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I hereby give notice that a People and Place Committee Meeting will be held on:

Date: Monday, 3 February 2020
Time: 5.30 p.m.
Location: Council Chamber
Civic Centre
10 Watson Terrace
Mount Gambier

AGENDA

People and Place Committee Meeting 3 February 2020

Andrew Meddle
Chief Executive Officer

30 January 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 APOLOGY(IES)

Cr Kate Amoroso

3 CONFIRMATION OF MINUTES

[People and Place Committee Meeting - 2 December 2019](#)

RECOMMENDATION

That the minutes of the People and Place Committee meeting held on 2 December 2019 be confirmed as an accurate record of the proceedings of the meeting.

4 QUESTIONS WITHOUT NOTICE



5 REPORTS

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

Committee:	People and Place Committee
Meeting Date:	3 February 2020
Report No.:	AR20/3865
CM9 Reference:	AF19/413
Author:	Ben Kilsby, Community Development & Engagement Officer
Authoriser:	Barbara Cernovskis, General Manager Community Wellbeing
Summary:	This report presents ‘Yerkalapata’ – A Reconciliation Action Plan for the City of Mount Gambier for approval.
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 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.



BACKGROUND

In 2014, Council endorsed a Statement of Commitment to Aboriginal and Torres Strait Islander Communities that:

- acknowledged the '*Boandik Peoples as the traditional owners and custodians of this Local Government area*'
- pledged to '*working together with Aboriginal and Torres Strait Islander communities in the process of reconciliation*'; and
- emphasised that together we '*seek to build a society free of racism and prejudice where Aboriginal and Torres Strait Islander peoples feel a strong sense of belonging and are able to participate fully in the life of the community*'.

On Tuesday 16 September 2014, Council moved that work on the development of a Reconciliation Action Plan (RAP) commence:

4. RECONCILIATION ACTION PLAN
 - (a) *the report be received;*
 - (b) *Reconciliation Action Plan be initiated (as a matter of priority) within the next 12 months using a Cultural Governance model.*

In 2015, Council formed a Reconciliation Action Plan (RAP) Focus group consisting of Boandik Elders, CEO's of local Aboriginal and Torres Strait Islander Controlled Organisations (i.e. Pangula Mannamurna Aboriginal Corporation and Burrandies Aboriginal Corporation), community representatives, Elected Members and Council Officers. Reporting regularly to Council, this group has continued to guide all stages of the development of the RAP and the gradual formation of a Cultural Governance model for the organisation.

Since 2015, numerous activities initiated by the RAP Focus Group, such as Cultural Awareness Training and the annual celebration or acknowledgement of dates of cultural significance to our First Nations communities, has assisted in preparing the organisation to embrace the opportunities and challenges that a RAP will present.

DISCUSSION

Reconciliation Action Plans are strategic documents that provide a set of clear, practical actions that drive an organisations contribution to reconciliation, both internally and within the broader community.

Organisations who adopt a RAP are recognised to have significantly higher trust, lower prejudice, improved pride in Aboriginal and Torres Strait Islander cultures, an increased value for cultural diversity and improved relationships with First Nations peoples.

Over the past 6 months, the City of Mount Gambier has been working closely with Reconciliation Australia to ensure that the actions and objectives of our Reconciliation Action Plan meets the strict standards set out in their National RAP Framework. This process requires the amalgamation of our own organisational objectives with a range of non-negotiable actions, each of which have been articulated as nationally acquired best practice in progressing reconciliation.

In December 2019, Reconciliation Australia extended conditional approval on the draft document and provided associated branding and introductory text from their CEO, Ms Karen Mundine.

Elders and members of Council's RAP Focus Group have also provided their support for the draft document.



1. **Relationships:** *How we work with, and alongside, our First Nations peoples.*
2. **Respect:** *How we increase understanding and appreciation of Aboriginal and Torres Strait cultures, histories and achievements.*
3. **Opportunities:** *How we work to ensure that our systems, services and programming is accessible to, and engaging of, our Aboriginal and Torres Strait Islander peoples.*

The document breaks actions into three key themes:

Each action incorporates a clear delivery timeframe and identifies a responsible staff member or team, ensuring that objectives are embedded into work plans with regular reporting to both Council and Reconciliation Australia.

Referenced in the title of the document, 'Yerkalapata' is Bunganditj (reclaimed Boandik language) for 'leading the way' and is an appropriate title for Council's Reconciliation Action Plan. The use of Bunganditj language has been highlighted as an important aspect of our work in reconciliation and is achieved through the approval of our Elders and the Bunganditj Language Reclamation Committee.

Upon Council approval of the draft, the document will be graphically treated and incorporate the artwork of local Boandik artist Ms Belinda Bonney who was recently commissioned by the Riddoch Art Gallery to create a painting which represents our shared journey towards reconciliation.

It is proposed that, upon endorsement, the RAP is launched at a public event staged in partnership with key stakeholders and community members.

CONCLUSION

Council's Reconciliation Action Plan responds to the opportunity to improve our organisational culture, programming and service delivery, whilst also demonstrating leadership to our broader community to take steps towards reconciliation.

Our RAP reflects Council's commitment to building community capacity and increasing social inclusion for all within our Aboriginal and Torres Strait Islander Communities.

The Plan is a culmination over 5 years of learning and relationship building between Council and our First Nations communities. It acknowledges our progress, clarifies our vision for reconciliation and provides a clear, accountable, framework for positive change.

Upon endorsement, the City of Mount Gambier will be the first Council in the LCLGA to endorse a RAP, demonstrating the ongoing role of the organisation as a regional leader in this field.

ATTACHMENTS

1. Yerkalapata - Leading The Way - Innovate RAP for City of Mount Gambier - Final Draft - 24/01/2020 [↓](#)



YERKALAPATA – Leading the Way
A RECONCILIATION ACTION PLAN FOR THE CITY OF MOUNT GAMBIER
March 2020 to March 2022

DRAFT



**RECONCILIATION
ACTION PLAN**

INNOVATE



The City of Mount Gambier acknowledges the Boandik Peoples as the Traditional Custodians of the land and water our city sits upon today.

We respect and recognise the deep feelings of attachment and the spiritual relationship our Aboriginal and Torres Strait Islander Peoples have with the land and water.

The Council's Reconciliation Action Plan (RAP) has been developed through the commitment and dedication of the Reconciliation Action Plan Focus group, Elders, Elected Members, Council staff, community and Reconciliation Australia.

Please note that Bunganditj language (reclaimed language of the Boandik people) is used throughout this document with the permission of Elders and the Bunganditj Language Reclamation Committee.



