

Reference: AF11/861

2<sup>nd</sup> August, 2016

## MEMBERS

**NOTICE** is given that the Corporate and Community Services Committee will meet in the following Meeting Room on the day, date and time as follows:

**Corporate and Community Services Committee**  
(Reception Area - Level 4):

Monday 8<sup>th</sup> August, 2016 at 5.30 p.m.

An agenda for the meeting is enclosed herewith.



**Mark McSHANE**  
CHIEF EXECUTIVE OFFICER

CORPORATE AND COMMUNITY SERVICES COMMITTEE

Meeting to be held on Monday, 8<sup>th</sup> August, 2016 at 5.30 p.m.

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3. ORGANISATIONS AND ASSOCIATIONS - Local Government Finance Authority - Notice of Meeting
4. GOVERNANCE – Committees – Lifelong Learning Sub - Committee - Minutes of Meeting held 15<sup>th</sup> July, 2016
5. GOVERNANCE – Committees – Audit Committee - Minutes of Meeting held 2<sup>nd</sup> August, 2016
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9. CORPORATE AND COMMUNITY SERVICES REPORT NO. 58/2016 - Economic Development - Tourism Plan Implementation
10. CORPORATE AND COMMUNITY SERVICES REPORT NO. 59/2016 - Governance - Review of Confidentiality Orders
11. CORPORATE AND COMMUNITY SERVICES REPORT NO. 60/2016 - Internal Review of Council Actions
12. CORPORATE AND COMMUNITY SERVICES REPORT NO. 61/2016 - Frew Park (Ambulance Station) Development

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE -

## CONFLICT OF INTEREST DISCLOSURE FORM

I \_\_\_\_\_,  
(insert name)

have received a copy of the agenda for the ☐ **ordinary** ☐ **special** meeting of the

\_\_\_\_\_ ☐ Council ☐ Committee ☐ Board  
(insert full name of Committee/Sub-Committee/Board)

to be held on: \_\_\_\_\_  
(insert date of meeting)

### CONFLICT OF INTEREST DISCLOSURE

I consider that I have a:

☐ **material** conflict of interest pursuant to section 73 (complete and sign below)

☐ **actual** or ☐ **perceived** conflict of interest pursuant to section 74 (complete and sign overleaf)

of the *Local Government Act 1999* ("the LG Act") in relation to the following agenda item:

\_\_\_\_\_  
(insert details - include Agenda Item No, Report Number, Item/Report Subject Title)

which is to be discussed at that meeting.

## MATERIAL

The nature of my **material** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you (or a person prescribed in section 73(1) of the LG Act) stands to obtain a benefit or suffer a loss depending on the outcome of the consideration of the matter at the meeting of the Council in relation to the agenda item described above]*:

In accordance with section 74(1)(b) I will be leaving the meeting room while the matter is being discussed and voted on.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

In accordance with section 75A(2)(b) I propose ☐ to ☐ not to participate in the meeting in relation to the matter.

## ACTUAL

The nature of my **actual** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why the conflict between your interests and the public interests might lead to a decision that is contrary to the public interest in relation to the agenda item described above]:*

Where I have proposed to participate in the meeting I intend to deal with my **actual** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the actual conflict of interest in a transparent and accountable way].*

OR

## PERCEIVED

The nature of the **perceived** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you consider that an impartial fair-minded person could reasonably consider that you have a perceived conflict of interest in the matter].*

Where I have proposed to participate I intend to deal with the **perceived** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the perceived conflict of interest in a transparent and accountable way].*

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Signature

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Date

## CORPORATE AND COMMUNITY SERVICES COMMITTEE

Meeting to be held in the Reception Area, Level 4, Civic Centre, 10 Watson Terrace,  
Mount Gambier on Monday 8<sup>th</sup> August, 2016 at 5.30 p.m.

### AGENDA

PRESENT: Cr S Meziniec (Presiding Member)  
Cr M Lovett, Cr Lynagh, Cr S Perryman and Cr H Persello

APOLOGY: moved that the apology from be  
received.

seconded

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane  
Finance Manager, Gary Button  
Manager Community Services and Development, Barbara  
Cernovskis Manager Governance and Property, Michael McCarthy  
Administration Officer – Executive Support, Fiona McGregor

COUNCIL MEMBERS  
AS OBSERVERS:

COUNCIL MEMBERS  
AS OBSERVERS  
APOLOGY:

**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 11<sup>th</sup> July, 2016 be taken as read and confirmed.

seconded

QUESTIONS:

(a) With Notice - Nil received

(b) Without Notice -

### **1. FINANCIAL STATEMENT – as at 31<sup>st</sup> July, 2016**

2016 be received. moved it be recommended the financial statement as at 31<sup>st</sup> July,

seconded

**2. ORGANISATIONS AND ASSOCIATIONS - Local Government Association - Annual General Meeting - Ref. AF11/933**

moved it be recommended:

- (a) the Mayor be appointed as the delegate to represent Council at the 2016 LGA Conference and Annual General Meeting of the Local Government Association of South Australia to be held in Adelaide on Thursday 20<sup>th</sup> October, 2016 and Friday 21<sup>st</sup> October, 2016. The Chief Executive Officer and the Mayor will be registered to attend;
- (b) Cr Richardson be appointed proxy delegate to represent Council should the Mayor not be able to attend the General Meeting;
- (c) the Local Government Association be advised Council does not wish to submit any notice of motions;
- (d) other Councillors may wish to attend the LGA AGM and should express their interest to Lynne Dowling, Team Leader Executive Services by Wednesday 31<sup>st</sup> August, 2016.

seconded

**3. ORGANISATIONS AND ASSOCIATIONS - Local Government Finance Authority Notice of Meeting - Ref. AF11/726**

moved it be recommended:

- (a) the Mayor or his delegate (Deputy Mayor Cr Penny Richardson) be appointed as the delegate to represent Council at the 2016 Annual General Meeting of the Local Government Finance Authority to be held in Adelaide on Friday, 21<sup>st</sup> October 2016;
- (b) the Local Government Finance Authority be advised Council does not wish to:
  - (i) make a nomination for a Board Member;
  - (ii) submit any Notice of Motion to the above meeting.

seconded

**4. GOVERNANCE – Committees – Lifelong Learning Sub-Committee – Minutes of Meeting held 15<sup>th</sup> July, 2016 – Ref. AF15/501**

moved it be recommended:

- (a) the Minutes of the Lifelong Learning Sub-Committee Meeting held on 15<sup>th</sup> July, 2016 be received;
- (b) the following recommendations of the Lifelong Learning Sub-Committee be adopted by Council:

**1. KEY FOCUS AREA – Wellbeing and Resilience**

- (a) The progress report on the Regional Wellbeing and Resilience Collaboration provided by the Manager Community Services and Development be received.

Corporate and Community Services Committee Agenda, Monday 8<sup>th</sup> August 2016 cont'd...

2. KEY FOCUS AREA – Wellbeing and Resilience

- (a) The progress report on a Wellbeing Workforce/Positive Organisation project provided by the Manager Community Services and Development report be received.

3. KEY FOCUS AREA – South East Strategy and Action Plan 2015 – 2018

- (a) Adam Box be invited to present to Council and the Lifelong Learning Sub-Committee on the STEM South East Strategy and Action Plan 2015 - 2018.

seconded

5. **GOVERNANCE – Committees – Audit Committee – Minutes of Meeting held 2<sup>nd</sup> August, 2016 – Ref. AF11/863**

moved it be recommended:

- (a) the minutes of the City of Mount Gambier Audit Committee meeting held on 2<sup>nd</sup> August, 2016 be received;
- (b) the following recommendations of the Audit Committee meeting held on Tuesday, 2<sup>nd</sup> August, 2016 be adopted by Council:

1. REPORTS FOR INFORMATION

- (a) it be recommended that the report be received.

2. AUDIT WORK PROGRAM 2014 - 2018 - Ref. AF11/863

- (a) it be recommended the report be received.

3. EXTERNAL AUDITOR - Ref. AF12/227

- (a) it be recommended the report be received;
- (b) the Senior Management Team report on the review of Council's Risk Register including the ongoing review approach, treating the document as a living and evolving document, be endorsed by the Audit Committee.

4. EXTERNAL AUDITOR - Financial Controls Review - Ref. AF11/714

- (a) it be recommended the report be received.

5. CORPORATE & COMMUNITY SERVICES REPORT NO. 54/2016 - External Audit Services - Ref. AF16/207

- (a) it be recommended Corporate and Community Services report No 54/2016 be received;
- (b) Council accept the tender proposal from Galpins, for appointment as External Auditor to the City of Mount Gambier for the 2016/2017, up to and including the 2020/2021 financial years.

Corporate and Community Services Committee Agenda, Monday 8<sup>th</sup> August 2016 cont'd...

6. FINANCIAL INTERNAL CONTROLS - Internal Audit Program - Ref. AF16/164
  - (a) it be recommended the report be received;
  - (b) Financial Internal Controls Report No. 3/2016 be endorsed by Council.
7. AUDIT COMMITTEE SELF ASSESSMENT OF PERFORMANCE - AF11/863
  - (a) it be recommended the report be received;
  - (b) the Audit Committee record that it is satisfied that its performance is meeting Council and other relevant Authority's standards and expectations
8. AUDIT COMMITTEE TERMS OF REFERENCE - Ref. AF11/863
  - (a) it be recommended the report be received;
  - (b) the Audit Committee Terms of Reference (as reviewed) be endorsed by Council.
9. AUDIT COMMITTEE WORK PROGRAM 2014-2018 - Ref. AF11/863
  - (a) it be recommended the report be received;
  - (b) the revised Work Program 2014-2018 (Version 9) be adopted.
10. CORPORATE AND COMMUNITY SERVICES REPORT NO. 55/2016 - Audit Committee Annual Report to Council - AF11/863
  - (a) it be recommended that Corporate and Community Services Report No. 55/2016 be received;
  - (b) that the Audit Committee adopt the 2015/2016 City of Mount Gambier Audit Committee Annual Report, as presented in Corporate and Community Services Report No. 55/2016.
11. GOVERNANCE - Audit Committee - Resignation, Mr Donald Currie – Ref. AF11/863
  - (a) it be recommended the report be received;
  - (b) Mr Currie's resignation be received with regret and he be formally thanked via letter for his services to the Audit Committee over the past five (5) years.

seconded



**6. PROPERTY MANAGEMENT - Railway Lands Activation Team update – Ref. AF15/398**

Mr Peter Smith of Place Governance Partners conducted a series of workshops with Council in August 2015 to provide guidance and deepen the Council's level of knowledge and appreciation of place making principles as an effective strategy for place/space activation.

In response to these workshops Council identified the Railway Lands as the pilot site to test the application of place making principles within our community and appointed the Railway Lands Activation Team; a cross-divisional, multidisciplinary team of staff given the mandate to work with a range of stakeholders to initiate a program of activities to explore, test and trial how the Railway Lands site could be used and encourage community ownership of the Railway Lands as a dynamic and intergenerational public space.

For the above to work effectively Council endorsed the following principles to enable the Railway Lands Activation Team to be nimble with administrative processes for activating the site:

- Allow for activation of the Railway Lands site
- Encourage innovation and social entrepreneurial partnerships
- Allow for quick implementation and small scale activation to test concepts for larger scale implementation
- Allow for broader stakeholder engagement in suggesting projects, partnering in project implementation and experiencing the effects of projects
- Create an image of Council as government enabling citizens to test and inform Council policies

The Chief Executive Officer was also authorised to negotiate with and approve:

- a. adjoining landowners to integrate with the site, on a non permanent basis, informal commercial activities that are low impact and associated with their core business, and
- b. short term occupants with start up initiatives to be trialled at the Railway Building to test and determine the long term use of the site.

**Community and Stakeholder engagement**

The activation team identified and grouped a broad section of the community and adopted a staged approach to community engagement to seek co-contributors to activate the site. The initial response was incredibly positive for the future of the site and a trend of interest in the space emerged:

- Commercial/Community integration
- Health & Fitness
- Arts/Cultural/Music activities
- Food & wine beverage
- Passive play activities

This trend was confirmed by the community at the opening of the Railway Lands on the 15<sup>th</sup> November 2015 where the opportunity to seek further community feedback on their

Creation of an activation team to test the place making principles at the Railway Lands has been a successful model that has opened a new and positive dialogue with our community. This model has achieved a number of meaningful outcomes:

- The activation team initiated the following activation programs to encourage activities on the site:

- Below is a summarised calendar of events that have been, and are scheduled to be, hosted on the site.

Sep 15	Oct 15	Nov 15	Dec 15
Edible Cities	Seniors Month Walk Together	<b>Launch</b>  Pop Up Restaurant	Carols by Candlelight

Corporate and Community Services Committee Agenda, Monday 8<sup>th</sup> August 2016 cont'd...

Jan 16	Feb 16	Mar 16	Apr 16
Australia Day Sprint Car Display Classic Car Display Pop Up Food & Wine Australia Day Breakfast Auto Fest Display	Fit Feb Health Plan Karaoke@TheRail Ford Mustang Photo shoot Barry Maney Ford SUV Drive Days City Band Teddy Bears Picnic	Louise Adams Community Concert – South East X South West <i>(Fundraiser for Leukaemia Foundation)</i> Harmony Day Ford Mustang Launch	RFDS 20 <sup>th</sup> Anniversary HPV Pedal Prix Scrutineering LimeFM Family Day
May 16	Jun 16	Jul 16	Aug 16
STEMfun day	Winter @ the Rail Pt 1 Leaders Event	Winter @the Rail Pt 2	Connecting Community with Homelessness Winter @the Rail Pt 3
Sep 16	Oct 16	Nov 16	Dec 16
	AFL Grand Final @ the Rail Leukaemia Foundation Light the Night	Leukaemia Foundation Talent Showcase Craft Beer Festival/Christmas @ the Rail Christmas Countdown Markets/Deckchair Cinema	Christmas @ the Rail
Jan 17	Feb 17		
Koonara Wines Australia Day on the Green	Leukaemia Foundation Rockin' the Rail		

### Stakeholder Evaluation

A number of evaluations (attachment 1) have been undertaken for events, health providers, stall holders, surrounding site owners, surrounding business owners, general community seeking evidence regarding commercial return, lifestyle and cultural influence of the railway lands. Stakeholders were asked to rate the site on a scale of 1-10 in the following areas:

Commercial or economic development perspective – 78% rated above 7

Cultural perspective – 79% rated above 7

Corporate and Community Services Committee Agenda, Monday 8<sup>th</sup> August 2016 cont'd...

Lifestyle perspective – 84 % rated above 7

In other comments access to toilets still remains a strong feature in the feedback that was received.

<b>Event Evaluation</b>	
Attendance Expectation	75% - Greater than expected
Council support	Application process, Council advice, Council support with both logistics and equipment were all given a high rating
Rating Experience of site	<p>The question <i>Facilities available on site were suitable for my event?</i> Rated the lowest of all questions with the consistent feedback referencing a need for increased provision and permanent access to the following:</p> <ul style="list-style-type: none"> <li>• Toilets</li> <li>• Power</li> <li>• Storage</li> <li>• Water</li> <li>• Lighting</li> </ul>
Future Events	75% of the feedback received confirmed consideration would be given to hosting another event at the Railway Lands

### **Site Management/Integration**

Since inception the activation team has worked closely with the Operations team to ensure the integrity of the site does not become compromised and community feedback regarding infrastructure on the site is collaboratively addressed to ensure the site is well equipped to provide sustainable support for ongoing community led events.

It is fair to say that in the design phase of the site it could never have been expected that the community would have embraced this space with such enthusiasm.

The ongoing maintenance of the site and the equipment management will be the function of the Operations team.

Administrative processes that have been developed for the site will be absorbed into the daily activities of the Community Events and Operations team.

The commercial integration with a community space has highlighted a need to ensure that Council comply with the National Competition Policy when administering community space. A separate report has been prepared for Council's consideration.

### **Summary**

The Railway Lands as the pilot site to test the application of place making principles within our community and appointment of the Railway Lands Activation Team has proven to be a

Corporate and Community Services Committee Agenda, Monday 8<sup>th</sup> August 2016 cont'd...

success. Whilst the test phase has now concluded, the site activation and the learning from the application of place making principles within our community will prove to be beneficial as Council progress to work collaboratively with the community to deliver in the areas of Economic Development, Cultural Development and Tourism identified in the Community Plan and encourage an extension of community ownership beyond the Railway Lands to build civic pride in Mount Gambier as a dynamic, innovative and inclusive place.

moved it be recommended:

- (a) The evaluation report on the Railway Lands Activation Team be received;

seconded

**7. CORPORATE AND COMMUNITY SERVICES REPORT NO. 56/2016 - Inquiry into Local Government Rate Capping Policies - Ref. AF11/708**

moved it be recommended:

- (a) Corporate and Community Services Report No. 56/2016 be received;
- (b) Council provide the following response in the LGA template format:

<i>Recommendation 1: Local Councils retain full authority to set their own rates and that no rate cap be introduced.</i>
(Support)
<i>Recommendation 2: Local Councils continue to set rates after full consultation with their communities.</i>
(Support)
<i>Recommendation 3: Councils be subject to a thorough auditing process under the auspices of the Auditor-General, consistent with section 36 of the Public Finance and Audit Act 1987.</i>
(Not Support)
<i>Recommendation 4: Councils be required to publish, on an annual basis, these audits.</i>
(Not Support)
<i>Minority Report Recommendation: That a local government rate capping regime be introduced in South Australia to reduce cost pressures on households.</i>
(Not Support)

seconded

Corporate and Community Services Committee Agenda, Monday 8<sup>th</sup> August 2016 cont'd...

**8. CORPORATE AND COMMUNITY SERVICES REPORT NO. 57/2016 - Strategic Plan / Achievement of Key Performance Indicators Quarterly Report, June 2016 - Ref. AF11/790**

moved it be recommended:

- (a) Corporate and Community Services Report No. 57/2016 and the June, 2016 Quarterly Summary KPI report be received and endorsed by Council.

seconded

**9. CORPORATE AND COMMUNITY SERVICES REPORT NO. 58/2016 - Economic Development - Tourism Plan Implementation - Ref. AF15/400, AF16/188**

moved it be recommended:

- (a) Corporate and Community Services Report No. 58/2016 be received;
- (b) Council :
  - 1) Endorses the *"Changing the Tourism Culture" – an industry plan to grow Mount Gambier's Tourism Economy* tourism plan.
  - 2) Endorses the joint partnership of Council and Tourism Mount Gambier to deliver the tourism plan.
  - 3) Council's 2016/2017 Tourism budget of \$160,000 (G L Code 6350.0815) is applied in partnership with Tourism Mount Gambier to achieve actions and outcomes as detailed in the Industry Plan. It is recommended that similar partnership funding be provided in the next 2 financial years.
  - 4) Acknowledge that within the allocated budget engagement of a tourism specialist to deliver the tourism plan and the position to be engaged and supported by Council including the provision of in kind support for a three year period.
  - 5) Request Tourism Mount Gambier establish Key Performance Indicators to provide quarterly reports to Council on tourism plan performance and financial reporting.
  - 6) Provide Councillor representation on the Tourism Mount Gambier Board.

seconded

**10. CORPORATE AND COMMUNITY SERVICES REPORT NO. 59/2016 - Governance - Review of Confidentiality Orders - Ref. AF13/64**

moved it be recommended:

- (a) Corporate and Community Services Report No. 59/2016 be received;
- (b) The following Confidential Orders, having been reviewed by Council, continue in operation on the grounds provided within Attachment 1 to Report 59/2016.

Corporate and Community Services Committee Agenda, Monday 8<sup>th</sup> August 2016 cont'd...

