

Reference: AF15/366

29th October, 2015

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

COPY: ALL MEMBERS

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

(Committee Room – Level 4):

Wednesday, 4th November, 2015 at 12.00 p.m.

An agenda for the meeting is enclosed herewith.

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



Tracy TZIOUTZIOUKLARIS
STRATEGIC PROJECT OFFICER

STRATEGIC PLANNING SUB-COMMITTEE

Meeting to be held in the Committee Room, Level Four of Civic Centre, 10 Watson Terrace,
Mount Gambier, on Wednesday 4th November, 2015 at 12.00p.m.

AGENDA

PRESENT: Cr F Morello (Presiding Member)
Mayor A Lee, Cr M Lovett, Cr S Perryman and Cr P Richardson

APOLOGIES:

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

COUNCIL MEMBERS
AS OBSERVERS:

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

MINUTES: moved that the Minutes of the previous meeting held on Friday 28th August, 2015 be taken as read and confirmed.

seconded

QUESTIONS:

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

1. REVIEW OF THE STRATEGIC PLAN – Ref. AF13/486

The Manager Business and Strategic Planning reported:

- (a) A number of workshops have been undertaken with Members to develop the draft Strategic Plan. The last of these workshops was held on Wednesday 23rd September, 2015. At this time, Members agreed on a number of Strategies and Objectives to be included within the draft Strategic Plan. At the conclusion of this workshop, it was determined that the draft Strategic Plan would be developed using the identified Strategies and Objectives.
- (b) A draft Strategic Plan has now been developed for Members perusal and consideration.
- (c) As a result of the development of the draft Strategic Plan a number of issues have arisen which require the further consideration and discussion of the Strategic Planning Sub Committee which include:
 - The high level strategic nature of the plan;
 - The ability to report on the implementation of the Strategic Plan.
 - The ability to be able to retain a flexible document that can accommodate for changes in the operations of Council and the completion of actions.

Strategic Planning Sub-Committee Agenda, Wednesday, 4th November, 2015 cont'd...

An example report has been developed to provide Members further information regarding what information would be reported to Council quarterly.

moved it be recommended:

- (a) The report be received.
- (b) To be determined at the meeting.

seconded.

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE

The meeting closed at _____ p.m.

TT/TLG
29th October, 2015

STRATEGIC PLANNING SUB-COMMITTEE

Minutes of meeting to be held in the Committee Room, Level Four of Civic Centre, 10 Watson Terrace, Mount Gambier, on Friday 28th August, 2015 at 12.00p.m.

PRESENT: Cr F Morello (Presiding Member)
Mayor A Lee, Cr M Lovett and Cr P Richardson

APOLOGIES: Nil

COUNCIL MEMBERS
NOT IN ATTENDANCE: Cr S Perryman

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

COUNCIL MEMBERS
AS OBSERVERS: Cr Ian Von Stanke

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

MINUTES: Cr Richardson moved that the Minutes of the previous meeting held on Wednesday 22nd July, 2015 be taken as read and confirmed.

Mayor Lee seconded.

Carried

QUESTIONS:

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

1. REVIEW OF THE STRATEGIC PLAN – Ref. AF13/486

The Manager Business and Strategic Planning reported:

- (a) At the Members Workshop held on Wednesday 24th June, 2015, Members identified those Key Strategies from the Futures Paper that were considered important. Those Key Strategies are the ones will form the base for the drafting of Council's new Strategic Plan.
- (b) The identified Key Strategies were documented and previously considered at the meeting held on 22nd July, 2015.
- (c) It is recommended that Council aim for a maximum of 5 key strategies for each goal as identified within the Futures Paper. Members also need to remember that the Futures Paper was developed with a very long time frame with the paper to be reviewed regularly. The Strategic Plan has a time frame of four years and obviously only a proportion of the Key Strategies identified within the Futures Paper will be able to be achieved over a four year period.

Strategic Planning Sub-Committee Agenda, Friday 28th August, 2015 cont'd...

