

Reference: AF15/366

22nd April, 2016

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
(Committee Room - Level 4):

Thursday 28th April, 2016 at 12:00 p.m.

An agenda for the meeting is enclosed herewith.



Mark McSHANE
CHIEF EXECUTIVE OFFICER

STRATEGIC PLANNING SUB-COMMITTEE

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

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
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 Tuesday 15th March, 2016 be taken as read and confirmed.

QUESTIONS:

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

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

moved it be recommended:

- (a) Strategic Planning Sub Committee report 1/2016 be received.
- (b) The Community Plan be amended in accordance with the summary of submission tables and the changes proposed by the Strategic Planning Sub Committee as identified within the Gap Analysis.
- (c) The following additional Strategy be incorporated into the Community Plan:
“Goal 3 – Our Economy
Operate in accordance with relevant legislation, regulations, policies, appropriate governance and business practices and ensure professional and ethical standards.”
- (c) Upon the completion of the amendments as identified, the Community Plan be referred to Council for consideration of endorsement.

seconded.

The Manager Business and Strategic Planning reported:

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

seconded.

moved it be recommended.

- seconded.

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STRATEGIC PLANNING SUB-COMMITTEE

Minutes of Meeting held in the Committee Room, Level 4, Civic Centre, 10 Watson Terrace,
Mount Gambier on Tuesday 15th March, 2016 at 12.00p.m.

MINUTES

PRESENT: Cr F Morello (Presiding Member)
Cr S Perryman, Cr P Richardson and Cr M Lovett (arrived at 12.12p.m.)

APOLOGIES: N/A

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
Acting Director Operational Services, Daryl Morgan
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: Cr Morello moved that the Minutes of the previous meeting held on Friday 28th January, 2016 be taken as read and confirmed.

Cr Richardson seconded.

Carried

QUESTIONS:

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

1. REVIEW OF THE STRATEGIC PLAN – Copy of the Community Plan (Strategic Plan) to be provided - Ref. 13/486

The Manager Business and Strategic Planning reported:

- (a) The public consultation/engagement process in relation to the Community Plan has commenced with submissions due by Thursday 31st March, 2015. Members are encouraged to promote the Community Plan and encourage feedback from contacts within the community.
- (b) The community are encouraged participate via Council's website, but hard copies of the Community Plan and a feedback sheet is available if Members would like them.

Cr Perryman moved that a detailed summary of the submissions received be referred to a meeting of the Strategic Planning Sub Committee after the conclusion of the public consultation/engagement period for the Community Plan.

Cr Richardson seconded.

Carried.

2. COMMUNITY PLAN – Implementation and Resourcing Implications - Ref. AF15/179

The Manager Business and Strategic Planning reported:

- (a) Very initial discussions have commenced regarding the Community Plan, in particular the implementation of the Community Plan and it's implications for Council resources. It is considered appropriate to commence these discussions prior to the completion of the Community Plan so as to ensure it can implemented effectively and timely once endorsement by Council.
- (b) A Member's Workshop has been scheduled for Monday 21st March, 2016 commencing at 5.30p.m. in the Level 4 Committee Room to discuss this matter further.
- (c) Council will need to consider it's existing resources the relationship to the proposed new Community Plan.

Cr Perryman vacated the meeting at 1.19p.m. and did not return.

Cr Morello moved it be recommended:

- (a) the report be received.
- (b) The Gap Analysis presented at the meeting be refined and provided to all Council Members for further discussion.

Cr Richardson seconded.

Carried.

Cr Lovett vacated the meeting at 1.33p.m. and returned at 1.35p.m.

MOTIONS WITHOUT NOTICE

Nil

The meeting closed at 1.36 p.m.

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STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 01/2016

SUBJECT: COMMUNITY PLAN - COMMUNITY ENGAGEMENT AND CONSULTATION

REF: AF15/179

INTRODUCTION

The Strategic Planning Sub-Committee at its meeting held on Tuesday 15th March, 2016 determined:

“a detailed summary of submissions received be referred to a meeting of the Strategic Planning Sub-Committee after the conclusion of the public consultation/engagement period for the Community Plan”.

DISCUSSION

The Community Plan has been on public consultation from Tuesday 1st March, 2016 until Thursday 31st March, 2016.

The public consultation/engagement process involved notices and articles in the Borderwatch newspaper, radio interviews, the weekly affairs column of the Borderwatch and on the ‘Have Your Say’ section of Council’s website. Copies of the Community Plan were also available from the main and Operational Services reception areas of the Council Office and the Library. Members were also encouraged to seek feedback from the communities within which they were involved.