Vision for Reconciliation

Working together with our Aboriginal and Torres Strait Islander communities, the City of Mount Gambier has the following vision for reconciliation:

A society free of racism and prejudice where Aboriginal and Torres Strait Islander peoples feel a strong sense of belonging and are able to participate fully in the life of our community.

A city which supports expressions of cultural identity, where cultural practices, traditional sites and significant places are acknowledged, celebrated and preserved.

A community characterised by social justice which advocates for enriching the lives of Aboriginal and Torres Strait Islander peoples.

This vision was originally written as part of a *Statement of Commitment to Aboriginal and Torres Strait Islander Communities* presented as part of the official unfurling of the Aboriginal and Torres Strait Islander Flags for permanent display in the Council Chamber in 2014.

Overview

Mount Gambier is home to over 27,000 people and has an Aboriginal and Torres Strait Islander population of 2.2% (591 people) which is below the regional average in South Australia of 4.1%. The city provides much needed services to the regions of South East South Australia and Western Victoria, including important health care and cultural services for First Nations Peoples through the presence of agencies such as Pangula Mannamurna Aboriginal Corporation and Burrendies Aboriginal Corporation.

The Council, which consists of our Mayor and eight Elected Members, first endorsed the development of a RAP in 2014 as part of the delivery of a series of commitments to our Aboriginal and Torres Strait Islander communities.

The City of Mount Gambier supports participation and engagement for all members of the community in all aspects of community life. Within our organisation we are committed to continued learning, and providing ongoing learning opportunities for our staff, elected members, volunteers and our community.

Yerkalapata is Bunganditj (reclaimed Boandik language) for 'leading the way' and is an appropriate title for The Council's Reconciliation Action Plan. The use of Bunganditj language has been highlighted as an important aspect of our work in reconciliation and is achieved through the approval of our Elders and the Bunganditj Language Reclamation Committee.

As an organisation employing almost 150 people across at least 8 distinct work sites, the Council recognises the opportunity to create meaningful change within its own workplace culture, programming and service delivery, whilst also demonstrating leadership to our broader community to take positive steps towards reconciliation.

The Council currently lacks clarity regarding the number of Aboriginal and Torres Strait Islander staff employed within the organisation, but this is something that, through the delivery of the actions within the Reconciliation Action Plan (RAP), we hope to determine.



The City of Mount Gambier is committed to building community capacity and increasing social inclusion for all within the Aboriginal and Torres Strait Islander community. The Council endorsed the development a Reconciliation Action Plan (RAP) in order to identify measurable guidelines which will assist in best realising our shared commitment to our Aboriginal and Torres Strait Islander Communities.

Our Reconciliation Action Plan

The City of Mount Gambier Reconciliation Action Plan (RAP) will focus on strengthening positive relationships, acknowledging and respecting Aboriginal and Torres Strait Islander cultures, and providing opportunities to ensure that our First Nations peoples have the same life opportunities as other Australians.

Work on the RAP commenced in 2015 with a series of workshops delivered in conjunction with Reconciliation South Australia, Boandik Elders and Aboriginal and Torres Strait Islander representatives of a range of sectors including justice, education, culture and health. At this stage, a RAP Focus Group was formed, which also incorporated the participation of CEO's from both local Aboriginal Controlled Organisations (Pangula Mannamurna and Burrandies).

Staff representing the Office of the CEO, General Managers, City Infrastructure, Environmental Sustainability, Library Services and Community Development have participated in the RAP Focus Group since its commencement and will continue to advocate for the RAP through its delivery.

The following community members are acknowledged for their participation in the RAP Focus Group and their contribution to defining the objectives of this document:

- Aunty Penny Bonney
- Aunty Valda Brennan
- Uncle Mikey Hartman
- Mark Lovett
- Hanna Persello
- Robyn Campbell
- Andrew Birtwhistle-Smith
- Peter May
- Kathy Watson
- Jason Bonney
- Mariah Unmeopa
- Shekinah Horsburgh

Our RAP Champions

To advance the development of an implementation of our RAP, each of our three General Managers have been appointed as RAP Champions. Through this role, each RAP Champion will work to raise awareness of the vision and objectives of our RAP and ensure that its actions create meaningful change within each division.

Our RAP Champions include:

- Barbara Cemovskis – General Manager, Community Wellbeing
- Judy Nagy – General Manager, City Growth
- Nick Serie – General Manager, City Infrastructure

The appointment of each General Manager to this role highlights the strong organisational commitment to the RAP and its deliverables. As the delivery of actions within Reconciliation Action Plan proceeds, other staff who identify interest in leading particular sections of activity may be co-opted as additional RAP Champions.



Message from our Mayor



It is with great pride that I present the inaugural Reconciliation Action Plan for the City of Mount Gambier.

I would like to recognise our Boandik Elders, Aboriginal and Torres Strait Islander community representatives and members of Council's Reconciliation Action Plan Focus Group who have guided the creation of this plan. Thank you for walking alongside Council as we build greater awareness and understanding as an organisation in our shared journey towards reconciliation.

For me personally, it has been a rewarding experience working alongside our Aboriginal and Torres Strait Islander community members and being able to participate in events during my first term as Mayor.

This important document has been many years in the making and I also acknowledge both the current and previous members of Council for their unwavering commitment to its development.

Our Reconciliation Action Plan responds to the clear expectations of our community that we lead by example. The actions detailed within the Plan provide us with a mandate to apply a lens to every part of our role and function as an organisation, ensuring our work is underpinned by social justice, equity and respect.

Above all, the plan ensures that we continue to acknowledge, respect and celebrate the incredibly important contribution that our Aboriginal and Torres Strait Islander peoples have played, and will continue to play within our community. I invite our community to read, reflect and support the initiatives in the plan as we work together to further Mount Gambier as an inclusive city where people lead fulfilling lives.

[Signature]

Lynette Martin OAM
MAYOR



Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome the City of Mount Gambier to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, the City of Mount Gambier joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides the City of Mount Gambier with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the City of Mount Gambier will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish the City of Mount Gambier well as it explores and establishes its own unique approach to reconciliation. We encourage the City of Mount Gambier to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend the City of Mount Gambier on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from our Chief Executive Officer



This is the inaugural Reconciliation Action Plan for the City of Mount Gambier and I am pleased to see the shared aspirations of our Mayor and Council, our staff and our broader community realised through the launch of such an important document.

This plan is the result of many years of listening, learning and evolving as an organisation and has been carefully guided by our Boandik Elders and members of Council's Reconciliation Action Plan Focus Group. I would like to acknowledge this work and thank all contributors for their efforts in achieving this significant milestone.