- (d) It is also recommended that a minimum of one key strategy for each goal incorporate key legislative and governance activities undertaken by Council.
- (e) The key strategies as previously documented have been refined into a table format and is attached to the agenda as Attachment 1.

Cr Richardson moved it be recommended:

- (a) The report be received.**
- (b) The Strategic Plan in table format as refined during the meeting be finalised and provided to all Council Members and key Council Officers.**
- (c) The draft Strategic Plan be referred to a Members Workshop to enable all Members to have input into the development of the Strategic Plan. All Members are able to identify those key strategies that they wish to pursue and those which they wish to reconsider and/or delete.**

Cr Lovett seconded.

Carried

MOTIONS WITH NOTICE

Nil

MOTIONS WITHOUT NOTICE

Nil

The meeting closed at 12.55 p.m.

28th August, 2015
TT/TLG



City of
Mount Gambier

Community Plan

The Futures Paper –
Volume 1 2015 - 2019

Mount Gambier: A place the community is proud to call home

Contents

Message from Mayor Lee	3
Introduction	4
Council's Strategic Framework	5
The City of Mount Gambier and it's role	6
Our Community Plan	7
Goal 1: Our people	8
Goal 2: Our Location	10
Goal 3: Our Diverse Economy	12
Goal 4: Our Climate, Natural Resources, Art, Culture and Heritage	14
Summary	16

Message from the Mayor

The Futures paper, a long term strategic plan provides an important framework upon which Council has based the development of it's new Corporate Plan.



Andrew Lee
Mayor of Mount Gambier

To be finalized with Mayor Lee

With the development of 'The Futures Paper' completed in 2014, it was timely for Council to review and update it's strategic plan.

Council commenced the review of it's Strategic Plan in June 2015 to ensure the aspirations of the community were represented.

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

The Futures Paper is a long term strategic visionary document with a long term vision of the future development of Mount Gambier. It is this Community Plan which identifies those aspirations that able to be achieved over the term of this current Council.

Whilst this document has been based upon the aspirations as identified by the community within the Futures Paper, it is intended to engage and capture more short term aspirations of the community and guide the development of the new Community Plan. Council is committed to empowering the community in the preparation of this document.

The Futures Paper provided a rationale for city development in terms of four key characteristics:

- developing and supporting our people;
- building on the advantages of our location;
- sustaining our diverse economy; and
- valuing our climate, natural resources, heritage, culture and the arts.

Like all regional cities across Australia, Mount Gambier is impacted by social, economic and technological change. The way in which it responds to these changes will determined its prosperity and resilience over time. Unless the City has a platform of economic success it will be very difficult to realise aspirations related to health, wellbeing, community connectedness and economic prosperity.



The Local Government Act 1999 requires Council to develop and adopt plans for the management of its Council area.

As part of these plans Council must assess its financial sustainability, level of service delivery, provision of infrastructure and any anticipated demographic or developmental change.

The Futures Paper provides a long term strategic vision for the development of the City based upon the aspirations of the community. It is the Futures Paper which provides the basis of the development of this Community Plan. It is this Community Plan which makes reference to key aims, objectives, strategies and desired outcomes for the next four years.

The Community Plan is intended to guide the allocation of resources for the type and level of infrastructure and services provided for the community by Council.

The role of Local Government continues to grow from its traditional base and the scope of services is now wide and diverse including health, aged care, youth and support for special interest groups within the community.

Within the timeframe of this Community Plan, the community and Council will be faced with new challenges coming from:

- Demographic change
- Changes to State Legislation
- Maintenance of infrastructure
- Issues of environment and financial sustainability
- Adjustments to the structure and expectations of the community

- Rapidly changing information technology
- An increasingly competitive global economy.

The Futures Paper was endorsed by Council in October 2014 and is a long term visionary strategic document based on the aspirations and issues identified by the community.

It is now the peak Strategic Plan for Council. This new Community Plan is based on the Futures Paper.

As well as the Futures Paper and the Strategic Plan, Council in August, 2012 formally declared that the following additional plans also constitute the management plans of Council:

- The Corporate Plan – 2012
- The Long Term Financial Plan
- Infrastructure and Asset Management Plan.