At the conclusion of the public consultation/engagement period, Council received 10 written submissions and 26 people completed the questionnaire located within ‘Have Your Say’.

For interest some of the statistics from the website include:

- 76 people accessed the information available on ‘Have Your Say’.
- 45 people downloaded the Community Plan.
- 25 people completed the survey.

A summary of the issues raised in the submissions and a recommended response is contained in the attached Summaries of Submissions.

It was generally noted that many of the issues raised can be accommodated or are captured within the proposed Strategic Objectives. Once Council has determined to proceed with the Community Plan, work will need to be undertaken to ensure the successful implementation of the Community Plan. It is at this stage that many of the issues raised could be accommodated and/or discussed by Council.

It is recommended that an additional internal focused strategy be added to the Community Plan which accommodates the Regulatory, Governance and Administrative processes of Council. The recommended wording of this proposed strategy is:

“Goal 3 – Our Economy

Operate in accordance with relevant legislation, regulations, policies, appropriate governance and business practices and ensure professional and ethical standards.”

CONCLUSION

Amendments be undertaken to the Community Plan as recommended within the summary of submissions tables and the changes previously recommended by the Strategic Planning Sub Committee.

The following additional Strategy be incorporated into the Community Plan:

“Goal 3 – Our Economy

Operate in accordance with relevant legislation, regulations, policies, appropriate governance and business practices and ensure professional and ethical standards.”

RECOMMENDATION

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

“Goal 3 – Our Economy

Operate in accordance with relevant legislation, regulations, policies, appropriate governance and business practices and ensure professional and ethical standards.”

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



Tracy TZIOUTZIOUKLARIS
MANAGER BUSINESS AND STRATEGIC PLANNING

sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

18th April, 2016

Appendix 1: Summary of submissions
Appendix 2: Copies of submissions
Appendix 3: Gap Analysis

City of Mount Gambier

Community Plan – The Futures paper 2015-2019

Community Engagement/Consultation

Summary of 'Have Your Say' Submissions

No.	Response Summary	Comments	Recommendations
1.	The wider walking paths around the valley lake conservation park need a massive annual weed and clean up.	This issue to be referred to the Operational Services Department of Council for further consideration as to the most appropriate action to be taken.	No changes recommended to the Community Plan.
2.	Advocate for more courses to be offered at TAFE and Uni SA. There needs to be a focus on getting tenants for the empty shops. Year round tourism and infrastructure must include an indoor pool. Council to be active in opposing coal seam gas exploration in the region.	These activities are addressed within the Strategies as incorporated within the Community Plan. It is anticipated that Council will represent the community in a broad range of issues as they arise. Council has extensively investigated an indoor pool previously. Council cannot afford the capital and ongoing operational costs. Council last resolved to not reconsider this matter before the 2017/2018 budget process.	No changes recommended to the Community Plan.

3.	<p>Identifying options for less mobile people, both physically and financially, to be able to be more active and involved.</p> <p>A community bus, or similar to collect and drop people off at/to their homes.</p>	<p>A Strategy has been developed to “create opportunities for all citizens to be involved in community life”.</p> <p>This issues can be further explored as part of the implementation of the Community Plan.</p>	No changes recommended to the Community Plan.
4.	<p>A bigger focus on tourism with a view to establishing a festival to attract people, like the Port Fairy Folk Festival. Combining the fork and cork with some sort of music festival.</p>	<p>The proposed Economic Blueprint will provide more information in relation to the tourism industry.</p>	No changes recommended to the Community Plan.
5.	<p>Acknowledgement of the Boandik people in public spaces and events.</p> <p>Cultural landmarks that celebrate the Boandik People and the migrants who have added so much to our community.</p> <p>Would like evidence of the Boandik People around the town.</p>	<p>Strategies have been developed identifying the importance of recognising both the Boandik culture and the cultural diversity of the City</p>	No changes recommended to the Community Plan.
6.	<p>Developing employment opportunities.</p> <p>Job providers and Tafe often work against each other to meet their respective targets.</p> <p>Strongly support the strategies and initiatives identified within Goal 3 – Our Diverse Economy.</p> <p>Job creation should be the utmost priority for Council.</p>	<p>These issues are likely to be considered as part of the implementation of Goal 3 – Our Diverse Economy.</p>	No changes recommended to the Community Plan.
7.	<p>Commercial Street should become a mall.</p>	<p>A mall and multi storey carparks</p>	No changes recommended to the Community Plan.

