

Reference: AF15/366

8th May 2017

MEMBERS

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

Strategic Planning Sub-Committee

*(Operational Services Conference Room, Level 1): *please note change from usual location**

Thursday 11th of May, 2017 at 12:00 p.m.

An agenda for the meeting is enclosed herewith.



Mark McSHANE
CHIEF EXECUTIVE OFFICER

CONFLICT OF INTEREST DISCLOSURE FORM

I _____,
(insert name)

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

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

to be held on: _____
(insert date of meeting)

CONFLICT OF INTEREST DISCLOSURE

I consider that I have a:

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

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

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

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

which is to be discussed at that meeting.

MATERIAL

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

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

Signature

Date

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

ACTUAL

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

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

OR

PERCEIVED

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

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

Signature

Date

STRATEGIC PLANNING SUB-COMMITTEE

Meeting to be held in the Operational Services Committee Room, Level 1, Civic Centre
on Thursday 11th May, 2017 at 12.00 pm

AGENDA

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

APOLOGIES: Mayor A Lee

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
General Manager Business Services, Pamela Lee
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 25th November, 2016 be taken as read and confirmed.

seconded

QUESTIONS:

(a) With Notice - nil submitted

(b) Without Notice -

1. **COMMUNITY PLAN – Development of Strategic Plans - Strategic Planning Sub-Committee Report No. 01/2017 - Ref. AF16/185**

moved it be recommended the Strategic Planning Sub-Committee Report No. 01/2017 be received and the contents noted.

seconded

2. **COMMUNITY PLAN – Best People Best Community - The Community Plan and the Development of Corporate Key Performance Indicator's – Strategic Planning Sub-Committee Report No. 02/2017 – Ref. AF13/125**

moved it be recommended the Strategic Planning Sub-Committee Report No. 02/2017 be received and the contents noted.

seconded

Strategic Planning Sub-Committee Agenda, Thursday, 11th May, 2017 cont'd...

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE

The meeting closed at _____ p.m.

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STRATEGIC PLANNING SUB-COMMITTEE

Meeting held in the Committee Room, Level 4, Civic Centre
on Friday 25th November, 2016 at 1.00 p.m.

MINUTES

PRESENT: Cr F Morello (Presiding Member)
Mayor A Lee, Cr M Lovett (arrived at 1.10 p.m.), Cr S Perryman and
Cr P Richardson

APOLOGIES: Nil

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

COUNCIL MEMBERS
AS OBSERVERS: Nil

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

MINUTES: Mayor Lee moved that the Minutes of the previous meeting held on Friday 28th October, 2016 be taken as read and confirmed.

Cr Perryman seconded

Carried

QUESTIONS:

(a) With Notice - nil submitted

(b) Without Notice - nil

1. **BEST PEOPLE BEST COMMUNITY - Community Plan - Organisation Structure - Strategic Planning Sub-Committee Report No. 8/2016 - Ref. AF16/185**

Cr Richardson moved it be recommended Strategic Planning Sub-Committee Report No. 8/2016 be received and the contents noted.

Mayor Lee seconded

Carried

Cr Perryman vacated the meeting at 1.50 p.m. and did not return.

2. **STRATEGIC PLANNING SUB-COMMITTEE - Scheduled Meeting Dates - Ref. AF15/266**

The Manager Business and Strategic Planning reported:

- (a) Important scheduled meetings for Members in relation to Best People Best Community include:

Monday 5th December, 2016 Special Meeting of Council

Strategic Planning Sub-Committee Minutes, Friday, 25th November, 2016 cont'd...

Mayor Lee moved it be recommended:

- (a) the report be received and the Special Meeting of Council to be held on Monday 5th December be noted.

Cr Lovett seconded

Carried

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE - Nil

The meeting closed at 2.15 p.m.
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STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 01/2017

SUBJECT: UPDATE OF STRATEGIC PLANS

REF: AF15/366

INTRODUCTION

Council at its meeting in March 2017 determined:

- “(a) Corporate and Community Services Report No. 17/2017 be received;*
- (b) The Strategic Planning Sub-Committee oversee and provide guidance to Council on the development of the Strategic Plans and the strategic planning processes including community engagement and consultation processes.”*

Corporate and Community Services Report No. 17/2017 provided an overview of progress on a number of strategic documents/projects currently being undertaken by Council. This report was provided as a direct response to a motion moved by Council at its meeting held on Tuesday 21st February, 2017 which determined:

“To progress the strategic goals Council will:

- (a) prepare timelines for the development of a youth strategic and cultural plan by the end of March, 2017;*
- (b) complete the youth strategy and cultural plan by the end of the 2017 calendar year;*
- (c) table bi-monthly progress reports on the youth strategy, cultural plan, digital plan and economic growth strategy at the Corporate and Community Services Committee;*
- (d) devise a community engagement/consultation strategy for the digital plan by the end of March 2017.”*

This report provides an overview and status update on the progress made on the Strategic Plans currently being developed.