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

- Vision and mission statements
- Objectives
- Strategic Direction and Key Performance Indicator's (KPI's)

The Strategic Plan is the key interface document between the Elected Members of Council in their primary policy setting role and Officers in Council delivering outcomes based on Council Policy. It is a pivotal policy and management document within which all associated business and management planning is undertaken.

The City of Mount Gambier exists to represent and lead the community and comprises an elected Mayor and ten Councillors.

Council plays an important role in addressing and advocating for the needs of its residential and corporate citizens and ratepayers. Council's role can be summarized as:

Service Provider:

- Direct** responsibility for funding and providing a service to the community.
- Partner** Contributes funds and/or other resources towards a service of initiative that is delivered in partnership with other organisations.
- Agent** Provides a service funded by or on behalf of others which involves hosting or other use of Council resources to fill particular needs in the community.

Regulator:

Required by legislation to fulfill a particular role or function in the best interest of the public.

Owner/Custodian:

Council owns and/or manages community infrastructure, community facilities, reserves, parks and gardens.

Advocator:

Represents the interest of the community by lobbying other tiers of government and the private sector for improved services and amenities.

Facilitator:

Brings together or connects people and groups to pursue issues, opportunities or shared interests.

Leader:

Provides leadership and guidance to the community in pursuit of a vision, goals and opportunities.

A place the community is proud to call home.

Council's vision has been developed as a result of extensive consultation with the Mount Gambier City Council and its community on what matters for the future city development.

This process was conducted as part of the development of the Futures Paper.

Vision:

A place the community is proud to call home.

This Community Plan focuses on what Council would like to achieve from the Long Term Strategic Vision 'The Futures Paper' for the next four (4) years. The current term of Council.

The Community Plan – The Futures Paper – Volume 1 2015-2019 is based around four (4) key themes as identified within the Futures Paper with a specific goal and series of corresponding objectives and strategies identified for each goal.

The four (4) key goals are:

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

Goal

Goal 1: Our People

To live a connected life of access and opportunity.

When asked to identify the factors that contribute to a prosperous and resilient City, people within the community identified good health, well-being and safety, followed by education and training, community connectedness and employment as being essential. These factors reflect community wide perception about Mount Gambier and what it means to live, work and play here.



Goal 1 – Our People

To live a connected life of access and opportunity

Objective: 1.1 Health, Well being & Happiness.

Strategies: 1.1.1 Encourage health, wellbeing and happiness with a focus on actions that involve citizens, engaging the broad range of stakeholders with a focus on the physical and mental well being of the community.

1.1.2 Lobby for appropriate health services to be delivered in the City.

Objective: 1.2 Being part of the community, helping others and fostering connectedness.

Strategy: 1.2.1 Create opportunities for all citizens to be involved in the community for everyone's benefit.

Objective: 1.3 Community pride, participation and social inclusion.

Strategy: 1.3.1 Build social awareness and inclusion in society, business and cultural activities across the city.

Objective: 1.4 Education.

Strategy: 1.4.1 Reinforce life long education and training as a priority.

Objective: 1.5 Youth.

Strategy: 1.5.1 Develop opportunities for young people to live a fulfilling life.

Objective: 1.6 Council's working culture is dynamic, flexible and entrepreneurial.

Strategy: 1.6.1 Build an organisational culture focused on teamwork, innovation, customer service, efficient business and continuous improvement.

Goal

Goal 2: Our Location

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

Places that survive and prosper through economic and social change, are centrally or well located. They are places where people are attracted to. The community identified access to health services, transport infrastructure and education as areas that could be focused upon to create a city that attracted people.



Goal 2 – Our Location

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

Objective: 2.1 Access to Facilities and Services.

Strategy: 2.1.1 Provide and advocate for appropriate services and facilities.

Objective: 2.2 Council's services and assets meet the needs of our community.

Strategy: 2.2.1 Provide infrastructure and services that are well planned, efficient, financially sound and sustainable.