	<p>Ripley and Commerce Street car parks should be multi storey.</p> <p>Encourage pedestrian shopping.</p> <p>Update James and Bay Road intersection.</p> <p>Council to lobby to have government services decentralised.</p> <p>Encourage development of affordable housing and re development of derelict housing estates.</p> <p>Council should investigate rate relief or subsidies for new enterprises moving to Mount Gambier or expanding operations.</p> <p>Investigate the legitimacy of the natural gas supply monopoly.</p> <p>Need faster and greater access to the National Broadband Network.</p> <p>Uni SA needs to be encourage to offer more relevant courses to address skills shortages.</p> <p>The culture of indigenous Australia is mass unrepresented in Mount Gambier culture and needs to be addressed.</p> <p>Mount Gambier's diversity should not just be of Australia's indigenous, but also of others from Asia, Middle East to Europe.</p>	<p>have previously been discussed by Council. Council has not identified these projects to occur in the near future.</p> <p>Many of these issues can be incorporated within the proposed new strategies and may be considered as part of the implementation of the Community Plan.</p>	
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	Council needs to take the lead role in the economic development of Mount Gambier.		
8.	<p>Public transport, more bicycle lanes, CBD should be one way or pedestrian only.</p> <p>Stronger focus on new technologies.</p> <p>Lower taxes for digital/high tech business.</p> <p>Fibre optic for the whole region.</p> <p>Need more air support.</p>	<p>These issues can be incorporated within the proposed new strategies and may be considered as part of the implementation of the Community Plan.</p>	No changes recommended to the Community Plan.
9.	<p>Missed attracting talent and income generating business to the area.</p> <p>Identify what will attract business.</p> <p>Need to improve community/utility cycling infrastructure.</p> <p>Focus on high density residential development.</p> <p>Improve the quality of education.</p> <p>Tackle the drug and bkie issues.</p> <p>Work with and support youth.</p> <p>Better use of land fill gas should be investigated.</p> <p>The focus on sustainability is a little light. Sustainability needs to look at better use of resources, more appropriate housing design, low resource transportation and better</p>	<p>These issues can be incorporated within the proposed new strategies and may be considered as part of the implementation of the Community Plan.</p> <p>Council is currently involved the ARC Linkage project which is investigating the role of Local Government and the provision of Housing. The results of this research project will be considered by Council once the project has concluded.</p>	No changes recommended to the Community Plan.

	<p>exploitation of the renewable resources.</p> <p>Council should lobby for hemp growing, processing and pharmaceutical manufacturing.</p> <p>Work on a business investment approval process that gives priority approval to business and start ups that bring money into the region.</p> <p>Encourage value adding businesses.</p>		
10.	<p>Need to develop an enclosed or covered all year aquatic centre.</p> <p>Need to develop a swimming program for youth.</p> <p>Have missed 'Tourism and the availability of fun activities for tourists'.</p> <p>The Old Railway Station should contain a Coffee House and Local Arts and Crafts.</p> <p>The Valley Lake should contain a Restaurant/coffee house, paddle boats and canoes for hire.</p> <p>Everything Council purchases should be undertaken locally.</p>	<p>Council has extensively investigated an indoor pool previously.</p> <p>Council cannot afford the capital and ongoing operational costs.</p> <p>Council last resolved to not reconsider this matter before the 2017/2018 budget process.</p> <p>Council currently has an activation team investigating options for the use of the whole of the rail way lands site.</p> <p>Council has recently had discussions regarding the development potential of the Crater Lakes area.</p> <p>Council already purchases locally where appropriate and practical.</p>	No changes recommended to the Community Plan.
11.	Mental Health Services and battling the ice scourge.	Council has a number of strategies that relate to the health	No changes recommended to the Community Plan