The initiatives within our RAP are underpinned by our commitment to furthering Mount Gambier as an inclusive city and a place where all members of our community lead fulfilling lives. The actions within will enhance our capacity to acknowledge and celebrate our rich cultural heritage, whilst also meeting nationally recognised best practice in building greater equity for our Aboriginal and Torres Strait Islander peoples.

Over the coming years, reconciliation will continue to be closely considered in all aspects of our work as an organisation. We will review and improve our internal systems, enhance our programming and service delivery and continually improve our cultural awareness and understanding.

It is my great pleasure to commend this Reconciliation Action Plan to you.

[Signature]

Andrew Meddle
Chief Executive Officer
City of Mount Gambier



Our Reconciliation Journey

For many years, the City of Mount Gambier has worked to support, implement and partner in a range of initiatives that recognise, acknowledge and celebrate the contribution that Aboriginal and Torres Strait Islander peoples make to the local community.

Early 2000's

The Council advocates for, and assists in, the development of Aboriginal-led Corporations. This work culminated with the development of Burrandies Aboriginal Corporation and Pangula Mannamurna Aboriginal Corporation.

The Aboriginal and Torres Strait Islander flags commenced permanent display in the Cave Garden Civic Precinct.

2007

Acknowledgement of Country becomes standard component of the Council's meeting and event procedures.

2010

The Council undertakes extensive consultation and collaborates with the community in the production and filming of a portrayal of the Craitbul Story and the story of Mar the Cockatoo.

2014

Aboriginal and Torres Strait Islander Flags are unfurled for permanent display in the Council Chamber.

The Council offers a Statement of Commitment to Aboriginal and Torres Strait Islander Communities.

Cr Mark Lovett is sworn in as the first Aboriginal Elected member of Council. A smoking ceremony is staged in the Cave Garden to acknowledge the significance of the occasion.

2015

Inaugural Reconciliation Action Plan Focus Group meeting is held.

2016

The Council resolves to observe or celebrate 5 key dates of significance to First Nations peoples. This includes:

- The Anniversary of the National Apology to the Stolen Generations;

- National Reconciliation Week;
- National Sorry Day;
- NAIDOC Week; and
- National Aboriginal and Torres Strait Islander Children's Day.

2017

Cultural Awareness Training is delivered with Elders, RAP Advocates and members of the Reconciliation Action Plan Focus Group.

Acknowledgement of Country published permanently on the Council's web site home page.

Cultural protocols for the provision of Welcome to Country are defined.

2018

The provision of dual naming for identified sites of local cultural significance is adopted by the Council for inclusion in the ongoing rollout of its Signage Strategy. This incorporated the phased installation of Bunganditj language welcome signage at the entrances to Mount Gambier.

2019

Delivery of face to face cultural safety training for all staff commences.

The Council hosts its inaugural Mayoral Reception for our Aboriginal and Torres Strait Islander Community to coincide with the launch the 2019 NAIDOC Week Celebrations.

Mayor Lynette Martin joined Elders and the CEO's of both local Aboriginal Controlled Organisations to lead the annual street march through the heart of the city in support of our community during NAIDOC Week.



RELATIONSHIPS

Meaningful relationships will assist the Council to respond to the needs and aspirations of our local Aboriginal and Torres Strait Islander community. The Council seeks to develop and strengthen its relationships with Aboriginal and Torres Strait Islander peoples and work in partnership towards providing a healthy, active, engaged and resilient community.

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Develop, implement and communicate an anti-discrimination policy for our organisation. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. Educate senior leaders on the effects of racism. 	<p>December 2020</p> <p>December 2020</p> <p>December 2020</p> <p>December 2020</p>	<p>Manager Organisational Development (MOD)</p> <p>MOD</p> <p>MOD/Community Development & Engagement Officer (CD&EO)</p> <p>MOD</p>
Maintain RAP Focus Group to actively monitor RAP development, implementation of actions, tracking progress and reporting	<ul style="list-style-type: none"> RAP Focus Group meets at least twice a year to monitor and report on RAP implementation. Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Focus Group Establish Terms of Reference for the RAP Focus Group 	<p>August 2020</p> <p>February & August 2021</p> <p>August 2020, 2021</p> <p>August 2020</p>	<p>CD&EO</p> <p>CD&EO</p> <p>CD&EO</p>
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> Hold annual meetings with CEO's and Chairs of local Aboriginal Controlled Organisations to highlight key issues and collaboration opportunities with the Council. Meet with Aboriginal and Torres Strait Islander leaders and organisations to establish guiding principles for community engagement. Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders Invite Aboriginal and Torres Strait Islander participation in the Council's community engagement activities. 	<p>January 2021,2022</p> <p>September 2020</p> <p>December 2020</p> <p>February 2021</p>	<p>CD&EO, General Manager - Community Wellbeing (GM-CW) Mayor</p> <p>GM-CW, CD&EO</p> <p>CD&EO</p> <p>CD&EO</p>



Action	Deliverable	Timeline	Responsibility
Celebrate and participate in National Reconciliation Week (NRW)	<ul style="list-style-type: none"> • Support an external NRW event • Ensure our RAP Focus Group participates in an external event to recognize and celebrate NRW • Host an internal event for NRW and invite Aboriginal and Torres Strait Islander community members to be involved. • Register NRW event on Reconciliation Australia's web site. • Actively encourage staff to attend NRW activities. 	27 May - 3 June 2020, 2021	Team Leader Community Events (TLCE)/CD&EO CD&EO Mayor, CEO, GM-CW, CD&EO CD&EO CEO CD&EO
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> • Deliver a launch event for our Reconciliation Action Plan • Develop and implement a strategy to communicate our RAP to all internal and external stakeholders • Promote reconciliation through ongoing active engagement with all stakeholders • Include the RAP as part of staff and Elected Member induction processes • Encourage other Council's in our local area to develop a RAP. 	March 2020 April 2020 March 2021, 2022 March 2022 March 2021	Mayor/CEO/Community Events/CDEO Media and Communications Coordinator (M&CC)/CEO/CD&EO CD&EO CEO Mayor and CEO



RESPECT

The City of Mount Gambier acknowledges the Boandik people as the Traditional Owners of the land and water our city sits upon today. The Council recognises the importance of the development of respect through building cultural awareness, knowledge sharing and understanding of Aboriginal history, cultures and customs.

