

Reference: AF11/861

6th May, 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, 9th May 2016 at 5.30 p.m.

An agenda for the meeting is enclosed herewith.



Mark McSHANE
CHIEF EXECUTIVE OFFICER

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].*

Signature

Date

CORPORATE AND COMMUNITY SERVICES COMMITTEE

Meeting to be held on Monday, 9th May 2016 at 5.30 p.m.

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4. PROPERTY MANAGEMENT - Railway Lands Activation Team update
5. CORPORATE AND COMMUNITY SERVICES REPORT NO. 33/2016 - Budget Update As At 31st March, 2016
6. CORPORATE AND COMMUNITY SERVICES REPORT NO. 34/2016 - China Delegation
7. CORPORATE AND COMMUNITY SERVICES REPORT NO. 35/2016 - Strategic Plan/Corporate Plan, Achievement Of Key Performance Indicators Quarterly Report, March 2016
8. CORPORATE AND COMMUNITY SERVICES REPORT NO. 36/2016 - Frew Park (Ambulance Station) Development
9. CORPORATE AND COMMUNITY SERVICES REPORT NO. 37/2016 - Economic Development Strategic Framework
10. CORPORATE AND COMMUNITY SERVICES REPORT NO. 38/2016 - Governance – Review Of Confidentiality Orders
11. MOTIONS WITH NOTICE - Nil
12. MOTIONS WITHOUT NOTICE -

CORPORATE AND COMMUNITY SERVICES COMMITTEE

Meeting to be held in the Reception Area, Level 4, Civic Centre, 10 Watson Terrace,
Mount Gambier on Monday 9th May, 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
Director Corporate Services, Grant Humphries
Finance Manager, Gary Button
Manager Community Services and Development, Barbara Cernovskis
Manager Governance and Property, Michael McCarthy
Manager Business and Strategic Planning - Tracy Tzioutziouklaris
Administration Officer – Executive Support, Melissa Telford

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 11th April, 2016 be taken as read and confirmed.

seconded

QUESTIONS:

(a) With Notice - Nil received

(b) Without Notice -

1. FINANCIAL STATEMENT – as at 30th April, 2016

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance

moved it be recommended the financial statement as at 30th April,
2016 be received.

seconded

2. FINANCIAL MANAGEMENT - Insurance - Council Insurance Policies and Renewals - Ref. AF11/773

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance

The Director - Corporate Services reported that;

(a) Council had received a letter from the Local Government Risk Scheme's Chairmen (attached) along with the 2015 Special Distribution from the Risk Schemes;

(b) Key information provided in the Chairmen's message include:

- The 2015 Special Distributors provide an 8% financial dividend;
- Since inception 8 years ago the Special Distribution approach over \$20m has been returned to South Australian Councils;
- Estimated savings to Local Government in South Australia of over \$16m in 2015 by being members of the LGA Workers Comp Scheme rather than Work SA;
- LGA Workers Compensation Scheme recorded an all-time low number of claims in 2015.

(c) Council has received the following 2015 Special Distributions;

| | |
|-----------------------------------|-------------|
| • LGA Workers Compensation Scheme | \$12,652.00 |
| • LGA Mutual Liability Scheme | \$10,574.20 |
| • LGA Asset Mutual Fund | \$21,213.96 |
| Total | \$44,440.16 |

moved it be recommended:

(a) The letter be received;

(b) Council congratulate Local Government Risk Services on the performance of each of the Schemes which substantially benefits to the sector.

seconded

3. GOVERNANCE – Committees – Strategic Planning Sub-Committee – Minutes of Meeting held 28th April, 2016 – Ref. AF15/366

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance

moved it be recommended:

(a) the Minutes of the Strategic Planning Sub-Committee Meeting held on 28th April, 2016 be received;

(b) the following recommendations of the Strategic Planning Sub-Committee be adopted by Council;

1. REVIEW OF THE STRATEGIC PLAN - Ref. AF15/179

- (a) Strategic Planning Sub-Committee report 1/2016 be received.
- (b) The Community Plan be amended in accordance with the summary of submission tables and the changes proposed by the Strategic Planning Sub-Committee as identified within the Gap Analysis.
- (c) The following additional Strategy be incorporated into the Community Plan:

"Goal 3 – Our Economy

Council Operate in accordance with relevant legislation, regulations, policies, governance and business practices and ensure professional and ethical standards focusing on continuous improvement."
- (d) Upon the completion of the amendments as identified, the Community Plan be referred to Council for consideration of endorsement.

2. COMMUNITY PLAN – CHAT ASSESMENT - Ref. AF 15/179

it be recommended the report be received and the contents noted.

3. COMMUNITY PLAN - Ref. AF15/179

- (a) Strategic Planning Sub-Committee Report no 2/2016 be received.
- (b) Upon the endorsement of the Community Plan by Council, work be undertaken to commence the implementation of the Plan.

MOTIONS WITHOUT NOTICE

1. COMMUNITY PLAN

all those people who made the effort to provide a submission on the Community Plan be formally thanked.

seconded

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

Goal: Building Communities

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

Encourage the development of community facilities and infrastructure, community events, and active and safe community spaces through direct support, seeking funding, facilitation etc.

The Manager – Community Services and Development reported:

During April 2016 the Railway Lands Activation Team continued to facilitate community led events and activities at the site. The LimeFM Family Fun day attracted crowds of approximately 3,000 and the expectations of Licensees and food vendors were

Corporate and Community Services Committee Agenda, Monday 9th May, 2016 cont'd...

comfortably met. The Youth Advisory Group (YAG) included the site as part of the Youth Week program and conducted a 'Night Scenes' photography activity.

The Winter@the Rail activation program is continuing to progress and has an arts development focus. The introduction of local artworks is due to commence in the coming fortnight; the murals and nature play sculptures will feature throughout the site and the progressive installations will culminate in a celebration in June once complete.

The Railway Lands will be part of the first ever regional STEM summit hosted in Mount Gambier. On Sunday 29th May 2016 the Railway Lands will come to life igniting curiosity and inspiration with a program of scientific fun. This program has been designed to engage with the natural elements of the site and provide some real hands-on family fun. Activities will include mud & clay play stations, the Double Helix Science Club, building of billy carts, teepees and lanterns. A twilight screening of children's artwork and video blogs will be shown and the event will conclude with a Lantern Parade.

The Railway Lands Activation Team are continuing to conduct a full evaluation of the test and trial phase of the site activation and have continued to progress temporary, low cost activations and events including the following initiatives:

| Commercial/Community integration | |
|---|---|
| Railway Building | No further activity |
| Site | Short term hospitality option has been discussed for site – awaiting submission |

| Arts/Cultural/Music Activities | |
|--|---|
| Public Art @ The Rail Public Murals | <i>First Stop Public Art @ the Rail</i> The work by Diana Wiseman is expected to be installed within the coming fortnight. The work by Ben Brumby is expected to be installed mid June. |
| Nature Play Sculptures | The contracts are currently being finalised and the first work, that of Ivo Tadic, is expected to commence in the coming fortnight. |

| Events | |
|-------------------|---|
| LimeFM Family Day | This was a very successful family event that attracted crowds of approximately 3,000 people. Preliminary discussions have been held exploring a similar event to be hosted at the site again next year. |
| Night Scenes | The Youth Advisory Group (YAG) hosted a night photography activity at the site as part of the Youth Week program. |

| Evaluation | |
|---|--|
| A number of evaluations 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 | |

Confirmed future events for the Railway Lands.

| May | June |
|---------------------------------|-------------------|
| #STEMfun16 Winter @ the Rail | Winter @ the Rail |

moved it be recommended:

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

seconded

**5. CORPORATE AND COMMUNITY SERVICES REPORT NO. 33/2016 - Budget Update
As At 31st March, 2016 - Ref. AF14/427**

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance.

moved it be recommended:

- (a) Corporate and Community Services Report No. 33/2016 be received;
- (b) the Budget Update as at 31st March, 2016 as presented with this Report be adopted by Council with all amendments to be made to the 2015/2016 Council Budget.

seconded

**6. CORPORATE AND COMMUNITY SERVICES REPORT NO. 34/2016 - China
Delegation - Ref. AF15/317**

Goal: Securing Economic Prosperity

Strategic Objective: 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.

moved it be recommended:

- (a) Corporate and Community Services Report No. 34/2016 be received;
- (b) Council in partnership with the Mount Gambier Tourism Industry Group and identified stakeholders focus on the significant potential and opportunities presented by the China tourism market.
- (c) Limestone Coast Councils (LCLGA) and Regional Development Australia (LCRDA) commence negotiations immediately with the State Government to secure inbound Shandong delegation(s) to the Limestone Coast during their visit in September 2016.
- (d) Council continues working collaboratively with LCLGA and LCRDA in supporting the State Government delegation and relationships with Shandong Province and by participation in the State Government, Premier led outbound and inbound Trade Mission. Council continues to provide adequate budget (as in 2014/15, 2015/16) for inbound and outbound delegations and Council participates in and attends these

delegations. Council provides opportunities to broaden Elected Member's exposure to Trade Missions via participation in outbound delegations and visits to partnering Chinese cities (should Council identify cities with which to partner).

- (e) Council works with LCRDA, State Government and stakeholders to identify and work with local business to enhance capacity in engaging with the China market.
- (f) Knowledge and experience gained from participation in two Trade Missions highlights the benefits of identifying and targeting one or more Chinese cities with which to establish closer and more productive relationships focusing on business, trade, investment, education and tourism matching the demands of China, the City and Region. Council should actively seek and establish such a relationship with one or more Chinese cities.

seconded

7. CORPORATE AND COMMUNITY SERVICES REPORT NO. 35/2016 - Strategic Plan/Corporate Plan, Achievement Of Key Performance Indicators Quarterly Report, March 2016 - Ref. AF11/1790

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance

moved it be recommended:

- (a) Corporate and Community Services Report No. 35/2016 and the March, 2016 Quarterly Summary KPI report be received and endorsed by Council.

seconded

8. CORPORATE AND COMMUNITY SERVICES REPORT NO. 36/2016 - Frew Park (Ambulance Station) Development - Ref. AF11/1426

Goal: Building Communities

Strategic Objective: Encourage the development of community facilities and infrastructure, community events, and active and safe community spaces through direct support, seeking funding, facilitation etc.

Goal: Securing Economic Prosperity

Strategic Objective: Provide infrastructure and facilities that contribute to Mount Gambier being able to enhance its economic base and quality of life.

Goal: Diversity

Strategic Objective: Consider the needs of all community groups in developing projects, services and infrastructure (public or privately owned).

Goal: Governance

Strategic Objective: Engage with national, state, regional and local forums and partnerships to provide solutions and options to continually improve Councils service delivery and performance.

moved it be recommended:

- (a) Corporate and Community Services Report No.36/2016 be received.
- (b) The key proponents be advised:
 - i. that Council re-affirms its previous in-principle support to a development of Frew Park that includes engagement with community co-occupiers as interested stakeholders; and,
 - ii. that Council will convene a work team of Council Officers to assist the current/proposed building occupiers in developing a shared use proposal with plans/options and preliminary costings for further presentation to Council and other potential funding providers.
- (c) A further report be presented when a shared use proposal as envisaged by resolution (b)(ii) has been developed.

seconded

9. CORPORATE AND COMMUNITY SERVICES REPORT NO. 37/2016 - Economic Development Strategic Framework Ref. AF15/400

Goal: Securing Economic Prosperity

- Strategic Objective:*
- (i) *Foster the expansion of commerce and industry in a sustainable manner, considering industry, employment and climate change impacts, and enhance our positioning as the major centre for the region.*
 - (ii) *Support the development of our local economy, our unique local experiences and our capacity to grow visitation to our city.*
 - (iii) *Provide infrastructure and facilities that contribute to Mount Gambier being able to enhance its economic base and quality of life.*
 - (iv) *In partnership with others seek to create a capable and resilient workforce to match our aspirations and the emerging needs.*
 - (v) *Develop and implement a dynamic planning process to meet emerging economic, social and environmental outcomes.*

moved it be recommended:

- (a) Corporate and Community Services Report No. 37/2016 be received;
- (b) Council endorses the establishment of the City's economic direction with first year undertaking the following actions:
 - 1) Working in collaboration with Tourism Mount Gambier, SATC and other relevant tourism bodies to deliver "*Changing the Tourism Culture Plan*".
 - 2) Undertake feasibility study to improve City's digital technology products, infrastructure and services for residents, business and industry (utilising broadband and high speed fibre optics infrastructure) and identify opportunities for knowledge intensive jobs.

Corporate and Community Services Committee Agenda, Monday 9th May, 2016 cont'd...

- 3) Develop a City Growth Masterplan.
- 4) Undertake City business audit (identifying business needs and potential expansion opportunities).
- 5) Undertake economic analysis work to identify economic trends and challenges facing the City and the development of economic tools including performance scorecard and long term economic growth modelling.
- 6) Identify and implement a “business and community mentor initiative”.
- 7) Develop communication and investment tools (digital and social media, prospectus etc).
- 8) Develop a commercial business prospectus – identifying commercial market drivers, building relationships with commercial real estate managers and property owners etc).
- 9) Develop and implement a communication and events strategic plan.
- 10) Implement a whole of City identity and awareness program.
- 11) Initiate a City business/industry employment needs forum (to include representatives from education and research organisations, skills and training providers.)
- 12) Undertake broader stakeholder engagement and consultation.
- 13) Build and establish relationships with key business, government and industry leaders regionally, nationally and internationally.

Regular two monthly updates will be provided on the progress of the above-mentioned actions and any revised timeframes.

- (c) Council endorses the development of “City Economic Development Blueprint” to be released on 1 July 2017.

seconded

10. CORPORATE AND COMMUNITY SERVICES REPORT NO. 38/2016 - Governance – Review Of Confidentiality Orders - Ref. AF13/64

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance.

moved it be recommended:

- (a) Corporate and Community Services Report No. 38/2016 be received;
- (b) The following Confidential Orders, having been reviewed by Council, continue in operation on the grounds provided within Attachment 1 to Report 38/2016.
 - i. Council 18/6/2013 – Junior Sports Assistance Fund 22/5/2013 - Item 10
ROTARY CLUB OF MOUNT GAMBIER LAKES - Donations to Financially Disadvantaged Junior Sports Persons

Corporate and Community Services Committee Agenda, Monday 9th May, 2016 cont'd...

- ii. Council 17/12/2013 - Junior Sports Assistance Fund 20/11/2013 - Item 12 - ROTARY CLUB OF MOUNT GAMBIER LAKES – Donations to Financially Disadvantaged Junior Sports Persons
 - iii. Council 17/12/2013 - Junior Sports Assistance Fund 20/11/2013 - Item 13 – COMMERCIAL CLUB INC. – Donation to Exceptional Junior Sports person
 - iv. Council 15/4/2014 - Junior Sports Assistance Fund 2/4/2014 - Item 13 - ROTARY CLUB OF MOUNT GAMBIER LAKES – Donations to Financially Disadvantaged Junior Sports Persons
- (c) The following Confidential Orders originally made on 17th November 2015 and reproduced in Attachment 1, be extended as follows:
- i. Corporate and Community Services Item 8 - SALE OF LAND FOR NON PAYMENT OF RATES - Notice of Intention to Sell Land for Non-Payment of Council Rates

| | |
|-----------------------------------|--|
| Confidential Element: All Details | |
| s90(3) Grounds: | (a) & (i) |
| Duration: | until the property has been advertised for sale or all outstanding council rates and charges have been paid. |

- ii. Corporate and Community Services Item 9 - SALE OF LAND FOR NON PAYMENT OF RATES - Notice of Intention to Sell Land for Non-Payment of Council Rates

| | |
|-----------------------------------|--|
| Confidential Element: All Details | |
| s90(3) Grounds: | (a) & (i) |
| Duration: | until the property has been advertised for sale or all outstanding council rates and charges have been paid. |

seconded

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE -

Meeting closed at _____ p.m.
FM

FINANCIAL STATEMENT - Monthly Bank Reconciliation

| as at 31/03/2016 \$ | | as at 30/04/2016 \$ |
|---------------------------|--|---------------------------|
| | <u>GENERAL ACCOUNT (Westpac)</u> | |
| 411,750.43 CR | OPENING BALANCE | - 322.91 CR |
| 2,389,266.21 | <u>PLUS</u> Receipts - | |
| 577,756.93 | Rates & Arrears | 356,736.03 |
| - | General | 686,348.80 |
| 280,000.00 | <u>Receipt of Cash Advance Funds</u> | |
| - | Transfer from CAD Loan 104 | 1,690,000.00 |
| 1,330,000.00 | Transfer from CAD Loan 105 | - |
| - | Transfer from Investment Funds | - |
| \$ 4,577,023.14 | Transfer from Reserve Funds | - |
| | | \$ 2,733,084.83 |
| 4,988,773.57 CR | | 2,732,761.92 CR |
| 678,360.61 | <u>LESS</u> Direct Debits to Bank Account - | |
| - | Payroll - 2 Pays processed in April (3/4 & 17/4) | 695,130.91 |
| 1,250,000.00 | Sundry | - |
| - | Transfer to Investment Funds | - |
| 1,928,360.61 | Transfer to CAD Loan 104 | 230,000.00 |
| | | 925,130.91 |
| 3,060,412.96 CR | | 1,807,631.01 CR |
| 3,060,735.87 | <u>LESS</u> Expenditure Statement - \$ | 1,825,697.86 |
| <u>-\$ 322.91 CR</u> | <u>CASH BALANCE</u> | <u>-\$ 18,066.85 CR</u> |
| | <u>BANK RECONCILIATION</u> | |
| - 773.27 DR | Balance as per Bank Statement | - 19,939.07 DR |
| 7,516.38 | <u>PLUS</u> Deposits not yet credited | 10,096.50 |
| - 12,579.15 | <u>PLUS</u> Deposits not yet reconciled | 12,368.31 |
| - | <u>LESS</u> Deposits not yet updated | - 15,102.66 |
| - | <u>PLUS</u> Payments not yet reconciled | |
| 19,322.26 CR | | - 12,576.92 DR |
| 2,408.58 | <u>LESS</u> Unpresented Cheques & EFT's | 5,489.99 |
| 17,236.59 | Unpresented Direct Debits | -0.06 |
| <u>-\$ 322.91 DR</u> | <u>CASH BALANCE</u> | <u>-\$ 18,066.85 DR</u> |

Current Interest Rate on Bank Account Balance is 0.10%

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

| as at 31/03/2016 \$ | | LGFA CAD LOAN 104 | as at 30/04/2016 \$ |
|---------------------------|----|--|---------------------------|
| - | DR | OPENING BALANCE | 280,000.00 DR |
| - | | PLUS Deposits | 230,000.00 |
| 280,000.00 | | LESS Withdrawals (Transfer to General Account) | 1,690,000.00 |
| - | | Sundry | - |
| <u>\$ 280,000.00</u> | DR | CASH BALANCE | <u>\$ 1,740,000.00</u> DR |

| | | LGFA CAD LOAN 105 | |
|-------------|----|--|----------------|
| - | DR | OPENING BALANCE | - DR |
| - | | PLUS Deposits | - |
| - | | LESS Withdrawals (Transfer to General Account) | - |
| - | | Sundry | - |
| <u>\$ -</u> | DR | CASH BALANCE | <u>\$ -</u> DR |

Current Interest Rate on CAD Loan Balances is 4.25%

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 |
| 3,169,438.64 | 102 Library | 5.97% | 15/06/2024 | 3,169,438.64 |
| 280,000.00 | 104 CAD - Variable Int Only | 4.25% | 17/06/2028 | 1,740,000.00 |
| - | 105 CAD - Variable Int Only | 4.25% | 17/08/2030 | - |
| <u>\$ 3,549,229.77</u> | | | | <u>\$ 5,009,229.77</u> DR |

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

| as at 31/03/2016 \$ | | <u>INVESTMENT FUNDS (Local Government Finance Authority)</u> | as at 30/04/2016 \$ |
|---------------------------|--|--|---------------------------|
| 80,000.00 CR | | Opening Balance | - CR |
| 1,250,000.00 | | <u>PLUS</u> Deposits | 2,088.48 |
| | | <u>PLUS</u> Interest | |
| - 1,330,000.00 | | <u>LESS</u> Withdrawals (Transfer to Westpac) | - |
| - | | Withdrawals (Transfer to CAD Loan 104) | - |
| <u>\$ -</u> CR | | CLOSING BALANCE | <u>\$ 2,088.48</u> CR |

| | | <u>DOWNSTREAM DRAINAGE FUNDS (Local Government Finance Authority)</u> | |
|-------------------------|--|---|-------------------------|
| 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 | 2.00% |
| Reserve Funds - all invested - '90 Days' at | 2.35% |

Prepared by:


.....
Finance Manager

Reviewed by:


.....
Chief Executive Officer

Message From The Scheme Chairmen

Over the past two months, the LGRS team has taken the opportunity to meet with every Council CEO across South Australia to present each of you with the 2015 Special Distributions from the Local Government Risk Schemes as well as inform you of the overall performance of the various Local Government Risk Schemes. This was a fantastic opportunity to personally discuss with you and your team the key elements of the Risk Schemes, which risk services Councils value and whether the Schemes have met your needs in specific areas.

As the Chairs of the Local Government Risk Schemes, we value your feedback as our key drivers are built around delivering value to our Scheme Members. We strongly believe in the value that the Schemes provide to every Council and we are continually reviewing how this can be developed further. We would like to share with you the feedback gathered from our meetings as well as thank you for your ongoing support.

SPECIAL DISTRIBUTIONS RECEIVED BY SA COUNCILS IN 2015 TOTAL \$3.7 MILLION

Once again, the Schemes have performed very well and have continued to provide financial support to all Councils to enable you to reinvest in your respective risk management activities. The 2015 Special Distributions represent an 8% financial dividend (after performance incentives) and provides confirmation that the mutual scheme benefit supports a more holistic approach that enables Council to deal with your broader community, employee, social and financial objectives.

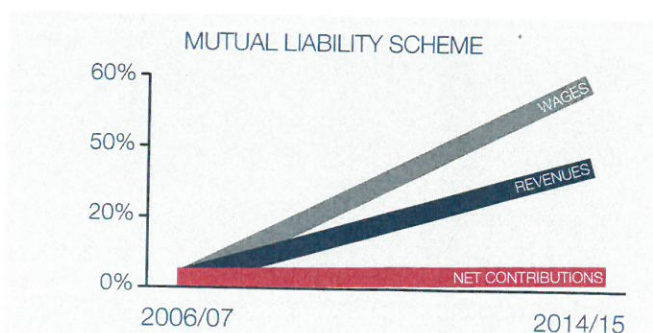
Since the Special Distribution approach was implemented by the Schemes (eight years ago), more than \$20 million has been paid to SA Councils. To give context to the scale of these distributions, this represents almost two entire years of Liability Scheme contributions from all Councils combined. I think you would agree that this truly represents the value of a long-term approach and represents the positive impact of all Councils mutually working together and adopting proactive risk management across their operations.