DISCUSSION

This report provides the Strategic Planning Sub-Committee the ability to ensure all new strategies have consistency with the City Development Framework, The Futures Paper and the Community Plan.

The Community Plan

The Community Plan was endorsed by Council at its meeting in May 2016. The Community Plan together with the Futures Paper are Council's key strategic documents and are supported by the Long term Financial Plan, the Asset Management Plan and the Annual Budget.

These plans identify the direction, services and facilities that Council wishes to provide for the community, specifically for the current term of Council but also for the future.

Within the Community Plan it has been specifically identified that the following Strategic Plans be prepared/undertaken:

Goal 1: Our People

Key Projects - Partner with young people to develop a youth strategy that reflects their aspirations of living

Goal 2: Our Location

Key Projects - Develop an Open Space and Asset and Management Strategy

Goal 3: Our Diverse Economy

Key Projects - To develop and implement strategies and actions and partner with relevant stakeholders to increase professional service delivery opportunities.

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

Key Projects - Develop a cultural plan for the City of Mount Gambier

Reconciliation Action Plan

Develop and implement a strategy to facilitate a reduction in greenhouse gas emissions.

Once the strategies have been developed it is anticipated that they will contain recommendations for actions, activities, projects that will have resourcing requirements that will impact on the Annual Budget, The Long Term Financial Plan and ultimately the delivery of services.

Summary of Strategies

Work has commenced on a number of strategies which is summarised as follows:

Strategy	Status
Digital Strategy Building a connected regional city	Final report received. Further report considered by Council in March 2017 regarding opportunities to partner with New Venture Institute.
City Growth Strategy 2017 -2027	Project Consultant engaged, ACIL Allen Consulting
Economic Performance Scorecard and Future Modelling	Econsearch engaged to undertake the development of the Economic Scorecard, case study & modelling. Final report completed.
Visitor Economy (Tourism) – Tourism Data Collection Project	Need to establish baseline information and structures in place. This project is to build a solid foundation upon which informed actions can be identified. Has recently commenced and data collection completed.
Visitor Economy (Tourism) Signage Strategy & Action Plan	Work has commenced.
City of Mount Gambier Tourism Review	Consultants engaged and Councillor Workshop conducted.
Reconciliation Action Plan	Reports provided through the Community Engagement and Social Inclusion Sub-Committee. RAP Focus Group formed and meeting monthly. RAP is developing
Cultural Plan/Strategy	Current budget allocation Work has commenced Strategic alignment with Community Plan undertaken Scope being developed Community Engagement Strategy being developed Negotiating timeline with Rachel Healy
Youth Strategy	Current budget allocation Work has commenced Strategic alignment with Community Plan undertaken Scope being developed Community Engagement Strategy being developed
Greenhouse Gas Emissions Strategy	Was discussed as the February, 2017 meeting of the Environmental Sustainability Sub Committee. Dr Tim Moore to be engaged to assist with the development of a long term carbon mitigation strategy.

Open Space and Asset and Management Strategy	Not yet commenced
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Digital Strategy

Council at it's meeting in April, 2017 considered a further report on the Digital Strategy and the New Venture Institute.

This involves the opportunity to partner with New Venture Institute and tapping into their incubator and innovation experience and connections to establish a regional hub in Mount Gambier. Significant work still needs to be completed and part of this is to gain funding commitment from stakeholders to attract external funds.

City Growth Strategy 2017-2027

As a result of the recent tender process ACIL Allen Consulting were appointed the project consultant.

Due to confidentiality/Commercial In Confidence provisions within their tender submission a summary of their proposal and credentials is provided for Members as follows.

ACIL Allen is the largest Australian owned, independent, economics and public policy consulting firm in Australia with 70 consultants plus support staff in the main Australian capital cities. ACIL Allen specialises in economic analysis, with the emphasis on the development and analysis of policy and strategy and is regularly engaged by Government, industry and the private sector to undertake economic analysis including:

- Strategic planning;
- Economic development;
- Economic forecasting;
- and Trend analysis.