Action	Deliverable	Timeline	Responsibility
Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> Develop, implement and review an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion) 	December 2020	MOD
	<ul style="list-style-type: none"> Ensure the CEO, General Managers and Elected Members undertake Aboriginal and Torres Strait Islander cultural awareness training. 	December 2020	MOD
	<ul style="list-style-type: none"> Ensure that induction training for all new staff members and volunteers includes an introduction to cultural awareness within the workplace. 	December 2020	MOD/HR
	<ul style="list-style-type: none"> Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. 	December 2020	MOD/ICDEO
	<ul style="list-style-type: none"> Provide opportunities for RWG members, RAP Champions, HR Managers and other key leadership staff to participate in cultural training 	December 2020	MOD
	<ul style="list-style-type: none"> Investigate local cultural immersion opportunities 	December 2021	CD&EO



Action	Deliverable	Timeline	Responsibility
Engage employees, elected members, volunteers, community and stakeholders in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	<ul style="list-style-type: none"> Implement and communicate a cultural protocol for Welcome to Country and Acknowledgement of Country. 	June 2020	GM-CW/CD&EO
	<ul style="list-style-type: none"> Develop and communicate an internal procedure for the engagement of agreed community representatives to conduct Welcome to Country activity 	June 2020	CD&EO
	<ul style="list-style-type: none"> Invite an agreed community representative to conduct a Welcome to Country at significant Council events 	December 2020	CD&EO
	<ul style="list-style-type: none"> Include an Acknowledgement of Country at the commencement of important internal and external meetings and on all Council meeting agendas. 	December 2020	CEO
	<ul style="list-style-type: none"> Include an Acknowledgement of Country on the Council's website and electronic communication. 	December 2020	M&CC
	<ul style="list-style-type: none"> Include an Acknowledgement of Country on significant Council publications, such as the Annual Report. 	December 2020,	M&CC
	<ul style="list-style-type: none"> Encourage the inclusion of Welcome to Country or Acknowledgement of Country for all Council sponsored/supported events. 	December 2020	TLCE, Team Leader Main Corner (TLMC)



Action	Deliverable	Timeline	Responsibility
Celebrate and mark important dates associated with Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights and promote this within the local community.	<ul style="list-style-type: none"> • Promote a calendar of Aboriginal and Torres Strait Islander dates of significance to all staff. • Promote and acknowledge the Council's observance or celebration of: <ul style="list-style-type: none"> ○ Anniversary of the National Apology to the Stolen Generations; ○ National Sorry Day; ○ Reconciliation Week; ○ NAIDOC Week; and ○ National Aboriginal and Torres Strait Islander Children's Day. 	January 2021, 2022 February 2021,2022 May 2020,2021 May 2020,2021 July 2020,2021 August 2020,2021	CD&EO C&MC
Provide opportunities for the Council and the wider community to recognise the importance of NAIDOC Week as it relates to Aboriginal and Torres Strait Islander cultures and achievements.	<ul style="list-style-type: none"> • Provide opportunities for staff to participate in NAIDOC week activities • Provide support to community-led NAIDOC Week event/s. • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week • Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week 	July 2020,2021 July 2020,2021 June 2021 June 2021	CEO / General Managers / Enterprise Bargaining Committees Community Events MOD CEO/ Enterprise Bargaining Committees
Promote Aboriginal culture and history in public places through the provision of signage.	<ul style="list-style-type: none"> • Review the Council's policies for the naming of public spaces to provide for the allocation of dual-naming of sites of cultural significance. • Commence the application of agreed Bunganditj language in reference to places in documentation, including significant Council publications, such as the Annual Report. • Collaborate with the Aboriginal and Torres Strait Islander community in projects which support the development of interpretive material for sites of cultural significance. 	June 2020 March 2021 March 2022	Manager Development Services All staff M&CC CD&EO



Action	Deliverable	Timeline	Responsibility
Promote local Aboriginal culture, history and languages within the community.	<ul style="list-style-type: none"> • Commence the implementation of dual naming of places of cultural significance throughout Mount Gambier in consultation with local Aboriginal and Torres Strait Islander peoples. 	March 2021	General Manager City Infrastructure/General Manager City Growth CD&EO
	<ul style="list-style-type: none"> • In collaboration with the Bunganditj Language Reclamation Committee: <ul style="list-style-type: none"> ○ explore the use Bunganditj language through the delivery of actions within the RAP, for example <i>'Yerkalalpa – Leading the Way'</i>, use in interpretive signage or translation of the <i>Acknowledgement of Country</i>. ○ Develop and communicate agreed protocols which simplifies the appropriate use or application of Bunganditj language within the community. 	March 2021	CD&EO
	<ul style="list-style-type: none"> ○ Develop and communicate agreed protocols which simplifies the appropriate use or application of Bunganditj language within the community. 	March 2021	CD&EO
	<ul style="list-style-type: none"> • Promote awareness of the various groups that make up the Boandik Nations. 	March 2021	CD&EO
	<ul style="list-style-type: none"> • Expand and promote the resources available at the Library which relate to Aboriginal and Torres Strait Islander peoples, particularly regarding the history, culture and language of the Boandik Nations. 	March 2021	Library Manager
	<ul style="list-style-type: none"> • In consultation with the Aboriginal and Torres Strait Islander community, develop and implement a strategy which encourages greater representation of Aboriginal and Torres Strait Islander peoples within the programming, exhibitions and content creation for the Riddoch Art Gallery. 	March 2021	Riddoch Art Gallery Director



OPPORTUNITIES

As an organisation, the Council will work to ensure that its systems, services and programming is accessible to, and engaging of, our Aboriginal and Torres Strait Islander people. In creating more opportunities for our Aboriginal and Torres Strait Islander peoples, we lead by example in strengthening the City of Mount Gambier as a vibrant, dynamic and resilient community.