Of particular note this year is the fantastic result for the Workers' Compensation Scheme, which managed an all-time low number of claims in 2015 (669), which is outstanding considering Council employee numbers have increased by 38% over last 15 years. This result is testament to the great commitment from Council employees to Risk Management and Safety.

Independent Actuarial advice confirms that (prior to Special Distributions) SA Councils saved over \$16 million in 2015 by being members of the LGAWCS (rather than registered through Return to Work SA).



The Mutual Liability Scheme also had an outstanding year in 2015, delivering SA Councils with the most extensive civil liability protection in Australia and all Councils benefiting from significantly lower contributions after receiving the Special Distribution payment. This continues the Liability Scheme success of delivering significant results for an extended period of time and when compared to how Council revenues or other expenses such as wages and utilities have increased over the last 10 years, it is a great result have been achieved for the sector.



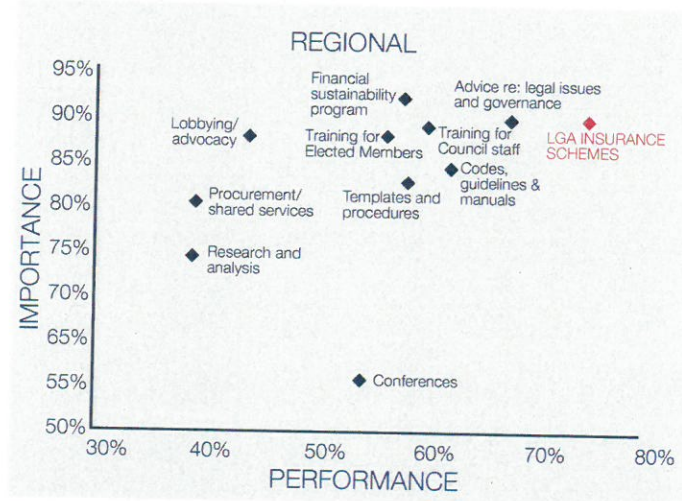
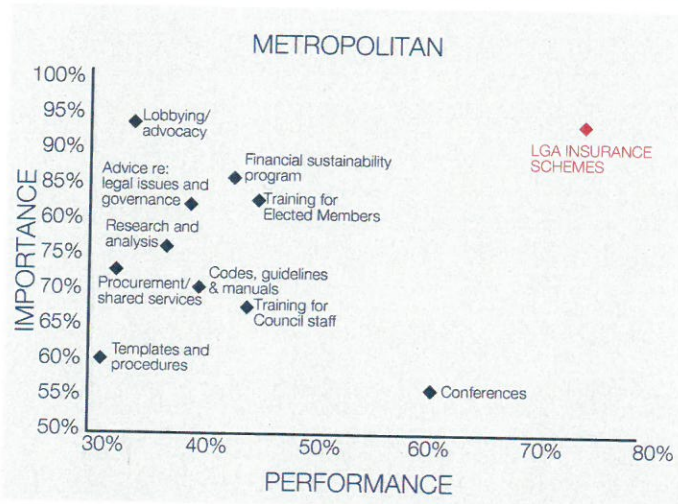
YOUR FEEDBACK

Feedback from our members is sought after, highly valued and we take it very seriously.

This feedback comes from a range of different methods and below we have detailed two important pieces of information that you have provided in the past nine months.

The Local Government Association Marketing Review from SA Councils conducted in July 2015 (by Greenhill Research & Planning)

SERVICE DELIVERY RATING OF IMPORTANCE



In addition to the above, the input we received from all Council CEOs during the past two months was outstanding, as outlined below.

CEO MEETINGS – SURVEY SUMMARY

Do you value the services provided by the LG Risk Schemes?



All CEOs visited said Yes

Do you feel well enough informed about the LG Risk Schemes & the additional services available to you & your staff?



97% of CEOs said Yes

Would you prefer to receive full / broad protection at a stable cost, or restricted cover at a more volatile cost?



All CEOs visited confirmed that broad protection was the preferred option

How important is it to you that the Schemes have resources that understand Local Government?



All CEOs ranked this as 'Very Important' or 'Imperative'

WHAT ARE THE MOST VALUED SERVICES / OUTCOMES & HOW WELL DO YOU THINK WE DO?

Rank both Value & Success from 1-5 (5 being highest)



BROAD PROTECTION

Value: All CEO's ranked a 4 or 5
Success: 97% of CEO's ranked a 4 or 5



ADVISORY SERVICES

Value: 90% ranking a 4 or 5, with the rest a 3
Success: 80% rank 4 or 5, with the rest a 3



RISK & WHS MANAGEMENT

Value: 94% rank a 4 or 5
Success: 75% rank a 4 or 5, with the rest a 3



CLAIMS MANAGEMENT

Value: 97% ranked 4 or 5
Success: 81% ranked a 4 or 5, with the rest a 3



REGIONAL SERVICES & RESOURCES

Value: 92% ranked a 4 or 5
Success: 70% ranked a 4 or 5



FINANCIAL RESULTS TO COUNCIL

Value: 100% ranked a 4 or 5
Success: 98% ranked a 4 or 5

During the visits, some other great input feedback was received on how the Risk Schemes can be made even better. Some key areas that we will be reviewing are:

- The next evolution of our highly valued Regional Risk Coordinator services
- Expansion of our risk service forums to train and collaborate with Council employees
- More frequent communication tools to keep Council employees at various levels well informed on specific Local Government risk matters and trends in South Australia.

FUTURE INITIATIVES

Over the past month since meeting with you, the LGRS team have been busy responding to the needs of all members.

Last week, LGRS launched its new Member Centre, which is your Council's interactive Knowledge Hub of all risk-related information. Your Council now has secure and confidential access to all risk, claims and benchmarking information for all Risk Schemes on a 24/7 basis. During the next few months more and more information will be placed on the Member Centre and the LGRS staff will be ready to work with your staff to help them maximise the benefits of the Member Centre.

The Scheme Boards have also continued with their future planning and your feedback has been very valuable in guiding this process. One area of recent focus has been a review of the future financial strategy built around CEO feedback on providing the broadest possible protection, long-term stability of costs and delivery of strong financial results to all Councils. The Schemes have recently agreed to a revised method to measure their accumulated financial reserves and independent actuarial advice has been received to assist this process.

Based upon this input and other strategic priorities, we are very confident that the Schemes will continue to deliver consistently strong performance and that further Distributions will be available in 2016 to all Council Scheme Members. We will be providing more information on this as we head towards the middle of the year.

Finally we would like to emphasize the overwhelming feedback from all CEOs – which is that you want to continue to see the LG Mutual Risk Schemes align to the objectives of the sector and provide support to Councils by reducing long-term volatility, offering broader sector benefits and offering specialist resources that support sector collaboration.

All of the Schemes have garnered fantastic goodwill from all Councils and our continued focus is to repay this goodwill by continuing to reinvest in Local Government. We know that there is more to any successful business operation than financial returns and from what has been detailed above, you will see that the benefits from the Local Government Risk Schemes go well beyond this to support the sector.

Yours truly,



MAYOR DAVID BURGESS
Chairman
LGA Workers Compensation & Mutual Liability Schemes



CR MAX AMBER
Chairman
LGA Asset Mutual Fund

STRATEGIC PLANNING SUB-COMMITTEE

Minutes of meeting held in the Committee Room, Level 4, Civic Centre, 10 Watson Terrace,
Mount Gambier on Thursday 28th April, 2016 at 12.00 p.m.

MINUTES

PRESENT: Cr F Morello (Presiding Member)
Cr M Lovett, Cr S Perryman

APOLOGIES: Mayor A Lee and Cr P Richardson

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

COUNCIL MEMBERS Nil
AS OBSERVERS:

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

MINUTES: Cr Morello moved that the Minutes of the previous meeting held on Tuesday, 15th March 2016 be taken as read and confirmed.

Cr Perryman seconded

Carried

QUESTIONS:

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

1. REVIEW OF THE STRATEGIC PLAN – Community Plan – Community Consultation/Engagement – Strategic Planning Sub-Committee Report No 1/2016 Ref. AF15/179

Cr Morello moved it be recommended:

- (a) Strategic Planning Sub-Committee report 1/2016 be received.**
- (b) The Community Plan be amended in accordance with the summary of submission tables and the changes proposed by the Strategic Planning Sub-Committee as identified within the Gap Analysis.**
- (c) The following additional Strategy be incorporated into the Community Plan:**

“Goal 3 – Our Economy

Council Operate in accordance with relevant legislation, regulations, policies, governance and business practices and ensure professional and ethical standards focusing on continuous improvement.”

Minutes of the Strategic Planning Sub-Committee, Thursday 28th April, 2016 cont'd...

- (d) **Upon the completion of the amendments as identified, the Community Plan be referred to Council for consideration of endorsement.**

Cr Lovett seconded

Carried

2. COMMUNITY PLAN – CHAT ASSESMENT - Ref. AF 15/179

The Manager Business and Strategic Planning reported:

- (a) The CHAT (Comprehensive Holistic Assessment Tool) was approved by Council at its meeting held in February 2013 to be used to assess Council activities in a holistic context. This means considering the social, environmental, governance and risk elements, as well as financial.
- (b) The adoption of a plan, policy and strategy such as the Community Plan is an activity that has been identified as requiring a CHAT Assessment. The results of the CHAT assessment of the Community Plan will be included in further documentation to Council for consideration.
- (c) Council Members and selected Council Staff have been identified to undertake a CHAT Assessment of the Community Plan. The results of the CHAT assessment will be provided to Members as soon as the assessment has been completed.

Cr Morello moved it be recommended the report be received and the contents noted.

Cr Lovett seconded

Carried

3. COMMUNITY PLAN – Implementation and Resourcing Implications – Strategic Planning Sub Committee Report No. 2/2016- Ref. AF15/179

Cr Perryman moved it be recommended.

- (a) **Strategic Planning Sub-Committee Report no 2/2016 be received.**
- (b) **Upon the endorsement of the Community Plan by Council, work be undertaken to commence the implementation of the Plan.**

Cr Lovett seconded

Carried

MOTIONS WITHOUT NOTICE

1. COMMUNITY PLAN – Community Consultation/Engagement – Submissions received REF. AF16/67

Cr Perryman moved that all those people who made the effort to provide a submission on the Community Plan be formally thanked.

Cr Morello seconded

Carried

The meeting closed at 12.40 p.m.

TT

CONFIRMED THIS

DAY OF

2016.

.....
PRESIDING MEMBER

CORPORATE AND COMMUNITY SERVICES REPORT NO. 33/2016

SUBJECT: BUDGET UPDATE AS AT 31ST MARCH, 2016

REF: AF14/427

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance.

Following the introduction of the Local Government (Financial Management) Regulations 2011, Council completed a review of its Budget reporting processes (Corporate and Community Services Report No. 30/2012 - Monitoring Council's Budget Performance) resulting in the adoption of the new Policy B300 - Budget Reporting and Amendment.

The objective of the Budget Reporting and Amendment Policy is to provide management with a framework to operate in regard to the following:

- The content, timing and process to be followed for reporting to Council on its performance against budget;
- The scope and conditions associated with the Chief Executive Officer approving variations in activity (that are within the scope of the approved budget allocations);
- The process required to be followed as well as general guidelines in relation to the carrying forward of expenditure authority associated with projects included in the budget for the previous year.

The Policy provides for a Budget Update report to be prepared and included in the agenda of the Ordinary Meeting of Council's Corporate and Community Services Committee in the months of November and March (as a minimum). The report will highlight at summary level budget activity for the year to date, original and revised budget information, and include the latest revised forecast of expected budget results for the year.

The Budget Update as at 31st March, 2016 as presented with this report, is now recommended for adoption.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 33/2016 be received;
- (b) the Budget Update as at 31st March, 2016 as presented with this Report be adopted by Council with all amendments to be made to the 2015/2016 Council Budget.



Grant HUMPHRIES
DIRECTOR - CORPORATE SERVICES

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER



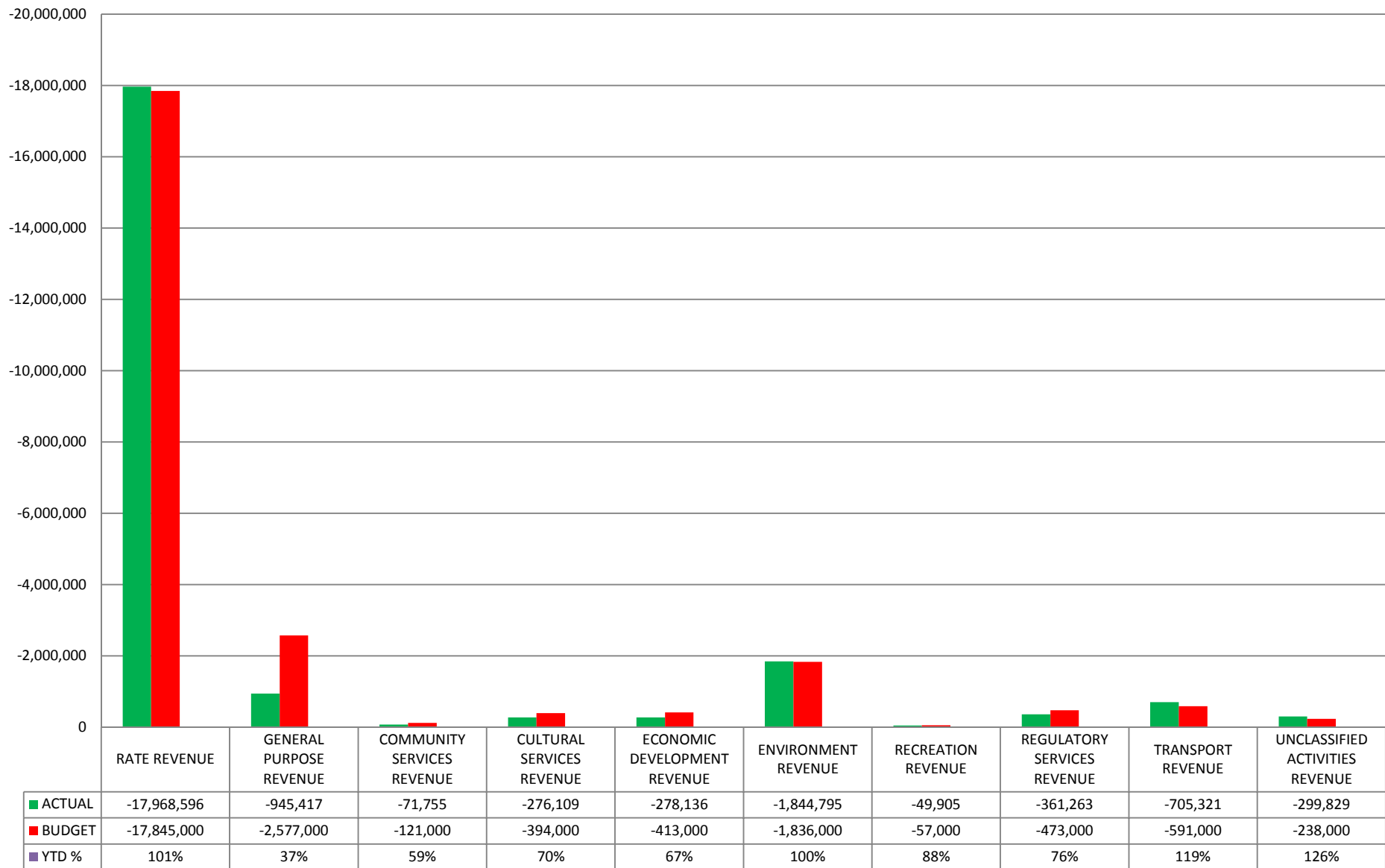
BUDGET UPDATE: BR3 MAY 2016 AS AT 31ST MARCH 2016

- 1. INTERIM BUDGET UPDATE COMMENTARY (PAGE 2 - 4)**
- 2. DETAILED SUMMARY (PAGES 5 - 9)**
- 3. SUMMARY OF REQUESTED BUDGET VARIATIONS (PAGE 10)**
- 4. HIGH LEVEL SUMMARY BY FUNCTION (PAGES 11 - 23)**
- 5. UNIFORM PRESENTATION OF FINANCES (PAGES 24 - 30)**

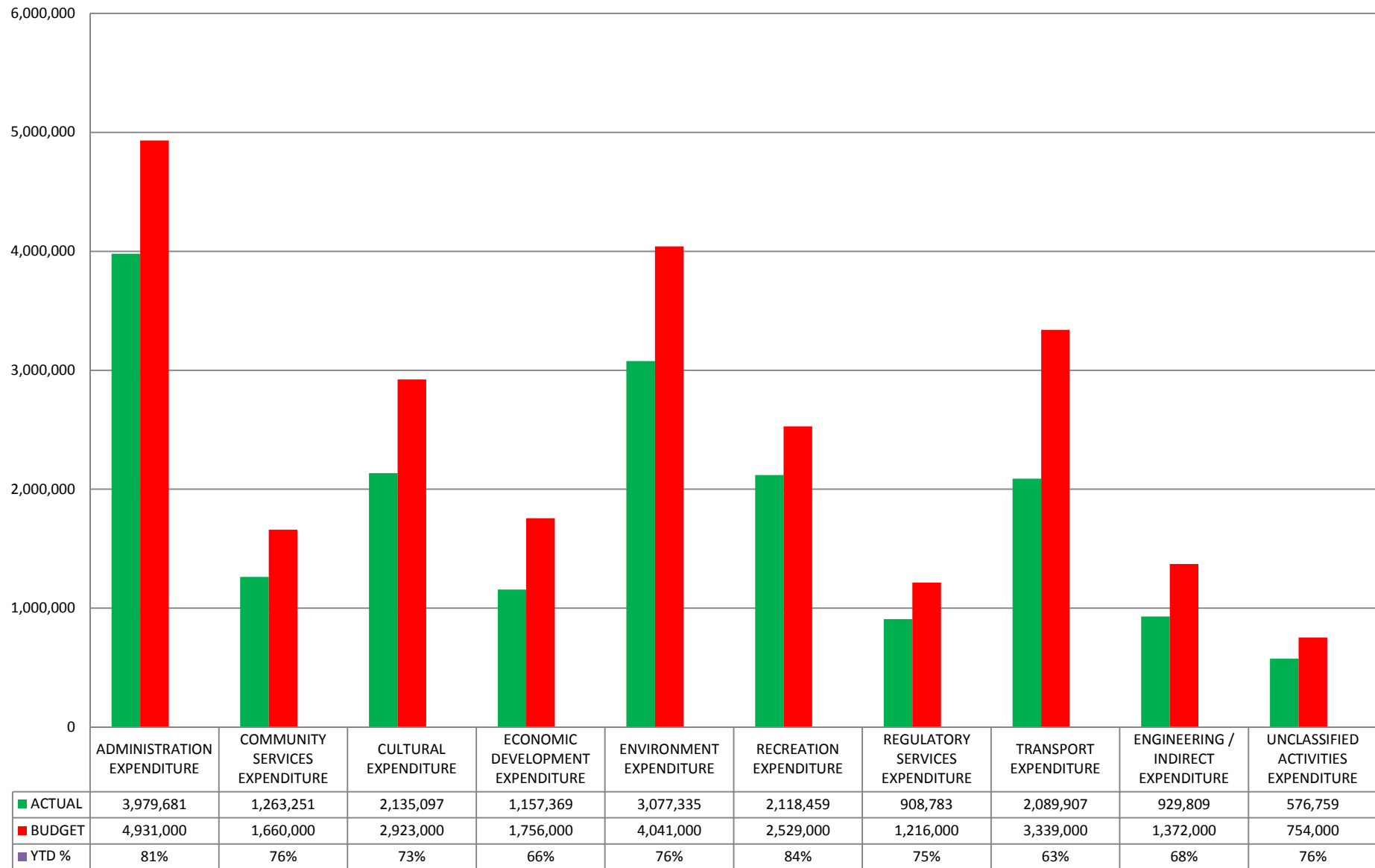
1. **BR3 Commentary**

- This is the third Budget Review for the 2015/2016 financial year other than the interim review which introduced work in progress amounts from 2014/2015 into the 2015/2016 Budget.
- BR3 takes into account most costs for the first 9 months of operating (July to March) however some creditors for the month of March are not yet included (processed in April).
- In overall terms BR3 provides for;
 - An increase in Operating Expenditure of \$150,000
 - An increase in Operating Revenue of \$136,000
 - A net loss to the budgeted operating result of \$14,000
- Council's Budgeted Operating commentary;
 - The adopted Budget provided for a \$66,000 Surplus
 - Interim (WIP) Review resulted in a \$26,000 Surplus
 - BR1 results in a \$73,000 surplus as at 30th September, 2015
 - BR2 results in a \$24,000 surplus as at 31st December, 2015
 - BR3 results in a \$10,000 surplus as at 31st March, 2016
- Council's Cash Budget commentary:
 - Adopted Budget provided for a \$6,000 Deficit
 - The Interim (WIP) Review resulted in a \$46,000 Deficit
 - BR1 results in a surplus of \$84,000 as at 30th September, 2015
 - BR2 results in a surplus of \$43,000 as at 31st December, 2015
 - BR3 results in a deficit of \$20,000 as at 31st March, 2016
- Operating Revenue has increased by \$136,000 principally due to increased waste management revenue and Local Government Insurance Scheme special distribution.
- Operating Expenditure has increased by \$150,000 principally due to the replacement of the Human Resources Manager, waste management costs, plant and machinery repair costs and street cleaning costs.
- Capital Expenditure has increased by \$49,000 principally due to the Council Resolution to increase the Rail Lands Budget (Labrynth) being now brought to account.
- Council's Operating (Expenditure and Revenue) and Capital Expenditure have also been provided on the following pages, in graphical format as part of this Commentary.

