<p>Our Environment – Target 59, 60, 61, 62, 63, 64, 65, 66, 69, 72, 75</p>

	7. Use every opportunity to increase the level of community understanding and awareness of the necessity of environmental sustainability.	Our Environment – Target 59, 60, 61, 62, 63, 64, 65, 66, 69, 72, 75
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GOVERNANCE

To conduct Council business with probity, transparency, and accountability; to meet in a timely way all legislative and regulatory requirements; to implement prudent and professional financial and operational management; and to seek active and ongoing engagement in decision making with all stakeholders.

The Council is being challenged to be able to maintain and improve the community assets, infrastructure, and services that it provides now and in the future and to do so in a way that is environmentally and financially sustainable.

The revenue base of Council is limited and expansion of services usually results in an increase in local taxation through rates. Local Government needs additional sources of revenue to more equitably meet its expanding obligations. Council needs to resist the impost of additional expenditure from other levels of government through cost shifting.

Council needs to ensure that any new initiatives it may wish to implement are subjected to a rigorous test of whether it provides a real community benefit outcome against the required input.

Goal	Strategic Objectives	SA Strategic Plan Reference
<p>Governance</p> <p>To conduct Council business with probity, transparency, and accountability, to meet in a timely way all legislative and regulatory requirements; to implement prudent and professional financial and operational management; and to seek active and ongoing engagement in decision making with all stakeholders.</p>	<p>1. Advocate for increase in access to alternative and new sources of growth based revenues, in order to improve Council’s ability to provide for the community.</p>	<p>Our Community – Target 28, 29, 30, 31, 32</p>
	<p>2. Fully integrate long term asset and financial plans with the annual business plan and annual budget.</p>	<p>Our Prosperity – Target 34, 35, 37, 38, 39, 45, 47, 48</p>
	<p>3. Evaluate the effectiveness of all service delivery initiatives against the returns and/or benefits to the community.</p>	<p>Our Community – Target 28, 29, 30, 31, 32</p>

	4. Develop and maintain a valued, adaptable, skilled and motivated work force.	Our Prosperity – Target 36, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55,
	5. Demonstrate innovative and responsive organisational governance.	Our Community – Target 32, 33 Our Prosperity – Target 39
	6. Establish measures for Council's performance and continually compare against community expectations.	Our Community – Target 32, 33 Our Prosperity – Target 39
	7. Engage with national, state, regional and local forums and partnerships to provide solutions and options to continually improve Councils service delivery and performance.	Our Community – Target 32, 33 Our Prosperity – Target 39

COMMUNITY WELL-BEING

To advance the holistic health and well being of all groups in our community by creating healthy environments, strengthening community relationships, developing appropriate programs and supporting excellence in the delivery of health services.

Council is committed to creating a supportive environment which enhances the health and wellbeing of the community. Council will work to build the resilience, initiative and capacity of the community to make quality health decisions to lead an active and healthy lifestyle.

Council seeks to encourage a range of local programs, services and community education to promote healthy lifestyles for its people. Council will collaborate with other levels of government who have primary responsibilities for health. Council will support and advocate for local health agencies to be able to improve the quantity and range of health services and health outcomes available locally so residents are not required to leave the region to receive higher levels of care.

Council acknowledges that health spending is a large impact on the State Government however Mount Gambier should not have service availability of a lesser standard than metropolitan Adelaide.

Goal	Strategic Objectives	SA Strategic Plan Reference
<p>Community Well-Being</p> <p>To advance the holistic health and well being of all age groups in our community by creating healthy environments, strengthening community relationships, developing health and well-being programs and supporting excellence in the delivery of health services.</p>	<p>1. Advocate for the health needs of the community by encouraging partnerships in the provision of affordable and viable facilities and infrastructure.</p>	<p>Our Health – Target 78, 79, 80, 81, 82, 83, 85 and 86.</p>
	<p>2. Ensure through research and engagement that the current and future health (services and infrastructure) needs are identified.</p>	<p>Our Health – Target 78, 79, 80, 81, 82, 83, 85 and 86.</p>
	<p>3. Actively liaise with community health service providers to encourage local programs and services and ongoing community consultation.</p>	<p>Our Health – Target 78, 79, 80, 81, 82, 83, 85 and 86.</p>
	<p>4. Actively liaise with primary (acute) health care providers to expand local availability of specialist services.</p>	<p>Our Health – Target 78, 79, 80, 81, 82, 83, 85 and 86.</p>
	<p>5. Advocate for support programs which increase the level of community engagement in healthy lifestyle activities and which encourage our community to make quality health decisions.</p>	<p>Our Health – Target 78, 79, 80, 81, 82, 83, 85 and 86.</p>

	6. Increase the local awareness and understanding of the range of health issues and needs of the community.	Our Health – Target 78, 79, 80, 81, 82, 83, 85 and 86.
	7. Facilitate programs which focus attention on mental health issues in the community and support mental health providers in their work.	Our Health – Target 78, 79, 80, 81, 82, 83, 85 and 86.
	8. Advocate with Federal and State Governments to increase local availability to acute health care services and also primary health care services.	Our Health – Target 78, 79, 80, 81, 82, 83, 85 and 86.

LEARNING

To be recognised as a learning community which encourages, respects and celebrates learning for all groups and members of our community.

Mount Gambier has much to be proud of with the achievements of its community, which is growing through a culture of lifelong learning incorporating informal learning and formal education. The City can expand on these achievements through the continuing development of its lifelong learning culture.

Council understands the key role of learning and education in building social capacity.

Lifelong learning does not start or end with tertiary education. Lifelong learning commences at birth and embraces early childhood development, primary, secondary education, trades and tertiary education and most importantly an ongoing involvement in community endeavours which is learning through life.

Mount Gambier has benefited from the commencement of degree programs offered through the University of South Australia, Flinders University and Southern Cross University as well as a wider range of TAFE programs. Council is committed to advocating for an expanded range of programmes to meet the needs and expectations of the community.

Council will create the environment for Mount Gambier to be (and recognised as) a learning City.

The stronger the knowledge and skills of our people the more dynamic and robust the community becomes.

Goal	Strategic Objectives	SA Strategic Plan Reference
Learning To be recognised as a learning community which	1. Encourage and promote partnerships with the entire community so that everyone understands and embraces the benefits of a lifelong learning community.	Our Community – Target 12, 13, 14, 15, 23 Our Education – Target 87, 88,

<p>encourages, respects and celebrates cultural expression for all groups and members of our community.</p>		89, 90, 91, 92, 93
	<p>2. Promote the benefits of cooperative learning and the contribution learning makes to our enhanced quality of life.</p>	<p>Our Community – Target 12, 13, 14, 15, 23</p> <p>Our Education – Target 87, 88, 89, 90, 91, 92, 93</p>
	<p>3. Foster partnerships that develop programs, services and opportunities that deliver learning excellence.</p>	<p>Our Community – Target 12, 13, 14, 15, 23</p> <p>Our Education – Target 87, 88, 89, 90, 91, 92, 93</p>
	<p>4. Support and encourage a diverse range of community learning initiatives and celebrate the successes of formal and informal learning achievements.</p>	<p>Our Community – Target 12, 13, 14, 15, 23</p> <p>Our Education – Target 87, 88, 89, 90, 91, 92, 93</p>
	<p>5. Council support opportunities for the community to strengthen relationships with families, friends and extended networks so as to promote and extend the learning of life skills.</p>	<p>Our Community – Target 12, 13, 14, 15, 23</p> <p>Our Education – Target 87, 88, 89, 90, 91, 92, 93</p>

REVIEW PROCESS

For the ultimate success of this Strategic Plan and the achievements and progress anticipated because of the Strategic Plan, Council must action a number of layers of review.

These reviews will include the following:

1. The Senior Officers of Council will prepare their respective half yearly reviews of the status of the Strategic Plan and in particular the achievement of their respective operational activities. These reports will be presented to Council via the Senior Officers Review and Appointments Committee.
2. Each half year a consolidated review report will be prepared (based on the outcomes from 1. above). This report will be presented to Council and also to the Operational Services Committee and the Corporate and Community Services Committee (for the respective review by each Committee).
3. Council must at least every two years review the Strategic Plan and measure the performance against the Strategic Plan and may also make adjustments as and when required.

HIGHER LEVEL COMMUNITY PLAN

This Strategic Plan - Beyond 2015 has been developed against the background of the Councils aspirations for the community of Mount Gambier that extends beyond 2015.

Council should also seek to develop a much longer term and more broader Community Plan and Community Vision e.g. beyond the year 2015.

The following elements would comprise the necessary development phases of a broader and longer term Community Plan - Mount Gambier Beyond 2015:

The Plan:

- Represents the aspirations of all of the community for what Mount Gambier could/should be beyond 2015
- Not set in concrete, but subject to review every four years (midway through Council term) via community consultation processes
- A Community Plan that provides a framework for ongoing shorter term Strategic Plans (say four years)

- Council is required to work within the framework of the established Community Plan

Content:

- Built form/buildings/physical features
- Aspirations about
 - things Council and the community do
 - things Council and the community think, respect and value
 - activities/events/functions Council and the community want
- How different parts of the community relate to each other
- Functioning of specific Council activities
- Crosses local government boundaries - so there may well be many joint initiatives with other Councils/organisations
- Measure (for each item)
 - where are we now
 - where do we want to be
- Plan
 - How do we get from now to then (essentially the Council's rolling Strategic Plan)

Corporate Plan - 2012

Goal	Strategic Objective	Operational Activity	Key Performance Indicator & Target
<p>Building Communities</p> <p>To maintain and improve the quality of life of our people by fostering a range of infrastructure, services and activities.</p>	<p>1. Strive for an increase in services and facilities to ensure the community has equitable access and that the identified needs of the community are met.</p>	<p>1. Build on the connections of the role and responsibilities of the Community Health Officer, Environmental Health Officer and Environmental Sustainability Officer to determine what is being undertaken to promote and achieve healthy communities objectives.</p>	<p>1. At least four (4) meetings of the three (3) officers and one (1) project nominated and achieved in each year.</p>
		<p>2. Continue to develop and provide events support, management and assistance.</p>	<p>1. Develop a yearly program of all events supported, managed and assisted by Council by 2012/2013..</p> <p>2. Council events are appropriately managed and supported as identified within the budget and Long Term Financial plan and accounted for at all times.</p> <p>3. All permits for Special Events are issued and inspected to ensure compliance with Council's Policy for Special Events.</p> <p>4. Develop, promote, implement a diverse program of activities in the Garden Square and review annually.</p>
		<p>3. Continue to provide high level customer services to all members of the community and visitors.</p>	<p>1. Maintain or improve the annual performance results of the Local Government Association Comparative Performance Measurement Survey.</p>

		<p>4. Promote online booking systems for bus ticketing for better delivery of services.</p>	<ol style="list-style-type: none"> 1. Identify the usage rate of the online booking system. 2. Review the usage rate of the on line booking system annually. 3. Maintain and promote the online booking system for bus ticketing.
		<p>6. Ensure the efficient implementation of the Dog and Cat Management Act through the enhancement, implementation and review of the Dog and Cat Management Plan 2013-2018.</p>	<ol style="list-style-type: none"> 1. Review City of Mount Gambier Dog and Cat Management Plan in 2013. 2. Conduct an annual public awareness campaign to raise awareness of the requirement to register dogs annually. 3. Prepare an annual community education plan and program to promote the Dog and Cat Management Plan.
		<p>7. Continue to provide an efficient and high performance kerbside household waste and recycling Service.</p>	<ol style="list-style-type: none"> 1. Waste Services are delivered to customer satisfaction through maintaining the annual performance results of the Local Government Association Comparative Performance Measurement Survey. 2. Council's waste management system continues to reflect community, legislative requirements and Council's decisions. 3. Identify and implement annual Continuous Improvement Projects. 4. Ensure the Waste Transfer Station accounts are maintained and all accounts are kept current and

			<p>authenticated in daily operating systems and appropriately recorded.</p>
		<p>8. Provide timely and effective burial and cremation services in accordance with relevant acts (Carinya Gardens and Lake Terrace Cemetery).</p>	<ol style="list-style-type: none"> 1. Maintain accurate and detailed record keeping in accordance with relevant legislation. 2. Relevant Cemetery/Burial/Cremation Acts and Regulations are complied with 100% at all times. 3. Provide secretariat services and advice to the Mount Gambier Cemetery Trust as required. 4. All bookings for burial or cremation are undertaken efficiently and coordinated at all times. 5. The Carinya Gardens Cemetery Master Plan implemented and adhered to at all times.

		<p>9. Ensure all public toilet facilities and amenities are maintained and kept clean</p>	<ol style="list-style-type: none"> 1. Public toilets and amenities are cleaned as per the Public toilets and amenities schedule. 2. Public toilets and amenities are audited and inspected quarterly by the Environmental Health Officer and any issues identified are appropriately addressed so as to ensure all toilet and amenities are in a clean and functional manner 90% of the time. 3. Customer requests are dealt with within 24 hours of receipt of any request.
		<p>10. Continue to develop and deliver the library as a vibrant hub and destination, providing high quality library services and collections.</p>	<ol style="list-style-type: none"> 1. Use annual statistics to identify and review usage rates of all library programs and amend accordingly. 2. Conduct a biannual (twice yearly) survey of customers to determine customer satisfaction.
		<p>11. Ensure a wide range of library programs are offered and continue to be developed to address the changing needs of the community.</p>	<ol style="list-style-type: none"> 1. Identify participation rates for each program. 2. Undertake an annual review of the number of programs offered and type to assist in the scheduling of future programs.

	2. Encourage the empowerment of the community to lead and self manage their respective desires and aspirations.	1. Maintain the value of existing annual funding programs, including existing funding for events and festivals, including the main corner library programs, well being, events management, sport and recreation and community development.	1. 'In kind' (non-financial) support is initiated and budgeted against each event as identified within the annual events program is managed and reviewed.. 2. Develop a standard grant application and assessment process.
		2. Encourage the Community to self manage events and identify opportunities for new events	1. Develop an Event Management Kit, including event funding application forms, to assist and support the community to identify opportunities and self manage events by 2012/2013 and review annually. 2. Develop a marketing plan to promote Council facilities to community members and groups as a place to stage their community events and activities in 2012/2013.
	3. Encourage the development of community facilities and infrastructure, community events, and active and safe community spaces through direct support, seeking funding, facilitation etc.	1. Encourage community ownership of events and decrease reliance on Council to manage and provide community events.	1. Promote the Event Management Kit by sending to all clubs and community organisations to assist and support the community to identify, develop and facilitate events/projects and/or activities in 2012/2013. 2. Provide support to community based organisations in the preparation of Funding Applications for the management and holding of community events when requested.
		2. Provide access to reserves and facilities for community use, including sporting groups, special occasions (i.e. weddings)	1. The booking system to use reserves and facilities is maintained at all times.