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment opportunities within our workplace	<ul style="list-style-type: none"> Establish internal systems that allows the Council to identify workforce participation of Aboriginal and Torres Strait Islander people. 	June 2021	MOD/HR
	<ul style="list-style-type: none"> Review HR and recruitment procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace (including consideration of cultural leave) 	March 2022	MOD/HR
	<ul style="list-style-type: none"> Review advertising methods to ensure that employment opportunities are reaching Aboriginal and Torres Strait Islander community members. 	March 2022	MOD/CD&EO
	<ul style="list-style-type: none"> Include a statement in all job advertisements that encourages applications from Aboriginal and Torres Strait Islander community members. 	March 2022	Human Resources Management Officer (HRMO)
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy 	March 2022	MOD/HRMO
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies including professional development. 	March 2022	MOD/HRMO



Action	Deliverable	Timeline	Responsibility
<p>Investigate and provide opportunities for Aboriginal and Torres Strait Islander businesses within the local community to be included in the supplier diversity available for Council's procurement</p>	<ul style="list-style-type: none"> • Review and update procurement policies and procedures to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses • Commence the collection of cultural background data as part of the process of becoming a Pre-qualified Contractor of the Council to identify Aboriginal and Torres Strait Islander owned suppliers, contractors or service providers. • Provide direct support for Aboriginal and Torres Strait Islander owned businesses to become Pre-qualified Contractors of the Council. • Actively encourage and support local Aboriginal and Torres Strait Islander businesses to consider registration with Supply Nation. • Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. • Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services • Investigate Supply Nation Membership for the organisation 	June 2021	Procurement Officer (PO)/ General Manager Business Services (GM-BS)
		June 2021	PO
		June 2021	PO
		June 2021	CD&EO, PO
		June 2021	CD&EO, PO
		December 2021	PO
		December 2021	CD&EO, PO
<p>Increase opportunities for Aboriginal and Torres Strait Islander community members to enhance the Council's programing and service delivery.</p>	<ul style="list-style-type: none"> • Create a minimum of three opportunities to engage Aboriginal artists, speakers, musicians, performers, creators, innovators and/or subject matter experts in the delivery of activities, events, performance and/or programming. • Create commercial opportunities for local Aboriginal artwork or merchandise to be displayed and sold to general public and visitors within the region e.g. Visitor Information Centre, Main Corner/Riddoch Art Gallery Gift Shop. • Pursue provision of opportunities for public art projects which highlight Aboriginal and Torres Strait Islander culture within the public realm. 	December 2021	CEO, GM- CW, General Manager City Growth (GM-CG)
		December 2020	Team Leader, Main Corner, Riddoch Art Gallery Director, Manager – Tourism Services
		December 2021	Riddoch Art Gallery Director, Arts, Culture, Heritage and Development Officer (ACH&DO)



Governance, tracking progress and reporting

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia	<ul style="list-style-type: none"> Develop and implement systems and capability needs to track, measure and report on RAP activities. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. Investigate participating in the RAP Barometer. 	September 2020, 2021	CD&EO
		September 2020, 2021	CD&EO
		May 2020	CD&EO
Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none"> Provide regular updates through the Council's standard reporting processes. Publically report our RAP achievements, challenges and learnings. 	September 2020, March and September 2021	CD&EO
		December 2020, 2021	M&CC/CDEO
Review, refresh and update RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for review and feedback. Submit draft RAP to Reconciliation Australia for formal endorsement. 	May 2021	CD&EO
		June 2021	CD&EO
		November 2021	CD&EO

Contact details

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

Committee:	People and Place Committee
Meeting Date:	3 February 2020
Report No.:	AR20/5444
CM9 Reference:	AF19/413
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 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.



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

The draft Strategic Plan (please see **Attachment 1**) is put forward for consideration and noting so that it becomes a matter of public record. Following the last briefing, Elected Members were asked to provide feedback by 10th February 2020, which would be used to inform a final draft which will then be presented to the February Council meeting. 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 and gateways
- 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



The theme **Our Commitment** has the following principles that will underpin all decisions made by the Council:

- Effective
- Sustainable
- Responsive
- Improve
- Transparent

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.

CONCLUSION

The first draft of the Strategic Plan puts it in the public arena for the first time. Further refinement will be undertaken in preparation for consideration for public consultation by Council at its meeting in February. 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. Elected Members are reminded that feedback is sought by 10th February 2020 in preparation for the report to Council.

ATTACHMENTS

1. Strategic Plan Draft [↓](#)



STRATEGIC PLAN 2020-2024

[FRONT COVER]



EXECUTIVE SUMMARY

[To be written once content included]



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. Council supports expressions of cultural identity.

The City of Mount Gambier supports and advocates for enriching the lives of Aboriginal and Torres Strait Islander peoples.

The City of Mount Gambier believes in a community characterised by social justice.

Together, we seek to build a society free of racism and prejudice where Aboriginal and Torres Strait Islander peoples feel a strong sense of belonging and are able to participate in the life of the community.

[to be updated in line with the Reconciliation Action Plan]



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MAYOR'S MESSAGE

The Council has based this Strategic Plan on aspirations identified in the Futures Paper, our long-term aspirational 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 cities and regional areas, 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 delivery 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 climate, our Gig City project, our Community and Recreation Hub, our cenotes, our universities and our people combine to make this community special and on the cusp of something great.

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 transformational 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

[Draft – still to be finalised with Lynette]



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.



GOAL 1

OUR PEOPLE

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

People have a fundamental desire to feel connected to their community; live in a safe and caring city, enjoy good health and wellbeing, secure meaningful employment; and access quality training and education. The people of Mount Gambier identify these characteristics as key factors for a prosperous and resilient city to sustain fulfilling lives.

ENVISAGED OUTCOMES

- People are healthy, educated, skilled and feel a strong sense of place.
- A welcoming community that acknowledges and celebrates diversity.
- A city that empowers youth to develop their capabilities in a safe and supportive environment.
- Residents participate in activities that promote physical and mental wellbeing.
- Entrepreneurial ideas that shape a progressive city.

Why?

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 importantly 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.

Regrettably, State and Federal Government services are being depersonalised, particularly in the care sector. Services no longer are supported by a place where you can visit and speak to a person. Many of the agencies involved are no longer feeling able to advocate for the community due to funding caveats. The Council has a clear role in advocating for the community and in continuing to provide face to face services and support.

What might I see?

Examples of projects that could be undertaken in this area would be:

- Annual community group conference in the new Community and Recreation Hub;
- Assessment of community group needs and their accommodation in the city;
- Partnerships with TAFE and universities to develop a study hub, enabling more people to study locally at tertiary level.

What difference will it make?

Growing our city at a steady pace will help us continue to deliver services through incremental growth, which is more manageable. This steady growth will make us more attractive to other service providers in a range of services including health, education, commercial and retail.

This steady growth will also enable our community groups to flourish. More people able to participate will create more opportunities for existing and new groups.



GOAL 1 – OUR PEOPLE

1.1 Community based organisations and networks

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

We will do this by:

1. Fostering and supporting community-based organisations.
2. Supporting programs that allow our community groups to be more effective in achieving their goals.
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.
4. Improve our accommodation offering for community groups, whilst reducing total number of Council managed facilities, including investigations into a community group centre, complementary to the Community and Recreation Hub.

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.