- (i) Council 18/8/2015 – Railway Lands Development and Management Committee 7/8/2015 - Item 7 PROPERTY MANAGEMENT - Railway Lands - Expression of Interest - Management of Community Markets
- (ii) Council 18/8/2015 – Railway Lands Development and Management Committee 7/8/2015 - Item 8 - PROPERTY MANAGEMENT - Railway Lands - Expression of Interest - Occupation and Use of Old Railway Station Building

seconded

**11. CORPORATE AND COMMUNITY SERVICES REPORT NO. 60/2016 - Internal Review of Council Actions - Ref. AF11/1749**

moved it be recommended:

- (a) Corporate and Community Services Report No. 60/2016 be received;
- (b) The content of Corporate and Community Services Report No. 60/2016 be material that is to be included in Council's 2015/16 Annual Report.

seconded

**12. CORPORATE AND COMMUNITY SERVICES REPORT NO. 61/2016 - Frew Park (Ambulance Station) Development - Ref. AF11/1426**

moved it be recommended:

- (a) Corporate and Community Services Report No. 61/2016 be received.

seconded

**MOTIONS WITH NOTICE - Nil**

**MOTIONS WITHOUT NOTICE -**

Meeting closed at     p.m.

FM/MJT

### FINANCIAL STATEMENT - Monthly Bank Reconciliation

as at 30/06/2016 \$		as at 31/07/2016 \$
	<u>GENERAL ACCOUNT (Westpac)</u>	
168,919.35 CR	OPENING BALANCE	- 30,289.23 DR
2,133,268.51	<u>PLUS</u> Receipts -	
1,024,272.41	Rates & Arrears	365,173.99
-	General	3,153,204.32
300,000.00	<u>Receipt of Cash Advance Funds</u>	
-	Transfer from CAD Loan 104	2,650,000.00
-	Transfer from CAD Loan 105	-
-	Transfer from Investment Funds	-
-	Transfer from Reserve Funds	-
<u>\$ 3,457,540.92</u>		<u>\$ 6,168,378.31</u>
3,626,460.27 CR		6,138,089.08 CR
684,625.83	<u>LESS</u> Direct Debits to Bank Account -	
-	Payroll - 2 Pays processed in July (8/7 & 22/7)	675,817.64
-	Sundry	-
1,150,000.00	Transfer to Investment Funds	-
<u>1,834,625.83</u>	Transfer to CAD Loan 104	<u>250,000.00</u>
		<u>925,817.64</u>
1,791,834.44 CR		5,212,271.44 CR
1,822,123.67	<u>LESS</u> Expenditure Statement - \$	5,147,517.46
<u>-\$ 30,289.23</u> DR	<u>CASH BALANCE</u>	<u>\$ 64,753.98</u> CR
	<u>BANK RECONCILIATION</u>	
- 1,300.94 DR	Balance as per Bank Statement	62,656.72 CR
13,380.50	<u>PLUS</u> Deposits not yet credited	37,408.63
- 25,270.38	<u>PLUS</u> Deposits not yet reconciled	- 2,502.42
-	<u>LESS</u> Deposits not yet updated	-
-	<u>PLUS</u> Payments not yet reconciled	
<u>- 13,190.82</u> DR		<u>97,562.93</u> CR
6,336.87	<u>LESS</u> Unpresented Cheques & EFT's	16,908.77
10,761.54	Unpresented Direct Debits	15,900.18
<u>-\$ 30,289.23</u> DR	<u>CASH BALANCE</u>	<u>\$ 64,753.98</u> CR

Current Interest Rate on Bank Account Balance is 0.10%



**FINANCIAL STATEMENT - Monthly Bank Reconciliation continued.....**

as at 30/06/2016 \$		LGFA CAD LOAN 104	as at 31/07/2016 \$
1,529,024.52	DR	OPENING BALANCE	679,024.52 DR
1,150,000.00		PLUS Deposits	250,000.00
300,000.00		LESS Withdrawals (Transfer to General Account)	2,650,000.00
-		Sundry	-
<u>\$ 679,024.52</u>	DR	<u>CASH BALANCE</u>	<u>\$ 3,079,024.52</u> DR
		LGFA CAD LOAN 105	
-	DR	OPENING BALANCE	- DR
-		PLUS Deposits	-
-		LESS Withdrawals (Transfer to General Account)	-
-		Sundry	-
<u>\$ -</u>	DR	<u>CASH BALANCE</u>	<u>\$ -</u> DR

Current Interest Rate on CAD Loan Balances is 4.00%

**LOAN FUNDS OWING (Local Government Finance Authority)**

Opening Bal	Loan Purpose	Interest Rate	Maturity Date	Closing Bal
99,791.13	101 RSL Bowls - Artificial Rink	5.05%	16/03/2019	99,791.13
3,091,416.23	102 Library	5.97%	15/06/2024	3,091,416.23
679,024.52	104 CAD - Variable Int Only	4.00%	17/06/2028	3,079,024.52
-	105 CAD - Variable Int Only	4.00%	17/08/2030	-
<u>\$ 3,870,231.88</u>				<u>\$ 6,270,231.88</u> DR

**FINANCIAL STATEMENT - Monthly Bank Reconciliation continued.....**

as at 30/06/2016 \$		INVESTMENT FUNDS (Local Government Finance Authority)	as at 31/07/2016 \$	
-	CR	Opening Balance	-	CR
-		<u>PLUS</u> Deposits	-	
		<u>PLUS</u> Interest	22.40	
-		<u>LESS</u> Withdrawals (Transfer to Westpac)	-	
-		Withdrawals (Transfer to CAD Loan 104)	-	
<u>\$ -</u>	CR	CLOSING BALANCE	<u>\$ 22.40</u>	CR

DOWNSTREAM DRAINAGE FUNDS (Local Government Finance Authority)

176,217.36	CR	OPENING BALANCE	176,217.36	CR
-		<u>PLUS</u> Deposits	-	
-		<u>LESS</u> Withdrawals	-	
<u>\$ 176,217.36</u>	CR	CLOSING BALANCE	<u>\$ 176,217.36</u>	CR

INVESTMENT OF FUNDS

Investment Funds - all invested - 'At Call' at	1.75%
Reserve Funds - all invested - '90 Days' at	2.15%

Prepared by:



Finance Manager

Reviewed by:



Chief Executive Officer

## LIFELONG LEARNING SUB-COMMITTEE

Minutes of Meeting held in the Committee Room, Level Four of Civic Centre, 10 Watson Terrace,  
Mount Gambier, on Friday 15<sup>th</sup> July, 2016 at 1.00 p.m.

- PRESENT: Cr Meziniec (Presiding Member)  
Cr Richardson  
Cr Julie Reis (District Council of Grant)  
Sarah Pellen  
Alexandra Nicholson
- APOLOGIES: Cr Meziniec moved that the apologies from David Meziniec and Cr Mark Lovett be received.  
  
Alexandra Nicholson seconded Carried
- COUNCIL OFFICERS: Manager Community Services & Development, Barbara Cernovskis  
Library Manager, Vicki Hutchinson  
Community Development Officer, Alison Brash
- COUNCIL OFFICER APOLOGIES: Chief Executive Officer, Mark McShane
- NOT IN ATTENDANCE: Nil
- COUNCIL MEMBERS AS OBSERVERS: NIL
- OTHER EMPLOYEES IN ATTENDANCE: Nil
- OTHERS IN ATTENDANCE: Nil
- WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.**
- MINUTES: Sarah Pellen moved that the minutes of the Mount Gambier Lifelong Learning Sub-Committee held on 20<sup>th</sup> May, 2016 be received.  
  
Alexander Nicholson seconded Carried

### **1. KEY FOCUS AREA – Wellbeing and Resilience**

- Goal:* Building Communities  
*Strategic Objective:* Encourage the empowerment of the community to lead and self manage their respective desires and aspirations.
- Goal:* Community Well-Being  
*Strategic Objective:* Increase the local awareness and understanding of the range of health issues and needs of the community.

The Manager Community Services and Development reported:

- (a) The proposal for the Limestone Coast Region of Wellbeing platform has been finalised with the Wellbeing & Resilience Centre at South Australian Health and Medical Research Institute and submitted to the Department of Premier and Cabinet;

Lifelong Learning Sub-Committee Minutes, Friday, 15<sup>th</sup> July, 2016 cont'd...

- (b) The proposal will be presented for consideration in the 2016/17 budget as a regional prototype;
- (c) A meeting with the Regional Leadership group and the Director Wellbeing & Resilience, Gabrielle Kelly is currently being negotiated to discuss next steps;
- (d) An updated Regional Wellbeing & Resilience work plan was attached for discussion at the meeting.

**Cr Meziniec moved it be recommended:**

- (a) The progress report on the Regional Wellbeing & Resilience Collaboration provided by the Manager Community Services & Development be received.**

**Cr Julie Reis seconded**

**Carried**

**2. KEY FOCUS AREA – Wellbeing and Resilience**

*Goal: Building Communities*  
*Strategic Objective: Encourage the empowerment of the community to lead and self manage their respective desires and aspirations.*

*Goal: Community Well-Being*  
*Strategic Objective: Increase the local awareness and understanding of the range of health issues and needs of the community.*

The Manager Community Services and Development reported:

- (a) Training schedule for the implementation of the Wellbeing Workforce/Positive Organisation project is being finalised. Start date for the surveys and program to commence has been amended to August 2016 to allow for final approval from the Ethics board;
- (b) An updated Wellbeing Workforce/Positive Organisation project work plan was attached for discussion at the meeting

**Cr Meziniec moved it be recommended:**

- (a) The progress report on a Wellbeing Workforce/Positive Organisation project provided by the Manager Community Services & Development report be received;**

**Sarah Pellen seconded**

**Carried**

**3. KEY FOCUS AREA – South East Strategy and Action Plan 2015 – 2018**

*Goal: Building Communities*  
*Strategic Objective: Encourage the empowerment of the community to lead and self manage their respective desires and aspirations.*

*Goal: Community Well-Being*

Lifelong Learning Sub-Committee Minutes, Friday, 15<sup>th</sup> July, 2016 cont'd...

*Strategic Objective: Increase the local awareness and understanding of the range of health issues and needs of the community.*

The Manager Community Services and Development tabled:

- (a) The STEM South East Strategy and Action Plan 2015 – 2018 was presented for discussion.

**Cr Meziniec moved it be recommended:**

- (a) **Adam Box be invited to present to Council and the Lifelong Learning Sub-Committee on the STEM South East Strategy and Action Plan 2015 - 2018.**

**Cr Richardson seconded**

**Carried**

**MOTIONS WITH NOTICE** - Nil

**MOTIONS WITHOUT NOTICE** - Nil

The meeting closed at 1.32 p.m.

BJC/MJT

DATED                      DAY OF                      2016.

.....  
PRESIDING MEMBER

## AUDIT COMMITTEE

Minutes of Meeting held on Tuesday, 2<sup>nd</sup> August, 2016 at 5.30 p.m. in the Committee Room,  
Civic Centre, 10 Watson Terrace, Mount Gambier

PRESENT: Mr Jeroen Zwijnenburg (Presiding Member)  
Mr Donald Currie  
Cr Sonya Meziniec

APOLOGY/IES: Jeroen Zwijnenburg moved that the apology from Mr Donald Currie be received.

Cr Meziniec seconded

Carried

COUNCIL MEMBERS/  
OTHERS AS  
OBSERVERS: Nil

GUESTS: Nil

COUNCIL EMPLOYEES  
IN ATTENDANCE: Mr Mark McShane, Chief Executive Officer  
Mr Grant Humphries, Director - Corporate Services  
Mr Gary Button, Finance Manager  
Ms Kahli Rolton, Management Accountant

OTHER APOLOGIES:

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

MINUTES: Cr Meziniec moved the minutes of the previous meeting held on Tuesday, 31<sup>st</sup> May, 2016 be taken as read and confirmed.

Jeroen Zwijnenburg seconded

Carried

QUESTIONS:

- (a) With Notice – Nil received
- (b) Without Notice – Nil

### **1. REPORTS FOR INFORMATION**

The Director - Corporate Services reported;

- (a) the following Reports are referenced for the information of Audit Committee Members;
- (b) the following Reports, being for information purposes only, are available from the Council website under Committee Agendas for the relevant calendar month;
  - 40/2016 Review of Rate Rebate Policy
  - 41/2016 Review of Rating Policy
  - 44/2016 Elector Representation Review

### **RECOMMENDATION NO. 1**

Jeroen Zwijnenburg moved it be recommended that the report be received.

Cr Meziniec seconded

Carried

**2. AUDIT WORK PROGRAM 2014 - 2018 - Ref. AF11/863**

The Director - Corporate Services reported:

- (a) the Audit Committee should continually review the Audit Work Program to establish whether any adjustments are required to be introduced for the particular financial years activities;
- (b) the Audit Work Program 2014-2018 was last reviewed and adopted in August 2015;
- (c) the following activities and associated timelines (extracted from the Audit Work Program) are provided in abbreviated form, for the Committees reference and review:

**FIRST QUARTER**

- Work Plan
- Treasury Management Reviews
- Asset Reviews/Revaluation Strategy
- Policy reviews incorporating;
  - Internal Controls
  - Fraud and Corruption Framework
  - Whistleblowing
  - Risk Management
  - Budget Performance

**SECOND QUARTER**

- Interim External Audit
- Work Plan
- Business Continuity
- Business Plan and Budget

**THIRD QUARTER**

- Work Plan
- Annual Report to Council incorporating;
  - Self Assessment
  - Review of Work Plan
  - Review of Terms of Reference

**FOURTH QUARTER**

- Work Plan
- Statutory External Audit(Inc. Fin. Int. Controls)
- AFS authorisation by Presiding Member
- Council Annual Report Compliance

**RECOMMENDATION NO.2**

**Cr Mezinec moved it be recommended the report be received.**

**Jeroen Zwijnenburg seconded**

**Carried**

**3. EXTERNAL AUDITOR - Ref. AF12/227**

The Director - Corporate Services reported:

- (a) the following table represents an updated consolidation of the 2015 Audit findings:

Audit Committee Minutes, Tuesday 2<sup>nd</sup> August 2016 cont'd...

AUDIT	FINDING	RISK	STATUS
14/15 E of Y(New)	Risk Register	Moderate	Awaiting Report
	VIC Stock Control	Low	Completed

- (b) provided as an attachment is an update on Councils Risk Register review from the Senior Management Team who carry the shared responsibility for the ongoing management of Council's Risk Register.

**RECOMMENDATION NO. 3**

**Jeroen Zwijnenburg moved it be recommended:**

- (a) the report be received;
- (b) the Senior Management Team report on the review of Council's Risk Register including the ongoing review approach, treating the document as a living and evolving document, be endorsed by the Audit Committee.

**Cr Meziniec seconded**

**Carried**

**4. EXTERNAL AUDITOR - Financial Controls Review - Ref. AF11/714**

The Director - Corporate Services reported:

- (a) this financial year the scope of the traditional interim audit was extended to include a review of internal controls to comply with the requirements of Section 129 of the Local Government Act;
- (b) the External Auditors Management Letter was considered at the May 2016 Audit Committee Meeting where the following resolution was recorded:
- (a) *the External Auditor's Financial Controls Review Management Letter be received;*
- (b) *the External Auditor be advised of Council Management's response;*
- (c) *the Audit findings continue to be monitored by the Audit Committee.*
- (c) in regard to part (c) of the resolution the following table is presented on the outcomes of the Audit findings:

Audit	Finding	Risk	Status
2016	1. Tendering / Procurement - Conflict of Interest Declaration	Moderate	Implemented
	2. General Ledger Reconciliations - Reviewed Independently	Low	Implemented
	3. Rates - Assessment Sampling - Random sampling to be retained - Rate Modelling Procedures - Property Master File Reports	Low	Implemented Implemented Under Investigation
	4. Payroll - Develop Exceptions Report - Review Audit Trail with Source Documents	Better Practice	Implemented Implemented



**RECOMMENDATION NO. 4**

**Cr Meziniec moved it be recommended the report be received.**

**Jeroen Zwijnenburg seconded**

**Carried**

**5. CORPORATE & COMMUNITY SERVICES REPORT NO. 54/2016 - External Audit Services - Ref. AF16/207**

The Director - Corporate Services reported:

- (a) as reported at the May 2016 Audit Committee Meeting the existing contact for External Audit Services concludes following the 2015/2016 final Audit;
- (b) as prescribed in legislation 'the Auditor will be appointed by the Council on the recommendation of Council's Audit Committee';
- (c) following a public notification process at the close of the tender period on 1<sup>st</sup> July, 2016, four (4) tenders were received;
- (d) in accordance with Council's Procurement Policy a tender panel was formed to review and assess tenders against the pre-determined assessment criteria resulting in the following recommendation.

**RECOMMENDATION NO. 5**

**Jeroen Zwijnenburg moved it be recommended:**

- (a) Corporate and Community Services report No 54/2016 be received;
- (b) Council accept the tender proposal from Galpins, for appointment as External Auditor to the City of Mount Gambier for the 2016/2017, up to and including the 2020/2021 financial years.

**Cr Meziniec seconded**

**Carried**

**6. FINANCIAL INTERNAL CONTROLS - Internal Audit Program - Ref. AF16/164**

The Director - Corporate Services reported:

- (a) as reported previously Council has commenced its Financial Internal Controls Program with the attached report (03/2016) being a regular periodic report;
- (b) you will note that from the one (1) Control reviewed there are a number of recommendations/improvements that will be actioned and monitored through the MET meeting process.

**RECOMMENDATION NO. 6**

**Cr Meziniec moved it be recommended:**

- (a) the report be received;
- (b) Financial Internal Controls Report No. 3/2016 be endorsed by Council.

**Jeroen Zwijnenburg seconded**

**Carried**

**7. AUDIT COMMITTEE SELF ASSESSMENT OF PERFORMANCE - AF11/863**

The Director - Corporate Services reported:

- (a) the Audit Committee Terms of Reference provides for "at least once a year, review its own performance and terms of reference to ensure it is operating at a maximum effectiveness and recommend changes it considers necessary to the Council for approval";
- (b) the Self Assessment should take into account factors such as:
  - the Committee's work program
  - the Committee's operating environment
  - the stage of maturity of the Committee
  - Council's strategic directions
  - Council's risk and control environment
  - current and emerging trends and factors
  - the outcomes of previous self assessments (if any)
- (c) the Audit Committee's comments and recommendations resulting from the Self Assessment is detailed as follows:

<b>Issue</b>	<b>Comment(s)</b>	<b>Recommendation(s)</b>
<i>Role &amp; Terms of Reference</i>	<i>The Audit Committee is of the view that functions and extent of authority as defined under S126(4) LGA are adequately defined in the Terms of Reference established by Council</i>	<i>The Audit Committee is of the view that its role and function is not to compete with the role of the Corporate and Community Services Committee, nor to make decisions in lieu of Council, but rather to examine and comment on financial statements/internal control framework and activities of Council</i>
<i>Independence</i>	<i>The Audit Committee is of the view that it is able to form opinions and express views without coercion or undue influence of external persons or bodies</i>	<i>The Audit Committee believes the invited attendance of the CEO, Director - Corporate Services, Finance Manager and <b>Management Accountant</b> provides direction without influence. Continued attendance is desirable</i>
<i>Committee Skills/Training</i>	<i>The Audit Committee is of the view that its members have been selected due to their qualifications and expertise</i>	<i>Members consist of accounting representation and are subject to ongoing professional training</i>

Audit Committee Minutes, Tuesday 2<sup>nd</sup> August 2016 cont'd...