Operating Income - As at 31 March 2016 (YTD 75%)



Operating Expenditure - As at 31 March 2016 (YTD 75%)



2. DETAILED SUMMARY

| Account No. | Description | Original Budget '000 | Revised Budget '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Revised E of Y Budget Forecast '000 |
|-------------|--|----------------------|---------------------|----------------------|------------------------|-----------------------------|-------------------------------------|
| 2.1 | <u>OPERATING REVENUE</u> | | | | | | |
| | ADMINISTRATION | | | | | | |
| 4112.0022 | Rates - Rate Rebates - Additional CHA Rebates | (172) | (172) | (178) | (178) | (6) | (178) |
| | | | | | | (6) | |
| | ENVIRONMENTAL | | | | | | |
| 4162.0623 | Waste Management - Greenwaste Collection Fees | 270 | 420 | 429 | 429 | 9 | 429 |
| 4162.0625 | Waste Management - Landfill Disposal Fees | 0 | 1,157 | 1,177 | 1,061 | 20 | 1,177 |
| 4162.0626 | Waste Management - WTC | 0 | 73 | 123 | 119 | 50 | 123 |
| 4164.0641 | Environmental Sustainability - Grant Funds Allocated | 0 | 0 | 5 | 5 | 5 | 5 |
| | | | | | | 84 | |
| | RECREATION | | | | | | |
| 4170.0701 | Reserves - Lease/Hire Fees | 17 | 17 | 9 | 5 | (8) | 9 |
| 4170.0708 | Reserves - Sports Facilities - Lease Fees | 37 | 37 | 45 | 45 | 8 | 45 |
| | | | | | | 0 | |
| | REGULATORY | | | | | | |
| 4180.0801 | Dog Control - Registration Fees | 132 | 132 | 138 | 138 | 6 | 138 |
| 4180.0830 | Parking - Parking Fees | 40 | 40 | 25 | 19 | (15) | 25 |
| | | | | | | (9) | |
| | TRANSPORT | | | | | | |
| 4193.0931 | Road Maintenance - Reinstatements - Less than indicated | 15 | 15 | 10 | 2 | (5) | 10 |
| | | | | | | (5) | |
| | UNCLASSIFIED | | | | | | |
| 4230.1302 | Sundry Revenue - Insurance/Other Reimb - Trainee Subsidies | 5 | 20 | 42 | 42 | 22 | 42 |
| 4230.1305 | Sundry Revenue - Special Distribution/SA Water | 5 | 5 | 55 | 55 | 50 | 55 |
| | | | | | | 72 | |
| | | | | | | | |
| | TOTAL OPERATING REVENUE - INCREASE/(DECREASE) | | | | | 136 | |

| Account No. | Description | Original Budget '000 | Revised Budget '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Revised E of Y Budget Forecast '000 |
|-------------|--|----------------------|---------------------|----------------------|------------------------|-----------------------------|-------------------------------------|
| 2.2 | <u>OPERATING EXPENDITURE</u> | | | | | | |
| | | | | | | | |
| | ADMINISTRATION | | | | | | |
| 6000.0106 | Elected Members - Receptions/Expenses - Dignatory Gifts | 23 | 23 | 25 | 20 | 2 | 25 |
| | | | | | | 2 | |
| | SUPPORT SERVICES | | | | | | |
| 6011.0010 | Accounting/Finance - Salaries - Adjustment | 255 | 255 | 275 | 208 | 20 | 275 |
| 6016.0010 | Rates - Salaries - Adjustment | 96 | 96 | 76 | 56 | (20) | 76 |
| 6012.0025 | Payroll - W/Comp Premium | 102 | 102 | 100 | 100 | (2) | 100 |
| 6013.0010 | Human Resources - Salaries - HRM | 175 | 175 | 205 | 160 | 30 | 205 |
| 6013.0038 | Human Resources - Operating - HRM Advertising | 13 | 13 | 21 | 20 | 8 | 21 |
| 6013.0320 | Human Resources - Consulting - HRM Recruitment/CEO Review | 26 | 26 | 46 | 46 | 20 | 46 |
| 6022.0021 | Community Engagement - Superannuation -Costing Adjustmnt | 18 | 18 | 25 | 19 | 7 | 25 |
| 6022.0010 | Community Engagement - Salaries - Costing Adjustment | 174 | 174 | 240 | 184 | 66 | 240 |
| 6022.0038 | Community Engagement-Vehicle Operating Costs-Reallocation | 17 | 17 | 25 | 11 | 8 | 25 |
| 6022.0039 | Community Engagement - Offset Exp. (Well Being) | 85 | 85 | 79 | 41 | (6) | 79 |
| 6022.0039 | Community Engagement- Offset Exp. (STEM) | 85 | 79 | 78 | 41 | (1) | 78 |
| 6022.0039 | Community Engagement - Offset Exp. (Banners) | 85 | 78 | 73 | 41 | (5) | 73 |
| 6022.0039 | Community Engagement - PR/Comm Allocation | 85 | 73 | 65 | 41 | (8) | 65 |
| | | | | | | 117 | |
| | COMMUNITY SERVICES | | | | | | |
| 6129.0021 | Community Support - Superannuation - Costing Adj. | 14 | 14 | 9 | 6 | (5) | 9 |
| 6129.0010 | Community Support - Salaries - Costing Adj. | 100 | 100 | 80 | 57 | (20) | 80 |
| 6129.0567 | Community Support - Lifelong Learning - Wellbeing/Res Programs | 7 | 7 | 13 | 7 | 6 | 13 |
| | | | | | | (19) | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

| Account No. | Description | Original Budget '000 | Revised Budget '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Revised E of Y Budget Forecast '000 |
|-------------|---|----------------------|---------------------|----------------------|------------------------|-----------------------------|-------------------------------------|
| | OPERATING EXPENDITURE cont'd... | | | | | | |
| | CULTURAL | | | | | | |
| 6200.0010 | Library - Salaries - offset by Community Engagement | 846 | 846 | 806 | 584 | (40) | 806 |
| 6200.0034 | Library - Employee Costs - Offset by Trainee Subsidy | 8 | 8 | 16 | 7 | 8 | 16 |
| 6200.0035 | Library - Training Costs - Offset by Trainee Subsidy | 6 | 9 | 11 | 11 | 2 | 11 |
| 6200.0633 | Library - Materials Grant - Local Purchases Portion | 72 | 62 | 72 | 72 | 10 | 72 |
| 6220.0691 | Heritage - Old Town Hall - Major Repairs to Clock | 24 | 24 | 34 | 32 | 10 | 34 |
| 6230.0720 | Riddoch Art Gallery - Reallocation to Capital | 58 | 58 | 29 | 0 | (29) | 29 |
| 6240.0736 | Citizenship - Reduced Expenditure | 10 | 10 | 8 | 3 | (2) | 8 |
| 6202.0670 | Libraries - Community Projects - Stem Program | 16 | 16 | 17 | 10 | 1 | 17 |
| 6240.0735 | Decorations/Banners - Erect/Dismantle | 26 | 34 | 39 | 36 | 5 | 39 |
| | | | | | | (35) | |
| | ECONOMIC | | | | | | |
| 6360.0010 | Tourism-The Lady Nelson-Salaries offset by Comm. Engagement | 311 | 311 | 291 | 195 | (20) | 291 |
| | | | | | | (20) | |
| | ENVIRONMENT | | | | | | |
| 6410.0880 | Waste Management - Domestic Collection Costs | 550 | 550 | 600 | 466 | 50 | 600 |
| 6410.0887 | Waste Management - Recycling Disposal | 125 | 145 | 195 | 165 | 50 | 195 |
| 6410.0889 | Waste Management - eWaste | 12 | 12 | 19 | 18 | 7 | 19 |
| 6430.0920 | Street Cleaning - Footpath Cleaning - Paving Cleaning | 110 | 110 | 130 | 112 | 20 | 130 |
| 6440.0930 | Street Lighting - Reduced Costs | 467 | 467 | 437 | 238 | (30) | 437 |
| | | | | | | 97 | |
| | RECREATION | | | | | | |
| 6500.0975 | Rail Lands - Maintenance (Increased Maintenance Costs) | 30 | 80 | 100 | 96 | 20 | 100 |
| 6500.0975 | Rail Lands - Activation - Transfer Capital to Operating | 30 | 100 | 120 | 96 | 20 | 120 |
| 6500.0980 | Parks, Gardens Maintenance - Vansittart Park Gardens | 128 | 128 | 123 | 87 | (5) | 123 |
| 6530.1000 | Sports Facilities - Outdoor - Blue Lake Sports Park | 122 | 122 | 107 | 67 | (15) | 107 |
| 6530.1002 | Sports Facilities - Outdoor - Frew Park - Resow Oval | 24 | 24 | 38 | 33 | 14 | 38 |
| 6530.1006 | Sports Facilities - Outdoor - Olympic Park | 15 | 15 | 12 | 7 | (3) | 12 |
| 6550.1031 | Sports Facilities - Aquatic Centre - Maintenance Costs | 68 | 68 | 73 | 73 | 5 | 73 |
| 6550.1032 | Sports Facilities - Aquatic Centre - Improvements | 16 | 16 | 6 | 0 | (10) | 6 |

| Account No. | Description | Original Budget '000 | Revised Budget '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Revised E of Y Budget Forecast '000 |
|-------------|--|----------------------|---------------------|----------------------|------------------------|-----------------------------|-------------------------------------|
| 2.3 | <u>OPERATING EXPENDITURE cont.</u> | | | | | | |
| | REGULATORY | | | | | | |
| 6630.0010 | Planning - Salaries | 230 | 230 | 225 | 163 | (5) | 225 |
| 6630.1129 | Planning - CDAP Operating | 14 | 14 | 11 | 6 | (3) | 11 |
| 6600.0038 | Dog Control - Operating - Legal Costs | 30 | 30 | 38 | 33 | 8 | 38 |
| 6670.0038 | Parking - Operating | 20 | 20 | 15 | 10 | (5) | 15 |
| | | | | | | (5) | |
| | TRANSPORT | | | | | | |
| 6740.1242 | Road Maintenance - Reinstatements | 20 | 20 | 10 | 4 | (10) | 10 |
| 6730.1231 | Kerb/Footway Maintenance | 15 | 25 | 40 | 37 | 15 | 40 |
| | | | | | | 5 | |
| | ENGINEERING/INDIRECT | | | | | | |
| 6820.0025 | Engineering - W/Comp Premiun | 120 | 124 | 121 | 121 | (3) | 121 |
| 6850.1601 | Plant and Machinery - Fuel Costs | 380 | 359 | 284 | 162 | (75) | 284 |
| 6850.1600 | Plant and Machinery - Repairs and Maintenance | 470 | 470 | 520 | 431 | 50 | 520 |
| 6850.1602 | Plant and Machinery - Reg/Ins Costs | 110 | 110 | 120 | 117 | 10 | 120 |
| | | | | | | (18) | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | TOTAL OPERATING EXPENDITURE - INCREASE/(DECREASE) | | | | | 150 | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

TOTAL CAPITAL EXPENDITURE - INCREASE/(DECREASE)

3. SUMMARY OF REQUESTED BUDGET VARIATIONS

| | Original Budget \$000 | Revised Budget \$000 | Variation Requested \$000 | BR3 \$000 |
|---|-----------------------------|----------------------------|---------------------------------|--------------|
| OPERATING | | | | |
| Operating Expenditure Increase (Decrease) | 24,258 | 24,521 | 150 | 24,671 |
| Operating Revenue Increase (Decrease) | 24,324 | 24,545 | 136 | 24,681 |
| Operating Surplus/(Deficit) | 66 | 24 | (14) | 10 |
| CAPITAL EXPENDITURE | | | | |
| Capital Expenditure Increase (Decrease) | 6,088 | 9,776 | 49 | 9,825 |
| CAPITAL REVENUE | | | | |
| Capital Revenue Increase (Decrease) | 0 | 1,223 | 0 | 1,223 |
| NON OPERATING EXPENDITURE | | | | |
| Non Operating Expenditure Increase (Decrease) | 874 | 874 | 0 | 874 |
| NON OPERATING REVENUE | | | | |
| Non Operating Revenue Increase (Decrease) | 6,890 | 9,446 | 0 | 9,446 |
| Revised Cash Budget Surplus/(Deficit) | (6) | 43 | 63 | (20) |
| SUMMARY OF ALTERATIONS : SURPLUS/(DEFICIT) | Operating Budget | | Cash Budget | |
| Original (Adopted) Budget | | 66 | | (6) |
| Revised Budget - (Work in Progress) | | 26 | | (46) |
| Budget Update No. 1 (as at 30th September, 2015) | | 73 | | 84 |
| Budget Update No. 2 (as at 31st December, 2015) | | 24 | | 43 |
| Budget Update No. 3 (as at 31st March, 2016) | | 10 | | (20) |

HIGH LEVEL SUMMARY BY FUNCTION

4.1 ADMINISTRATION

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|--|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6000 - 6002) | 1,703 | 1,688 | 1,690 | 1,266 | 2 | 1,690 |
| OPERATING REVENUE (4100 - 4120) | 20,440 | 20,422 | 20,416 | 18,914 | (6) | 20,416 |
| NET OPERATING - SURPLUS / (DEFICIT) | 18,737 | 18,734 | 18,726 | 17,648 | 8 | 18,726 |
| CAPITAL EXPENDITURE (7500) | 124 | 480 | 480 | 27 | 0 | 480 |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | (124) | (480) | (480) | (27) | 0 | (480) |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.2 SUPPORT SERVICES

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|--|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6010) | 3,212 | 3,243 | 3,360 | 2,714 | 117 | 3,360 |
| OPERATING REVENUE | | | | | | |
| NET OPERATING - SURPLUS / (DEFICIT) | (3,212) | (3,243) | (3,360) | (2,714) | (117) | (3,360) |
| CAPITAL EXPENDITURE (7460) | 55 | 126 | 126 | 83 | 0 | 126 |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | (55) | (126) | (126) | (83) | 0 | (126) |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.3 COMMUNITY

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|--|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6100) | 1,655 | 1,660 | 1,641 | 1,263 | (19) | 1,641 |
| OPERATING REVENUE (4130) | 121 | 121 | 121 | 72 | 0 | 121 |
| NET OPERATING - SURPLUS / (DEFICIT) | (1,534) | (1,539) | (1,520) | (1,191) | 19 | (1,520) |
| CAPITAL EXPENDITURE (7560, 7570, 7620) | 147 | 147 | 147 | 96 | 0 | 147 |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | (147) | (147) | (147) | (96) | 0 | (147) |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.4 CULTURAL

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|---|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6200) | 2,901 | 2,923 | 2,888 | 2,135 | (35) | 2,888 |
| OPERATING REVENUE (4140 - 4142) | 392 | 394 | 394 | 276 | 0 | 394 |
| NET OPERATING - SURPLUS / (DEFICIT) | (2,509) | (2,529) | (2,494) | (1,859) | 35 | (2,494) |
| CAPITAL EXPENDITURE (7470, 7630, 7640, 7650) | 155 | 176 | 195 | 59 | 19 | 195 |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | (155) | (176) | (195) | (59) | (19) | (195) |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.5 ECONOMIC

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|---|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6300) | 1,608 | 1,756 | 1,736 | 1,157 | (20) | 1,736 |
| OPERATING REVENUE (4153) | 413 | 413 | 413 | 278 | 0 | 413 |
| NET OPERATING - SURPLUS / (DEFICIT) | (1,195) | (1,343) | (1,323) | (879) | 20 | (1,323) |
| CAPITAL EXPENDITURE (7660) | | | | | | |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | | | | | | |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.6 ENVIRONMENT

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|--|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6400) | 4,072 | 4,041 | 4,138 | 3,077 | 97 | 4,138 |
| OPERATING REVENUE (4162) | 1,665 | 1,836 | 1,920 | 1,845 | 84 | 1,920 |
| NET OPERATING - SURPLUS / (DEFICIT) | (2,407) | (2,205) | (2,218) | (1,232) | (13) | (2,218) |
| CAPITAL EXPENDITURE (7670, 7665, 7800) | 259 | 882 | 882 | 298 | 0 | 882 |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | (259) | (882) | (882) | (298) | 0 | (882) |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.7 RECREATIONAL

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|---|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6500) | 2,507 | 2,529 | 2,555 | 2,118 | 26 | 2,555 |
| OPERATING REVENUE (4170) | 57 | 57 | 57 | 50 | 0 | 57 |
| NET OPERATING - SURPLUS / (DEFICIT) | (2,450) | (2,472) | (2,498) | (2,068) | (26) | (2,498) |
| CAPITAL EXPENDITURE (7680, 7690, 7700, 7730) | 539 | 1,632 | 1,662 | 936 | 30 | 1,662 |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | (539) | (1,632) | (1,662) | (936) | (30) | (1,662) |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.8 REGULATORY

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|--|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6600) | 1,191 | 1,216 | 1,211 | 909 | (5) | 1,211 |
| OPERATING REVENUE (4180) | 425 | 473 | 464 | 361 | (9) | 464 |
| NET OPERATING - SURPLUS / (DEFICIT) | (766) | (743) | (747) | (548) | 4 | (747) |
| CAPITAL EXPENDITURE | | | | | | |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | | | | | | |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.9 TRANSPORT

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|--|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6700) | 3,281 | 3,339 | 3,344 | 2,090 | 5 | 3,344 |
| OPERATING REVENUE (4192, 4193) | 591 | 591 | 586 | 705 | (5) | 586 |
| NET OPERATING - SURPLUS / (DEFICIT) | (2,690) | (2,748) | (2,758) | (1,385) | (10) | (2,758) |
| CAPITAL EXPENDITURE (7300, 7400, 7450, 7830, 7900) | 4,804 | 6,296 | 6,296 | 2,997 | 0 | 6,296 |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | (4,804) | (6,296) | (6,296) | (2,997) | 0 | (6,296) |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.10 ENGINEERING/INDIRECT

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|--|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6800) | 1,361 | 1,372 | 1,354 | 930 | (18) | 1,354 |
| OPERATING REVENUE | | | | | | |
| NET OPERATING - SURPLUS / (DEFICIT) | (1,361) | (1,372) | (1,354) | (930) | 18 | (1,354) |
| CAPITAL EXPENDITURE (7740) | 5 | 37 | 37 | 42 | 0 | 37 |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | (5) | (37) | (37) | (42) | 0 | (37) |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.11 UNCLASSIFIED

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|--|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE (6900) | 767 | 754 | 754 | 577 | 0 | 754 |
| OPERATING REVENUE (4210, 4230, 4240) | 220 | 238 | 310 | 300 | 72 | 310 |
| NET OPERATING - SURPLUS / (DEFICIT) | (547) | (516) | (444) | (277) | 72 | (444) |
| CAPITAL EXPENDITURE | | | | | | |
| CAPITAL REVENUE | | | | | | |
| NET CAPITAL - SURPLUS / (DEFICIT) | | | | | | |
| NON OPERATING EXPENDITURE | | | | | | |
| NON OPERATING REVENUE | | | | | | |
| NET NON OPERATING - SURPLUS / (DEFICIT) | | | | | | |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.12 NON - OPERATING

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|---|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE | | | | | | |
| OPERATING REVENUE | | | | | | |
| NET OPERATING - SURPLUS / (DEFICIT) | | | | | | |
| CAPITAL EXPENDITURE | | | | | | |
| CAPITAL REVENUE | 0 | 1,223 | 1,223 | 794 | 0 | 1,223 |
| NET CAPITAL - SURPLUS / (DEFICIT) | 0 | 1,223 | 1,223 | 794 | 0 | 1,223 |
| NON OPERATING EXPENDITURE (7000) | 874 | 874 | 874 | 106 | 0 | 874 |
| NON OPERATING REVENUE (4250, 4260, 4270, 4280, 4300, 4500) | 6,890 | 9,446 | 9,446 | 3,033 | 0 | 9,446 |
| NET NON OPERATING - SURPLUS / (DEFICIT) | 6,016 | 8,572 | 8,572 | 2,927 | 0 | 8,572 |

Financial Report: refer detailed Summary

HIGH LEVEL SUMMARY BY FUNCTION

4.13 SUMMARY

| | Original Budget '000 | Revised '000 | Proposed Budget '000 | Actual 31/03/2016 '000 | Variance now Requested '000 | Proposed E of Y Budget Forecast '000 |
|---|----------------------------|-----------------|----------------------------|------------------------------|-----------------------------------|--|
| OPERATING EXPENDITURE | 24,258 | 24,521 | 24,761 | 18,236 | 150 | 24,761 |
| OPERATING REVENUE | 24,324 | 24,545 | 24,681 | 22,801 | 136 | 24,681 |
| NET OPERATING BUDGET SURPLUS/(DEFICIT) | 66 | 24 | 10 | 4,565 | (14) | 10 |
| CAPITAL EXPENDITURE | 6,088 | 9,776 | 9,825 | 4,538 | 49 | 9,825 |
| CAPITAL REVENUE | 0 | 1,223 | 1,223 | 794 | 0 | 1,223 |
| NON OPERATING EXPENDITURE | 874 | 874 | 874 | 106 | 0 | 874 |
| NON OPERATING REVENUE | 6,890 | 9,446 | 9,446 | 3,033 | 0 | 9,446 |
| NET CASH BUDGET SURPLUS/(DEFICIT) | (6) | 43 | (20) | 3,748 | 93 | (20) |

**CITY OF MOUNT GAMBIER
BUDGET 2016**

Statement of Comprehensive Income

| ACTUAL 2015 \$ '000 | INCOME | BR3 2016 \$ '000 |
|------------------------------------|---|---------------------------------|
| 17,641 | Rates | 17,839 |
| 417 | Statutory Charges | 464 |
| 3,706 | User Charges | 2,878 |
| 3,604 | Grants Subsidies and Contributions | 3,366 |
| 29 | Investment Income | 13 |
| 350 | Reimbursements | 121 |
| 363 | Other Income | 0 |
| <hr/> 26,110 | TOTAL REVENUES | <hr/> 24,681 |
| | EXPENSES | |
| 9,197 | Wages and Salaries | 9,239 |
| 8,920 | Materials, contracts & other expenses | 8,962 |
| 299 | Finance Costs | 374 |
| 6,649 | Depreciation, amortisation & impairment | 6,096 |
| 0 | Share of loss - joint ventures & associates | 0 |
| <hr/> 25,065 | TOTAL EXPENSES | <hr/> 24,671 |
| | OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS | |
| 1,045 | | 10 |
| 58 | Net gain (loss) on disposal or revaluation of assets | 0 |
| 796 | Amounts specifically for new or upgraded assets | 0 |
| 0 | Physical resources received free of charge | 0 |
| <hr/> 1,899 | NET SURPLUS/(DEFICIT) | <hr/> 10 |

**CITY OF MOUNT GAMBIER
BUDGET 2016**

Cash Flow Statement

| ACTUAL 2015 \$ '000 | | BR3 2016 \$ '000 Inflows (Outflows) |
|------------------------------------|---|--|
| | CASHFLOWS FROM OPERATING ACTIVITIES | |
| | RECEIPTS | |
| 25,939 | Operating Receipts | 24,668 |
| 28 | Investment Receipts | 13 |
| | PAYMENTS | |
| (18,280) | Operating payments to suppliers & employees | (18,201) |
| (339) | Finance Payments | (374) |
| <u>7,348</u> | Net Cash provided by (or used in) Operating Activities | <u>6,106</u> |
| | CASH FLOWS FROM INVESTING ACTIVITIES | |
| | RECEIPTS | |
| 796 | Grants specifically for new or upgraded assets | 0 |
| 911 | Sale of Assets | 959 |
| 60 | Repayments of loans by community groups | 43 |
| | PAYMENTS | |
| 0 | Loans made to community groups | (10) |
| (5,156) | Expenditure on renewal / replacement of assets | (6,451) |
| (4,091) | Expenditure on new / upgraded assets | (3,374) |
| <u>(7,480)</u> | Net Cash provided by (or used in) Investing Activities | <u>(8,833)</u> |
| | CASH FLOWS FROM FINANCING ACTIVITIES | |
| | RECEIPTS | |
| 0 | Proceeds from Borrowings | 0 |
| | PAYMENTS | |
| (72) | Repayment of Borrowings | 2,309 |
| <u>(72)</u> | NET CASH USED IN FINANCING ACTIVITIES | <u>2,309</u> |
| | NET INCREASE (DECREASE) IN CASH HELD | (418) |
| (204) | CASH AT BEGINNING OF YEAR | 969 |
| <u>1,173</u> | CASH AT END OF YEAR | <u>551</u> |
| <u>969</u> | | <u>551</u> |