We will do this by:

1. Creating opportunities through the land use planning system and being genuinely 'open for business' and ready for education, health and retirement opportunities.
2. Helping community groups help themselves by providing support for effective networks to develop and grow.
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

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

We will do this by:

1. Supporting community programs that encourage interaction and promote a sense of community.
2. Providing opportunities to enable our community to be supported and involved.
3. Raising awareness of community accomplishments.

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.

We will do this by:

1. Developing and delivering community safety initiatives that respond to local issues and concerns.
2. Providing integrated services and facilities that encourage active living to improve health and wellbeing.
3. Valuing and supporting our Boandik and multicultural communities.
4. Planning, leading and facilitating high quality services to develop the potential of children and young people.
5. Ensuring support services and recreational activities are accessible.
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

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.

We will do this by:

1. Developing and implementing programs that support small business entrepreneurship and incubation, including opportunities for young entrepreneurs.
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.
3. Facilitating the growth of high quality secondary and tertiary education courses and facilities to cater for our increasing population.
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.

How does all this work?

Many community groups exist in isolation, but share common challenges. The Council can help to spread good ideas and techniques for and with the community. Many in the community do not belong to groups and face isolation, fostering a sense of community can reduce this isolation and the health issues that are associated with it. This goal is intended to bring together disparate threads that run through community activities and to pull them together enabling us to get more than the sum of the parts.

Many community groups look to Council for some form of support, others are fiercely independent. Whilst the Council cannot provide for every group in the community, we help provide some equity of opportunity. We will manage our activities well so that we can invest in helping community groups help themselves. Our programs and projects will be focused on where we can see multiple returns across our community, in the different layers that exist.

How will it be measured?

- School retention rates increase.
- New arrivals feel a sense of belonging to Mount Gambier and actively participate in community life.
- Youth are actively engaged in decisions that affect the community and the Youth Strategy begins to be implemented.
- Increased opportunities for Lifelong learning (Building Community Foundations and Resilience) and an increase in the percentage of people with post-secondary school training and education.
- A decline in obesity rates and improvement in the health outcomes of major diseases identified in the Mount Gambier Regional Public Health Plan.
- Projects which encourage an active lifestyle are embedded in the Council's annual project planning process.



GOAL 2

OUR LOCATION

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

Resilient and vibrant cities, those places that survive and prosper through economic and social change, are centrally located. They are places that attract people because of their proximity to key infrastructure, or in Mount Gambier's case, abundant natural resources. Fertile soil, plentiful water and a clean, green environment make Mount Gambier an ideal place to live, visit and invest. The community also identify certain priority areas including business and commercial services, access to health services, transport and education, as vital to creating a prosperous, bustling, vibrant and accessible city.

ENVISAGED OUTCOMES

- A destination to live, work, visit and invest.
- A city where people come for health and education.
- Infrastructure and transport systems that promote ease of access through a variety of methods.
- A city that provides goods and services that supports residents and visitors.
- A vibrant, engaging, safe city where people like spending time.

Why?

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 drink. 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 tourism.

What might I see?

Examples of projects that could be undertaken in this area would be:

- The development of a Material Recycling Facility in our region, enabling us to take more control of the range of recyclables we can process.
- Completion of the Rail Trail throughout all the available length of former railway line in the City.
- Investment in traffic and pedestrian management in the CBD, including wayfinding and signage.
- Connection of interconnected cycling / walking trails throughout the City.

What difference will it make?

Being able to capitalise on our location is key for us to demonstrate the unique benefits of our region. We have a great, liveable city, which when blended with capital city speed internet access is attractive for businesses. We have to be clear on our point of difference and demonstrate to a wider audience what we have to offer.

Showcasing our new and improved sporting and community facilities, together with our investment in events, will bring a new audience to Mount Gambier. A vibrant CBD can be the beating heart of a Mount Gambier renaissance. The transition eastwards with the location and relocation of popular businesses, creates an opportunity in the spaces made vacant. A focus on our streetscape, active ground floors, removing powerlines, effective CCTV coverage and improved connectivity and accessibility will help make for a CBD that meets the needs and aspirations of current and future generations.



GOAL 2 – OUR LOCATION

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.

We will do this by:

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. Continuing to work on projects that improve residential amenity, including Power Line Environment Committee (PLEC) projects.
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.
4. Regularly reviewing and updating Council's Asset Management Plans for each asset category.
5. Providing efficient visitor services by making tourism information access easier and more relevant.

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.

We will do this by:

1. Collaborating with Regional Development Australia (Limestone Coast) to develop and maintain a Mount Gambier Investment Prospectus.
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.
3. Encouraging growth and diversity in the forestry, food, wine production and value adding industries, as well as our service sector, underpinned by the establishment of an Economic Development Fund.
4. Working with other local government areas to develop cross-regional plans and initiatives.
5. Advocating for key initiatives with State and Commonwealth Governments.

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.

We will do this by:

1. Working with the Department of Environment and Water, Department of Planning, Transport and Infrastructure and other stakeholders to unlock opportunities in our city, from a leasing, licencing and ownership perspective.
2. Better understanding the constraints and seeking innovative solutions to overcome long-standing challenges through effective partnerships.
3. Developing an aspirational masterplan for the area enabling us to share a vision to the community and other key stakeholders.
4. Seeking to understand and exploit 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

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 effective marketing and working with our partners to raise the profile of our City and region.

We will do this by:

1. Seeking to hold six regional standard sporting events (or higher) in the new Community and Recreation Hub annually.
2. Continuing to hold six regional standard sporting events (or higher) at our outdoor facilities.
3. Seeking to market our region even better for your round adventurous activities.
4. Work in partnership with our sporting clubs to improve their facilities and to help them take advantage of accommodation opportunities for groups
5. Understand what a hero attraction in Mount Gambier would look like and how to create the opportunity to attract external investment.

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.

We will do this by:

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. Working with developers to capitalise on opportunities as the CBD changes with its focus shifting eastwards.
3. Understanding the traffic impacts and the management of delivery needs within a more pedestrian friendly environment.
4. Establish a collaborative activation strategy with CBD traders that delivers a mix of hospitality, cultural and boutique offerings.

How does all this work?

Our location is a selling point and one that we currently undersell. We can sell what we have and we can sell what we are building. Asking people to be part of something special – whether as a day visitor, a longer-term one or a new resident – is easier if the offering is good and there are clear plans to improve upon what is there. Much of what we want to do will be easier through the building of positive partnerships in our region. Whilst the region is reliant on the City for a number of key services, we are reliant on the region for our transport connections and the sustaining of our discretionary activities.