		<p>3. Develop and manage sustainable infrastructure including roads, footpaths and drains.</p>	<ol style="list-style-type: none"> 1. New footpaths are constructed annually in accordance with the five year plan. 2. Existing footpaths are maintained on an ongoing basis and in response to customer requests and within the standard response time. 3. Roads are maintained and constructed annually in accordance with the long term infrastructure plan. 4. Roads are repaired and patched as required and 95% of the scheduled reseal programme undertaken annually. 5. Stormwater drains are maintained and repaired as required. 6. New drains are constructed in accordance with budget allocation. 7. Cycling paths continue to be developed in accordance with the Bike Plan up to the annual limit of Council's budget and grants. 8. All Pedestrian ramps installed to meet Disability Discrimination Act requirements with an annual budget and program, which includes community needs, to be prepared by 2013/2014.
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		<p>4. Provide a road and street network that promotes safe movement of all traffic.</p>	<ol style="list-style-type: none"> 1. Street Signs and Interpretive signs are maintained and installed in accordance with legislative requirements. 2. Regulatory signs are inspected annually. 3. Line marking of all roads is undertaken in accordance with legislative requirements.. 4. Regularly monitor parking areas monthly, including school zones, for compliance with parking restrictions. 5. Promote educational programs when developed, to encourage safe movement of traffic including cycling and walking.
	<p>4. The identified needs of the community are met, through implementing Long Term Asset Management Plans and Infrastructure Plans.</p>	<p>1. The long term financial plan be further reviewed and updated to identify and recognise the anticipated spend on identified capital works.</p>	<ol style="list-style-type: none"> 1. Undertake annual audits on the City Centre footpaths to appropriately address risk management issues. 2. Respond and address customer requests in relation to footpaths, street trees and roads in a professional and timely manner.

		<p>2. Increase the design and operational capacity of the Engineering Division (for a period of three (3) years) to manage major capital projects i.e. former hospital and railway lands and projects associated with Federal Government funding.</p> <p>**NOTE: Subject to outcomes of the Long term financial Plan</p>	<p>1. All major capital projects are planned and managed in a timely and efficient manner at all times as scheduled by Council through the implementation of the Long Term Financial Plan (with the Long Term Financial Plan reviewed annually).</p>
	<p>5. Recognise and support our volunteers, community organisations and their sustainability as they continue to be the foundation of the community.</p>	<p>1. Encourage community members to volunteer in community life and contribute to the social and cultural fabric of Mount Gambier.</p>	<p>1. Identify, schedule and hold at least two events throughout the year to recognise volunteers.</p> <p>2. Develop a volunteer register to support Council and community based events by 2013/2014 and review annually.</p>
		<p>2. Develop a community profile identifying the diverse groups/communities within the City of Mount Gambier.</p>	<p>1. Undertake a desktop review of the 2011 Census data to identify the community profile of the City of Mount Gambier by 2013/2014.</p>
		<p>3. Where possible, reasonable, practical and efficient, identify projects that may be carried out partly or wholly by community groups.</p>	<p>1. Selected small scale construction projects to be carried out partly or wholly by community groups are identified annually.</p>

	<p>6. Develop an improved means of communication and engagement between Council and the community (including vulnerable communities) in the building of community capacity.</p>	<p>1. Establish and promote a Corporate image through effective marketing and engage with the community through effective communication and media management.</p>	<p>1. Develop and implement a Strategic Marketing Plan by 2014.</p> <p>2. Maintain consistency with branding and corporate messages with standardisation of corporate image by 2012/2013.</p> <p>3. Develop and implement a Corporate Community Engagement Framework by 2013.</p> <p>4. Develop and implement a Strategic Communication Plan by 2013.</p> <p>5. Review and improve media management policies and procedures by June 2013.</p> <p>6. Review Council's website annually.</p> <p>7. Develop an on-line community notice board by 2013.</p>
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	<p>7. Support the community's development through nurturing collaborative relationships and partnerships and through direct access to Council for recognition, funding, facilitation, and in kind support.</p>	<p>1. Facilitate access to Council services and resources.</p>	<p>1. Services and facilities to remain accessible to Community Groups as required.</p> <p>2. Council advocates, partners on a range of social, recreational and cultural programs as required.</p> <p>3. Continue to provide support to community based organisations through funding, facilitation and 'in kind' support as identified within the yearly program of events and the annual budget process.</p>
	<p>8. Recognition of our different cultural communities. Building respectful partnerships with those communities and acknowledging the traditional custodians of this area.</p>	<p>1. Provide interpretation and education opportunities through appropriate displays.</p>	<p>1. Review and update existing displays within the Tourist Information Centre and the Main Corner which provide interpretation of communities, customs and heritage annually.</p> <p>2. Continue to foster the relationship between Aboriginal and Torres Strait Islander communities through consultation and involvement with the Community Engagement and Social Inclusion Working Party.</p>
	<p>9. Recognition of our indigenous communities as traditional custodians of the land. Build respectful partnerships with Aboriginals and Torres Strait Islanders.</p>	<p>1. Acknowledgment and recognition of Aboriginals and Torres Strait Islanders as traditional land owners.</p>	<p>1. Boandik people are recognised on all Council agendas as per Council's policy.</p> <p>2. Seek to work with Aboriginal and Torres Strait Island Communities and organisations in Mount Gambier and surrounds during 2013 to cooperatively identify and develop plans for possible projects..</p>

	10. Recognise the roles, needs and contributions of minority or disadvantaged groups in our community.	1. Identify minority and disadvantaged groups in our community by a review of Census data.	1. Include appropriate engagement strategies within the Community Engagement Framework by 2013/2014.
		2. Continue to service the needs of the socially disadvantaged and/or impaired people within the community.	1. Support community organisations via grant funding that provide a service to minority or disadvantaged groups to develop programs to aid their contribution to the community.

Goal	Strategic Objectives	Operational Activity	Key Performance Indicator & Target
<p>Securing Economic Prosperity</p> <p>To support our economic generators in meeting opportunities in the local, national and international business environment, to ensure that the City has a viable, sustainable and diverse economic base and continues to be a thriving provincial city.</p>	<p>1. 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.</p>	<p>1. Initiate an independent land use analysis on Mount Gambier and the District Council of Grant regarding the ‘Highest Use’ of land in the region, with the examination to be based on a strong link/connection between the environment, economy and a sustainable community.</p>	<p>1. Land uses analysis completed by 2015.</p>

		<p>2. Actively support and participate in regional marketing to grow visitation to our city through the promotion of Mount Gambier as a destination including the development of a sustainable strategy for tourism growth.</p>	<p>1. The Visitor Information Centre’s tourism accreditation is maintained.</p> <p>2. Develop and implement a cooperative tourism Marketing Plan for the City of Mount Gambier by 2014/2015 that aligns with regional and state plans.</p> <p>3. Identify areas to develop to encourage visitors to stay more than one night within the City of Mount Gambier and immediate area by 2014/2015.</p> <p>4. Work collaboratively with the Limestone Coast Regional Development Australia (RDA), SELGA and South Australian Tourism Commission and other relevant external agencies to support and participate in regional tourism marketing.</p>
	<p>2. Support the development of our local economy, our unique local experiences and our capacity to grow visitation to our City.</p>	<p>1. Partner and engage with other core tourism agencies and providers to develop and promote tourism opportunities.</p>	<p>1. Internal audit of information services to conduct and develop an interpretation strategy of key local features by 2014/2015.</p>

		<p>2. Investigate opportunities to review the future potential of the Visitor Information Centre, including funding opportunities.</p>	<p>1. Develop and plan for the future use of the Discovery Centre of The Lady Nelson, including the review of interpretive displays in 2014/2015.</p> <p>2. Actively promote the commission based on-line accommodation booking system to offset costs associated with the securing of major events for Mount Gambier by 2014/2015.</p>
		<p>3. Continue to develop ideas for City Centre vibrancy through positive interactions with the Chamber of Commerce and retailers.</p>	<p>1. Schedule three meetings per annum between Council and the Mount Gambier Chamber of Commerce.</p>
		<p>4. Support and further develop major event opportunities.</p>	<p>1. Maintain our commitment to Sports Marketing Australia.</p> <p>2. Identify community groups not currently gaining access to the events support available by 2014/2015.</p> <p>3. Investigate the potential for events and/or festivals during traditional 'off peak' months of July through to September by 2014/2015.</p>
	<p>3. Provide infrastructure and facilities that contribute to Mount Gambier being able to enhance its economic base and quality of life.</p>	<p>1. Ascertain the capacity of current utility services and infrastructure.</p>	<p>1. Undertake a review of all utility services and infrastructure as part of the Urban Boundary Adjustment DPA by June 2013.</p> <p>2. Ensure all new areas identified for future development can be appropriately serviced by utility services and infrastructure when required on an ongoing basis.</p>

		<p>2. Ensure all Council owned buildings and properties are maintained fit for purpose as defined in the Long Term Asset Management Plan.</p>	<p>1. Review Essential Safety Provision Registers annually and ensure all required follow ups are actioned and recorded..</p> <p>2. Review Asbestos Registers for all Council buildings and properties once every five years in accordance with regulations.</p> <p>3. Assess all Council owned buildings annually to ensure compliance with building fire safety requirements and records updated accordingly.</p>
		<p>3. Ensure all activities associated with the works depot are undertaken efficiently and effectively.</p>	<p>1. Plan and supervise all works to ensure all tasks are undertaken completed in the appropriate financial year.</p> <p>2. All 'field' functions and activities to be undertaken in accordance with Council Policies, procedures and all relevant legislation measured by the percentage of tasks completed and the number of deleted breached of policy, procedure or legislative requirements for the financial year.</p>
	<p>4. In partnership with others seek to create a capable and resilient workforce to match our aspirations and the emerging needs.</p>	<p>1. Request the RDALC to undertake a needs analysis regarding future employment skills needs of major industries and business within the City of Mount Gambier.</p>	<p>1. Partner with universities, GTE, Chamber of Commerce, TAFE, universities and other stakeholders to develop strategies to meet future labour supply and skills.</p>

	<p>5. Develop and implement a dynamic planning process to meet emerging economic, social and environmental conditions.</p>	<p>1. Develop appropriate mechanisms to identify emerging economic, social and environmental conditions.</p>	<p>1. The City Development Framework is established including Futures Papers that provide a direction for the City in the long term and incorporates economic, social and sustainability issues by December, 2014.</p>
	<p>6. Seek continuous improvement in long term master land use planning to guide sustainable development and activities.</p>	<p>1. Review the Development Plan.</p> <p>2. Undertake visionary Master Planning for key Council owned land and buildings to identify future desired projects and asset disposal.</p>	<p>1. Section 30 Reviews completed as required by the Development Act, 1993.</p> <p>2. Development Plan Amendments undertaken as required in a timely and efficient manner.</p> <p>1. Develop a Schedule of future desired projects of key Council owned land and buildings by 2014/2015.</p> <p>2. Implementation of the Schedule of significant key Council properties including the Railway Land and the former Mount Gambier Hospital by 2014/2015.</p>
	<p>7. Constantly monitor the need for more revenue to meet demands caused by ageing infrastructure, increased local responsibilities and demands, cost shifting, and our desire for a safer more resilient community.</p>	<p>1. Council operations are conducted in a financially sustainable manner with appropriate key performance indicators to measure performance.</p> <p>2. Maintain the existing benchmarking projects.</p>	<p>1. Annual review of Council's Long Term Financial Plan (LTFP) and including revenue and expenditure projections.</p> <p>2. Review Council's Asset and Infrastructure Management Plan annually having regard to Council's LTFP..</p> <p>1. Annual participation in the Local Government Association (LGA) benchmarking survey.</p>

		3. Seek external funding from Federal and State Governments on an on going basis.	1. Grant programs are monitored and applications made where eligible projects can be beneficially aligned with Council's Strategic Management Plan(s) and Budget.
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Goal	Strategic Objectives	Operational Activity	Key Performance Indicator & Target
<p>Diversity</p> <p>To provide opportunities for the needs of our diverse community groups to fully participate in our community, and to ensure a continuing sense of their engagement, belonging and recognition.</p>	<p>1. Understand our community profile.</p>	<p>1. Gather and summarise information and statistics including census data (2011) to assist understanding and decision making regarding our community.</p>	<p>1. 2011 Census summary document prepared by June 2013.</p> <p>2. Maintain the data base which forms part of the community directory and review twice a year..</p>
	<p>2. Engage with Federal and State Governments and other agencies to provide resources to meet the needs of diverse groups in our community.</p>	<p>2. Advocacy and partnership with stakeholder groups to assist with service delivery programs.</p>	<p>1. Maintain regular meetings of the Community Engagement and Social Inclusion Sub Committee.</p> <p>2. Maintain and strengthen Council's involvement with the Tertiary Education sector and support its expansion.</p>
	<p>3. Celebrate the positive contributions of all members of our communities, to our collective social, economic, cultural, health and overall well being.</p>	<p>1. Facilitate a range of community cultural programs and events.</p>	<p>1. All existing community events are held as per an annual schedule of events.</p> <p>2. Support community groups and agencies to celebrate national/international days of significance.</p>
	<p>4. Recognise and respond to our collective responsibilities to provide ease of access to physical facilities and spaces (public or privately owned).</p>	<p>1. Undertake an assessment of all Council buildings to identify any issues that prevent or restrict access (in accordance with the relevant standards/codes), and respond accordingly.</p>	<p>1. Inspections undertaken on all Council owned buildings and completed by 2014.</p> <p>2. A schedule of all identified works to be developed by December 2013 and referred to relevant budgets for funding and implementation in following financial years.</p>