<i>Council Structure and Decision Making</i>	<i>The Audit Committee have been made aware of the processes of Council and are provided with copies of public financial statements, policies and reports of Council</i>	<i>Audit Committee Members have been made aware of the Council structure and decision making process following the recent review of Council's Decision Making Structure and the completion of an organisational and functional review.</i>
<i>Meeting Operation and Frequency</i>	<i>The Audit Committee has been meeting on a regular basis since inception</i>	<i>The Audit Committee holds the view that current frequency and duration is adequate to address issues</i>
<i>Resources available to the Audit Committee</i>	<i>The Audit Committee utilises the resources of Council through the attendance of the CEO, Director – Corporate Services, Finance Manager, <b>Management Accountant</b> and other employees as requested</i>	<i>The Audit Committee has liaised with external auditors and Council employees as required in order to meet its role and terms of reference</i>
<i>Audit Committee's working relationship with Council and the senior management team</i>	<i>Council appears to be aware of role and function of Audit Committee. Presence of CEO, Director – Corporate Services, Finance Manager and <b>Management Accountant</b> assist Audit Committee in decision achievement</i>	<i>No issues of conflict have arisen. The Audit Committee recognises the significant role played by Council employees to address and advise the Committee</i>
<i>The Audit Committee members' understanding of financial indicators (and targets for these) being used to assess the Council's performance work program</i>	<i>The Audit Committee regularly monitors and assesses financial performance indicators as published. Comparison with other Councils and advice from LGA is also noted</i>	<i>The Audit Committee holds the view that expenditure allocation, particularly depreciation, greatly affects financial indicators and status</i>
<i>The Audit Committee's access to appropriate Council information</i>	<i>The Audit Committee notes the inclusion of its role and function in decisions of major financial expenditure</i>	<i>The Audit Committee is able to be involved with complementary committees, receive financial expenditure projections and reviews of major expenditure and contract negotiation and is able to actively participate in Council.</i>

Audit Committee Minutes, Tuesday 2<sup>nd</sup> August 2016 cont'd...

<i>The extent to which the Audit Committee's advice is contributing to the effective operation of the Council</i>	<i>The Audit Committee recognises that its role and terms of reference are a requirement of the LGA. Members are cognisant of their requirement to monitor and review financial practices and, public financial statements of Council</i>	<i>The Audit Committee holds the view that its function and role will be increasingly viewed as complimentary to Council in its activities for ratepayers</i>
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**RECOMMENDATION NO. 7**

**Jeroen Zwijnenburg moved it be recommended:**

- (a) the report be received;
- (b) the Audit Committee record that it is satisfied that its performance is meeting Council and other relevant Authority's standards and expectations.

**Cr Meziniec seconded**

**Carried**

**8. AUDIT COMMITTEE TERMS OF REFERENCE - Ref. AF11/863**

The Director - Corporate Services reported:

- (a) that in conjunction with the Audit Committee self assessment process, there is also a requirement to review the Terms of Reference the Audit Committee works under;
- (b) having completed a review of the Audit Committee Terms of reference (minor procedural amendments only) it is the view of the Audit Committee that the Terms of Reference remain current, relevant and appropriate.

**RECOMMENDATION NO. 8**

**Cr Meziniec moved it be recommended:**

- (a) the report be received;
- (b) the Audit Committee Terms of Reference (as reviewed) be endorsed by Council.

**Jeroen Zwijnenburg seconded**

**Carried**

**9. AUDIT COMMITTEE WORK PROGRAM 2014-2018 - Ref. AF11/863**

The Director - Corporate Services reported that as part of the Annual Reporting process to Council, the Audit Committee should review its adopted Work Program.

The opportunity has been taken as part of this years review to modernise and update the Work Program to better reflect current operations of the Audit Committee.

Attached to the Agenda is a copy of the former version as well as the revised version, for comparison.

The revised (version 9) of the Work Program is therefore recommended for adoption.

**RECOMMENDATION NO. 9**

Jeroen Zwijnenburg moved it be recommended:

- (a) the report be received;
- (b) the revised Work Program 2014-2018 (Version 9) be adopted.

Cr Meziniec seconded

**Carried**

**10. CORPORATE AND COMMUNITY SERVICES REPORT NO. 55/2016 - Audit Committee Annual Report to Council - AF11/863**

The Director – Corporate Services reported:

- 4.1 Corporate and Community Services Report No. 55/2016 has been prepared as the Annual report of the Audit Committee to Council for the 2015/2016 financial year;
- 4.2 Prior to presentation to Council the Audit Committee should review and be satisfied with the content.

**RECOMMENDATION NO. 10**

Cr Meziniec moved it be recommended:

- (a) that Corporate and Community Services Report No. 55/2016 be received;
- (b) that the Audit Committee adopt the 2015/2016 City of Mount Gambier Audit Committee Annual Report, as presented in Corporate and Community Services Report No. 55/2016.

Jeroen Zwijnenburg seconded

**Carried**

**11. GOVERNANCE - Audit Committee - Resignation, Mr Donald Currie – Ref. AF11/863**

The Director - Corporate Services reported:

- (a) Mr Currie has advised that due to some immediate health concerns he is unable to continue his role as an independent member of Council's Audit Committee and as such has tendered his resignation effective immediately following the 2<sup>nd</sup> August, 2016 Audit Committee meeting.

**RECOMMENDATION NO. 11**

Jeroen Zwijnenburg moved it be recommended:

- (a) the report be received;
- (b) Mr Currie's resignation be received with regret and he be formally thanked via letter for his services to the Audit Committee over the past five (5) years.

Cr Meziniec seconded

**Carried**

Audit Committee Minutes, Tuesday 2<sup>nd</sup> August 2016 cont'd...

**12. NEXT MEETINGS** (for confirmation)

- Fourth Quarter - TBA

The meeting closed at 6.38 p.m.

3<sup>rd</sup> August, 2016  
FM

CONFIRMED THIS                      DAY OF                      2016.

.....  
PRESIDING MEMBER

**MOUNT GAMBIER RAILWAY LANDS  
Stakeholder Feedback Record**

				To what extent has the activation of the Mount Gambier Railway Lands impacted positively on the City from a: (using a scale from 1 to 10, 1=None, 5=Somewhat, 10=Considerable)			How has the activation to the site impacted on you, your family, your organisation or your business?	Do you have anything more you'd like to mention about the activation of The Rail?
Date	Name	Organisation	Stakeholder Group	1. Commercial or economic development perspective?	2. Cultural perspective	3. Lifestyle perspective		
6/04/2016			Lifestyle Interest	8	8	8	Positively - bringing the Community together, bringing all ages together, good for children	Toilets/disabled
6/04/2016			Lifestyle Interest/Charity	7	5	7	Walk the dog, charity work, good community gathering area. Raised approx \$4k for charity in two events!	Toilets
6/04/2016			Lifestyle Interest	9	10	8.5	Another location for events, catch up with people, good family space	Longer running hours into the evening, evening turns into adults time/adults playground, not just childred, potential for kids soccer trainings etc.
6/04/2016			Lifestyle Interest/Commercial Interest	8.5	8.5	8.5	Aesthetically better, the City looks better, free advertisig for C&G - showcase cars (potential extra sales etc)	Positive, possibly more shelter/stage, potentially old train carriages to integrate in the site, upgrade existing railway station building
6/04/2016			Lifestyle Interest/Commercial Interest	8.5	8.5	8.5	Good family space, lifts the atmosphere/positiveness of the whole area, the spin off events looks like it is positive for economic development - surrounding food, pubs, shops, taxi services etc.	All round great space
12/04/2016			Lifestyle Interest/Cultural Interest	10	10	10	As a young mother it is a lovely space to take my child for a walk/play. We often walk through as a family. As a musician a fantastic and vibrant space to be used for multiple and varied events. Also for local producers, wine etc - GREAT - VIBRANCY is what comes to mind.	Hope to see it used with a variety of activities. Approached with innovative ideas and variety - think outside the SQUARE! Will be a key in my ambition to put Mount Gambier further on the map musically! SE x SW 2017!
12/04/2016			Commercial Interest/Lifestyle Interest	8.5	10	10	Made more social. There seems to have been a cultural awakening around the City.	All good.
13/04/2016			Surrounding Site/Cultural Interest/Commercial Interest/Lifestyle Interest	8	8	9	My family love it so positive in that regards. From a business point of view it hasn't impacted yet but it's only early days so I'm sure my accomodation with future marketing of events will fill up.	It will have a very positive impact to my business when and if the walkway comes through from Margaret Street.
13/04/2016			Commercial Interest/Lifestyle Interest	9	8	9	Business - Positive, promotions, spin offs to get other business, more people eating etc. and wanting us to do events etc. - Family good for kids, family etc.	Council support has been amazing, Generally really happy with the rail and any promotion of it.
13/04/2016			Commercial Interest/Lifestyle Interest	8.5	8.5	8.5	Get to market/advertise business through different outlet - exposure to charities, musicians, events - very positive, definitely has has impact on economic developemnt in the City for the positive	- café (Railway Station) - probably Council supported (incentive) - should explore car parking on Railway Terrace (angle parking) - sound shelter (permanent) - motorhome parking

18/04/2016			Surrounding Site	8.5	7	8.5	Drawing people to this side of town - good for business! Karaoke Night good. Really good. Somewhere to have a big event. Utilised a lot more than people thought it would	lacking shelter- utilised a lot in summer - what about winter? More play areas - up Bay Rd side of town perhaps? More family events over summer (like Warrnambool) showcasing local talent
18/04/2016			Cultural Interest	8.5	10	10	Mount Gambier cool place to be. Railways contributed to this! Love events & nature play! Positive for my family, Fantastic! Never want it to be taken away, certainly don't want it to go back to the way it was! Commend the Council on what they've done, a very good job! No impact from business point of view	interesting to see how it will go in winter. Toilet facilities lacking. Car parking / bus park at Bay Rd end - some of the grass space. Buses and caravans ability to turn around and park. Lady Nelson on Highway doesn't bring buses / caravans into CBD.
18/04/2016			Commercial Interest / Acc	5.5	unsure	8	Loved it! Attended Karaoke, been down without any events with family, also attended opening. Play equipment is fantastic for children, shoes off splashing in water! Nature Play, best part! Looks good, doesn't look like a playground. Have sent patrons down, but don't think it has resulted in people staying at the Holiday Park in regards to events.	Don't like the rings - although the builders / constructors stayed with us! Get it through the winter? Interesting to see what happens over winter - no suggestions.
19/04/2016			Commercial Interest	8	9	10	myself and family - hasn't impacted a lot, business - market was fantastic from opening day	Opening Day Market - was meant to be simple - bu ended up being too much paperwork and too much needed by Council - too controlling - process needs to be easier.
15/04/2016			Cultural Interest, Commercial Interest, Lifestyle Interest	8	8	10	"When I ask my kids which playground they would like to go to they always reply the Railway Lands". We quite often go there as a family and when I ask my kids to "guess where we are going" my 4 year old always replies excitedly with "Railway Lands Mummy!"	Tonique Studio was invited to perform at the Official Opening of the Railway Lands and after our performance we had numerous enquiries and new enrolments. This was fantastic for our new studio but aside from this our students just loved performing at the venue.
13/04/2016			YAG	3	5	1	Some people feel it is not youth friendly	it went well in my views
13/04/2016			YAG	7	4	4	People I've talked to think that it needs to have more activities for youth and a skate park. There needs to be more in the play area for playing that is safe to jump around on	add a skate park to attract more people to the rail lands
13/04/2016			YAG	4	5	6	I personally haven't made much use of the site outside of volunteer work, but I understand it has been quite popular as a venue for community events. Opinions of the space vary - some people are very complimentary whereas others feel the money used to construct the space could have been better used.	One of the main criticisms I have heard from community member is concerns a lack of shaded areas around the site. I feel that the main potential of the site is as an event space. I'd love to see it employed as a central, youth friendly place with with addition of stuff like a skate park if possible. I can see the movie nights and concerts taking place, makets, outdoor exhibitions all sorts



13/04/2016			YAG	9	7	9	The Railway Lands has become a great parkland styled area, and I have heard a number of times the line "they have finally done something with the land".	At the moment there has not been a large amount of traffic in the railway lands as far as I am aware maybe looking at using the area for public events (i.e. concerts, markets etc.) to build and push this as a public space.
26/04/2016			Cultural Interest, Lifestyle Interest	8	8	8	The opening of the Railway Lands has generated more community events that the Pipe Band voluntarily supports. Pipe Band performing at opening has increased their exposure and therefore generated more enquiries for their participation at other events in the community	Nil comments
27/04/2016			Lifestyle Interest, Commercial Interest	8	8	10	no impact on business as takes people away from the Main Street - but "that doesn't worry me". Has been asked to do fashion parade there and could have run stalls but "too busy". Very positive about the whole thing, positive for everyone that goes there	Asked about the "rocks" (easement) "difficult to negotiate" (Ashlea explained the reasoning behind the easement), feels a permanent structure for musicians to perform would be a valuable asset "everyone has done an amazing job organising events there", feels that parking is an issue and that Bay Road end should have included parking spaces - long way to walk if bringing chairs etc. Still wants events to happen in the Cave Garden as has great atmosphere and doesn't want to take away from that. Lots of work to do to make events happen at the site - more infrastructure required to ease the load - especially toilets. "Great area to draw such large crowds". Asked about positioning of "tracks" artwork, doesn't feel the corner is the best place for it (Ashlea explained that 'signalling change' will be installed in centre of site) - overall, positive about the site and all events that have taken place there - "great for the City"
29/04/2016			Cultural Interest, Lifestyle Interest, Commercial Interest	7	8.5	8.5	Positive. Cultural impact has been great - got people out of the house. Ability to do different things. People Casterton stayed for Louise Adams Concert - potential spin off to have people come and stay	Margaret St access would be positive. Generally speaking all good.
29/04/2016			Cultural Interest, Lifestyle Interest, Commercial Interest	9	9	9	Musical Platform for public exposure (like playing at festival except better as its been free entry). Gives alternative audience rather than just pub crowds. Locality makes you feel safe and family love it - great childrens space. Wife if 'quite ill' and she really loves walking through the site - doesn't like or feel safe in other areas	Keep in mind of disabled access for events but generally everything has been great

29/04/2016			Cultural Interest, Commercial Interest	9	9	9	Able to bring other children whilst training / good space (very helpful for parents). Helped to expand business, as I am an outdoor business. Designed well for Personal Trainers. Central / good parking	potentially more sheltered areas over grass
29/04/2016			Cultural Interest, Lifestyle Interest, Commercial Interest	8	8	8	Spin off from crowds coming to the hotel after events (250 extra after Karoke). People coming for dinner / drinks before events. Brings people out of their homes	Potential for more shelter - potential sails etc (portable). Increase power outlets on Southern boundary
28/04/2016			Commercial Interest, Lifestyle Interest	7	7	8	Personally it has provided an alternative space, particularly as an avenue for walkers + cyclists which is safer + enjoyable. From a business perspective it has provided an attractive space for customer events & these have all been well received by our clients	would like to see a permanent café / restaurant - unsure if would be commercially viable however would attract more people to the site. Not in favour of skate park - feels this could attract wrong people and in turn could turn families away. Would like to see a water playground with fountains and jets of water (no slides) - Bright in VIC have built a beautiful one & doesn't detract from the area. Back of k&s depot is eyesore - needs to be screened off.
28/04/2016			Commercial Interest, Lifestyle Interest	7	7	8	It has impacted my life socially by providing a great day / night out and because they are one off events I have been encouraged to go whereas normally I might have put it off & say "I'll go next week" and never actually go. Professionally is has impacted me by providing more community events photography experience and opportunities	the site has provided a really practical space to allow fantastic events to 'pop up'. The site has the best atmosphere which you don't seem to achieve at other public spaces. I absolutely love the 'pop up' idea which has drawn huge crowds to every event & enhanced my social life
3/05/2016			Surrounding Site, Commercial Interest	8.5	10	10	Bringing more customers to store. Events result in increased numbers	Don't put skatepark in, it will spoil it it will reduce it's usefulness for a range of perspectives Fork and Cork should consider space
3/05/2016			Surrounding Site, Commercial Interest	7	5	10	Opened up a second access point for business. Over the summer period you couldn't get a bbq in over there. Every evening they are being used. On average, Anvil received 10 extra customers daily. People include reference to area.	Not much communication about the project upfront Open fencing within the next 12 months
3/05/2016			Surrounding Site, Commercial Interest	8.5	6.5	8.5	not often do we get back to back activities to the area that the Railway Lands have done. As a family, we've been to every event. There's always more people through the centre when events are held.	Toilets are impacted during day time events

3/05/2016			Surroundign Site, Cultural Interst, Commercial Interst, Lifestyle Interest	7	8	10	3 properties on Margaret Street sold since Rail Activation took place - people buying since development, Commercial Sales - positive attitudes in Mount Gambier from this has impacted sales throughout Mount Gambier - great play space with kids etc. made full afternoon out of it - friends away love the space - utilising walking track	family amenties (baby change rooms etc.) link through to Margaret Street critical to link netball/swimming
4/05/2016			Lifestyle Interest, Commercial Interest	7	7	8	Great place to go that is outdoors and central. Limestone Coast Party Hire have had considerable work there and hope it continues	Continue to have as many open air events, markets regularly. Particularly day time events to engage families and all age brackets. Need more seating, bbqs and wind breaks due to wind tunnel.
20/05/2016			Commercial Interest	8	8	8.5	Events at the Rail are good for the Centre, good for the town. It is definitely good for the town. No negative impact on centre. Personally, childred are 12 and 14 and not interested in current facilites at the rail	limiting number of food providers would increase foot traffic. First event had huge increase in trade (put on extra staff), second had an increase also (extra staff) however now no need to worry about extra staff. Interested to know how transfer of evetns from Cave Gardens is impacting on Main Street Operators.
20/05/2016			Commercial Intest, Lifestyle Interest	5	7	7	More toilets - look at placement of portaloos Beautiful open space More shade - shade sails outdoor cinema events	limit food business attending evetns and larger ragne of food trprs Recommend layout of events to community groups.
20/05/2016			Commercial Interst, Lifestyle Interest	9	9	9	Have been involved in 2 events as a business, hoping to be more involved in future events It's a great site Gone to lots of events with family	when alcohil is provided at evetns access to toilets is restricted by one ramp being closed. Mnore shade, toilets and seating would be good.
24/05/2016			Cultural Interest, Commercial Interest, Lifestyle Interest	9	10	10	Provided space/events that allows people to socialise and connect. Business who have 'bricks and mortar" allows oportunitues to be creative and set up "pop ups". Ability to attract more people from outside Mount Gambier - increase catchment area.	The locality does not suit a 'skate park' The Rail Station to be used appropriately like Café/Hospitality

24/05/2016			Commercial Interest, Lifestyle Interest	10	10	10	<p>The Cide Project' is a very new business, founded by a group of 8 friends and family members. The Rail pop up bar in 15 Jan 2016 was our first event, which was an overwhelming success. We sold 24 dozen, 12 of which were sold out within 2 hours. We had almost \$2,500 in takings which was reinvested back into our business. Our event at the Rail ensured we now have instant brand recognition in Mount Gambier, and across the broader Limestone Coast. Because we are a new brand, we are always looking for opportunities to work with vibrant organisations. The feedback on the day was amazing; we were asked all afternoon and evening when we were coming back, and when the next event at the Rail would be.</p> <p>The pop-up at The Rail gave us instant success. As a tiny producer it is incredibly difficult to sell a brand through traditional means, because we don't have the stock or cost efficiencies in place to make bottleshop and bar distribution work for us. By taking our product direct to consumers we could bypass the middle-man and sell to hundreds of consumers.</p>	We believe The Rail is not only an amazing community space, it can (and has proven) to be a space that facilitates tiny producers who don't have a traditional shop front. We would love to be involved with more events at The Rail, and would like to thank the City of Mount Gambier for supporting small local producers within the limestone Coast.
24/05/2016			Commercial Interest, Lifestyle Interest	9	9	9	<p>New and different in town - different options for a day/night out. limited at the Park- opens opportunities for different clientele and creating difficult experiences. bit more motivation for people to go out and seeing different crowds out</p>	Potential for more toilets/ spread locality - love the site!
25/05/2016			Cultural Interest, Lifestyle Interest		10	10	<p>In an everyday environment, pretty well devoid of creative imagination - opportunities to appreciate different and challenging for my art, beauty - expression - places to gather for face to face contact. The Railway Lands facilities offer a great deal. Thankyou Team City Council</p>	Bold - innovative - and carrying 'the people' with the development idea - the Railway Lands are accessible and free and beautiful Thankyou.
26/05/2016			Commercial Interest, Lifestyle Interest	5	5	5	<p>family space - love it (take the dogs, scooters etc.) Business (on the fence) - if flood market with events you lose the impact</p>	generally overall a fantastic space for the community
26/05/2016			Surrounding Site, Commercial Interest, Lifestyle Interest	9	9	9	<p>- great place for events - getting people out - more exposure to my commercial property - more interest to lease property - more aesthetic value</p>	Good Space
12/05/2016			Surrounding Site	5	6	6	<p>Space is regularly being used and it's a fantastic place to go with the family for lunch. Initial concerns about impacts of parking and view inot back yard have been alleviated.</p>	Site is used by Occupational Therapists with clients. Some concerns about people lingering around toilets at night.