We have a good range of community and sporting facilities and by planning to improve the indoor and outdoor offerings. We can attract regional events in a range of activities, whether it is using the expo space in the Community and Recreation Hub or by a reinvigorated Blue Lake Sports Park. We also need to explore more vigorously with the State Government how a multiplicity of uses can be accommodated in the Crater Lakes precinct, without compromising the inherent beauty of the area.

How will it be measured?

- Reduction in adults living with preventable lifestyle diseases.
- Development of public spaces to support community connectedness and accessibility.
- Public places are vibrant, well maintained and easily accessible.
- The utilisation and usage of the Community and Recreation Hub.
- The number of vacant and unsightly premises in the CBD.



GOAL 3

OUR DIVERSE ECONOMY

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

Mount Gambier has a diverse and vibrant economy and is widely recognised as one of the State's leading regional service centres. Its key business areas include retail, professional services, government administration, manufacturing, tourism, hospitality, education, health care and social services.

This provides a strong economic base upon which the City can continue to diversify, innovate and grow the economy to support long-term sustainability and prosperity for the community.

ENVISAGED OUTCOMES

- Profitable businesses to support long-term economic sustainability and social prosperity.
- Innovative businesses and services to support a diverse and resilient economy.
- A City with a reputation for its innovative businesses and services with a well-trained and skilled workforce.
- Recognised as the regional hub for retail, tourism, professional services, manufacturing, hospitality, education and health care services.
- Inclusive and diverse employment opportunities to support long-term employment for all.
- Recognised as one of the leading tourism destinations in South Australia and western Victoria.

Why?

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 is in this space will be and how to leverage from the range of community and other events that it supports.

What might I see?

Examples of projects that could be undertaken in this area would be:

- Gateway statements at the five major routes into the City of Mount Gambier, giving visitors a sense of arrival.
- Development of prospectus for Mount Gambier.
- New waste management, reuse and recycling services made available to more people in the community.
- A review of tourism assets to determine how the tourism experience can be improved through more effective linkages between assets.
- Coordinated operation of iconic tourism assets.

What difference will it make?

A thriving economy will make the world of difference to Mount Gambier. A successful and sustainable city can drive and control its own growth. An economy that works for the residents of the city means that they have discretionary spending power, which further supports service sectors in the economy and keeps a virtuous circle of investment flowing.



Making the entrances visible and attractive will make the arrival to Mount Gambier more memorable. The city is the first or last major settlement in South Australia, depending on your direction of travel, but there is no sense of arrival. Like any first impression, this is important to how people view our city. If they like what they see they may be tempted to stay longer and then there is the opportunity to tell our story and to sell our points of difference. We need to be able to promote our assets and liveability to potential new residents and businesses and ensuring that our land use planning settings reflect our aspirations is an important tool.

GOAL 3 – OUR DIVERSE ECONOMY

3.1 Identity and Gateways

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

We will do this by:

1. Beautifying town entrances, gateways and public spaces.
2. Generating positive messages about Mount Gambier that are heard and recognised across our region, in Adelaide and across the country.
3. Engaging our leaders in strategies to address current barriers and in shaping the future.
4. Capitalising on and promoting the benefits of a multicultural community.
5. Encouraging the uptake and benefits of ultra high-speed broadband connectivity for small and growing businesses.

3.2 Land use planning settings

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

We will do this by:

1. Preparing updates to the Planning and Design Code that prepare the city for growth and revitalisation over the next 15 years.
2. Preparing a new Regional Plan for the Limestone Coast that enables us to plan for the region we want to see.
3. Advocating and planning for road, train, airport and communications infrastructure that better connects us with the world.
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

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

We will do this by:

1. Planning for housing growth that retains the lifestyle charm of the region, whilst providing a range of housing options to suit students, workers and managers, along with people and cultures with special needs.
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. 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.
4. Working with Housing SA to improve the quality of their stock through investment and joint development opportunities.
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

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.

We will do this by:

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.
2. Working with neighbouring Councils to develop and promote an integrated schedule of events that increases residential amenity and attracts tourists.
3. Zoning and planning processes, together with appropriate leases and licences that support tourism activity and the development of accommodation and eateries.
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.
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

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.

We will do this by:

1. Seeking to procure or develop recycled or renewable materials for our services.
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. Invest in education programs to reach everyone in our community to enhance understanding of options and actions.
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.
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.

How does all this work?

Getting the foundations are right on any building project. In this case, the Council can create opportunity through refining the planning settings for the city. Having got this right, we can focus on attraction – whether for visitors, students or any one at any stage of life – by making the city a welcoming place to live, study, work or visit. This 'welcome' needs to clearly be extended to businesses and current and future businesses need to be sure that we are 'open for business'.

A number of key features are non-negotiables for people who can choose where they live and work. The city needs to ensure it has a good mix of housing types and tenures to attract these people. They also seek access to good education, health and other professional services and connections and communication.

Tourism may open the door for a visitor to stay an extra night or even to relocate. What is available for a day visitor is available for residents often 365 days a year. Recycling and waste have become a particular focus for councils in recent time. Effective waste management can reduce the impost on the ratepayer, enabling the Council to recycle these funds into other services. The City of Mount Gambier sees waste management as an opportunity and will seek to invest and be entrepreneurial in the provision of shared services for our region.

How will it be measured?

- Increased number of new businesses and services.
- Increased levels of profitability for existing businesses.
- Improve skills and training for residents to meet employment needs.
- Increased number of engaged and employed youth.
- Increase in number of residents employed and a reduction in the level of under-employment.
- Increased tourism and events to Mount Gambier and the region.



GOAL 4

OUR CLIMATE, NATURAL RESOURCES, ARTS, CULTURE AND HERITAGE

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

Creative cities value cultural heritage and find innovative solutions to promote and implement sustainable environmental practices.

Preserving the environment is regarded by the community as an important measure of the quality of life in Mount Gambier.

ENVISAGED OUTCOMES

- City streets and open spaces alive with arts and culture.
- A stimulating place that inspires artists.
- Greater appreciation of Boandik art, culture and heritage.
- Cultural events and festivals make the City an attractive destination.
- A community engaged in building a sustainable future.
- Sustainability and environmental practices embedded in Council processes and decision-making.
- A healthy and pristine natural environment, including the underground aquifer systems.

Why?

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.

What might I see?

Examples of projects that could be undertaken in this area would be:

- The establishment of a recurrent public art fund delivering annually into our City.
- The development of a Sport, Recreation and Open Space Strategy for the City of Mount Gambier and Masterplans for key sporting facilities enabling their reinvigoration.
- The development of a best practice landfill at Caroline and creation of a solar farm.