		and welling of the community. As part of achieving these strategies Council may wish to identify mental health issues and drug rehabilitation.	
12.	<p>Where Small business is supported and can prosper.</p> <p>Where citizens are not beset by more by-laws, bureaucracy, and government dictates.</p> <p>Ease of travel to and from neighbouring towns.</p> <p>Better telecommunication.</p> <p>Council is to serve the ratepayers – not to impose feel-good impractical schemes for the benefit of bureaucrats.</p>	<p>The Economic Blueprint will provide further details as to guide economic development for the City including communication.</p> <p>Ease of travel to and from neighbouring towns will need to be considered at a regional level.</p>	No changes recommended to the Community Plan.
13.	<p>Requests Council to develop a vision for Mount Gambier in 15-20 years.</p> <p>How will Council handle population growth.</p>	<p>The long term vision for the City of Mount Gambier was developed as part of the City Development Framework Project and is contained within the Futures Paper.</p> <p>Consideration regarding population growth is considered as part of a number of activities undertaken by Council.</p>	No changes recommended to the Community Plan.
14.	<p>The role of Council is to maintain roads, ensure the area is clean and tidy and to ensure the city develops in a safe, orderly and compliant fashion.</p> <p>The 'Your Location' mission statement is</p>	<p>The maintenance of roads and the public sphere and regulatory control is a core function of Council activities.</p> <p>The Strategic Plan provides a</p>	No changes recommended to the Community Plan.

	<p>nonsensical, self evident and repetitive.</p> <p>Doubts that Council will be able to influence the measures of success.</p> <p>Council consistently gets things wrong.</p> <p>Community opinion should only be one part of a larger range of decision making aids.</p> <p>The most important thing is to focus on doing the best for the people, businesses, tourist and investors that are already here.</p>	<p>guide for Council to achieve the outcomes identified as being important by the community.</p>	
15.	<p>Need to grow on the three major festivals we already have, Generations in Jazz, MG Eisteddfod and Limestone Coast Choral and Vocal Comp.</p> <p>Mount Gambier needs to boost it's image.</p>	<p>Festivals and events are an important feature of the City's economy. Further investigations in relation to these are likely to be investigated as part of the Economic Blueprint.</p>	No changes recommended to the Community Plan.
16.	<p>Homelessness and hunger needs to be addressed.</p> <p>A greater focus needs to be on "reusing".</p> <p>Would like to see a salvage yard re-established by Council.</p> <p>Please stop the fluoridation of the water supply.</p> <p>Greater support for the creation and promotion of local cottage industries.</p> <p>Stronger promotion of 'buy local eat local'.</p>	<p>Council has identified strategies that relate specifically to supporting the well being of the community. Homelessness and hunger may be able to be addressed by Council as part of this strategy.</p> <p>Council has made a conscious decision to ensure that the City is environmentally sustainable. A salvage yard may be further considered as part of these activities.</p>	No changes recommended to the Community Plan.

	<p>Council promotion of more buskers in our streets and at markets would also be good.</p> <p>Proposed goal of 'doing whatever it is that needs to be done'.</p> <p>A greater focus supporting balanced instrumental music programs.</p> <p>Would like to see the main street developed as a mall.</p>	<p>The proposed economic blueprint will provide more information and direction for economic development within the City.</p>	
17.	<p>Needs to be more emphasis on encouraging people to visit.</p> <p>Training needs to focus on the shortages of qualified people for the jobs available locally.</p> <p>Tourism needs to be widespread.</p> <p>There needs to be better promotion of events.</p> <p>There needs to be more recognition of our indigenous people.</p> <p>Would like the public to have more say in the projects funded.</p> <p>A hydrotherapy pool and more footpaths would benefit more people.</p> <p>The needs of people with disabilities need to be taken into account.</p>	<p>Tourism and events are two activities to be included within the proposed Economic Blueprint.</p> <p>Council continually provides infrastructure to improve accessibility for people with disabilities.</p> <p>Council has identified that it is important to better recognise indigenous people.</p> <p>Council has extensively investigated an indoor pool previously.</p> <p>Council cannot afford the capital and ongoing operational costs.</p> <p>Council last resolved to not reconsider this matter before the 2017/2018 budget process.</p>	<p>No changes recommended to the Community Plan.</p>
18.	<p>Programs to battle climate change and</p>	<p>Council has identified strategies</p>	<p>No changes recommended to the Community Plan.</p>

