

STRATEGIC PLAN 2016 – 2020



A progressive and caring Council

Adopted 4 April 2016

FOREWORD	1
OUR VISION, MISSION & VALUES	2
COUNCIL PROFILE & DEMOGRAPHICS	3
STRATEGIC FRAMEWORK	6
OUTCOMES & STRATEGIES	7
COUNCIL'S DECISION MAKING STRUCTURE	14
STRATEGIC DOCUMENTS	15
ANNUAL BUSINESS PLAN & STAFF RESOURCES	16
REGIONAL, STATE & REGIONAL REPORTS	17
CONTACT INFORMATION	18

FOREWORD

Welcome to the District Council of Grant 2016–2020 Strategic Management Plan.

Strategic management planning is an evolving process and this plan will be regularly reviewed to reflect changes in both government and community requirements, expectations and priorities. Since the last plan was adopted on 21 May 2012, Council members and staff have been implementing the various outlined strategies to achieve the outcomes scheduled for completion during the planning period.

After taking into account all of the external influencing factors that must be considered, the Strategic Management Plan is the cornerstone that underpins the basis of all other Council processes, plans and management documents. The annual business plan, incorporating budgets and resource allocation should reflect the priorities of the Strategic Management Plan.

The key strategic and emerging issues that have been considered by Council in this plan include:

- Regional and local transport infrastructure planning and provision, including Mount Gambier Airport.
- Consideration of land availability and land use from a planning perspective, with an early priority on future provision of Industrial Land.
- Continued advocacy to all levels of Government for services, facilities and projects for the community (health, medical services, infrastructure, telecommunications, etc).
- Recognition that we have an ageing population and the need to advocate, plan and facilitate provision of services
- Continuing support for the expansion and retention of education and training services including TAFE SA and University of SA, Flinders University Rural Clinic School and Southern Cross University.
- Implementation of adopted Port MacDonnell, River & Coast, and Tarpeena Masterplans
- Population growth
- Financial sustainability and accountability
- Community engagement
- Impacts of climate change, and coastal management challenges
- Councils role in Economic Development
- Continued assessment of business systems and approach throughout Council.

In reviewing Council's most recent Strategic Management Plan spanning the years 2012-2016, Elected Members and senior Council staff undertook several workshops to set out objectives and strategies to be focused on in the new plan. Following those workshops, a draft Strategic Management Plan was developed and through public consultation with the community, feedback was sought and incorporated into the plan.

This new Strategic Management Plan, which sets out the future direction of Council for the next five years is a direct result of the review process involving valuable input from Council elected members, Council staff, and the community.

OUR VISION, MISSION & VALUES

OUR VISION

“A progressive and caring Council, providing responsible leadership, sustainable development and cost effective quality services.”

OUR MISSION

“To provide a range of services which meet the environmental, social and economic needs of our community.”

OUR VALUES

We have adopted three core values that will underpin how we approach the delivery of outcomes of this Strategic Management Plan.



COUNCIL PROFILE & DEMOGRAPHICS

COUNCIL PROFILE

The District Council of Grant is the most southern local government area in South Australia. Situated on the south east coast it is bounded to the south and southwest by the Southern Ocean, the Victorian Border to the east and the Wattle Range Council to the north and northwest. The Council encircles the local government area of the City of Mount Gambier. The Council is predominantly rural with a number of small townships. Our population was 7,855 (as at 2011 census) and covers an area of 1,898 square kilometres.

The area contains some of the richest and most productive agricultural land in South Australia. Dairying, beef and sheep production, wool, seed and grain production and horticulture are the predominant agricultural activities. The Port MacDonnell fishing industry, in particular the rock lobster industry is a significant factor in the economy of the area. Port MacDonnell is acknowledged as the “Southern Rock Lobster Capital of Australia”. Forestry production and related secondary industries of logging, milling and production of paper products are major economic and employment generating activities. Industry and primary production is valued at over \$797 million per year with a further \$440 million per year generated in export income.

Features such as the spectacular coastline and the natural and built heritage, including Canunda National Park, Lake Bonney, and Picaninnie Ponds and Ewens Ponds, and exceptional cave diving opportunities make the area a popular and growing tourist destination and a recreational playground for local, national and international visitors.