**CITY OF MOUNT GAMBIER
BUDGET 2016**

Balance Sheet

| ACTUAL 2015 \$ '000 | | BR3 2016 \$ '000 |
|------------------------------------|--|---------------------------------|
| | ASSETS | |
| | CURRENT ASSETS | |
| 969 | Cash and cash equivalents | 551 |
| 1,568 | Trade & other receivables | 1,568 |
| 40 | Inventories | 40 |
| 0 | Other Financial Assets | 0 |
| <u>2,577</u> | | <u>2,159</u> |
| 0 | Non-Current Assets held for Sale | 0 |
| <u>2,577</u> | TOTAL CURRENT ASSETS | <u>2,159</u> |
| | NON-CURRENT ASSETS | |
| 108 | Financial Assets | 75 |
| 0 | Equity accounted investments in Council businesses | 0 |
| 0 | Investment Property | 0 |
| 230,349 | Infrastructure, Property, Plant & Equipment | 233,119 |
| 0 | Other Non-current Assets | 0 |
| <u>230,457</u> | TOTAL NON-CURRENT ASSETS | <u>233,194</u> |
| <u>233,034</u> | TOTAL ASSETS | <u>235,353</u> |
| | LIABILITIES | |
| | CURRENT LIABILITIES | |
| 2,436 | Trade & Other Payables | 2,436 |
| 184 | Borrowings | 184 |
| 2,076 | Short-term Provisions | 2,076 |
| 0 | Other Current Liabilities | 0 |
| <u>4,696</u> | | <u>4,696</u> |
| 0 | Liabilities relating to Non-current Assets held for Sale | 0 |
| <u>4,696</u> | TOTAL CURRENT LIABILITIES | <u>4,696</u> |
| | NON-CURRENT LIABILITIES | |
| 0 | Trade & Other Payables | 0 |
| 4,525 | Long-term Borrowings | 6,834 |
| 232 | Long-term Provisions | 232 |
| 0 | Other Non-current Liabilities | 0 |
| <u>4,757</u> | TOTAL NON-CURRENT LIABILITIES | <u>7,066</u> |
| <u>9,453</u> | TOTAL LIABILITIES | <u>11,762</u> |
| <u>223,581</u> | NET ASSETS | <u>223,591</u> |
| | EQUITY | |
| 49,398 | Accumulated Surplus | 52,581 |
| 165,034 | Asset Revaluation | 165,034 |
| 9,149 | Other Reserves | 5,976 |
| <u>223,581</u> | TOTAL EQUITY | <u>223,591</u> |

**CITY OF MOUNT GAMBIER
BUDGET 2016**

Statement of Changes in Equity

| ACTUAL 2015 \$ '000 | | BR3 2016 \$ '000 |
|------------------------------------|--|---------------------------------|
| | ACCUMULATED SURPLUS | |
| 46,307 | Balance at end of previous reporting period | 49,398 |
| 1,899 | Net Result for Year | 10 |
| 4,385 | Transfer From Reserves | 3,173 |
| <u>-3,193</u> | Transfer To Reserves | <u>0</u> |
| 49,398 | BALANCE AT END OF PERIOD | 52,581 |
| | ASSET REVALUATION RESERVE | |
| 131,574 | Balance at end of previous reporting period | 165,034 |
| 33,460 | Gain on revaluation of infrastructure, property, plant & equipment | 0 |
| 0 | Transfer to Accumulated Surplus on sale of infrastructure, property, plant & equipment | 0 |
| <u>165,034</u> | BALANCE AT END OF PERIOD | <u>165,034</u> |
| | LONG SERVICE LEAVE | |
| 724 | Balance at end of previous reporting period | 724 |
| 0 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | -121 |
| <u>724</u> | BALANCE AT END OF PERIOD | <u>603</u> |
| | OFF STREET CAR PARK | |
| 267 | Balance at end of previous reporting period | 267 |
| 0 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>267</u> | BALANCE AT END OF PERIOD | <u>267</u> |
| | PLANT REPLACEMENT | |
| 1,561 | Balance at end of previous reporting period | 1,561 |
| 0 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>1,561</u> | BALANCE AT END OF PERIOD | <u>1,561</u> |
| | LADY NELSON PARK REDEVELOPMENT | |
| 6 | Balance at end of previous reporting period | 6 |
| 0 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>6</u> | BALANCE AT END OF PERIOD | <u>6</u> |
| | ASSET REPLACEMENT | |
| 1,296 | Balance at end of previous reporting period | 1,296 |
| 0 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>1,296</u> | BALANCE AT END OF PERIOD | <u>1,296</u> |

**CITY OF MOUNT GAMBIER
BUDGET 2016**

Statement of Changes in Equity

| ACTUAL 2015 \$ '000 | | BR3 2016 \$ '000 |
|------------------------------------|--|---------------------------------|
| | LAND DIVISION - OUTSTANDING WORK | |
| 232 | Balance at end of previous reporting period | 232 |
| 0 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>232</u> | BALANCE AT END OF PERIOD | <u>232</u> |
| | DOWNSTREAM DRAINAGE | |
| 171 | Balance at end of previous reporting period | 174 |
| 3 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | -105 |
| <u>174</u> | BALANCE AT END OF PERIOD | <u>69</u> |
| | WORK IN PROGRESS | |
| 4,385 | Balance at end of previous reporting period | 2,987 |
| 2,987 | Transfer to reserve from accumulated surplus | 0 |
| -4,385 | Transfer from reserve to accumulated surplus | -2,947 |
| <u>2,987</u> | BALANCE AT END OF PERIOD | <u>40</u> |
| | CITY CENTRE IMPROVEMENT | |
| 688 | Balance at end of previous reporting period | 688 |
| 0 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>688</u> | BALANCE AT END OF PERIOD | <u>688</u> |
| | MAJOR CAPITAL WORKS | |
| 482 | Balance at end of previous reporting period | 482 |
| 0 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>482</u> | BALANCE AT END OF PERIOD | <u>482</u> |
| | RESERVE FUNDS TOTAL | |
| 0 | Balance at end of previous reporting period | 0 |
| 0 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>0</u> | BALANCE AT END OF PERIOD | <u>0</u> |
| | MOUNT GAMBIER CEMETERY TRUST | |
| 478 | Balance at end of previous reporting period | 672 |
| 194 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>672</u> | BALANCE AT END OF PERIOD | <u>672</u> |
| | JUNIOR SPORTING FUND | |
| 51 | Balance at end of previous reporting period | 60 |
| 9 | Transfer to reserve from accumulated surplus | 0 |
| 0 | Transfer from reserve to accumulated surplus | 0 |
| <u>60</u> | BALANCE AT END OF PERIOD | <u>60</u> |
| <u><u>223,581</u></u> | TOTAL EQUITY AT END OF REPORTING PERIOD | <u><u>223,591</u></u> |

**CITY OF MOUNT GAMBIER
BUDGET 2016**

| Uniform Presentation of Finances | | |
|---|---|---------------------------------|
| ACTUAL 2015 \$ '000 | | BR3 2016 \$ '000 |
| 26,110 | Operating Revenues | 24,681 |
| <i>-25,065</i> | <i>less Operating Expenses</i> | <i>-24,671</i> |
| <u>1,045</u> | Operating Surplus / (Deficit) before Capital Amounts | <u>10</u> |
| | <i>Less Net Outlays in Existing Assets</i> | |
| 5,156 | Capital Expenditure on renewal and replacement of Existing Assets | 6,480 |
| <i>-6,649</i> | <i>less Depreciation, Amortisation and Impairment</i> | <i>-6,096</i> |
| <i>-299</i> | <i>less Proceeds from Sale of Replaced Assets</i> | <i>-959</i> |
| <u><i>-1,792</i></u> | | <u><i>-575</i></u> |
| | <i>Less Net Outlays on New and Upgraded Assets</i> | |
| 4,091 | Capital Expenditure on New and Upgraded Assets | 3,345 |
| <i>-796</i> | <i>less Amounts received specifically for New and Upgraded Assets</i> | 0 |
| <i>-612</i> | <i>less Proceeds from Sale of Surplus Assets</i> | |
| <u>2,683</u> | | <u>3,345</u> |
| 154 | Net Lending / (Borrowing) for Financial Year | <i>-2,760</i> |

**CITY OF MOUNT GAMBIER
BUDGET 2016**

| ACTUAL | FINANCIAL INDICATORS | BR3 |
|---------------|-----------------------------|-------------|
| 2015 | | 2016 |

These Financial Indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Statements.

| | | |
|-------|-----------------------------------|----|
| 1,045 | Operating Surplus (\$'000) | 10 |
|-------|-----------------------------------|----|

Being the operating surplus (deficit) before capital amounts .

| | | |
|----|---------------------------------------|----|
| 6% | Operating Surplus Ratio | 0% |
| | <u>Operating Surplus</u> | |
| | Rates - general & other less NRM levy | |

This ratio expresses the operating surplus as a percentage of general and other rates, net of NRM levy.

| | | |
|-------|---|-------|
| 6,808 | Net Financial Liabilities (\$'000) | 9,568 |
|-------|---|-------|

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).

| | | |
|-----|--|-----|
| 27% | Net Financial Liabilities Ratio | 40% |
| | <u>Net Financial Liabilities</u> | |
| | Total Operating Revenue less NRM levy | |

| | | |
|----|--|----|
| 1% | Interest Cover Ratio | 1% |
| | <u>Net Interest Expense</u> | |
| | Total Operating Revenue less NRM levy less Investment Income | |

Asset Sustainability Ratio

| | | |
|-----|---|-----|
| 53% | Net Asset Renewals | 91% |
| | Infrastructure & Asset Management Plan required expenditure | |

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

CORPORATE AND COMMUNITY SERVICES REPORT NO. 34/2016

SUBJECT: CHINA DELEGATION

REF: AF13/306

| | |
|-----------------------------|--|
| <i>Goal:</i> | <i>Securing Economic Prosperity</i> |
| <i>Strategic Objective:</i> | <i>Foster the expansion of commerce and industry in a sustainable manner, considering industry, employment and climate change impacts, and enhance our positioning as the major centre for the region.</i> |

Report

This report formalises and records the attendance by Mayor Lee and the Chief Executive Officer on the recent China Mission Shandong Business Forum.

Participation on this program follows the previous year being the first time Council was involved in a joint State Government, Business and Local Government Trade Mission.

Councillors have been previously provided an extensive report on the Delegation and this is included as an attachment.

In summary the key matters are:

- The Limestone Coast Region (LCLGA) was significantly involved in the Trade mission, Naracoorte Lucindale, Wattle Range, District Council of Grant, District Council of Robe and City of Mount Gambier.
- Limestone Coast Regional Development Australia also participated and provided significant logistical and scheduling support prior to the mission with support from the LCLGA.
- Significant collaboration occurred prior to the Trade Mission in developing and printing a Regional Economic Prospectus, marketing material and program scheduling. The strength of a regional approach is critical given the scale and scope of the China market.
- The Regional Delegation presented to businesses and also conducted trade/business expos in Jinan (Capital of Shandong), Qingdao, Linyi and Shanghai with Mount Gambier based International Timber Solutions. Mayor Lee also visited Tengzhou with the Principal of St Martins College Ms Di Eckermann and Ms Jo Tao. The Mayor and Chief Executive Officer also met and had further discussion with The Tailixing Corporation in Shenzhen (Southern China).
- The Limestone Coast regional focus was;
 - Exports of regional produce focusing on agribusiness,
 - Inbound investment and technology transfer,
 - Education,
 - Inbound tourism

Obvious by the above program is that time and opportunities in each location were limited. The additional focus of the Mission was to conduct business expos and engage with the Government in 3rd and 4th tier (Shandong) Cities with the requirement for delegates to select from a number of potential locations based upon marketing, trade and business needs. For example Linyi was scheduled due to their very large timber processing industries and contacts made prior to the Mission. Further, a number of South Australian Councils have forged very positive friendship agreements with Shandong cities and leveraging off those relationships these cities were then identified as having potential for and welcoming of, further delegations, trade and business with South Australia.

Corporate and Community Services Report No. 34/2016 cont'd...

The City of Mount Gambier has been actively involved in the China market for approximately a year since the May 2015 State Government delegation. We are still gaining experience of this complex market with the participation in the State delegation providing opportunities into cities, markets, government and business.

While not the only economic development focus for Council, the China market provides significant opportunities for our City and region and as with any other market requires focus, targeted marketing, effort and time. Knowledge gained over the past year will add to our capacity to further develop this market.

Mayor Lee and the Chief Executive Officer's recommendations to the Council from the Trade Mission are:

- 1) Council in partnership with the Mount Gambier Tourism Industry Group and identified stakeholders focus on the significant potential and opportunities presented by the China tourism market. Council has allocated resources in the 2016 - 2017 Budget for the tourism economy that will assist to achieve this recommendation.
- 2) Limestone Coast Councils (LCLGA) and Regional Development Australia (LCRDA) commence negotiations immediately with the State Government to secure inbound Shandong delegation(s) to the Limestone Coast during their visit in September 2016.
- 3) Council continues working collaboratively with LCLGA and LCRDA in supporting the State Government delegation and relationships with Shandong Province and by participation in the State Government, Premier led outbound and inbound Trade Missions. Council continues to provide adequate budget (as in 2014/15, 2015/16) for inbound and outbound delegations and Council participates and attends these delegations. Council provides opportunities to broaden Elected Member's exposure to Trade Missions via participation in outbound delegation and visits to partnering Chinese cities (should Council identify cities with which to partner).
- 4) Council works with LCRDA, State Government and stakeholders to identify and work with local business to enhance export (and China ready, for example in the tourism area) capacity.
- 5) Knowledge and experience gained from participation in two Trade Missions highlights the benefits of identifying and targeting one or more Chinese cities with which to establish a close and more productive relationship. This moves beyond the sister city concept with a major focus on business, trade, investment, education and tourism matching the demands of China, the City and Region and supported by the Free Trade Agreement. Council should actively address this recommendation enabling the establishment of close economic partnerships and associated benefits.

Anticipated inbound delegations, including from Lu'an in early June will present opportunities to discuss close economic cooperation. Lu'an with a rapidly developing economy, an active interest in Mount Gambier and a population of approximately 7 million may present such an opportunity.

Summary

Council has positively engaged with the China market via participation in trade missions in 2015 and 2016. Experience and knowledge gained has been significant and has had the recognition from others in Government and business regarding our focus on this market. Our efforts to date have seen return visits from a Shenzhen based consortium, visits by 15 Shandong Mayors in September 2015 and a return delegation from Lu'an, all within the first year of our China Engagement.

Corporate and Community Services Report No. 34/2016 cont'd...

The knowledge gained including discussing with and reviewing strategies of other Councils indicates that a deeper, focused and more consistent and regular partnering with selected Chinese city(ies) will lead to more positive outcomes for Council, business and ultimately the community.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 34/2016 be received;
- (b) Council in partnership with the Mount Gambier Tourism Industry Group and identified stakeholders focus on the significant potential and opportunities presented by the China tourism market.
- (c) Limestone Coast Councils (LCLGA) and Regional Development Australia (LCRDA) commence negotiations immediately with the State Government to secure inbound Shandong delegation(s) to the Limestone Coast during their visit in September 2016.
- (d) Council continues working collaboratively with LCLGA and LCRDA in supporting the State Government delegation and relationships with Shandong Province and by participation in the State Government, Premier led outbound and inbound Trade Mission. Council continues to provide adequate budget (as in 2014/15, 2015/16) for inbound and outbound delegations and Council participates in and attends these delegations. Council provides opportunities to broaden Elected Member's exposure to Trade Missions via participation in outbound delegations and visits to partnering Chinese cities (should Council identify cities with which to partner).
- (e) Council works with LCRDA, State Government and stakeholders to identify and work with local business to enhance capacity in engaging with the China market.
- (f) Knowledge and experience gained from participation in two Trade Missions highlights the benefits of identifying and targeting one or more Chinese cities with which to establish closer and more productive relationships focusing on business, trade, investment, education and tourism matching the demands of China, the City and Region. Council should actively seek and establish such a relationship with one or more Chinese cities.



Mark McSHANE
CHIEF EXECUTIVE OFFICER

2nd May, 2016
ES/FM/TLN

CHINA DELEGATION REPORT

April 2016

Program

The following provides an overview of the recent participation by Mayor Lee and the Chief Executive Officer on the China Mission: Shandong Business Forum. Participation on this program follows the previous year being the first time Council was involved in a joint State Government, Business and Local Government Trade Mission.

Similar to the 2015-16 delegation, the Limestone Coast LGA was well represented by Naracoorte Lucindale, Wattle Range, District Council of Grant and City of Mount Gambier. (District Council of Robe attended the Australia Week in China activities in Shanghai along with several other Limestone Coast Councils). In addition, the Limestone Coast Regional Development Australia participated with the Chair Richard Vickery and Bruce Rodda, Investment Attraction and Economic Development attending. Based on previous experiences, significant regional collaboration occurred prior to the delegation in coordinating schedules, arranging meetings with Chinese businesses and importantly developing and printing a regional prospectus (copies previously provided to Councillors), showcasing economic aspects of the Limestone Coast. Printed material, banners and other material for business expos was shipped to China prior to the delegation. The RDA and LCLGA played an important coordination role in achieving this regional collaboration and focus.

Recognising the importance and complexity of cultural and language expertise, through the LCLGA a short term employment contract was provided to Jackie Hao to join the delegation to provide the necessary language skills, to assist regional promotion and to act as an interpreter at formal and informal meetings and during business expos.

Mount Gambier based International Timber Solutions (ITS) joined the delegation, locally based Tanya Pettingill and also Esabelle Zhou ITS representative based in China. Principal of St Martin's Lutheran College, Dianne Eckermann and Chinese Teacher Jo Tao also participated, who along with Mayor Lee visited a city in southern Shandong to promote Education, cultural activities and our City and Region.

19 Councils participated in the delegation joining State Government and business representatives, a total of approximately 300 delegates. The State Premier Jay Weatherill led the delegation along with Minister Brock (Regions and Local Government), Minister Bignell (Tourism) and Minister Hamilton-Smith (Trade).

Through the LGA, Councils participating met on numerous occasions to coordinate the approach, discuss particular industry and investment focus and to coordinate schedules. Sean Keenihan assisted Local Government and worked closely with the delegation and its need for close liaison with State Government (Department of State Development). Sean's role as Advisor to the State Government on China and Chair of the South Australian Tourism Commission sees him very well placed to provide support and advice to the Local Government delegates.

To support the delegation and to provide industry information to both Shandong and South Australia a new bilingual website "SASD" has been developed. This site features approved South Australian businesses promoting their products and capacity into the Shandong market and while only launched during the delegation it is anticipated the website will expand and provide a "first stop" for both Shandong and South Australian businesses interested in product, investment and tourism. The QR code will direct you to the site.



Similar to the previous year, the delegation commenced in Shandong's capital Jinan. Prior to the commencement of the formal program, the Limestone Coast delegation met with Shansuhi Corporation, a business consortium focussed on agriculture and technology. This group had prior interest in our region and the meeting provided an opportunity for both parties to meet and present information on our capacity. Along with the above business interest, the group's other stated platform was "eco tourism" and this requires further follow up when representatives from the Shansuhi group visit our region, anticipated in May/June this year.



Presentation at Shansuhi Corporation, Jinan

In Jinan Local Government representatives were welcomed and acknowledged by the Premier and Minister Brock, prior to the commencement of the formal program. The Premier and Minister Brock acknowledged the strong participation from Councils and their important role in establishing positive political relationships and in supporting business to business, investment and tourism opportunities.

Following several official events a business expo was conducted providing an opportunity for business and Local Government to promote opportunities in their respective fields to Chinese delegates.

The official dinner in Jinan recognised the 30th Anniversary of Shandong – South Australia Sister Province-State Relationship. During this formal event James Morrison and several of his students from the Mount Gambier Academy performed a number of jazz pieces, one specifically written for the event and commissioned by the State Government. James Morrison recognised Mount Gambier in his presentation as the home of the Jazz Academy.



30 Years Anniversary Shandon and South Australia



Premier, Minister Brock, LGA President and Mayors



James Morrison performed on two occasions during the delegation.

The following day the majority of Limestone Coast delegates travelled to Qingdao to commence the official schedule that evening and further networking events.

Mayor Lee with Dianne Eckermann and Jo Tao travelled to Tengzhou and a report from Mayor Lee follows:

Whilst in China as part of the State Delegation to Shandong Province, I visited Tengzhou, a City of 1.7 million people with an area of 1,745 kms, with Ms Dianne Eckermann, the Principal of St Martin's Lutheran College and Ms Joanna Tao, the Chinese Teacher from St Martin's.



Party Secretary, Deputy Mayor, Mayor Lee, Minister for Trade with Dianne Eckermann, Joanna Tao and Interpreter in Tengzhou.



Mayor Lee delivering presentation of City of Mount Gambier to officials in Tengzhou.



Formal presentation by Mayor Lee in the Office of Tengzhou, attended by Party Secretary, Mayor and Deputy Mayors, Ministers and County Chief.

Party Secretary Dong visited our region in September 2015 when we hosted the Shandong Mayors. He was eager for me to make the return visit to Tengzhou and was our host there for two days.

On the first day we undertook tours of local businesses including a Dried Food Importer and Exporter, a Baby Stroller Manufacturer and a high end Resort, incorporating a hot spa, hotel rooms and recreation centre and a local shopping plaza.

Party Secretary Dong had also arranged for a joint presentation and showcase for the following day which was attended by at least 70 people and included Mayor, Deputy Mayors, Minister for Trade and Foreign Affairs and Education Minister.

It was obvious that the officials in Tengzhou treated this visit very seriously. Attendees were genuinely interested to hear about Mount Gambier and our Region and this was also an opportunity to learn more about their City.

When Party Secretary Dong spoke with me during his visit last September, he showed a very strong interest in Education and Cultural activities.

Along with the 3 minute short promotional video, my presentation at the showcase included the timber industry, our agricultural industry – beef and lamb, the wine industry and tourism.

I emphasized the importance of cultural activities – for example we have our home grown Limestone Coast Symphony Orchestra and also we are very fortunate that one of the world's best jazz musicians, Mr James Morrison, chose the heart of Mount Gambier as the base for his Jazz Academy.