	<p>encourage sustainability.</p> <p>Think globally by acting locally.</p> <p>Lobbying for more renewables.</p> <p>We need to have an ideal population, growth is good but we need to plan for limitations and sustainability.</p> <p>Need to use renewable power systems.</p>	<p>regarding environmental sustainability.</p>	
19.	<p>Fix the roads.</p> <p>Increase speed limits.</p> <p>Remove bike lanes.</p> <p>We should be doing as much as we can to stop the water table from going down.</p> <p>Without water, there is no life.</p> <p>Find ways to get and keep people working.</p> <p>There needs to be an area for Free of Low Cost camping.</p> <p>Need to have an area for RV Parking near the City Centre.</p> <p>Money should not be wasted on arts and landmarks that have little or no relevance.</p>	<p>There are numerous existing policies and controls in relation the protection of the quality of the underground water supply.</p> <p>Creating job opportunities and parking for RV vehicles may be further considered as part of the Economic Blueprint.</p> <p>Public art and landmarks play an important role within the wellbeing of the community and should not be disregarded,</p>	<p>No changes recommended to the Community Plan.</p>
20.	<p>Small to medium business owners and operators are important people.</p>	<p>These issues should be considered as part of the development of the Economic</p>	<p>No changes recommended to the Community Plan.</p>

	<p>Protection of environment and natural resources need to be included.</p> <p>Should be mindful of not wasting money on fads.</p> <p>Social media campaigns are not a true indication of a projects feasibility.</p>	Blueprint.	
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City of Mount Gambier

Community Plan – The Futures paper 2015-2019

Community Engagement/Consultation

Summary of Written Submissions

No.	Name and Address	Response Summary	Comments	Recommendations
1.	Joan Tremelling	<p>The Community Plan is highly commendable for outlining the planning for achieving community wishes.</p> <p>The Community Plan overlooks the need for reporting.</p> <p>Council should consider a relationship with the media to allow a regular column to be published on each of the envisaged outcomes/measures of success.</p> <p>The process will assist in increasing pride in the city and Council.</p>	<p>Council already undertakes reporting on the achievement of the goals within the Strategic Plan quarterly.</p> <p>These reports are available to the public.</p> <p>Further investigations could be undertaken in relation to promoting the ongoing achievement of the Community Plan.</p>	No changes recommended to the Community Plan.
2.	Aaron Izzard C/- City of Mount Gambier	<p>Suggested changes to terminology: “Bike lanes” to “cycling infrastructure”</p>	<p>Suggested changes be supported.</p>	Change the terminology.

		"Reusable" energy to "Renewable" energy.		
3.	Associate Professor Dr Judy Nagy University of South Australia	<p>Goal 1</p> <p>Some measures for success fit better under different goals.</p> <p>Some issues appear to be missing:</p> <ul style="list-style-type: none"> • Elderly; • Breadth and Diversity of Health Services. <p>Goal 3</p> <p>General comments regarding the wording of aspirations and measures.</p> <p>We need to add to the diversity of businesses we have not just increase the number.</p> <p>Goal 4</p> <p>The Measures of success appear too few.</p> <p>There is no mention of water infrastructure or water quality.</p>	<p>Many of the strategies and measures for success could apply in various goals.</p> <p>Council made a conscious decision to focus on certain issues for the current term of Council.</p> <p>Whilst not specifically mentioned, other issues are captured within the Strategic Objectives.</p>	No changes recommended to the Community Plan.
4.	Mr Brian Page	Suggested a welcome	This could be furthered	No changes

		<p>statement for all new citizens from all cultures and ethnicity.</p> <p>Environmental Sustainability is a core matter and could be strengthened as a core and long term principle at a bigger scale.</p> <p>Recommended the following statement be included:</p> <p>“to recognise the potential of the local forest based industries for environmentally sustainable energy needs and bio energy and cogeneration, and the potential of Mount Gambier as a sustainable bio-energy hub”.</p>	<p>considered in the proposed cultural plan.</p> <p>Environmental Sustainability features throughout the plan. Council may wish to strengthen these principles.</p> <p>This issue can be considered further within the proposed Economic Strategy/Blueprint.</p>	recommended to the Community Plan.
5.	Julie Moran	Requests further consideration towards an indoor pool facility.	<p>Council has extensively investigated this matter previously.</p> <p>Council cannot afford the capital and ongoing operational costs.</p> <p>Council last resolved to not</p>	No changes recommended to the Community Plan.