The District Council of Grant is a diverse collection of townships and communities and we value the different approaches, opinions, and expectations from our communities including:



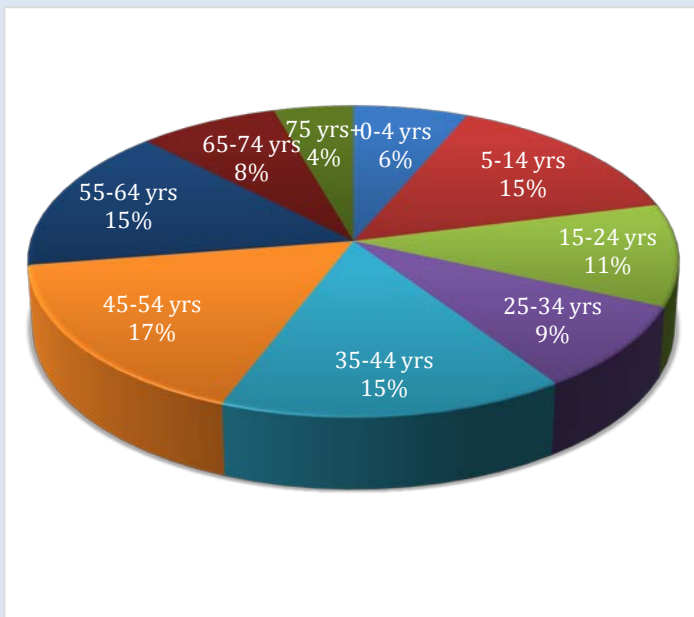
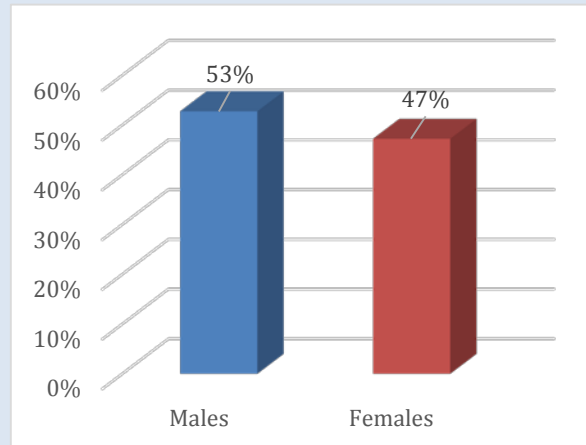
The Council provides a range of support and development services as well as administrative and regulatory functions to improve the quality of life for all people who live, work, do business, enjoy leisure and visit the community and its environs.

COUNCIL PROFILE & DEMOGRAPHICS

COUNCIL DEMOGRAPHICS

Population Breakdown

Male	4,144	53%
Female	3,711	47%
Total	7,855	



Population Breakdown by Age

Median age: 41

0-4 yrs	503	6%
5-14 yrs	1,148	15%
15-24 yrs	835	11%
25-34 yrs	690	9%
35-44 yrs	1,204	15%
45-54 yrs	1,315	17%
55-64 yrs	1,186	15%
65-74 yrs	620	8%
75 yrs +	354	4%

Median mortgage repayment (\$/month)	1,300
Median rent (\$/week)	135
Average people per household	2.7
Median household income (\$/week)	1,184
No. of private dwellings	3,663

Ethnicity Breakdown by Country of Birth (Top 8)

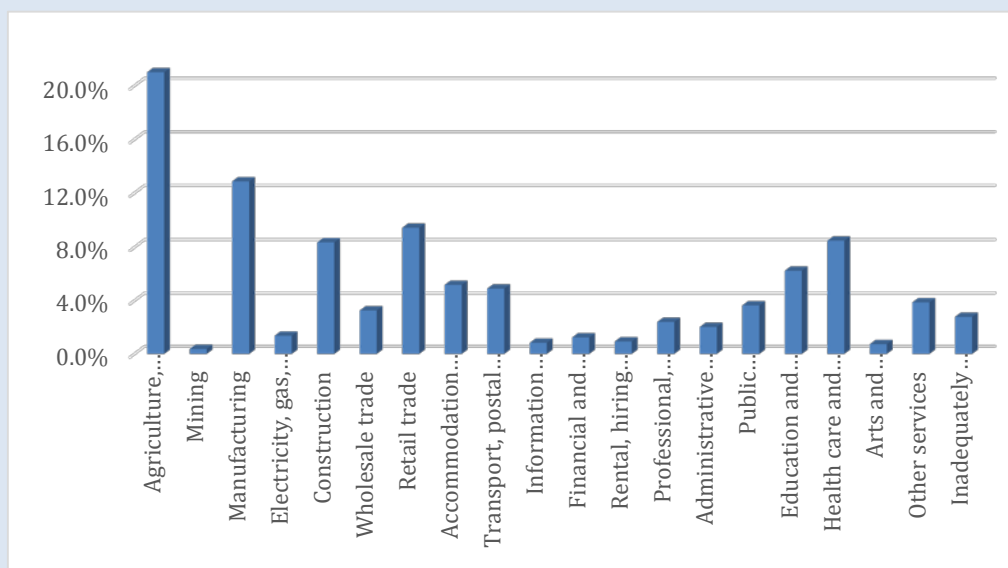
Australia	4,814	61.3%
Indigenous Australians	92	1.9%
United Kingdom	136	1.7%
New Zealand	60	0.8%
Netherlands	34	0.4%
Germany	20	0.3%
Phillipines	13	0.2%
Other	41	0.5%