26/05/2016			Cultural Interest, Commercial Interest, Lifestyle Interest	7.5	10	10	generated excitement, we will host an event there	The town buzzed the first few events that were staged there - I know because we got them here after. Still have sense of Council responsibility and ownership to eliver events, slow cultural change. "Finally this sleepy town has come of age" comments from a visitor in Melbourne
26/05/2016				8	9	9.5	have participated in personal traning sessions, great marketing for Vanilla Bean and gives us something different within our working lives, We've targeted a broader audience through our participation in events	The activities at The Rial didn't feel like Mount Gambier, it's been different , exciting. Nothing but positive comments from customers. Important to get the right balance of patrons/catering. Lighting and wind is a challenge.
26/05/2016			Cultural Interest, Lifestyle Interest	7	4	8	As a Kindergarten director, it provides us with another excursion destination. It has enabled me to increase the education and awareness around nature play and its percieved risk/benefit vs fixed play equipment. It has allowed me to place a larger focus on nature play and the benefits, particularly through the governing Council at the Kindergarten. I can now encourage excursions to take place at the Railway Lands, rather than around areas with traditional, plastic palygrounds. We have a display in the Kindy about Nature Play and remind parents that Nature Play is not a baby sitting service but an opportunity to teach and connect with their children. As adults, we are often encouraging the reconnection with nature and our own childhood memories revolving around nature play. We have bee there a lot as a family and I love that it is great for all ages - even the elderly (I took my elderly Pa there to enjoy some time with my 3 year old son). It is a great safe place for bike riding - during the holidays my son and I visited 5 times withing a 2 week period. There have been a lot of great events there however it is also a nice	Really good area and I have heard many of the families at Kindy commenting very positively about their experiences there. Caters for all ages. Nature Play is slightly too advanced for toddlers/early childhood - logs are too high/far apart and can't reach ropes etc. Perfect for ages 8+
2/05/2016			Surrounding Site	7	7	6.5	Has increased exposure to the site/business duting events. Additional 6-8 customers accessing the business from Railway Lands entrance daily. Events don't necessarily resultk in trade on the day but increase awareness and result in increased trade after events.	A skate park will deter visitors Car Shows - displays are fantastic use of space and have a positive impact in surrounding business Opportunity to increase parking along Railway Terrace.

25/05/2016			Cultural Interest, Commercial Interest, Lifestyle Interest	10	10	10	as a current emerging community cultural artist and sole trader of a new business, Artspraks Healing and Arts, the Railway Lands not only offers myself and other artists opportunities for expression but also community art awareness , exposure and conversations	As a born and bred Mount Gambierite over the years I have had many personal opinions on wasted Council land one major space being the Railway Lands. In my creative mind's eye I had several concepts but never did I envisage this space being transformed into such an aesthetic useful encompassing alternative and contemporary community meeting place. Congratulations Mount Gambier Council and Staff.
27/05/2016			Lifestyle Interest	3	8.5	3	Events have been a fantastic networking opportunity, Andrew has attended most events. There has been the right balance and events have been spread out across the calendar.	Passive use could be improved - consider soccer nets/football goals. Good to emulate activations from the Rail to other parts of the City such as Mainstreet - Friday night trade and pop up activity. Station Building needs tenant.
8/05/2016			Commercial Interest	6	8.5	6.5	The Rail has created trading opportunities through outdoor catering for both businesses. Allowed the Gravy Boat and Donut King as new businesses to showcase their products to an entirely different market. Kylie is confident that this leads to increased sales in store. "It's not about making money, but greater exposure and being part of the community".	"Being part of events is a nice change - it gets us out, and being from out of town, helps us meet people" The Rail has a sense of safety - I'm happy for my kids to go down there without me. Be careful that events don't over cater food providers - impacts all traders negatively.
29/05/2016			Commercial Interest, Lifestyle Interest	10	8	8	Family - more things to do, kids enjoy coming to the site. Business - created more business for me through events but also created business for other suppliers, hospitality businesses etc. The activation has enabled and encouraged me to think outside the square about my business in general and about what can be achieved onsite.	The activation of the site has been slightly more complex for me and my business due to that lack of access/proximity to power in some areas of the site and has resulted in having to bring extra equipment / generator in some cases. I would also like to see the plans for a walkway to Margaret Street proceed as it increases carparking etc.
30/05/2016			Commercial Interest	7.5	8	9	Central location makes it an ideal space to showcase vehicles. Results in increased awareness by a different / new customer audience. SUV 'come and drive' day resulted in more sales than any other similar promotion for Barry Maney Group.	Events have added to the vibrancy of the City. Events have not taken away from any existing business and event - if anything, they have added to the viability of pubs, cafes and restaurants etc. It would be great if commercial entities did not have to pack up directly after an evening event. Need lights and power, and toilets on the southern side.

25/05/2016			Cultural Interest, Commerical Interest, Lifestyle Interest	10	10	10	as a current emerging community cultural artist and sole trader of a new business, Artspraks Healing and Arts, the Railway Lands not only offers myself and other artists opportunities for expression but also community art awareness , exposure and conversations	As a born and bred Mount Gambierite over the eyars I have had many personal opinions on wasted Council land one major space being the Railway Lands. In my creative mind's eye I had several concepts but never did I envisage this space being transformed into such an aesthetic useful encompassing alternative and contemporary community meeting place. Congratulations Mount Gambier Council and Staff.
27/05/2016			Lifestyle Interest	3	8.5	3	Events have been a fantastic networking opportunity, Andrew has attended most evetns. There has been the right balance and events have been spread out across the calendar.	Passive use could be improved - consider soccer nets/football goals. Good to emulate activationsfrom the Rail to other parts of the City such as Mainstreet - Fridaynight trade and pop up activity. Station Building needs tenant.
15/06/2016			Lifestyle Interest, Family	n/a	10	10	I think it is a wonderful site. The STEM day was fantastic, the easy access gives us a place to go through because it's central. Like using it with our lakes, the boys love it. We cycle through. We recommend the space for our clients and families. The future bike track will be brilliant when it goes through. It's really fantastic, even though it's a growing project - a good area for growing activity.	Having more flowing water would be great. My sons would love to have a basketball ring on the site, neat the grass too more artwork on the walls would be great. A café on site would be great at some point to increase activity. I'd like to see more dancing there. Opportunities for movement in the space. It's very dark at tonight, if walking alone it becomes a barrier. It would be great to have more seating near the sculptures - opening toilets all the time would be great.
15/06/2016				7	6	10	It's been really exciting to watch things happening here and to see people in our town experience eg the music events etc. It's not just novelty, we're seeing people really want the activity and it's dynamic and more than just a meeting space. Organisers are doing a great job with varied activities and events. Having ticketed events is great. Good to see people active all year around. Great being involved in first stop and seeing things go up and watching reactions from people and being part of it was good. Seeing the local arts community involved. Has provided a buzz - pride in their colleaguesand inspiration to show what can happen.	I'd like to see a sound shell in the space so that people can congregate around this. A permanent stage/shell - on one side. Having a really good location for sound performance and film would be an asset and suggest we look at the old Cummins Trainstation Redevelopment in Regional SA. Caterers being aware of their customers - having enough would be great. It would be good to see alternatives to folk music eg classic or orchestral. The building (old station building) as an artists residence (recording studio) would be great or rail history / cafe etc.

15/06/2016			n/a	n/a	7	8	Families are walking up and down on the path this improves people's health and fitness/this provides a wonderful venue to host family events. Being central allows great family access. Longer term hoping it will break down barriers between families who do and do not access events usually - that people will feel the space inviting them. It's much more relatable as a play area to families who have not been used to playing on plastic eg refugee families. Providing transport access for families for events so they get to know they are being encouraged to participate in it will be an option, being encouraged to participate in it will be an option. Low cost or no cost to make this space accessible. Fostering an inclusive environment is really helpful and we're at the starting point if doing this with the space.	The space activates broad community and connection. It has been brilliant socially for people. Fiona has heard of it promoting work opportunities. Community have taken it as their space, People are saying it's a great space for us to use. It could be promoted as adult fitness and kids setting up their own circuits. We haven't seen this sort of activation in the City before, like we are seeing with the rail. It's central and inclusive. It's not seen as a Council parcel of land but as the community's. I think the community are seeing the vision of Nature Play. We are hearing less about 'plastic' traditional. It's really activating people in a new way.
15/06/2016			Family	8	9	9	The STEM event was brilliant. Families were extremely engaged with the Play trailer. We saw the most amount of creativity in the children at this event. All three were so independent in the making of things and being so creative in the space. We talk in our work with families about activities for family units (play groups or in general what they might do). We are always promoting the space being newer and different to the other areas and being central it has appeal. Our own family walk the dog there, we hang out at the labyrinth a lot. The kids like playing on the logs. You go down and run into people you know all the time. The billy cars were fantastic at STEM - watching them being built and how the kids used them.	Seeing more things like we're already doing would be great. Lower water for events in future - from a safety perspective. Nature play and mud play going on would be fantastic - it's good so far. Kids and families and they love it. Kite flying would be good - and add colour to the space. Rollerskating would be great in the space too, An event when the bike path is open - even a wheel event with skates and bikes etc. would be great, something planned and vibrant.



15/05/2016				5	5	5	<p>Involvement of staff and families accessing the site, it has developed as a central place for events, which supports the development of a sense of community and belonging.</p>	<p>It has supported and advocated for nature play and risk, the elements of risk in nature play promotes togetherness - parents are with their children (as opposed to traditional playgrounds where parents act as supervisors), the space is very open, how can it feel more enclosed. Very windy and lack of shelters (only those two shelter shaded areas in peak times and in summer this is not enough. Continue community events and the marketing and promotion of these. There have been many adult oriented events - it would be great to see more events like the STEM weekend which are child focused. The challenge is how to maintain the momentum of events at the site, and keep it sustainable. Is there enough signage to the site? IF you were a tourist driving through Mount Gambier you wouldn't know it existed.</p>
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## **CORPORATE AND COMMUNITY SERVICES REPORT NO. 56/2016**

**SUBJECT: INQUIRY INTO LOCAL GOVERNMENT RATE CAPPING POLICIES**

**REF: AF11/708**

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### **BACKGROUND**

Members would be aware of the Inquiry into Local Government Rate Capping Policies which has been conducted by the Economic and Finance Committee of the South Australian Parliament.

The Inquiry was announced in May 2015 and has recently released its final report with the following four recommendations:

#### **Recommendation 1**

Local Councils retain full authority to set their own rates and that no rate cap be introduced.

#### **Recommendation 2**

Local Councils continue to set rates after full consultation with their communities.

#### **Recommendation 3**

Councils be subject to a thorough auditing process under the auspices of the Auditor-General, consistent with section 36 of the *Public Finance and Audit Act 1987*.

#### **Recommendation 4**

Councils be required to publish, on an annual basis, these audits.

### **MINORITY REPORT**

A 'Minority' or dissenting report prepared by three Committee Members also forms part of the Final Report - in contrast to the Committee Recommendation 1, they have recommended "that a local government rate capping regime be introduced in South Australia to reduce cost pressures on households".

### **NEXT STEPS**

The final report is now referred to the Minister for Local Government who has four months to respond to the report. The Minister must indicate which (if any) of the recommendations will be carried out and which (if any) recommendations will not be carried out and the reasons for not carrying them out.

The LGA is therefore preparing a submission to the Minister and is seeking feedback from Member Councils on the recommendations made.

Responses to the recommendations made in the Final and Minority Reports are required by the LGA by Monday 29<sup>th</sup> August, 2016.

The report can be found in LGA Circular 28.1 <http://www.lga.sa.gov.au/page.aspx?c=70030>.

### **RECOMMENDATION**

(a) Corporate and Community Services Report No. 56/2016 be received;

Corporate and Community Services Report No. 56/2016 cont'd...

(b) Council provide the following response in the LGA template format:

<i>Recommendation 1: Local Councils retain full authority to set their own rates and that no rate cap be introduced.</i>
(Support)
<i>Recommendation 2: Local Councils continue to set rates after full consultation with their communities.</i>
(Support)
<i>Recommendation 3: Councils be subject to a thorough auditing process under the auspices of the Auditor-General, consistent with section 36 of the Public Finance and Audit Act 1987.</i>
(Not Support)
<i>Recommendation 4: Councils be required to publish, on an annual basis, these audits.</i>
(Not Support)
<i>Minority Report Recommendation: That a local government rate capping regime be introduced in South Australia to reduce cost pressures on households.</i>
(Not Support)



**Grant HUMPHRIES**  
DIRECTOR - CORPORATE SERVICES

Sighted:



**Mark McSHANE**  
CHIEF EXECUTIVE OFFICER

18<sup>th</sup> July, 2016  
MJT

**CORPORATE AND COMMUNITY SERVICES REPORT NO. 57/2016**

**SUBJECT: STRATEGIC PLAN / CORPORATE PLAN, ACHIEVEMENT OF KEY PERFORMANCE INDICATORS QUARTERLY REPORT, JUNE 2016**

**REF: AF11/790**

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**BACKGROUND**

Section 122 of the Local Government Act, 1999 requires Council to have a Strategic Management Plan. Council's Strategic Plan "Beyond 2015" was formally adopted by Council at its meeting in October, 2011.

After the adoption of the Strategic Plan – Beyond 2015, work commenced on the development of a 'Corporate Plan'. The Corporate Plan is the key document to incorporate the aspirations of the Strategic Plan – Beyond 2015 into the day to day operational work undertaken by all Council staff. The Corporate Plan also provides an important link to the development of business plans for individual work areas, the performance review of staff and setting, monitoring and adjustment of the annual budget.

The Corporate Plan was adopted by Council in August 2012.

**INTRODUCTION**

The Corporate Plan contains a significant number of Key Performance Indicators to be achieved by Council staff. This report is the final report on the achievement of the Key Performance Indicators associated with the Strategic Plan – Beyond 2015.

In May, 2016 Council endorsed the new Community Plan that replaces the former Strategic Plan – Beyond 2015.

**DISCUSSION**

Together with the Futures Paper the Community Plan now outlines the strategic direction and performance targets of Council over a period of time.

Together these documents provide a high level overview of Council as an organisation and include:

- Vision and mission statement
- Objectives
- Core business
- Strategic direction and
- KPI's

The Community Plan is a significant departure from the previous strategic plan and Council is now undertaking an extensive process to review services delivered and the organisational structure to ensure the aspirations identified within the Community Plan are delivered efficiently and effectively. Reporting on the achievement of the Community Plan is expected to commence at the satisfactory conclusion of this comprehensive review.

Corporate and Community Services Report No. 57/2016 cont'd...

**CONCLUSION**

This report provides the June, 2016 and final quarterly report on the achievement of the aspirations identified with the previous Strategic Plan – Beyond 2015 for Council's information.

Reporting on the achievement of the Community Plan will commence upon the satisfactory conclusion of the Service Review of Council.

**RECOMMENDATION**

- (a) Corporate and Community Services Report No. 57/2016 and the June, 2016 Quarterly Summary KPI report be received and endorsed by Council.



Tracy TZIOUTZIOUKLARIS  
**MANAGER BUSINESS AND STRATEGIC PLANNING**

sighted:



Mark McSHANE  
**CHIEF EXECUTIVE OFFICER**

28<sup>th</sup> June, 2016  
TT/FM

Attachment: Quarterly Summary KPI Report – June, 2016

For the month ending 30/06/2016

Description	Comment
<b>Corporate Plan</b>	
<b>1 Building Communities</b>	
<b>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.</b>	
<b>1.1.1 Build on the connections of the role and responsibilities of the Community Health Officer, Environmental Health Officer and Environmental Sustainability Officer.</b>	
At least four (4) meetings of the three (3) officers and one (1) project nominated and achieved in each year.	Meetings of all officers have taken place around the Public Edible Plants EOI and Edible City project.
<b>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.</b>	
Identify participation rates for each program.	Participation rates for Library Programs - for the period January - March 2016
	Children's Programs 76 sessions held 1992 participants average of 26 attendees per session
	School Holiday Programs 21 sessions held 569 participants average of 27 attendees per session
	Author Events 3 events held 490 people attended average of 163 people per event
	School Visits 12 visits 725 children attended average of 60 attendees per visit
	Other programs (including adult learning programs, workshops etc) 42 sessions held 736 people attended average of 18 attendees per program
	IT programs 85 lessons held 110 people attended
	Makerspace programs 100 sessions held 233 people attended
Undertake an annual review of the number of programs offered and type to assist in the scheduling of future programs.	Review completed. Additional minecraft session added during term programming, including coding and 3D printing for school holidays. IT schedule has changed. more partnerships

# Quarterly Summary Kpi Report Corporate Plan

For the month ending 30/06/2016

## 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.

Council events are appropriately managed and supported as identified within the budget and Long Term Financial plan and accounted for at all times.

Develop a yearly program of all events supported, managed and assisted by Council by 2012/2013

Develop, promote, implement a diverse program of activities in the Garden Square and review annually.

## 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.

## 1.1.4 Promote online booking systems for bus ticketing for better delivery of services.

Identify the usage rate of the online booking system.

Maintain and promote the online booking system for bus ticketing.

Review the usage rate of the on line booking system annually.

## 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.

Conduct an annual public awareness campaign to raise awareness of the requirement to register dogs annually.

Review City of Mount Gambier Dog and Cat Management Plan in 2013.

## 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.

Ensure the Waste Transfer Station accounts are

identified for sessions - one on ones continue on Tuesdays, new courses added from customer comments.

3D printing and Wacom tablets introduced - Monday and Tuesday availability, run by volunteers.

Makerspace program started in February- starting off with a small range of programs, incorporating other groups that are already running programs that fit the brief in the library.

All events are managed as per the budget and the appropriate approval process.

Council has an extensive calendar of events throughout the entire year identified in the report.

There is no current budget allocation for this activity.

The survey has not been undertaken by the Local Government Association.

Usage rate monitored.

Maintained and promoted continually.

Ongoing, always reviewing.

Regular media releases, and a monthly article in the Border Watch Newspaper called Tips from the GIs promote the Dog and Cat Management Plan.

Extensive media releases, and radio interviews make the public aware of Dog Registration responsibilities.

The City of Mount Gambier Dog and Cat management Plan 2013/18, has been approved by the City of Mount Gambier Council, and the Dog and Cat Management Board.

Council's waste management service continues to reflect community requirements, meets legislative requirements and council decisions

Waste Transfer Station accounts are maintained

# Quarterly Summary Kpi Report Corporate Plan

For the month ending 30/06/2016

maintained and all accounts are kept current and authenticated in daily operating systems and appropriately recorded.

Waste Services are delivered to customer satisfaction through maintaining the annual performance results of the Local Government Association Comparative Performance Measurement Survey.

## **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.

Maintain accurate and detailed record keeping in accordance with relevant legislation.

Provide secretariat services and advice to the Mount Gambier Cemetery Trust as required.