	<p>5. Consider the needs of all community groups in developing projects, services and infrastructure (public or privately owned).</p>	<p>1. Develop open spaces and recreation facilities that support active communities, healthy environments and maintain a high level of amenity.</p>	<p>1. All reserves and playgrounds are maintained in accordance with Council's maintenance policies. 2. Community spaces audited for accessibility and design in accordance with Good Urban Design Principles by 2015..</p>
	<p>6. Facilitate the community's active involvement in meeting the varied aspirations, diverse needs and special services that are required (including those for marginalised and vulnerable groups).</p>	<p>1. Advocate for the development of a special needs program for marginalised and vulnerable groups.</p>	<p>1. A Safe mobility program is developed, delivered and maintained by 2014. 2. Provide support for the delivery of programs for special health groups for marginalised and vulnerable groups when requested.</p>
	<p>7. Develop the capacity of Council to effectively communicate and engage with our communities, other agencies and service providers</p>	<p>1. Network with age care and disability service providers to identify needs within the community.</p>	<p>1. Community Engagement and Social Inclusion sub committee regularly invite appropriate guest speakers to keep informed or current and emerging needs within the aged and disabled community.</p>
		<p>2. Work with kindergartens and primary schools to improve health and wellbeing through active lifestyles.</p>	<p>1. Identify safe walking/cycle path networks around schools through community education by 2013. 2. Provide training and education to parents and new migrants on safe walking/cycle pathways to schools.</p>

		3. Develop and implement effective and efficient communication and community engagement tools to integrate with Council's daily operations.	1. Establish online engagement tool by 2012/2013.
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Goal	Strategic Objectives	Operational Activity	Key Performance Indicator & Target
<p>Environment</p> <p>To incorporate into Council business and the development of our community a commitment to secure the long term integrity of the environmental systems, landscapes and services which support them.</p>	<p>1. Systematically build Council as an environmentally sustainable organisation.</p>	<p>1. Identify the Carbon footprint of Council and understand the carbon trading scheme and the legislative requirements for climate change adaptation.</p>	<p>1. Establish a system to annually measure and report on Council's carbon emissions by 2014.</p> <p>2. Annually assess if Council is required to comply with any carbon and/or climate change legislation.</p>
		<p>2. Incorporate and promote ecological Sustainable Development (ESD) principles in Council's plans, projects and developments.</p>	<p>1. Assess all eligible initiatives and projects using the CHAT tool.</p>
		<p>3. Educate the community to minimise waste and improve recycling levels.</p>	<p>1. >5%reducton in waste generation per capita by 2015 (in line with South Australia's Waste Strategy 2011-2015).</p>
		<p>4. Coordinate and support the Environmental Sustainability Sub Committee (ESSC)..</p>	<p>1. ESSC meetings held regularly.</p> <p>2. The coordination and implementation of all action arising from meetings undertaken.</p>
	<p>2. Partner with the community to conserve and reduce the quantity of water use and improve the quality of water entering our groundwater and lakes system.</p>	<p>1. Develop a model that can be easily used to understand the environmental impact of any decision relating to supply, Council Services and Operations</p>	<p>1. Annually provide water related information to the community in 3 different formats (e.g. talks, online and media).</p>

	<p>3. Plan and implement infrastructure to protect and enhance the natural and built environment, including in response to climate change influences.</p>	<p>1. Ensure that development in areas of high natural and/or built heritage value complement and are sympathetic to the environment in which it is situated.</p>	<p>1. Ensure compliance with the requirements as specified within the Development Plan at all times.</p> <p>2. Identify and plan for energy use requirements for Council buildings using the Building Code as a minimum requirement (try to achieve best practice).</p>
		<p>2. Develop and deliver a tree planting and management program to improve the quality and quantity of local vegetation under Council's care and control</p>	<p>1. Trees planted on streets and reserves as per the tree planting policy program which will be reviewed annually (300 trees to be planted annually).</p> <p>2. Trees trimmed, removed and replaced as required on an ongoing basis. All complaints addressed within 48 hours of receipt.</p>
	<p>4. Support initiatives that value and preserve our unique environment and contribute to environmental sustainability</p>	<p>1. Provide support to internal and external environmental sustainability initiatives.</p>	<p>1. Assess all eligible initiatives and projects using the CHAT tool.</p>
	<p>5. Enhance the way of life and resilience of the Mount Gambier community through environmental sustainability guided by the Natural Step Framework.</p>	<p>1. Develop and implement community education programs around our environmental aspirations and obligations.</p>	<p>1. Deliver three community education activities per year.</p>

	6. Support the preservation and enhancement of the City's unique natural and built heritage for future generations.	1. Monitor and enforce the quality and standard of development approvals.	1. Annually develop and complete a schedule of planning inspections.
		2. Ensure the design of Council projects such as road, drainage, reserves and building projects undertaken in a timely and professional manner.	1. Council budgeted projects are designed in a timely and professional manner to reflect the annual planning and building program.
		3. Appropriately respond to and address storm, fire, accidental and criminal damage.	<p>1. Minor maintenance is undertaken in accordance with service standards.</p> <p>2. Criminal damage is appropriately addressed and reported within twenty four hours.</p> <p>3. Storm damage and flooding is addressed and managed.</p> <p>4. Implement and comply with the City of Mount Gambier Bushfire Management Plan</p>

		<p>4. Provide an efficient and effective development assessment service</p>	<ol style="list-style-type: none"> 1. Planning decisions and Building Rules Consent issued within the statutory timeframes and reviewed through the Systems Indicators Data Reporting mechanism as required by legislation. 2. Development Assessment Panel (DAP) operations conducted to meet legislative requirements. 3. High level customer service is achieved through maintaining the annual performance results of the Local Government Comparative Performance Survey. 4. Records are maintained (i.e. scanning approved plans in TRIM) and Registers are kept up to date (i.e. Development Register, Builders database, Liquor Licence, Heritage and Notices).
		<p>5. Provide heritage conservation measures and liaise with the Heritage Advisor to ensure Best Practice is adhered to relative to the Burra Charter</p>	<ol style="list-style-type: none"> 1. Manage the Local Heritage Grant Funding program. 2. Continue to support the Heritage Advisory Service and provide a schedule of appointments monthly. 3. The Heritage Advisory Group continue to operate on a bi monthly basis.
	<p>7. Use every opportunity to increase the level of community understanding and awareness of the necessity of environmental sustainability.</p>	<p>1. Raise awareness through the development of education programs as well as using other opportunities as they arise.</p>	<p>1. Deliver three community education activities per year including articles and talks to key groups (community/business/industry) promoting our environmental aspirations.</p>

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Goal	Strategic Objectives	Operational Activity	Key Performance Indicator & Target
<p>Governance</p> <p>To conduct Council business with probity, transparency, and accountability, to meet in a timely way all legislative and regulatory requirements; to implement prudent and professional financial and operational management; and to seek active and ongoing engagement in decision making with all stakeholders.</p>	<p>1. Advocate for an increase in access to alternative and new sources of growth based revenues, in order to improve Council's ability to provide for the community.</p>	<p>1. Support and partner with the ALGA/LGA (Local Government Association) and other agencies in response to initiatives as proposed and developed by the Federal and State Governments.</p>	<p>1. Review results of any industry initiatives, submissions supported by Council.</p> <p>2. Review results of grant funding applications submitted by local organisations, supported by Council.</p>
	<p>2. Fully integrate long term asset and financial plans with the annual business plan and annual budget.</p>	<p>2. Integration of Asset Management Plans, Long Term Financial Plan, Business Plan and Annual Budget.</p>	<p>1. Review the financial components of the Infrastructure and Building Asset Plan annually.</p> <p>2. Undertake annual reviews of the Asset Management Plan and Long Term Financial Plan.</p> <p>3. Prepare the Annual Business Plan and budget using the Strategic Plan, Long Term Financial Plan and Asset Plan as the key drivers.</p> <p>4. Consult, liaise and promote to the community, the Annual Business Plan and Budget.</p>
	<p>3. Evaluate the effectiveness of all service delivery initiatives against the returns and/or benefits to the community.</p>	<p>1. Develop and implement systems to evaluate service delivery.</p>	<p>1. Maintain or improve on the annual performance result in the Local Government Association Comparative Performance Measurement Survey annually.</p> <p>2. Continue to implement outcomes from the organisational functional review completed in 2012.</p> <p>3. Develop and implement a process to continually monitor and evaluate new legislation, compliance requirements and impact on the Council and it's resources, including the financial implications.</p>

		<p>2. Manage the administration of payments to suppliers, revenue collection, preparation of annual financial records, and recording of Council's assets.</p>	<ol style="list-style-type: none"> 1. Financial statements prepared for external audit in accordance with legislative requirements and internal control. 2. Financial sustainability indicators to operate within the adopted target ranges. 3. Liase with Council's Audit Committee to complete an annual review of financial policies including internal controls. 4. Complete internal financial control project by 31st May, 2014. 5. 5. An internal audit of payroll records i.e. levels. Rates of pay, leave accruals etc. In completed annually.
	<p>4. Develop and maintain a valued, adaptable, skilled and motivated work force.</p>	<ol style="list-style-type: none"> 1. Adopt a strategic approach to the integration of Human Resources, Risk and Occupational Health and Safety management systems and principles across the organisation. 1.1 Develop, implement and review a WHS Risk Management Strategy providing for best practice work, health and safety outcomes and a workers compensation model that ensures optimum financial and workforce benefits by 2012/2013. 1.2 Development and implement a 	<ol style="list-style-type: none"> 1. WHS Risk Management Strategy implemented. 2. Annual LGAWCS KPI audit results demonstrate improvement to scores and financial benefit to Council. 3. Human Resources strategy implemented. 4. Recommendations from functional review are implemented.

		<p>two (2) year Human Resources Strategy that reflects the functional review is implemented to support Council’s strategic objectives but clearly articulating the human resources required to achieve strategic outcomes.</p>	
		<p>2. Respond to contemporary and emerging workforce and workplace issues through strategy and policy development.</p> <p>2.1 Develop a Human Resources Manual reflective of the new HR policy framework and including new/reviewed policies and procedures.</p> <p>2.2 Develop and implement new performance development and review process.</p> <p>2.3 Review and improve current employee induction process.</p> <p>2.4 Review current training plan, competency framework and training analysis data.</p> <p>2.5 Review and update position descriptions.</p>	<p>1. Policies and procedures developed and implemented in accordance with new Human Resources policy framework.</p> <p>2. Human Resources Manual developed and implemented.</p> <p>3. Performance Development Review Process developed and implemented by April 2014.</p> <p>4. Induction process reviewed and recommendations for improvement developed.</p> <p>5. Training plan, competency framework and TNA data reviewed and new annual training plan developed for Elected Members and employees.</p> <p>6. Position descriptions are accurate and reflective of current workforce needs.</p>
		<p>3. Review of the Human Resources requirements within the Corporate and Community Services Department.</p>	<p>1. Implement collaborative staff practices within the Community Services and Development Division by 2015.</p>

5. Demonstrate innovative and responsive organisational governance.	1. Manage the preparation of assessment of capital value for rating purposes and declaration/raising of rates.	<ol style="list-style-type: none"> 1. Council's rating strategy reviewed on an annual basis including reference to any significant rating issues or themes arising out of the previous rating year.. 2. Timely completion of Council's annual rating and periodic rating processes.
	2. Maintenance of the property data for rating and electoral purposes and the collection of rate revenue.	<ol style="list-style-type: none"> 1. Weekly updating of property data reports provided by Valuer-General Land Services. 2. Council's Voter's roll is reviewed and updated in accordance with the State Government Electoral Act 1985.
	5. To maintain an efficient and functional depot and store that meets Council's requirements..	<ol style="list-style-type: none"> 1. Develop and implement an improved system to ensure individual accountability by employees for all tools, equipment which is allocated to them by mid 2014. 2. Depot and surrounds, all items and equipment are maintained at all times with 6 monthly audits. 3. All roadwork signage inspected quarterly.
	6. Operate an appropriately resources and efficient workshop to maintain Council's fleet vehicles, plant and equipment to a safe operating standard.	<ol style="list-style-type: none"> 1. All fleet vehicles, plant and equipment are maintained as per manufacturers recommendations. 2. Investigate and cost automated/electronic fuel dispensing/recording system in 2014. 3. Provide induction and training to staff on the use of machinery when purchased.

		7. Promote Mount Gambier as a progressive City through innovative design solutions for urban realm projects.	1. Urban Realm projects are identified and delivered on time and on budget when approved by Council.
		8. Provide high quality support for Council Members and Council Employees.	<p>1. Provision of executive and administrative support to Council, standing committees, subcommittees, the Mayor, Member, Executive Management, and other staff.</p> <p>2. Business papers, including agendas, minutes and reports are compiled and distributed in accordance with the Local Government Act, 1999.</p> <p>3. Provide support for civic and ceremonial responsibilities of Council, including citizenship ceremonies.</p>
		9. Support Council business through provision of quality records management and ensure Council's corporate records are managed in accordance with legislative requirements.	<p>1. Ensure Council's records management responsibilities are met in terms of the State Records Act 1997, Local Government Act 1999 and Adequate Records Management Standard.</p> <p>2. Ongoing support, training and induction of staff in relation to their record keeping responsibilities and in use of Council's electronic document management system.</p>

		10. Support Council business processes by maintaining an effective and accurate electronic records management system and up to date Geographic Information System.	<ol style="list-style-type: none"> 1. Ensure all staff are inducted and trained in the use of Council’s electronic records systems as required. 2. Maintain and review data contained within the GIS system quarterly.
		11. Continue to implement a Corporate Image of Council as a professional organisation.	<ol style="list-style-type: none"> 1. Development and implement a ‘Brand image’ for Council by 2016 that aligns with the City Development Framework.
	6. Establish measures for Council’s performance and continually compare against community expectations.	1. Continue to be involved within the Local Government Association Comparative Performance Measurements Programs..	<ol style="list-style-type: none"> 1. Participate annually in the Local Government Association Comparative Performance Measurements Programs..
	7. Engage with national, state, regional and local forums and partnerships to provide solutions and options to continually improve Councils	<ol style="list-style-type: none"> i. Provide effective, up to date, stable and secure IT and communication systems which allow staff to maximise productivity and provide excellent customer service. 	<ol style="list-style-type: none"> 1. Annually evaluate the existing IT and communication systems to ensure capability and suitability to Council’s changing needs. 2. Corporate systems are available for staff access and work 95% of standard day time working hours

	service delivery and performance.	2. Ensure Employees are engaging with their peak professional organisations to continually update knowledge in their respective professional disciplines.	1. Encourage and support employees to update knowledge in their respective professional disciplines through training and involvement with peer and professional organisations and groups.
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Goal	Strategic Objectives	Operational Activity	Key Performance Indicator & Target
<p>Community Well-Being</p> <p>To advance the holistic health and well being of all age groups in our community by creating healthy environments, strengthening community relationships, developing health and well-being programs and supporting excellence in the delivery of health services.</p>	<ol style="list-style-type: none"> 1. Advocate for the health needs of the community by encouraging partnerships in the provision of affordable and viable facilities and infrastructure. 	<ol style="list-style-type: none"> 1. Reduce risk and improve public health outcomes for the community through the effective and timely implementation of the Public Health Act, associated regulations and codes. 	<ol style="list-style-type: none"> 1. Food premises are inspected as per the Food Act and on a risk basis and notified accordingly. 2. Support the 'Registered Training Organisation' in the provision of affordable and accessible food safety training for food handlers. 3. Undertake annual auditing, or ensure it is undertaken, of high risk food businesses serving vulnerable people. 4. Undertake inspections of public pools and spas in respect to relevant acts and regulations. 5. Inspect hairdressers and skin penetration facilities in accordance with the Public and Environmental Health Act and risk management principles. 6. Ensure all cooling tower and warm water systems are audited annually as per the Public and Environmental Health Act, relevant regulations, codes and standards. 7. When insanitary conditions are identified, attempt to resolve in a timely and effective manner. 8. Ensure timely follow up of communicable diseases where required.

