



City of
Mount Gambier

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**I hereby give notice that an Ordinary Meeting of Council will be held
on:**

Date: Tuesday, 18 February 2020
Time: 6.00 p.m.
Location: Council Chamber
Civic Centre
10 Watson Terrace
Mount Gambier

AGENDA

Ordinary Council Meeting 18 February 2020

**Andrew Meddle
Chief Executive Officer**

14 February 2020

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1 ACKNOWLEDGEMENT OF COUNTRY

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.

2 APOLOGIES

Cr Kate Amoroso

3 LEAVE OF ABSENCE

Nil

4 CONFIRMATION OF COUNCIL MINUTES

Ordinary Council Meeting - 21 January 2020

RECOMMENDATION

That the minutes of the Ordinary Council meeting held on 21 January 2020 be confirmed as an accurate record of the proceedings of the meeting.

5 MAYORAL REPORT

6 REPORTS FROM COUNCILLORS

7 QUESTIONS WITH NOTICE

Nil

8 QUESTIONS WITHOUT NOTICE

9 PETITIONS

Nil

10 DEPUTATIONS

Nil



11 NOTICE OF MOTION TO RESCIND OR AMEND

11.1 NOTICE OF RESCISSION/AMENDMENT - CAROLINE LANDFILL GATE AND WASTE TRANSFER FEES

Meeting: Council
CM9 Reference: AF19/416
Member: Sonya Meziniec, Councillor

I, Councillor Sonya Meziniec, give notice that at the next Ordinary Meeting of Council to be held on 18 February 2020, I intend to move the following motion to rescind/amend:

MOTION

1. That Council Report No. AR20/7276 titled 'Notice of Rescission/Amendment - Caroline Landfill Gate and Waste Transfer Fees' as presented on 18 February 2020 be noted.
2. That parts 2, 3 and 4 of resolution 2019/300 titled "*Review of Caroline Landfill Gate and Waste Transfer Station Fees*" that was passed at Council meeting on 19 November 2019 be rescinded as follows:
 - "2. That Council adopt recommended gate price for Caroline Landfill of \$190 effective from 1 January 2020 and authorise administration to:
 - (a) Notify all known regular users of the facility; and
 - (b) Update the fees and charges register.
 3. That Council adopt a decrease of 40% Waste Transfer Station fees effective from 1 January 2020 and authorise administration to:
 - (a) Notify the public who may use the facility; and
 - (b) Update the fees and charges register.
 4. A further report be written for Council's consideration on implementing a separation of waste charge on Council's rate notices for 2020/2021."

RATIONALE

The decision made at the 19 November 2019 Council meeting was, in my view, a poor one, arising as it did from a motion put from the floor of council with no opportunity to fully explore ramifications of the proposal on Council's budget and financial position.

The motion from the floor made some very significant and substantial changes to the original proposal in Report No. AR20/7276 put before Council. No information or detail about the consequences of this change to Council's financial position and budget was provided by the proponents of this change to the Council meeting.

The final decision was therefore made without the full facts. It was a decision made without the opportunity for full and proper discussion and debate about the merits and implications of such a proposal.

This rescission motion will provide Council an opportunity to reconsider the matter in an informed manner.

It will enable Council to properly fulfil our role as specified in the Local Government Act 1999 "to act as a representative, informed and responsible-decision maker in the interests of its community".

ATTACHMENTS

Nil



12 ELECTED MEMBERS WORKSHOPS

12.1 ELECTED MEMBER WORKSHOP 22/01/2020 - 13/02/2020 – REPORT NO. AR20/8937

Meeting: Council
CM9 Reference: AF19/416
Author: Elisa Solly, Executive Administration Officer
Authoriser:

REPORT RECOMMENDATION

1. That Council Report No. AR20/8937 titled 'Elected Member Workshop 22/01/2020 - 13/02/2020' as presented on 18 February 2020 be noted.



ATTACHMENTS

1. Designated Informal Gathering - Members Workshop - Record of Proceedings - 28/01/2020
[!\[\]\(633dd45d48d71eb51a85c6dd83ee51e9_img.jpg\)](#)
2. Designated Informal Gathering - Members Workshop - Record of Proceedings - 29/01/2020
[!\[\]\(bdddf9191a284aa0945448444083c5b0_img.jpg\)](#)
3. Designated Informal Gathering - Members Workshop - Record of Proceedings - 11/02/2020
[!\[\]\(944943bcf87a12c5b9337bf7ed1ef546_img.jpg\)](#)



**DESIGNATED INFORMAL GATHERING
ARTS COLLECTIVE UPDATE AND STRATEGIC PLAN UPDATE
5.30 PM, TUESDAY 28 JANUARY 2020**

RECORD OF PROCEEDINGS
5.30 pm, Tuesday 28 January 2020
Level 4, Committee Room, Civic Centre,
10 Watson Terrace, Mount Gambier

MEMBERS PRESENT:-

Mayor Martin
Cr Mezinac
Cr Morello
Cr Jenner
Cr Greco (by telephone)
Cr Bruins

STAFF PRESENT:-

Chief Executive Officer
General Manager City Growth
General Manager Community Wellbeing
General Manager City Infrastructure

MEMBERS APOLOGIES:-

Cr Perryman
Cr Amoroso
Cr Hood

LEAVE OF ABSENCE:-

Nil

DISCUSSION:

ARTS HUB

- Refresh of proposal
- Strategic alignment and fit to existing Council documents
- Community engagement
- Key features for such a collective to be successful
- Council involvement
- Next steps

STRATEGIC PLAN

- Context for the refresh of the Strategic Plan
- Priorities put forward by Elected Members
- Vision and Themes and their detail and link to Elected Member priorities
- Current and future projects and aspirations
- Next steps and links to the Annual Business Plan and Budget process

Discussion closed at 7.10 p.m.



**DESIGNATED INFORMAL GATHERING
CAROLINE LANDFILL GATE FEE, WASTE TRANSFER STATION FEE AND WEED
MANAGEMENT
5.30 PM, WEDNESDAY 29 JANUARY 2020**

RECORD OF PROCEEDINGS
5.30 pm, Wednesday 29 January 2020
Level 4, Committee Room, Civic Centre,
10 Watson Terrace, Mount Gambier

MEMBERS PRESENT:-

Mayor Martin
Cr Perryman
Cr Hood
Cr Morello
Cr Jenner
Cr Bruins
Cr Meziniec
Cr Greco (by telephone)

STAFF PRESENT:-

Chief Executive Officer
General Manager Community Wellbeing
General Manager City Infrastructure

MEMBERS APOLOGIES:-

Cr Amoroso

LEAVE OF ABSENCE:-

Nil

DISCUSSION:

LANDFILL & GATE FEES

- Council resolutions in November and December
- Landfill operating principle
- Impact of the State Waste Levy
- Risk associated with the operation
- Benchmarking
- \$190 potentially a responsible approach demonstrating good governance
- Waste Transfer Station fee basis
- Waste Transfer Station operating principle
- Report to Council and also to deal with through the Fees and Charges as part of the Annual Business Plan and Budget Process

WEEDS

- Open space service levels - current
- What is happening? Not as much tolerance - service expectations increase
- Consistent level of service requests over last three years and increase in maintained area and street trees
- Thoughts as to future improvements

Discussion closed at 7.15 p.m.



**DESIGNATED INFORMAL GATHERING
STRATEGIC PLAN UPDATE
5.30 PM, TUESDAY 11 FEBRUARY 2020**

RECORD OF PROCEEDINGS
5.30 pm, Tuesday 11 February 2020
Level 4, Committee Room, Civic Centre,
10 Watson Terrace, Mount Gambier

MEMBERS PRESENT:-

Mayor Martin
Cr Frank Morello
Cr Sonya Mezinac
Cr Ben Hood

STAFF PRESENT:-

Chief Executive Officer
General Manager Community Wellbeing
General Manager City Infrastructure
General Manager City Growth

MEMBERS APOLOGIES:-

Cr Kate Amoroso
Cr Max Bruins
Cr Paul Jenner
Cr Christian Greco

LEAVE OF ABSENCE:-

Nil

DISCUSSION:

- Context
- Changes made between the drafts and discussion on further improvements
- Implementation table summary and detail
- Options on the next draft
- Next steps

Discussion closed at 6.15 p.m.



13 ELECTED MEMBERS TRAINING AND DEVELOPMENT

Nil



14 COUNCIL ACTION ITEMS

14.1 ACTION ITEMS FROM 21/01/2020 – REPORT NO. AR20/8938

Meeting: Council
CM9 Reference: AF19/416
Author: Fiona McGregor, Executive Administration Officer
Authoriser:

REPORT RECOMMENDATION

1. That Council Report No. AR20/8938 titled 'Action Items from 21/01/2020' as presented on 18 February 2020 be noted.



ATTACHMENTS

1. Action Items 21 January 2020 [↓](#)



Outstanding/Finalised	Division:	Date From:	21/01/2020
	Committee:	Date To:	21/01/2020
Action Sheets Report	Officer:	Printed:	13 February 2020 2:20 PM

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	Solly, Elisa Meddle, Andrew	Council Action Items	Council Action Items 17 December 2019
RESOLUTION 2020/5			
Moved: Cr Christian Greco			
Seconded: Cr Paul Jenner			
1. That Council Report No. AR20/3184 titled 'Council Action Items 17 December 2019' as presented on 21 January 2020 be noted.			
CARRIED			
23 Jan 2020 - 11:20 AM - Elisa Solly			
Action completed by: Solly, Elisa			
Action completed			

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	McGregor, Fiona Meddle, Andrew	Economic and Environment Committee Minutes and Rec	Minutes of the Economic and Environment Committee held on 13 January 2020
RESOLUTION 2020/6			
Moved: Cr Christian Greco			
Seconded: Cr Frank Morello			
That the Minutes of the Economic and Environment Committee meeting held on 13 January 2020 as attached be noted.			
CARRIED			
23 Jan 2020 - 10:14 AM - Fiona McGregor			
Action completed by: McGregor, Fiona			
Minutes and recommendations received - Action completed			

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	Cernovskis, Barbara Meddle, Andrew	Reports	Request for Community Partnership - Pioneers Basketball Club



Outstanding/Finalised	Division:	Date From:	21/01/2020
	Committee:	Date To:	21/01/2020
Action Sheets Report	Officer:	Printed:	13 February 2020 2:20 PM

RESOLUTION 2020/7

Moved: Cr Christian Greco

Seconded: Cr Paul Jenner

1. That Economic and Environment Committee Report No. AR19/67142 titled 'Request for Community Partnership - Pioneers Basketball Club' as presented on 13 January 2020 be noted.
2. That Council financially support the Pioneers Basketball Club in the Basketball Victoria NBL1 competition as a Community Partner at \$25,000 p.a. for the 2020 and 2021 seasons to be paid as follows:
 - (a) a \$25,000 budget adjustment be made at Budget Review 3 for the 2020 season,
 - (b) an allocation of \$25,000 to GL6126.38.70 be included in 2020/21 budget for the 2021 season.
3. Council give delegation to the Chief Executive Officer, in consultation with the Mayor, for distribution of the tickets.

CARRIED

10 Feb 2020 - 9:07 AM - Barbara Cernovskis

Action completed by: Lavia, Ashlee

Letter sent to Pioneers Basketball Club, 2020 invoice processed and Finance notified of budget variation.

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	Keding, Xarnia Nagy, Judy	Reports	Fringe Festival 2020 - Temporary Road Closures

RESOLUTION 2020/8

Moved: Cr Christian Greco

Seconded: Cr Sonya Meziniec

1. That Economic and Environment Committee Report No. AR19/68758 titled 'Fringe Festival 2020 - Temporary Road Closures' as presented on 13 January 2020 be noted.

CARRIED

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	Meddle, Andrew Meddle, Andrew	Reports	Small Business Friendly Council Initiative



Outstanding/Finalised	Division:	Date From:	21/01/2020
	Committee:	Date To:	21/01/2020
Action Sheets Report	Officer:	Printed:	13 February 2020 2:20 PM

RESOLUTION 2020/9

Moved: Cr Christian Greco

Seconded: Cr Max Bruins

1. That Economic and Environment Committee Report No. AR19/69249 titled 'Small Business Friendly Council Initiative' as presented on 13 January 2020 be noted.
2. That Council agreed to join the Small Business Friendly Council Initiative and that the Chief Executive Officer be authorised to complete the Charter between the Council and the Small Business Commissioner.

CARRIED

23 Jan 2020 - 11:49 AM - Andrew Meddle

Action completed by: Meddle, Andrew

Relevant paperwork completed and sent to the Small Business Commissioner on 23 January 2020.

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	Serie, Nick Meddle, Andrew	Reports	Blue Lake Golf Club - Request - Paths around the Lakes

RESOLUTION 2020/10

Moved: Cr Christian Greco

Seconded: Cr Ben Hood

1. That Economic and Environment Committee Report No. AR19/70149 titled 'Blue Lake Golf Club - Request - Paths around the Lakes' as presented on 13 January 2020 be noted.
2. That the proposal for the pathways linkage project be referred to an activation of the Crater Lakes strategic workshop for consideration in the broader context of the Crater Lakes Conservation Management Plan.

CARRIED

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	Tzioutzoukianis, Tracy Nagy, Judy	Reports	Council Assessment Panel - Review of Terms of Reference



Outstanding/Finalised	Division:	Date From:	21/01/2020
	Committee:	Date To:	21/01/2020
Action Sheets Report	Officer:	Printed:	13 February 2020 2:20 PM

RESOLUTION 2020/11

Moved: Cr Christian Greco

Seconded: Cr Max Bruins

1. That Economic and Environment Committee Report No. AR20/22 titled 'Council Assessment Panel - Review of Terms of Reference' as presented on 13 January 2020 be noted.
2. The City of Mount Gambier Assessment Panel, Terms of Reference be amended as shown in **Attachment 1**.
3. The fees be amended as follows:
 - (a) The sitting fees for the ordinary meetings of the CAP be increased to:
 - i. Independent Presiding Member \$350.00
 - ii. Other Independent Members \$300.00
 - iii. Council Member appointees \$300.00
 - iv. Council Officer appointees Nil
 - (b) The sitting fees for a special meeting of the CAP or a meeting held by phone link be increased to:
 - i. Independent Presiding Member \$100.00
 - ii. Other Independent Members \$80.00
 - iii. Council Member appointees \$80.00
 - iv. Council Officer appointees Nil
 - (c) The travel reimbursement available to a member of the Council Development Assessment Panel who is not a resident of either the City of Mount Gambier or the District Council of Grant be as per the travel reimbursement rate as specified by the Australian Taxation Office.
 - (d) That a report be prepared for Council comparing City of Mount Gambier Council Assessment Panel allowances to other like Councils and the report be presented to Council at a future meeting.

CARRIED

31 Jan 2020 - 12:30 PM - Tracy Tzioutziouklaris

Action completed by: Tzioutziouklaris, Tracy

The Council Assessment Panel Members have been advised of the decision of Council to increase the sitting fees of the CAP

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	McGregor, Fiona	Council Assessment Panel Minutes	Minutes of the Council Assessment Panel held on 19 December 2019



Outstanding/Finalised	Division:	Date From:	21/01/2020
	Committee:	Date To:	21/01/2020
Action Sheets Report	Officer:	Printed:	13 February 2020 2:20 PM

Meddle, Andrew

RESOLUTION 2020/12

Moved: Cr Paul Jenner

Seconded: Cr Christian Greco

That the Minutes of the Council Assessment Panel meeting held on 19 December 2019 as previously circulated be noted.

CARRIED

23 Jan 2020 - 10:14 AM - Fiona McGregor

Action completed by: McGregor, Fiona

Minutes noted - Action completed

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	Dowling, Lynne Meddle, Andrew	Council Reports	Local Government Association Showcase

RESOLUTION 2020/13

Moved: Cr Paul Jenner

Seconded: Cr Sonya Meziniec

1. That Council Report No. AR20/833 titled 'Local Government Association Showcase' as presented on 21 January 2020 be noted.
2. That the Mayor be confirmed as the delegate to represent Council at the 2020 LGA Showcase and Ordinary General Meeting to be held in Adelaide on Thursday 2 April and Friday 3 April 2020 at the Adelaide Entertainment Centre, 98 Port Road, Hindmarsh, accompanied by the CEO, with all associated costs to be met by Council.
3. Deputy Mayor Cr Sonya Meziniec be confirmed as proxy delegate to represent Council, should the Mayor not be able to attend.
4. Councillor Amoroso be registered to attend the 2020 LGA Showcase and Ordinary General Meeting in Adelaide on Thursday 2 April and Friday 3 April 2020, with all associated costs to be met by Council.

CARRIED

23 Jan 2020 - 12:57 PM - Michael McCarthy

Action reassigned to Dowling, Lynne by: McCarthy, Michael for the reason: Re-allocated for Member Travel and associated arrangements

13 Feb 2020 - 2:17 PM - Lynne Dowling

Action completed by: Dowling, Lynne

Completed.



Outstanding/Finalised	Division:	Date From:	21/01/2020
	Committee:	Date To:	21/01/2020
Action Sheets Report	Officer:	Printed:	13 February 2020 2:20 PM

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	McCarthy, Michael Meddle, Andrew	Council Reports	Policy Review - E200 Long Service Awards
RESOLUTION 2020/14 Moved: Cr Sonya Meziniec Seconded: Cr Paul Jenner 1. That Council Report No. AR20/834 titled 'Policy Review - E200 Long Service Awards' as presented on 21 January 2020 be noted. 2. That the updated Council Policy 'E200 Employees – Long Service Awards – Gifts at Retirement or Resignation' be adopted as attached to Council Report No. AR20/834. <div style="text-align: right;">CARRIED</div>			
23 Jan 2020 - 1:22 PM - Michael McCarthy Action completed by: McCarthy, Michael Referred to EXATeam for Policy update.			