Relevant Cemetery/Burial/Cremation Acts and Regulations are complied with 100% at all times.

The Carinya Gardens Cemetery Master Plan implemented and adhered to at all times.

## **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.

Public toilets and amenities are audited and inspected quarterly by the Environmental Health Officer and any issues identified are appropriately addressed.

Public toilets and amenities are cleaned as per the Public toilets and 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.

Use annual statistics to identify and review usage rates of all library programs and amend accordingly.

## **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.

Develop a standard grant application and assessment process.

### **1.2.2 Encourage the Community to self manage events and identify opportunities for new events**

and authenticated. Daily operations are recorded and monies balanced by operator.

No performance survey available for this period.

Bookings for all services confirmed in a timely manner.

All records are maintained and accurate and meet relevant legislation.

All secretariat support provided as required.

The cemetery complies with appropriate legislation.

Carinya Gardens Cemetery Master Plan complied with.

Ensure all customer requests are dealt with in a timely manner-Ensure all front office staff are trained in asking the right questions when dealing with complaints. This will make it easier to prioritise jobs and not waste time finding out more information.

Annual audits are conducted on public amenities by the Environmental Health Officer and Assistant Works Manager and issues are addressed accordingly.

Public toilets are cleaned daily to a high standard.

Survey has not been undertaken in 2015. Review for 2016, smaller survey with targeted information gathering. Survey towards end of 2016.

Review completed.

All approved sponsorship applications and grant requests are processed as per the budget and managed via Community Events database.

Currently undergoing review.



# Quarterly Summary Kpi Report Corporate Plan

For the month ending 30/06/2016

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.

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.

### **1.03 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 manage and provide community events.**

Promote the Event Management Kit by sending to all clubs and community organisations to assist and support the community.

Provide support to community based organisations in the preparation of Funding Applications for the management and holding of community events when requested.

#### **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.

#### **1.3.3 Develop and manage sustainable infrastructure including roads, footpaths and 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.

Cycling paths continue to be developed in accordance with the Bike Plan up to the annual limit of Council's budget and grants.

Existing footpaths are maintained on an ongoing basis and in response to customer requests and within the

Social media strategy developed and trial for CSD to commence.

This is currently under review

Events Division and Manager of CS&D are conducting a review of sponsorship and kit information and processes. Ongoing.

Continue to identify and provide support to community based organisations. There are annual community events but also to support the new events from the community and help where we are able.

The partnership with DECD's and other local community groups/Service Clubs and Agencies gave Council the opportunity to work together with the community STEM (Science, Technology, Engineering & Maths) Family Fun Day on Sunday 29th May 2016.

Also the opportunity for Council to help establish two new events that will become annual events. These were the HPV Pedal Prix which had 51 teams from across the Limestone Coast, Regional SA, Regional Victoria, Adelaide and Melbourne participate.

The other was the Mountain Bike Downhill Race held at the Valley Lake which also had participants from Regional SA, Adelaide and Western Victoria compete. Very successful events which have the potential to grow in participant numbers.

Bookings are entered into diary and community events Outlook calendar as approved.

Pedestrian ramp program completed for 2015/2016 and meet disability requirements.

Implementation of shared bicycle path rail trail is nearing 50% completion.

Existing footpaths are maintained regularly and all customer service management requests are

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standard response time.

New drains are constructed in accordance with budget allocation.

New footpaths are constructed annually in accordance with the five year plan.

Roads are maintained and constructed annually in accordance with the long term infrastructure plan.

Roads are repaired and patched as required and 95% of the scheduled reseal program undertaken annually.

Stormwater drains are maintained and repaired 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..

Promote educational programs when developed, to encourage safe movement of traffic including cycling and walking.

Regularly monitor parking areas monthly, including school zones, for compliance with parking restrictions.

Regulatory signs are inspected annually.

Street Signs and Interpretive signs are maintained and installed in accordance with 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.

Undertake annual audits on the City Centre footpaths to appropriately address risk management issues.

##### **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.**

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.

#### **1.05 Recognise and support our volunteers, community organisations and their sustainability as they continue to be the foundation of the community.**

##### **1.5.1 Encourage community members to volunteer in community life and contribute to the social and cultural fabric of Mount Gambier.**

Develop a volunteer register to support Council and community based events by 2013/2014 and review annually.

Identify, schedule and hold at least two events throughout the year to recognise volunteers.

actioned within response times.

New drains constructed and meet budget requirements.

Footpath program is completed for this financial year.

Road infrastructure is maintained regularly and construction projects completed.

Roads are maintained as required and reseal of existing up to 98% completed.

Stormwater drains are maintained on a regular basis and repairs carried out as required.

All line marking works completed meet legislative requirements.

Council regularly monitor parking around Schools and the CBD for compliance.

All Regulatory signs have been inspected for 2016 and any defects detected have been reported to the Works Department.

Street signs are installed in accordance with legislative requirements.

All customer requests are responded to in a timely manner and meet timeframes if possible.

All works have been completed.

Works program is being progressed as per the works program schedule. All projects on target to be completed by end of FY and within budget allocations for various GL cost centres.

Currently being developed in conjunction with Human Resources.

Library hosted a Volunteers event, also hosted a Volunteers event for the Riddoch and about to host a second event.

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**1.5.2 Develop a community profile identifying the diverse groups/communities within the City of Mount Gambier.**

Undertake a desktop review of the 2011 Census data to identify the community profile of the City of Mount Gambier by 2013/2014.

**1.5.3 Where possible, reasonable, practical and efficient, identify projects that may be carried out partly or wholly by community groups.**

Selected small scale construction projects to be carried out partly or wholly by community groups are identified annually.

**1.06 Develop an improved means of communication and engagement between Council and the community (including vulnerable communities) in the building of community capacity.**

**1.6.1 Establish and promote a Corporate image through effective marketing and engage with the community through effective communication and media management.**

Develop an on-line community notice board by 2013.

Develop and implement a Corporate Community Engagement Framework by 2013.

Develop and implement a Strategic Communication Plan by 2013.

Develop and implement a Strategic Marketing Plan by 2014.

Maintain consistency with branding and corporate messages with standardisation of corporate image by 2012/2013.

Review and improve media management policies and procedures by June 2013.

Review Council's website annually.

**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.

Council advocates, partners on a range of social, recreational and cultural programs as required.

Services and facilities to remain accessible to Community Groups as required.

The desktop review was completed as part of the City Development Framework project and incorporated into the Futures Paper – Council's Long Term Strategic Plan.

Ongoing - current projects are Railway Lands redevelopment (planting, fences, heritage items, nature play elements etc).

Rotary Market group discussions continue with a formal application to use the space received. Await Council direction on this issue.

Old Hospital site - Lions Centennial Park concept is approved with the assistance of the local Clubs.

Complete.

Complete however about to undertake a review as part of continual improvement.

Currently trialing the Social Media strategy and implementation strategy.

Ongoing.

About to be reviewed.

A website review team has been established to provide constant advice maintain services.

Support provided for Sorry Day, Reconciliation Week and Harmony Day

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**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.

Review and update existing displays within the Tourist Information Centre and the Main Corner which provide interpretation of communities, customs and heritage annually.

Example is the ongoing facilitation of the Reconciliation Action Plan.

Minor upgrades have been undertaken as required.

**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.

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.

All Council Agendas include recognition of Boandik People.

These projects will be recognised as the Reconciliation Action Plan progresses.

**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.

About to be reviewed as part of continual improvement.

**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.

**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.

The land use analysis 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

Ongoing, this work is being planned in collaboration with Tourism Mount Gambier.

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2014/2015 that aligns with regional and state plans.

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.

The Visitor Information Centre's tourism accreditation is maintained.

Work collaboratively with the Limestone Coast RDA, SELGA and SA Tourism Commission

## **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.

### **2.2.2 Investigate opportunities to review the 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.

Develop and plan for the future use of the Discovery Centre of The Lady Nelson, including the review of interpretive displays in 2013/2015.

### **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.

### **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.

Investigate the potential for events and/or festivals during traditional 'off peak' months of July through to September by 2014/2015.

Maintain our commitment to Sports Marketing Australia.

## **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.

Review Asbestos Registers for all Council buildings and properties once every five years in accordance with regulations.

Visitor itineraries have been developed and disseminated to the Tourism Operators and accommodation providers to encourage increased overnight stays. Have been very well received.

Audit undertaken Accreditation maintained.

Ongoing.

Audit of key local features conducted, and promotion of TOP 10 strategy developed.

Ongoing, with very little update.

Review to be undertaken in 2016/2017.

Achieved and now regular workshops from Tourism Mount Gambier that is a subcommittee of the Chamber of Commerce.

N/A

N/A - we have no 'off-peak' in the area of events

Question the cost and value for money. Meeting with SMA to review.

Buildings assessed for fire safety in conjunction with Council's asset management inspections. Fire safety services are maintained by contractor and records are updated accordingly.

Asbestos registers for Council buildings updated as required and in accordance with regulations. Registers not required to be reviewed until 2018.

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Review Essential Safety Provision Registers annually and ensure all required follow ups are actioned and recorded.

### **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.

Plan and supervise all works to ensure all tasks are undertaken, completed in the appropriate financial year.

## **2.5 Develop and implement a dynamic planning 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.

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

Undertake a review of all utility services and infrastructure as part of the Urban Boundary Adjustment DPA by June 2013.

## **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.

Partner with universities, GTE, Chamber of Commerce, TAFE and other stakeholders to develop strategies to meet future labor supply and skills.

Section 30 Reviews completed as required by the Development Act, 1993.

### **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.

Implementation of the Schedule of significant key Council properties including the Railway Land and the former Mount Gambier Hospital.

Registers being maintained and developed.

All field functions and activities undertaken are in accordance with Councils policies /procedures and meet Relevant legislation.

Works are planned and supervised to ensure they are completed for this financial year .

All new areas for future development were investigated as part of the Urban Boundary Adjustment Development Plan Amendment. Completed.

The review of utility services and infrastructure was completed as part of the Urban Boundary Adjustment Development Plan Amendment.

Development Plan Amendments are undertaken according to legislative requirements.

Work closely with UniSA regarding campus expansion and the introduction of new courses from 2017. Economic development strategy identifies an outcome related to alignment between industry and needs educational outcomes.

Section 30 Reviews have previously been undertaken on a regional approach and managed by the Limestone Coast Local Government Association. The Section 30 Review has not yet been undertaken given the Planning Reforms currently being considered by the State Government.

Audit of key Council open public spaces completed. Audit will be used to identify future upgrade projects in 2016.

Railway Lands project is nearing completion. Community artwork being worked on in conjunction with Activation Team. Heritage items (telegraph poles & fencing being worked on



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<p><b>2.7 Constantly monitor the need for more revenue to meet demands caused by ageing infrastructure, increased local responsibilities and demands.</b></p> <p><b>2.7.1 Council operations are conducted in a financially sustainable manner with appropriate key performance indicators to measure performance.</b></p> <p>Annual Review of Council's Long Term Financial Plan (LTFP) including revenue and expenditure projections.</p> <p>In partnership with the State Government and other stakeholders to develop a regional strategy.</p> <p>Review Council's Asset and Infrastructure Management Plan annually.</p> <p><b>2.7.2 Maintain the existing benchmarking projects.</b></p> <p>Annual participation in the Local Government Association (LGA) benchmarking survey.</p> <p><b>2.7.3 Seek external funding from Federal and State Governments on an on going basis.</b></p> <p>Grant programs are monitored</p>	<p>currently).</p> <p>Two major commission art pieces have been approved. 'Tracks' has been installed and 'Signaling Change' is due for installation in July 2016.</p> <p>Margaret Street walkway concept has been approved by Council and adopted in 16/17 budget. Detail design to now follow in July 2016.</p> <p>Former Hospital - former Hospital sign has been re-constructed.</p> <p>Lions Centennial Park concept has been approved. Elements (BBQ, shelter, street furniture, trees etc. have been purchased ready for install by Lions Club in September/October 2016.</p> <p>Rail Trail project has commenced construction - custom street signage has been designed and components purchased to build..</p> <p>Council has progressed and endorsed our community plan and the economic development strategy. Engaging with Tourism Mount Gambier in establishing a strong industry led tourism group delivering on specific strategies for Mount Gambier.</p> <p>Asset management plans scheduled for review later this year.</p> <p>The LGA has ceased running the local government survey.</p>
<p><b>3 Diversity</b></p> <p><b>3.1 Understand our community profile</b></p> <p><b>3.1.1 Gather and summarise information and statistics including census data (2011) to assist understanding and decision making regarding our community.</b></p> <p>2011 Census summary document prepared by June 2013.</p> <p>Maintain the data base which forms part of the community directory and review twice a year.</p>	<p>Completed.</p> <p>The calendar of events is updated regularly to assist in the coordination of Community Events held throughout the year.</p>

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## **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.

Maintain regular meetings of the Community Engagement and Social Inclusion Sub Committee.

## **3.3 Celebrate the positive contributions of all members of our communities, to our collective social, economic, cultural, health and overall wellbeing**

### **3.3.1 Facilitate a range of community cultural programs and events.**

All existing community events are held as per an annual schedule of events.

Meetings are held monthly.

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.

With new website, the public are able to utilise the "calendar of events" to inform them of up coming events and details on the event.

A calendar of major events are forwarded to SAPOL to advise staffing of traffic officers used for road closures or policing traffic.

A schedule of events is supplied to South Australia Tourism Commission with Mount Gambier's major events to place in their Limestone Coast Guide.

Large Major Events are scheduled onto SATC website as part of the Datatrax system.

Support community groups and agencies to celebrate national/international days of significance.

## **3.4 Recognise and respond to our collective responsibilities and to provide ease of access to physical facilities and spaces (public or privately owned).**

### **3.4.1 Undertake an assessment of all Council buildings to assess, record any issues identified.**

A schedule of all works to be carried out is developed by December 2013 and implementation commenced.

Inspections undertaken on all Council owned buildings and completed by 2014.

The schedule has been completed and implemented.

Inspections undertaken and completed during 2014.

## **3.5 Consider the needs of all community groups in developing projects, services and infrastructure (privately or publicly owned).**

### **3.5.1 Develop open spaces and recreation facilities that support active communities, healthy environments and maintain a high level of amenity.**

All reserves and playgrounds are maintained in accordance with Council's maintenance policies.

Playgrounds are audited regularly and any maintenance issues are actioned as soon as possible.



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<p>Community spaces audited for accessibility and design in accordance with Good Urban Design Principles by 2015.</p>	<p>Completed in previous reporting period.</p>
<p><b>3.5.2 Advocate for means of safe crossing of Major Arterial roads</b></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>	<p>Completed in previous reporting period.</p>
<p><b>3.6 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).</b></p>	
<p><b>3.6.1 Advocate for the development of a special needs program for marginalised and vulnerable groups.</b></p>	
<p>A Safe mobility program is developed, delivered and maintained by 2014.</p>	<p>Completed in October 2014.</p>
<p>Provide support for the delivery of programs for special health groups for marginalised and vulnerable groups when requested.</p>	<p>Addressed using HP Records Manager.</p>
<p><b>3.6.2 Continue to promote a Child/Vulnerable People Safe Environment.</b></p>	
<p>All Elected Members, Employees and volunteers identified as working with children/vulnerable people undertake appropriate training as per legislative requirements</p>	<p>Training provided as identified.</p>
<p><b>3.7 Develop the capacity of Council to effectively communicate and engage with our communities, other agencies and service providers.</b></p>	
<p><b>3.7.1 Network with age care and disability service providers to identify needs within the community.</b></p>	
<p>Community Engagement and Social Inclusions sub committee.</p>	<p>Guest speakers are managed as per Council's endorsed Key Focus areas for CESI.</p>
<p><b>3.7.2 Work with kindergartens and primary schools to improve health and wellbeing through active lifestyles.</b></p>	
<p>Identify safe walking/cycle path networks around schools through community education by 2013.</p>	<p>This is an action for the Environmental Sustainability Officers</p>
<p>Provide training and education to parents and new migrants on safe walking/cycle pathways to schools.</p>	
<p><b>3.7.3 Develop and implement effective and efficient communication and community engagement tools to integrate with Council's daily operations.</b></p>	
<p>Establish online engagement tool by 2012/2013.</p>	<p>On line engagement tool has been incorporated into Council's website.</p>
<p><b>4 Environment</b></p>	
<p><b>4.1 Systematically build Council as an environmentally sustainable organisation.</b></p>	
<p><b>4.1.1 Identify the Carbon footprint of Council and understand the carbon trading scheme and the legislative requirements for climate change adaptation.</b></p>	
<p>Annually assess if Council is required to comply with any carbon and/or climate change legislation.</p>	<p>Assessment has been undertaken. No resulting action required.</p>

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Establish a system to annually measure and report on Council's carbon emissions by 2014.

#### 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.

#### 4.1.3 Educate the community to minimise waste and improve recycling levels.

>5% reduction in waste generation per capita by 2015 (in line with South Australia's Waste Strategy 2011-2015).

#### 4.1.4 Coordinate and support the Environmental Sustainability Sub Committee (ESSC).

ESSC meetings held regularly.

The coordination and implementation of all action arising from meetings undertaken.

#### 4.2 Partner with the community to conserve and reduce the quality 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

Actively provide information for the community regarding the interpretation of the importance of groundwater for the region's lifestyle and economy through the website, environmental drops etc..

Annually provide water related information to the community in 3 different formats (e.g. talks, online and media).

#### 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.

Identify and plan for energy use requirements for Council buildings using the Building Code as a minimum requirement (try to achieve best practice).

System has been established, and is being used each year to measure and report on emissions.

Tool has been developed and rolled out. Assessments are the responsibility of all relevant staff.

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.

Meetings held as required.

All tasks have been completed, or are in the process of being completed.

Information provided via Council's website, and also talks in schools and to community groups.

Information provided via Council's website, and also talks in schools and to community groups.

All Development Applications are assessed against the provisions within the Development Plan.

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 endeavor to establish an annual budget item of \$50,000 for energy efficiency and renewable energy measures. These funds should be used for actions focused on delivering the greatest financial savings, in the shortest time

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## 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).

Trees trimmed, removed and replaced as required on an ongoing basis. All complaints addressed within 48 hours of receipt.

## 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.

## 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.

## 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.

Provide information, including pre lodgment advice, to assist applicants to improve the quality of information submitted with Development Applications.

### 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.

period. Energy efficiency measures should be considered first.

All new trees for this financial year have been planted as per council's policy.

Trees are trimmed as required, complaints and customer service management requests are addressed within time frames.

Tool has been developed and rolled out. Assessments are the responsibility of all relevant staff.

Community education materials developed include media releases, articles, website content, brochures, booklets, and talks.

Planning inspections taken place and recorded.

Pre lodgment/ preliminary advice given to applicants and community.

Projects include; Railway Lands (100% design complete - Stage 2 Master Plan almost complete with Telegraph Poles & fencing outstanding along with some community art projects),

Railway Lands Margaret Street Link - concept design completed for Council approval. Further detail to be pursued in July 2016.

Major Art Commission for two pieces has been awarded. 'Tracks' has been installed with ground surface treatments completed. 'Signaling Change' due for installation in July 2016.

Old Hospital Site - Lion's Park detail design completed. Path networks and cul-de-sac

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#### 4.6.3 Appropriately respond to and address storm, fire, accidental and criminal damage.

Criminal damage is appropriately addressed and reported within twenty four hours.

Implement and comply with the City of Mount Gambier Bushfire Management Plan.

Minor maintenance is undertaken in accordance with service standards.

Storm damage and flooding is addressed and managed in line with disaster recovery.

Storm damage and flooding is addressed and managed.

#### 4.6.4 Provide an efficient and effective development assessment service

Development Assessment Panel (DAP) operations conducted to meet legislative requirements.

High level customer service is achieved through maintaining the annual performance results of the Local Government Comparative Performance Survey.