		<p>2. Ensure applications for on site waste water treatments are assessed according to the Public Health Act and are regularly reviewed for maintenance.</p>	<p>1 Maintenance reports are reviewed when submitted with Council.</p> <p>2. Review all properties for sewer connections in 2013/2014, subject to budget allocation.</p>
		<p>3. Provision of a safe, all inclusive and welcoming 'third place', through the library, that is free for all community members, incorporating a broad range of activities so as to reduce social isolation and promoting inclusiveness.</p>	<p>1. Keep detailed statistics on visitation and usage of service and prepare quarterly reports..</p> <p>2. Identify and develop an annual schedule of programs to be offered through the library.</p> <p>3. Continue to promote and further enhance the library as an active and safe community space to maintain the community support and usage of the library.</p>
		<p>4. Have safe and regulated outside displays/eateries in accordance with relevant legislation.</p>	<p>1. Ensure all outdoor furniture and displays have been issued with a permit subject to the Local Government Act.</p> <p>2. Undertake (at least twice yearly) monitoring of furniture and displays to ensure they meet permit conditions.</p>

		5. Deliver and regulate a taxi service which is beneficial to the community.	1. Check taxi meters and registrations annually.
	3. Ensure through research and engagement that the current and future health (services and infrastructure) needs are identified.	1. Monitor the level of assisted care for residents of supported residential facilities within the City in accordance with legislation.	1. Supported residential facilities are monitored to comply with legislation through annual licensing requirements.
		2. Work closely with Universities, TAFE, training bodies and allied health providers.	1. Continue to provide support to the Medical, Pharmaceutical, Dental professions through the provision of orientation tours.
	4. Actively liaise with community health service providers to encourage local programs and services and ongoing community consultation.	1. Encourage and support identified collaborative arrangements and partnerships of a local community nature.	1. Continue to liaise with the community health service program providers.
	5. Actively liaise with primary (acute) health care providers to expand local availability of specialist services.	1. Advocate for and support the provision of health care services in Mount Gambier	1. Continue to attend meetings of the Mount Gambier and District Health Services Board.
	6. Advocate for support programs which increase the level of community engagement in healthy lifestyle activities and which encourage our community to make quality health decisions.	1. Continue to promote active lifestyles amongst the community.	1. Continue to implement the Bike Plan and expanding the footpath and bike path network.
	7. Increase the local awareness and understanding of the range of	1. Encourage community initiatives to identify,	1. Identify opportunities for Community Groups to develop and enhance their activities and facilities.

	health issues and needs of the community.	address and respond to emerging health issues and trends within the community.	
	8. Facilitate programs that focus attention on mental health issues in the community and support mental health providers in their work.	1. Encourage SA Health to Identify opportunities and programs addressing mental health concerns and issues.	1. Provide support and funding assistance to locally based programs addressing mental health issues and concerns within the community.
	9. Advocate with Federal and State Governments to increase local availability to acute health care services and also primary health care services.	1. Continue to maintain Council's advocacy role in the provision of health services.	1. Ensure Council provides timely responses to requests for letter of support.

Goal	Strategic Objectives	Operational Activity	Key Performance Indicator and Target
<p>Learning</p> <p>To be recognised as a learning community which celebrates learning for all groups and members of the community.</p>	<p>1. Encourage and promote partnerships with the community, industry and governments that will increase delivery and uptake of lifelong learning opportunities.</p>	<p>1. Foster relationships and facilitate conversations to improve community engagement and learning.</p>	<p>1. Review current databases of contacts and update as necessary.</p> <p>2. Host forums that bring various groups together i.e. Education Leaders' Forum, Blue Sky Lectures, Thinker in Residence.</p> <p>3. Provide input to joint funding proposals for learning projects when required.</p> <p>4. Employ a whole of Government (Federal, State and Local), agencies and groups approach.</p> <p>5. Develop opportunities for staff and elected members to share their expertise with groups and vice versa.</p> <p>6. Develop and program community learning activities and experiences in the Garden Square with community groups.</p>

	<p>2. Promote the benefits of cooperative learning and the contribution learning makes to our enhanced quality of life.</p>	<p>1. Develop a coordinated approach across Council for the delivery of life long learning activities.</p>	<p>1. Develop an evaluation framework to review Council's achievement of lifelong learning goal.</p> <p>2. Recognise that most Council activities provide learning opportunities.</p> <p>3. Review existing community learning material, resources and information already available to communities.</p> <p>4. Establish a statistical baseline of community involvement in learning activities.</p> <p>5. Continue to be leaders in delivering, developing and promoting library collections and services to the community.</p>
	<p>3. Support a diverse range of community learning initiatives and celebrate the success of formal and informal learning achievements</p>	<p>1. Develop a framework within which learning achievements and initiatives can be recognised and celebrated.</p>	<p>1. Elected Members and key staff being visible and attending celebratory functions.</p> <p>2. Determine opportunities for recognition and celebration of learning achievements.</p> <p>3. Continue to support recognition of learning through active involvement in scholarship programs.</p>









Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/12/2014

Status Key	—	None		Good		Ok		Bad
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Description	Result			Comment
	Target	Actual	Status	
Strategic Plan - Beyond 2015				
Corporate Plan				
1 Building Communities				
1.01 Strive for an increase in services and facilities to ensure the community has equitable access and that the identified needs of the community are met.				
1.1.1 Build on the connections of the roles and responsibilities of the Community Health Officer, Environmental Health Officer and Environmental Sustainability Officer.				
At least four (4) meetings of the three (3) officers and one (1) project nominated and achieved in each year.	1	1		Meetings of all officers scheduled around the Public Edible Plants EOI.
1.1.10 Ensure a wide range of library programs are offered and continue to be developed to address the changing needs of the community.				
Identify participation rates for each program.	1	1		Participation Rates are as follows: Author Events 5 events held 716 people attended Average of 143 people per event School Visits 18 visits 719 children attended Average of 40 people per event
Undertake an annual review of the number of programs offered and type to assist in the scheduling of future programs.	1	1		Review of programs underway, there is a focus on our IT related learning programs and changes to be made in these to meet changing community needs.
1.1.2 Continue to development and provide events support, management and assistance				
All permits for Special Events are issued and inspected to ensure compliance with Council's Policy for Special Events.	1	1		Permits are issued as required.
Council events are appropriately managed and supported as identified within the budget and Long Term Financial plan and accounted for at all times.	1	1		This has been reviewed as part of the 2015/16 budget preparations
Develop a yearly program of all events supported, managed and assisted by Council by 2012/2013	1	1		This has been developed and will be presented to the new Council in due course.



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For the month ending 31/12/2014

Develop, promote, implement a diverse program of activities in the Garden Square and review annually.	1	1	●	No budget allocation for this financial year.
1.1.3 Continue to provide high level customer services to all members of the community and visitors.				
Maintain or improve the annual performance results of the Local Government Association Comparative Performance Measurement Survey.	1	1	●	Not conducted this year by the Local Government Association.
1.1.4 Promote online booking systems for bus ticketing for better delivery of services.				
Identify the usage rate of the online booking system.	1	1	●	Usage rate identified and reviewed
Maintain and promote the online booking system for bus ticketing.	1	1	●	Bus ticketing maintained and promoted
Review the usage rate of the on line booking system annually.	1	1	●	Online booking system reviewed
1.1.5 Ensure the efficient implementation of the Dog and Cat Management Act through the enhancement, implementation and review of the Dog and Cat Management Plan 2013-2018.				
Prepare an annual community education plan and program to promote the Dog and Cat Management Plan.	1	1	●	Monthly article in the Border Watch newspaper continues as well as other media releases and interviews
Conduct an annual public awareness campaign to raise awareness of the requirement to register dogs annually.	1	1	●	Monthly article in the border watch newspaper makes the public aware as well as other media releases
Review City of Mount Gambier Dog and Cat Management Plan in 2013.	1	1	●	The Dog and Cat Management plan 2013/2018 has been approved by Council and the Dog And Cat Management Board
1.1.6 Continue to provide an efficient and high performance kerbside household waste and recycling Service.				
Council's waste management system continues to reflect community, legislative requirements and Council's decisions.	1	1	●	All of Council's Waste Management meets legislative requirements.
Ensure the Waste Transfer Station accounts are maintained and all accounts are kept current and authenticated in daily operating systems and appropriately recorded.	1	1	●	All accounts are maintained and authenticated and recorded as required.
Waste Services are delivered to customer satisfaction through maintaining the annual performance results of the Local Government Association Comparative Performance Measurement Survey.	1	1	●	Not conducted this year by the Local Government Association.
1.1.7 Provide timely and effective burial and cremation services in accordance with relevant acts (Carinya Gardens and Lake Terrace Cemetery).				
All bookings for burial or cremation are undertaken efficiently and coordinated at all times.	1	1	●	All bookings processed and confirmed as soon as they are received. Coordination of bookings undertaken to ensure appropriate time is allowed for each service.
Maintain accurate and detailed record keeping in accordance with relevant legislation.	1	1	●	Accurate detailed records are kept and filed within TRIM in accordance with legislation.



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For the month ending 31/12/2014

Provide secretariat services and advice to the Mount Gambier Cemetery Trust as required.	1	1	●	The next Trust meeting to be held when the membership of the Trust has been confirmed.
Relevant Cemetery/Burial/Cremation Acts and Regulations are complied with 100% at all times.	1	1	●	Compliant with relevant Acts and Regulations.
The Carinya Gardens Cemetery Master Plan implemented and adhered to at all times.	1	1	●	Master Plan adhered to, and referred to when undertaking works at the cemetery.
1.1.8 Ensure all public toilet facilities and amenities are maintained and kept clean				
Customer requests are dealt with within 24 hours of receipt of any request.	1	1	●	Customer requests are attended to within time limits.
Public toilets and amenities are audited and inspected quarterly by the Environmental Health Officer and any issues identified are appropriately addressed.	1	1	●	Regular audits are conducted and issues actioned.
Public toilets and amenities are cleaned as per the Public toilets and amenities schedule.	1	1	●	Public toilets are cleaned as per amenities schedule.
1.1.9 Continue to develop and deliver the library as a vibrant hub and destination, providing high quality library services and collections.				
Conduct a biannual (twice yearly) survey of customers to determine customer satisfaction.	1		●	Survey due to be conducted in May 2015.
Use annual statistics to identify and review usage rates of all library programs and amend accordingly.	1		●	Annual statistics report completed.
1.02 Encourage the empowerment of the community to lead and self manage their respective desires and aspirations.				
1.2.1 Maintain the value of existing annual funding programs, including existing funding for events and festivals, including the main corner library programs.				
'In kind' (non-financial) support is initiated and budgeted against each event as identified within the annual events program is managed and reviewed.	1	1	●	Is identified as part of the budget process.
Develop a standard grant application and assessment process.	1	1	●	About to commence another annual review of the grant funding and evaluation process
1.2.2 Encourage the Community to self manage events and identify opportunities for new events				
Develop a marketing plan to promote Council facilities to community members and groups as a place to stage their community events and activities in 2012/2013.	1	1	●	
Develop an Event Management Kit, including event funding application forms, to assist and support the community to identify opportunities and self manage events by 2012/2013 and review annually.	1	1	●	Completed and reviewed annually.
1.03 Encourage the development of community facilities and infrastructure, community events, and active and safe community spaces through direct support, seeking funding, facilitation etc.				
1.3.1 Encourage community ownership of events and decrease reliance on Council to				



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Strategic Plan - Beyond 2015

For the month ending 31/12/2014

manage and provide community events.				
Promote the Event Management Kit by sending to all clubs and community organisations to assist and support the community.	1	1	●	Ongoing improvement of Event Management Kit has identified for a section on "How to prepare a sponsorship proposal" for community organisations to approach potential sponsors.
Provide support to community based organisations in the preparation of Funding Applications for the management and holding of community events when requested.	1	1	●	<p>A review of forms through Records Management has been identified to have all forms consistent in Community Services & Development Division. Therefore a hold on existing forms in the Kit has ceased until confirmation/feedback received from Records Management together with sub committee.</p> <p>Ongoing support to the community events with funding sponsorship:</p> <p>1st Nov - Rugby 7's _ \$3000 7 & 8 Nov - Aussie Muscle Car Run Leukemia Foundation - in kind support Ongoing support to the community events with funding sponsorship:</p> <p>4 to 6 Oct - Master of MacPark \$1000 4 Oct - Petrol Heads Picnic - \$250 and in-kind support 12 & 13 Oct - Probus Club Conference - \$1000 11 & 12 Oct - Pines Enduro - \$600 and in-kind support 24 & 25 Oct - Mount Gambier A & H Society Spring Show - \$5000 and in-kind support</p> <p>7 to 9 Nov - Legend of the Lakes Hillclimb - \$6000 and in-kind support 8 Nov - Hilltop Hoods concert - \$2000 and in-kind support 15 Nov - Mount Gambier Christmas Parade and in-kind support 15 Nov - Party in the Park \$1000 and in-kind support 15 Nov - After Parade Street Party - \$2000 and in-kind support 15 & 16 Nov - Mount Gambier Junior Basketball Tournament - \$3000 30 Nov - Limestone Coast Tattoo - \$1000 30 Nov - Blue Lake Fun Run - \$2500 and in-kind support</p> <p>6 & 7 Dec - Blue Lake Y Swim Club - \$2000 14 Dec - Blue Lake Christmas Carols - \$2000 and in-kind support 31 Dec - New Years Eve - \$12000 and in-kind support</p>
1.3.2 Provide access to reserves and facilities for community use, including sporting groups, special occasions (i.e. weddings)				
The booking system to use reserves and facilities is maintained at all times.	1	1	●	Bookings are entered into diary and Community Events Outlook calendar as approved.
1.3.3 Develop and manage sustainable infrastructure including roads, footpaths and				