The proposed project schedule is as follows:

31 March, 2017	project commences
Early April	inception meeting Meeting with key stakeholders Presentation of project plan Data Analysis
May	Consultation with Council Development of draft strategy
Late May	Final City Growth Strategy and Action Plan

Economic Performance Scorecard and Future Modelling

Council has received the final report from EconSearch.

Visitor Economy (Tourism) – Tourism Data Collection Project

Tourism data collection has been completed. Report being drafted.

Visitor Economy (Tourism) Signage Strategy & Action Plan

The draft report is currently being prepared.

City of Mount Gambier Tourism Review

Project consultants have presented draft report and sought feedback from key stakeholders.

Expect final report to be submitted June 2017.

Consultants engaged and Councillor Workshop conducted.

Cultural Development Plan and Youth Strategy

It needs to be highlighted that these are two separate strategies with different targeted outcomes, however the preparation processes share similar timeframes and preparation work.

Work has commenced with a project team being established to drive the projects.

Initial scoping is currently being undertaken.

CONCLUSION

Substantial work continues to be conducted in relation to the development of a number of strategies as identified within the Community Plan. Reports on these strategies will be provided as key achievements are reached.

In addition to reports on some of the strategies, Member Workshops will have been scheduled and help to enable and facilitate Council Member involvement, discussion and input into the strategies.

The development and actioning of the Strategic Plans will require ongoing monitoring, discussion and maintenance of the Long Term Financial Plan, Annual Budget Business Unit Plans and Key Performance Indicators.

RECOMMENDATION

- (a) Strategic Planning Sub-Committee Report No. 01/2017 be received;
- (b) the Strategic Planning Sub-Committee oversee and provide guidance to Council on the development of the Strategic Plans and the strategic planning processes including community engagement and consultation processes.



Tracy TZIOUTZIOUKLARIS
MANAGER – BUSINESS AND STRATEGIC PLANNING

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

2nd May, 2017
AL

STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 02/2017

SUBJECT: BEST PEOPLE BEST COMMUNITY - THE COMMUNITY PLAN AND THE DEVELOPMENT OF CORPORATE KPI'S

REF: AF13/125

INTRODUCTION

Best People Best Community was developed to focus on the delivery of the Community Plan. As previously identified the project work flow for Best People Best Community involved 8 steps which are as follows:

- Step 1: Data Collection
- Step 2: Development of the Service Register
- Step 3: SWOT Analysis
- Step 4: Service and Strategic (Functional) Alignment
- Step 5: Review of Organisation Structure
- Step 6: Development of Action Plans
- Step 7: Performance Development and Accomplishment Records
- Step 8: Development Centres

DISCUSSION

Steps 1 – 5 as outlined above have now been completed.

The last step completed, Step 5, involved a Review of the Organisational Structure of Council. The new Organisational Structure has been implemented over the first few months of 2017 with the four newly created General Manager positions being created and successfully filled, with the last General Manager commencing on 18th April, 2017.

To enable reporting outlining the achievement of the Community Plan new Key Performance Indicator's (KPI's) need to be developed. Along with these KPI's new action plans for the new business units and individual staff also need to be developed and further refined to reflect the outcomes of each service that has been aligned to the Community Plan. Performance Manager will need to be modified to report on the Community Plan outcomes to enable quarterly reporting on the achievement of the Community Plan to be reported to Council.

The Action Plans will be supported by a revised Performance Development Review process.

A project plan is currently being developed to outline this process and is envisaged to be provided to Members at the meeting of the Strategic Planning Sub Committee.

At this time it is proposed that a new reporting structure on the achievement of the Community Plan will be provided to Council in September/October 2017 and will provide information and collated data from the quarter commencing in July 2017.

CONCLUSION

To enable reporting to commence on the achievement of the Community Plan new Key Performance Indicator's need to be developed and implement throughout Council.

Along with these Key Performance Indicator's, new Business Unit Plans and Individual Action Plans will be developed to guide the organisation in the delivery of the aspirations contained within the Community Plan.

Performance Manager will be restructured to reflect the new organisational structure and to enable reporting on these Key Performance indicators.

It is envisaged that the new reporting structure will be in place for the consideration of Council in September/October 2017.

RECOMMENDATION

- (a) Strategic Planning Sub Committee Report No. 02/2017 be received and the contents noted.



Tracy TZIOUTZIOUKLARIS
MANAGER BUSINESS AND STRATEGIC PLANNING

Sighted:



Mark MCSHANE
CHIEF EXECUTIVE OFFICER

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24th April, 2017