Planning decisions and Building Rules Consent issued within the statutory timeframes and reviewed through the Systems Indicators Data Reporting mechanism as required by legislation.

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).

#### 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

Continue to support the Heritage Advisory Service and provide a schedule of appointments monthly.

Manage the Local Heritage Grant Funding program.

The Heritage Advisory Group to continue to operate on a bi monthly basis.

#### 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.

completed. Elements for park purchased awaiting construction in September/October 2016.

Rail Trail project has been designed, including custom street signage concept.

External cladding systems for Civic Centre Flytower has been designed by consultants and due to go to tender in July 2016.

Centenary Tower Pines have been hygiene thinned - further work to be completed in 2016/17.

Criminal damage is addressed as soon as possible and reported to SAPOL when required.

Curing and Greening figures are done weekly, and a monthly check of Council boundaries and assets are conducted.

Minor maintenance is undertaken by council staff and meets council service standards.

Storm water issues are addressed as soon as possible according to priority working with emergency services and SAPOL.

Flooding and storm damage is actioned once reported.

CDAP operations conducted and have met all legislative requirements.

The Local Government Association has not undertaken this survey.

Statutory time frames kept and managed for Planning decisions.

These records are regularly maintained by the Administration Team.

Schedule of heritage appointments kept and supported.

Local Heritage Funding program completed for 2015-16 budget.

Heritage Advisory Group has met when required.

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Deliver three community education activities per year including articles and talks to key groups (community/business/industry) promoting our environmental aspirations.	Community education materials developed include media releases, articles, website content, brochures, booklets, and talks.
<b>5 Governance</b>  <b>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</b>  <b>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.</b>  Review results of any industry initiatives and submissions supported by Council.  Review results of grant funding applications submitted by local organisations, supported by Council.  Review results of any industry initiatives and submissions supported by Council.  Review results of grant funding applications submitted by local organisations, supported by Council.  <b>5.2 Fully integrate long term asset and financial plans with the annual business plan and annual budget</b>  <b>5.2.2 Integration of Asset Management Plans, Long Term Financial Plan, Business Plan and Annual Budget.</b>  Consult, liaise and promote to the community the Annual Business Plan and Budget.  <b>5.3 Evaluate the effectiveness of all service delivery initiatives against the returns and/or benefits to the community</b>  <b>5.3.1 Develop and implement systems to evaluate service delivery.</b>  Continue to implement outcomes from the organisational functional review completed in 2012.  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.  Maintain or improve on the annual performance result in the Local Government Association Comparative Performance Measurement Survey annually.  <b>5.3.2 Manage the administration of payments to suppliers, revenue collection, preparation of annual financial records, and recording of Council's assets.</b>  An internal audit of payroll records i.e. levels, rates of pay, leave accruals etc.  Complete internal financial control project.  Financial statements prepared for external audit in accordance with legislative requirements and internal control.  Financial sustainability indicators to operate within the adopted target ranges.  Liaise with Council's Audit Committee to complete an	Dealt with as required.  As required.  Dealt with as required.  As required.  Community meetings are held as part of the process of developing the Annual Business Plan and Budget.  Completed.  Completed.  The Local Government Association no longer undertake this survey.  Leave accruals have been reconciled in Authority against manual records.  Internal Financial Control project has been completed.  Financial statements are prepared as per legislative requirements.  Program has been developed to review Council

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annual review of financial policies including internal controls.

## **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

Develop, implement and review a WHS Risk Management Strategy providing for best work practice

Develop, implement and review a WHS Risk Management Strategy providing for best work practice

### **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

Develop and implement new performance development and review process.

Review and update position descriptions.

Develop a Human Resources Manual reflective of the new HR policy framework

### **5.4.3 Review of the Human Resources requirements within the Corporate and Community Services Department.**

Implement collaborative staff practices within the Community Services and Development Division by 2015.

## **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.

Timely completion of Council's annual rating and periodic rating processes.

### **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.

Ongoing support, training and induction of staff in relation to their record keeping responsibilities and in use of Council's electronic document management system.

policies and report to the Audit Committee.

Completed.

Completed.

Completed.

Completed.

Fully implemented.

Position descriptions are reviewed and updated as required.

Progressing.

Achieved. Recent example is the STEM (Science, Technology, Engineering & Maths) activities and also the Exhibition Action Team for the Riddoch Art Gallery. Regular meetings of the divisions held.

Council rates are levied annually in July.

Council rates have been levied in accordance with policies, Local Government Act and Procedures.

Records staff follow practices and procedures and provide record keeping advice to staff in line with meeting Council's record keeping responsibilities.

Records staff provide support in the use of RM8 on an ongoing basis and are available to provide further training or record keeping advice as required.



# Quarterly Summary Kpi Report Corporate Plan

For the month ending 30/06/2016

## **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.

Maintain and review data contained within the GIS system quarterly.

## **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.

## **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.

Review the financial components of the Road and Building Asset Plan annually.

Weekly updating of property data reports provided by Valuer-General Land Services.

## **5.5.4 Provide high performance customer services across Council.**

Compliance with legislative requirements at all times.

## **5.5.5 To run an efficient and well maintained depot and store.**

All roadwork signage inspected quarterly.

Depot and surrounds, small items and equipment are maintained at all times with 6 monthly audits.

Develop and implement an improved system to ensure individual accountability by employees for all tools, equipment which is allocated to them by mid 2014.

Investigate and cost automated/electronic fuel dispensing/recording system in 2014.

## **5.5.6 Operate an appropriately resources and efficient workshop to maintain Council's fleet vehicles, plant and equipment to a safe operating standard.**

All fleet vehicles, plant and equipment are maintained as per regular maintenance programs.

Provide training to staff on the use of machinery when new machinery is purchased and reviewed annually.

## **5.5.8 Promote Mount Gambier as a progressive City through innovative design solutions for urban realm projects.**

Urban Realm projects are identified and delivered on time and on budget when approved by Council.

All new staff assigned a RM8 licence to receive introductory RM8 training session when they first start with Council.

Ongoing. Last completed in early June 2016. Changes include update to cadastre, council properties, assets, reserves etc.

Underway.

The voters roll is reviewed and updated as required.

Road and Building Asset Plan is to be incorporated in the Long Term Financial Plan review.

Undertaken as required.

Compliant with legislative requirements during the reporting period.

Quarterly audits are completed on signage.

Depot and surrounds are maintained at all times, equipment is in good order and audits completed.

Depot staff are accountable for all tools and equipment and are required to sign register accessing store. 6 monthly audit has been conducted.

Has been investigated and waiting for approval as part of the budget process.

Workshop has recording processes in place to identify all maintenance performed on plant and equipment.

All staff are inducted and trained on all equipment prior to operation.

Projects include; City Centre Streetscapes (Percy, Gray, James & Helen Street 100% concept plans complete),

# Quarterly Summary Kpi Report Corporate Plan

For the month ending 30/06/2016

<p><b>5.5.9 Provide high quality support for Council Members and Council Employees.</b></p> <p>Business papers, including agendas, minutes and reports are compiled and distributed in accordance with the Local Government Act, 1999.</p> <p>Provide support for civic and ceremonial responsibilities of Council, including citizenship ceremonies.</p> <p>Provision of executive and administrative support to Council, standing committees, subcommittees, the Mayor, Member, Executive Management, and other staff.</p> <p><b>5.6 Establish measures for Council's performance and continually compare against community expectations</b></p> <p><b>5.6.1 Continue to be involved within the Local Government Association Comparative Performance Measurements Survey.</b></p> <p>Participate annually in the Local Government Association Comparative Performance Measurements Programs.</p> <p><b>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</b></p> <p><b>5.7.1 Ensure Council's information and communication infrastructure and environment.</b></p> <p>Annually evaluate the existing IT and communication systems to ensure capability and suitability to Council's changing needs.</p> <p>Corporate systems are available for staff access and work 95% of standard day time working hours</p> <p><b>5.7.2 Ensure Employees are engaging with their peak professional organisations to continually update knowledge in their respective professional disciplines.</b></p> <p>Encourage and support employees to update knowledge in their respective professional disciplines through training and involvement with peer and professional organisations and groups.</p>	<p>Railway Lands (fencing &amp; heritage items about to commence), Railway Lands Margaret Street Link concept design complete. Rail Trail project 50% construction complete (custom street signage design complete &amp; materials ordered). Lions Park concept has completed - materials ordered - construction to commence in September/October 2016. Civic Centre Flytower Project has proceeded to Tendering phase with consultant architects.</p> <p>All business papers including agendas, minutes and reports are prepared, compiled and distributed in accordance with the Local Government Act.</p> <p>Executive Support is provided for Civic Ceremonies and Citizenship Ceremonies are conducted in compliance with the Australian Citizenship Act of 2007.</p> <p>Executive and Administrative Support is provided to Council and Committee Meetings, Elected Members and Senior Executive.</p> <p>The Local Government Association no longer undertakes the Survey.</p> <p>Evaluation undertaken - new equipment for any new staff will be required. computer and phones required. New digital extensions required. Quotes received.</p> <p>System has been stable and reliable.</p> <p>Incorporated into Employee Performance Development and Review process to ensure 6 monthly assessment and review.</p>
<p><b>6 Community Well - Being</b></p> <p><b>6.1 Advocate for the health needs of the community by encouraging partnerships in the provision of</b></p>	



For the month ending 30/06/2016

## 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.

Review all properties for sewer connections in 2013/2014, subject to budget allocation.

### 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 to maintain the community support and usage of the library.

Identify and develop an annual schedule of programs to be offered through the library.

Keep detailed statistics on visitation and usage of service and prepare quarterly reports.

### 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.

Undertake (at least twice yearly) monitoring of furniture and displays to ensure they meet permit conditions.

### 6.1.5 Deliver and regulate a taxi service which is beneficial to the community.

Check taxi meters and registrations annually.

## 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.

Reports are reviewed when received.

Completed as required.

Community programming continues. Regular meetings are now occurring with SAPOL and FamiliesSA re school holidays, prior to and after school holidays.

Continued use of Code of Conduct, mostly for adult behavioral issues.

FamiliesSA will also notify library of written directives so that library staff can advise FamiliesSA.

Annual schedule of regular programs for 2016 has been developed.

Loans

January - March 2016 - 85,107 loans

Visits

January - March 2016 - 97,625 people visited

Internet Hours Used

January - March 2016 - 6,141 hours used

Number of room bookings by community users

January - March 2016 - 438 room bookings

All outdoor furniture and displays are issued with permits, and are subject to regular checks

All outdoor dining and furniture premises, are issued with a permit and are subject to regular checks for compliance

Taxi licence checks for the 2015/16 year have been checked, and taxi licence documentation has been updated

Regulated through Environmental Health team and reported to Director Operational Services. Annual licensing May/June 2016.

For the month ending 30/06/2016

## 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.

Completed through Your Professional Network by Community Development Officer.

## 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.

15/16 footpath program 95% completed and will be completed by end of June 30.  
Rail Trail 50% completed and to be completed by the end of August 2016.

Effective immunisation of target communities as per the schedule of immunisations and to maintain the current immunisation rate.

Support provided to Community Health's immunisation program. Vaccine preventable communicable diseases monitored in monthly SA Health reports.

Ensure all cooling tower and warm water systems are audited annually as per the Public and Environmental Health Act, relevant regulations, codes and standards.

Undertaken by Environmental Health Officer.

Ensure timely follow up of communicable diseases where required.

Weekly reports have ceased. Monthly Communicable Disease Control Branch (CDCB) reports monitored.

Food premises are inspected as per the Food Act and on a risk basis and notified accordingly.

Reactive inspections undertaken due to higher priority of work load this quarter.

Inspect hairdressers and skin penetration facilities in accordance with the Public and Environmental Health Act and risk management principles.

Minimal inspection conducted due to higher priority workload.

Provide a timely and effective immunisation program to the Mount Gambier population.

Support provided to Community Health's immunisation program.  
Pertussis & Influenza prevention conducted. Radio interviews, newspaper reminders etc.

Support the 'Registered Training Organisation' in the provision of affordable and accessible food safety training for food handlers.

Promotion and participation by authorised officers throughout the quarter. A food safety training session was held in June 2016 with 16 participants attending.

Undertake annual auditing, or ensure it is undertaken, of high risk food businesses serving vulnerable people.

All due premises have had their food safety audits conducted for this quarter.

Undertake inspections of public pools and spas in respect to relevant acts and regulations.

Undertaken by Environmental Health Officer.

When insanitary conditions are identified, attempt to resolve in a timely and effective manner.

Duties conducted in accordance with legislation and with regard of professional training undertaken. Local network building to provide support and resolution has been undertaken this quarter. Approach and resolution time frames are on a case by case basis.

## 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

Advice and support provided to all community enquiries.

## 6.8 Advocate with Federal and State Governments to increase local availability to acute health care services

# Quarterly Summary Kpi Report Corporate Plan

For the month ending 30/06/2016

<p><b>and also primary health care services</b></p> <p><b>6.8.1 Encourage SA Health to Identify opportunities and programs addressing mental health concerns and issues.</b></p> <p>Provide support and funding assistance to locally based programs addressing mental health issues and concerns within the community.</p> <p><b>6.8.2 Continue to maintain Council's advocacy role in the provision of health services.</b></p> <p>Ensure Council provides timely responses to requests for letter of support.</p>	<p>No funding requests received.</p> <p>Ongoing and achieved.</p>
<p><b>7 Learning</b></p> <p><b>7.1 Encourage and promote partnerships with the entire community so that everyone understands and embraces the benefits of a lifelong learning community</b></p> <p><b>7.1.1 Foster relationships and facilitate conversations to improve community engagement and learning.</b></p> <p>Develop and program community learning activities and experiences in the Garden Square with community groups.</p> <p>Develop opportunities for staff and elected members to share their expertise with groups and vice versa.</p> <p>Employ a whole of Government (Federal, State and Local), agencies and groups approach.</p> <p>Host forums that bring various groups together i.e. Education Leaders' Forum, Blue Sky Lectures, Thinker in Residence.</p> <p>Provide input to joint funding proposals for learning projects when required.</p> <p>Review current databases of contacts and update as necessary.</p> <p><b>7.2 Promote the benefits of cooperative learning and the contribution learning makes to our enhanced quality of life</b></p> <p><b>7.2.1 Develop a coordinated approach across Council for the delivery of life long learning activities.</b></p> <p>Continue to be leaders in delivering, developing and promoting library collections and services to the community.</p> <p>Develop an evaluation framework to review Council's achievement of lifelong learning goal.</p> <p>Establish a statistical baseline of community involvement in learning activities.</p>	<p>N/A there has been no budget allocation.</p> <p>Ongoing via workshops, subcommittees and a range of training and development opportunities.</p> <p>Significant and positive relationships with state and federal local members. Mayor and CEO regularly meeting with State Government Ministers in Adelaide and when visiting the region. Positive outcome via three government level involvement with the Penola Road Traffic lights.</p> <p>Recent example is the STEM (Science, Technology, Engineering &amp; Maths) summit in May and visiting keynote speaker Bernard Salt</p> <p>Resilience program highlights the capacity of Council to work with other agencies and as necessary take a lead role in joint applications to advance programs.</p> <p>Joint applications with UniSA to secure funding for drug awareness programs.</p> <p>Databases are maintained and reviewed as required.</p> <p>Monthly attendance figures identify that the library continues to be well supported and used by the community.</p> <p>This is measured by the activities of the Lifelong Learning Sub Committee and the attendance numbers of the Library, Environment Health and Environmental Sustainability education programs.</p> <p>Basic data is kept on Council learning activities.</p>

# Quarterly Summary Kpi Report Corporate Plan

For the month ending 30/06/2016

Recognise that most Council activities provide learning opportunities.	Completed.
Review existing community learning material, resources and information already available to communities.	Completed.
<b>7.3 Foster partnerships that develop programs, services and opportunities that deliver learning excellence</b>	
<b>7.3.1 Develop a framework within which learning achievements and initiatives can be recognised and celebrated.</b>	
Continue to support recognition of learning through active involvement in scholarship programs.	University of South Australia Scholarship and Award program.
Determine opportunities for recognition and celebration of learning achievements.	Hosted a significant STEM (Science, Technology, Engineering & Maths) event 24-26 May 2016 in partnership with DECD. The first of its kind in regional Australia
Elected Members and key staff being visible and attending celebratory functions.	Ongoing and significant attendance at a wide variety of community functions.

## **CORPORATE AND COMMUNITY SERVICES COMMITTEE REPORT NO. 58/2016**

**SUBJECT: ECONOMIC DEVELOPMENT - TOURISM PLAN IMPLEMENTATION**

**REF: AF15/400, AF16/188**

### **BACKGROUND**

Mount Gambier is South Australia's largest regional city and is the "capital" of the Limestone Coast with over 1000 accommodation beds, range of diverse tourism experiences and globally recognised for its iconic assets such as the Blue Lake and the caves of the karst geological formations. The visitor economy injects \$103.8 million direct revenue to the City's Gross Regional Product (GRP).

Over recent years, the City has experienced the cessation of the Limestone Coast Tourism group and the lapse of other Mount Gambier based tourism organisations and groups.

The City of Mount Gambier has been unable to:

- provide a network forum for tourism businesses and services,
- act as an advocate on behalf of industry,
- develop and enhance tourism products and services,
- represent industry views on appropriate issues and policy,
- identify and secure new tourism opportunities (including investment)
- engage with all levels of government.

This lack of leadership inhibits further development of an already valuable Mount Gambier tourism sector in a cohesive, focused and strategic manner.

Data from the Australian Bureau of Statistics shows the national average for accommodation occupancy in regional Australia is around 55%, whereas the average for the Limestone Coast is about 43%. This indicates that Mount Gambier and the broader region has the capacity to grow visitation and grow the tourism economy.

In response, the tourism industry prepared a comprehensive strategic industry plan "*Changing the Tourism Culture*" (attached) and formed an industry group (*Tourism Mount Gambier*), to contribute to building a strong and resilient tourism economy for the City. The plan was presented to industry representatives in May 2015 and endorsed in February 2016.

Under the auspices of the Chamber of Commerce, a "*Tourism Mount Gambier Board*" has been formed as a sub-committee of the Chamber. The Board have developed a comprehensive governance framework to support their operations.

*Tourism Mount Gambier* (TMG) have presented to the Council on three occasions (9 May, 15 June and 27 July) outlining the plan's vision, strategic priorities and actions and sought to work in partnership with Council in delivering the plan.

Based on projected increased visitation, Mount Gambier tourism direct revenue will increase by 9.1% pa which will result in 55% growth over the next five years and provide over 350 new jobs.

To deliver the Industry Plan, in partnership with Council a budget of \$480,000 over a three year period is anticipated. The budget would be held by the City of Mount Gambier. A three year horizon is considered critical to achieve the targets identified in the Industry Plan, to secure the employment of a tourism professional for a reasonable time frame and to gather momentum within the tourism economy.

Corporate and Community Services Report No. 58/2016 cont'd...

Such an investment will give a return over this period of \$61m, as shown being year 1 \$10 million, year 2 \$20 million and year 3 \$31 million.

Tourism Mount Gambier will be seeking to be “self-funding” within the next five years and are actively seeking new membership, external grant funding and funding from the District Council of Grant.

It is recommended that a tourism specialist be engaged, as matter of priority, to lead and deliver the key priorities of the plan over the next three years. This position will be engaged by Council in line with our Human Resource procedures, supported by the Council while working with Tourism Mount Gambier in the delivery of the industry strategic plan.

It is recommended that Council provide “in kind” support for the tourism specialist’s office accommodation, pool vehicle usage, and office consumables as identified in the attached budget proposal.

Regular quarterly updates will be provided to Council on the progress of the tourism plan performance against established Key Performance Indicators including any revised timeframes and financial reporting.