			reconsider this matter before the 2017/2018 budget process.	
6.	Anne Pick	<p>Develop a two way feedback process with the Community regarding the process of projects.</p> <p>Encourage greater use of existing assets.</p> <p>Develop small projects where the community to actively participate in the achievement of the goals.</p>	These are all issues warranting further investigation as part of the implementation of the Community Plan.	No changes recommended to the Community Plan.
7.	Jim Maher	<p>Supports the new structure of the Community Plan.</p> <p>Would like to see substantial reference to development of facilities for younger people.</p>	Investigations into the development of facilities for younger people will be included as part of the Youth Strategy. The Youth Strategy will provide a clearer direction of Youth needs and wants.	No changes recommended to the Community Plan.
8.	Mr D Aston	<p>It is important that people feel connected.</p> <p>The City needs to be a safe and caring environment where people enjoy good health and wellbeing.</p> <p>Request that a heated indoor pool/aquatic centre be identified as a priority</p>	<p>Council has extensively investigated this matter previously.</p> <p>Council cannot afford the capital and ongoing operational costs.</p> <p>Council last resolved to not reconsider this matter before the 2017/2018</p>	No changes recommended to the Community Plan.

		project as it satisfies the criteria of health and well being for the community.	budget process.	
10.	Mark Jones	<p>Both the Blue Lake and the Valley Lake are important to the City.</p> <p>The water quality of the Valley Lake should be as good as or better than the water quality of the Blue Lake.</p>	The Valley Lake is a natural water body. Council undertakes monitoring so as to ensure Council's activities do not impact on the water quality.	No changes recommended to the Community Plan.

Gap Analysis – City of Mount Gambier

Community Plan – The Futures Paper 2016 – 2020

<u>Goal 1 – Our People</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
	Encourage the relevant service providers to support the wellbeing of the community.		Community Services and Development. Regulatory (Community Health).	Currently undertaken.		Operational Costs. Continuing Costs.
	Lobby for improved and appropriate health services to be delivered in the City.	Investigate a resilience and wellness regional program and pilot study.	Community Services and Development. Regulatory (Community Health).	Currently being undertaken.	Substantially New.	Operational Costs. Continuing Costs.
	Create opportunities for all citizens to be involved in community life.	The Rail Trail – A Walking and cycling track extending from White Avenue to Blue Lake Sports Park.	Engineering. Environmental Sustainability. Regulatory (Community Health). Community Services and Development.	Currently being undertaken.	Substantially New.	Operational Costs. Capital Costs.

<u>Goal 1 – Our People</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
	Support social awareness and inclusion in society, business and cultural activities.	Forge partnerships and continue to support and develop community and cultural events that foster social inclusion.	Community Services & Development. Regulatory (Community Health). Environmental Sustainability.	Currently being undertaken.		Continuing Costs. Operational Costs.
	Create pathways to lifelong education and training.	Support Life Long Learning and Education opportunities.	Community Services & Development.	Currently being undertaken.		Continuing Costs. Operational Costs.
	Develop opportunities for young people to live a rewarding life.	Partner with young people to develop a youth strategy that reflects their aspirations.	YAG Community Services & Development. Regulatory (Community Health).	Currently work with youth.	Emerging.	Operational Costs. Project Costs.
		Develop Assist and support a community wide program to improve school retention rates.	Community Services & Development.	Commenced.	Emerging.	Operational Costs. Capital Costs. Program Costs.

<u>Goal 2 – Our Location</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
	Provide and advocate for appropriate and accessible services and facilities.	Advocacy and support to expand and develop life long learning experiences and opportunities.	Community Services & Development.	Currently undertaken.		Continuing Costs. Operational Costs.
		Advocacy and continued support for health providers.	Community Services & Development. Regulatory (Community Health).	Currently Undertaken.		Continuing Costs. Operational Costs.
	Provide infrastructure and services that are well planned, accessible, efficient, financially sound and sustainable.	Redevelopment of the Central Business District.	Engineering.	Currently Undertaken		Continuing Costs. Operational Costs. Capital Costs.
		Planning and development of the Rail Trail – from White Avenue to Blue Lake Sports Park.	Engineering.	Currently Undertaken.	Substantially New.	Operational Costs. Capital Costs.
		Continued implementation of the Infrastructure Plan and Asset Management Plan.	Engineering.	Currently Undertaken.		Continuing Costs. Operational Costs. Capital Costs.

<u>Goal 2 – Our Location</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
		Determine the types and levels of services provided by Council.	Council. CEO.	Continuously Undertaken.		Continuing Costs. Operational Costs. Capital Costs.
		Maintain and renew council assets to identified community needs.	Engineering. Community Services & Development.	Continuously Undertaken.		Operational Costs. Capital Costs.
		Develop an Open Space and Asset Management Strategy.	Engineering.	Emerging.		Continuing. Operational Costs. Emerging/Increasing Costs.