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Strategic Plan - Beyond 2015

For the month ending 31/12/2014

drains.				
All Pedestrian ramps installed to meet Disability Discrimination Act requirements with an annual budget and program, which includes community needs, to be prepared by 2013/2014.	1	1	●	All pram ramps are constructed to meet legislative requirements. Pedestrian Ramp Project commences on 27/01/2015.
Cycling paths continue to be developed in accordance with the Bike Plan up to the annual limit of Council's budget and grants.	1	1	●	Completed in September 2014.
Existing footpaths are maintained on an ongoing basis and in response to customer requests and within the standard response time.	1	1	●	Footpath infrastructure is maintained on a regular basis and meets CRM request enquiries.
New drains are constructed in accordance with budget allocation.	1	1	●	Drainage works are constructed as per Council's Works Budget.
New footpaths are constructed annually in accordance with the five year plan.	1	1	●	New paths are constructed annually with Council's Works Program.
Roads are maintained and constructed annually in accordance with the long term infrastructure plan.	1	1	●	Pavement infrastructure is maintained on a regular basis, constructed in accordance with long term plan.
Roads are repaired and patched as required and 95% of the scheduled reseal program undertaken annually.	1	1	●	Roads are repaired and patched on a regular basis and roads sealed according to the reseal works program.
Stormwater drains are maintained and repaired as required.	1	1	●	Stormwater drains and pits are maintained on a regular basis as required.
1.3.4 Provide a road and street network that promotes safe movement of all traffic.				
Line marking of all roads is undertaken in accordance with legislative requirements..	1	1	●	Line marking meets all legislative requirements.
Promote educational programs when developed, to encourage safe movement of traffic including cycling and walking.	1	1	●	
Regularly monitor parking areas monthly, including school zones, for compliance with parking restrictions.	1	1	●	Parking inspector is monitoring the CBD and school zones on a regular basis, ave also developed a Road Safety Around our Schools Brochure which will be distributed to all schools in the city to promote safe school zones
Regulatory signs are inspected annually.	1	1	●	All regulatory signs are inspected annually.
Street Signs and Interpretive signs are maintained and installed in accordance with legislative requirements.	1	1	●	Street signs etc. meet legislative requirements.
1.04 The identified needs of the community are met, through implementing Long Term Asset Management Plans and Infrastructure Plans.				
1.4.1 The long term financial plan be further reviewed and updated to identify and recognise the anticipated spend on identified capital works.				
Respond and address customer requests in relation to footpaths, street trees and roads in a professional and timely manner.	1	1	●	CRM's are being addressed and acted upon with time constraints.
Undertake annual audits on the City Centre footpaths to appropriately address risk management issues.	1	1	●	Footpath Audits Completed in February 2014 with defects being implemented into Authority. No further action required on this until next calendar year (2015).



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Strategic Plan - Beyond 2015

For the month ending 31/12/2014

<p>1.4.2 Increase the design and operational capacity of the Engineering Division (for a period of three (3) years) to manage major capital projects.</p>	1	1	●	<p>City centre paving project completed. Commerce Place Car park stage 1 completed. All other projects scheduled to be completed this financial year</p>
<p>1.05 Recognise and support our volunteers, community organisations and their sustainability as they continue to be the foundation of the community.</p>				
<p>1.5.1 Encourage community members to volunteer in community life and contribute to the social and cultural fabric of Mount Gambier.</p>				
<p>Develop a volunteer register to support Council and community based events by 2013/2014 and review annually.</p>	1	1	●	<p>Advancing this objective to explore volunteer support in our tourism areas will be a focus for the first quarter of 2015.</p>
<p>Identify, schedule and hold at least two events throughout the year to recognise volunteers.</p>	1	1	●	<p>Christmas event held at the Library in December</p>
<p>1.5.2 Develop a community profile identifying the diverse groups/communities within the City of Mount Gambier.</p>				
<p>Undertake a desktop review of the 2011 Census data to identify the community profile of the City of Mount Gambier by 2013/2014.</p>	1	1	●	<p>This was undertaken as part of the City Development Framework Project.</p>
<p>1.5.3 Where possible, reasonable, practical and efficient, identify projects that may be carried out partly or wholly by community groups.</p>				
<p>Selected small scale construction projects to be carried out partly or wholly by community groups are identified annually.</p>	1	1	●	<p>Ongoing - current projects are Railway Lands redevelopment (planting, fences, heritage items etc).</p> <p>Forestry group has provided assistance with Nature Play spaces (timber log supply) and possible indigenous group involvement with various projects at the Railway Lands.</p> <p>Rotary Market group discussions continue with a formal application to use the space received. Await Council direction on this issue.</p> <p>Will continue to look at options at the Old Hospital site.</p>
<p>1.06 Develop an improved means of communication and engagement between Council and the community (including vulnerable communities) in the building of community capacity.</p>				
<p>1.6.1 Establish and promote a Corporate image through effective marketing and engage with the community through effective communication and media management.</p>				
<p>Develop an on-line community notice board by 2013.</p>	1	1	●	



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Develop and implement a Corporate Community Engagement Framework by 2013.	1	1	●	Community engagement is subject to ongoing reviews.
Develop and implement a Strategic Communication Plan by 2013.	1	1	●	Strategic Communications/Branding/Marketing to be done concurrently
Develop and implement a Strategic Marketing Plan by 2014.	1	1	●	Strategic Communications/Branding/Marketing to be done concurrently
Maintain consistency with branding and corporate messages with standardisation of corporate image by 2012/2013.	1	1	●	Work being undertaken with the development of the new website
Review and improve media management policies and procedures by June 2013.	1	1	●	Completed.
Review Council's website annually.	1	1	●	New website being developed
1.07 Support the community's development through nurturing collaborative relationships and partnerships and through direct access to Council for recognition, funding, facilitation and in kind support.				
1.7.1 Facilitate access to Council services and resources.				
Continue to provide support to community based organisations through funding, facilitation and 'in kind' support as identified within the yearly program of events and the annual budget process.	1	1	●	Reviewed as part of the budget process.
Council advocates, partners on a range of social, recreational and cultural programs as required.	1	1	●	Continually delivering against this KPI via events and library programming
Services and facilities to remain accessible to Community Groups as required.	1	1	●	All services are maintained and are available to the public.
1.08 Recognition of our different cultural communities. Building respectful partnerships with those communities and acknowledging the traditional custodians of this area.				
1.8.1 Provide interpretation and education opportunities through appropriate displays.				
Continue to foster the relationship between Aboriginal and Torres Strait Islander communities through consultation and involvement with the Community Engagement and Social Inclusion Working Party.	1	1	●	Ongoing as part of the role of the Community Development Officer.
Review and update existing displays within the Tourist Information Centre and the Main Corner which provide interpretation of communities, customs and heritage annually.	1	1	●	Displays constantly being updated, updating of the wetlands area is nearing completion, weeds and non indigenous plants removed, extensive new plantings ,
1.09 Recognition of our indigenous communities as traditional custodians of the land. Build respectful partnerships with our indigenous persons.				
1.9.1 Acknowledgment and recognition of Aboriginals and Torres Strait Islanders as traditional land owners.				
Boandik people are recognised on all Council agendas as per Council's policy.	1	1	●	Completed and undertaken as per Council's policy.
Seek to work with Aboriginal and Torres Strait Island Communities and organisations in Mount Gambier and surrounds during 2013 to	1	1	●	An outstanding action from the CESI committee is the development of a Reconciliation Action Plan.



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cooperatively identify and develop plans for possible projects.				
1.10 Recognise the roles, needs and contributions of minority or disadvantaged groups in our community.				
1.10.1 Identify minority and disadvantaged groups in our community by a review of Census data.				
Include appropriate engagement strategies within the Community Engagement Framework by 2013/2014.	1	1	●	Community engagement is subject to ongoing reviews.
1.10.2 Continue to service the needs of the socially disadvantaged and/or impaired people within the community.				
Support community organisations via grant funding that provide a service to minority or disadvantaged groups to develop programs to aid their contribution to the community.	1	1	●	
2 Securing Economic Prosperity				
2.1 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.				
2.1.1 Initiate an independent land use analysis on Mount Gambier and the District Council of Grant regarding the 'Highest Use' of land in the region.				
Land uses analysis completed by 2015.	1	1	●	This was completed as part of the Urban Boundary Adjustment Development Plan Amendment.
2.1.2 Actively support and participate in regional marketing to grow visitation to our city through the promotion of Mount Gambier.				
Develop and implement a cooperative tourism Marketing Plan for the City of Mount Gambier by 2014/2015 that aligns with regional and state plans.	1	1	●	Marketing plan developed and adhered to
Identify areas to develop to encourage visitors to stay more than one night within the City of Mount Gambier and immediate area by 2014/2015.	1	1	●	New initiatives identified and implemented for extending and encouraging longer stays
The Visitor Information Centre's tourism accreditation is maintained.	1	1	●	Accreditation maintained
Work collaboratively with the Limestone Coast RDA, SELGA and SA Tourism Commission	1	1	●	Working with all key stakeholders, regular meetings and collaboration.
2.2 Support the development of our local economy, our unique local experiences and our capacity to grow visitation to our city.				
2.2.1 Partner and engage with other core tourism agencies and providers to develop and promote tourism opportunities.				
Internal audit of information services to conduct and develop an interpretation strategy of key local features by 2014/2015.	1	1	●	Internal audit ongoing and interpretation of key local features identified
2.2.2 Investigate opportunities to review the				



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future potential of the Visitor Information Centre, including funding opportunities				
Actively promote the commission based on-line accommodation booking system to offset costs associated with the securing of major events for Mount Gambier by 2014/2015.	1	1	●	Promotion ongoing
Develop and plan for the future use of the Discovery Centre of The Lady Nelson, including the review of interpretive displays in 2013/2015.	1	1	●	Constant reviewing taking place, planning for future underway
2.2.3 Continue to develop ideas for City Centre vibrancy through positive interactions with the Chamber of Commerce and retailers.				
Schedule three meetings per annum between Council and the Mount Gambier Chamber of Commerce.	1	1	●	Ongoing
2.2.4 Support and further develop major event opportunities.				
Identify community groups not currently gaining access to the events support available by 2014/2015.	1	1	●	Currently being reviewed
Investigate the potential for events and/or festivals during traditional 'off peak' months of July through to September by 2014/2015.	1	1	●	Events occur throughout the whole year
Maintain our commitment to Sports Marketing Australia.	1	1	●	Will review our involvement at the end of the current financial year
2.3 Provide infrastructure and facilities that contribute to Mount Gambier being able to enhance its economic base and quality of life.				
2.3.2 Ensure all Council owned buildings and properties are maintained fit for purpose as defined in the Long Term Asset Management Plan.				
Assess all Council owned buildings annually to ensure compliance with building fire safety requirements and records updated accordingly.	1		●	Buildings assessed for fire safety in conjunction with Council's asset management systems. Fire safety services are maintained by contractor and records are updated accordingly.
Review Asbestos Registers for all Council buildings and properties once every five years in accordance with regulations.	1		●	Asbestos registers for Council buildings updated as required and also in accordance with regulations. Registers are not required to be reviewed until 2018.
Review Essential Safety Provision Registers annually and ensure all required follow ups are actioned and recorded.	1		●	Registers being maintained and developed.
2.3.3 Ensure all activities associated with the works depot are undertaken efficiently and effectively.				
All 'field' functions and activities to be undertaken in accordance with Council Policies, procedures and all relevant legislation.	1	1	●	Field Functions and activities are completed in Accordance with Councils policies and Procedures and Within Work Schedule Time Frames. There have not been any Tasks which have Breached Legislative Requirements.
Plan and supervise all works to ensure all tasks are undertaken, completed in the appropriate financial year.	1	1	●	Work Schedules are Planned and Supervised to Ensure Completion within the Current Financial year.
2.5 Develop and implement a dynamic planning				



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process to meet emerging economic, social and environmental conditions			
2.5.1 Develop appropriate mechanisms to identify emerging economic, social and environmental conditions.			
Ensure all new areas identified for future development can be appropriately serviced by utility services and infrastructure when required on an ongoing basis.	1	1	●
The City Development Framework is established including Futures Papers that provide a direction for the City in the long term and incorporates economic, social and sustainability issues	1	1	●
Undertake a review of all utility services and infrastructure as part of the Urban Boundary Adjustment DPA by June 2013.	1	1	●
2.6 Seek continuous improvement in long term master land use planning to guide sustainable development and activities.			
2.6.1 Review the Development Plan.			
Development Plan Amendments undertaken as required in a timely and efficient manner.	1	1	●
Partner with universities, GTE, Chamber of Commerce, TAFE and other stakeholders to develop strategies to meet future labor supply and skills.	1	1	●
Section 30 Reviews completed as required by the Development Act, 1993.	1	1	●
2.6.2 Undertake visionary Master Planning for key Council owned land and buildings to identify future desired projects and asset disposal			
Develop a Schedule of future desired projects of key Council owned land and buildings by 2014/2015.	1	1	●
Implementation of the Schedule of significant key Council properties including the Railway Land and the former Mount Gambier Hospital.	1	1	●
			<p>An infrastructure analysis report was undertaken and prepared as part of the Urban Boundary Adjustment Development Plan Amendment.</p> <p>City Futures Paper Completed</p> <p>The Urban Boundary Adjustment Development Plan Amendment was completed and authorised by the Minister for Planning on 28th August, 2014.</p> <p>Development Plan Amendments are undertaken in accordance with the timetables as contained within the Statement of Intent and legislative requirements.</p> <p>With SELGA reviewing TAFE's offering in the Region ensuring closer links to industry. Discussion with UniSA regarding their expansion and course offerings. Working with SELGA, RDA and State government on labour attraction and retention project</p> <p>At this time Council is not required to undertake a Section 30 Review.</p> <p>Audit of key Council open public spaces completed. Audit will be used to identify future upgrade projects in 2015.</p> <p>Railway Lands project is well advanced. Works are complete for irrigation, soil refurbishment and laying of turf. Shed refurbishment and tree planting are complete. Electrical services/alterations have commenced, bridges are complete and installed and balustrading/stairs/ramps construction are almost complete.</p> <p>Arts SA funded artistic balustrade project is well advanced with artist Laura Wills selected to carry out the design development and fabrication phase. Fabrication to commence in February.</p> <p>Former Hospital has been demolished successfully and Laundry building retained for</p>