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	McCarthy, Michael Meddle, Andrew	Council Reports	Review of Confidentiality Orders
RESOLUTION 2020/15 Moved: Cr Sonya Meziniec Seconded: Cr Frank Morello 1. That Council Report No. AR20/835 titled 'Review of Confidentiality Orders' as presented on 21 January 2020 be noted. 2. That the following Confidential Orders as specified in Attachment 1 to Report AR20/835, having been reviewed by Council, be amended to alter the duration and release conditions: <div style="text-align: center;">Nil</div> 3. That the following Confidential Orders as specified in Attachment 1 to Report AR20/835, having been reviewed by Council, be released immediately following the Council meeting on 21 January 2020:			



Outstanding/Finalised	Division:	Date From:	21/01/2020
Action Sheets Report	Committee:	Date To:	21/01/2020
	Officer:	Printed:	13 February 2020 2:20 PM

Nil

4. That all Confidential Orders as specified in Attachment 1 to Report AR20/835, excluding those amended or released in resolutions (b) and (c) above, having been reviewed by Council remain in operation on the grounds provided.

CARRIED

23 Jan 2020 - 12:57 PM - Michael McCarthy

Action completed by: McCarthy, Michael

Confidential Items Register updated to reflect results of review

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	McCarthy, Michael Meddle, Andrew	Council Reports	Appointment of Members on Outside Bodies - Limestone Coast Local Government Association
RESOLUTION 2020/16			
Moved: Cr Christian Greco			
Seconded: Cr Paul Jenner			
1. That Council Report No. AR20/856 titled 'Appointment of Members on Outside Bodies - Limestone Coast Local Government Association' as presented on 21 January 2020 be noted.			
2. That Council nominees for Limestone Coast Local Government Association positions be confirmed as previously resolved and set out in Report No. AR20/856.			
CARRIED			
29 Jan 2020 - 11:51 AM - Michael McCarthy			
Action completed by: McCarthy, Michael			
LCLGA notified of nominees			

Meeting	Officer/Director	Section	Subject
Council 21/01/2020	Cernovskis, Barbara Meddle, Andrew	Council Reports	Bushfire Recovery Support
RESOLUTION 2020/17			
Moved: Cr Christian Greco			



Outstanding/Finalised	Division:	Date From:	21/01/2020
	Committee:	Date To:	21/01/2020
	Officer:		
Action Sheets Report		Printed: 13 February 2020 2:20 PM	

<p>Seconded: Cr Paul Jenner</p> <ol style="list-style-type: none">1. That Council Report No. AR20/2352 titled 'Bushfire Recovery Support' as presented on 21 January 2020 be noted.2. That Council authorise the CEO to provide in kind support of up to \$10,000 to local events raising funds for bushfire relief.3. Additional financial support for bushfire recovery support, including the CFS Foundation, be considered as part of the 2020/21 budgetary process. <p style="text-align: right;">CARRIED</p> <p>13 Feb 2020 - 2:17 PM - Barbara Cernovskis Action completed by: Meddle, Andrew Budget variation prepared, support announced via radio interviews.</p>
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**15 ECONOMIC AND ENVIRONMENT COMMITTEE MINUTES AND
RECOMMENDATIONS**

Nil



16 PEOPLE AND PLACE COMMITTEE MINUTES AND RECOMMENDATIONS

16.1 MINUTES OF THE PEOPLE AND PLACE COMMITTEE HELD ON 3 FEBRUARY 2020

RECOMMENDATION

That the Minutes of the People and Place Committee meeting held on 3 February 2020 as attached be noted.

16.2 YERKALAPATA - A RECONCILIATION ACTION PLAN FOR THE CITY OF MOUNT GAMBIER – REPORT NO. AR20/3865

RECOMMENDATION

1. That People and Place Committee Report No. AR20/3865 titled 'Yerkalapata - A Reconciliation Action Plan for the City of Mount Gambier' as presented on 03 February 2020 be noted.
2. That Council endorse the Yerkalapata - Reconciliation Action Plan (RAP) 2020-2022 for the City of Mount Gambier.
3. That, in collaboration with our Aboriginal and Torres Strait Islander community, there be a public launch of the Yerkalapata - Reconciliation Action Plan (RAP) 2020-2022.

16.3 FIRST DRAFT OF THE STRATEGIC PLAN 2020-2024 – REPORT NO. AR20/5444

RECOMMENDATION

1. That People and Place Committee Report No. AR20/5444 titled 'First Draft of the Strategic Plan 2020-2024' as presented on 03 February 2020 be noted.
2. That the People and Place Committee note the report and that a final draft for public consultation will be presented to Council.



16.4 CREATIVE ARTS FUND 2019/2020 APPLICATIONS – REPORT NO. AR19/67241

RECOMMENDATION

1. That People and Place Committee Report No. AR19/67241 titled 'Creative Arts Fund 2019/2020 Applications' as presented on 03 February 2020 be noted.
2. That \$25,000 be endorsed for distribution for the 2019/2020 Creative Arts Fund as follows:

<u>Project Name</u>	<u>Applicant</u>	<u>Requested</u>	<u>Approved</u>
Shine in the South East	Justin Clarke	\$ 8,800	\$ 8,800
The Locals	Kate Hill	\$ 6,345	\$ 6,200
City Band Hall Mural	Mount Gambier City Band	\$ 13,000	\$ 10,000
		\$ 58,145	\$ 25,000

3. That all applicants be notified accordingly, advising that the provision and acquittal of these grant funds will always be subject to:
 - all necessary land holder and development approvals being obtained; and
 - all works being completed in accordance with all relevant legislative and compliance standards.
4. To thank the panel for its work in making its recommendations.
5. That the funds not be released for the project Shine in the South East until a final concept design is received and endorsed by Council at its meeting on 17 March 2020.

16.5 STATE GOVERNMENT CONSULTATIONS ON CREATIVE INDUSTRIES AND THE HI-TECH SECTOR – REPORT NO. AR20/3819

RECOMMENDATION

1. That People and Place Committee Report No. AR20/3819 titled 'State Government Consultations on Creative Industries and the Hi-Tech Sector' as presented on 03 February 2020 be noted.
2. That the Chief Executive Officer respond to the consultation in line with the final paragraphs of the Creative Industries Consultation and Hi-Tech Sector Consultation sections of this report.



16.6 PLANNING AND DESIGN CODE UPDATE – REPORT NO. AR20/3815

RECOMMENDATION

1. That People and Place Committee Report No. AR20/3815 titled 'Planning and Design Code Update' as presented on 03 February 2020 be noted.
2. That Council note that the Council Administration will supply a technical response to the consultation on the Planning and Design Code addressing perceived inconsistencies and errors in the drafting of the Planning and Design Code for the City of Mount Gambier.

16.7 COUNCIL ASSESSMENT PANEL - MEETING PROCEDURES – REPORT NO. AR20/3785

RECOMMENDATION

1. That People and Place Committee Report No. AR20/3785 titled 'Council Assessment Panel - Meeting Procedures' as presented on 03 February 2020 be noted.
2. That Council endorse the City of Mount Gambier Council Assessment Panel Meeting Procedures, as attached this report.
3. That the Council Assessment Panel consider the Meeting Procedures and recently updated Terms of Reference.
4. That following endorsement by the Council Assessment Panel, the meeting procedures are made public on the relevant Council Assessment Panel part of the Council's website, alongside the Terms of Reference.



**16.8 THE USE OF VARIABLE MESSAGE DISPLAY UNITS FOR TEMPORARY
ADVERTISING SIGNAGE ASSOCIATED WITH EVENTS – REPORT NO. AR20/1840**

RECOMMENDATION

1. That People and Place Committee Report No. AR20/1840 titled 'The use of variable message display units for temporary advertising signage associated with events' as presented on 03 February 2020 be noted.
2. Council support the placement of the Visual Message Display Units at the following locations:
 - I. Frew Park; Penola Road Frontage
 - II. The Visitor Centre, Jubilee Highway West;
 - III. The Information Bay, Jubilee Highway West (Millicent Road);
 - IV. Crater Lakes Round about, Bay Road;
 - V. The Information Bay, Jubilee Highway East (Adjacent Blue Lake Sports Park);
 - VI. The Rail Lands, Bay Road frontage;
 - VII. The Information Bay, Penola Road (adjacent Kalganyi Caravan Park); and
 - VIII. The Civic Centre carpark (adjacent Sturt Street)
3. Council endorse Development Applications being prepared and submitted for Variable Message Display Units at the locations as identified in (2) as above subject to the following requirements:
 - I. The advertising display of the Variable Message Display Unit does not exceed 4.6 square metres.
 - II. No landscaping shall be damaged during the placement and removal of the Variable Display Message Unit.
 - III. The Variable Message Display Unit shall be located on the subject site no longer than seven days before an event and must be removed within one day after the event to which it is associated.
 - IV. Any damage to Council's infrastructure, such as the kerb and/or footpaths, during the placement and removal of the Variable Message Display Unit shall be made good to the satisfaction of Council.
4. A leaflet be prepared which can be provided to the community identifying where the Variable Message Display Units can be located upon the determination of the Development Applications, and a draft to be supplied to Council for endorsement.



16.9 REQUEST FROM REIDY PARK PRIMARY SCHOOL TO REDUCE THE SIZE OF THE BUS ZONE ON O'HALLORAN TERRACE AND INSTALL A NO PARKING ZONE – REPORT NO. AR20/3880

RECOMMENDATION

1. That People and Place Committee Report No. AR20/3880 titled 'Request from Reidy Park Primary School to reduce the size of the Bus Zone on O'Halloran Terrace and install a No Parking Zone' as presented on 03 February 2020 be noted.
2. The Traffic impact statement attached to the People and Place Committee Report No. be endorsed by Council.
3. That City of Mount Gambier, pursuant to Ministerial delegation resolves the following:

Amend Prohibited Area

BUS ZONE

2.1.075

O'HALLORAN TERRACE (NORTHERN HALF)- From 208.0 metres east of the T-intersection with Wehl Street South to 283.3 metres east of the said intersection. To apply between 8.00am and 9.30am / 2.30pm and 4.00pm, Monday to Friday.

Prohibited Area

NO PARKING

1.2.073

O'HALLORAN TERRACE (NORTHERN HALF)- From 144.4 metres east of the T-intersection with Wehl Street South to 205.0 metres east of the said intersection. To apply between 8.00am and 9.30am / 2.30pm and 4.00pm, Monday to Friday

To be effective on the installation of appropriate signage

16.10 POPULATION HEALTH PROFILE FOR THE CITY OF MOUNT GAMBIER – REPORT NO. AR20/3906

RECOMMENDATION

1. That People and Place Committee Report No. AR20/3906 titled 'Population Health Profile for the City of Mount Gambier' as presented on 03 February 2020 be noted.
2. That Council note the provision of this report and endorse it being placed on the Council's website.



17 REGIONAL SPORT AND RECREATION CENTRE COMMITTEE MINUTES AND RECOMMENDATIONS

Nil



18 COUNCIL ASSESSMENT PANEL MINUTES

18.1 MINUTES OF THE COUNCIL ASSESSMENT PANEL HELD ON 16 JANUARY 2020

RECOMMENDATION

That the Minutes of the Council Assessment Panel meeting held on 16 January 2020 as previously circulated be noted.



19 JUNIOR SPORTS ASSISTANCE (SECTION 41) COMMITTEE MINUTES AND RECOMMENDATIONS

Nil



20 AUDIT COMMITTEE MINUTES AND RECOMMENDATIONS

20.1 MINUTES OF THE AUDIT COMMITTEE HELD ON 20 JANUARY 2020

RECOMMENDATION

That the Minutes of the Audit Committee meeting held on 20 January 2020 as attached be noted.

20.2 INTERNAL FINANCIAL CONTROLS - IMPROVEMENT TASK UPDATE – REPORT NO. AR19/43570

RECOMMENDATION

1. That Audit Committee Report No. AR19/43570 titled 'Internal Financial Controls - Improvement Task Update' as presented on 20 January 2020 be noted.

20.3 QUARTERLY BUDGET REVIEWS - AUDIT COMMITTEE UPDATE – REPORT NO. AR19/66430

RECOMMENDATION

1. That Audit Committee Report No. AR19/66430 titled 'Quarterly Budget Reviews - Audit Committee Update as presented on 20 January 2020 be noted.

20.4 CRISIS MANAGEMENT ARRANGEMENTS UPDATE – REPORT NO. AR19/66672

RECOMMENDATION

1. That Audit Committee Report No. AR19/66672 titled 'Crisis management arrangements update' as presented on 20 January 2020 be noted.

20.5 ANNUAL REPORT 2018-2019 – REPORT NO. AR19/68392

RECOMMENDATION

1. That Audit Committee Report No. AR19/68392 titled 'Annual Report 2018-2019' as presented on 20 January 2020 be noted.



20.6 AUDIT COMMITTEE SELF-ASSESSMENT OF PERFORMANCE – REPORT NO. AR19/68407[V1]

RECOMMENDATION

1. That Audit Committee Report No. AR19/68407 titled 'Audit Committee self-assessment of performance' as presented on 20 January 2020 be received subject to the inclusion of the performed Works Program and the dates and attendance of the Audit Committee meetings for 2018/19.
2. That the Audit Committee record that it is satisfied that its performance is meeting Council and other relevant Authority's standards and expectations.
3. That the Audit Committee includes an 'Annual report to Council by the Presiding member of the Audit Committee' to its Works Program.
4. The Audit Committee recommends that each Audit Committee agenda include a standard agenda item for the review of progress against the works program.

20.7 REVIEW OF EXTERNAL AUDITOR'S PERFORMANCE AND OVERALL EFFECTIVENESS – REPORT NO. AR19/68411

RECOMMENDATION

1. That Audit Committee Report No. AR19/68411 titled 'Review of external auditor's performance and overall effectiveness' as presented on 20 January 2020 be noted.
2. That Audit Committee note the inclusion of the IT Audit and Project Costing controls testing and that additional controls will be included for testing into the 2019/20 External Audit Plan.

20.8 AUDIT RELATED POLICY REVIEWS – REPORT NO. AR19/68420

RECOMMENDATION

1. That Audit Committee Report No. AR19/68420 titled 'Audit Related Policy Reviews' as presented on 20 January 2020 be noted.
2. That the Audit Committee endorses the following updated Council Policies as attached to the Audit Committee Report No. AR19/68420 to be adopted by Council:
 - (a) Budget Framework Policy B300
 - (b) Fraud and Corruption Prevention Policy F225
 - (c) Treasury Management Policy T150



**20.9 REFORMING LOCAL GOVERNMENT IN SOUTH AUSTRALIA – REPORT NO.
AR19/70460**

RECOMMENDATION

1. That Audit Committee Report No. AR19/70460 titled 'Reforming Local Government in South Australia' as presented on 20 January 2020 be noted.



21 BUILDING FIRE SAFETY COMMITTEE MINUTES

Nil



22 COUNCIL REPORTS

22.1 REVIEW OF CAROLINE LANDFILL GATE AND WASTE TRANSFER STATION FEES – REPORT NO. AR20/8599

Committee:	Council
Meeting Date:	18 February 2020
Report No.:	AR20/8599
CM9 Reference:	AF19/416
Author:	Nick Serle, General Manager City Infrastructure
Authoriser:	Andrew Meddle, Chief Executive Officer
Summary:	Review full cost of operating Caroline Landfill to determine an updated commercial gate price factoring increasing costs being imposed by the Environmental Protection Authority for the solid waste levy from January 2020.
Community Plan Reference:	Goal 1: Our People Goal 2: Our Location Goal 3: Our Diverse Economy Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION

1. That Council Report No. AR20/8599 titled 'Review of Caroline Landfill Gate and Waste Transfer Station Fees' as presented on 18 February 2020 be noted.
2. That Council adopt recommended gate price for Caroline Landfill of \$190 as presented in this report effective from 1 March 2020 and authorise administration to:
 - (a) Notify all known regular users of the facility; and
 - (b) Update the fees and charges register.



BACKGROUND

Caroline Landfill

Review of full costs of operating the Caroline Landfill have recently been completed, following the announcement of the Environmental Protection Authority (EPA) to increase the solid waste levy from \$55/tonne to \$70/tonne from 1 January 2020.

Prior to this, analysis was completed in 2016 following EPA's previous announcement to increase the solid waste levy from \$38/tonne to \$50/tonne over a 3 year period. Following this analysis, gate prices were incrementally increased from \$114/tonne in the 2015/2016 financial year to \$164.50/tonne for the 2019/2020 financial year. It should be noted a 15% risk margin was allowed for as part of the 2016 analysis due to the risks associated with running a landfill. The risk margin was subsequently decreased to offset increasing unpalatable user charges.

Upon review, three years later, the risk margin was required to counteract the unplanned expenditure that was incurred due to leachate cartage and disposal and changes in EPA landfill cell design requirements without requiring the need to increase prices beyond those planned.

DISCUSSION

Current and proposed landfill gate prices

For the financial years ended 30 June 2018 and 2019, total waste entombed to Caroline Landfill averaged approximately 25,000 tonnes per year. At present there is no known indication that these tonnages will change significantly and analysis has been completed based on these tonnes.

Generally, Table 1 indicates increasing charges over time. This is due to the assumption that solid waste levies will continue to rise higher than CPI based on historical trends where the levy went from \$38/tonne in 2017 and will rise to \$70/tonne from 1 January 2020. This is an 84% increase in less than four years.

Table 1: Current and proposed gate prices (all prices include GST)

	2018	2019	2020	2021	2022	2023	2024	2025
Current Price	\$136.50	\$150	\$164.50					
New Price			\$190	\$200	\$210	\$220	\$235	\$250
% increase			16%	5%	5%	5%	5%	6%
Average price of neighbouring Landfill's = \$180.64 in 2020								

*Price as at 01/01/2020

The prices proposed at Table 1 include a 15% risk margin. Consistent with that used in the 2016 analysis which over time proved to be a prudent level of risk margin.

Further assumptions factored in to the prices include:

- User pays revenue generation;
- Cost recovery for the full life cycle of the landfill (including construction, operation, closure and post operation);
- EPA solid waste levy increases of 10% every year;
- Increases to wages/salaries in line with Enterprise Bargaining Agreements;
- 25,000 average tonnes waste entombed to landfill each year; and
- No allowance for potential carbon taxes.



Comparative gate prices

It is important to compare current and proposed charges with other landfill operations. Doing so provides benchmarks to assist with assessing whether landfill operations are running efficiently and effectively, value for money is being obtained for users and also whether pricing is competitive in the market. It should be noted that Table 2 provides an indication of 2019/2020 comparative charges and does not factor in the size, estimated life span, operational efficiency or state based regulations applicable to each landfill site.