<u>Goal 3 – Our Diverse Economy</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
	Build a diverse and resilient economy through collaboration and partnerships.	Strengthen relationships with local, state and federal governments and key stakeholders to promote, support and realise economic opportunities.	Mayor. Members. CEO. Economic.	Currently Undertaken.	Emerging.	Operational Costs. Increasing Costs.
	Support existing traditional industries to diversify and create value added opportunities.	Support and assist to improve the relevant skills and qualifications of residents to create a dynamic and flexible workforce.	Economic. Community Services & Development.	To be developed.	Emerging.	Operational Costs. Operating Costs. Project Costs.
	Encourage and attract appropriate investment opportunities to support business growth and diversification.	Promote and activate the City's central business district to attract new investment, businesses and boost existing business capability and expansion.	Economic. Engineering.	To be developed.	Emerging.	Operational Costs. Operating Costs. Project Costs.
	Improve business skills and training to support a more responsive workforce.	Identify and secureencourage new markets for City based business products and services.	Economic.	To be developed.	New.	Operational Costs. Operating Costs. Project Costs.

<u>Goal 3 – Our Diverse Economy</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
		Improve linkages between post-secondary educators and employers to better align relevant and appropriate skills and training.	Economic.	To be developed.	New.	Operational Costs. Project Costs.
	Develop innovative practices and solutions to encourage and facilitate local business growth and sustainability.	Investigate innovative options to enhance digital and telecommunication services for residents and businesses.	Economic.	To be developed.	New.	Operational Costs. Project Costs.
		Explore innovative processes and technologies to improve local business opportunities, through improved productivity and increased profitability.	Economic.	To be developed.	New.	Operational Costs. Project Costs

<u>Goal 3 – Our Diverse Economy</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
	Partner with local tourism industry to grow Mount Gambier as a 'year round' tourism destination.	Support year round tourism initiatives and infrastructure.	Economic. Community Services and Development.	Previously undertaken.	Substantially New.	Operational Costs. Capital Costs. Project Costs.
	<u>To develop and implement strategies and actions and partner with relevant stakeholders</u> to increase professional service delivery options.	Promote City's unique identity and brand ("open for business") to be recognised as a centre of business excellence and a leading tourist destination.	Economic. Community Services & Development.	To be developed.	New.	Operational Costs. Project Costs
	Promote and attract new business opportunities in the local, national and international markets.	Attract new investment and innovative businesses to diversify economic base.	Economic.	To be developed.	New.	Operational Costs. Operating Costs
	Council to provide leadership and engage with the community in driving economic opportunities.	Review of Council resources to support mechanisms and services to support economic growth.	CEO. DCS. DOS. Economic.	To be developed.	New.	Operational Costs. Project Costs

<u>Goal 4 – Our Climate, Natural Resources, Arts, Culture and Heritage</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
	Strive to make Mount Gambier a sustainable place where all citizens are proud to call home.		Environmental Sustainability, Community Health, Engineering, Community Services & Development.	Currently Undertaken.	Emerging.	Operational Costs. Project Costs.
	Generate pride in our environment, culture and heritage by actively promoting and preserving our heritage.	Develop a cultural plan for the City of Mount Gambier. Better recognition and active preservation of our cultural heritage	Community Services & Development.	To be developed.	Emerging.	Operational Costs. Capital Costs. Project Costs.
	Boandik culture is a visible part of community life.	Better recognition and active preservation of our cultural heritage. Reconciliation Action Plan	Community Services & Development. Regulatory (Planning/Community Health). Engineering..	Commenced.	Substantially New.	Operational Costs. Operating Costs. Project Costs.
	Celebrate cultural diversity through awareness and participation.	Create and administer an arts and cultural grants fund.	Community Services and Development.	To be developed.	New.	Operational Costs. Grant Funding.

<u>Goal 4 – Our Climate, Natural Resources, Arts, Culture and Heritage</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
	Educate and support the community to reduce green house gas emissions, water consumption and waste.	Develop footpaths, bike lanes and alternative methods of transport to reduce the need to drive a car.	Engineering, Environmental Sustainability, Community Regulatory (Community Health).	Currently undertaken.		Operational Costs. Capital Costs. Project Costs.
	Strive to make Mount Gambier a recognised environmentally sustainable place.	Strengthen water sensitive street trees and plantings. Develop footpaths, bike lanes and alternative methods of transport to reduce the need to drive a car. Develop and implement a strategy to facilitate a reduction in greenhouse gas emissions.	Engineering. Environmental Sustainability.	Currently undertaken.		Operational Costs. Operating Costs. Project Costs.