I also spoke about the education facilities in Mount Gambier, highlighting that we have two private colleges in the City, both of exceptionally high standard and both having students who achieve very high entry scores into University, allowing students the ability to access the courses they wish to study.

I reiterated our pride in our clean and green environment. Australia has already built a reputation for high quality produce with the Chinese people and they have no hesitation to use or consume our products. They are respectful of our high standards and compliance.

The Deputy Mayor of Tengzhou is responsible for Education and on the second day of our visit provided a guided tour for Ms Eckermann and MsTao, to a local school which has a 100 year history and currently 10,000 students.

Ms Eckermann was very impressed with the discipline and curriculum of the school.

Their plan is to establish an exchange program between the schools, in Tengzhou and Mount Gambier.

I believe this is a baby step in a 5,000 mile journey and I think I have already done what was needed to build a bridge between the two cities.

Now it is entirely up to Council as to whether we wish to continue nurturing our relationship, with the hope of improving future economic opportunities for both Mount Gambier and Tengzhou.

In Qingdao a large business expo was conducted again providing opportunity for Limestone Coast Council delegates and businesses to promote the region and products.



Business Expo Qingdao

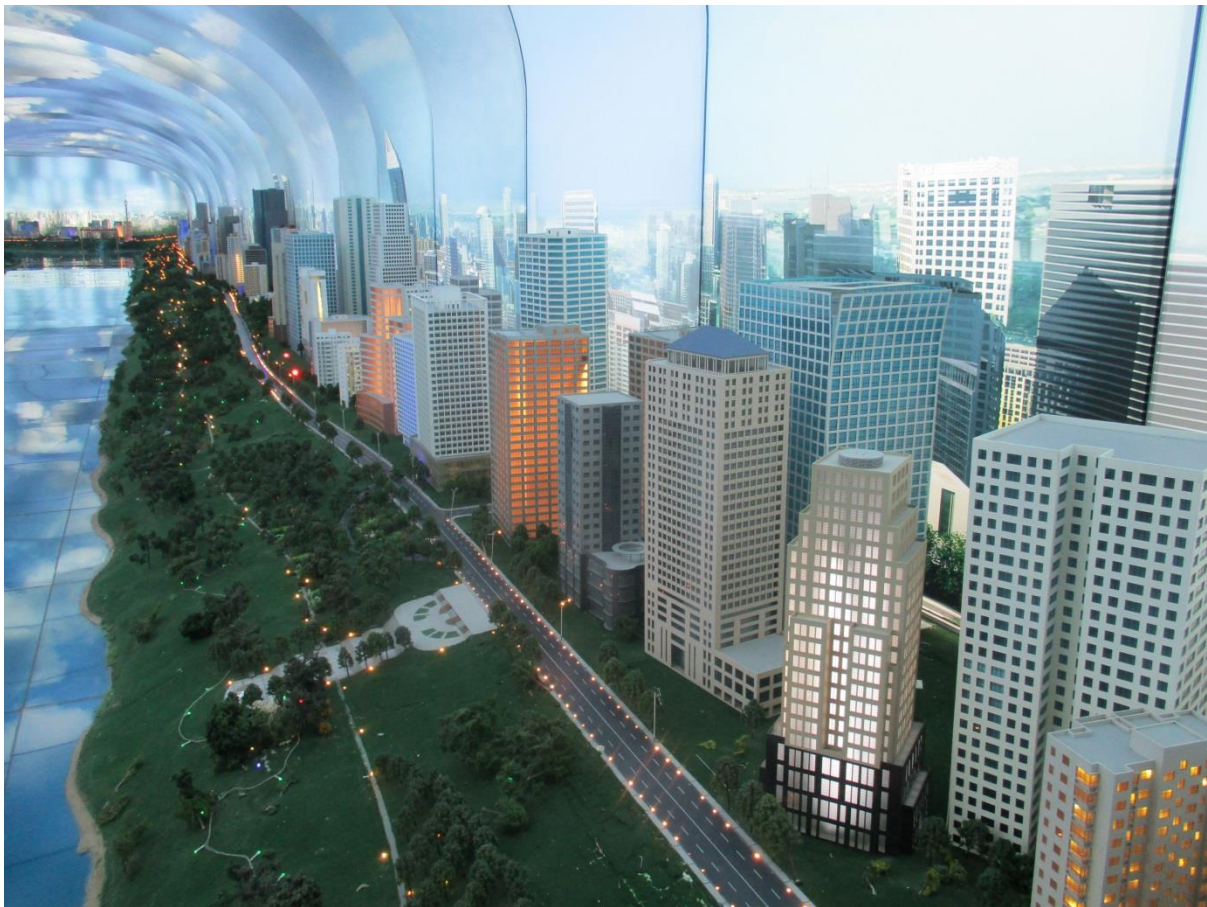


Business Expo Qingdao

Following the business expo delegates had the option of visiting Yantai (northern Shandong) or Linyi (Southern Shandong). The CEO joined ITS and a number of Councils and businesses, Minister Brock and Sean Keenihan on the 5 hour bus trip to Linyi.

Linyi has a population of approximately 11 million and is the largest prefecture – level city in Shandong. Current GDP growth is 10% p.a. with the economy having a focus on large wholesale markets and logistics and also major wood processing industries. Linyi has a rapidly developing urban area increasing by 100,000 people p.a. Issues of urban design, waste and waste water management, water reuse are high priorities and a very strong relationship has been developed between Salisbury Council and Linyi over several years due to Salisbury's significant experience in storm water harvesting and "sponge city" focus.

Prior to attending the delegation the CEO sought support from Salisbury Council to source timber industry business contacts to provide to ITS. The strength and duration of the relationship between the two cities ensured this information was provided and timber businesses attended the trade expo in Linyi. This is a sound example of Council collaboration, strength gained due to differing focus and industry needs and reflects a number of Councils that are now collaborating to achieve a “critical mass” to enhance product and service delivery into Shandong. While the Linyi visit was only one day (including 10 hours bus travel) Salisbury Council’s visit was extensive, allowing adequate time for government to government discussions.



Linyi Town Planning – super sized



International Timber Solutions – Trade Expo (Tanya Pettingill and Esabelle Zhou)

Following arrival back to Qingdao that evening a Local Government debrief was conducted with all Councils by LGA President Dave Burgess and Sean Keenihan. The following day Mayor Lee and the CEO travelled to Shenzhen (Southern China) to meet with representatives of the Tailixing Group. We met this group in Shenzhen last year and they also visited Mount Gambier twice in 2015. This group has business interests in real estate, building materials, food processing and hotels. Discussions progressed on the capacity of the City and Region in particular its agribusiness sector and red meat production.



Shenzhen – continuing to expand. The Most expensive city in China.



Shenzhen Tailixing Corporation

A number of the Limestone Coast Council delegates attended the Australia Week in China activities in Shanghai, again attending business expos promoting our region's capacity.

As noted above, the Limestone Coast was well represented with five Councils (District Council of Robe attended the Shanghai events) and Regional Development Australia. Collaboration assisted in consolidating a regional prospectus necessary to achieve critical mass in the Shandong (and China) market. The LGA along with Sean Keenihan assisted in the significant organisation required with 19 Councils attending and even more critical this year with the increased number of cities visited.

The long association between Shandong and South Australia provides an important gateway into the political structure and the business sector in Shandong. The importance of this cannot be underestimated due to the enormous China market and huge global competition to gain entry into China. Ongoing leveraging of this Shandong gateway will assist our options and opportunities.

While only this Council's second involvement in the South Australian business mission to Shandong, it was noted in the CEO's Report last year that follow up work is critical to forge not just relationships but to establish a logical pathway for this Council to deal with the Shandong (and China) market. The duration of the formal delegation and the number of cities visited is simply too short to establish strong relationships and to follow up on person to person (government and business) contact.

The City of Mount Gambier has been actively involved with the China market for approximately a year, essentially since the delegation in May 2015. Experience from a number of the Councils clearly indicates a direction that seemingly provides greater opportunities and results and involves:

- Participation in the Shandong Trade Delegation "piggy backing" off the high level political connections and establishing / strengthening networks while noting the limitations of short, multi-city visits.
- Identifying one or more Shandong cities (or other China locations) with which to establish a deeper and longer term relationship and one that delivers mutual benefit. Mentioned above was the Salisbury – Linyi relationship (developed over 6 years) and others have also been established – Adelaide

City and Qingdao (one of long standing), Playford and Zibo, Yanti and Charles Sturt.

To establish such a relationship (partnering or friendship arrangement) obviously a city(s) must be identified that will deliver mutual benefits and the intensity and duration of visits/meetings must increase. As already noted the strong relationship between Linyi and Salisbury was developed over several years, involving a number of visits and significant work by the Mayor, Senior Council Staff, State Government Agencies and identified business. The friendship arrangement was reinforced in 2015 by the signing of a very broad one page Friendship Document by both parties.

While cities in China all have a degree of uniqueness, the demands for product (particularly quality food), investment and tourism are almost universally similar. Hence while a friendship arrangement may be initially linked to a particular theme for example “sponge city” or aged care, other opportunities can be leveraged off the strong relationship.

- In some instances several metropolitan Councils have collaborated to maximise capacity enabling easier and more effective reach into specific markets. City of Onkaparinga, Salisbury, Charles Sturt, Playford and Adelaide is one example of a consortium to create scale and capacity. Collaboration not competition is the focus and this concept could lead to a consortium of Councils from one region, Councils from different regions or metropolitan and regional Councils partnering to achieve joint benefit.
- The capacity of the LCRDA has been enhanced by the appointment of Bruce Rodda, Investment Attraction and Economic Development. Bruce has extensive experience in the international market, China engagement and provided significant support for the Limestone Coast delegation. Council will continue to partner with the RDA in this area in following up contacts in China and assisting with outbound and inbound delegations. This is a new resource to this region and will assist in following up contacts from the delegation.
- The Limestone Coast region during the delegation and the Shanghai business expos promoted export, trade, investment and tourism. For the City of Mount Gambier the assessment is that tourism (eco-tourism as identified during a number of discussions) holds particular opportunities and is one that requires immediate follow up. It also requires work in the City and nearby regional areas to support inbound tourism opportunities. This

matter has already been discussed informally between Sean Keenihan, Chair South Australian Tourist Commission and the CEO to identify actions that will support the desired outcome.

Recommendations

1. Council continues to work collaboratively with Limestone Coast Regional Councils and the LCRDA in supporting the State Government Delegation and relationships with Shandong Province and by participation in the State Government / Premier led outbound and inbound delegations. Council continues to provide adequate budget (as in 2014/15 and 2015/16) for inbound and outbound delegations and the Council participates and attends the delegations. Council considers providing opportunity for Councillors to participate in outbound delegations including visits to partnering Chinese Cities (see recommendation 8).
2. Limestone Coast Councils and the RDA commence negotiations immediately with the State Government to secure inbound Shandong delegation(s) visit to the Limestone Coast region during their visit(s) in September 2016. Councillors will recall the delegation of Shandong Mayors visiting last year and that the time spent in the City and Region was limited.
3. Limestone Coast Councils, RDA, Local State agencies (PIRSA) and State Government continue to work with local businesses to enhance export ready capacity. Whilst many larger local businesses have established sound export markets and are sophisticated in this area, others are developing in this space and need to be identified and supported.
4. The Limestone Coast Councils and the RDA continue to work collaboratively on marketing material (with a focus on use of technology and related media such as wechat) that provides a uniform approach to marketing our region. Notwithstanding the Regional Prospectus prepared for the recent delegation currently marketing material is still somewhat fragmented, Council specific and does not holistically present our region.
5. Council promotes the SASD website to local business.
6. Council in partnership with the Mount Gambier Tourism Industry Group and identified stakeholders focus on the significant potential and opportunities presented by the China tourism market. Evident from the recent tourism season is the increasing number of Chinese tourists (and others) visiting the City and Region. Tourism was frequently identified as a desire during

discussions throughout the delegation and in particular the focus on not just the big cities but on eco-tourism that provides experiences not readily available in China. These experiences are increasingly sought after by the rapidly expanding middle class in China.

Council has allocated significant resources in the Draft 2016/17 budget and this will provide capacity to carry out necessary research, surveys and data analysis, identifying and then targeting Chinese tourists via tourism operators in China (and Australian Capital Cities), developing and distributing tourism related material, providing advice and support where possible to the local tourism industry to improve the Chinese visitor experience and to monitor program outcomes.

The above should commence immediately.

7. Experience by Metropolitan councils indicates that benefits are gained by identifying and targeting one or more Chinese cities with which to establish a closer and more productive relationship. Unlike the historical “sister city” concepts, (that primarily focussed on visits and some cultural exchanges) the new relationships have a much greater business focus and outcomes driven by both parties reflecting the demands of China and the focus from South Australia on the China Market. The CEO has further discussed this matter with Salisbury Council that after a number of years has forged a productive relationship with Linyi City. A copy of the Friendship City Agreement (and several others) is attached and indicates a broad range of cooperative ventures that equally could apply to the City of Mount Gambier, with the addition of tourism.

Such is the size and complexity of the China market that a broad brush approach has challenges. Targeting specific city(s) will form a close partnership politically and commercially and it is a recommendation from this report that this action be instigated.

8. City of Mount Gambier will host an inbound delegation from Lu'an in June 2016. Mayor Lee, Stephen Van Schaik and the CEO spent 3 days in Lu'an in May 2015 with the government and businesses and this is their return delegation, led by the Head of the Lu'an People's Congress (most senior political person from Lu'an with a population of 7.5 million).

INDEX OF ATTACHMENTS

- Attachment 1: Article from The Age (15th April 2016) regarding Chinese Tourism.
- Attachment 2: Hong Kong Newspaper Article (14th April 2016) regarding growth in Shenzhen housing market (note conversion 5 Yuan – 1 A\$)
- Attachment 3: Example of Partnering Agreements
- (a) Salisbury and Linyi
 - (b) Charles Sturt and Yantai
 - (c) Adelaide City and Gingdao

Attachment 1

Virtual tourism a lure for visitors

■ Mark Kenny

New “virtual tourism” technology for mobile devices, along with streamlined visa requirements, will greatly increase Chinese interest in visiting Australia, according to Malcolm Turnbull.

Launching the technology in Shanghai, the Prime Minister, who was flanked by his wife, Lucy, said Chinese tourism made an \$8.3 billion contribution to Australia's economy last year from more than 1 million visits.

“China is Australia's most valu-

able tourism market; more than a million Chinese visited Australia last year,” Mr Turnbull said at a function in Shanghai's sprawling Expo Centre.

He said the mobile application, which transports prospective tourists to Australia's most desirable locations, had been designed to work on China's 700 million smartphones.

“It connects social media, to enable virtual experience of visiting Australia and, of course, it enables individual respective tourists in China to see the wonders of Aus-

tralia, to see the exciting opportunities of coming to visit us.”

The new marketing technology will be buttressed by a trial of visa changes designed to remove blocks to Chinese tourists wanting to head Down Under.

Eight student visa classes would be cut to just two, and for the first time tourist visa applications would be possible in a language other than English – in this case Mandarin – and online.

There will also be a trial of a 10-year tourist visa to encourage return visits with no new paperwork.

Attachment 2

Shenzhen luxury market expands despite curbs

Launch of Peninsula project sees more than 80 per cent of units on offer sold at the weekend

Summer Zhen
summer.zhen@scmp.com

Shenzhen's high-end housing market remains on the boil despite the city government's introduction of tighter buying restrictions.

A newly launched residential project facing Shenzhen Bay, Peninsula phase three, sold 409 flats – more than 80 per cent of those on offer – last weekend, with the value of sales totalling 5.2 billion yuan (HK\$6.2 billion). The average price per unit was more than 10 million yuan.

The developer, Nan Hai Corp, said on Monday that more than 2,000 potential buyers had visited the sales centre over the weekend.

David Hong, the head of research at consultancy China Real

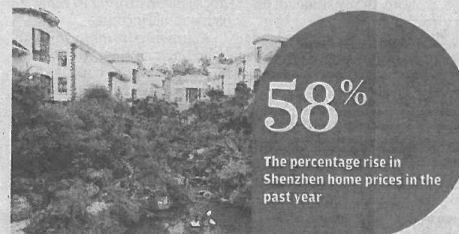
Estate Information Corp, said: “Projects in prime locations are in short supply in Shenzhen.”

Nan Hai describes the Peninsula as sitting in the most dynamic area of Shenzhen, close to Shekou Port and the Qianhai free-trade zone, with the sea on three sides.

Phase one sold at an average 10,000 yuan per square metre in 2006. Ten years later, average selling prices for phase three are now 100,000 yuan per square metre. In the same decade, average housing prices in the city have risen fourfold.

Shenzhen home prices surged 58 per cent in the past year, making it the most expensive city in mainland China.

To rein in prices, the city government signalled in February that a tightening of policy was imminent, with the new measures



finally being rolled out late last month.

They include easing down payment requirements and extending the length of time someone has to work in the city before buying property.

New home transactions in Shenzhen have fallen for five consecutive weeks, according to official data for the period ending April 3, with primary market transactions for the week ending April 3 tumbling 16 per cent from the preceding week.

However, luxury housing sales continued to grow rapidly.

New high-end apartment sales in March rose 35 per cent month on month to 725 units. That accounted for 14 per cent of the new home market, the highest so far this year, data from property agency Centaline showed.

With rising policy risk, capital had flowed to luxury projects “which were more capable of preserving value”, Centaline analysts wrote in a report last week.

Nevertheless, the new policy

tightening has taken some of the heat out of luxury project prices.

The prices for Peninsula's phase three were set below market expectations, with a nearby project, Shuangxi Garden, having sold for an average of 125,000 yuan per square metre.

The average selling price of high-end apartments eased slightly to 81,825 yuan per square metre last month, Centaline said.

“The tightened policy would have some impact on the market in the short term, especially transactions for second-hand homes,” said Du Jinsong, the head of Asia property research at Credit Suisse, adding that prices in the second-hand market had seen the most frenzied growth in the past year.

But Du remains positive about Shenzhen price growth in the longer term.

“As long as the easy monetary environment continues and there is no other good assets to invest in, money could only be put into the property market,” he said.

Attachment 3

Friendship City Agreement

Between

*City of Linyi, Shandong Province,
the People's Republic of China*

and

*City of Salisbury, South Australia,
the Commonwealth of Australia*

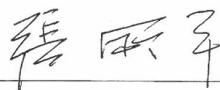


The City of Linyi and the City of Salisbury: wishing to enhance mutual understanding, friendship, trade and investment between the Chinese and the Australian peoples and further develop cooperation between the two cities, have reached an agreement to enter into a Friendship City Agreement.

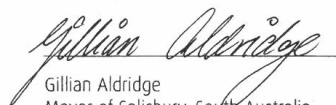
This Agreement has been developed in accordance with the Principles of the Joint Communiqué on the Establishment of Diplomatic Relations between the People's Republic of China and the Commonwealth of Australia. It acknowledges and gives due consideration to the framework established by the Memorandum of Understanding on Strengthening Business Cooperation Through Collaboration Between Prefectures of Shandong and South Australian Local Councils signed in May 2015.

The two Cities have identified areas of mutual interest and opportunity and enter into this Agreement on the basis of sincere cooperation and mutual benefit.

1. The two Cities shall carry out, in accordance with the principles of equality and mutual benefit, exchanges and cooperation in various forms in the fields of economy, trade, science and technology, culture, education, sports, health, qualified personnel, and other areas of mutual interest and opportunity identified from time to time, to promote common prosperity and development.
2. Regular contact shall be maintained between the leaders and relevant departments of the two Cities to facilitate consultations on the exchanges and cooperation as well as matters of common interest.
3. This Agreement shall enter into force on the date of its signature. It will be valid for five years. Upon expiration, it may remain in force if neither City terminates it.
4. Each City is responsible for its own costs associated with the planned activities under this Agreement and neither City is liable to the other for any losses or damages arising from or in relation to this Agreement.
5. This Agreement, signed on November 9, 2015 in Salisbury, is a statement of cooperative intention and does not create any legally binding commitment or obligations. The Agreement is done in duplicate in Chinese and English, both texts being equally authentic.



Zhang Shuping
Mayor of Linyi, Shandong Province
People's Republic of China



Gillian Aldridge
Mayor of Salisbury, South Australia
Commonwealth of Australia

Attachment 3

Memorandum of Understanding (MOU)

Between:

City of Charles Sturt, South Australia, Australia
and
Yantai Municipal Bureau of Commerce, Shandong, China

The two parties attended the Shandong-South Australia Local Government Economic Development Cooperation Forum in Jinan, Shandong in May 2015 and identified areas of mutual interest and opportunity.

In order to increase the economic, trade, investment and technical cooperation between companies and organizations within the scope of activities of City of Charles Sturt, South Australia, Australia and Yantai Municipal Bureau of Commerce, Shandong, China hereinafter named partners, both parties have agreed on the following agreement, on the basis of sincere cooperation and mutual benefit.

Article 1: The partners, within their competence, create and develop a long-term friendly cooperation, so as to build up between them mutual informative and supportive connections.

Article 2: The partners will focus on such goals:

- Both sides to exchange regular pieces of information on investment, trade and technical cooperation, introduce cooperation partners, update information on subjects of mutual interests, provide convenient conditions and follow up services for bilateral investment and business cooperation, including through the Shandong-South Australia Local Government Economic Development Cooperation Platform.
- Both sides to provide all necessary assistance to economic delegations from the other side, such as invitations letters, arranging meetings with potential partners, visits and seminars subject to relevant laws, regulations and scope of powers.

- Both sides to help the other side to improve the recognition among the economic actors in all fields.

Article 3: The partners will focus on the following cooperative contents:

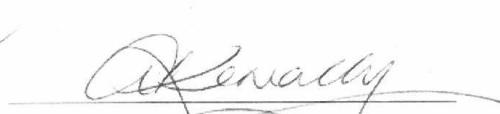
- Wine
- Food (seafood, dairy products, health care products, etc)
- Health and Social Assistance
- Construction
- Education and Training
- Businesses Services
- Professional and Technical Services.
- Investment and technical cooperation
- Other areas of mutual interest and opportunity identified from time to time.

Article 4: This memorandum of understanding is a statement of cooperative intention and does not create any legally binding commitment of obligations. It has two identical copies, with each party holding one, and becomes effective upon signing by both parties.

Article 5: Each Party is responsible for its own costs associated with the planned activities under this memorandum of understanding and neither party is liable to the other for any losses or damages arising from or in relation to this memorandum of understanding.

Article 6: Either party may discontinue its activities under this memorandum of understanding on two months written notice to the other party and upon the expiry of that two months period this memorandum of understanding will be deemed terminated.