Table 2: Comparative gate prices (all prices include GST)

Landfill	2020 (\$/tonne)
Glenelg Shire	217.30
Ballarat City– commercial waste	182.06
Ballarat City – external council municipal waste	142.40
Southern Region Waste Resources Authority	189.00
Charles Sturt	213.64
Adelaide Hills Region Waste Management Authority	152.00
Corangamite industrial	186.74
Corangamite municipal	161.99
Average Gate Charge of above neighbouring Landfills	\$180.64

As shown in Table 2, the current gate price is slightly lower than the average price of the landfill charges reviewed. Ballarat and Corangamite both operate in a similar climate zone to Mount Gambier and the average of their respective prices equals \$168.30/tonne. The Victorian equivalent of the Solid Waste Levy is significantly lower for rural councils at \$33.03/tonne for municipal waste and \$57.76/tonne for industrial waste (see <https://ref.epa.vic.gov.au/business-and-industry/guidelines/landfills-guidance/landfill-and-prescribed-waste-levies#Rates>), indicating that the Caroline Landfill fees are much lower per tonne than our neighbour.

CONCLUSION

Review of full costs of operating the Caroline Landfill have recently been completed to ensure full cost recovery following the announcement of a further increase to the EPA solid waste levy to \$70/tonne from 1 January 2020. An increase of 16% is recommended from 1 January 2020, which will take the current price of \$164.50/tonne to \$190.00/tonne. Should operations and assumptions remain consistent, modelling indicates that the gate price should increase to \$250/tonne by 2025 (subject to further reviews and the impact of Solid Waste Levy).

ATTACHMENTS

Nil



22.2 REVIEW OF VALUATION AND RATING SYSTEM 2020/2021 – REPORT NO. AR20/1352

Committee:	Council
Meeting Date:	18 February 2020
Report No.:	AR20/1352
CM9 Reference:	AF19/416
Author:	Jo Scheidl, Senior Rates Officer
Authoriser:	Andrew Meddle, Chief Executive Officer
Summary:	The purpose of this report is to review Council's Valuation and Rating System for the 2020/2021 financial year
Community Plan Reference:	Goal 1: Our People Goal 3: Our Diverse Economy

REPORT RECOMMENDATION

1. That Council Report No. AR20/1352 titled 'Review of Valuation and Rating System 2020/2021' as presented on 18 February 2020 be noted.
2. That the rating assumptions and directions referred to in this Report be used to prepare Council's draft Annual Business Plan and draft Budget for 2020/2021 for Council's future consideration.



BACKGROUND

Following a major review of Council's Valuation and Rating methodology Council adopted in March 2004, a new rating structure with the following principle elements:

- Capital Valuation (changed from Site Value)
- Differential rating based on land use (using the Local Government Land use codes)
- A Fixed charge (instead of minimum charge)
- Fixed charge to raise 45% of Council's general rate revenue – the remainder by the traditional valuation based rate in the dollar (to avoid rate increases as a result of periodic fluctuations in valuations)
- Rate capping for certain ratepayer classes.

DISCUSSION

There are a number of rating assumptions used as a basis for Council's rating strategy that in accordance with Council's *Policy 105 Rating*, require confirmation on an annual basis for incorporation in rates modelling and the annual budgeting process. These include:

1. Fixed Charge

Council's fixed charge is currently \$682.70 which continues to raise approximately half (45%) of Council's overall general rate revenue.

This principle continues to be accepted as fair and equitable system rather than the historic methodology where the entire rate base was calculated on the property valuation multiplied by a rate in the dollar principle

By maintaining this principle, Council achieves its initial aim of 'future proofing' its rating structure against the periodic vagaries of the property valuation system.

2. Differential General Rates

Council's differential general rates have been set on the following basis:

- Residential rate = 100%
- Commercial, Industrial and Vacant Land differential is set at +170% of the Residential rate
- All other land uses (Primary Production and Other) are set at the Residential differential.

Recent South Australian Local Government rates comparison provides the following average comparative figures:

	Mount Gambier 2018/2019	Mount Gambier 2019/2020	Metro 2019/2020	Rural 2019/2020	State 2019/2020
Residential	\$1,188	\$1,238	\$1,643	\$1,438	\$1,500
Fixed Charge	\$655	\$682	\$610	\$413	\$441
Average Increase	\$43	\$50	\$45	\$26	\$32

Source: Local Government Association 2019/2020 Rating Survey

3. Rate Capping – Residential (Principal Place of Residence)

Inequities that may arise in the way residential rates are raised across the Council are addressed via a 15% 'rate cap' that is applied to any residential (principal place of residence) properties. Conditions apply. Refer Council's *Policy R155 Rate Rebate* section 9.1.



4. Vacant Land Rate Rebate

Council introduced this rebate to assist ratepayers who have purchased land for residential purposes (as opposed to purchase for speculation).

The vacant land rate is + 170% on residential land rate.

If the ratepayer can demonstrate to the Council that the vacant land is to be used for residential purposes in the short term (i.e. owner intends to develop in the short term as their principal place of residence) as opposed to holding for speculation purposes, then a rebate is available.

Given the 2010 boundary adjustment and the resultant availability of 'new' land area within the City, Council considered that a relaxation of the previous high differential on vacant land (to encourage development) was justified.

5. Other Rate Relief Options

Mandatory and Discretionary Rate Rebates, Postponement of Rates for Seniors and Hardship provisions continue to be available in accordance with the Local Government Act and Council's *Policy R155 Rates Rebate* criteria where applicable.

6. Rate Rebates

Since the State Government relaxed the Local Government Act 1999 in relation to mandatory rate rebate provisions, which essentially gave community housing associations automatic rate rebates, there has been a steady growth in the number of properties and value of rebates required to be provided by Council.

Such properties, many of which are former South Australian Housing Trust properties, now being transferred to the Community Housing sector, are able to claim the mandatory 75% rate rebate on Council rates due to the amended legislation.

This has had a financial impact on Council's budget.

In the 2019/2020 rating year, Council provided approximately \$186,324 in rate rebates (0.87% of rate revenue) that related to 162 Community Housing properties.

The growth in mandatory rate rebates provided by Council is expected to continue as the State Government divests its social housing to the community housing sector at the expense of Local Government. Council currently has 1,089 South Australian Housing Trust (SAHT) and 18 Aboriginal Housing Authority (AHA) homes collecting a total of \$1,162,798 in rates for the 2019/2020 financial year. Over 4,000 SAHA and AHA properties in South Australia have been transferred to Community Housing with very few properties left in the name of SAHT in the surrounding Council's.

Recent years have seen significant growth in mandatory and discretionary rebates and a corresponding impact to Council's budget as shown in the following table.

Financial Year	No. of Properties	Value of Rebate (\$)
2015/2016	185	\$177,801
2016/2017	214	\$197,486
2017/2018	223	\$221,159
2018/2019	235	\$237,737
2019/2020	231	\$243,754



Other Considerations

7. Lands Titles Office

The South Australian Government finalised a \$1.6 billion deal to privatise the State's Lands Titles Office two years ago. A commercial consortium known as Land Services SA was awarded the contract to manage the State's land services system of land titles and registry for the next 40 years, including the right to commercialise related data, subject to government approval.

The Lands Titles Office holds the registry of the State's property titles, including information about who owns property, when it was purchased and its valuation. The State Government continues to set fees and charges for title searches and other land services. Whilst the valuation of South Australian properties is undertaken by the new owners, Land Services SA; the Valuer-General of South Australia remains the State's independent authority on property valuations and will continue to oversee all significant government property valuations and council rating valuations.

Each year the Valuer-General revisits the values of property sold, land divisions, developments and other areas within the City, however, the Valuer-General undertook to complete a full valuation of all properties within South Australia in the 2018/2019. To date this full valuation has not eventuated and the impact of this full valuation will be unknown until data is received by Council.

Staffing within Land Services SA remains an issue within the South East and Riverland regions. Council currently has a large number of 'objections' being processed which may pose a risk to income in the event the processing of the objections remain outstanding.

8. Retirement Villages – Proposed Legislative Change

The Hon. John Darley introduced the *Local Government (Fixed Charges) Amendment Bill (Bill)*. This Bill is identical to the one he introduced a number of years ago, which did not proceed due to a change in government. At the end of 2018 the Parliament agreed to appoint a Joint Committee on the Valuation Policies and Charges on Retirement Villages. Council provided comments to the LGA in March 2019 which was subsequently submitted to the Joint Committee.

To date the LGA have been unable to provide an update as they are still waiting on the outcome of the Joint Committee. Currently, the Act provides that a fixed charge cannot be charged against individual sites in caravan parks, residential parks and marinas. This bill will see retirement villages added to this list.

Council currently has a number of retirement villages with the two largest being:

- Woodland Retirement Village; and
- Hallmont Retirement Village.

The retirement villages are each on one title with residents being given a licence to occupy by way of a contract. The Bill assumes councils provide no services within retirement villages. Council currently provides Waste Bin collection, maintains recreational reserves, street sweeping and beautification to the 418 properties within these villages. It is important to note council rates are a charge on the land not a 'service' tax.

The total fixed charge revenue from these two properties is \$285,368 pa for the 2019/2020 financial year (i.e. \$682.70 x 418 properties).

9. NRM Levy

The NRM land levy is a State Government imposed levy which funds the operations of the South East Natural Resource Management Board.

South Australian Legislation requires the levy to be collected by Local Government in SA as a separate rate via Council rate notices.



Councils act as a revenue collector only, do not retain any proceeds from the levy, all NRM levy revenue is on paid to the SE NRM Board who determine how the revenue is spent.

For the 2019/2020 financial year the City of Mount Gambier is required, by law to contribute \$1,150,426 to the SE NRM Board.

The SA Government recently introduced major legislative reform that will change the way natural resources are managed across the State. The Natural Resources Management Act 2004 will be repealed and replaced with the Landscape South Australia Act 2019. The new Act was assented to by the Governor of South Australia on 21st November, 2019. Work is now underway to implement the Act, which will see NRM boards being replaced by eight new regional landscape boards and a new metropolitan landscape board.

The NRM boards will continue to deliver NRM services to regional communities until the Act comes into full operation which is expected to occur in the second half of 2020.

As yet Council has not been informed on what the landscape reform means for Land Levy collection arrangements or future engagement with Councils.

CONCLUSION

The rating assumptions and directions referred to in this Report are recommended to Council for consideration for use in preparing Council's draft Annual Business Plan and draft Budget for the 2020/2021 financial year.

This report helps set the scene and parameters for the forthcoming first 2020/2021 Annual Business Plan and Budget workshop on 25 February 2020.

ATTACHMENTS

Nil



22.3 CONSULTATION DRAFT OF THE STRATEGIC PLAN 2020-2024 – REPORT NO. AR20/8162

Committee:	Council
Meeting Date:	18 February 2020
Report No.:	AR20/8162
CM9 Reference:	AF19/416
Author:	Andrew Meddle, Chief Executive Officer
Authoriser:	Andrew Meddle, Chief Executive Officer
Summary:	A report providing an update as to the process for moving forward with the Council's Strategic Plan for the period 2020-2024 and providing a copy of the first draft for comment.
Community Plan Reference:	Goal 1: Our People Goal 2: Our Location Goal 3: Our Diverse Economy Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION

1. That Council Report No. AR20/8162 titled 'Consultation Draft of the Strategic Plan 2020-2024' as presented on 18 February 2020 be noted.
2. That Council endorse the draft Strategic Plan (**Attachment 1**) for the purposes of public consultation, in accordance with the Public Consultation section of this report.
3. That the Chief Executive Officer be authorised to make minor textual changes to correct typos and errors of fact and to update the Mayoral Message if required in consultation with the Mayor;
4. That the Statement of Commitment to Aboriginal and Torres Strait Islander Communities be updated to be consistent with the Reconciliation Action Plan, by the CEO, in conjunction with the Mayor, subject to the endorsement of the Reconciliation Action Plan.
5. That Council note the Implementation Plan as being a live document and needing to be updated annually in tandem with the Annual Business Plan and Budget.



BACKGROUND

The Local Government Act 1999 requires Councils to prepare a Strategic Plan after local government elections. Councils are given two years to achieve this following the election of new councils in November 2018. A part of this process the following have been undertaken:

- Elected Members received a briefing on this matter on
- Elected Members received a further briefing on
- Elected Members were asked to provide their three key priorities and seven other priorities on
- Draft Strategic Plan prepared and circulated for comment
- Elected Members received a further briefing on

An updated draft of the Strategic Plan was provided at the most recent workshop and the documentation provided has been made available to all Elected Members via the extranet. Following further refinement from commentary received at the workshop, a further draft is now put forward for consideration (please see **Attachment 1**). This reflects feedback from four briefings and a request for detailed feedback from Elected Members.

The key changes to the plan since the draft presented to the People and Place Committee are:

- Reduction in size, due to removing the introductory text;
- Updates to the Mayor's Message and Cultural Acknowledgement;
- Reduction in the commentary around the detail of the plan;
- Addition of text around what would success look like and a visionary paragraph for each goal;
- An additional element to *Our Commitment* and the change Improve to Involving;
- An additional text for each action linked the 'Our Role' section of the plan; and
- Change to the Implementation Table, which now is a summary, with the full plan available as a live document separately (please see **Attachment 2**).

Subject to endorsement, this draft would then be subject to public consultation. The result of that consultation will then be processed and the matter referred back to Council for endorsement of the final Strategic Plan in June 2020. This process would operate in tandem with the Council's Annual Business Plan and Budget preparation for 2020/2021.

The Council's Strategic Management Plan suite (as required under S.122 of the Local Government Act) will comprise:

Futures Paper

Strategic
Plan 2020-
2024

Long-Term
Financial
Plan

Asset
Management
Plan suite

Development
Plan /
Planning &
Design Code



DISCUSSION

The approach taken has been to build on the work undertaken in the preparation and endorsement of the Futures Paper and reflect the new Council's priorities upon that. As such the vision and goals remain unchanged, whilst the programs underneath each goal have been reduced in number to provide more clarity and certainty. Further to this an implementation table has also been included to provide greater clarity for the community as to the priorities over the four year life of the Strategic Plan. The Strategic Plan also includes a new theme around Our Commitment, which sets out the principles the Council will use in making decisions for the life of the plan.

The vision for the 2020-2024 Strategic Plan is "*An inclusive city where people lead fulfilling lives.*" The goals and the key actions and relationships identified in the first draft of the Strategic Plan are:

Strategic Plan 2020-2024 - "*An inclusive city where people lead fulfilling lives*"

Goal 1 - Our People

Goal 2- Our Location

Goal 3 - Our Diverse Economy

Goal 4 - Our Climate, Natural Resources, Arts, Culture and Heritage

Our Commitment

Goal 1 – Our People

A safe, inclusive city where access to quality services and facilities supports a socially connected, vibrant and healthy community.

- Community based organisations and networks
- Community growth
- Sense of community
- Care for the community
- Becoming an 'earning and learning' community

Goal 2 – Our Location

A perfectly centred place where people aspire to live, work, visit and invest.

- Infrastructure development and managing our current assets
- Regional collaboration
- The Crater Lakes Precinct and other areas of tourism potential
- Recognition of our indoor and outdoor sporting assets and our adventurous opportunities
- Focusing on activation, revitalisation and placemaking in our CBD



Goal 3 – Our Diverse Economy

A diversified, innovative and resilient economy that generates jobs and services.

- Identity, gateways and support for our businesses
- Land use planning settings
- Appealing and affordable housing for growth
- Tourism is contributing to a diverse economy and creating opportunity
- Reusing, recycling and waste management

Goal 4 - Our Climate, Natural Resources, Arts, Culture and Heritage

A culturally inspired city that strives to minimise its ecological footprint.

- Natural Assets
- Open Space
- Planned reduction of our carbon footprint
- Recreational and cultural pursuits
- A City brought to life with public art

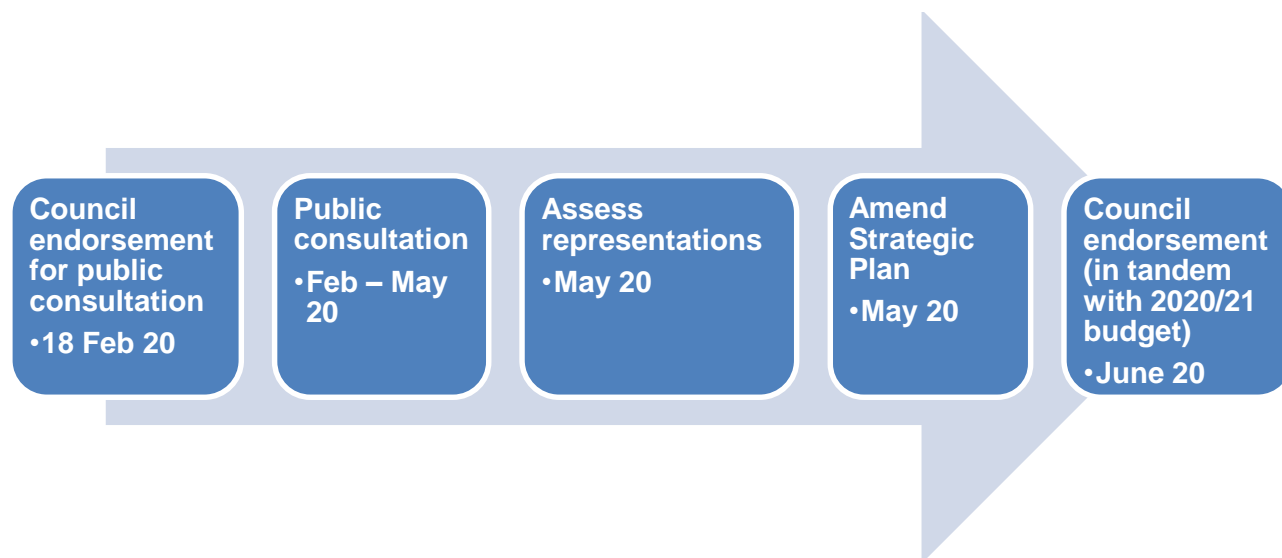
In endorsing, the draft Strategic Plan, the Council has determined the following principles to ensure delivery against the Strategic Plan 2020-2024. These principles underpin all decisions made by the Council. They guide our strategic planning, processes, service delivery and the management of assets. The principles underpinning our business and services are that we will be:

- Sustainable
- Transparent
- Responsive
- Involving
- Values based
- Effective

The final version of the plan is expected to be professionally prepared and to match the other documents within the Council's corporate suite of documents. Together, these elements provide the thread with which the next chapter in the Council's story can be written. They provide a context for decision-making and an approach to joined-up government and governance.