RECOMMENDATION:

- (a) Corporate and Community Services Report No. 58/2016 be received;
- (b) Council :
  - 1) Endorses the *“Changing the Tourism Culture” – an industry plan to grow Mount Gambier’s Tourism Economy* tourism plan.
  - 2) Endorses the joint partnership of Council and Tourism Mount Gambier to deliver the tourism plan.
  - 3) Council’s 2016/2017 Tourism budget of \$160,000 (G L Code 6350.0815) is applied in partnership with Tourism Mount Gambier to achieve actions and outcomes as detailed in the Industry Plan. It is recommended that similar partnership funding be provided in the next 2 financial years.
  - 4) Acknowledge that within the allocated budget engagement of a tourism specialist to deliver the tourism plan and the position to be engaged and supported by Council including the provision of in kind support for a three year period.
  - 5) Request Tourism Mount Gambier establish Key Performance Indicators to provide quarterly reports to Council on tourism plan performance and financial reporting.
  - 6) Provide Councillor representation on the Tourism Mount Gambier Board.



**Kristina ROBERTS**  
ECONOMIC DEVELOPMENT MANAGER

Corporate and Community Services Report No. 58/2016 cont'd...

Sighted:

A handwritten signature in black ink, appearing to read 'Mark McSHANE', written in a cursive style.

**Mark McSHANE**  
CHIEF EXECUTIVE OFFICER

29<sup>th</sup> July, 2016  
MM/FM

*Attachments:*

1. *Tourism Industry Strategic Plan – “Changing the Tourism Culture”*
2. *Tourism Mount Gambier Council Workshop Presentation – 15 June 2016*
3. *Tourism Mount Gambier Budget proposal – 15 June 2016*



# Changing The Tourism Culture

An Industry Plan To Grow Mount Gambier's Tourism Economy





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# Introduction

Tourism Mount Gambier is an industry driven group of committed tourism operators who share a vision for growing the tourism economy. It is established under the umbrella of the Mount Gambier Chamber of Commerce.

The objective of Tourism Mount Gambier is to develop and implement a Tourism Strategic Plan that will result in growth of the tourism economy in the Mount Gambier area. This plan will support the South Australian Tourism Commission's goal of growing the State's tourism economy from \$5.4 billion in 2016 to \$8 billion in 2020. By playing its part the tourism industry in Mount Gambier led by Tourism Mount Gambier, we will generate significant economic benefit.

This plan has been developed over a twelvemonth period utilising extensive consultation with industry, local government, tourism operators and the Mount Gambier Chamber of Commerce.

At an industry forum in May 2015 a draft plan was presented and feedback sought from industry participants. Forty-eight tourism operators attended (received 20 apologies -see *Addendum 2*) voted unanimously in support of the draft and the four key aims identified within the plan (see *Addendum 1* and the Executive Summary below for full details). The meeting also endorsed the ongoing work of the Mount Gambier & District Tourism Development Working Party (now Tourism Mount Gambier).

Tourism is a vital part of the Mount Gambier economy and visitor numbers are continuing to grow despite a lack of a formal tourism industry body for the sector.

Mount Gambier offers a unique visitor experience and a myriad of activities within a 100km radius, however the City of Mount Gambier and the broader Limestone Coast competes with every tourism region to attract visitors. Thus industry stakeholders need to work together to achieve maximum outcomes for the sector from limited resources.

Tourism Mount Gambier view tourism as 'everyone's business and are seeking to maximise the return from tourism for the benefit of the entire community.



# Executive Summary

Mount Gambier is South Australia's largest regional city and is the 'capital' of the Limestone Coast with over 1,000 accommodation beds, diverse tourism experiences, and globally recognised iconic natural assets such as the Blue Lake and the caves of the karst geological formation. The visitor economy injects \$103.8 million direct revenue to the city's Gross Regional Product (GRP).

Since the demise of Limestone Coast Tourism and the lapse of other Mount Gambier based tourism bodies some years ago, the tourism sector has not had an industry body provide a forum for networking among tourism businesses, engagement with government, and to represent views of the sector. This lack of leadership inhibits further development of an already valuable Mount Gambier tourism sector in a cohesive, focussed and strategic manner.

Data from the Australian Bureau of Statistics shows the national average for accommodation occupancy in regional Australia of around 55%, whereas the average for the Limestone Coast is around 43%. This shows that Mount Gambier and the broader region has the capacity for growth in visitation and the tourism economy.

## **Tourism Mount Gambier has identified the following key objectives:-**

1. Provide a peak representative body for the tourism industry to ensure that members' best interests are represented to local, state and national bodies.
2. Develop and implement a strategic plan that drives growth in Mount Gambier's tourism economy.
3. To market Mount Gambier as a tourism destination through strategic partnership with key stakeholders and regional bodies.
4. Develop new tourism products.

This paper sets out the key strategies, tactics and actions required for growth of Mount Gambier's tourism economy. A membership based group will be formed and Tourism Mount Gambier will oversee the implementation of the Plan (Budget \$196K). Funding will be secured through subscriptions and local government contribution.

This plan identifies outlines an anticipated \$249,000 spend on developing hard and soft infrastructure, marketing, training projects and collaboration and includes the engagement of a Tourism Development Officer to assist the board to implement the Plan and importantly, to attract membership and subscriptions from local businesses.

Tourism Mount Gambier will partner with stakeholders including tourism operators, local government, Mount Gambier Chamber of Commerce and South Australian Tourism Commission. The Board has been established as a sub-committee of the Mount Gambier Chamber of Commerce,

+A metropolitan area's gross regional product, i.e. GMP or GRP, is one of several measures of the size of its economy. Similar to GDP, GRP is defined as the market value of all final goods and services produced within a metropolitan area in a given period of time.

\*Derived from the estimate that 40% of the Limestone Coast's total Tourism Economy is generated in Mount Gambier (Source: SATC Regional Tourism Satellite Account 2013-14)

# Regional Context

## Value of Tourism

In 2013-2014 the tourism economy generated an estimated \$259 million in the Limestone Coast or 6.7% of GRP and employed 1,800 people.

Sub-regional data is not available, but based on an estimate of a 40% share of Limestone Coast Tourism **Mount Gambier Tourism delivers \$103.8 Million of GRP for the Limestone Coast and employs 720 people.**

Overnight visits to the Limestone Coast **region has increased by 19.7% in the 12 months to June 2015**, from 497,000 visits to 595,000 visits over that period. Source: SATC Tourism research.

**The Limestone Coast region is outperforming South Australian tourism** as total overnight visitation to South Australia over the same period has increased by 5.8%.

**Total international visits to the Limestone Coast have increased by 9.5%** in the 12 months to June 2015 and 21% in the 24 months to June 2015. This compares favourably to international visitation to SA which has demonstrated ZERO growth in the 12 months to June 2015.

## Tourism Activity Summary (Limestone Coast)

Visitor segment	Nights ('000)	Nights (%)	Consumption (\$million)	Consumption (%)	\$per night
<b>Day-trippers</b>	561	26	70	19	125
<b>Domestic overnight</b>	1283	60	275	73	214
<b>International</b>	281	13	34	9	120

Source : Tourism Research Australia Visitor Surveys and Deloitte Access Economics Regional TSA model

## Visits to the Limestone Coast

	Year Ending June 2014	Year Ending June 2015	Change
<b>OVERNIGHT VISITS ('000)</b>			
<b>International</b>	42	46	+9.5%
<b>Total Domestic</b>	455	549	+20.6%
<b>Intrastate</b>	300	284	-5.3%
<b>Interstate</b>	155	265	+71%
<b>Total Visits</b>	<b>497</b>	<b>595</b>	<b>+19.7%</b>
<b>NIGHTS ('000)</b>			
<b>International</b>	277	236	-14.8%
<b>Total Domestic</b>	1283	1615	+25.9%
<b>Intrastate</b>	899	815	-9.3%
<b>Interstate</b>	385	805	+109%
<b>Total Nights</b>	<b>1560</b>	<b>1851</b>	<b>+16.3%</b>

Source SATC: Visits to South Australian Regions

# Mount Gambier Tourism SWOT Analysis (Summary)

## STRENGTHS

1. **Location** – midway between Melbourne & Adelaide, centre of Melbourne to Adelaide Touring Route
2. **Size** – Largest regional centre between Warrnambool & Adelaide
3. **Capital & hub of the Limestone Coast**
4. **Significant Natural assets** – geological, climate, water resource, Blue Lake, clean and green food bowl, indigenous heritage
5. **Diverse and stable economy**

## WEAKNESSES

1. **Poor air access** – expensive and inflexible. Airport needs improved infrastructure immediately
2. **Ageing accommodation stocks**
3. **Lack of commissionable tourism product**
4. **No representative tourism industry body**
5. **No plan for developing tourism**
6. **Average stay is too short**
7. **No identifiable tourism BRAND**

## OPPORTUNITIES

1. **Growth of Chinese visitation**
2. **\$6m SATC funded regional tourism advertising**
3. **Declining Australian Dollar**
4. **Development of Melbourne to Adelaide Touring Route**
5. **Growth of self-drive market**
6. **Progressive local councils – engage with industry**
7. **James Morrison Academy**

## Threats

1. **Lack of promotion of Mount Gambier & Limestone Coast region by SATC**
2. **Mining development**
3. **Low occupancy rates in Limestone Coast region**
4. **High penalty rates means Mount Gambier is closed for business on public holidays**
5. **Skills shortages**



# Mount Gambier Tourism Vision

***“That Mount Gambier be recognised  
as a world renowned tourism destination.”***

## MISSION

**Tourism Mount Gambier will work with stakeholders to provide leadership to grow the tourism economy.**

## OBJECTIVES

- 1. Increase visitation to Mount Gambier so that tourism direct revenue increases by 9.1% pa over 5 yrs.**

*The current economic benefit of Tourism in Mount Gambier is \$103.8 million.*

*The objective is to generate 9.1% per annum growth or 55% growth over 5 years, which equates to an additional \$57.1 million per annum in additional economic activity by year.*

*This is in line with the State Government’s targets for growing South Australia’s tourism economy.*

- 2. Provide a peak industry representative body for the tourism industry.**

*Represent members’ best interests to local, state and national bodies.*

*Develop strong working partnerships with key stakeholders in tourism.*

*Increase tourism operators service standards and skills, better disseminate information.*

- 3. Promote Mount Gambier as a tourism destination.**

*Manage branding strategy and marketing communication for Mount Gambier tourism.*

- 4. Increase tourism direct revenue to Mount Gambier by promoting new tourism product and services and the expansion of existing tourism product and services.**

*Address the shortage of commissionable product provided by existing operators and support new product development.*





# Objective 1

**Increase visitors to Mount Gambier to a level that increases tourism based revenue by 8% per annum over 5 yrs.**

## Context Statement

The second largest city in South Australia, Mount Gambier is midway between the state capitals of South Australia and Victoria, on the western end of the Great Ocean Road, imbued with wonderful natural and cultural assets, Mount Gambier has the unique opportunity of leveraging greater numbers of domestic and international travellers through a focussed strategy of capacity building and marketing.

As part of the broader economic growth agenda there is an urgent need to develop the reputation and image of Mount Gambier as a regional hub from where tourists base themselves to explore the region to achieve direct revenue returns to businesses and the community as a whole.

## STRATEGIES

### 1.1 Facilitate development of the 'Self Drive Market' for Mount Gambier with emphasis on the Melbourne to Adelaide Touring Route.

	Actions Required	Participants	Budget costs
1.1.1	Utilise the Great Ocean Road as a preferred travel destination by increased cooperation with Victorian operators	SATC/VTC/Great Ocean Road & Mount Gambier Industry	Nil
1.1.2	Develop database of Inbound Tour Operators and create 6 monthly electronic newsletter	TMG/SATC/LG/Industry	\$100
1.1.3	Develop an itinerary planner for Melbourne to Adelaide Touring Route and Mount Gambier Visitors	TMG/SATC/LG/Industry	\$2000
1.1.4	Further develop wayfinding & tourism signage in the Mount Gambier area	TMG/LG/SATC/DPTI	\$50,000
<b>TOTAL</b>			<b>\$52,100</b>

### 1.2 Upgraded airport facilities and more affordable air access into Mount Gambier.

	Actions Required	Participants	Budget costs
1.2.1	TMG support funding applications for facility upgrades from Federal and State Governments.	TMG/LG/MGAMC	Nil
1.2.2	Conduct an ongoing media campaign promoting the importance of airport facilities and air services to growing the tourism economy and GRP.	Industry	Nil
<b>TOTAL</b>			<b>\$0</b>

### 1.3 Develop International markets – Familiarisations and Trade events

*The International Visitor market has potential to grow strongly given increased direct air access into Adelaide, the burgeoning Chinese middle class and favourable exchange rates.*

	Actions Required	Participants	Budget costs
1.3.1	Attend One Trade Event per annum frequented by Inbound Tour Operators (ITOs)	TMG/SATC	\$8,000
1.3.2	Develop a web based 'Itinerary Planner'	See 3.1.2	See 3.1.2
1.3.3	Develop collateral in Mandarin (including web based 'Itinerary Planner').	TMG/SATC/LG/ Industry	\$2,000
1.3.4	Customer Service training including training on cultural awareness for hospitality, tourism and retail operators.	TMG/CoC	\$3,000
1.3.5	Develop product packages for placement with wholesalers/inbound tour agents	TMG/SATC/ Industry	\$1,000
1.3.6	Collect data from Chinese visitors to Mount Gambier to better understand their origin, behaviour and motivation	TMG/SATC/LG/ Industry	\$1,000
TOTAL			<b>\$15,000</b>

### 1.4 Event Tourism

*Mount Gambier is ideally located to host major events offering high quality infrastructure and accommodation to support them.*

	Actions Required	Participants	Budget costs
1.4.1	Develop relationships with major sporting leagues for hosting of events in Mount Gambier	TMG/SATC/ LG	Nil
1.4.2	Regular e-Newsletter to industry	TMG/LG	\$500
1.4.3	Consultation with local government re staging of additional major event by 2018	TMG/LG	Nil
1.4.4	Support existing events such as Generations in Jazz including coordination of accommodation where necessary	TMG/Industry	Executive Officer
TOTAL			<b>\$500</b>





## Objective 2

**Provide a peak representative body for the tourism industry to ensure that members' best interests are represented to local, state and national bodies.**

### Context Statement

The tourism industry delivers approximately 6.7% of Mount Gambier's Gross Regional Product (GRP) and is an important pillar of economic growth in the region. Advocacy of member's interests is an important function of Tourism Mount Gambier and will assist governments (local, state and federal) including the South Australian Tourism Commission in developing plans to enhance tourism in the region and for the benefit of the State as a whole.

### STRATEGIES

	Actions Required	Participants	Budget costs
2.1.1	Fund employment of Executive Officer to coordinate Tourism Mount Gambier and implement the Plan, office, equipment, vehicle allowance (2 years).	TMG/LG/SATC	\$200,000
2.1.2	Hold regular meetings with industry operators and stakeholders	TMG	Nil
2.1.3	Establish a formal peak tourism body 'Tourism Mount Gambier'	TMG/Industry	\$500
2.1.4	Conduct annual regional tourism awards to promote excellence	TMG/SATIC/CoC	\$2,000
2.1.5	Advocacy on behalf of Mount Gambier's tourism industry	TMG	Nil
2.1.6	Meet regularly with Local Government regarding industry initiatives	TMG/LG	Nil
2.1.7	Build relationships and partnerships with tourism regions along Melbourne to Adelaide Touring Route including the development of an itinerary builder.	TMG	Nil
2.1.8	Lobby Local Government to Establish Tourism Industry Advisory Body	TMG	Nil
<b>TOTAL</b>			<b>\$202,500</b>



## Objective 3

### *Promote Mount Gambier as a tourism destination.*

Develop and implement a communication and branding strategy for Mount Gambier tourism.

Promote new tourism product and services.

#### **3.1 Accessing and securing funding from local, state & federal programs.**

	Actions Required	Participants	Budget costs
<b>3.1.2</b>	Develop a recognisable, compelling and cohesive tourism brand for the Mount Gambier area	TMG/Industry	\$5,000
<b>3.1.3</b>	Develop a marketing plan to secure funding (SATC, local, state and federal governments)	TMG	Nil
<b>3.1.4</b>	Develop a proposal to SATC and other relevant government departments for an advertising campaign for Mount Gambier and Limestone Coast	TMG	Nil
<b>3.1.5</b>	Production of two Mount Gambier “commercial” videos to be disseminated via Social media, and identify appropriate advertising opportunities to fund ongoing promotion.	TMG/LG	\$2,000
<b>TOTAL</b>			<b>\$7,000</b>

#### **3.2 Develop a web portal and itinerary planner**

	Actions Required	Participants	Budget costs
<b>3.2.1</b>	Seek ownership of relevant domain names	TMG	\$2,000
<b>3.2.2</b>	Develop a web portal and itinerary builder	TMG/SATC/LG/ Industry	\$20,000
<b>3.2.4</b>	Develop and implement a social media strategy	TMG/SATC/Industry	\$2,000
<b>TOTAL</b>			<b>\$24,000</b>



## Objective 4

**Increase tourism expenditure by promoting new tourism product and services.**

### Context Statement

In order to attract and increase visitation to the region and increase overnight stays it is vital that strategies are developed to work with travel agents and local operators to offer a wide range of products, services and activities.

#### 4.1 Work with local operators to develop an enhanced range of experiences.

	Actions Required	Participants	Budget costs
4.1.1	Source information on government funding programs and communicate to local stakeholders	TMG/SATC/ LCTDO	Nil
4.1.2	Coordinate regular communication with local tourism operators and stakeholders	TMG/LG	Nil
4.1.3	Facilitate low impact commercial activity in the Crater Lakes area	TMG/QEPT/LG	Nil
TOTAL			\$0

#### 4.2 Exploit our natural and indigenous history, cultural assets and experiences

	Actions Required	Participants	Budget costs
4.2.1	Address “green and red tape” deterring development of our natural assets as tourism visitation sites	TMG	Nil
4.2.2	Develop an interpretative centre for indigenous Parietal cave art & aboriginal heritage	Aboriginal Community/LG/SATC /DEWNR/ Industry	Nil
4.2.3	Encourage local food and wine businesses to engage with regional marketing strategies	TMG/SATC/LG/ LCTDO	Nil
4.2.4	Promote the high level of amenity of Mount Gambier as a venue for high level sporting events	LG/SATC	Nil
TOTAL			\$0



# List of Stakeholders

**COC:** Chamber of Commerce

**DEWNR:** Department of Environment, Water & Natural Resources

**DPTI:** Department of Planning, Transport & Infrastructure

**GOR:** Great Ocean Road

**LCTDO:** Limestone Coast Tourism Development Officer

**LG:** Local Government (Councils)

**MGAMC:** Mount Gambier Airport Management Committee

**MGRWA:** Mount Gambier Regional Winegrowers Association

**QEPT:** Queen Elizabeth Park Trust

**SATIC:** South Australian Tourism Industry Council

**SATC:** South Australian Tourism Commission

**TMG:** Tourism Mount Gambier

**VTC:** Victorian Tourism Commission



# Addendum 1

## WORKING PARTY MEMBERSHIP

### **Kent Comley – Manager of multi award winning, nationally recognised venue & regional icon The Barn**

Tertiary qualifications in marketing, Sommelier (qualified wine expert), Mount Gambier Chamber of Commerce Board Member, Fork & Cork Committee Member

### **James Stephenson – Owner of “The Old Mount Gambier Gaol Boutique Accommodation”**

Qualified Chef & Sommelier who worked internationally for around 8 years before returning to Mount Gambier and is now the owner of the Old Mount Gambier Gaol Boutique Hotel.

Jamie is also a South Australian Tourism Industry Council Board Member

### **Biddie Shearing - Limestone Coast Regional Tourism Industry Development Officer**

Six years in the role of tourism marketing and industry development and nineteen years in media & public relations with organisations including SBS Television and Nova FM radio. Her current position involves working with approx. 900 tourism & hospitality businesses in the Limestone Coast, interaction with international wholesalers, inbound travel agents, and retail agents.