Yantai Municipal Bureau
of Commerce Representative
Ms. Xinzi Chen, Vice Director
9 September 2015


City of Charles Sturt
Mayor City of Charles Sturt
Angela Keneally
9 September 2015



Attachment 3

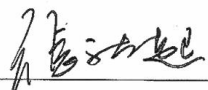
**AGREEMENT ON THE ESTABLISHMENT OF SISTER CITY
RELATIONSHIP BETWEEN THE CITY OF ADELAIDE, SOUTH
AUSTRALIA OF AUSTRALIA AND THE CITY OF QINGDAO,
SHANDONG PROVINCE OF THE PEOPLE'S REPUBLIC OF CHINA**

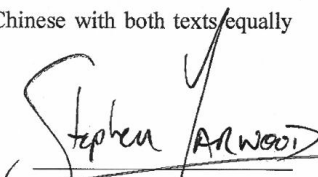
In accordance with the principles of the Joint Communiqué on the Establishment of Diplomatic Relations Between Australia and the People's Republic of China, to further enhance mutual understanding and friendship between the Chinese and Australian people and to consolidate and develop bilateral friendly cooperation, Adelaide, South Australia of Australia and Qingdao, Shandong Province of the People's Republic of China have decided, through friendly consultation, to establish Sister City Relationship.

The City Council of Adelaide and the Qingdao Municipal People's Government have identified the following areas of co-operation for the mutual benefit of both parties from this sister city relationship:

- Facilitate exchange and cooperation in the fields of economy, trade and tourism
- Encourage co-operation in the field of science and technology
- Promote cultural understanding and a positive image of each other's cities
- Facilitate educational opportunities
- Encourage best practice exchange
- Pursue economic, civic and cultural opportunities as they arise to promote common prosperity and development

This agreement was signed in Qingdao and shall come into force from the date of signature. This agreement is written in English and Chinese with both texts equally authentic.


Mr Zhang Xinqi
Mayor of Qingdao
The People's Republic of China


Mr Stephen Yarwood
Lord Mayor of Adelaide
Australia

Qingdao, November 2013

CORPORATE AND COMMUNITY SERVICES REPORT NO. 35/2016

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

REF: AF11/1790

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance

BACKGROUND

Section 122 of the Local Government Act, 1999 requires Council to have a Strategic Management Plan. Council's current 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.

DISCUSSION

The Strategic Plan – Beyond 2015 and the Corporate Plan 2012 are Corporate Planning Documents that outline 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

Performance Manager is a strategic planning, organizational performance management and reporting tool specifically designed for Local Government. The seven goals and Strategic Objectives identified for each goal from the Strategic Plan and all of the Key Performance Indicator's identified within the Corporate Plan have been entered into Performance Manager.

As a reporting tool, Performance Manager now provides an opportunity to provide quarterly reports outlining the achievement of the KPI's.

CONCLUSION

This report provides the March, 2016 quarterly report for Council's information.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 35/2016 and the March, 2016 Quarterly Summary KPI report be received and endorsed by Council.



Tracy TZIOUTZIOUKLARIS
MANAGER BUSINESS AND STRATEGIC PLANNING

sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

29th April, 2016

Attachment: Quarterly Summary KPI Report – March, 2016

Quarterly Summary Kpi Report Strategic Plan - Beyond 2015

For the month ending 31/03/2016

| Description | Comment |
|--|--|
| Strategic Plan - Beyond 2015 | |
| Corporate Plan | |
| 1 Building Communities | |
| 1.01 Strive for an increase in services and facilities to ensure the community has equitable access and that the identified needs of the community are met. | |
| 1.1.1 Build on the connections of the role and responsibilities of the Community Health Officer, Environmental Health Officer and Environmental Sustainability Officer. | |
| At least four (4) meetings of the three (3) officers and one (1) project nominated and achieved in each year. | Meetings have been in relation to the Public Edible Plants EOI and the Mount Gambier Edible City program. |
| 1.1.10 Ensure a wide range of library programs are offered and continue to be developed to address the changing needs of the community. | |
| Identify participation rates for each program. | Participation rates for Library Programs - for the period October - December 2016 |
| | Children's Programs 75 sessions held 2142 participants average of 28.6 attendees per session |
| | School Holiday Programs 10 sessions held 279 participants average of 28 attendees per session |
| | Author Events 4 events held 255 people attended average of 64 people per event |
| | School Visits 15 visits 394 children attended average of 26 attendees per visit |
| | Other programs (including adult learning programs, workshops etc) 10 programs held 140 people attended average of 14 attendees per program |
| | IT programs 89 lessons held 107 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 future sessions. IT schedule has changed, more partnerships 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. |

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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 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

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 have an extensive calendar of events throughout the entire year.

There is no budget allocation for this initiative therefore no activity.

The survey has not been undertaken by the LGA.

Online booking is currently used to book all passenger bus services, with accurate statistics kept of the usage.

Passenger bus ticketing is undertaken online, providing streamlined process for passengers, and staff.

The online booking system for the Bus Passenger Service is reviewed constantly.

Regular media releases as well as radio interviews promote the Dog and Car Management plan, a monthly article in the Border Watch newspaper called tips from the GIs also educates the public on issues contained in the plan.

Media releases and radio interviews make the public aware of dog registration requirements.

The City of Mount Gambier Dog and Cat management plan 2013/18 has been approved by the Dog and Cat management board and the City of Mount Gambier Council.

Council's waste management system meets community expectations and legislative requirements and councils directives.

All accounts are current and authenticated, daily operations are recorded and receipted for customers including contractors.

The survey has not been undertaken by the LGA.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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

All requests for services processed immediately.

Accurate and detailed records are kept in accordance with relevant legislation.

Secretariat services and advice provided in a professional manner.

Compliant with all legislation.

Master Plan referred to when planning development.

Customer requests are dealt with within 24 hours based on a priority basis.

Public toilets and amenities are audited on an annual basis.

Toilets are cleaned as per schedule and all maintenance requirements are reported as soon as possible.

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

Review completed.

Additional minecraft session added during term programming, including coding and 3D printing for future sessions.

IT schedule has changed, more partnerships 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 approved sponsorship applications and grant requests are processed as per the budget and managed via Community Events database.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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 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.

Social media strategy developed and trial for CSD to commence.

These are regularly reviewed as part of our continual improvement.

Waiting outcome of review by manager CS&D and Councillors. 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.

Have identified that we will hold a community day from outcomes with DECDS STEM (Science, Technology, Engineering, and Mathematics) on Friday 27th May. The community day on Sunday 29th May in conjunction with Playgroup SA and other agencies in Mount Gambier as a continuation to carry on the STEM theme for Saturday and Sunday.

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

Pedestrian ramps completed for current financial year meet disability discrimination act requirements and community needs.

Cycling paths have not yet commenced.

Footpath maintenance is ongoing and customer service requests are addressed within response times.

New stormwater drains and pits are constructed in accordance with budget allocation.

Footpaths are being constructed in accordance with five year plan.

Roads are constructed as per the 2015/2016 works schedule and maintained regularly and meet long term infrastructure plan.

Maintenance crew patch and repair roads and reseal program has been 98% completed this year.

Quarterly Summary Kpi Report Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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.

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

Stormwater catchment areas including pits and pipes are maintained on a regular basis.

Line marking meets legislative requirements.

Was previously undertaken as part of the OPAL program.

Councils parking inspectors regularly monitor schools and CBD parking areas.

Regulatory signs are currently being undertaken as part of the biennial road inspections, As at 31st March 2016 approximately 75% of the regulatory signs have been inspected and any defects detected have been reported to the Works Department.

All street signs and interpretive signs are installed and meet legislative requirements.

All customer requests are actioned in a professional timely manner.

Defect notices have been extracted and sent as CRM's to the Depot for completion.

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.

Is continually updated and reviewed as required.

Planning for the third initiative for this financial year is underway.

The desktop review of Census data was undertaken as part of the City Development Framework project.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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.

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 - possible Lions Park.

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.

Completed.

Develop and implement a Corporate Community Engagement Framework by 2013.

The framework has been completed and is being implemented.

Develop and implement a Strategic Communication Plan by 2013.

Social media strategy development and will form part of the Communication Plan.

Develop and implement a Strategic Marketing Plan by 2014.

Forms part of the Social Media Strategy.

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

Implementation of the new branding is ongoing.

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

Review Council's website annually.

Website management group oversee this.

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.

Ongoing development of the Reconciliation Action Plan
Development of a Regional Wellbeing & Resilience program
Extensive engagement with community and commercial entities via the Railway Lands Activation Team
Successful engagement with a broad range of the Arts community for the selection or locally produced Murals and Nature Play sculptures for the Railway Lands

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

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

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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.

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.

1.10 Recognise the roles, needs and contributions of minority or disadvantaged groups in our community.

1.10.1 Identify minority and disadvantaged groups in our community by a review of Census data.

Include appropriate engagement strategies within the Community Engagement Framework by 2013/2014.

1.10.2 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.

2.1.2 Actively support and participate in regional marketing to grow visitation to our city through the promotion of Mount Gambier.

Develop and implement a cooperative tourism Marketing Plan for the City of Mount Gambier by 2014/2015 that aligns with regional and state plans.

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.

Reconciliation Action Plan underway and Elders are represented/consulted on the focus group.

To ensure that relevance is maintained to the objectives of each centre, and the viewing public.

All Council Agendas include recognition of Boandik people.

This will be done via the Reconciliation Action Plan focus group.

Has been completed.

Support provided where appropriate.

The land use analysis was completed as part of the Urban Boundary Adjustment Development Plan Amendment.

Tourism marketing plan for The Lady Nelson is referred to as well as constant reviewing being undertaken to ensure document remains relevant to current need and market demographics.

Constantly reviewing opportunities for visitors to stay more than one night within Mount Gambier.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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.

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.

Tourism Accreditation is maintained.

Relationships with Limestone Coast RDA, LCLGA, SA Tourism Commission maintained through on going cooperation and communications.

Key local features have been identified, and are interpreted by staff and all used in all marketing material. Key local icons have been developed, and promoted via the Top 10 concept.

NA

Reviews constantly being undertaken and maintained of the displays to ensure relevance.

Ongoing and achieved.

Ongoing promotion of available grants programs.

We already have an extensive calendar of events throughout the entire year.

This is subject to continual 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.

Registers being maintained and developed.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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.

All Field Functions and Activities meet Legislative Requirements and Comply with councils Policies and Procedures.

All Works and Tasks are planned to be Completed for this Financial year and on Target to Date.

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

Achieved.

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

Development Plan Amendments are undertaken and completed as per legislative requirements.

No action this quarter.

Section 30 Reviews have previously been undertaken on a regional approach and managed by the LCLGA. 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. Nature play signage about to be installed and artwork being worked on in conjunction with Activation Team. Heritage items yet to be completed.

Major Art Commission funding application for Railway Lands was successful. Two major pieces have been approved. 'Tracks' has been installed and 'Signaling Change' is due for installation in May.

Margaret Street walkway concept has been provided to Council for action in 15/16. Council now needs to determine how it wishes to proceed.

Former Hospital - Laundry building retained for future use - all works now complete for the building. Paths, culdesac construction and street furniture has commenced.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

2.7 Constantly monitor the need for more revenue to meet demands caused by ageing infrastructure, increased local responsibilities and demands.

2.7.1 Council operations are conducted in a financially sustainable manner with appropriate key performance indicators to measure performance.

Annual Review of Council's Long Term Financial Plan (LTFP) including revenue and expenditure projections.

In partnership with the State Government and other stakeholders to develop a regional strategy.

Review Council's Asset and Infrastructure Management Plan annually.

2.7.2 Maintain the existing benchmarking projects.

Annual participation in the Local Government Association (LGA) benchmarking survey.

2.7.3 Seek external funding from Federal and State Governments on an on going basis.

Grant programs are monitored

Rail Trail project has been funded by DPTI so will now need detail design to be undertaken.

LTFP was reviewed by Finance Manager, waiting on Draft Budget outcome to compete review.

Further work has been undertaken on this via the Regional Economic Group..

Asset management plans scheduled for review later this year.

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

Funding applications are prepared and submitted where appropriate.

3 Diversity

3.1 Understand our community profile

3.1.1 Gather and summarise information and statistics including census data (2011) to assist understanding and decision making regarding our community.

2011 Census summary document prepared by June 2013.

Maintain the data base which forms part of the community directory and review twice a year.

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.

Completed as part of the City Development Futures Paper project.

This is managed by Community Events.

Regular discussions and communication is ongoing with the tertiary sector.

Monthly meetings are ongoing.

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.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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.

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.

Community spaces audited for accessibility and design in accordance with Good Urban Design Principles by 2015..

3.5.2 Advocate for means of safe crossing of Major Arterial roads

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.

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).

3.6.1 Advocate for the development of a special needs program for marginalised and vulnerable groups.

A Safe mobility program is developed, delivered and maintained by 2014.

Provide support for the delivery of programs for special health groups for marginalised and vulnerable groups when requested.

3.6.2 Continue to promote a Child/Vulnerable

With new website 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 advice 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.

The schedule has been completed and implemented.

Inspections undertaken and completed during 2014.

Quarterly playground audits are conducted and repairs are addressed accordingly, customer service requests are actioned.

Completed in previous reporting period. No further action required.

Completed in previous reporting period. No further action required.

Completed in October 2014.

Project with Mount Gambier Lioness Club investigated to address Physical Inactivity priority.

Quarterly Summary Kpi Report Strategic Plan - Beyond 2015

For the month ending 31/03/2016

People Safe Environment.

All Elected Members, Employees and volunteers identified as working with children/vulnerable people undertake appropriate training as per legislative requirements

3.7 Develop the capacity of Council to effectively communicate and engage with our communities, other agencies and service providers.

3.7.1 Network with age care and disability service providers to identify needs within the community.

Community Engagement and Social Inclusions sub committee.

3.7.2 Work with kindergartens and primary schools to improve health and wellbeing through active lifestyles.

Identify safe walking/cycle path networks around schools through community education by 2013.

Provide training and education to parents and new migrants on safe walking/cycle pathways to schools.

3.7.3 Develop and implement effective and efficient communication and community engagement tools to integrate with Council's daily operations.

Establish online engagement tool by 2012/2013.

All training requirements are managed via training schedules.

Guest speakers are managed as per Councils endorsed Key Focus areas for CESI.

This is undertaken with the Environmental sustainability section.

Was previously undertaken as part of the OPAL program.

Completed.

4 Environment

4.1 Systematically build Council as an environmentally sustainable organisation.

4.1.1 Identify the Carbon footprint of Council and understand the carbon trading scheme and the legislative requirements for climate change adaptation.

Annually assess if Council is required to comply with any carbon and/or climate change legislation.

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

Assessment has been undertaken previously and no resulting action was identified.

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

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.

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

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

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

Council is not on track to meet this target. Volume of waste to the landfill from residents has remained steady.

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

ESSC meetings held regularly.

Meetings are held as required.

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

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

4.2 Partner with the community to conserve and reduce the quantity of water use and improve the quality of water entering our groundwater and lakes

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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).

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

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

4.3 Plan and implement infrastructure to protect and enhance the natural and built environment, including in response to climate change influences.

4.3.1 Ensure that development in areas of high natural and/or built heritage value complement and are sympathetic to the environment in which it is situated

Ensure compliance with the requirements as specified within the Development Plan at all times.

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

New buildings designed with energy efficiency in mind.

Existing buildings could be assessed by Environmental Sustainability Officer as he has a similar project resulting from resolution adopted at the 18/3/2014 Council meeting:

Commencing in the 2014-2015 financial year, Council endeavour to establish an annual budget item of \$50,000 for energy efficiency and renewable energy measures. These funds should be used for actions focused on delivering the greatest financial savings, in the shortest time period. Energy efficiency measures should be considered first.

4.3.2 Develop and deliver a tree planting and management program to improve the quality and quantity of local vegetation under Council's care and control

Trees planted on streets and reserves as per the tree planting policy program which will be reviewed annually (300 trees to be planted annually).

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

Tree planting program has been completed for this financial year.

All complaints are addressed, customer requests are completed as soon as possible, trees are replaced in the winter months.

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.

The CHAT is being used in accordance with the policy.

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.

Community Education materials developed include media

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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.

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.

releases, articles, website content, brochures, booklets and talks.

Planning inspections are carried out daily.

Preliminary Development Advice is given to applicants and potential applicants which helps in the Development Assessment process.

Projects include; Railway Lands (100% design complete - Stage 2 Master Plan almost complete with Heritage items outstanding along with interpretive signage and community art projects),

Railway Lands Margaret Street Link - concept design completed for Council approval.

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

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

Rail Trail project has been awarded funding - detail design to now commence.

External cladding systems for Civic Centre Flytower has been awarded to local architectural company to conduct design development and tendering process. Workshop planned with members.

All criminal damage and graffiti is reported to police and addressed as soon as possible.

Curing figures are done on a weekly basis and monthly checks of all boundaries for long grass.

All minor maintenance is controlled through the works depot and meets service standards.

Council employees respond to all urgent flooding issues and work with emergency services.

Storm damage and flooding is addresses as required utilizing designated teams.

Development Assessment Panel operations conducted and have met legislative requirements.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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.

Deliver three community education activities per year including articles and talks to key groups (community/business/industry) promoting our environmental aspirations.

5 Governance

5.1 Advocate for increase in access to alternative and new sources of growth based revenues, in order to improve Council's ability to provide for the community

5.1.1 Support and partner with the ALGA/LGA (Local Government Association) and other agencies in response to initiatives as proposed and developed by the Federal and State Governments.

Review results of any industry initiatives and submissions supported by Council.

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.

5.2 Fully integrate long term asset and financial plans with the annual business plan and annual budget

5.2.2 Integration of Asset Management Plans, Long Term Financial Plan, Business Plan and Annual Budget.

Consult, liaise and promote to the community the Annual Business Plan and Budget.

Time frames for assessments met as per the regulations and Act.

These records are regularly maintained by the Operational Services Administration Team.

Heritage Advisory service occurs each month with regular scheduled meetings in office and onsite. Appointments kept each month.

The Local Heritage Fund has been allocated and now Inspecting works that have been carried out.

Heritage Advisory Group has and does meet when required.

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

As needed.

As needed.

As needed.

As needed.

The Draft Budget for 2017 has been completed and along with the Annual Business Plan is now available for public consultation.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

5.3 Evaluate the effectiveness of all service delivery initiatives against the returns and/or benefits to the community

5.3.1 Develop and implement systems to evaluate service delivery.

Continue to implement outcomes from the organisational functional review completed in 2012.

Develop and implement a process to continually monitor and evaluate new legislation, compliance requirements and impact on the Council and its resources, including the financial implications.

Maintain or improve on the annual performance result in the Local Government Association Comparative Performance Measurement Survey annually.

Completed.

Completed.

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

5.3.2 Manage the administration of payments to suppliers, revenue collection, preparation of annual financial records, and recording of Council's assets.

An internal audit of payroll records i.e. levels, rates of pay, leave accruals etc.

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.

Leave accruals have been verified by Finance Officers ready for the Internal Audit in April 2016.

Financial Internal Control project has been completed.

Financial Statements for 2015 complied with legislative requirements.

Operating Surplus Ratio - Actual 6% Target 0%

Net Financial Liabilities Ratio - Actual 26% Target <100%

Asset Sustainability Ratio - Actual 53% Target 3 Year average of between 90% - 100% (107% in 2014 and 85% in 2013)

Liaise with Council's Audit Committee to complete an annual review of financial policies including internal controls.

Quarterly reporting is now underway to the Audit Committee advising the review of risk assessments associated with the Internal Financial 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

Completed.

Completed.

Completed.

5.4.2 Respond to contemporary and emerging workforce and workplace issues through strategy and policy development.

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

Develop and implement new performance development and review process.

Completed.

Fully implemented. First and second cycles complete.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

| | |
|--|---|
| Review and update position descriptions. | Position descriptions are reviewed and updated as required. |
| Develop a Human Resources Manual reflective of the new HR policy framework | Progressing according to targets. |
| 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. | Conduct regular Divisional meetings and have almost concluded the delivery of Wellbeing & Resilience training for CSD leadership. |
| 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. | Council rates are levied annually in July. |
| Timely completion of Council's annual rating and periodic rating processes. | Council rates were levied July 2015 in accordance with policies, Local Government Act and Procedures. |
| 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. | Records staff follow practices and procedures and provide record keeping advice to staff in line with meeting Council's record keeping responsibilities. |
| Ongoing support, training and induction of staff in relation to their record keeping responsibilities and in use of Council's electronic document management system. | Records support staff in the use of RM8 on an ongoing basis and are available to provide further training or record keeping advice as required. |
| 5.5.11 Support Council business processes by maintaining an effective and accurate electronic records management system and up to date Geographic Information System. | |
| Ensure all staff are inducted and trained in the use of Council's electronic records systems as required. | All new staff assigned a RM8 licence to receive introductory RM8 training session when they first start with Council. |
| Maintain and review data contained within the GIS system quarterly. | Ongoing. Last completed in early April 2016. Changes include update to cadastre, council properties, assets, reserves etc. |
| 5.5.12 Continue to implement a Corporate Image of Council as a professional organisation. | |
| Development and implement a 'Brand image' for Council by 2016 that aligns with the City Development Framework. | Branding audit undertaken and implementation of new branding has commenced with low cost elements first and will be an ongoing project over the coming few years. |
| 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. | The Voters roll was reviewed and updated for the 2014 Council Election. |
| Review the financial components of the Road and Building Asset Plan annually. | Road and Building Asset plan data is to be incorporated into the Long Term Financial review. |
| | External Valuers have been engaged to completed an independent review of our Building/Structures as at 1/07/2016. |

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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

Undertaken as required.

5.5.4 Provide high performance customer services across Council.

Compliance with legislative requirements at all times.

Compliant with legislative requirements during the reporting period.

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

All roadwork signage inspected quarterly.

All roadwork signage is audited quarterly.

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

Small items and equipment are maintained on a regular basis, six monthly audit is due in June 2016.

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

System has been developed and implemented.

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

Electronic fuel dispensing system was investigated in 2015 - waiting for budget approval to proceed.

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.

Mechanics workshop maintain vehicles on a regular basis and have a programmed system.

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

Staff are trained on the use of machinery when purchased (inducted) and reviewed when required.

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.

Projects include; City Centre Streetscapes (Percy, Gray, James & Helen Street 100% concept plans complete), Old Hospital Laundry (complete), Railway Lands (fencing & heritage items about to commence, nature play signage about to be installed),

Railway Lands Margaret Street Link concept design complete.

Rail Trail project about to commence.

Lions Park concept has been approved - now requires detailed costing and management.

Civic Centre Flytower Project has proceeded to Design Development phase with consultant architects.

5.5.9 Provide high quality support for Council Members and Council Employees.

Business papers, including agendas, minutes and reports are compiled and distributed in accordance with the Local Government Act, 1999.

All Business Papers including agendas, minutes and reports are prepared, compiled and distributed in accordance with the Local Government Act.

Provide support for civic and ceremonial responsibilities of Council, including citizenship ceremonies.