Public Consultation

The Council intends to undertake the public consultation phase in accordance with Council Policy P195 Community Consultation and Engagement. This will also fulfil the Council's responsibilities under S.122(6) of the Local Government Act 1999. The timelines for the activities is shown below:



In terms of the public consultation, the following activities are envisaged:

- Use of the Have Your Say platform;
- Use of the Council's website and intranet;
- Council's social media presence;
- Public display and staff on hand to answer questions;
- Staff briefings;
- Media releases;
- Newspaper advertisement; and
- Radio interviews.

It is intended that the process will commence on 21 February 2020 (with the first radio interview), public consultation documents will be available from 24 February 2020 and will run for six weeks until 3 May 2020. This will enable the processing of representations and the making of proposed changes in time for Council consideration at its meeting on 19 May 2020.

The items in the bullet pointed list previously will run for all or part of the public consultation period.

CONCLUSION

The first draft of the Strategic Plan was presented to People and Place Committee after three shaping workshops, further feedback was sought from Elected Members by 10 February 2020 and was reported in a further workshop on 11 February 2020. Feedback from whatever form received from Elected Members has shaped the current Strategic Plan. The public will also have their say through a consultation process resulting in a consideration of responses and proposed changes by Council in June 2020. Council endorsement is sought to enable public consultation to commence on the draft Strategic Plan.

ATTACHMENTS

1. Attachment 1 - Strategic Plan Draft [↓](#)
2. Attachment 2 - Implementation Table [↓](#)



STRATEGIC PLAN 2020-2024

[FRONT COVER]



STATEMENT OF COMMITMENT TO ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES

The City of Mount Gambier recognises the Boandik people as the traditional owners and custodians of this local government area.

We respect their spiritual relationship with the land and recognise the deep feelings of attachment Aboriginal and Torres Strait Islander peoples have with this land.

The City of Mount Gambier is committed to working together with Aboriginal and Torres Strait Islander communities in the process of reconciliation.

We will cooperate to ensure the preservation of cultural practices, traditional sites and significant places. The City of Mount Gambier supports expressions of cultural identity, strongly champions social justice and will advocate for enriching the lives of Aboriginal and Torres Strait Islander peoples.

Together, we seek to build a society where acceptance and understanding, respect and diversity are cornerstone values, where Aboriginal and Torres Strait Islander peoples feel a strong sense of belonging and are able to participate in the life of the community.

[This section will be updated in line with the Reconciliation Action Plan if adopted by Council prior to consultation]



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Summary Implementation Plan 2020-2024



MAYOR'S MESSAGE

The Council has based this Strategic Plan on aspirations identified in the Futures Paper, our long-term visionary plan, which remains a valid base upon which to build our strategy. The strategies and actions featured in the plan will guide the Council over the next four years and serve as a blueprint to build a progressive, knowledge based city that embraces new technologies, culture and sustainable living.

Mount Gambier is built on the strength of its people, the abundance of a clean natural environment and the diversity of its industries. Similar to other regional cities, we face challenges. Through considered planning, innovative thinking and a willingness to work together towards a common goal, our future remains bright.

We must capitalise on opportunities to position the city as a destination for investment and tourism, enliven the city with arts and culture and steadfastly protect our environment and heritage. We have achieved much in the last four years, including the opportunity to deliver a transformational Community and Recreation Hub project which is now underway.

We also need to focus not just on our incredible liveability, but also on our points of difference. Our temperate climate, rich heritage, bountiful water, clean, green environment and world renowned sinkholes (cenotes) all weave a compelling narrative that inspires investment, community pride and visitation to our city and surrounds.

At the centre of the Strategic Plan are four key themes:

1. Our People;
2. Our Location;
3. Our Diverse Economy; and
4. Our Climate, Natural Resources, Art, Culture and Heritage.

A new theme has been included in the Strategic Plan, which is the Council's Commitment. Our Strategic Plan will guide what we do and this theme identifies the values that we will strive to use in all our decision-making on behalf of our community.

This plan seeks to reconcile the need for sustained population and economic growth with the protection and enhancement of our natural and built assets in our unique location. We want to capitalise on the opportunities and to invest in other areas of infrastructure and our community. This plan provides the opportunity for us to consider our opportunities; to focus on what is important for our future and to move forward through planned delivery to maintain a balanced budget.

Lynette Martin OAM
Mayor of the City of Mount Gambier



HOW DOES THIS STRATEGIC PLAN LINK TO OUR OTHER PLANS?

The Council has a number of strategic documents that underpin its planning for service delivery. The Local Government Act prescribes some of the requirements for the Council, others are set by different legislation and some are chosen by the Council.

In terms of how our strategic planning is intended to work and to join the various items that the Council wants to deliver, the following is the basic framework:



The Council is required to have the following Strategic Plans in Place:

- Strategic Plan
- Long-Term Financial Plan
- Asset Management Plan(s)
- Development Plan (to be replaced by the Planning and Design Code)

Why another Strategic Plan?

All Councils in South Australia are required to prepare a new strategic plan after each round of local government elections. The last round of elections took place in November 2018 and this plan fulfils the Council's statutory obligation.

As there was significant community engagement and research to underpin the previous strategic plan (entitled the *Community Plan – The Futures Paper 2016-2020*), Council has chosen to refresh this plan, rather than to start afresh. This enables the Council to continue building upon the successes of the previous plan and to embed the themes within the Council and the community.

Long Term Financial Plan and Asset Management Plans

Long Term Financial Plan (LTFP) is produced to support Council in considering the longer-term impact of financial decisions made and assumptions used in the preparation of the Annual Budget and Business Plan.

The Long-Term Financial Plan (LTFP) addresses:

- the sustainability of the Council's financial performance and position;
- the maintenance, replacement or development needs for infrastructure within its area; and
- identification of any anticipated or predicted changes that will have a significant effect upon the costs of the Council's activities/operations.

HOW OUR PLANS, POLICIES, PROGRAMS AND PROJECTS LINK TOGETHER



OUR VISION AND GOALS

OUR VISION

An inclusive city, where people lead fulfilling lives.

Mount Gambier is perfectly centred halfway between Adelaide and Melbourne. It provides an ideal balance between the vibrant lifestyle of a big city and comforts of a small town, between cultural progress and tradition, and between modern conveniences and the preservation of natural beauty – be it our iconic Blue Lake, or our many caves, sinkholes and parks.

OUR GOALS

What makes Mount Gambier the thriving successful place that people are proud to call home is the richness and diversity of:

- Our People
- Our Location
- Our Economy; and
- Our Climate, Natural Resources, Art, Culture and Heritage.

It is these elements that will all contribute towards the future growth and development of the City and form the goals of the Council's Strategic Plan.

We strive to create vibrancy, promote our identity and build our reputation as a place to live, work, visit and invest. To provide a future for our people, we need more economic growth and employment as well as recreational and educational opportunities.

The Vision is supported by these four goals that identify what is important to the community and how the community would like to see the City develop and grow. Working together both the Council and the community can collectively achieve these goals. In this Strategic Plan, an additional area relating to the Council's Commitment has been added, so that the community may understand how we will do business.

Over the last four years the Council took steps to embed and understand the Futures Paper, which was the result of significant community engagement. This work provides a good evidence base on which to begin our planning for the next four years in this Strategic Plan.

THE CITY OF MOUNT GAMBIER'S ROLE

'It is the role of Council to develop its community in a socially just and ecologically sustainable manner, and to encourage and develop initiatives that improve the quality of life.'

Local Government Act 1999, Section 6

The City of Mount Gambier uses the following role statements to guide decision-making and to ensure delivery is focussed on the Council's responsibilities. The Council cannot do everything itself and it will work in different ways to achieve outcomes for our community. Examples of how we will work to achieve outcomes, includes:

Service Provider (Direct)

The City of Mount Gambier is currently providing full or majority of resources for a service.

Service Provider (Indirect)

The City of Mount Gambier is currently outsourcing all or a majority of a service.

Service Provider (Part Funder)

The City of Mount Gambier is currently contributing minority/part resourcing for a service for which others have responsibility.

Service Provider (Regulatory)

The City of Mount Gambier is required by legislation to provide a specific service.

Service Provider (Agent)

The City of Mount Gambier is providing a service on behalf of, and funded by, others that involves hosting or other in-kind use of council resources.

Owner/Custodian

The City of Mount Gambier owns or manages infrastructure, facilities, reserves and natural areas.

Information Provider/Promoter

The City of Mount Gambier provides information on, or is strategically promoting, community services, opportunities, events, people and places.

Initiator/Facilitator

The City of Mount Gambier is bringing together or connecting stakeholders to pursue an issue, or who are able to apply influence on an issue, or funding/investment/resources to a service, project or area.

Advocate

The City of Mount Gambier will make representations on behalf of the community and publicly show their support and seek the support from others to influence the political, economic, and social systems and institutions.

Partnership

The City of Mount Gambier is working in partnership with other agencies, organisations or community groups to deliver collective benefits.

The City of Mount Gambier's role is specified against each of the actions in the Strategic Plan



GOAL 1 – OUR PEOPLE

This goal brings together five key themes that affect our people – whether they live, work, study or visit the City of Mount Gambier. We are seeking to grow our City and the communities from which it is comprised. Steady growth in the City of Mount Gambier will enable sustainable growth and will help us achieve a size where services are more viable. Research and comparisons between cities with a reliance on a low skilled workforce and those with an approach to earning and learning has shown how much improved the quality of life and economy is in such 'earning and learning' cities. With a TAFE and universities in the city, tertiary opportunities need to be exploited.

However, a bigger city is not an end in itself. More important is the growth of our communities. This is a growth in their capability and their ability to be able to be more sustaining without the support of the Council or other agencies. Great communities work where people know people and know whom to speak with on a certain issue. Effective communication and the development of community networks is a priority in helping communities help themselves.

1.1 Community based organisations and networks

Our community groups and networks develop and grow to achieve their aspirations.

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| 1.1.1 | Fostering and supporting community-based organisations [Service Provider (Part Funder)]. |
| 1.1.2 | Supporting programs that allow our community groups to be more effective in achieving their goals [Service Provider (Part Funder)]. |
| 1.1.3 | Developing a Volunteer Management Plan to maximise the benefit of volunteering to the community for those who choose to donate their time to the Council [Service Provider (Direct)]. |
| 1.1.4 | Improve our accommodation offering for community groups, whilst reducing total number of Council managed facilities, including investigations into a community group hub (complementary to the Community and Recreation Hub), the co-location of community groups and future sharing of facilities [Service Provider (Direct)]. |

What will we do? *We will deliver a Volunteer Management Plan within the first year of the Strategic Plan.*

What will success look like? *The prioritised implementation of that Volunteer Management Plan will deliver improvements for our Volunteers, which are celebrated at an event during Volunteers Week.*

1.2 Community growth

The community grows in real terms at a rate that helps sustain and grow the services available within the City and for the region.

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| 1.2.1 | Creating opportunities for existing and new businesses by being genuinely 'open for business' and ready for education, health and retirement opportunities [Service Provider (Direct) and Partnership]. |
| 1.2.2 | Helping community groups to help themselves by providing support for effective networks to develop and grow [Partnership]. |
| 1.2.3 | Working in partnership with service providers get them to select Mount Gambier as their location of choice for services provided for the South East of South Australia and South West of Victoria [Partnership]. |

What will we do? *We will implement our commitment outlined in the Small Business Friendly Council Charter.*

What will success look like? *The reporting requirements for the Small Business Friendly Council are met and an annual event to share information and celebrate success is held.*



1.3 Sense of community

We foster a sense of community by encouraging and supporting participation in community life.

1.3.1 Supporting community events and programs that bring people together, encourage interaction and promote a sense of community [Service Provider (Part Funder)].

1.3.2 Providing opportunities to enable our community to be supported and involved [Owner / Custodian and Service Provider (Part Funder)].

1.3.3 Raising awareness of community accomplishments [Information Provider / Promoter].

What will we do? We provide a Small Wins Fund that provides seed funding for community projects of up to \$2,000.

What will success look like? In the first year, the fund will be established and criteria set, with the first round of funding disbursed. Further disbursement will occur in years 2, 3 and 4. Each year the Council will set an area of interest that it wants to target funding.

1.4 Care for the community

We will develop our service offering to the community to ensure all members have access to required levels of support.

1.4.1 Developing and delivering community safety initiatives that respond to local issues and concerns [Service Provider (Direct), (Part Funder) and Partnership].

1.4.2 Providing integrated services and facilities that encourage active living to improve health and wellbeing [Service Provider (Direct) and (Indirect)].

1.4.3 Valuing and supporting our Boandik and multicultural communities [Information Provider / Promoter and Partnership].

1.4.4 Planning, leading and facilitating high quality services to develop the potential of children and young people [Service Provider (Direct)].

1.4.5 Ensuring support services and recreational activities are accessible [Advocate, Initiator / Facilitator].

1.4.6 Providing grant programs that assist the community in delivering services and projects that align with its aspirations [Service Provider (Indirect)].

What will we do? We will deliver the Community and Recreation Hub and will invest in ensuring that programs are available and accessible to all in our community.

What will success look like? From the day the Community and Recreation Hub opens a range of sporting and community activities will be subsidised to enable participation across our community.



1.5 Becoming an 'earning and learning' community

We are driving the development of local career, education and entrepreneurship pathways that build skills to grow the economy, facilitate new businesses, and provide exciting and relevant employment opportunities for all our people as we transition to an 'earning and learning' city.

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| 1.5.1 | Developing and implementing programs that support small business entrepreneurship and incubation, including opportunities for young entrepreneurs [Partnership]. |
| 1.5.2 | Supporting initiatives that facilitate the expansion of regional tertiary education programs and e-learning support at our universities, TAFE and the New Venture Institute [Partnership and Advocate]. |
| 1.5.3 | Facilitating the growth of high quality secondary and tertiary education courses and facilities to cater for our increasing population [Advocate]. |
| 1.5.4 | Supporting the Regional Development Australia (Limestone Coast), industry and relevant government agencies to develop and implement employment skills programs to provide a local labour market that supports industry growth [Partnership and Advocate]. |

What will we do? *We will work with TAFE and our universities to create tertiary pathways that do not currently exist.*

What will success look like? *By the end of the Strategic Plan period at least one new university degree course and two new pathways through TAFE and an university have been delivered.*



GOAL 2 – OUR LOCATION

Our location is great! The City of Mount Gambier taps into markets in South Australia and Victoria. Whilst being halfway between Adelaide and Melbourne, we are also close to the coast and surrounded by great natural features and opportunities to enjoy great food and wine. The City does not exist in isolation; the region helps cater for the diverse needs of around 65,000 people. Being the regional centre provides both opportunities and responsibilities. A prospectus will help us tell our story to a wider audience – whether it is those who want to visit, or relocate their business, or their family.

Working in partnership across the region and with key State Government agencies will enable us to open up opportunities as the landscape in which we operate evolves. We need to capitalise on our sporting reputation, by continuing to invest in and improve our facilities, and we also need to encourage participation in passive recreation – enjoying our amazing scenery and geology. We also need to understand the adventure sports market better to gain year-round cultural and event based tourism.

2.1 Infrastructure development and managing our current assets

We will commence work on meeting the community's aspirations for future infrastructure development, whilst managing our existing infrastructure and assets in a manner that demonstrates the pride we take in our environment.

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| 2.1.1 | Working with the community to ensure our CBD, health and education precincts, our streets and our public spaces are safe, inviting and support a positive image of the City of Mount Gambier [Owner / Custodian, Information Provider / Promoter and Partnership]. |
| 2.1.2 | Continuing to work on projects that improve residential amenity, including Power Line Environment Committee (PLEC) projects [Partnership]. |
| 2.1.3 | Consolidating, upgrading and seeking funding for a number of walking and cycling trails throughout the city, including the Rail Trail and the Crater Lakes precinct [Owner / Custodian, Advocate, Partnership]. |
| 2.1.4 | Regularly reviewing and updating Council's Asset Management Plans for each asset category [Owner / Custodian]. |
| 2.1.5 | Providing efficient visitor services by making tourism information access easier and more relevant [Service Provider (Direct) and (Indirect)]. |

What will we do? *We will finish the Rail Trail and work to create further linkages across the city for walking and cycling.*

What will success look like? *We will finish the Rail Trail within the first two years of the Strategic Plan and will invest in further cross links in the last two years.*



2.2 Regional collaboration

Significant planning work has been done by the City of Mount Gambier, Limestone Coast Councils and Regional Development Australia (Limestone Coast). Councils within the region are keen to collaborate on a number of initiatives including land use planning, infrastructure, waste management, recycling and tourism.

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| 2.2.1 | Collaborating with Regional Development Australia (Limestone Coast) to develop and maintain a Mount Gambier Investment Prospectus specific to our city [Advocate, Partnership and Initiator / Facilitator]. |
| 2.2.2 | Taking an active role in regional working groups to realise major regional initiatives such as the delivery of a recycling facility, improved regional procurement and cohesive infrastructure planning [Partnership]. |
| 2.2.3 | Encouraging growth and diversity in the forestry, food, wine production and value adding industries, as well as our service sector [Advocate]. |
| 2.2.4 | Working with other local government areas to develop cross-regional plans and initiatives [Partnership]. |
| 2.2.5 | Advocating for key initiatives with State and Commonwealth Governments [Advocate]. |

What will we do? *We will enter into a Joint Planning Board with councils across the Limestone Coast Region and the Minister for Planning.*

What will success look like? *By the end of the Plan period we will have a Regional Plan outlining our integrated approach to land use, transport and infrastructure planning in the Limestone Coast.*

2.3 The Crater Lakes Precinct and other areas of tourism potential

We will work with the community to investigate options that enable the Council to capitalise on the Crater Lakes Precinct and other areas of tourism potential.