### **David Pratt – Owner of “Southgate Motel”**

Fifteen years as a motelier, member of the Best Western Advisory Board and through the resources of Best Western has insight into the research, marketing, sales and management expertise of one of the world’s largest motel chains.

### **Toni Vorenas – Owner of “Metro Café & Bakery”**

Toni is a former educator whose passion for food led her to a life changing career change around 5 years ago when she opened the Metro Café. In a short it became one of the most popular eateries in Mount Gambier and has a fine reputation for its customer service, great food & coffee, at its atmosphere.

### **Steven Perryman - Owner of the “Presidential Motel” and “Bertha Street Serviced Apartments”**

Through the resources of the Choice Hotels Group has access and insight to the research, marketing, sales and management expertise of one of the largest motel chains in the world. Is the former Mayor of the City of Mount Gambier.

### **Tom Kosch – Manager “Commodore On The Park”**

Tom was born into the motel and hospitality trade and had grown up in that environment. Tom’s family has owned and operated the Commodore for over 25 years. Tom’s extended family, the Hurley’s are iconic in the hospitality and accommodation industry in South Australia. Tom is also a Board Member of the Pioneers Basketball Club.



## Addendum 2

### INDUSTRY & STAKEHOLDER CONSULTATION ATTENDANCE

Ann Aldersey	Executive Officer	Limestone Coast Local Government Assoc
Tom Bland	Manager	Mount View Motel
Catherine Bosley	Owner Operator	The Bellum Hotel
Joy Bowd	Manager	Central Caravan Park
Lisa Braes	Team Leader	Mt Gambier Visitor Centre
Peter Cahalan	Regional Partnerships Manager -	South Australian Tourism Commission
Barbara Cernovskis	Manager	City of Mount Gambier
Kent Comley	Manager	The Barn
Gayle Cowan	Deputy Chair	Riddoch Art Gallery
Peta Crewe	Regional Coordinator	PIRSA
Emma-June Curik	Program Administrator	James Morrison Academy
Peter Dempsey	Property Owner	Limestone Coast Motor Inn
Travis Fatchen	Electorate Officer	Office of Troy Bell MP
Gavin Fraser	Owner/Manager	Kalganyi Holiday Park
Lindy Fraser	Owner/Manager	Kalganyi Holiday Park
Anne Hinkly-Tyler	Owner	Villa Mont
June Kain	Owner	Amble In Self Contained Accommodation
Tony Kelly	Director	Comfort Inn Silver Birch
Tom Kosch	Venue Manager	Commodore on the Park
Evan Kosch	Owner	Commodore In The Park
Andrew Lee	Mayor	City of Mount Gambier
Michael Mahony	Rental manager	The Beach House
Brenton Manser	Manager	Karnkendi Holiday Camp
Lynette Martin	PRESIDENT	Mount Gambier Chamber of Commerce
David Mason	Owner/Operator	Lake City Tours
Guy Matthews	Director	Matthews Hotels
Teresa Moulden	Chair	Port MacDonnell Tourist Association
Steven Perryman	Manager	Quality Inn Presidential Motel & Bertha
Josh Pettman	DIRECTOR	Arkana Motor Inn & Apartments
David Pratt	Director/Manager	Best Western Southgate Motel
Judy Saffin	Owner	Southern Coachlines
Biddie Shearing	TIDO	RDA/SELGA
Karla Slotegraaf	Receptionist	Central Caravan Park
Trevor Smart	Chief Executive Officer	District Council of Grant
James Stephenson	Owner	The Old Mount Gambier Gaol
Ian Tyler	Owner	Villa Mont
Jaymee Vanderheul	Caretaker	Centenary Tower
Erika Vickery	President	South East Local Government Association
Gary Walters	Manager	Tower Motor Inn
Carolyn Walters	Manager	Tower Motor Inn
Les Wright	Proprietor	Motel Mount Gambier
Brenton	Manager	Blue Lake Caravan Park
Julia	Manager	Blue Lake Caravan Park
Barry	Manager	Limestone Coast Tourist Park
Annie	Manager	Limestone Coast Tourist Park
Ellie	Manager	Pine Country Caravan Park

## INDUSTRY & STAKEHOLDER CONSULTATION APOLOGIES

Kelly Agnew	Owner	Netley Cottage
Troy Bell	Member for Mount Gambier	Parliament Of South Australia
Jan Coleman	Operator	Englebrecht Cave
Colleen	Manager	Victoria Hotel
Carol Dowling	Owner	Mount Gambier Deluxe Apartment
Kerry Guerin	Owner	Mount Gambier Accommodation
Rod Harrex	CEO	South Australian Tourism Commission
Andrea Heka-Gnys	Owner	Hekas
Grant Hennis	Manager	Flanningans Irish Pub
Julie Mason	Owner/Operator	Lake City Tours
Natalie Mistic	Owner	Macdale Beach House
Frank Monger	Owner	ANZAC 12
Darren Nathan	Manager	Federal Hotel
Sandra Parsons	Owner	Apartments On Tolmie
Tony Pasin	Member for Barker	Parliament of Australia
Denise Richardson	Events Manager	City of Mount Gambier
Robbie Warren	Owner	Commercial Hotel
Elaine Williams	Owner	Break-A-Way B&B
Simon Browning	Owner	Colwyn House
Rhonda Truscott	Owner	Catalina Cottage
Gordon Lewis	Owner	Choppy Waters
Shannon	Manager	Jens Hotel
Craig	Manager	Macs Hotel
Jim Graney	Manager	Avalon Motel
Mark Lane	Owner	South Australian Hotel
Brian Branson	Manager	Country Comfort International Motel
Doug Andrews	Owner	Rocks Tavern

### Photographs:

Page 1 Blue Lake

Page 2 Cave Diving at 'The Shaft' sink hole

Page 3 James Morrison performs at Generations In Jazz

Page 6 View of the Blue Lake

Page 7 Stunning coastline at Cape Northumberland

Page 9 Sunken Garden at Umpherstone Cave

Page 10 Peleton of the Great South West Cycling Tour

Page 11 The award winning Mount Gambier Hotel & Bliss 'n' Esso perform at the Old Mount Gambier Gaol

Page 12 Herbert Vineyard, Mount Gambier

Page 13 Legend of the Lakes Hill Climb



# *“Changing the Tourism Culture Plan”*

*Tourism Mount Gambier*

*15 June 2016*

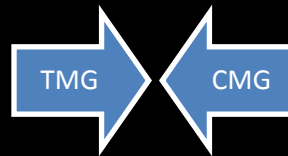


# Economic Growth - Priority

## Tourism

### Collaboration

Tourism Mount  
Gambier



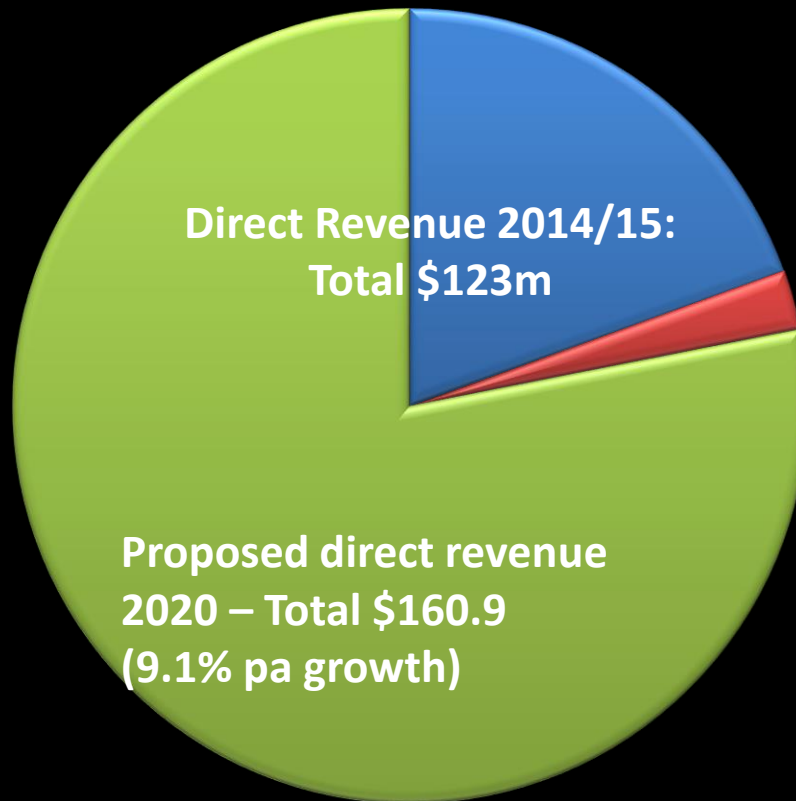
City of  
Mount  
Gambier  
Council

# Tourism: Growth Rate, Revenue Returns and Employment



**= Additional jobs  
350 FTE**

# Tourism: Direct Revenue Increase



# Return on investment

- \$480k investment - 3 years
  - Year 1 - \$10m
  - Year 2 - \$20m
  - Year 3 - \$31m

# Budget

Year 1 - \$160k Funding  
\$ 7.5k Industry

Salaries - \$110k  
Operating - \$50k

Year 2 - \$160k Funding  
\$ 40k Industry

Salaries - \$120k  
Operating - \$40k

Year 3 - \$160k Funding  
\$ 52.5 Industry

Salaries - \$120k  
Operating - \$40k

Council Funding = \$480k  
Industry = \$100K

Thank You

Any questions?

## Tourism Mount Gambier - 2016-2020 Budget

	2016/2017	2017-2018	2018-2019	Total
	\$	\$	\$	\$
<b>Salaries + on cost (1 FTE)</b>	110000	120000	120000	
<b>Travel and accommodation</b>				
Trade event attendance	6500	8000	8000	
<b>Operating</b>				
Develop and update Itinerary Planner - Melbourne /Adelaide/Mount Gambier visitors	2000	3000	3000	
Tourism publications and other related materials (including Mandarin products)	2000	2000	2000	
Customer Service Training	3000	3500	3500	
Tourism Product Packages	1000	4500	4500	
Data Collection (including digital surveys etc)	1000	1000	1000	
Publications and Newsletters	500	1000	1000	
Business operations and fees	500	250	250	
Annual Regional Tourism Awards	2000	2000	2000	
Tourism Mount Gambier Brand	1000	0	0	
Promotional material (digital and marketing)	2000	4500	4500	
Domain name registration	2000	0	0	
Web Portal & Itinerary Builder	20000	4750	4750	
Social Media Advertising	4000	5500	5500	
Social Media & Signage Strategy	2500	0	0	
<b>Total</b>	<b>160000</b>	<b>160000</b>	<b>160000</b>	<b>480000</b>
<b>In kind contributions</b>				
Office accommodation & consumables				
Access to Council Vehicle				
Recruitment and advertising				
<b>Industry contributions</b>				
Industry contributions (including new memberships)	7500	10000	12500	
Grants and other sources	0	30000	40000	
<b>Total Industry contributions</b>	<b>7500</b>	<b>40000</b>	<b>52500</b>	<b>100000</b>

**SUBJECT: GOVERNANCE – REVIEW OF CONFIDENTIALITY ORDERS**

**REF: AF13/64**

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Section 90(9) of the Local Government Act requires that any order to retain a matter in-confidence that operates for a period exceeding 12 months must be reviewed at least once in every year.

Further, Section 91(9)(ab) provides that

- (i) *the duration of an order cannot be extended after the order has ceased to apply; and,*
- (ii) *an order extending the duration of such an order cannot be delegated by the relevant Council or Council Committee.*

The matters listed in Attachment 1 have been subject to a previous Council Order to be retained in-confidence and are presented for review in accordance with Section 90(9).

Each item relates to Expressions of Interest received for the Railway Lands and contain information which, if released, could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or which may prejudice the commercial position of the council.

Upon review, Council may consider that the confidentiality orders relating to each of these matters should continue in operation and be reviewed in accordance with the Local Government Act. No further action or Order is required to continue the operation of these existing Orders.

#### RECOMMENDATION

- (a) Corporate and Community Services Report No. 59/2016 be received;
- (b) The following Confidential Orders, having been reviewed by Council, continue in operation on the grounds provided within Attachment 1 to Report 59/2016.
  - i. Council 18/8/2015 – Railway Lands Development and Management Committee 7/8/2015 - Item 7 PROPERTY MANAGEMENT - Railway Lands - Expression of Interest - Management of Community Markets
  - ii. Council 18/8/2015 – Railway Lands Development and Management Committee 7/8/2015 - Item 8 - PROPERTY MANAGEMENT - Railway Lands - Expression of Interest - Occupation and Use of Old Railway Station Building



**Michael McCARTHY**  
MANAGER GOVERNANCE & PROPERTY

Sighted:



**Mark McSHANE**  
CHIEF EXECUTIVE OFFICER

1<sup>st</sup> August, 2016  
MMcC



## REVIEW OF CONFIDENTIALITY ORDERS – AUGUST 2016

## CCS Report. 59/2016 - ATTACHMENT 1

	Council Meeting Date	Source Meeting	Subject	S90(3) Grounds	Confidential Element	Duration
(i)	18-Aug-15	Operational Services Committee	PROPERTY MANAGEMENT - Railway Lands - Expression of Interest - Management of Community Markets	(b)	All details	Until a contractual arrangement has been entered into with a respondent(s), to be reviewed in 12 months in accordance with S91(9)
(ii)	18-Aug-15	Operational Services Committee	PROPERTY MANAGEMENT - Railway Lands - Expression of Interest - Occupation and Use of Old Railway Station Building	(b)	All details	Until a contractual arrangement has been entered into with a respondent(s), to be reviewed in 12 months in accordance with S91(9)

Section 90(3) Grounds relevant to the review of these confidentiality orders are as follows:

### Section 90(3) Grounds

(b) 'commercial advantage'

Section 90(3)(b) of the Act provides a ground for a council or a committee to order that the public be excluded from a meeting in order to receive, discuss or consider in confidence any matter which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or which may prejudice the commercial position of the council. Additionally, Section (3)(b) imposes a public interest test for this ground of exclusion to apply.

## **CORPORATE AND COMMUNITY SERVICES REPORT NO. 60/2016**

**SUBJECT: INTERNAL REVIEW OF COUNCIL ACTIONS**

**REF: AF11/1749**

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Section 270 of the Local Government Act 1999 ("Act") relates to the internal review of council actions or decisions. Council has adopted a formal policy and procedure 'C290 - Internal Review of Council's Decisions' in accordance with the requirements of Section 270.

Council is required by Section 270(8) of the Act to initiate and consider a report on an annual basis that relates to:

- the number of applications received under the provisions of Section 270; and
- the kinds of matters to which the applications relate; and
- the outcome of applications.

The Local Government (General) Regulations further prescribes that the report required under Section 270(8) is material that is to be included in the annual report of Council.

During the 2015/16 Financial Year, two (2) formal applications were received in relation to Section 270 of the Act or Council's Internal Review of Council's Decisions Policy.

### Internal Review – Planning/Approval (Roof Material) – 66 Ferrers Street

An application for internal review of a response letter received from a Council Officer relating to concerns with a planning approval and development for a neighbouring property and the applicant's perception that light levels had changed as a result of building and roofing works. The application claimed that the letter from Council did not address all of their issues.

The review application and accompanying documentation also inferred deficiencies in the development assessment and approval process. The development process and development principles were also considered as part of the internal review.

The outcome of the internal review supported the applicant's claims that the original response letter, whilst affirming the status of the development concerned, did not adequately respond to all of the applicant's specific queries.

As a remedy, an alternate response provided a brief overview of the development assessment/approval regime and addressed each of the applicant's specific queries.

The development assessment process associated with the subject works was found to have been soundly based upon principles of development assessment.

### Internal Review – Blackall Street Laneway

An applicant, having been referred by the SA Ombudsman, sought internal review of a number of interrelated and longstanding matters associated with Blackall Street Laneway, including concerns relating to vehicle parking, collection of rubbish, unsafe use of road and unregistered vehicles and questioning Council's dealing with such matters.

The outcome of the internal review included detailed findings and commentary relating to each of the matters raised. Remedies were proposed and have been actioned to address four minor administrative and operational matters identified in the review.

No further action was proposed in relation to 14 other findings from the review, including several where the applicant was referred to the responsible state government agencies.

The applicant proceeded to seek a further review by the SA Ombudsman. The Ombudsman, having formed the opinion that there is a public interest in disclosure of his decisions under

Corporate and Community Services Report No. 60/2016 cont'd...

the Ombudsman Act, authorised disclosure of the letter containing the outcome of his enquiries and findings, being that:

- Council had undertaken a detailed internal review,
- Council had provided explanation of the considerations taken into account in determining whether or not to take further action in relation to the issues raised,
- it appeared on assessment of the evidence available that Council had not acted in a way that was unlawful, unreasonable or wrong within the meaning of the Ombudsman Act,
- further enquiries by the Ombudsman's office were not necessary or justifiable.

It is proposed that the above summary material be included in the annual report of Council in fulfillment of the legislative/regulatory requirements

RECOMMENDATION

- (a) Corporate and Community Services Report No. 60/2016 be received;
- (b) The content of Corporate and Community Services Report No. 60/2016 be material that is to be included in Council's 2015/16 Annual Report;



**Michael McCARTHY**  
MANAGER GOVERNANCE & PROPERTY

Sighted:



**Mark McSHANE**  
CHIEF EXECUTIVE OFFICER

1<sup>st</sup> August, 2016  
MMcC

**SUBJECT: FREW PARK (AMBULANCE STATION) DEVELOPMENT****REF: AF11/1426**

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At its meeting held on 17<sup>th</sup> May 2016, in consideration of Corporate and Community Services Report No. 36/2016 regarding the development of a shared use proposal for the Frew Park Ambulance Station, the following (amended) motion was carried:

*that the matter be deferred until the July Council meeting to further explore matters of potential NDIS conflict of interest and other stakeholders who expressed interest in the facility.*

Following presentation of an interim report (Operational Services Report No. 4/2016) on the building condition and potential maintenance/replacement options and costings for the Old Ambulance Building at Frew Park, Council further resolved at it's meeting on 19<sup>th</sup> July 2016:

- (b) *in consideration of the rapidly deteriorating building condition, absence of funding allocated in the 2016/2017 and foreseeable budgets, and without a clearly defined use and business model, the demolition aspect (only) of Option 3 be presented in the 2017/2018 Draft Budget together with funds for landscape treatments.*

Whilst the July resolution brings the discussion on development proposals for the Old Ambulance Station to an end, for completeness this report addresses the two outstanding matters from the May Council meeting.

#### Potential NDIS Conflict of Interest

Council does not provide any specific services or functions that directly relate to the National Disability Insurance Scheme (NDIS) and no conflict of interest with the NDIS has been identified.

In early 2016 Council was invited by Disability SA to nominate a representative on it's NDIS Implementation Reference Group and Cr Richardson was duly nominated for the position.

Subject to the (Conflict of Interest) provisions of Sections 73-75A of the Local Government Act, if a material, actual or perceived conflict of interest arises at a future Committee or Council meeting as a result of this representative position then that interest will be required to be disclosed and dealt with accordingly.

#### Stakeholders who expressed interest in the (Frew Park – Old Ambulance Station) Facility

With the exception of the South Australian Cricket Association and St Johns (representing the District Cricket Association and other identified stakeholders) interest presented to Council in Corporate and Community Services Reports No. 14/2016 in February 2016 and again in Report No. 36/2016 in May 2016 no other formal or written expressions of interest or proposals have been received for the Old Ambulance Station in the past 2 years.

#### RECOMMENDATION

- (a) Corporate and Community Services Report No. 61/2016 be received.

**Michael McCARTHY**

MANAGER - GOVERNANCE &amp; PROPERTY

Sighted:

**Mark McSHANE**

CHIEF EXECUTIVE OFFICER