Executive Support is provided for Civic Ceremonies and Citizenship Ceremonies are conducted in compliance with the Australian Citizenship Act of 2007.

Provision of executive and administrative support to Council, standing committees, subcommittees, the Mayor, Member, Executive Management, and other staff.

Executive and Administrative Support is provided to Council and all Committee Meetings, Elected Members and Senior Executive.

Quarterly Summary Kpi Report Strategic Plan - Beyond 2015

For the month ending 31/03/2016

5.6 Establish measures for Council's performance and continually compare against community expectations

5.6.1 Continue to be involved within the Local Government Association Comparative Performance Measurements Survey.

Participate annually in the Local Government Association Comparative Performance Measurements Programs.

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

5.7 Engage with national, state, regional and local forums and partnerships to provide solutions and options to continually improve Councils service delivery and performance

5.7.1 Ensure Council's information and communication infrastructure and environment.

Annually evaluate the existing IT and communication systems to ensure capability and suitability to Council's changing needs.

No additional systems required.

Corporate systems are available for staff access and work 95% of standard day time working hours

System accessible for all staff during this period.

5.7.2 Ensure Employees are engaging with their peak professional organisations to continually update knowledge in their respective professional disciplines.

Encourage and support employees to update knowledge in their respective professional disciplines through training and involvement with peer and professional organisations and groups.

Incorporated into Employee Performance Development and Review process to ensure 6 monthly assessment and review.

6 Community Well - Being

6.1 Advocate for the health needs of the community by encouraging partnerships in the provision of affordable and viable facilities and infrastructure

6.1.2 Ensure applications for on site waste water treatments are assessed according to the Public and Environmental Health Act and are regularly reviewed for maintenance.

Maintenance reports are reviewed when submitted with Council.

Reports are reviewed when received.

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

Undertaken by Environmental Health Officer.

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.

Community programming continues. Regular meetings are now occurring with SAPOL and FamiliesSA re school holidays, prior to and after school holidays. Code of Conduct has been used a number of times this quarter to hand out to parents of unattended children and some behavioral warning letters have been sent. Minecraft program coordinators have informed parents that children under 8 years of age should have parents available in the library and incorporated this question into booking information.

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

Annual schedule of regular programs for 2016 has been developed.

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

Loans
October - December 2015 - 82,694 loans

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

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.

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.

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.

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

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

Ensure timely follow up of communicable diseases where required.

Visits

October - December 2015 - 94,686 people visited

Internet Hours Used

October - December 2015 - 6,044 hours used

Number of room bookings by community users

October - December 2015 - 406 room bookings

All outdoor furniture and displays are issued permits and are subjected to random checks for compliance.

All outdoor furniture and dining have been issued permits.

Taxi Meters and registrations have been checked for the 2015/16 year. Taxi licence documentation has also been updated.

Regulated through Environmental Health team and reported to Director Operational Services.

Completed through Your Professional Network by Community Development Officer.

No construction work on the bike plan in this reporting period, however design details for the rail tracks have commenced and Council works staff about ready to commence construction of rail trail. To date council has been awaiting the signed lease from the Minister.

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

Undertaken by Environmental Health Officer.

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

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For the month ending 31/03/2016

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

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

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

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

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

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

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

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

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

6.8.1 Encourage SA Health to Identify opportunities and programs addressing mental health concerns and issues.

Provide support and funding assistance to locally based programs addressing mental health issues and concerns within the community.

6.8.2 Continue to maintain Council's advocacy role in the provision of health services.

Ensure Council provides timely responses to requests for letter of support.

7 Learning

7.1 Encourage and promote partnerships with the entire community so that everyone understands and embraces the benefits of a lifelong learning community

7.1.1 Foster relationships and facilitate conversations to improve community engagement and learning.

Develop and program community learning activities and experiences in the Garden Square with community groups.

Develop opportunities for staff and elected members to share their expertise with groups and vice versa.

Limited reactive action taken due to work load.

Registrations processed as received. No inspections undertaken during this time due to investigation workload.

Support provided to Community Health's immunisation program.

Both authorised officers attend the training sessions and assist with presentation. Heavy promotion for the March Sessions saw 92 volunteers attend the Council subsidised session.

Five annual audit reports received during this quarter and reviewed. No further action required by authorised officers. No outstanding audits.

Undertaken by Environmental Health Officer.

Two cases being investigated and officers working with owner/occupants. Both cases to be resolved over coming weeks. Contact made with new potential case and assessment to be this week by appointment.

Advice and support is provided to support all community enquiries.

No funding requests received.

Ongoing process in support of community and sporting groups.

There is no budget allocation for this initiative therefore no activity.

Ongoing and as needed. Very positive results/outcomes from Council Strategic Planning Committee and the Riddoch Working Party and solid input from Councillor's working with senior staff.

Quarterly Summary Kpi Report

Strategic Plan - Beyond 2015

For the month ending 31/03/2016

Employ a whole of Government (Federal, State and Local), agencies and groups approach.

Host forums that bring various groups together i.e. Education Leaders' Forum, Blue Sky Lectures, Thinker in Residence.

Provide input to joint funding proposals for learning projects when required.

Review current databases of contacts and update as necessary.

7.2 Promote the benefits of cooperative learning and the contribution learning makes to our enhanced quality of life

7.2.1 Develop a coordinated approach across Council for the delivery of life long learning activities.

Continue to be leaders in delivering, developing and promoting library collections and services to the community.

Develop an evaluation framework to review Council's achievement of lifelong learning goal.

Establish a statistical baseline of community involvement in learning activities.

Recognise that most Council activities provide learning opportunities.

Review existing community learning material, resources and information already available to communities.

7.3 Foster partnerships that develop programs, services and opportunities that deliver learning excellence

7.3.1 Develop a framework within which learning achievements and initiatives can be recognised and celebrated.

Continue to support recognition of learning through active involvement in scholarship programs.

Determine opportunities for recognition and celebration of learning achievements.

Elected Members and key staff being visible and attending celebratory functions.

Ongoing. Example included Regional Economic Development and the approach used during Country Cabinet.

Hosted successful Wellbeing& Resilience forum (second) that has produced a formal submission to the Department of Premier and Cabinet.

Significant resources applied in the resilience training program and further workshops planned for early in the new year. Major learning focus for 2016 and beyond.

All relevant and current databases are maintained.

Survey has not been undertaken in 2015. Review for 2016, smaller survey with targeted information gathering. To be delayed until later in 2016.

This is measured as outcomes against the endorsed Key Focus areas of the Lifelong Learning sub committee, Library programs, Environmental Health and Environmental sustainability

Basic data is kept on Council learning activities.

Complete.

Complete.

2016 Tertiary Health Education Program selection underway.

Celebrated 10 years of the Tertiary Health Education Grant.

Strong attendance of Councillor's, Deputy Mayor and Mayor at community events. CEO and Senior Staff also attend community events where possible.

CORPORATE AND COMMUNITY SERVICES REPORT NO. 36/2016

SUBJECT: FREW PARK (AMBULANCE STATION) DEVELOPMENT

REF: AF11/1426

Goal: Building Communities
Strategic Objective: Encourage the development of community facilities and infrastructure, community events, and active and safe community spaces through direct support, seeking funding, facilitation etc.

Goal: Securing Economic Prosperity
Strategic Objective: Provide infrastructure and facilities that contribute to Mount Gambier being able to enhance its economic base and quality of life.

Goal: Diversity
Strategic Objective: Consider the needs of all community groups in developing projects, services and infrastructure (public or privately owned).

Goal: Governance
Strategic Objective: Engage with national, state, regional and local forums and partnerships to provide solutions and options to continually improve Councils service delivery and performance.

At its February 2016 meeting Council considered Corporate and Community Services Report No. 14/2016 regarding a proposed re-development of the Old Ambulance Station Building at Frew Park by the South Australian Cricket Association (SACA). SACA has since advised of its decision not to proceed with the proposed development, citing a range of complicating factors that could not be resolved.

St Johns (also representing the Mount Gambier & District Cricket Association and CLASS) were identified as potential co-occupiers of a re-developed site, and have since re-affirmed their own interest in remaining as tenants in the current building and further pursuing options for it's refurbishment/re-development for shared community group use.

The concept proposal previously submitted by St is provided for Member's information **(Attachment 1)**.

St Johns and the other proponents have indicated a willingness to continue pursuing grant and fundraising options should Council still be prepared to accommodate such use at this site.

In order to progress beyond the current concept stage and attract partner or grant funding it is anticipated that professional support is required in preliminary design/costing and planning/project management.

It is proposed that Council convene a small cross-organisational work team to assist the current/proposed building occupiers in developing a shared use proposal with plans/options and preliminary costings for further presentation to Council and other potential funding providers.

In the meantime St Johns would continue to occupy and manage the site whilst providing a lead role in coordinating potential co-occupiers/users of a refurbished/re-developed site.

Such a community led course of action is considered imperative to ensure the resulting facility meets the needs and is managed by its community users.

Corporate and Community Services Report No.36/2016 cont'd...

RECOMMENDATION

- (a) Corporate and Community Services Report No.36/2016 be received.
- (b) The key proponents be advised:
 - i. that Council re-affirms its previous in-principle support to a development of Frew Park that includes engagement with community co-occupiers as interested stakeholders; and,
 - ii. that Council will convene a work team of Council Officers to assist the current/proposed building occupiers in developing a shared use proposal with plans/options and preliminary costings for further presentation to Council and other potential funding providers.
- (c) A further report be presented when a shared use proposal as envisaged by resolution (b)(ii) has been developed.



Michael McCARTHY
MANAGER - GOVERNANCE & PROPERTY

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

29th April 2016
MMcC

20/01/2016

Michael McCarthy
Manager – Governance & Property
Civic Centre – 10 Watson Terrace
Mount Gambier SA 5290



Community Collaboration 46 Penola Road Mount Gambier (Frew Park Building)

Dear Michael

I submit the following on behalf of St John Ambulance South Australia (St John), Community Living Australia (CLASS) and the Mount Gambier and District Cricket Association (MGDCA).

St John, CLASS and the MGDCA are genuinely interested in sharing the Frew Park building currently occupied by St John. St John, CLASS and the MGDCA see positive benefits in sharing the Frew Park building and recognize strong synergies between the groups in relation to enhancing community health and wellbeing.

At the Frew Park on site meeting on December 8th 2015, between you representing Mount Gambier City Council, me representing St John, and various SACA representatives, SACA also expressed an interest in joint occupancy. As discussed, it was agreed that SACA provide me with a letter that outlined their interest in sharing the Frew Park facility and I was to then forward the SACA letter, St Johns interest, CLASS interest and the MGDCA interest to you.

I spoke with the SACA General Manager, Cricket Operations on the 19th January 2016 and he advised me that a letter has been forwarded directly to Council. Given this, in the absence of the SACA letter, I forward the following to you from St John, CLASS and MGDCA to support the dual occupancy interest at Frew Park.

Please find below information from the three parties (St John, CLASS and District Cricket) outlining current use/services and potential future services that could be offered to the Mount Gambier and District community. Also included is information collected from other parties who require access to meetings rooms and other facilities.

A building plan in its current format is included below highlighting where joint occupancy could occur with minimal change to the existing building.

The parties are committed to working together to enhance our community resilience and would welcome an opportunity to meet with Mount Gambier City Council to discuss the concept of joint occupancy and a shared Frew Park facility.

Yours Sincerely

Lyn McLachlan
Business Development and Community Engagement Consultant
St John Ambulance SA
46 Penola Road Mount Gambier
On behalf of:
Tari Wagland-McCarthy CLASS and
Ken Fowles – Mount Gambier and District Cricket Association
FREW PARK BUILDING

Background:

St John Ambulance South Australia has been leasing the property at 46 Penola Road since 1965. The most recent lease expired in 2008, at which time and since, numerous conversations both verbal and written have been undertaken between St John and the Mount Gambier City Council. As an interim measure, an informal (6 month + 6 month) leasing arrangement has been in place as a temporary extension of St John's expired lease until a more permanent option for the site is considered.

For the past eighteen months St John Ambulance has been liaising with various community groups to determine the level of interest in sharing the Frew Park building as a collaborative Community Centre.

As per previous emails St John has met with a number of community groups who have indicated an interest in both ad hoc and structured access to meeting rooms and other facilities at the Centre. These groups include:

- St John & UniSA First Aid in Schools Program
- Vibrant Mount Gambier
- Lower Sth East Surf Life Saving -
- St John and Mount Gambier and District Cricket Association (currently informally sharing the centre)
- SACA
- Red Cross - indicated they require funding surety prior to looking at an alternative to their current environment.
- Soroptimist
- Sunset kitchen
- Toy Library:
- Lions Club:
- Riding For Disabled - no requirement for a meeting at present as they currently meet at Tony Passin's office
- Animal Welfare - no requirement for a meeting at present as they currently meet at Tony Passin's office

Current collaboration:

For just over a year St John has been sharing the Centre with the following groups for regular meetings: Vibrant Mount Gambier, Lower South East Surf Life Saving, Limestone Coast Cross Functional Volunteers and the UniSA and St John partnership "First Aid in Schools" program.

In addition, St John has an informal arrangement with the Mount Gambier and District Cricket Association. Last season and currently, the Cricket Association has been and is, using the St John facilities. This includes the use of the training hall, showers and toilets and kitchenette. Additionally, St John has taken responsibility for MG&DCA to store records and equipment in the St John Centre at Frew Park. St John agreed to the informal arrangement as a matter of good will and a demonstration of how groups can share spaces.

Further, demonstrating community collaboration, St John opened their training Centre, toilets, showers and kitchenette to host the Australian Country Cricket eight day Championships held at Frew Park in January 2016. More than 200 participants were involved in the event.

Moving Forward as a 'Shared Facility':

St John Ambulance, CLASS and the MGDCA have a strong interest in sharing the Frew Park building currently occupied by St John. SACA have also expressed an interest in sharing the building (meeting December 8th 2015).

St John has met individually with all these groups and held lengthy discussions on a shared concept. All parties acknowledge the synergies between the organizations and recognize the potential to work in collaboration to enhance community health and wellbeing.

Both CLASS and St John's understanding is that cricket has a desire to include Indoor cricket training within the building. Both CLASS and St John believe conceptually, that the Indoor cricket training could potentially be shared between parties.

SACA met on site at 46 Penola Road on the 8th December. Representation from Mount Gambier City Council attended this meeting. St John led a tour of the building and provided an overview of St Johns current arrangements, including the arrangements with the MGDCA. St John also provided an overview of the desire of CLASS to share the building with the parties. The SACA General Manager, Cricket Operations, agreed there was potential to share the site and indicated SACA would provide a letter to St John supporting this view. It was agreed that St John would provide council with the SACA letter, the CLASS overview and the MGDCA needs to confirm the parties have an interest in sharing the facility at 46 Penola Road.

To date, St John does not have a letter from SACA. However, following a verbal conversation between St John and SACA (19/01/2016) SACA has indicated they have sent a letter directly to Council.

Supporting Information:

- 1/ Community Living Australia (CLASS)
Contact
Regional Manager:
Tari Wagland-McCarthy
Tari.wagland-mccarthy@classinc.com.au
0400502925
- 2/ Mount Gambier & District Cricket Association
Mount Gambier and District Cricket Association Report 2014-2015
Contact
Ken Fowles
Fowlesk01@hotmail.com
0427123494
- 3/ St John Ambulance Mount Gambier
Contact:
Lyn McLachlan
Lyn.mclachlan@stjohnsa.com.au
0418600598

1/ CLASS

Background

Community Living Australia trading as CLASS is a Disability Support Service that provides a range of service to people of all ages with a broad range of Disabilities. All services provided by CLASS are focused on providing opportunities for community and social inclusion, person centred support, maintaining independence and skill development.

In September 2013 CLASS commenced providing service in the South East after a successful tender bid for a 24/7 accommodation service in Millicent. Since this time CLASS has built its service provision to include an additional 2 accommodation services, Day Options program and In Home Support to individuals

Currently CLASS employs over 60 staff in the South East region with a majority of these staff living and working within the City of Mount Gambier Council area, this is predicted to increase to 100 staff within the next 12 months. Staff support 50 clients in the South East again with the majority also being in the City of Mount Gambier Council area.

CLASS Services South East

Day Options Program. – Currently support 14 participants
Predicted increase for 2016 with appropriate venue 20 -25 clients.

Accommodation service

Bonshor St Millicent – housing 4 client support 24/7
Lindsey Street – Housing 6 clients in a cluster of 4 units with 24/7 support provided
Ironstone Court – Currently housing 2 high care clients with an additional vacancy for 1 more client 24/7 support provided
Shelton Street – 1 client supported 24/7

In Home Support Services

CLASS supports clients that live in their own homes to maintain their independence and develop social skills within their community.
Currently supporting 22 IHS clients

Funding

Community Living Australia is a not for profit organisation. Funding is currently provided by Department of Communities and Social Inclusion (DCSI) for services provided to clients. Funding is individualised based on clients support needs and services are based on this need. Funding can be broken into several fee schedules. (Refer to attached CLASS Fee Schedule). with the roll out of the NDIS these fee structures will change considerably.

- **1:1 Support (In home Support)** – Services are charged at an hourly rate with 80% of costs relating to staff wages and on costs (superannuation and work cover). The other 20% is for the administration of the organisation to be able to provide the service eg. Finance department/payroll, corporate services and management wages.
- **Day Services-** Participants are funded based on session rates which are determined by the clients support needs. This session rate covers staff wages and on costs, fleet vehicles and on costs, facilities including rent and outgoings, WHS, staff training and specific program related outgoings. Day Services provides little contribution to the organisations administration costs due to the high outgoing costs.
- **Accommodation Service** – Accommodations services are won through tender process and currently successful providers receive block funding for the service provision of the tender process. Budgets for Accommodations services include, staff wages and on costs, staff training, fleet vehicles, management on costs, Team Leader wages and On Costs, therapeutic support services, set up costs, WHS, hygiene services and organisational administration.

Objective

Establish Frew Park Centre as a Community Hub with Disability accessible facilities in the Southern Wing.

CLASS is seeking the opportunity to secure a lease as co-tenant with other community groups including St Johns at the Frew Park Centre in the bid to develop this site as a community hub.

Whilst significant works would be required to ensure the Southern Wing meets Disability access codes this would ultimately provide the greater community of Mount Gambier a fully accessible community based facility. In having a disability accessible community space available to community groups will allow and encourage Mt Gambier resident's with disability's to participate in community committees.

Program and Opportunities- for CLASS clients and Greater Community

Day Options – 9-3pm 5 days per week. Current 14 participants projected growth with own venue 20-25 Participants daily. – Supporting people with Disabilities to access community and venue based activities to develop skills including social and community inclusion

Mon and Thursday 2-8pm – Individual or group activities– Providing opportunity for people with Disabilities to participate in group or individual based activities and access the broader community with support during afternoon and evening hours

Micro Business – Breakfast Bars – supporting children in schools with a breakfast program whilst involving community business for support in the preparation and distribution.

Volunteer opportunities - Providing Opportunities for Volunteers to work with people with Disabilities in a supported environment with opportunity for skill development

Student Placement – local students requiring placement hours to complete qualifications will be able to access a supported work environment to build on skills and meet requirements.
Linking with sporting and social groups.

Young Carers – Carers SA – Working in Partnership to provide support to Young Carers and their siblings with disabilities during school holidays. Programs will be recreational and skill based to provide families with respite opportunities as well as developing recreational and social skills for children with disabilities.

Weekend recreation and skill building programs

Programs for community members with disabilities to access recreational and social activities and source resources to support development and communication in way of Pop Up shop. A venue suitable for external stakeholders to provide training, up skilling and information to broader community including, service providers, individual's, school groups with the aim to increase resourcing of community services to the South East

Community Access

Venue would be available for community groups to undertake monthly meetings for donation only. Venue for external operators attending the South East to provide workshops or training for much needed support to regional families.

Venue that can be accessed by specialist group's to provide out of hours assessments for people with disabilities.

Community Benefit's from Day Service Programs

Mt Gambier CLASS Day Services is a community based program that encourages people with disabilities to become actively involved within the community, promoting social inclusion and building positive relationships. It has the approach of providing a holistic service that benefits not only the participants but also their surrounding support systems through networking with their families/guardians, with other disability local support services, as well as local committees, clubs, schools, and businesses.

With the predicted increase of participants in 2016 being 20-25 we will not only be supporting them within the community through our programs but we will also be linking them with other local services giving them greater opportunity to be involved within the community as well as promoting disability awareness within the region.

By providing participants the opportunity to attend the Day Services programs with flexibility of hours their family members will have more opportunity to participate in the work force and other activities outside of their carer role, which supports a model of positive mental health by participating in one's own community, which has a roll on effect to other family members and external stakeholders. As the Day Services program is 48 weeks of the year families and carers can map their own opportunities, including community involvement, building on family developing own skills and interests.

2/ Mount Gambier and District Cricket Association

| Current/Future Use | Frequency of use | Benefits |
|---|--|---|
| Summer Cricket Season 19 weeks Every weekend 3 nights a week practice 50 – 60 players per week Changed in hall Spectators additional Hall for Coaching and Training Up to 20 people per time 800 players – administrators = 1,000 Administrative coaches, juniors, umpires etc. – Hall | 1 – 2 games per week – night and weekend | Secure storage lock up for players and officials\ More room to change Toilets and showers available Ability to have room available for lunches and functions Overall benefits – cost effective for all Improved facilities for all Sharing we get more Opportunities to work together One stop shop |

3/ St John Ambulance SA 46 Penola Road Mount Gambier

Background:

St John Ambulance South Australia (St John) is passionate about the wellbeing of South Australians and has been serving the community for over 125 years.

St John is a self-funded organisation and each year provides the delivery of first aid, first aid training, and social inclusion, community service and youth development programs to the South Australian community, primarily through volunteers. In 2014/15, 15,000 school children were First Aid trained, and 5,273 events and emergencies attended. The total value of volunteering hours was approximately \$7,086.261.

In February 2014, St John established an additional full time role located in Mount Gambier. This endorsed the organisations commitment to supporting the health and wellbeing of the South East community. The role includes identifying regional community needs and determining how St John can support those needs, either independently or through collaboration and partnerships, to enhance community resilience.

Frew Park:

St John has been leasing the Frew Park property at 46 Penola Road since 1965.

The most recent lease expired in 2008 at which time and since, numerous conversations both verbally and written, have been undertaken between St John and Mount Gambier City Council. The expected departure of the South Australian Ambulance Service was a contributing factor in not renewing a lease. This is confirmed in a letter dated 11/02/2008 from MGCC to St John, where council indicated they were considering future options for the building or part thereof, however, acknowledged that the formal partnership occupation by St John is a highly desirable feature (ref 405/65/3 GM.MJT).

An informal (6 month + 6 month) leasing arrangement has been in place as a temporary extension of St Johns expired lease. This is an interim measure until a more permanent option for the site is considered.