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| 2.3.1 | Understand our role in tourism and develop an aspirational masterplan for the Crater Lakes area enabling us to share a vision with the community and other key stakeholders [Initiator / Facilitator, Advocate, Owner / Custodian]. |
| 2.3.2 | Working with the Department of Environment and Water, Department of Planning, Transport and Infrastructure, SA Water and other stakeholders to unlock opportunities in our city, from a leasing, licencing and ownership perspective [Advocate, Partnership]. |
| 2.3.3 | Better understanding the constraints and seeking innovative solutions to overcome long-standing challenges through effective partnerships [Partnership]. |
| 2.3.4 | Seeking to understand and build upon our unique opportunities, including our little known, but world-class rock carvings [Service Provider (Indirect), Partnership, Information Provider / Promoter]. |

What will we do? *We will understand our role in tourism and have masterplans for our honeypot tourist sites.*

What will success look like? *Council will have endorsed its role in tourism and masterplans will have been adopted for all of our key natural and manmade tourist attractions, including reviews as to management.*



2.4 Recognition of our indoor and outdoor sporting assets and our adventurous opportunities

We will work on capitalising on the delivery of the Community and Recreation Hub to highlight the opportunities for sporting and other community events in Mount Gambier and we will seek to leverage the adventure sports market through support to potential providers to develop activities, effective marketing and working with our partners to raise the profile of our City and region.

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| 2.4.1 | Seeking to hold at least six regional standard community or sporting events in the new Community and Recreation Hub annually [Service Provider (Part Funder), Partnership]. |
| 2.4.2 | Continuing to hold six regional standard sporting events (or higher) at our outdoor facilities [Service Provider (Part Funder), Partnership]. |
| 2.4.3 | Seeking to market our region even better for year round adventurous activities [Advocate, Initiator / Facilitator]. |
| 2.4.4 | Work in partnership with our sporting clubs to improve their sporting and clubhouse facilities and to help them take advantage of accommodation opportunities for groups [Partnership, Advocate, Owner / Custodian]. |
| 2.4.5 | Understand what a hero attraction in Mount Gambier would look like and how to create the opportunity to attract external investment and to value add existing attractions [Initiator / Facilitator]. |

What will we do? *We will hold six regional standard community or sporting events in the new Community Recreation Hub annually.*

What will success look like? *Six annual events held and an assessment provided annually to council on the economic, social and cultural impact of the events.*

2.5 Focusing on activation, revitalisation and placemaking in our CBD

We will look to create opportunity in our CBD for all year-round activation through effective placemaking and place shaping, making it a vibrant, cohesive and safe place.

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| 2.5.1 | Working with business owners and property owners to understand what mechanisms would assist them in raising the quality of buildings in the CBD [Initiator / Facilitator]. |
| 2.5.2 | Understanding the traffic impacts and the management of delivery needs within a more pedestrian friendly environment [Service Provider (Regulatory), Initiator / Facilitator]. |
| 2.5.3 | Working with the community and developers to capitalise on opportunities as the CBD evolves [Initiator / Facilitator, Partnership, Advocate]. |
| 2.5.4 | Establish a collaborative activation strategy with CBD traders that delivers a mix of hospitality, cultural and boutique offerings [Partnership, Service Provider (Part Funder)]. |

What will we do? *Develop a traffic model for the CBD.*

What will success look like? *The traffic model assists in development assessment and the provision of design briefs for potential redevelopment sites in the CBD.*



GOAL 3 – OUR DIVERSE ECONOMY

A diverse economy provides a greater range of opportunities and helps provide a degree of resilience during economic downturns. There is a need to increase diversity into a number of professional service sectors where it is currently difficult to recruit or provide services, but which through the growth of the City will become more attractive.

Currently there are pockets of variable quality housing stock, much the responsibility of Housing SA, but some in private ownership, all of which have a negative impact on residential amenity. The Council will work with owners to ensure that good quality housing and commercial stock is maintained and will create opportunities for redevelopment and the value adding of land in appropriate locations to ensure the City looks and feels vibrant.

Tourism is a growing industry and one that needs further exploitation. The Council needs to consider how it wishes to manage Council owned tourism assets, what its long-term role in this space will be and how to leverage from the range of community and other events that it supports.

3.1 Identity, gateways and support for our businesses

Establish a strong, positive, aspirational identity that includes the message that the City of Mount Gambier is 'Open for Business'.

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| 3.1.1 | Beautifying town entrances, gateways and public spaces to create a sense of arrival, together with enhanced digital gateway to access the City from anywhere [Service Provider (Direct) and (Agent), Owner / Custodian]. |
| 3.1.2 | Generating positive messages about Mount Gambier that are heard and recognised across our region and in Adelaide, together with wider domestic and international targeting [Advocate, Information Provider / Promoter]. |
| 3.1.3 | Engaging our community leaders in strategies to address current barriers and in shaping the future [Initiator / Facilitator, Partnership]. |
| 3.1.4 | Capitalising on and promoting the benefits of a multicultural community [Advocate, Partnership, Information Provider / Promoter]. |
| 3.1.5 | Encouraging the uptake and benefits of ultra high-speed broadband connectivity for small and growing businesses [Initiator / Facilitator, Partnership]. |
| 3.1.6 | Delivering support for existing and new businesses and industries to locate into the City, underpinned by the establishment of an Economic Development Fund [Initiator / Facilitator]. |

What will we do? *Deliver five consistent or themed entrance statements to the City of Mount Gambier in consultation with our community*
What will success look like? *Five new entrance statements delivered in four years creating a sense of arrival in the City of Mount Gambier.*



3.2 Land use planning settings

Planning that provides for future economic and lifestyle changes and continued growth whilst protecting the natural environment.

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| 3.2.1 | Preparing updates to the Planning and Design Code that prepare the city for growth and revitalisation over the next 15 years [Initiator / Facilitator]. |
| 3.2.2 | Preparing a new Regional Plan for the Limestone Coast that enables us to plan for the region we want to see [Partnership]. |
| 3.2.3 | Advocating and planning for road, train, airport and communications infrastructure that better connects us with the world [Advocate]. |
| 3.2.4 | Working with operators to deliver a public transport network that connects people to essential services, leisure activities and employment [Advocate, Initiator / Facilitator, Information Provider / Promoter]. |

What will we do? *We will work with public transport providers to deliver a more relevant service to the City of Mount Gambier, including access to the new Community and Recreation Hub.*
What will success look like? *More daily services are provided across the City and a route linking the new Community and Recreation Hub has been implemented.*

3.3 Appealing and affordable housing for growth

We have appealing and affordable housing appropriate to incomes, aspirations and cultures to attract and retain new residents.

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| 3.3.1 | Planning for housing growth (including boundary adjustments) that retains the lifestyle charm of the regional city, whilst providing a range of housing options to suit students, workers and managers, along with people and cultures with special needs [Service Provider (Direct) and (Regulatory), Partnership]. |
| 3.3.2 | Reviewing and adapting our zoning and planning processes to allow for high-end housing to attract professionals and people with discretionary spending capacity [Service Provider (Direct) and (Regulatory), Partnership]. |
| 3.3.3 | Working with the real estate sector, employers, educators, retailers and services to develop and implement a Relocation Package that assists skilled migrants to settle quickly and build a life for themselves and their families in Mount Gambier [Initiator / Facilitator, Advocate]. |
| 3.3.4 | Working with community housing providers (including Housing SA, Anglicare, etc.) to improve the quality and appearance of their stock through investment and joint development opportunities [Advocate, Initiator / Facilitator]. |
| 3.3.5 | Being prepared to use our powers under the Local Nuisance and Litter Control Act and the Development Act to deal with unsightly premises to maintain the standard of residential amenity [Service Provider (Regulatory)]. |

What will we do? *We will seek to develop a long-term boundary for the City that enables strong, planned growth and for other agencies to be able to plan for service provision supporting a growing city.*

What will success look like? *The boundary for the City of Mount Gambier will have been adjusted to enable current and long-term housing growth that is supported by City services, to be situated within the city and, through rates, to contribute to the provision of such services.*



3.4 Tourism is contributing to a diverse economy and creating opportunity

Mount Gambier, its surrounding townships and the tourism region are positioned as an unique and desirable activity-based destination for travellers from Adelaide and Melbourne.

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| 3.4.1 | Encouraging the development of interesting niche businesses in our shops and public places, particularly aimed at weekend place activation, day trip tourism and experiences that complement key tourism drivers [Advocate, Partnership]. |
| 3.4.2 | Working with neighbouring Councils to develop and promote an integrated schedule of events that increases residential amenity and attracts tourists [Advocate, Partnership, Initiator / Facilitator]. |
| 3.4.3 | Zoning and planning processes, together with appropriate leases and licences that support tourism activity and the development of accommodation and eateries [Service Provider (Regulatory), Owner / Custodian]. |
| 3.4.4 | Facilitating the provision of quality Visitor Information Services that address face-to-face information needs as well as adapting to trends in online information, booking services and electronic marketing [Service Provider (Direct) and (Indirect), Partnership]. |
| 3.4.5 | Working with other tourism stakeholders to develop dispersal strategies that bring tourists into the region from across South Australia, Victoria and further afield [Service Provider (Direct) and (Indirect), Partnership]. |

What will we do? We will review the policies in the Planning and Design Code (when implemented), together with our own lease and licence arrangements, to create new opportunities in tourism in the City of Mount Gambier.

What will success look like? We will have one new hero tourist attraction in the City of Mount Gambier, for which the operator is able to charge for a special experience.

3.5 Reusing, recycling and waste management

We will work with the community to ensure there is better understanding of the impacts and responsible options available for reuse, recycling and waste management, including investigations as to how the city and region can be more self-sufficient.

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| 3.5.1 | Seeking to procure or develop recycled or renewable materials for our services [Service Provider (Direct), Information Provider / Promoter]. |
| 3.5.2 | Investing in sustainable waste management practices and progressive technology at the Council's Caroline Landfill facility, including methane collection and solar power options [Service Provider (Direct)]. |
| 3.5.3 | Invest in education programs to reach everyone in our community to enhance understanding of options and actions [Service Provider (Direct)]. |
| 3.5.4 | Continuing to invest in the Council's ReUse market and the range of materials that the Council accepts for recycling at the Waste Transfer Station [Service Provider (Direct)]. |
| 3.5.5 | Working with partners across the Limestone Coast region to develop solutions to our collective waste management and recycling issues, including an independent materials recovery option [Initiator / Facilitator, Partnership]. |

What will we do? We will reduce our per capita tonnage of waste from the City going to the Caroline Landfill.

What will success look like? We will be producing less waste and enabling greater tonnages of reuse, recycling and organic waste to be collected.



GOAL 4 – OUR CLIMATE, NATURAL RESOURCES, ARTS, CULTURE AND HERITAGE

We have an amazing natural and semi-natural environment in our region, which provides the setting for many of our keynote activities. We are reliant on our environment for our water and for many of our jobs. The challenges of climate change are yet to be fully understood, but our region has many inherent advantages in a world and country that is trending to be hotter and drier.

Our setting has been an inspiration from time immemorial to the Boandik people and since colonisation, to a range of newer residents. The ability to share our stories and to portray them in various creative media is another route to display our points of difference. An active CBD and city, including a range of innovative public art also helps build skills, creativity and potentially entrepreneurial skills in community. Our newest migrants bring their stories with them and our welcoming, inclusive approach helps embrace the creativity that they too bring with them.

This goal is all about those things that tell our story and help improve our quality of life, by giving us a sense of place and a clean, green, creative environment. A creative environment can help bring forward entrepreneurial skills and when coupled with educational offerings, coaching, mentoring and opportunity, it can make the difference between somewhere to pass through or somewhere to stay. Selling what we achieve through this theme, will be an important factor in celebrating our City.

Investment in reducing the Council's carbon footprint is important to the City of Mount Gambier. It is the right thing to do and it shows civic leadership. Moreover, it makes good economic sense and provides the Council with a degree of energy security and energy price security.

4.1 Natural assets

We are effective at protecting and conserving the high-quality values of our natural environment.

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| 4.1.1 | Working in partnership with relevant organisations to ensure a sustainable environment [Service Provider (Direct) and Partnership]. |
| 4.1.2 | Protecting biodiversity for future generations [Advocate]. |
| 4.1.3 | Providing opportunities and funding for community involvement in projects aimed at developing environmental sustainability [Service Provider (Part Funder)]. |

What will we do? *We will continue to fund community projects in the Crater Lakes and to develop a partnership with Cleland Wildlife Park.*
What will success look like? *We will see a greater variety of native species, both flora and fauna, in the Crater Lakes precinct and better opportunities to engage our community in understanding our environment.*



4.2 Open Space

We will ensure that future growth is planned in a manner that provides access to, and does not detract from, the community's environmental values.

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| 4.2.1 | Prepare a Sport, Recreation and Open Space Strategy and masterplans for our key reserves enabling effective and efficient multiple uses and the improvement of facilities [Service Provider (Direct), Owner / Custodian]. |
| 4.2.2 | Ensuring opportunities exist to access and experience natural areas [Owner / Custodian, Service Provider (Direct)]. |
| 4.2.3 | Enhancing and promoting environmental experiences to encourage the involvement of our residents and attract visitors [Owner / Custodian, Service Provider (Indirect)]. |
| 4.2.4 | Seeking to improve connectivity between our reserves and the CBD by non-motorised forms of transport [Owner / Custodian, Advocate]. |

What will we do? *We will deliver a Sport, Recreation and Open Space Strategy and Masterplans within the first year.*

What will success look like? *Enhancements to three key reserves over the life of the plan.*

4.3 Planned reduction of our carbon footprint

Council will lead by example in the fields of sustainable development and resource efficiency.

- | | |
|-------|---|
| 4.3.1 | Managing water through conservation, reuse and water quality [Owner / Custodian, Service Provider (Direct), Advocate]. |
| 4.3.2 | Reducing the environmental impact of waste and maximising conservation of natural resource [Owner / Custodian, Service Provider (Direct), Advocate]. |
| 4.3.3 | Planning our response to climate change [Initiator / Facilitator, Owner / Custodian]. |
| 4.3.4 | Demonstrating Council's commitment to the environment by reducing our carbon emissions and increasing our use of renewable energy sources [Owner / Custodian, Service Provider (Direct), Advocate]. |

What will we do? *The Council will enter into agreements to provide more renewable energy from its assets.*

What will success look like? *The community will see a reduction in our overall energy purchases and the implementation of improved sustainable energy supplies at the Caroline Landfill and the Community and Recreation Hub.*

4.4 Recreational and cultural pursuits

We will ensure that community members are provided with opportunities for cultural growth and development through provision of innovative services and programs.

- | | |
|-------|---|
| 4.4.1 | Delivering a network of safe and convenient walking trails and cycle paths linking relevant land uses and recreation opportunities [Owner / Custodian, Information Provider / Promoter]. |
| 4.4.2 | Providing library programs, resources and facilities that respond to the changing needs for knowledge, education and leisure [Service Provider (Direct)]. |
| 4.4.3 | Adopting a Reconciliation Action Plan and working to implement it sensitively [Partnership]. |
| 4.4.4 | Providing services, programs and facilities for the community to participate in a broad range of arts and cultural activities [Service Provider (Direct) and (Indirect) and Partnership]. |
| 4.4.5 | Celebrating our cultural diversity [Advocate, Information Provider / Promoter]. |

What will we do? *We will adopt our first Reconciliation Plan and move into implementation.*

What will success look like? *We will see more Boandik input and output in the arts, culture and heritage across our city including more public art and the use of Boandik art in more Council publications and exhibitions.*



4.5 A City brought to life with public art

We will ensure that opportunities for public art are created within our city, this means not just spaces for the artwork, but also spaces where creative industries can connect and flourish.

- | | |
|-------|--|
| 4.5.1 | Reviewing our current visitor information centre location and the use of its space and our other buildings for creative industries [Owner / Custodian]. |
| 4.5.2 | Work collaboratively with those engaged in the creative industries by bringing together opportunities in the Library, the Main Corner, the Riddoch Art Gallery, the Sir Robert Helpmann Theatre and spaces across the City and establishing and embedding the Riddoch Arts and Cultural Complex [Initiator / Facilitator, Information Provider / Promoter, Partnership, Advocate]. |
| 4.5.3 | Create spaces in major developments, the Railway Lands and our reserves for public art and work with our community to fill these spaces and work with DPTI to include these along the Rail Trail [Owner / Custodian, Service Provider (Part Funder)]. |
| 4.5.4 | Work with the owners of prominent buildings and structures across the City to increase the visibility of public art [Owner / Custodian, Service Provider (Part Funder)]. |
| 4.5.5 | Establish an annual public arts fund and street art event [Initiator / Facilitator, Service Provider (Part Funder), Partnership]. |

What will we do? *We will establish an annual public arts fund and street art event.*

What will success look like? *The installation of at least one new piece of public art every year.*



GOAL 5 – OUR COMMITMENT

The Council has determined the following principles to ensure delivery against the Strategic Plan 2020-2024. These principles underpin all decisions made by the Council. They guide our strategic planning, processes, service delivery and the management of assets.

Being more effective will enable the Council to focus its spending on the delivery of services and what you have told us, and continue to tell us, is important to you. The Council has challenging times ahead with changing funding likely from both the State and Federal Governments and continued pressure to take on services formerly run by others or to improve existing services.

Also, the funding commitments associated with the Community and Recreation Hub are yet to be finalised. The choice of operating model could influence the delivery of services across the community and Council will need to choose a sustainable option to ensure we can effectively serve our community.

The principles underpinning our business and services are that we will be:

Our commitment – the City of Mount Gambier will be:	
	Sustainable
	Transparent
	Responsive
	Involving
	Values based
	Effective



SUMMARY IMPLEMENTATION PLAN 2020-2024

	2020-2021	2021-2022	2022-2023	2023-2024	On-going
1. OUR PEOPLE					
1.1 Community based organisations and networks					
1.2 Community growth					
1.1 Sense of community					
1.2 Care for the community					
1.3 Becoming an 'earning and learning' community					
2. OUR LOCATION					
2.1 Infrastructure development and managing our current assets					
2.2 Regional collaboration					
2.3 The Crater Lakes Precinct and other areas of tourism potential					
2.4 Recognition of our indoor and outdoor sporting assets and our adventurous opportunities					
2.5 Focusing on activation, revitalisation and placemaking in our CBD					
3. OUR DIVERSE ECONOMY					
3.1. Identity, gateways and support for our businesses					
3.2. Land use planning settings					
3.3. Appealing and affordable housing for growth					
3.4. Tourism is contributing to a diverse economy and creating opportunity					
3.5. Reusing, recycling and waste management					
4. OUR CLIMATE, NATURAL RESOURCES, ARTS, CULTURE AND HERITAGE					
4.1. Natural Assets					
4.2. Open Space					
4.3. Planned reduction of our carbon footprint					
4.4. Recreational and cultural pursuits					
4.5. A City brought to life with public art					

KEY

Existing / minor operating funding / capital renewal funding	
Significant increase in operating funding / capital enhancement funding	



STRATEGIC PLAN 2020-2024

DRAFT DETAILED IMPLEMENTATION TABLE

Disclaimer:

The information in the following tables represents the Council’s current view as to its commitments for the life of the Strategic Plan and is subject to annual review through the Annual Business Plan and Budget process, together with the annual review of the Long-Term Financial Plan, which may impact on financial sustainability and project delivery, together with other external factors.