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				future use. Trees have been planted to the grounds. Permanent bracing works have been completed on the Laundry along with concrete repairs to spalled areas. Roof refurbishment has also been completed. External texture coating, plumbing and electrical services are well advanced and target to be completed March 2015.
2.7 Constantly monitor the need for more revenue to meet demands caused by ageing infrastructure, increased local responsibilities and demands.				
2.7.1 Council operations are conducted in a financially sustainable manner with appropriate key performance indicators to measure performance.				
Annual Review of Council's Long Term Financial Plan (LTFP) including revenue and expenditure projections.	1	1	●	LTFP is planned to be reviewed during the March 2015 quarter. Preliminary work is currently underway.
Review Council's Asset and Infrastructure Management Plan annually.	1	1	●	Ongoing. 55% completed
2.7.2 Maintain the existing benchmarking projects.				
Annual participation in the Local Government Association (LGA) benchmarking survey.	1	1	●	LGA Benchmarking survey not conducted
2.7.3 Seek external funding from Federal and State Governments on an on going basis.				
Grant programs are monitored	1	1	●	Grant programs monitored during reporting period. National Stronger Regions Fund program identified - report prepared for presentation to Council 2015
3 Diversity				
3.1 Understand our community profile				
3.1.1 Gather and summarise information and statistics including census data (2011) to assist understanding and decision making regarding our community.				
2011 Census summary document prepared by June 2013.	1	1	●	Completed and available on Council's web site
Maintain the data base which forms part of the community directory and review twice a year.	1	1	●	
3.2 Engage with Federal and State Government and other agencies to provide resources to meet the needs of diverse groups in our community				
3.2.2 Advocacy and partnership with stakeholder groups to assist with service delivery programs.				
Maintain and strengthen Council's involvement with the Tertiary Education sector and support its expansion.	1	1	●	Ongoing activity with regular communication.
Maintain regular meetings of the Community Engagement and Social Inclusion Sub Committee.	1	1	●	CESI committee in recess due to election and new Council
3.3 Celebrate the positive contributions of all				



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<p>members of our communities, to our collective social, economic, cultural, health and overall wellbeing</p>				
<p>3.3.1 Facilitate a range of community cultural programs and events.</p>				
<p>All existing community events are held as per an annual schedule of events.</p>	1	1	●	<p>Up dated calendar of events provided to all potential enquiries for new major events to Mount Gambier to avoid "clashing" of events. A show of all annual events on an ongoing basis to help schedule new events to Mount Gambier.</p> <p>A calendar of major events are forwarded to SAPOL to advice staffing of traffic officers used for road closures or policing traffic.</p> <p>A schedule of events each week is supplied to South Australia Tourism Commission, Events SA with Mount Gambier's major events to place on-line in publication of "Due South".</p> <p>Large Major Events are scheduled onto SATC website.</p>
<p>Support community groups and agencies to celebrate national/international days of significance.</p>	1	1	●	
<p>3.4 Recognise and respond to our collective responsibilities and to provide ease of access to physical facilities and spaces (public or privately owned).</p>				
<p>3.4.1 Undertake an assessment of all Council buildings to assess, record any issues identified.</p>				
<p>A schedule of all works to be carried out is developed by December 2013 and implementation commenced.</p>	1		●	<p>Schedule of works developed and being implemented on Council buildings.</p>
<p>Inspections undertaken on all Council owned buildings and completed by 2014.</p>	1		●	<p>Inspections undertaken and completed.</p>
<p>3.5 Consider the needs of all community groups in developing projects, services and infrastructure (privately or publicly owned).</p>				
<p>3.5.1 Develop open spaces and recreation facilities that support active communities, healthy environments and maintain a high level of amenity.</p>				
<p>All reserves and playgrounds are maintained in accordance with Council's maintenance policies.</p>	1	1	●	<p>All reserves and playgrounds are inspected as per the schedule developed by the Team Leader Parks and Gardens.</p>
<p>Community spaces audited for accessibility and design in accordance with Good Urban Design Principles by 2015..</p>	1	1	●	<p>desktop audit now completed on major open space areas. Refer to file 1415-13 for audit details</p>
<p>3.5.2 Advocate for means of safe crossing of Major Arterial roads</p>				
<p>Actively liaise with the Department of Planning, Transport and Infrastructure (DPTI) to determine clearly what DPTI can and will do in relation to this matter.</p>	1	1	●	<p>KPI completed in September 2014.</p>
<p>3.6 Facilitate the community's active</p>				



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<p>involvement in meeting the varied aspirations, diverse needs and special services that are required (including those for marginalised and vulnerable groups).</p> <p>3.6.1 Advocate for the development of a special needs program for marginalised and vulnerable groups.</p> <p>A Safe mobility program is developed, delivered and maintained by 2014.</p>	1	1	●	<p>DPTI Moving Right Along program held during the Mount Gambier Seniors Festival on 17/10/2014.</p> <p>The Independent Living Centre visited Mount Gambier's Public Library on 29/10/2014 with their mobile unit outreach service.</p>
<p>Provide support for the delivery of programs for special health groups for marginalised and vulnerable groups when requested.</p> <p>3.6.2 Continue to promote a Child/Vulnerable People Safe Environment.</p> <p>All Elected Members, Employees and volunteers identified as working with children/vulnerable people undertake appropriate training as per legislative requirements</p>	1	1	●	<p>Research being conducted into vulnerable populations for the Regional Public Health Plan. Requests are assessed when received.</p> <p>Staff currency review underway within relevant areas and training requirements are being actioned</p>
<p>3.7 Develop the capacity of Council to effectively communicate and engage with our communities, other agencies and service providers.</p> <p>3.7.1 Network with age care and disability service providers to identify needs within the community.</p> <p>Community Engagement and Social Inclusions sub committee.</p>	1	1	●	<p>Future direction of CESI to be determined by Council</p>
<p>3.7.2 Work with kindergartens and primary schools to improve health and wellbeing through active lifestyles.</p> <p>Identify safe walking/cycle path networks around schools through community education by 2013.</p> <p>Provide training and education to parents and new migrants on safe walking/cycle pathways to schools.</p>	1	1	●	<p>No further funding was provided to continue the OPAL program, is currently being undertaken by the Environmental Sustainability Officer.</p> <p>Is being undertaken as part of the Environmental Sustainability program.</p>
<p>3.7.3 Develop and implement effective and efficient communication and community engagement tools to integrate with Council's daily operations.</p> <p>Establish online engagement tool by 2012/2013.</p>	1	1	●	<p>Online engagement tool has been developed and is operational.</p>
<p>4 Environment</p> <p>4.1 Systematically build Council as an environmentally sustainable organisation.</p> <p>4.1.1 Identify the Carbon footprint of Council and understand the carbon trading scheme and the legislative requirements for climate change adaptation.</p>				



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Annually assess if Council is required to comply with any carbon and/or climate change legislation.	1	1	●	Assessment has been undertaken.
Establish a system to annually measure and report on Council's carbon emissions by 2014.	1	1	●	System has been established.
4.1.2 Incorporate and promote ecological Sustainable Development (ESD) principles in Council's plans, projects and developments.				
Assess all eligible initiatives and projects using the CHAT tool.	1	1	●	Tool has been developed and rolled out. Assessments are the responsibility of all relevant staff.
4.1.3 Educate the community to minimise waste and improve recycling levels.				
>5%reducton in waste generation per capita by 2015 (in line with South Australia's Waste Strategy 2011-2015).	1	1	●	Council is not on track to meet this aspirational target. Volume of waste to landfill from residents has been fairly steady for the past eight years, It is not currently trending downwards.
4.1.4 Coordinate and support the Environmental Sustainability Sub Committee (ESSC).				
ESSC meetings held regularly.	1	1	●	Meetings held as required.
The coordination and implementation of all action arising from meetings undertaken.	1	1	●	All tasks have been completed, or are in the process of being completed.
4.2 Partner with the community to conserve and reduce the quantity of water use and improve the quality of water entering our groundwater and lakes system.				
4.2.1 Develop a model that can be easily used to understand the environmental impact of any decision relating to supply, Council Services and Operations				
Annually provide water related information to the community in 3 different formats (e.g. talks, online and media).	1	1	●	Information provided via Council's website, and also talks in schools and to community groups.
4.3 Plan and implement infrastructure to protect and enhance the natural and built environment, including in response to climate change influences.				
4.3.1 Ensure that development in areas of high natural and/or built heritage value complement and are sympathetic to the environment in which it is situated				
Ensure compliance with the requirements as specified within the Development Plan at all times.	1	1	●	Compliance checks and inspections are regularly occurring.
Identify and plan for energy use requirements for Council buildings using the Building Code as a minimum requirement (try to achieve best practice).	1	1	●	New buildings designed with energy efficiency in mind. Existing buildings could be assessed by Environmental Sustainability Officer as he has a similar project resulting from resolution adopted at the 18/3/2014 Council meeting: Commencing in the 2014-2015 financial year, Council endeavour to establish an annual budget item of \$50,000 for energy efficiency



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				and renewable energy measures. These funds should be used for actions focused on delivering the greatest financial savings, in the shortest time period. Energy efficiency measures should be considered first.
4.3.2 Develop and deliver a tree planting and management program to improve the quality and quantity of local vegetation under Council's care and control				
Trees planted on streets and reserves as per the tree planting policy program which will be reviewed annually (300 trees to be planted annually).	1	1	●	All trees are planted and comply with Council's Street Tree Programme and reviewed by Sinaway Georgiou (Arborist).
Trees trimmed, removed and replaced as required on an ongoing basis. All complaints addressed within 48 hours of receipt.	1	1	●	All complaints are dealt with within forty eight hours and CRM's actioned.
4.4 Support initiatives that value and preserve our unique environment and contribute to environmental sustainability.				
4.4.1 Provide support to internal and external environmental sustainability initiatives.				
Assess all eligible initiatives and projects using the CHAT tool.	1	1	●	Tool has been developed and rolled out. Assessments are the responsibility of all relevant staff.
4.5 Enhance the way of life and resilience of the Mount Gambier community through environmental sustainability guided by the Natural Step Framework.				
4.5.1 Develop and implement community education programs around our environmental aspirations and obligations.				
Deliver three community education activities per year.	1	1	●	Community education materials developed include media releases, articles, website content, brochures, booklets, and talks. Talks have been given as part of Water Week 2014, at Millel Primary School, North Primary School, Tenison Early Learning Centre and the Migrant Resource Centre.
4.6 Support the preservation and enhancement of the City's unique natural and built heritage for future generations.				
4.6.1 Monitor and enforce the quality and standard of development approvals.				
Annually develop and complete a schedule of planning inspections.	1	1	●	Completed.
Provide information, including pre lodgement advice, to assist applicants to improve the quality of information submitted with Development Applications.	1	1	●	Advice given.
4.6.2 Ensure the design of Council projects such as road, drainage, reserves and building projects undertaken in a timely and professional manner.				
Council budgeted projects are designed in a timely and professional manner to reflect the annual planning and building program.	1	1	●	Projects include; Railway Lands (95% design complete - Stage 2 Master Plan commenced including: Market proposal, Wetland fence, shelters, plaza paving design, street furniture, nature play area, Signal Box details, planting



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				<p>box), Railways Lands Solar Lighting has been selected and fabrication has commenced.</p> <p>Major Art Commission EOI process has concluded and eleven (11) artists provided submissions.</p> <p>Former Laundry - Electrical and wastewater design complete. Supply and install underway. Local Contractors have been selected have also been selected to undertake external texturing. Exeloo product installed and completed but not yet operational.</p> <p>James Morrison Academy of Music has been documented and works due to commence in Early January.</p> <p>EOI for external cladding systems for Civic Centre Flytower has been drafted.</p>
<p>4.6.3 Appropriately respond to and address storm, fire, accidental and criminal damage.</p>				
<p>Criminal damage is appropriately addressed and reported within twenty four hours.</p>	1	1	●	All criminal damage is reported when identified within twenty four hours.
<p>Implement and comply with the City of Mount Gambier Bushfire Management Plan.</p>	1	1	●	We are complying with the Bushfire Management Plan, curing figures are done weekly and sent to the CFS also we have a Bushfire Management Checklist that we do monthly
<p>Minor maintenance is undertaken in accordance with service standards.</p>	1	1	●	All maintenance is undertaken and meets service standards.
<p>Storm damage and flooding is addressed and managed in line with disaster recovery.</p>	1	1	●	Storm damage and flooding is addressed in accordance with Council's Procedures.
<p>Storm damage and flooding is addressed and managed.</p>	1	1	●	Flooding and storm damage is addressed and managed as required as soon as possible.
<p>4.6.4 Provide an efficient and effective development assessment service</p>				
<p>Development Assessment Panel (DAP) operations conducted to meet legislative requirements.</p>	1	1	●	CDAP requirements met.
<p>High level customer service is achieved through maintaining the annual performance results of the Local Government Comparative Performance Survey.</p>	1	1	●	The survey was not undertaken by the LGA.
<p>Planning decisions and Building Rules Consent issued within the statutory timeframes and reviewed through the Systems Indicators Data Reporting mechanism as required by legislation.</p>	1	1	●	Time frames met.
<p>Records are maintained (i.e. scanning approved plans in TRIM) and Registers are kept up to date (i.e. Development Register, Builders database, Liquor Licence, Heritage and Notices).</p>	1	1	●	These records are regularly maintained by OPS Administration staff.
<p>4.6.5 Provide heritage conservation measures and liaise with the Heritage Advisor to ensure Best Practice is adhered to relative to the Burra Charter</p>				