<u>Goal 4 – Our Climate, Natural Resources, Arts, Culture and Heritage</u>	<u>Strategies</u>	<u>Key Initiatives & Services</u>	<u>Responsibility</u>	<u>Current Status</u>	<u>New/Substantially New/Emerging</u>	<u>Resources Required</u>
	Use place making strategies to promote public spaces and enhance community life.	Support the creation of new public art.	Community Services & Development. Engineering. Regulatory.	To be developed.	New.	Operational Costs. Capital Costs. Project Costs.
	Build a creative City that encourages artistic expression and celebrates cultural diversity.	Develop a forward plan for the operation of the Riddoch Art Gallery.	Community Services and Development.	Being developed.	Substantially New.	Operating Costs. Project Costs. Capital Costs.
		Facilitate and enable regular cultural and artistic performances.	Community Services and Development.	To be developed.	New.	Operating Costs. Project Costs.
	Improve the sustainability of Council operations.	Undertake a feasibility study of Council facilities to support reusable energy initiatives.	Environmental Sustainability.	Continuous Improvements.	Emerging.	Operating Savings.

STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 02/2016

SUBJECT: COMMUNITY PLAN - IMPLEMENTATION AND RESOURCING

REF: AF15/179

INTRODUCTION

A Council Members Workshop was held Wednesday 23rd March, 2016 to discuss the implementation of the Community Plan and the implications on resourcing.

DISCUSSION

Discussions in relation to the implementation and resourcing of the Community Plan have been continuing and this report provides Members with an update of these discussions.

(i) Gap Analysis

Further work has been undertaken in relation to the initial Gap Analysis, in particular identifying:

- (a) Activities currently undertaken throughout Council that currently align with the Community Plan.
- (b) Activities currently undertaken throughout Council that do not align with the Community Plan.
- (c) Activities identified in the Community Plan that areas within Council's administration have responsibility for but currently have no resources allocated to those activities.

This initial work has been primarily to develop an understanding throughout Council of the resourcing implications on the Community Plan. It is important to note that this work has not yet been completed.

Some initial conclusions from these discussions include:

- 1. An additional Strategy should be included in the Community Plan to recognise the legislative, regulative, policy, appropriate governance and business practice functions of Council.
- 2. Significant work will need to be undertaken to align the aspirations of the Community Plan with the current organizational functions, including the budget process.

It was during these discussions that it has been identified that there are a significant number of activities undertaken by Council's administration that are required to be undertaken regularly to ensure Council is compliant with legislative requirements in its day to day operations.

(ii) 2016/2017 Budget – Additional Funding/Ongoing Commitment

Priorities and timing of activities identified within the Community Plan will need to be developed so as to ensure they can be appropriately funded as part of Council's budget deliberations. This will need to occur throughout the proposed four year life of the Community Plan.

- (iii) Performance Manager and reporting to Council

Once the Community Plan has been endorsed by Council, Key Performance Indicators will be developed that relate specifically to the implementation of the Community Plan. It is these Key Performance Indicators that will form the base upon which quarterly reports will be provided to Council on the achievement of the activities identified within the Community Plan.

- (iv) Development of Business Unit Plans for the whole of Council

Business Unit Plans have been developed for all of the different Departments/Divisions of Council. These Business Unit Plans are for twelve months and identify the activities that all employees are expected to be undertaking as part of their duties with Council.

The Business Unit Plans are developed from the aspirations as identified within the Community Plan, and form the basis upon which the Community Plan is implemented throughout the organisation as a whole.

As part of the Business Unit Planning process the identification of individual staff responsibilities is undertaken. These responsibilities are then included as part of the Performance Development Review process of employees.

CONCLUSION

There is a lot of work to be undertaken to implement and appropriately resource the aspirations and activities identified within the Community Plan.

This report provides a general overview of how the Community Plan provides the basis upon which the activities of Council's administration are developed. From reporting to Council on the achievement of the Community Plan to the Performance Development Review Process of individual employees.

RECOMMENDATION

- (a) Strategic Planning Sub Committee report 2/2016 be received.
- (b) Upon the endorsement of the Community Plan by Council, work be undertaken to commence the implementation of the Plan.



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MANAGER BUSINESS AND STRATEGIC PLANNING

sighted:



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