11th February 2020



	2020-2021	2021-2022	2022-2023	2023-2024	On-going
1. OUR PEOPLE					
1.1 Community based organisations and networks					
1.1.1 Fostering and supporting community-based organisations.					
1.1.2 Supporting programs that allow our community groups to be more effective in achieving their goals.					
1.1.3 Developing a Volunteer Management Plan to maximise the benefit of volunteering to the community for those who choose to donate their time to the Council.					
1.1.4 Improve our accommodation offering for community groups, whilst reducing total number of Council managed facilities, including investigations into a community group hub (complementary to the Community and Recreation Hub), the co-location of community groups and future sharing of facilities.					
1.2 Community growth					
1.2.1 Creating opportunities for existing and new businesses by being genuinely 'open for business' and ready for education, health and retirement opportunities.					
1.2.2 Helping community groups to help themselves by providing support for effective networks to develop and grow.					
1.2.3 Working in partnership with service providers get them to select Mount Gambier as their location of choice for services provided for the South East of South Australia and South West of Victoria.					
1.3 Sense of community					
1.3.1 Supporting community events and programs that bring people together, encourage interaction and promote a sense of community.					
1.3.2 Providing opportunities to enable our community to be supported and involved.					
1.3.3 Raising awareness of community accomplishments.					
1.4 Care for the community					
1.4.1 Developing and delivering community safety initiatives that respond to local issues and concerns.					
1.4.2 Providing integrated services and facilities that encourage active living to improve health and wellbeing.					
1.4.3 Valuing and supporting our Boandik and multicultural communities.					
1.4.4 Planning, leading and facilitating high quality services to develop the potential of children and young people.					
1.4.5 Ensuring support services and recreational activities are accessible.					
1.4.6 Providing grant programs that assist the community in delivering services and projects that align with its aspirations.					
1.5 Becoming an 'earning and learning' community					
1.5.1 Developing and implementing programs that support small business entrepreneurship and incubation, including opportunities for young entrepreneurs.					
1.5.2 Supporting initiatives that facilitate the expansion of regional tertiary education programs and e-learning support at our universities, TAFE and the New Venture Institute.					
1.5.3 Facilitating the growth of high quality secondary and tertiary education courses and facilities to cater for our increasing population.					
1.5.4 Supporting the Regional Development Australia (Limestone Coast), industry and relevant government agencies to develop and implement employment skills programs to provide a local labour market that supports industry growth.					

KEY

Existing / minor operating funding / capital renewal funding	
Significant increase in operating funding / capital enhancement funding	

	2020-2021	2021-2022	2022-2023	2023-2024	On-going
2. OUR LOCATION					
2.1 Infrastructure development and managing our current assets					
2.1.1 Working with the community to ensure our CBD, health and education precincts, our streets and our public spaces are safe, inviting and support a positive image of the City of Mount Gambier.					
2.1.2 Continuing to work on projects that improve residential amenity, including Power Line Environment Committee (PLEC) projects.					
2.1.3 Consolidating, upgrading and seeking funding for a number of walking and cycling trails throughout the city, including the Rail Trail and the Crater Lakes precinct.					
2.1.4 Regularly reviewing and updating Council's Asset Management Plans for each asset category.					
2.1.5 Providing efficient visitor services by making tourism information access easier and more relevant.					
2.2 Regional collaboration					
2.2.1 Collaborating with Regional Development Australia (Limestone Coast) to develop and maintain a Mount Gambier Investment Prospectus specific to our city.					
2.2.2 Taking an active role in regional working groups to realise major regional initiatives such as the delivery of a recycling facility, improved regional procurement and cohesive infrastructure planning.					
2.2.3 Encouraging growth and diversity in the forestry, food, wine production and value adding industries, as well as our service sector.					
2.2.4 Working with other local government areas to develop cross-regional plans and initiatives.					
2.2.5 Advocating for key initiatives with State and Commonwealth Governments.					
2.3 The Crater Lakes Precinct and other areas of tourism potential					
2.3.1 Understand our role in tourism and develop an aspirational masterplan for the Crater Lakes area enabling us to share a vision with the community and other key stakeholders.					
2.3.2 Working with the Department of Environment and Water, Department of Planning, Transport and Infrastructure, SA Water and other stakeholders to unlock opportunities in our city, from a leasing, licencing and ownership perspective.					
2.3.3 Better understanding the constraints and seeking innovative solutions to overcome long-standing challenges through effective partnerships.					
2.3.4 Seeking to understand and build upon our unique opportunities, including our little known, but world-class rock carvings.					
2.4 Recognition of our indoor and outdoor sporting assets and our adventurous opportunities					
2.4.1 Seeking to hold at least six regional standard community or sporting events in the new Community and Recreation Hub annually.					
2.4.2 Continuing to hold six regional standard sporting events (or higher) at our outdoor facilities.					
2.4.3 Seeking to market our region even better for year round adventurous activities.					
2.4.4 Work in partnership with our sporting clubs to improve their sporting and clubhouse facilities and to help them take advantage of accommodation opportunities for groups.					
2.4.5 Understand what a hero attraction in Mount Gambier would look like and how to create the opportunity to attract external investment and to value add existing attractions.					
2.5 Focusing on activation, revitalisation and placemaking in our CBD					
2.5.1 Working with business owners and property owners to understand what mechanisms would assist them in raising the quality of buildings in the CBD.					
2.5.2 Understanding the traffic impacts and the management of delivery needs within a more pedestrian friendly environment.					
2.5.3 Working with the community and developers to capitalise on opportunities as the CBD evolves.					
2.5.4 Establish a collaborative activation strategy with CBD traders that delivers a mix of hospitality, cultural and boutique offerings.					

KEY

Existing / minor operating funding / capital renewal funding	
Significant increase in operating funding / capital enhancement funding	

	2020-2021	2021-2022	2022-2023	2023-2024	On-going
3. OUR DIVERSE ECONOMY					
3.1 Identity, gateways and support for our businesses					
3.1.1 Beautifying town entrances, gateways and public spaces to create a sense of arrival, together with enhanced digital gateways to access the City from anywhere.					
3.1.2 Generating positive messages about Mount Gambier that are heard and recognised across our region and in Adelaide, together with wider domestic and international targeting.					
3.1.3 Engaging our community leaders in strategies to address current barriers and in shaping the future.					
3.1.4 Capitalising on and promoting the benefits of a multicultural community.					
3.1.5 Encouraging the uptake and benefits of ultra high-speed broadband connectivity for small and growing businesses.					
3.1.6 Delivering support for existing and new businesses and industries to locate into the City, underpinned by the establishment of an Economic Development Fund.					
3.2 Land use planning settings					
3.2.1 Preparing updates to the Planning and Design Code that prepare the city for growth and revitalisation over the next 15 years.					
3.2.2 Preparing a new Regional Plan for the Limestone Coast that enables us to plan for the region we want to see.					
3.2.3 Advocating and planning for road, train, airport and communications infrastructure that better connects us with the world.					
3.2.4 Working with operators to deliver a public transport network that connects people to essential services, leisure activities and employment.					
3.3 Appealing and affordable housing for growth					
3.3.1 Planning for housing growth (including boundary adjustments) that retains the lifestyle charm of the regional city, whilst providing a range of housing options to suit students, workers and managers, along with people and cultures with special needs.					
3.3.2 Reviewing and adapting our zoning and planning processes to allow for high-end housing to attract professionals and people with discretionary spending capacity.					
3.3.3 Working with the real estate sector, employers, educators, retailers and services to develop and implement a Relocation Package that assists skilled migrants to settle quickly and build a life for themselves and their families in Mount Gambier.					
3.3.4 Working with community housing providers (including Housing SA, Anglicare, etc.) to improve the quality and appearance of their stock through investment and joint development opportunities.					
3.3.5 Being prepared to use our powers under the Local Nuisance and Litter Control Act and the Development Act to deal with unsightly premises to maintain the standard of residential amenity.					
3.4 Tourism is contributing to a diverse economy and creating opportunity					
3.4.1 Encouraging the development of interesting niche businesses in our shops and public places, particularly aimed at weekend place activation, day trip tourism and experiences that complement key tourism drivers.					
3.4.2 Working with neighbouring Councils to develop and promote an integrated schedule of events that increases residential amenity and attracts tourists.					
3.4.3 Zoning and planning processes, together with appropriate leases and licences that support tourism activity and the development of accommodation and eateries.					
3.4.4 Facilitating the provision of quality Visitor Information Services that address face-to-face information needs as well as adapting to trends in online information, booking services and electronic marketing.					
3.4.5 Working with other tourism stakeholders to develop dispersal strategies that bring tourists into the region from across South Australia, Victoria and further afield.					
3.5 Reusing, recycling and waste management					
3.5.1 Seeking to procure or develop recycled or renewable materials for our services.					
3.5.2 Investing in sustainable waste management practices and progressive technology at the Council's Caroline Landfill facility, including methane collection and solar power options.					
3.5.3 Invest in education programs to reach everyone in our community to enhance understanding of options and actions.					
3.5.4 Continuing to invest in the Council's ReUse market and the range of materials that the Council accepts for recycling at the Waste Transfer Station.					
3.5.5 Working with partners across the Limestone Coast region to develop solutions to our collective waste management and recycling issues, including an independent materials recovery option.					

KEY

Existing / minor operating funding / capital renewal funding	
Significant increase in operating funding / capital enhancement funding	

	2020-2021	2021-2022	2022-2023	2023-2024	On-going
4. OUR CLIMATE, NATURAL RESOURCES, ARTS, CULTURE AND HERITAGE					
4.1 Natural Assets					
4.1.1 Working in partnership with relevant organisations to ensure a sustainable environment.					
4.1.2 Protecting biodiversity for future generations.					
4.1.3 Providing opportunities and funding for community involvement in projects aimed at developing environmental sustainability.					
4.2 Open Space					
4.2.1 Prepare a Sport, Recreation and Open Space Strategy and masterplans for our key reserves enabling effective and efficient multiple uses and the improvement of facilities.					
4.2.2 Ensuring opportunities exist to access and experience natural areas.					
4.2.3 Enhancing and promoting environmental experiences to encourage the involvement of our residents and attract visitors.					
4.2.4 Seeking to improve connectivity between our reserves and the CBD by non-motorised forms of transport.					
4.3 Planned reduction of our carbon footprint					
4.3.1 Managing water through conservation, reuse and water quality.					
4.3.2 Reducing the environmental impact of waste and maximising conservation of natural resource.					
4.3.3 Planning our response to climate change.					
4.3.4 Demonstrating Council's commitment to the environment by reducing our carbon emissions and increasing our use of renewable energy sources.					
4.4 Recreational and cultural pursuits					
4.4.1 Delivering a network of safe and convenient walking trails and cycle paths linking relevant land uses and recreation opportunities.					
4.4.2 Providing library programs, resources and facilities that respond to the changing needs for knowledge, education and leisure.					
4.4.3 Adopting a Reconciliation Action Plan and working to implement it sensitively.					
4.4.4 Providing services, programs and facilities for the community to participate in a broad range of arts and cultural activities.					
4.4.5 Celebrating our cultural diversity.					
4.5 A City brought to life with public art					
4.5.1 Reviewing our current visitor information centre location and the use of its space and our other buildings for creative industries.					
4.5.2 Work collaboratively with those engaged in the creative industries by bringing together opportunities in the Library, the Main Corner, the Riddoch Art Gallery, the Sir Robert Helpmann Theatre and spaces across the City and establishing and embedding the Riddoch Arts and Cultural Complex.					
4.5.3 Create spaces in major developments, the Railway Lands and our reserves for public art and work with our community to fill these spaces and work with DPTI to include these along the Rail Trail.					
4.5.4 Work with the owners of prominent buildings and structures across the City to increase the visibility of public art.					
4.5.5 Establish an annual public arts fund and street art event.					

KEY

Existing / minor operating funding / capital renewal funding	
Significant increase in operating funding / capital enhancement funding	

22.4 BOOKMARK CAFE - INTERIM UPGRADE WORKS – REPORT NO. AR20/3432

Committee:	Council
Meeting Date:	18 February 2020
Report No.:	AR20/3432
CM9 Reference:	AF19/416
Author:	Georgina Davison, Manager Library
Authoriser:	Andrew Meddle, Chief Executive Officer
Summary:	This report identifies interim upgrade works to be conducted in support of the negotiations and commencement of a new operator for the Bookmark Café.
Community Plan Reference:	Goal 1: Our People Goal 2: Our Location Goal 3: Our Diverse Economy Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION

1. That Council Report No. AR20/3432 titled 'Bookmark Cafe - Interim Upgrade Works ' as presented on 18 February 2020 be noted.
2. That Council undertake stage 1 immediate upgrade works in conjunction with the preferred operator for the Bookmark Café within existing budget allocation.
3. Council refer further Bookmark Café upgrade works to 2020/21 budget deliberations, to be informed by discussion with the preferred operator and their Business Plan.



BACKGROUND

Members will be aware that expressions of interest have been sought for the Bookmark Café, which closed on 13 December 2019 with respondents invited to inspect the café premises with Council staff as part of the preparation of their business case.

Members have been advised that an interim arrangement is currently in place to enable the Bookmark Café to be open for the Community until a continuing operator is selected.

The Library building and café are now 10 years old and industry standards for compliance have been updated during that time. A health and building inspection conducted by Council staff and subsequent report (**Attachment 1**) outlines a number of areas requiring upgrade to meet current compliance requirements.

DISCUSSION

The inspection report (**Attachment 1**) recommends that immediate works be undertaken to ensure that operation of the café is compliant with current industry standards and health compliance requirements. These include:

- Installation of additional sink for hand washing;
- Review extraction system for cooking equipment and steam from the dishwasher and adapt accordingly;
- Create larger area for scullery;
- Installation of additional sink for food preparation;
- Replacement of damaged fixtures and fittings (completed);
- Consideration of pest control, noise and odour; and
- Moving service area away from the automatic doors.

Feedback from the interim operators and the respondents to the Expression of Interest during inspection of the space was consistent with that received from the previous operators upon their retirement. It included:

- Space provided is inadequate for its purpose and for the café to reach its full potential;
- Domestic equipment is not appropriate for a commercial café;
- Equipment is 10 years old and needs replacing; and
- Serving area is directly in front of entry doors creating congestion for customers and also café staff attempting to deliver food.

CONCLUSION

As a regulator and corporate landowner Council facilities need to lead by example regarding compliance. Having considered the feedback received, the age of the building and equipment, it is essential that Council prioritise a staged upgrade of the café to ensure it is compliant with the relevant standards as well as being a viable operating business premises.

ATTACHMENTS

1. Library Cafe operation - Health inspection report [↓](#)



Mount Gambier Library Scope for Café improvement

1 Introduction

Environmental Health Officers (EHOs) were requested by the Library Manager and General Manager Community Wellbeing to provide a scope of works and recommendations for improvements in the food business in the Mount Gambier Library formerly known as the Bookmark Cafe. The aim of this report is to provide expert guidance so the premise can meet compliance with the Australia New Zealand Food Standards (*the Code*) and to improve design and fit out due to the premise currently advertised for lease. The author was advised the feedback from those interested in leasing the premise are concerned with meeting compliance with the Code and the viability of the business in its current state and would require some changes to the food activity. Options suggested to EHO include the frying of food with consideration of odour.

Historically the design, space and workflow have prohibited an increase in the food activities conducted onsite and therefore any great changes to the menu. It is understood, by the author, the current design was created over 10 years ago and the operator expected to primarily retail pre-prepared food rather than making it onsite. The current size of the premise inhibits separating workflows and increases the risk of cross contamination:

- food handler to food due to hand wash location and
- raw food to ready to eat food due to space limitation

Changes to the Café may involve the need for Development approval. The aim of this report is to provide general advice to allow plans to be created which can then be formally be assessed by relevant department's authorised officers for compliance.

2 Compliance issue that must be improved under the Code

2.1 Hand wash facilities

The current location of the hand wash basin does not strictly comply with the Code when preparing food onsite eg sandwiches, coffee. For Council to have consistent regulation of the hand wash facilities to similar premises the hand wash basin should be in the same room, not be blocked for easy access and be within 5 metres of where food handlers hands are likely to be contaminated as outlined in the guide to the Food Standards.

There is only one hand wash basin in the Café and it is located in the small kitchen in the back left hand corner (photo 1). Due to space restrictions access to the hand wash basin has often been blocked by items on the floor or bench. This does not meet compliance for food handling in the front counter area where food preparation is conducted. Food handling includes but not limited to making sandwiches and coffee, heating of food and serving of food.



Photo 1 – kitchen hand wash basin and cupboard blocked by equipment

Additionally, due to lack of space, items have been inappropriately stored around and on the hand wash basin such as utensils, ready to eat garnish and drinking straws. These can be cross contaminated by the action of hand washing and then have direct contact with consumers.



Photo 2 – Kitchen hand wash basin with food and equipment inappropriately stored around basin (chopping board only placed for photo of staining and not to be considered as normal practice)

It is recommended, as a minimum, prior to use to either:

- ☐ Install a complying hand wash basin in the food preparation area or
- ☐ Remove the wall between the small kitchen and food preparation area

A suitably qualified builder would need to carry out an assessment of the wall and structure in the roof to ensure removing the wall is an option. If another hand wash basin is to be installed the proposed location should be provided to authorised officers on a plan prior to installation. This would not need to be professionally drawn for Health Assessment only.

If the food operator sets up a coffee stall at the markets or on the verandah a temporary hand wash station is required at the stall.