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Continue to support the Heritage Advisory Service and provide a schedule of appointments monthly.	1	1	●	Heritage advisory service supported and schedules and meetings up to date.
Manage the Local Heritage Grant Funding program.	1	1	●	
The Heritage Advisory Group to continue to operate on a bi monthly basis.	1	1	●	Meets asrequired.
4.7 Use every opportunity to increase the level of community understanding and awareness of the necessity of environmental sustainability.				
4.7.1 Raise awareness through the development of education programs as well as using other opportunities as they arise.				
Deliver three community education activities per year including articles and talks to key groups (community/business/industry) promoting our environmental aspirations.	1	1	●	Community education materials developed include media releases, articles, website content, brochures, booklets, and talks. Talks have been given as part of Water Week 2014, at Mil LeI Primary School, North Primary School, Tenison Early Learning Centre and the Migrant Resource Centre.
5 Governance				
5.1 Advocate for increase in access to alternative and new sources of growth based revenues, in order to improve Council's ability to provide for the community				
5.1.1 Support and partner with the ALGA/LGA (Local Government Association) and other agencies in response to initiatives as proposed and developed by the Federal and State Governments.				
Review results of any industry initiatives and submissions supported by Council.	1	1	●	No activity this quarter
Review results of grant funding applications submitted by local organisations, supported by Council.	1	1	●	No activity this quarter
5.2 Fully integrate long term asset and financial plans with the annual business plan and annual budget				
5.2.2 Integration of Asset Management Plans, Long Term Financial Plan, Business Plan and Annual Budget.				
Consult, liaise and promote to the community the Annual Business Plan and Budget.	1	1	●	Annual budget was processed as at 1/7/2014. BR1 was processed as at 30/9/2014.
5.3 Evaluate the effectiveness of all service delivery initiatives against the returns and/or benefits to the community				
5.3.1 Develop and implement systems to evaluate service delivery.				
Continue to implement outcomes from the organisational functional review completed in 2012.	1	1	●	Completed
Develop and implement a process to continually monitor and evaluate new legislation, compliance requirements and impact on the Council and it's resources, including the financial implications.	1	1	●	Draft legislative compliance table prepared for Local Government Act



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Maintain or improve on the annual performance result in the Local Government Association Comparative Performance Measurement Survey annually.	1	1	●	Survey not conducted by the Local Government Association this year.
5.3.2 Manage the administration of payments to suppliers, revenue collection, preparation of annual financial records, and recording of Council's assets.				
An internal audit of payroll records i.e. levels, rates of pay, leave accruals etc.	1	1	●	Leave accruals are regularly reviewed by staff and also external auditors. Next review is planned for Feb 2015.
Complete internal financial control project.	1	1	●	Project has an expected completion date of March 2015.
Financial statements prepared for external audit in accordance with legislative requirements and internal control.	1	1	●	2014 AFS were signed by Auditors in compliance with legislative requirements.
Financial sustainability indicators to operate within the adopted target ranges.	1	1	●	Operating Surplus Ratio - Actual (4%) Target 0% Net Financial Liabilities Ratio - Actual 31% Target < 100% Asset Sustainability Ratio - Actual 107% Target 3 Year average of between 90% - 100%
Liaise with Council's Audit Committee to complete an annual review of financial policies including internal controls.	1	1	●	Review is currently underway - expected completion in March 2015.
5.4 Develop and maintain a valued, adaptable, skilled and motivated work force				
5.4.1 Adopt a strategic approach to the integration of Human Resources, Risk and Occupational Health and Safety management systems and principles across the organisation.				
Develop and implement a two (2) year Human Resources Strategy that reflects the functional review	1	1	●	Strategy has been fully implemented and significant progress made toward achieving outcomes.
Develop, implement and review a WHS Risk Management Strategy providing for best work practice	1	1	●	Strategy has been fully implemented and more than 80% of actions have now been completed.
5.4.2 Respond to contemporary and emerging workforce and workplace issues through strategy and policy development.				
Develop a Human Resources Manual reflective of the new HR policy framework	1	1	●	Commenced. Working with SELGA HR Network to implement regional project for HR policies and procedures.
Develop and implement new performance development and review process.	1	1	●	PDR process has been developed and fully implemented across Council.
Review and update position descriptions.	1	1	●	All position descriptions have been reviewed as part of the employee performance development and review process. This will be an ongoing process every 12 months.
Review current training plan competency framework and training analysis data.	1	1	●	Review commenced. Pending data from performance development reviews to finalise training plan for 2015.
5.4.3 Review of the Human Resources requirements within the Corporate and				



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Community Services Department.				
Implement collaborative staff practices within the Community Services and Development Division by 2015.	1	1	●	Monthly meetings held with CSD leadership group
5.5 Demonstrate innovative and responsive organised governance				
5.5.1 Manage the preparation of assessment of capital value for rating purposes and declaration and raising of rates.				
Council rating strategy reviewed on an annual basis including reference to any significant rating issues or themes arising out of the previous rating year.	1	1	●	Council rates are levied annually in July.
Timely completion of Council's annual rating and periodic rating processes.	1	1	●	Completed. Audited Annually.
5.5.10 Support Council business through provision of quality records management and ensure Council's corporate records are managed in accordance with legislative requirements.				
Ensure Council's records management responsibilities are met in terms of the State Records Act 1997, Local Government Act 1999 and Adequate Records Management Standard.	1	1	●	Records staff follow practices and procedures and provide record keeping advice to staff in line with meeting Council's record keeping responsibilities.
Ongoing support, training and induction of staff in relation to their record keeping responsibilities and in use of Council's electronic document management system.	1	1	●	Records support staff in the use of TRIM on an ongoing basis and are available to provide further training or record keeping advice as required.
5.5.11 Support Council business processes by maintaining an effective and accurate electronic records management system and up to date Geographic Information System.				
Ensure all staff are inducted and trained in the use of Council's electronic records systems as required.	1	1	●	All new staff assigned a TRIM licence have received an introductory TRIM training session from Records staff within their first week, with a follow up session within their first month.
Maintain and review data contained within the GIS system quarterly.	1	1	●	Ongoing. Last completed in December 2014. Changes include update to cadastre, council properties, assets, reserves etc.
5.5.12 Continue to implement a Corporate Image of Council as a professional organisation.				
Development and implement a 'Brand image' for Council by 2016 that aligns with the City Development Framework.	1	1	●	Strategic Communication/Branding/Marketing to be done concurrently
5.5.2 Maintenance of the property data for rating and electoral purposes and the collection of rate revenue.				
Council's Voter's roll is reviewed and updated in accordance with the Local Government (Elections) Act 1999.	1	1	●	Completed for 2014 Local Government Elections.
Review the financial components of the Road and Building Asset Plan annually.	1	1	●	To be reviewed in conjunction with Operational staff and is to be incorporated into the LTFP during the March 2015 quarter.
Weekly updating of property data reports provided by Valuer-General Land Services.	1	1	●	Maintained as required.



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<p>5.5.4 Provide high performance customer services across Council.</p> <p>Compliance with legislative requirements at all times.</p>	1	1	●	Compliant with legislative requirements during reporting period
<p>5.5.5 To run an efficient and well maintained depot and store.</p> <p>All roadwork signage inspected quarterly.</p>	1	1	●	Regular checks of roadwork signage are conducted.
<p>Depot and surrounds, small items and equipment are maintained at all times with 6 monthly audits.</p>	1	1	●	A three monthly audit is conducted to ensure maintenance is completed.
<p>Develop and implement an improved system to ensure individual accountability by employees for all tools, equipment which is allocated to them by mid 2014.</p>	1	1	●	System is in place at the Depot to identify all tools and equipment are accounted for.
<p>Investigate and cost automated/electronic fuel dispensing/recording system in 2014.</p>	1	1	●	<p>Risk was identified as part of Council's internal control project.</p> <p>Investigations have commenced on equipment that is available and discussions have been held with the Local Government Procurement (LGP).</p> <p>LGP personnel have some knowledge in this area and are currently pursuing options for Councils.</p> <p>Waiting on feedback from LGP.</p>
<p>5.5.6 Operate an appropriately resources and efficient workshop to maintain Council's fleet vehicles, plant and equipment to a safe operating standard.</p> <p>All fleet vehicles, plant and equipment are maintained as per regular maintenance programs.</p>	1	1	●	Workshop has a regular maintenance program.
<p>Provide training to staff on the use of machinery when new machinery is purchased and reviewed annually.</p>	1	1	●	Induction processes are in place for new machinery and existing.
<p>5.5.8 Promote Mount Gambier as a progressive City through innovative design solutions for urban realm projects.</p> <p>Urban Realm projects are identified and delivered on time and on budget when approved by Council.</p>	1	1	●	<p>Projects include; City Centre (95% complete), Old Hospital Laundry (85% complete), Railway Lands (paving, ramps/stairs, balustrading, lighting, structures refurbishment commenced),</p> <p>Two solar lighting projects in Railway Lands and around Blue Lake have been initiated. Railway Lands project is currently awaiting delivery of the lights for installation in March. Proposed Blue Lake lights to be installed upon delivery in the next month or so.</p>
<p>5.5.9 Provide high quality support for Council Members and Council Employees.</p> <p>Business papers, including agendas, minutes and reports are compiled and distributed in accordance with the Local Government Act, 1999.</p>	1	1	●	Agendas and Minutes are distributed within legislative time frames.



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Provide support for civic and ceremonial responsibilities of Council, including citizenship ceremonies.	1	1	●	Executive support is provided for all Civic ceremonies.
Provision of executive and administrative support to Council, standing committees, subcommittees, the Mayor, Member, Executive Management, and other staff.	1	1	●	Executive support is available and provided to Council Members.
5.6 Establish measures for Council's performance and continually compare against community expectations				
5.6.1 Continue to be involved within the Local Government Association Comparative Performance Measurements Survey.				
Participate annually in the Local Government Association Comparative Performance Measurements Programs.	1	1	●	Survey not conducted by the LGA.
5.7 Engage with national, state, regional and local forums and partnerships to provide solutions and options to continually improve Councils service delivery and performance				
5.7.1 Ensure Council's information and communication infrastructure and environment.				
Annually evaluate the existing IT and communication systems to ensure capability and suitability to Council's changing needs.	1	1	●	Initial Training for Windows and Office 2010 complete by December 8, 2014. Look at next required training for Authority - Infringements Financial's etc.,
Corporate systems are available for staff access and work 95% of standard day time working hours	1	1	●	Data store facility operational 98% of time. Locally totally available for staff 24/7
5.7.2 Ensure Employees are engaging with their peak professional organisations to continually update knowledge in their respective professional disciplines.				
Encourage and support employees to update knowledge in their respective professional disciplines through training and involvement with peer and professional organisations and groups.	1	1	●	Ongoing process. Primarily provide Team Leaders and Managers who in-turn encourage and support employees within their workgroups.
6 Community Well - Being				
6.1 Advocate for the health needs of the community by encouraging partnerships in the provision of affordable and viable facilities and infrastructure				
6.1.2 Ensure applications for on site waste water treatments are assessed according to the Public and Environmental Health Act and are regularly reviewed for maintenance.				
Maintenance reports are reviewed when submitted with Council.	1	1	●	22 reports were received & reviewed during October to December 2014.
Review all properties for sewer connections in 2013/2014, subject to budget allocation.	1	1	●	This project did not proceed.
6.1.3 Provision of a safe, all inclusive and welcoming 'third place', through the library, that is free for all community members.				
Continue to promote and further enhance the library as an active and safe community space	1	1	●	Regular programming continuing.



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to maintain the community support and usage of the library.				
Identify and develop an annual schedule of programs to be offered through the library.	1	1	●	Programs have been developed.
Keep detailed statistics on visitation and usage of service and prepare quarterly reports.	1	1	●	Annual statistics report completed – snapshot given for Annual Report.
6.1.4 Have safe and regulated outside displays/eateries in accordance with relevant legislation.				
Ensure all outdoor furniture and displays have been issued with a permit subject to the Local Government Act.	1	1	●	All outdoor furniture and displays have been issued a permit as per our data base
Undertake (at least twice yearly) monitoring of furniture and displays to ensure they meet permit conditions.	1	1	●	All outdoor displays and furniture are checked on a regular basis to ensure compliance with permit conditions
6.1.5 Deliver and regulate a taxi service which is beneficial to the community.				
Check taxi meters and registrations annually.	1	1	●	Taxi metres and permit conditions were checked in August 2014 for the 2014/15 Year
6.3 Actively liaise with community health service providers to encourage local programs and services and ongoing community consultation				
6.3.1 Monitor the level of assisted care for residents of supported residential facilities and boarding houses within the City in accordance with legislation.				
Supported residential facilities are monitored to comply with legislation through annual licensing requirements.	1	1	●	Administration of 6 notifications and 2 onsite inspections conducted during November and December 2014.
6.3.2 Work closely with Universities, TAFE, training bodies and allied health providers.				
Continue to provide support to the Medical, Pharmaceutical, Dental professions through the provision of orientation tours.	1	1	●	Support provided through Your Professional Network (YPN)
6.6 Increase the local awareness and understanding of the range of health issues and needs of the community				
6.6.1 Continue to promote active lifestyles amongst the community.				
Continue to implement the Bike Plan and expanding the footpath and bike path network.	1	1	●	Completed in September, 2014.
Effective immunisation of target communities as per the schedule of immunisations and to maintain the current immunisation rate.	1	1	●	Support provided to Community Health' s immunisation program.
Ensure all cooling tower and warm water systems are audited annually as per the Public and Environmental Health Act, relevant regulations, codes and standards.	1	1	●	The due audit report was received December 2014. No further action needed until April 2015.
Ensure timely follow up of communicable diseases where required.	1	1	●	No follow up required during November & December 2014.
Food premises are inspected as per the Food Act and on a risk basis and notified accordingly.	1	1	●	December Number of Inspections: 19 Number of Invited Inspections and advice given: 1



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Inspect hairdressers and skin penetration facilities in accordance with the Public and Environmental Health Act and risk management principles.	1	1	●	7 hair/beauty/skin penetration inspections were conducted from October to December 2014.
Provide a timely and effective immunisation program to the Mount Gambier population.	1	1	●	Support provided to Community Health's immunisation program.
Support the 'Registered Training Organisation' in the provision of affordable and accessible food safety training for food handlers.	1	1	●	Sessions held 12/11/2014 with 31 participants in attendance.
Undertake annual auditing, or ensure it is undertaken, of high risk food businesses serving vulnerable people.	1	1	●	The due audit report for December 2014 was received.
Undertake inspections of public pools and spas in respect to relevant acts and regulations.	1	1	●	5 public accessible pools were inspected during November & December 2014.
When insanitary conditions are identified, attempt to resolve in a timely and effective manner.	1	1	●	No insanitary conditions identified during the October to December 2014 quarter.
6.7 Facilitate programs which focus attention on mental health issues in the community and support mental health providers in their work				
6.7.1 Encourage community initiatives to identify, address and respond to emerging health issues and trends within the community.				
Identify opportunities for Community Groups to develop and enhance their activities and facilities	1	1	●	Support is provided to community groups that seek assistance.
6.8 Advocate with Federal and State Governments to increase local availability to acute health care services and also primary health care services				
6.8.1 Encourage SA Health to identify opportunities and programs addressing mental health concerns and issues.				
Provide support and funding assistance to locally based programs addressing mental health issues and concerns within the community.	1	1	●	Research being conducted into local mental health status for the Regional Public Health Plan. Requests are assessed when received.
6.8.2 Continue to maintain Council's advocacy role in the provision of health services.				
Ensure Council provides timely responses to requests for letter of support.	1	1	●	Achieved and ongoing
7 Learning				
7.1 Encourage and promote partnerships with the entire community so that everyone understands and embraces the benefits of a lifelong learning community				
7.1.1 Foster relationships and facilitate conversations to improve community engagement and learning.				
Develop and program community learning activities and experiences in the Garden Square with community groups.	1	1	●	No budget allocation in the 2014/205 budget.
Develop opportunities for staff and elected members to share their expertise with groups and vice versa.	1	1	●	Significant involvement in the new Council induction program and numerous workshops in the last quarter 2014.