Goal 3: Our Diverse Economy

A diverse, progressive and resilient economy that is innovative while generating jobs and services.

Mount Gambier has a relatively diverse economy including a high level of retail, manufacturing, education, health care and social services. This provides a strong base upon which the City can further develop a diverse, progressive, resilient and innovative economy that serves the south eastern region of South Australia and western Victoria.

This is reflected by the identification of the community that the strength and diversity of the economy is important.



Goal 3 – Our Diverse Economy

A diverse, progressive and resilient economy that is innovative while generating jobs and services.

Objective: 3.1 Meaningful secure employment within a sustainable diverse economy.

Strategy: 3.1.1 Build a resilient, diversified economy with an emphasis on attracting white and green collar opportunities, while maximising our traditional industry base involving collaboration and partnerships.

Objective: 3.2 Education and Training.

Strategy: 3.2.1 Advocate for skills training relevant to business needs.

Objective: 3.3 Assets/Sports facilities.

Strategy: 3.3.1 Make Mount Gambier a destination for travellers.

Objective: 3.4 Local production and consumption.

Strategy: 3.4.1 Develop innovative ways to encourage and facilitate local production.

Objective: 3.5 Be recognised as a highly regarded and reputable organisation.

Strategy: 3.5.1 Show leadership and engage with the community, operate according to regulations, ensure professional and ethical standards and services.

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

A internationally acclaimed green, creative city that robustly defends its environment.

Creative cities value their cultural heritage and find innovative solutions to promote and implement sustainable environmental practices. Preserving the heritage, both natural and built environment was regarded as an important measure of the quality of life in Mount Gambier.



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

An internationally acclaimed green creative City that robustly defends its environment.

Objective: 4.1 Desirable sustainable place.

Strategy: 4.1.1 Strive to make Mount Gambier a sustainable place in which all citizens are proud to call home.

Objective: 4.2 Cultural, History and Heritage.

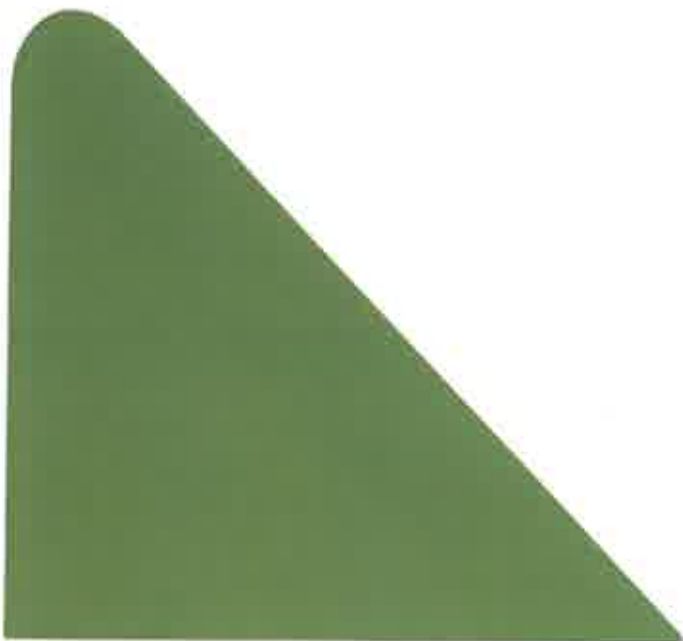
Strategy: 4.2.1 Generate pride in our environment, culture and heritage by actively learning about, promoting and preserving our heritage.

Objective: 4.3 Celebrate our culture.

Strategy: 4.3.1 Build a creative city that encourages artistic expression, celebrates cultural diversity and preserves heritage.

Objective: 4.4 Innovative programs to protect our environment.

Strategy: 4.4.1 Improve the sustainability of Council operations.



Summary

The Futures Paper for the City of Mount Gambier is a long term Strategic Plan.

The Futures Paper identifies and documents the aspirations of the community, identifies strategies and provides examples of actions designed to build a prosperous and resilient Mount Gambier. It is a summary of the consultations and discussions held with over 600 people across the Mount Gambier community.