What difference will it make?

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.



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

4.1 Natural Assets

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

We will do this by:

1. Working in partnership with relevant organisations to ensure a sustainable environment.
2. Protecting biodiversity for future generations.
3. Providing opportunities and funding for community involvement in projects aimed at developing environmental sustainability.

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.

We will do this by:

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.
2. Ensuring opportunities exist to access and experience natural areas.
3. Enhancing and promoting environmental experiences to encourage the involvement of our residents and attract visitors.
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

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

We will do this by:

1. Managing water through conservation, reuse and water quality.
2. Reducing the environmental impact of waste and maximising conservation of natural resource
3. Planning our response to climate change.
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

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

We will do this by:

1. Delivering a network of safe and convenient walking trails and cycle paths linking relevant land uses and recreation opportunities.
2. Providing library programs, resources and facilities that respond to the changing needs for knowledge, education and leisure.
3. Adopting a Reconciliation Action Plan and working to implement it sensitively.
4. Providing services, programs and facilities for the community to participate in a broad range of arts and cultural activities.
5. Celebrating our cultural diversity.



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.

We will do this by:

1. Reviewing our current visitor information centre location and the use of its space and our other buildings for creative industries.
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.
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. Work with the owners of prominent buildings and structures across the City to increase the visibility of public art.
5. Establish an annual public arts fund and street art event.

How does all this work?

The Council has been developing its creative city agenda for some time. This Strategic Plan pulls together the different threads of that agenda and weaves them throughout the Council's planned activities for the next four years. Creativity affects all of our lives in a multiplicity of ways and the Council's contribution is only a small part of what the community can create and deliver. The Council's role is one of an enabler and coordinator helping the different threads come together and form a cohesive pattern.

Creativity is important as to how we plan for future open space and sporting needs, how we will reduce our carbon footprint and how we will capitalise on the opportunities around recreation and culture. The Council will need creativity, innovation and a desire to embrace change to find new ways that work and deliver for all in our community in an affordable way.

Like the creative threads referred to above, the connections through the city need to be worked on and improved so that people are able to be more accessible by non-motorised forms of transport, with the associated health benefits.

How will it be measured?

- Reduction in waste received at the landfill and an increase in the reuse of products and kerbside organic waste and recycling.
- Reduction in greenhouse emissions produced by Council activities.
- Festivals and cultural activities become staples on the City's calendar of events.
- Relevant Mount Gambier sites are attributed Boandik names.
- Actions from the Reconciliation Action Plan are reported to Council annually.
- Artists are engaged to enliven and create a vibrant city.



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.

The principles underpinning our business and services are:

- **Effective**
- **Sustainable**
- **Responsive**
- **Improving**
- **Transparent**

Why?

This goal is new to the strategic plan. The Council should only be undertaking those activities that show a clear strategic fit between its plans and its delivery. As such, there is a need for a largely internal goal that demonstrates why internal investment in the functions of the Council should be undertaken.

What might I see?

Examples of projects that could be undertaken in this area would be:

- Improvements to our website or social media presence;
- A new operating system for back office Council functions;
- Elected Member and staff training;
- New payment options avoiding the need to visit Council offices.

What difference will it make?

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.

GOAL 5 – OUR COMMITMENT

5.1 Effective

- We will ensure that all work is undertaken in a cost-effective manner providing value-for money to the community.
- We will have a focus on quality in the delivery of all services and programs.
- Our internal systems will be efficient and will focus on enabling effective delivery.

5.2 Sustainable

- We will operate within our means, developing budgets that are affordable by the community with debt levels that do not constrain future development activities.
- We will use sustainable practices that protect and retain the biodiversity of the natural environment.
- We will seek to revise our procurement procedures to favour local suppliers, without an unaffordable burden for the community.



5.3 Responsive

- We recognise that the community is our customer and employer. We will operate with a strong customer service focus in all our work.
- We will enable the community to provide feedback on our activities and we will respond to our stakeholders' concerns in a timely manner.
- We will seek to move towards a position where our community can do business with us on their terms, via digital devices, 24/7, wherever they are in the world.

5.4 Improve

- We will seek to ensure we continually improve our services to and for the community.
- We will invest in new ways of working to ensure that the Council offers high quality, contemporary services.
- We will seek to improve our services for local businesses and meet our commitment under the Small Business Friendly Council Charter.

5.5 Transparent

- We will ensure information is easily accessible and we will report regularly to the community on progress against this plan.

How does all this work?

The Council undertook an employee engagement survey in 2019 and it demonstrated that we are fortunate to have a well-motivated and passionate workforce, who want to make the City they live and work in the best that it can be. Enabling the effective management of risk, the maintenance of our existing assets and the complementary delivery of new infrastructure will keep this city looking and feeling good into the future.

The management of the Council are committed to working with our employees to help them be the best they can be. The tools that our people need to do their job, the systems that enable effective delivery for and with our community will require investment over time to ensure they remain fit for purpose.

We intend to manage our resources well and not seek funding for projects or staff that do not deliver something extra and wanted by our community. Our first approach will be try to innovate and do something different within our existing budget. We will continue to be financially sustainable and seek to be prudent over the short-term in our expenditure.

Pulling the huge range of services together makes the multi-million dollar operation of Council a complex operation, with a huge range of conflicting priorities. This is further exacerbated by the volatile, uncertain and changing and ambiguous environment in which local government exists and the lack of control we have over our own destiny as other tiers of government cost shift responsibilities to us.

An effective strategic plan and informed decision-making are at the heart of our future operations. Joining the dots between existing strategies, potential projects and seeking opportunities will continue to enable the City of Mount Gambier to flourish.

How will it be measured?

Our Annual Report sets out the Council's performance against its targets. Separately, the Council will also report to the Small Business Commissioner, setting our performance against our intentions outlined in the Small Business Friendly Council Charter.

Granted funded projects delivered as a result of this Strategic Plan will also provide milestone reports, which will be made public at the completion of each project, subject to State or Federal Funding requirements.



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					
1.3 Sense of community					
1.4 Care for the community					
1.5 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 and gateways					
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					
5. OUR COMMITMENT					
5.1 Effective	✓	✓	✓	✓	✓
5.2 Sustainable	✓	✓	✓	✓	✓
5.3 Responsive	✓	✓	✓	✓	✓
5.4 Improve	✓	✓	✓	✓	✓
5.5 Transparent	✓	✓	✓	✓	✓

[TO BE COMPLETED AS PROGRESS IS ALSO MADE WITH THE ANNUAL BUSINESS PLAN & BUDGET]



[REAR COVER]