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Employ a whole of Government (Federal, State and Local), agencies and groups approach.	1	1	●	Continuing approach being used for the economic diversification group, seeking grant funding and regular communication with State and Federal members
Host forums that bring various groups together i.e. Education Leaders' Forum, Blue Sky Lectures, Thinker in Residence.	1	0	●	Forums held where possible.
Provide input to joint funding proposals for learning projects when required.	1	1	●	No activity last quarter.
Review current databases of contacts and update as necessary.	1	1	●	Maintain databases relevant to work activities
7.2 Promote the benefits of cooperative learning and the contribution learning makes to our enhanced quality of life				
7.2.1 Develop a coordinated approach across Council for the delivery of life long learning activities.				
Continue to be leaders in delivering, developing and promoting library collections and services to the community.	1	1	●	Programs held and delivered.
Develop an evaluation framework to review Council's achievement of lifelong learning goal.	1	1	●	Further work to be undertaken to develop a framework.
Establish a statistical baseline of community involvement in learning activities.	1	1	●	To be included as part of the evaluation framework.
Recognise that most Council activities provide learning opportunities.	1	1	●	Completed.
Review existing community learning material, resources and information already available to communities.	1	1	●	Is regularly reviewed.
7.3 Foster partnerships that develop programs, services and opportunities that deliver learning excellence				
7.3.1 Develop a framework within which learning achievements and initiatives can be recognised and celebrated.				
Continue to support recognition of learning through active involvement in scholarship programs.	1	1	●	2015 Tertiary Health Education Grant program launched
Determine opportunities for recognition and celebration of learning achievements.	1	1	●	Preparation of presentation to Australian Early Development Census National Conference on the City of Mount Gambier Charter for Children that aligns with Councils Learning strategic goal.
Elected Members and key staff being visible and attending celebratory functions.	1	1	●	Mayor, Councillor's and staff continuously involved in community activities

Economic Development Committee Charter

1. NAME

Economic Development Committee

2. INTERPRETATION

For the purpose of these guidelines:

- a) "Council" means the Liverpool City Council and
- b) "Member" means a member of the committee.

3. STATUS OF COMMITTEE

Advisory Committee

4. PURPOSE

The Economic Development Committee has been established primarily to provide relevant advice and recommendations to Council staff which relate to the local economic development of the Liverpool local government area, specifically in regards to the Liverpool City Centre, including commercial investment, safety, transport, recreation, tourism and events.

5. FUNCTIONS

The Economic Development Committee shall meet on a regular basis to perform the following functions:

- i) Raise emerging local economic development issues and make recommendations for solutions and actions.
- ii) Participate actively in the development of Council's Economic Development strategies and policies.
- iii) Liaise with the Tourism and Events Committee in relation to tourism matters.
- iv) Create, seek and lobby for an opportunity that can provide an economic benefit to Liverpool.
- v) Make comments and recommendations on development applications, planning proposals, or any other proposal addressed to the committee that will create no less than 20 full time jobs if a member of the committee chooses for the committee to do so. The outcome to be provided to Council as part of the report to Council for its consideration.
- vi) Manage all Town Improvement Fund (TIF), all boundaries, expenditure recommendations and strategies and other elements as per and instead of the TIF Management steering group.

6. OUTCOMES

The Economic Development Committee aims to achieve the following outcomes:

- Improve economic development within Liverpool.
- Improve the social and economic profile of Liverpool.
- Provide community input into Council decision-making in relation to economic development matters.

7. COMMITTEE DELEGATIONS

- a) The committee shall not have the power to incur expenditure.
- b) The committee does not have the power to bind the Council.
- c) The committee can make recommendations to the Council or another committee of the Council on all relevant business presented before it. Recommendations of the Committee will generally be presented to the Council in written form, accompanied by a report from relevant Council officers. Recommendations made by the Council committee may or may not be adopted by Council.
- d) Recommendations made by the committee which are determined by the Chief Executive Officer to be substantially operational in nature will be dealt with by the relevant Director, and any action or decision not to act will be reported to the committee on a regular basis.

8. MEMBERSHIP

Councillor representation

The Mayor (or delegate), the Deputy Mayor and three other Councillors.

There will be no reserve Councillors. Each Councillor is able to nominate who their replacement Councillor will be should they themselves not be able to attend the Committee meeting.

Council staff representation

The Chief Executive Officer (or delegate) shall assign relevant staff to this committee, usually from the planning, assets, economic development or marketing and communications disciplines.

Staff required to attend the Committee and will participate equally with others in terms of discussion and debate and will also have voting rights.

Community representation

- a) Chairperson Liverpool Chamber of Commerce (or delegate)
- b) President Liverpool Business Enterprise Centre (or delegate)
- c) Four (4) community representatives through a selection committee comprising Councillor representatives and Chief Executive Officer (or delegate/s) who advertise for nominations, assess applications against the selection/eligibility criteria and recommend appointments to Council for endorsement.

- d) Non-voting positions may be offered to one (1) representative from each of the following organisations:
- i. John Edmondson VC Memorial Club;
 - ii. Liverpool Catholic Club;
 - iii. Liverpool Hospital;
 - iv. Mounties Community Club, and
 - v. Moorebank Sports Club.

Support staff

A council officer will attend meetings to provide administrative and other support to the committee. Administrative support is provided for the preparation of the agenda, recording of the minutes and distribution of the agenda and business papers.

Chairperson & Deputy Chairperson

The Chairperson of the Economic Development Committee is the Mayor.

The election of a Deputy Chairperson will occur at that first meeting of the new Committee.

The role of the Chairperson is to preside at a meeting of the committee. In the absence of the Chairperson, the Deputy Chairperson shall preside at the meeting.

If the Chairperson is not able or willing to preside at a meeting of the committee, the committee will elect a member of the committee to be Acting Chairperson for that meeting.

If the Chairperson is not present at the time designated for the commencement of a meeting, the first business of the meeting must be election of an Acting Chairperson to preside at the meeting.

The election a Chairperson or Acting Chairperson must be conducted:

- a) By the Chief Executive Officer or, in his or her absence, an employee of Council designated by the Chief Executive Officer to conduct such an election; or
- b) If neither of them is present at the meeting – by the person who called the meeting or a person acting on his or her behalf.

The Chairperson may invite external subject matter experts to participate in meetings from time to time as non-voting members.

9. TERM OF OFFICE

A community representative appointed to the committee will continue as a member for a two year term.

Vacancy

Should a vacancy occur during the term of appointment, it will be filled by following the normal process for appointments (refer to section 8. Membership).

Non-Attendance at Meetings

Ongoing membership of the committee is subject to regular attendance and reasonable apologies. A committee member should notify the committee Chairperson of their planned absence from a meeting.

Any committee member knowing that they will be absent for three or more consecutive meetings should notify the committee Chairperson in writing of the planned absence.

In the event of a member being absent for three or more consecutive meetings without apology and without the approval of the committee, the committee can vote on whether to declare the member's position vacant, inform the member of the outcome and fill the position as a casual vacancy.

Resignation from Committee

Any Committee Member wishing to resign from the Committee shall do so in writing to the committee Chairperson.

10. QUORUM & RECOMMENDATION MAKING

The quorum to enable business to be transacted at meetings will be half the membership plus one, but must include at least one delegated Councillor.

Observers or visitors at the meeting do not form part of the quorum.

In the absence of a quorum 15 minutes after the advertised start of the meeting, the committee members present may discuss the agenda items although any recommendations made will not become formalised until they have been ratified at the next committee meeting with a quorum present.

Wherever possible, recommendations of the committee will be made on the basis of consensus, i.e. where all present agree. At the discretion of the Chairperson, a vote may be called to resolve a matter. This may occur when consensus cannot be reached or in relation to a matter that is more significant in nature. In such cases, the matter will be resolved by a simple majority of those at the meeting, provided that there is a quorum present. In the event of a tied vote, the Chairperson will exercise the deciding vote.

Committee recommendations are not binding on Council. To obtain Council endorsement a committee recommendation must be reported to the Council for their decision.

11. GENERAL PUBLIC

The committee will usually not be open to members of the general public. However, the committee can decide to open the meeting to the public, subject to the agreement of the Chairperson in consultation with the Chief Executive Officer (or delegate). Voting does not extend to members of the general public and is restricted to only those committee members referenced in Section 8.

Representatives of organisations or the general community may be invited to address the committee on matters on the agenda.

12. TIMETABLE FOR MEETINGS

The Economic Development Committee will meet monthly.

A meeting will be limited to a maximum of two hours duration unless the committee resolves to extend the length of the meeting to a particular time or the completion of business.

Extra-ordinary meetings may be called by the Chairperson of the committee in consultation with the Chief Executive Officer (or his/her delegate).

The location, date and starting time for meetings will be advised on the agenda. Committee meetings can only be held if five (5) working days notice has been given to all members.

13. MEETING PRACTICES & PROCEDURES

The administrative provisions of Council's adopted Code of Meeting Principles and Practices shall apply.

The committee will observe any other relevant Council protocols.

Minutes of meetings will be kept in accordance with Council Meeting Procedures and will be administered in accordance with the protocol to be established for each committee.

The minutes of each committee meeting will be submitted to Council's Executive Team for consideration

14. INSURANCE COVER

Committee members are covered by Council's personal accident insurance only for attendance at meetings and other activities formally endorsed by the committee.

15. CODE OF CONDUCT

All members of Council committees are required to observe the provisions of Council's Code of Conduct and any other policy applicable to the proper functioning of the committee. All new members will be provided with a copy of Council's Code of Conduct and will sign to indicate that they have read and understood their obligations. A breach of the Code of Conduct may lead to the member being excluded from the committee (refer section 13 Disciplinary Action).

In particular, if a committee member has a pecuniary interest in any matter with which the committee is concerned, and who is present at a meeting of the committee at which the matter is being considered, they must disclose the interest to the meeting and must not be present during any discussion or decision making relating to that matter. Leaving the room is necessary because to remain in the presence of the meeting but refrain from voting is taken to be a vote against the motion (see Clause 251 of the General Regulation and Section 14.2(1) of the Code).

A person does not breach the above clause if he or she did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

A member of a committee who has a non-pecuniary conflict of interest in any matter with which the committee is concerned and who is present at a meeting of the committee at which the matter is being considered will disclose the interest to the meeting as soon as practicable. If a member of the committee has declared a non-pecuniary conflict of interest there is a range of options for managing the conflict. The option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with.

A Councillor or other member of the committee will deal with a non-pecuniary conflict of interests in at least one of these ways:

- a) Where the potential for conflict is deemed minimal, take no action. However, the Councillor or committee member should consider providing an explanation as to why it is considered that only a minimal or non-existent conflict exists.
- b) Where the potential for conflict is more significant, take no part in the matter by leaving the room in which the meeting is taking place and take no part in any debate or vote on the issue, as if the provisions in Section 451(2) of the Act applied.

Committee members must act in a professional and responsible manner with any information they obtain as a committee member, especially because committees require openness and honesty to function well. Committee members should feel free to express their opinions and views without fear of recrimination. It is therefore important that committee members respect each other, often despite differences, and work together to create an open and trusting atmosphere.

It is essential for committee members to accept collective responsibility for committee decisions and remain loyal to those decisions, even when they might disagree with the decision.

16. DISCIPLINARY ACTION

Should a member of the committee breach Council's Code of Conduct, the matter will be referred to Council's Chief Executive Officer for consideration. The Chief Executive Officer may consider a range of sanctions, depending on the nature of the breach. Serious breaches may result in a decision by the Chief Executive Officer to remove the member concerned from the committee. In such cases the Chief Executive Officer would convene a meeting of the meeting Chairperson and the person concerned to discuss the matter prior to the decision being finalised. The member who has committed the breach may be suspended from the committee until the matter is resolved.

17. CONFIDENTIALITY & PRIVACY

Members, through their involvement on the committee, may come in contact with confidential or personal information retained by Council. Committee members are required to maintain the security and confidentiality of any such information and not access, use or remove that information, unless authorised to do so.

Privacy legislation governs the collection, holding, use, correction, disclosure and transfer of personal information. More information about the legislation can be obtained by contacting Council's Public Officer.

Should a committee member become aware of any breach of the security, or misuse of Council's confidential or personal information he or she is asked to contact the Public Officer.

All committee members are required to observe the provisions of the Liverpool City Council Privacy Management Policy relating to their access to personal information.

All new members will be provided with a copy of Council's Privacy Guidelines and will sign to indicate that they have read and understood their obligations.

18. MEDIA PROTOCOL

The committee Chairperson is the only person permitted to speak to the media on behalf of the committee, subject to obtaining the appropriate approval in accordance with Council's Media Policy.

No other member of the committee is permitted to speak to the media in his or her capacity as a committee member.

19. REVIEW

The committee and its charter will be reviewed as a minimum at the commencement of each term of Council.

- END -