This Community Plan is to be read in conjunction with the Futures Paper so as to be able to achieve a complete understanding of what Council intends to achieve for the duration of this Plan.

In preparing the Futures Paper it was recognized that much is already happening and that people and organisations are contributing on many ways helping the community achieve the aspirations contained within the Futures Paper.

This Community Plan has been developed using the aspirations, strategies and example actions identified within the Futures Paper. In particular it identifies those aspirations that this Council wishes to achieve over the next four (4) years.

As a result this Community Plan forms Volume 1 of the Futures Paper 2014-2019.

To ensure the strategies and objectives identified in this Community Plan are achieved quarterly reports are provided to Council. The public are able to access these reports.

Regular reviews of both the Futures Paper and this Community Plan are required to be undertaken to ensure they continue to reflect and represent the aspirations of the community. These reviews will involve opportunities for community participation.

Quarterly Summary Kpi Report

Community Plan – The Futures Paper Volume 1 2015-2019

For the month ending 30/03/2016

Description	Comment
Community Plan – The Futures Paper Volume 1 2015-2019	Example Actions
<p>Goal 1 – Our People</p> <p>To live a connected life of access and opportunity</p> <p>1.1 Health, Well Being & Happiness</p> <p>1.1.1 Encourage health, wellbeing and happiness with a focus on actions that involve citizens, engaging the broad range of stakeholders with a focus on the physical and mental well being of the community.</p> <p>1.1.2 Lobby for appropriate health services to be delivered in the City.</p> <p>1.5 Youth</p> <p>1.5.1 Develop opportunities for young people to live a fulfilling life.</p>	<p>March quarterly meeting held with the Hon Minister Pasin, Member for Barker and the Hon Minister Bell, Member for Mount Gambier to advocate for a new drug and alcohol rehabilitation facility. Others issues discussed include:</p> <ul style="list-style-type: none"> • The increasing need for palliative care; • The increasing percentage of obese adults within Mount Gambier. • The increasing numbers of people accessing the accident and emergency department of the Mount Gambier Hospital and increasing waiting times. <p>Information package developed on where to obtain access to people for advice on health, education, doctors and health services. These packages are distributed through the library, Council office, the Main Corner and other Non-Government Not for Profit service providers.</p> <p>Support provided for Food Bank and Meals on Wheels through the provision of \$2000 grants provided as part of the Mayor's Xmas Appeal 2015.</p> <p>Biannual Meeting held with the State Government agencies focusing on activities to keep youth busy.</p> <p>Two new lifelong learning programs developed.</p>

Quarterly Summary Kpi Report Community Plan – The Futures Paper Volume 1 2015-2019

For the month ending 30/03/2016

<p>Goal 3 – Our Diverse Economy</p> <p>A Diverse progressive and resilient economy that is innovative while generating jobs and services.</p> <p>3.3 Assets/Sports facilities</p> <p>3.3.1 Make Mount Gambier a destination for travelers.</p> <p>Goal 4 – Our Climate, Natural Resources, Arts, Culture and Heritage.</p> <p>A internationally acclaimed green, creative city that robustly defends its environment.</p> <p>4.3 Celebrate Our Culture</p> <p>4.3.1 Build a creative city that encourages artistic expression, celebrates cultural diversity and preserves heritage.</p> <p>4.4 Innovative programs to protect our environment</p> <p>4.4.1 Improve the sustainability of Council operations.</p>	<p>A youth strategy has been developed and will be released for community consultation as per the proposed engagement plan.</p> <p>A local tourism board has been established with representation from Council, the District Council of Grant, Wattle Range Council and 6 local industry tourism leaders with meetings scheduled bimonthly. A survey has been established to identify visitations to major tourist attractions throughout the City over the next three months.</p> <p>Arts and cultural plan has completed public consultation. Council is to consider all representations received at it's meeting scheduled for May 2016.</p> <p>Program implemented to promote walking and cycling by employees and to reduce the use of Council vehicles for work related activities. A savings of \$1500 in fuel costs have been achieved per month for the last three months.</p>
--	--