2.2 Extraction for cooking / cleaning equipment

Not all cooking equipment is located under a suitable extraction system and has resulted in a build up of grease and grime on surfaces of fixtures and fittings. A review of the extraction system for cooking equipment and steam from the dishwasher under the relevant standards must be undertaken. It is recommended, as a minimum, prior to use to either:

- ☐ Install an adequate extraction for cooking / cleaning equipment or
- ☐ Remove cooking / steam producing cleaning equipment



Photo 3 & 4 – Grills produce smoke/grease and should be under adequate extraction

The kitchen has a small domestic range hood over the domestic cook top and oven. Adjoining surfaces are covered in grease and grime and had at least two cleans since being used. The fit out of domestic range hood has attributed to this.



Photos 5 & 6 – Adjoining areas to range hood and stove which has a buildup of grease and grime still after being cleaned twice.



Photo 7 – Domestic stove, range hood and scullery sink area taken from food preparation area

Grills are located in shelving in the food prep area where there is no extraction (photo 3). This causes grease and grime build up on adjoining surfaces and under the shelves that are overlooked when cleaning. This is a potential cross contamination risk due to increased pest attraction and harbourage (eg cockroaches, ants).

2.3 Scullery (dishwashing & sanitising)

A dishwasher is used as the primary food grade-sanitising step for food equipment which has direct contact with food. If any equipment is too big or delicate to go through the dishwasher it must go through an approved chemical food grade sanitising process after cleaning and rinsing. This is usually a 3 or 4 step process, depending on the chemical used. The current space restricts the volume of food equipment that can be processed through the scullery and runs the increased risk of this function not being performed to the Manufacturer's instructions correctly.

It is recommended, as a minimum, prior to use to either:

- ☐ Create a bigger area for the scullery to allow separation of dirty and clean equipment for the demonstrated use of the Café or
- ☐ Next tenant to reduce the food activity in the Café to the current fit out allowances

The sink used for the scullery should not be used for food preparation eg washing vegetables, rinsing cooked pasta / rice etc unless it is clear of equipment and thoroughly sanitised prior to each use. The size of the current kitchen inhibits suitable separation of tasks.

It is recommended, as a minimum, prior to use to either:

- ☐ Add another sink for food preparation in the same area food is prepared or
- ☐ Eliminate food preparation which requires use of water

2.4 Storage

Domestic appliances (upright fridge) may not cope with the volume of food stored and used in a food business. Temperature control issues have previously been highlighted and the use of the domestic fridge attributes to this.

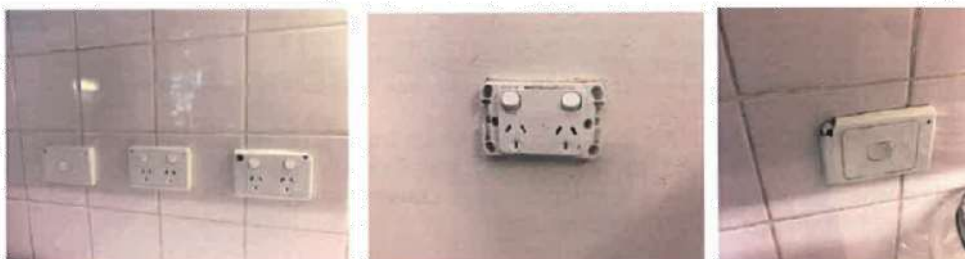
If the food activity increases and includes frying of food then storage of new and used oil would need to be considered. The handling and storage of oil is important to ensure WHS issues, pest control attraction and odours produced during cooking and storing are mitigated.

If food activity increases then it is likely the waste produced will also increase. Consideration to location, security and ease of cleaning the area to prevent liquid waste being transferred into premise via foot traffic and pest attraction is crucial. A cleaner's area with sink must be provided to ensure dirty mop water is not disposed of in the food preparation or storage area. The scullery sink is not to be used for this purpose.

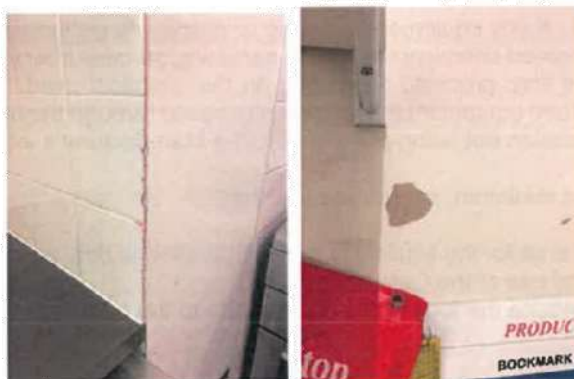
The belongings of food handlers is to be considered. Adequate separate storage for these items away from food preparation is required.

2.5 Surfaces of fixtures and fitting

Unsealed or cracked fixtures and fittings must be repaired to a smooth and impervious surface to allow effective cleaning. This includes switch mount surrounds, tile grouting and exposed timber on wooden cupboards. Seals on fridges and freezers must be clean and in good repair (no splitting) and light fittings must be shatter proofed.



Photos 8, 9 & 10 – broken or missing switch surrounds





Photos 11, 12, 13 & 14 – damaged surfaces & exposed timber

3 Design Considerations

When food activity changes consideration of the knock on effect is needed. General advice is difficult to provide without specifics on type of food being produced or sold. Due to this the only increased food activity detail included in this report is for frying of food.

The other general factors to be considered is pest control, noise and odour. Lessons learnt from the City Hall to be regarded. In addition it is noted serving customers at the double door entry congests access and egress and triggers the doors being open more often allowing pests such as flies into the food business compared to moving the service area away from the automatic doors. Building, fire and emergency requirements will need to be assessed by an expert if any changes to the layout and Planning Officers advice if footprint of Café changes to what is already approved.

4 Conclusion & Recommendations

It is critical for compliance that the use of the Café is determined prior to occupation. The two options are:

- ☐ P2 risk rating - Retail only of pre-prepared food with food processing only to include cutting of premade cake and making tea and coffee
- ☐ P1 risk rating - Food Service with food processing onsite (eg making/grilling sandwiches, meals)

If P2 risk rating activity is determined the author recommends the wall between the small scullery kitchen be removed (if building code permits) and access to the libraries cleaners sink provided for disposal of contaminated water. The food preparation equipment should be removed so it cannot be used and the food activity unknowingly increases. All non complying issues outlined in this report to be repaired or replaced to meet compliance prior to use.



Photo 15 - Library cleaners sink used by contractors

If P1 risk rating activity is determined, the author recommends an enclosed kitchen is designed with adequate space for workflow and storage for the type of food activities to be undertaken. Enclosing the kitchen will help reduce the noise and odour issues created from increased volume and activity. The fit out and relocation of the food service area away from the external doors (pest control).

Cupboards with doors is easier for the operator to keep clean rather than open shelving which is either labour intensive or unhygienic.



Photos 16 & 17 – exposed shelving with grease and grime build up

Adequate storage area for oil and waste that can be effectively cleaned and banded is recommended. Banding will capture the oil if the container splits or oil is spilled during dispensing. Contact with SA Water to ascertain requirements to the trade waste system due to proposed changes with the food activity and / or premise fit out is required as it may be a change in the existing agreement. The food business must provide adequate for the food activity being undertaken.

The author recommends EHOs conduct a structural food inspection to ensure compliance prior to use. It is the responsibility of the food business operator to notify Council and receive their Food Business Notification (FBN) number for this site prior to operation. The FBN form is available on Council's food safety web page. The operator maybe Council or the tenant depending on the agreement. This is the trigger for a structural inspection to be undertaken and adequate notice to be allowed. If the food premise is used and compliance is not met, authorised officers may issue a Notice or request an Order to gain compliance if needed.

If the Library is the operator, a new FBN form will need to be lodged to capture all food activities undertaken onsite. This form is reviewed by EHOs and sent to SA Health for the state database in the event the food business is implicated in a food poisoning outbreak investigation. A new FBN number will be provided in writing for the operator's records.

Once the food business is occupied, an unannounced operating inspection is undertaken in due course and any non-compliances with procedures and housekeeping under the Code are directed to the food operator.

This report may not include all requirements for all Council departments or external authorities. Council's EHOs should not regulate their own design but can give expert general advice and is the intention of this report. The author has endeavoured to create a comprehensive report however; further improvements maybe needed depending on the food activity.

Source documents for further information:

- ☐ Australia New Zealand Food Standards
- ☐ AS4567 – Construction Design and Fit out of a Food Business
- ☐ Council checklist for fit-out – Food Premise
- ☐ Guide to the Australia New Zealand Food Standards
- ☐ City of Mount Gambier Food Business Construction Guide
- ☐ Various fact sheets on Council's food safety web page

22.5 ELECTED MEMBER PARTICIPATION WHEN NOT PHYSICALLY PRESENT – REPORT NO. AR20/3787

Committee:	Council
Meeting Date:	18 February 2020
Report No.:	AR20/3787
CM9 Reference:	AF19/416
Author:	Andrew Meddle, Chief Executive Officer
Authoriser:	Andrew Meddle, Chief Executive Officer
Summary:	A report seeking a decision of Council on the appropriateness of participation when an Elected Member or Independent Member cannot be present
Community Plan Reference:	Goal 1: Our People Goal 2: Our Location Goal 3: Our Diverse Economy Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION

1. That Council Report No. AR20/3787 titled 'Elected Member Participation When Not Physically Present' as presented on 18 February 2020 be noted.
2. That Council agree that attendance when not physically present at a committee only be permissible when the Elected Member is physically present.
3. That Council agree that attendance when not physically present at a designated informal gathering only be permissible for items that are not considered confidential.



BACKGROUND

There have been recent requests to participate in committee meetings and designated informal gatherings by telephone. This report is in response to these recent requests and continued community concern about the level of attendance by Elected Members at Council and Committee meetings, designated informal gatherings and training sessions.

Elected Members are not permitted to participate in a Council meeting other than by being physically present. However, in the absence of a decision by Council, each committee can make a formal decision on its ability to accept, or not, a request to be part of the meeting when not physically present.

There is no clear Council position on this and this report is intended to provide some information to enable a considered decision to be made by Council, which will affect some or all of the committees.

Currently the Council's Committee Structure is as follows:

All nine Elected Members:

- Economic and Environment Committee
- People and Place Committee (including the S.101A Committee)
- Regional Sport and Recreation Centre Committee

Committees with four Elected Members:

- Chief Executive Officer Performance Review Committee

Committees with Independent Members:

- Audit Committee
- Building Fire Safety Committee
- Council Assessment Panel
- Junior Sports Assistance Fund Committee

DISCUSSION

Historically, the Council had different views on which committee could and could not be joined by telephone. The Local Government Act 1999 states in Section 7a that:

"A council committee meeting will be taken to be conducted in a place open to the public for the purposes of this section even if 1 or more committee members participate in the meeting by telephone or other electronic means in accordance with any procedures prescribed by the regulations or determined by the council under section 89 (provided that members of the public can hear the discussion between all committee members and subject to the qualification that a council may direct a committee not to use telephone or other electronic means for the purposes of its meetings)."

In some Councils, the geography or isolation provides a clear reason to provide flexibility in the method of participation and the requirements of Kangaroo Island were a driver for this provision being included in other legislation. Historically small committees may have required the flexibility to have had members join by telephone to make the chances of remaining quorate higher.

However, with the:

- Larger sizes of committees in the City of Mount Gambier;
- Ease of attending meetings in the city as part of a small municipality (in land area); and
- Allowances received by Councillors, in part, to offset the impositions caused by attendance at meetings



the reasons for joining the meeting without being present are now of limited value to the Council and of more value to the individual.

The size of the current Economic and Environment, People and Place and Regional Sport and Recreation Centre Committees, together with the need to accommodate staff, media and the public mean that the current committee rooms are not big enough to accommodate all and no room in the Civic Centre has the requisite technology.

Concerns have also been raised over the level of confidentiality of discussions when there is no knowledge as to the presence of other people being present in the room, car, etc. It is not possible for the required level of certainty to be achieved with the discussion of confidential matters.

Elected Members will also wish to consider the Guiding Principles (Regulation 4) and other provisions of the *Procedures at Meetings Regulations*, which are primarily focussed upon ensuring the proper and orderly conduct of meetings, and supported by the provision in s90(7a) that all members of the public can hear the discussion between all committee members.

In terms of how not being physically present can impact on the meeting, the following are examples:

Examples of Problems for the Presiding Member:

- Who has preference if only one Member can join;
- How to know when the missing person(s) wish to move / second;
- How to know when the missing person(s) wish to contribute;
- How to ensure a material conflict of interest is dealt with in accordance with the Act that prohibits the Member from viewing or hearing any discussion or voting;
- How the missing person has voted;
- How the missing person (s) would join a secret ballot;
- How the missing person(s) participate in a division;
- How to give precedence / preference to multiple persons joining in;
- How to read the meeting;
- Can the Presiding Member join the meeting if not present;
- Greater onus on repeatedly checking whether the person(s) wish to contribute / how they are contributing; and
- Greater onus on repeatedly checking whether the person(s) are still connected;
- How to deal with connection/technology problems including disconnection/reconnection.

Examples of Problems for the Elected Member(s) Joining:

- Inability to read the meeting;
- Inability to effectively indicate involvement in the meeting;
- Dealing with conflicts of interest, particularly a material conflict of interest;
- Unable to join in confidential business;
- How does more than one person hear / see / work out what another virtual member is doing; and
- Reduced ability to attract the attention of the Presiding Member.

Examples of Challenges of Technology to Support Virtual Attendance:

- Whilst a telephone link may suffice for an individual it will not for multiple persons;



- Alternate technologies involving a video link require screens, which are used at the same time to display the Committee minutes; and
- How does a member participate when visual items are presented during the meeting (e.g. CAP meeting with discussion on impact on a plan).

Whilst committee meetings are one area of consideration, the ability to join designated informal gatherings is another. It is suggested that the current practice of accommodating attendance by telephone be continued for this, except where the event is determined to be confidential.

There is a clear expectation from the community that their Elected Members will effectively engage in a participatory democracy on their behalf. It is believed that the best of way doing this is to be physically present.

CONCLUSION

It is recommended that to demonstrate consistency and the value of Council committees, that in future, attendance only be permissible when the Elected Member is physically present.

It is further recommended that attendance at designated informal gatherings only be permissible, when not physically present, for subject matter that has not been declared to be held in confidence.

ATTACHMENTS

Nil



22.6 USE OF CAVE GARDEN FLAG POLES - FRINGE 2020 – REPORT NO. AR20/7275

Committee:	Council
Meeting Date:	18 February 2020
Report No.:	AR20/7275
CM9 Reference:	AF19/416
Author:	Michael McCarthy, Manager Executive Administration
Authoriser:	Andrew Meddle, Chief Executive Officer
Summary:	This report presents a request from Fringe Mount Gambier to use the Cave garden flag poles as anchor points to hang fairy lights from Tuesday 17 March to Sunday 22 March 2020.
Community Plan Reference:	Goal 1: Our People Goal 2: Our Location Goal 3: Our Diverse Economy Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION

1. That Council Report No. AR20/7275 titled 'Use of Cave Garden Flag Poles - Fringe 2020' as presented on 18 February 2020 be noted.
2. That Fringe Mount Gambier be granted approval to use the special occasion flag poles in the Cave Garden Courtyard as anchor points to hang fairy lights from Tuesday 17 March to Sunday 22 March 2020, subject to:
 - (a) The poles facing Watson Terrace not being used for such purpose, to enable the Aboriginal and Torres Strait Island flags to continue to be flown daily during the period.
 - (b) The consent of the Mount Gambier RSL being obtained for the use of the RSL pole.
 - (c) Such conditions as the Chief Executive Officer (or delegate) consider appropriate to indemnify and release Council from any claim or loss arising from the use of the poles.



BACKGROUND

Council is in receipt of a request (Attachment 1) from Fringe Mount Gambier to use the Cave garden flag poles as anchor points to hang fairy lights from Tuesday 18 March to Sunday 22 March 2020.

Considering past sensitivities with matters associated with the use of City flag poles (ordinarily for the purpose of flying flags) this matter is presented to Council for consideration.

A similar request was made in 2019, but was received too late to be formally considered by Council prior to the Fringe Event. Alternative arrangements were made to hang fairy lights in that instance.

DISCUSSION

The use of flag poles across the City for the flying of flags is based upon the provisions of Council Policy F140 Flag Protocol which sets out the governance purposes and locations for flying flags.

Locations include several flag poles located in the Cave Garden, fronting Watson Terrace for flying of the Aboriginal and Torres Strait Islander Flags, in the Cave garden Courtyard for special occasion flags, and adjacent the Old Town all Fountain fronting Commercial Street West for use by the Mount Gambier ad District RSL.

The Flag Protocol policy does not make provision for use of flag poles for any other uses.

In considering whether it consents to the use of the Cave Garden flag poles as an anchor to hang fairy lights for Fringe Mount Gambier, Council should note the civic/governance purpose associated with these poles, as well as structural considerations.

In regard to the latter, it is recommended that any consent be on the basis that no warranty is provided as to the fitness and suitability of the poles for the intended use, and that Fringe Mount Gambier provide Council with an indemnity and release from anything arising from the use and an undertaking to replace the flag poles should any damage or structural deficiency arises from the use.

At the time of writing there were no flag flying occasions identified that would impact on the use of the special occasion flag poles in the Cave Garden Courtyard.

However, the poles immediately adjacent Watson Terrace are used on ordinary weekdays for the flying of the Aboriginal and Torres Strait Islander flags. It is recommended that Council maintain the flying of these flags during the Fringe event and not allow the use of these poles for the hanging of fairy lights.

Fringe Mount Gambier advise that they have approached the Mount Gambier RSL requesting the use of the RSL flag pole. Council ordinarily refers enquiries for the use of that flag pole to the RSL.

CONCLUSION

In the circumstances, this report recommends that Council endorse the use of the special occasion flag poles in the Cave Garden Courtyard as anchor points to hang fairy lights from Tuesday 17 March to Sunday 22 March 2020.

ATTACHMENTS

1. Request for use of flagpoles in Cave Garden Fringe 2020 [↓](#)



16 January 2019

NAME

City of Mount Gambier
10 Watson Terrace
Mount Gambier SA 5290

Dear

Cave Gardens flag pole request

As the Event Manager for the Fringe Mount Gambier festival, I am writing to you to request the use of the flag pole/s that stand adjacent to the Cave Gardens fountain.

Fringe Mount Gambier is South Australia's largest regional arts festival delivered to the Mount Gambier community in March each year and each year we dress the site in the Cave Gardens and around Watson Terrace, outside Jens Hotel.