St John Services

Services currently provided by St John in the South East include: First Aid Training, Cadets, Operations (Volunteers for Events), Workplace compliant auditing of First Aid Kits, First Aid Kit Sales and the First Aid in Schools partnership with UniSA.

St John is leading the Collaborative Limestone Coast Cross Functional Volunteering Project (stage 1,) funded through the Natural Disaster Resilience Grant program. Collaborative partners include: Mount Gambier City Council, District Council of Grant, Volunteering SA & NT, South Australian Ambulance Service, Limestone Coast Zone Emergency Management Committee, and Limestone Coast Volunteer Resource Centre. The project objective is to develop and implement a Volunteer strategy for the region.

Current use of 46 Penola Road

St John Ambulance:

- Cadet program
 - 38 cadets
- Operations/Volunteer program
 - Adults train monthly and additional times as needed (combined Millicent and Mount Gambier)
- First Aid Training
 - Provide First Aid
 - CPR Training
 - Low Voltage Training
 - Asthma and Anaphylactic training
- Sales:
 - First Aid Kits
 - Kit auditing across the region
 - First Aid Products
 - Defibrillators
- Community Programs
 - First Aid in Schools FAIS (UniSA and St John Pilot program – Uni students delivering first aid to school children reception – year 8)
 - South East Surf Life Saving/St John partnership (Committee Formed. Nippers program early in 2016, Junior/Youth Aquatic Program starting this summer)
 - Limestone Coast Cross Functional Volunteer Program - Integrated Sth East Volunteer program – consideration of a volunteer hub (Successful in receiving funding for research of volunteers - stage 1 of this project)
- Vehicles:
 - Storage of 3 vehicles
 - Ford Transit (Stretcher vehicle)
 - Ford Focus Sedan – being replaced with a Hyundai iMax people mover for community service
 - Ford Focus Sedan - being replaced with a SUV for community engagement and service
- Future:
 - Additional Volunteer Team:
 - A new/additional operations/volunteer group is almost ready to go which will add numbers for centre use
 - New Adult/youth team will be training twice a month and other times as needed (this is in addition to current operations/volunteer team)
 - St John currently establishing a bicycle emergency response team (BERT) for Mount Gambier and district
 - FAIS
 - Ethics completed for UniSA/St John FAIS program and PILOT started with 600 children trained (end of 2015) in First Aid. Pilot continuing in 2016. if model successful – Uni will embed into their curriculum across the state – Our school students in the Sth East will receive FREE First Aid training
 - Expect FAIS will continue regardless of model - St John will need to recruit volunteers to deliver program FREE to school students
 - First Aid Training:

- St John have just appointed an additional trainer as the demand for First Aid Training is increasing
- Operations – Regional
 - The St John operations is going back to a regional model – this includes:
 - Sponsorship/Funding raising etc. – will be coordinated in region – funds will stay in region and go back to our regional community
- St John are considering a Patient Transport Service for the South East

Other:

- Cricket Association
 - Over the summer period (cricket season) St John agreed for the cricket association to use the St John hall and kitchen on game days.
 - Occasionally – when St John have training booked in hall – cricket use the old Ambulance area (centre of building)
 - Cricket has some items stored in the old Ambulance area – by verbal agreement with St John locally & Council. St John taking responsibility for this.
 - Tim Dwyer – Mount Gambier High School (Cricket) is away on long service leave

Community Meetings:

- St John have been using the previous kitchen/meeting room of SAAS to run community meetings
 - Vibrant Mount Gambier – Community group addressing vibrancy in the CBD (Born out of OPAL) – Council representation on group
 - South East Surf Life Saving –
 - established committee
 - working with Mount Gambier Aquatic Centre and schools to deliver a SURF VACSWIM program this year
 - working toward Nippers program for summer

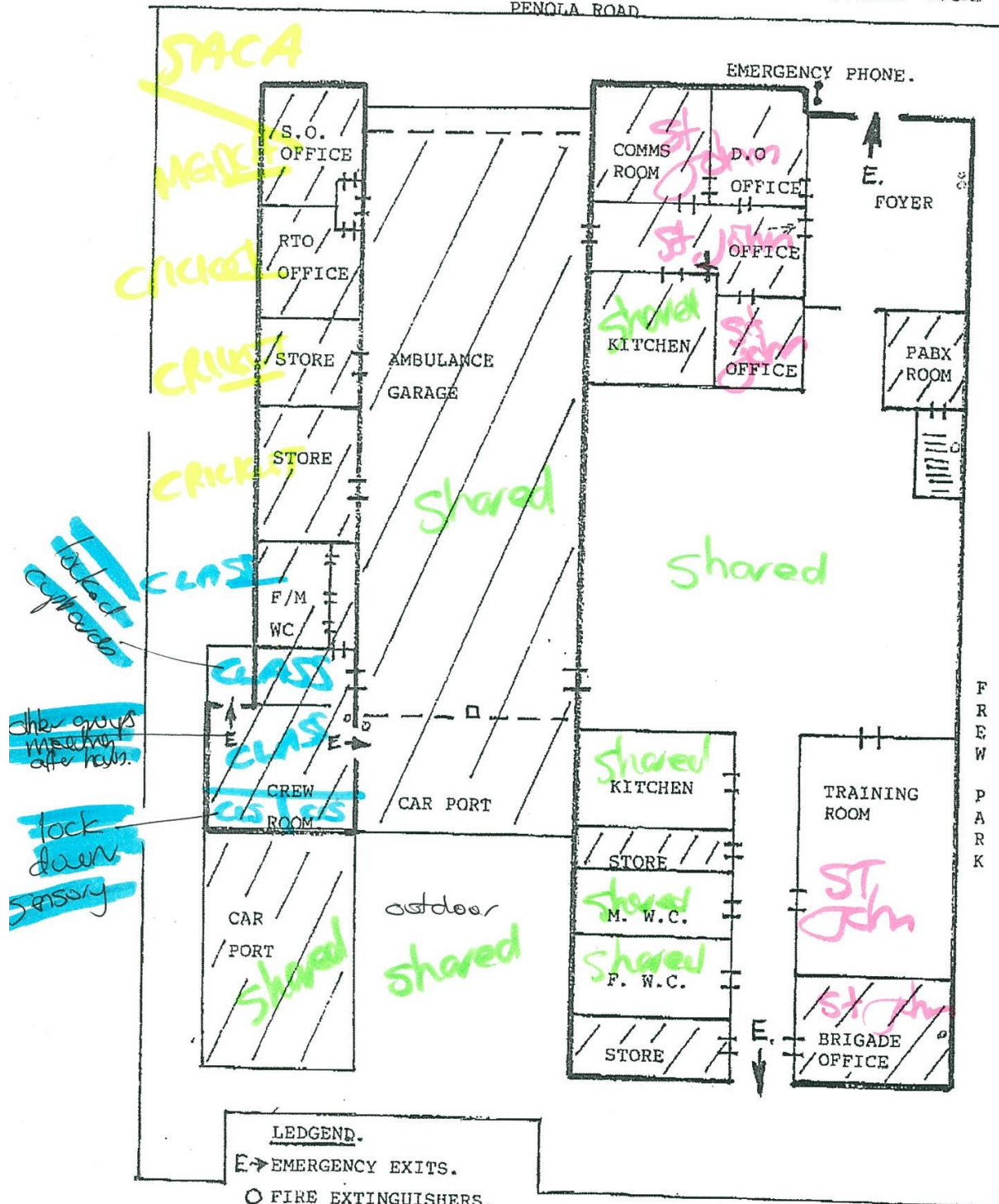
Future shared potential:

- St John & UniSA First Aid in Schools Program
- Vibrant Mount Gambier
- Sth East Surf Life Saving -
- St John and Cricket association have and are having ongoing discussion about sharing the centre
 - SACA
- Other discussions include:
 - Red Cross
 - Soroptimist
 - Sunset kitchen – Have met with Sunset Kitchen – they like the size of the St John Hall and kitchen but have no funds to update kitchen. Area they currently use is too small. Sunset Kitchen meets on Wednesday evenings – same night as Cadets. St John receptive to looking at alternative evening for Cadets.
 - Toy Library: Sunset Kitchen ladies suggested Toy Library may be receptive to using the kitchen/meeting room (previous SAAS) to meet and could store the toys in one of the small bedrooms off this room. This option would provide Sunset kitchen with more room in the short term. (I have not had discussions with Toy Library)
 - Lions Club: Have 35 young people who wish to become Leos. Max from Lions has looked at the Hall with the view of using it for young Leos. I have told Max St John is very happy for Lions to meet in the Hall now if no conflicting dates for St John.
 - Riding For Disabled - no requirement for a meeting at present as they currently meet at Tony Passin's office
 - Animal Welfare - no requirement for a meeting at present as they currently meet at Tony Passin's office

ST JOHN CENTRE. Mt GAMBIER.

Areas used by SH
Shared area

PENOLA ROAD



CORPORATE AND COMMUNITY SERVICES COMMITTEE REPORT NO. 37/2016

SUBJECT: ECONOMIC DEVELOPMENT STRATEGIC FRAMEWORK

REF: AF15/400

Goal: Securing Economic Prosperity

Strategic Objective:

- (i) Foster the expansion of commerce and industry in a sustainable manner, considering industry, employment and climate change impacts, and enhance our positioning as the major centre for the region.*
- (ii) Support the development of our local economy, our unique local experiences and our capacity to grow visitation to our city.*
- (iii) Provide infrastructure and facilities that contribute to Mount Gambier being able to enhance its economic base and quality of life.*
- (iv) In partnership with others seek to create a capable and resilient workforce to match our aspirations and the emerging needs.*
- (v) Develop and implement a dynamic planning process to meet emerging economic, social and environmental outcomes.*

BACKGROUND

Mount Gambier has a diverse and vibrant economy and is widely recognised as one of the State's leading regional centres. Its key business areas include retail, professional services, government administration, manufacturing, tourism, hospitality, education, health care and social services. These industries provided a strong economic base upon which the City can continue to diversify, innovate and grow its economy to support long term sustainability and prosperity for its community.

There is a necessity to undertake an integrated and strategic approach towards economic development for the City now and into the future. It is essential that the City has a robust and evidence-based long term strategy that delivers on-ground actions to drive a strong and robust economy. Key economic outcomes will include increased employment and incomes, a relevant and skilled workforce, year round visitation supported by a resilient and diverse service industry.

The current economic health of the City is wide-ranging, with a net wealth of \$1.2b (June 2015) generated by City businesses and organisations, increasing unemployment (17% youth unemployment), one third of the population dependent on government funding/services and increasing closure of retail and manufacturing businesses.

The City's unemployment rate is 8.33% (December 2015) and currently sits above both the State's and national current average rate. Unemployment is an important indicator of the economic success of an area. A low unemployment rate can indicate an affluent area with a high rate of access to jobs, or a place where those who can't find jobs leave the area. A high rate can indicate a declining economy with closures of key industries, or a residential area with a significantly disadvantaged population. Continuing high unemployment and reducing jobs are a major risk for the City and its community and requires immediate action and support.

Both the "A Futures Paper for City Development" and yet to be endorsed "Community Plan – The Futures Paper 2016-2020" have identified economic development as one of their key priorities for the City.

A successful local economy is a key driver of the wellbeing of a community. Council has an important role to play in leading, promoting and facilitating economic development and supporting the City's residents through the provision of increased jobs, incomes and services.

Corporate and Community Services Report No. 37/2016 cont'd...

With the recent appointment by Council of an economic development expert, comprehensive work has been undertaken in assessing and reviewing economic, market, business and industry data, assessment of new economic opportunities including attraction of new investment, businesses and industries, status of workforce/business delivery, barriers to year round visitation and initial engagement with key stakeholders, business and industry leaders. This process has identified that there are large gaps in both economic and business/industry data and the immediate need to activate a range of key economic initiatives to stimulate the City's economy.

It is recommended that a "City Economic Development BluePrint" be developed over the next 12 months, with a proposed release date of 1 July 2017. The BluePrint will provide an opportunity to strengthen the City's economy by taking a strategic rather than a reactive approach and contribute to wider regional, state and national goals.

During this 12 month period the following actions will be undertaken:

- Working in collaboration with Tourism Mount Gambier, SATC and other relevant tourism bodies to deliver "*Changing the Tourism Culture Plan*".
- Undertake feasibility study to improve City's digital technology products, infrastructure and services for residents, business and industry (utilising broadband and high speed fibre optics infrastructure) and identify opportunities for knowledge intensive jobs.
- Develop a City Growth Masterplan.
- Undertake City business audit (identifying business needs and potential expansion opportunities).
- Undertake economic analysis work to identify economic trends and challenges facing the City and the development of economic tools including performance scorecard and long term economic growth modelling.
- Identify and implement a "business and community mentor initiative".
- Develop communication and investment tools (digital and social media, prospectus etc).
- Develop a commercial business prospectus – identifying commercial market drivers, building relationships with commercial real estate managers and property owners etc).
- Develop and implement a communication and events strategic plan.
- Implement a whole of City identity and awareness program.
- Initiate a City business/industry employment needs forum (to include representatives from education and research organisations, skills and training providers.)
- Undertake broader stakeholder engagement and consultation.
- Build and establish relationships with key business, government and industry leaders regionally, nationally and internationally.

Corporate and Community Services Report No. 37/2016 cont'd...

It is recognised that we need to consider a long term vision (10-15 years) and develop priorities and actions that will deliver “on the ground” outcomes for the community.

Regular updates will be provided to Council on the progress of the Blueprint development (every 2 months) including any revised timeframes.

It is envisaged that the identification of broad directions for economic development, and the City’s role in supporting this, will provide a sound knowledge base on which to prepare a targeted and practical economic development plan.

It is proposed that the proposed strategic blueprint will be a 4 year rolling plan that will include priorities and actions to support long term sustainability and prosperity for the Mount Gambier community.

RECOMMENDATION:

- (a) Corporate and Community Services Report No. 37/2016 be received;
- (b) Council endorses the establishment of the City’s economic direction with first year undertaking the following actions:
 - 1) Working in collaboration with Tourism Mount Gambier, SATC and other relevant tourism bodies to deliver “*Changing the Tourism Culture Plan*”.
 - 2) Undertake feasibility study to improve City’s digital technology products, infrastructure and services for residents, business and industry (utilising broadband and high speed fibre optics infrastructure) and identify opportunities for knowledge intensive jobs.
 - 3) Develop a City Growth Masterplan.
 - 4) Undertake City business audit (identifying business needs and potential expansion opportunities).
 - 5) Undertake economic analysis work to identify economic trends and challenges facing the City and the development of economic tools including performance scorecard and long term economic growth modelling.
 - 6) Identify and implement a “business and community mentor initiative”.
 - 7) Develop communication and investment tools (digital and social media, prospectus etc).
 - 8) Develop a commercial business prospectus – identifying commercial market drivers, building relationships with commercial real estate managers and property owners etc).
 - 9) Develop and implement a communication and events strategic plan.
 - 10) Implement a whole of City identity and awareness program.
 - 11) Initiate a City business/industry employment needs forum (to include representatives from education and research organisations, skills and training providers.)

Corporate and Community Services Report No. 37/2016 cont'd...

- 12) Undertake broader stakeholder engagement and consultation.
- 13) Build and establish relationships with key business, government and industry leaders regionally, nationally and internationally.

Regular two monthly updates will be provided on the progress of the above-mentioned actions and any revised timeframes.

- (c) Council endorses the development of "City Economic Development Blueprint" to be released on 1 July 2017.



Kristina ROBERTS
ECONOMIC DEVELOPMENT MANAGER

sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

4th May, 2016
KR/FM

CORPORATE AND COMMUNITY SERVICES REPORT NO. 38/2016

SUBJECT: GOVERNANCE – REVIEW OF CONFIDENTIALITY ORDERS

REF: AF13/64

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance.

Background

In July 2015 Council considered Corporate and Community Services Report No. 39/2015 that presented on a significant reduction in confidential items considered by Council over preceding years, as follows:

2010/11 - 72 instances
2011/12 - 34 instances
2012/13 – 38 instances
2013/14 - 18 instances
2014/15 – 9 instances

For the first 9 months of the 2015/16 year to April 2016 Council has considered 17 confidential agenda items, with 4 related to the Riddoch Art Gallery, 4 to the sale of land for non-payment of rates, 3 to the CEO Performance Review, and 3 to Development Plan Amendments prior to release for public consultation.

A Register of Confidential Items is maintained on the Council website with relevant documents released and published as confidentiality orders expire or conditions for release are met.

Review of In-Confidence Orders

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 previous orders to be retained 'in-confidence' and are presented for review and extension in accordance with Section 90.

Items (i) – (iv) contained personal family and financial information of candidates for Junior Sports Assistance Fund grant programs. In each case the candidates were minors and in certain instances were experiencing some level of disadvantage. Minutes relating to each of these items have previously been released in edited form, with all personal and identifying information withheld from release.

Items (v) and (vi) relate to the sale of land for the non-payment of rates, with previous orders for a fixed period of 6 months. In each case the matters are continuing and the information contained in these items should remain protected until the council rates and charges have been paid or the properties have been advertised for sale. Alternate duration and grounds are proposed for these orders for their expiry to be triggered by events rather than an arbitrary time period.

Corporate and Community Services Report No. 38/2016 cont'd...

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.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 38/2016 be received;
- (b) The following Confidential Orders, having been reviewed by Council, continue in operation on the grounds provided within Attachment 1 to Report 38/2016.
- i. Council 18/6/2013 – Junior Sports Assistance Fund 22/5/2013 - Item 10
ROTARY CLUB OF MOUNT GAMBIER LAKES - Donations to Financially Disadvantaged Junior Sports Persons
 - ii. Council 17/12/2013 - Junior Sports Assistance Fund 20/11/2013 - Item 12 -
ROTARY CLUB OF MOUNT GAMBIER LAKES – Donations to Financially Disadvantaged Junior Sports Persons
 - iii. Council 17/12/2013 - Junior Sports Assistance Fund 20/11/2013 - Item 13 –
COMMERCIAL CLUB INC. – Donation to Exceptional Junior Sportsperson
 - iv. Council 15/4/2014 - Junior Sports Assistance Fund 2/4/2014 - Item 13 -
ROTARY CLUB OF MOUNT GAMBIER LAKES – Donations to Financially Disadvantaged Junior Sports Persons
- (c) The following Confidential Orders originally made on 17th November 2015 and reproduced in Attachment 1, be extended as follows:
- i. Corporate and Community Services Item 8 - SALE OF LAND FOR NON PAYMENT OF RATES - Notice of Intention to Sell Land for Non-Payment of Council Rates

| | |
|-----------------------------------|--|
| Confidential Element: All Details | |
| s90(3) Grounds: | (a) & (i) |
| Duration: | until the property has been advertised for sale or all outstanding council rates and charges have been paid. |

- ii. Corporate and Community Services Item 9 - SALE OF LAND FOR NON PAYMENT OF RATES - Notice of Intention to Sell Land for Non-Payment of Council Rates

| | |
|-----------------------|--|
| Confidential Element: | All Details |
| s90(3) Grounds: | (a) & (i) |
| Duration: | until the property has been advertised for sale or all outstanding council rates and charges have been paid. |

A handwritten signature in dark ink, appearing to read 'McCarthy', with a long horizontal line extending from the bottom left.

Michael McCARTHY
MANAGER GOVERNANCE & PROPERTY

Sighted:

A handwritten signature in dark ink, appearing to read 'Mark McShane', with a long horizontal line extending from the bottom left.

Mark McSHANE
CHIEF EXECUTIVE OFFICER

3rd May, 2016
MMcC

REVIEW OF CONFIDENTIALITY ORDERS – MAY 2016

CCS Report 38/2016 - ATTACHMENT 1

| | Council Meeting Date | Source Meeting | Subject | S90(3) Grounds | Confidential Element | Duration |
|-------|----------------------|---|---|----------------|---|---|
| (i) | 18/6/2013 | Junior Sports Assistance Fund 22/5/2013 | Item 10 - ROTARY CLUB OF MOUNT GAMBIER LAKES – Donations to Financially Disadvantaged Junior Sports Persons | (a) | Retain all information concerning the personal and financial affairs and identify of donation recipients. All other information to be released. | Ongoing |
| (ii) | 17/12/2013 | Junior Sports Assistance Fund 20/11/2013 | Item 12 - ROTARY CLUB OF MOUNT GAMBIER LAKES – Donations to Financially Disadvantaged Junior Sports Persons | (a) | All information, details concerning the personal, financial circumstances and identity of each nominee | On-going, to be reviewed annually in accordance with the provisions of the Local Government Act |
| (iii) | 17/12/2013 | Junior Sports Assistance Fund 20/11/2013 | Item 13 - COMMERCIAL CLUB INC. - Donation to Exceptional Junior Sports person | (a) | All information, details concerning the personal circumstances and identity of each nominee | On-going, to be reviewed annually in accordance with the provisions of the Local Government Act |
| (iv) | 15/4/2014 | Junior Sports Assistance Fund 2/4/2014 | Item 13 - ROTARY CLUB OF MOUNT GAMBIER LAKES – Donations to Financially Disadvantaged Junior Sports Persons | (a) | All information, details concerning the personal, financial circumstances and identity of each nominee | On-going, to be reviewed annually in accordance with the provisions of the Local Government Act |
| (v) | 17/11/2015 | Corporate and Community Services - Item 8 9/11/2015 | SALE OF LAND FOR NON PAYMENT OF RATES - Notice of Intention to Sell Land for Non-Payment of Council Rates | (b) | All Details | 6 Months |
| (vi) | 17/11/2015 | Corporate and Community Services – Item 9 9/11/2015 | SALE OF LAND FOR NON PAYMENT OF RATES - Notice of Intention to Sell Land for Non-Payment of Council Rates | (b) | All Details | 6 Months |

Section 90(3) Grounds relevant to the review of these confidentiality orders are detailed on the following page:

Section 90(3) Grounds

(a) 'personal affairs'

Section 90(3)(a) of the Act provides that a council or council committee may order that the public be excluded from a meeting in order to receive, discuss or consider in confidence any matter which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

A council or committee must be satisfied that the matter involves 'personal affairs' and that there is evidence that discussion of such information in a public forum would be unreasonable. Sections 90(9)(a) and (b) of the Act define the 'personal affairs' of a person to include:

- financial affairs;
- criminal records;
- marital or other personal relationships;
- personal qualities, attributes or health status; and
- employment records, employment performance or suitability for a particular position, or other personnel matters relating to a person.

(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.

(i) 'information relating to litigation'

The necessary and appropriate need to receive, discuss or consider in confidence matters or information relating to actual litigation, or reasonably anticipated litigation, involving the council or an employee of the council is a ground to exclude the public from a council or committee meeting under section 90(3)(i) of the Act. The council or committee must have a reasonable belief that the litigation will in fact proceed, rather than the mere possibility of litigation occurring. The prevailing intent of this ground of exclusion is to ensure the fairness of proceedings by preventing the disclosure of information which may hinder the administration of justice.