The area near the flag poles will be used for seating for the general public and we'd like to be able to provide some ambient lighting over this section and across the street into Watson Terrace. The flag poles are in the perfect position for our site dress team, SE Marquees, to use as anchor points to hang fairy lights.

We understand that the flag poles are used to fly flags that are important national symbols to our community and that there are strict protocols around this. All due care and respect for the function of the flag pole would be adhered to. I have written to Mr Neville Dixon from the RSL requesting use of the RSL flag poles as well.

Our team will be setting up in the Cave Gardens from Tuesday 18 March and the lights will be hung on the Wednesday or Thursday and remain in place until Sunday morning the 22 March.

The addition of fairy lights in that area will enhance the atmosphere that will be used by families enjoying a rest from the frivolities of the festival site.

I have attached a site plan that shows the seating area that I'm referring to.

Thank you for your consideration with this request.

Regards



Monica Hart
Festival Event Manager
Fringe Mount Gambier



22.7 COUNCIL EXECUTIVE STRUCTURE – REPORT NO. AR20/7640

Committee:	Council
Meeting Date:	18 February 2020
Report No.:	AR20/7640
CM9 Reference:	AF19/416
Author:	Andrew Meddle, Chief Executive Officer
Authoriser:	Andrew Meddle, Chief Executive Officer
Summary:	A brief report by the Chief Executive Officer setting out the proposed executive structure as required by his KPIs and also his foundational principles underpinning aspirations for the organisation
Community Plan Reference:	Goal 1: Our People

REPORT RECOMMENDATION

1. That Council Report No. AR20/7640 titled 'Council Executive Structure' as presented on 18 February 2020 be noted.



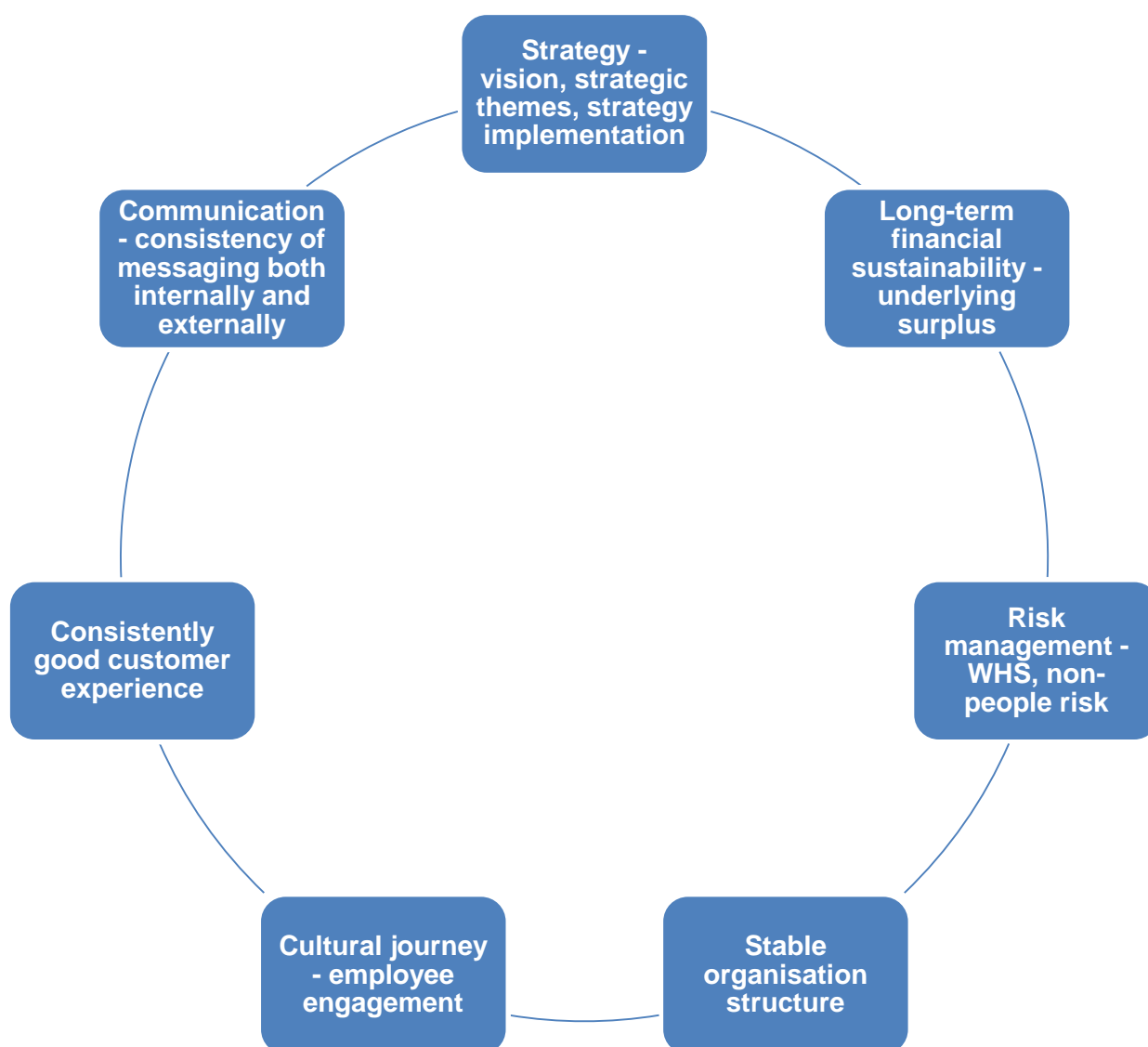
BACKGROUND

As part of the Chief Executive Officer's (CEO's) KPIs for his first year was the following:

"Review the organisational structure and staffing resources by 30th June 2020 and report to Council."

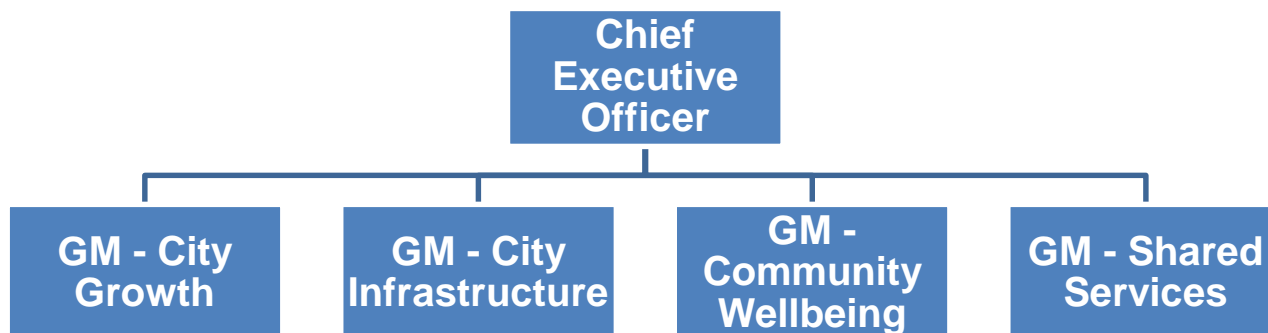
This report is not in confidence, to enable transparency with the staff team, who will be briefed on the outcome later this week. The CEO's position on the restructure proposal has been clear with the staff since his first day. The comment "If you are doing a good job for the City of Mount Gambier today; you will be able to do a good job for the City of Mount Gambier next year" has been repeated at all CEO staff presentations and remains true.

The CEO has taken his time to understand the current workings of the Council and to better understand the functional relationships between services, the direction of the developing strategic plan and major projects. As a result, the CEO's thinking was outlined at a confidential Strategic Planning Briefing on 28 January 2020. The thinking looks at seven interlinked foundational principles, which have guided the CEO's aspirations for the organisation. These are:



The result of taking the time is to look to a structure, which maintains the current level of resourcing and the resultant structure is one which will maintain the four General Manager Structure, albeit with the renaming of the vacant General Manager role from City Business Services to Shared Services.

Each of the General Managers will be supported by two managers, in whom time and investment will be made to grow our capability. The structure may at some future stage need to include a further managerial role, for a person to be responsible for the operationalisation and then the day to day operations of the Community and Recreation Hub. The team leader / coordinator / supervisor roles beneath the managers will also be the subject of investment to further increase their skills, capability and leadership.



Next steps will be to recruit to three vacant roles that support one another. These will be the General Manager – Shared Services, the Manager – Organisational Development (M-OD) and the Corporate Planning Coordinator role. With these people in place, the coalescence of functions can then occur in a sequential fashion across the organisation, using the change management skills expected from the M-OD.

No change to the overall Council salary budget is proposed as a result of this proposed structure. The overall salary budget will be the subject of discussion by Elected Members through the Annual Business Plan and Budget setting process. Should recruitment of the additional managerial role occur mid-year, Council support through a budget adjustment will be sought.

The Local Government Act 1999 requires:

- “(2) *The chief executive officer must consult with the council (to a reasonable degree) when determining, or changing to a significant degree—*
- (a) the organisational structure for the staff of the council; or*
 - (b) the processes, terms or conditions that are to apply to the appointment of senior executive officers; or*
 - (c) the appraisal scheme that is to apply to senior executive officers.”*

As no such changes are proposed by the current proposal, this report is intended to fulfil the requirements of the KPI.

CONCLUSION

The CEO has a request to consider the structure and resourcing required for the Council, as one of his KPIs. This report sets out the executive structure as requested and makes it clear that no significant organisational restructure is planned. Augmentation or minor alterations to the structure may need to happen once the Strategic Plan is endorsed to ensure the administration can deliver on Elected Member priorities. This will not happen in the current municipal year, by which the KPI is to be completed.



ATTACHMENTS

Nil



23 MOTIONS WITH NOTICE

23.1 NOTICE OF MOTION - REGIONAL CABINET

Meeting: Council
CM9 Reference: AF19/416
Member: Paul Jenner, Councillor

I, Councillor Paul Jenner, give notice that at the next Ordinary Meeting of Council to be held on 18 February 2020, I intend to move the following motion:

MOTION

1. That Council Report No. AR20/8673 titled 'Notice of Motion - Regional Cabinet' as presented on 18 February 2020 be noted.
2. Council write to the Premier of South Australia, Hon. Steven Marshall, and invite the Cabinet to hold a Cabinet meeting in Mount Gambier during 2020, and as part of a regional Cabinet meeting arrange meetings with relevant Ministers on to be identified council and community issues; council host a formal function and networking opportunity for COMG, DCG, Cabinet, and community leaders.
3. Council write to the Leader of the Opposition, Mr Peter Malinauskis MP, and invite the Shadow Cabinet to hold a Shadow Cabinet meeting in Mount Gambier during 2020, and as part of a regional Shadow Cabinet meeting arrange meetings with relevant Ministers on to be identified council and community issues; council host a formal function and networking opportunity for COMG, DCG, Cabinet, and community leaders.
4. The District Council of Grant be invited to co-host any visit arranged as part of part 1 & 2 of the motion.

RATIONALE

It has been many years since the State Parliament Cabinet has met in Mount Gambier and is a opportunity for us to discuss issues within the area that will benefit both Mount Gambier and the Region. It also is a long time since the Liberal Premier has visited Mount Gambier as we are the second largest Regional & Rural City in South Australia.

I commend this Notice of Motion to Council.

ADMINISTRATION COMMENT:

These events have traditionally been of benefit to the host Council and the government of the day has often used the occasion to announce funding regarding a project of local or regional benefit. Council may also wish to consider if there are any projects which it would like to lobby for should a country cabinet occur.

Elected Members should note that the country cabinets were reported as having been scrapped in *The Advertiser* dated 12 September 2018, ostensibly because the costs outweighed the benefits. No record of one being held subsequently can be found. Another factor may also have been an Ombudsman Report into the expenditure of the then DPTI CEO and the Cabinet when they dined at The Barn. If they are to restart, then Mount Gambier should be considered for their first venue.



ATTACHMENTS

Nil



23.2 NOTICE OF MOTION - JOINT COUNCIL FUNCTION

Meeting: Council
CM9 Reference: AF19/416
Member: Paul Jenner, Councillor

I, Councillor Paul Jenner, give notice that at the next Ordinary Meeting of Council to be held on 18 February 2020, I intend to move the following motion:

MOTION

1. That Council Report No. AR20/8676 titled 'Notice of Motion - Joint Council Function' as presented on 18 February 2020 be noted.
2. Council invites the Elected Members, CEO and Senior Officers of the District Council of Grant to an informal networking opportunity (eg a BBQ or casual dinner) to provide councilors to meet their fellow councilors from our neighboring council.
3. The above be scheduled before the end of April 2020.
4. Costs of this important networking function be covered by the City of Mount Gambier.

RATIONALE

I have asked the CEO & Mayor to do this last year 2019 and nothing has happened.

To get to know one another and work out what is best for the mixed Councils.

So the 2 new CEO's can meet the Mayor's and Councilors of their neighboring council, discuss issues of mutual interest and possibly lead to greater co-operation and teamwork on advocating for the Mount Gambier & Districts community.

I commend this Notice of Motion to Council.

ADMINISTRATION COMMENT:

The CEO spoke to his opposite number at the District Council of Grant on 21st January 2020, regarding this matter. It was agreed the first step would be for the Mayors and CEOs to meet and discuss the format and content of a joint meeting. Due to the availability of their CEO there has been a delay in arranging the meeting and currently the CEO is awaiting a response from the DC of Grant to select one of five dates for this first meeting to occur. Once the meeting has occurred, it will be clear if there is any appetite from the DC of Grant for such a joint event and a date will be diarised.

ATTACHMENTS

Nil



24 URGENT MOTIONS WITHOUT NOTICE

25 CONFIDENTIAL ITEMS OF COMMITTEES

Nil



26 NEW CONFIDENTIAL ITEMS

26.1 BOOKMARK CAFE - EXPRESSIONS OF INTEREST – REPORT NO. AR20/3205

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except Mayor L Martin, Councillors S Mezinac, M Bruins, C Greco, B Hood, P Jenner, F Morello and S Perryman and Council Officers A Meddle, M McCarthy, B Cernovskis, J Nagy, N Serle, A Watson and M Telford be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 26.1 AR20/3205 Bookmark Cafe - Expressions of Interest.

The Council is satisfied that, pursuant to section 90(3) (a), (b), (d) and (g) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)
- information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is
 - conducting business; or
 - proposing to conduct business; or
 - to prejudice the commercial position of the Council
- commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected:
 - to prejudice the commercial position of the person who supplied the information, or
 - to confer a commercial advantage on a third party
- information concerning matters that must be considered in confidence in order to ensure that the Council does not:
 - breach any law, order or direction of a court or tribunal constituted by law,
 - breach any duty of confidence, or
 - breach any other legal obligation or duty

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the information provided with the Expression of Interest submissions includes business and financial information of individual and business respondents that has been provided to Council in-confidence and the public consideration and release of which would be an unreasonable disclosure of personal and confidential information that could confer a commercial advantage on a 3rd party or jeopardise the commercial position of Council in the negotiation of arrangements for an operator of the Bookmark Cafe..

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 26.1 AR20/3205 Bookmark Cafe - Expressions of Interest and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (a), (b), (d) and (g) be kept confidential and not available for public inspection until 6 years have elapsed, or 1 year after the expiry of an operating arrangement entered into in association with this Expression of Interest process, whichever is the later. To be reviewed once in every year in accordance with s91(9).

The name of the successful operator, and the value of any amount payable by the Council under any associated contractual agreement, to be released immediately following execution of agreement documentation.

2. Further that Council delegates the power to review, revoke, but not extension of the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

26.2 RIDDOCH ART GALLERY CRATE LOADER – REPORT NO. AR19/62327

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except Mayor L Martin, Councillors S Meziniec, M Bruins, C Greco, B Hood, P Jenner, F Morello and S Perryman and Council Officers A Meddle, M McCarthy, B Cernovskis, J Nagy, N Serle, A Watson and M Telford be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 26.2 AR19/62327 Riddoch Art Gallery Crate Loader.

The Council is satisfied that, pursuant to section 90(3) (b) and (k) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is
 - conducting business; or
 - proposing to conduct business; or
 - to prejudice the commercial position of the Council
- tenders for the:
 - supply of goods, or
 - the provision of services, or
 - the carrying out of works

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the matter to be considered includes proposed budget amount associated with a tender process that has yet to be commenced. The disclosure of this information prior to or during a tender process could confer an advantage on potential tenderers and prejudice the commercial position of the Council.

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 26.2 AR19/62327 Riddoch Art Gallery Crate Loader and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (b) and (k) be kept confidential and not available for public inspection until a contract has been entered into for the proposed Crate Loader.
2. Further that Council delegates the power to review, revoke, but not extension of the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

26.3 NOTICE OF MOTION - COMMUNITY AND RECREATION HUB PROJECT CONTROL GROUP – REPORT NO. AR20/8677

CONSIDERATION FOR EXCLUSION OF THE PUBLIC

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except Mayor L Martin, Councillors S Meziniec, M Bruins, C Greco, B Hood, P Jenner, F Morello and S Perryman and Council Officers A Meddle, M McCarthy, B Cernovskis, J Nagy, N Serle, A Watson and M Telford be excluded from attendance at the meeting for the receipt, discussion and consideration in confidence of Agenda Item 26.3 AR20/8677 Notice of Motion - Community and Recreation Hub Project Control Group.

The Council is satisfied that, pursuant to section 90(3) (b) of the Act, the information to be received, discussed or considered in relation to the Agenda Item is:

- information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is
 - conducting business; or
 - proposing to conduct business; or
 - to prejudice the commercial position of the Council

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the Notice of Motion relates to an item previously considered by Council in-confidence that remains subject to a confidentiality order to ensure that the commercial position of the Council is not disadvantaged by third parties understanding the scale of financial delegations relating to this project..

CONSIDERATION FOR KEEPING ITEMS CONFIDENTIAL

1. In accordance with Sections 91(7) and 91(9) of the *Local Government Act 1999* the Council orders that the report 26.3 AR20/8677 Notice of Motion - Community and Recreation Hub Project Control Group and its attachments, the discussion and the resolution/s and minutes arising from the report, having been considered by the Council in confidence under Section 90(2) & (3) (b) be kept confidential and not available for public inspection until 31 December 2021.
2. Further that Council delegates the power to review, revoke, but not extension of the confidential order to the Chief Executive Officer in accordance with the provisions of Section 91(9)(c) of the *Local Government Act 1999*.

27 MEETING CLOSE