Source: 2011 Census of Population and Housing, Australian Bureau of Statistics

COUNCIL PROFILE & DEMOGRAPHICS

ECONOMIC DRIVERS

	<u>No. of Persons Employed</u>		<u>Value of Industry (\$m)</u>
Agriculture, forestry and fishing	831	21.0%	1,440
Mining	15	0.4%	13
Manufacturing	509	12.9%	490
Electricity, gas, water & waste	54	1.4%	38
Construction	331	8.4%	180
Wholesale trade	129	3.3%	116
Retail trade	374	9.5%	161
Accommodation & food	205	5.2%	285
Transport, postal & warehousing	194	4.9%	126
Information media & telecommunications	33	0.8%	23
Financial and insurance	49	1.2%	66
Rental, hiring & real estate	37	0.9%	216
Professional, scientific & technical	95	2.4%	128
Administrative & support	80	2.0%	43
Public administration & safety	144	3.6%	
Education and training	247	6.2%	104
Health care & social assistance	336	8.5%	119
Arts & recreation	29	0.7%	20
Other services	153	3.9%	38
Inadequately described/not stated	110	2.8%	
TOTAL:			3,606



Source: 2011 Census of Population and Housing, Australian Bureau of Statistics

STRATEGIC FRAMEWORK

GOALS	OUTCOMES
<p>Physical Infrastructure is improved and developed</p>	<ul style="list-style-type: none"> • Improved roads & infrastructure, transport links, footpaths and walking/cycle trails • Improved public spaces • Improved regional infrastructure (including non-council infrastructure) • Improved Airport infrastructure and services • Improved Mount Gambier Saleyards infrastructure and services • Improved marine infrastructure
<p>Economic development opportunities pursued and promoted</p>	<ul style="list-style-type: none"> • Growth of new and existing industries and businesses • Increased tourism • Existing events supported and new events developed • Land developed to meet future needs and demands
<p>Improved community services delivered that support community expectations</p>	<ul style="list-style-type: none"> • Improved and accountable partnerships and services provided by other stakeholders • Effective and improved community development programs • A safe and vibrant community
<p>Strong leadership, management, and delivery of transparent council services</p>	<ul style="list-style-type: none"> • Effective communication and consultation with the community and regional partners • Effective Council management and business systems • Effective regulatory services • Effective support and services to Elected Members • Effective partnerships with stakeholders
<p>Sustainable use, accessibility and planned use of our natural and built environment</p>	<ul style="list-style-type: none"> • Alternative energy solutions and opportunities explored • Improved and continued public access to our natural environs (parks, coast, marine parks) • Sustainable approach to coastal protection strategies • Sustainable Community Waste Management Systems implemented and maintained • Sustainable Waste Management Services

OUTCOMES & STRATEGIES

GOAL 1	Physical Infrastructure is Improved and Developed	
Services	Airport Building and Property Services Cemeteries Marine Facilities Parks & Gardens Public Conveniences	Road Construction & Maintenance Saleyards Stormwater Drainage Traffic Management Works & Depot Operations

Outcome	Strategies
Improved roads & infrastructure, transport links, footpaths and walking/cycle trails	<ul style="list-style-type: none"> • Develop, review and implement the Transport Asset Management Plan • Develop, review, and implement the Building Asset Management Plan • Develop, review, and implement the Fleet Asset Management Plan • Develop, review and implement the Stormwater Asset Management Plan • Assessment and maintenance of Council infrastructure, including land, and disposal of surplus infrastructure • Develop a signage strategy (including style guide for future signage), particularly in relation to tourism • Pursue funding partnerships for infrastructure improvements and opportunities
Improved public spaces	<ul style="list-style-type: none"> • Implement the Port MacDonnell Master Plan • Implement the River & Coast Masterplan • Implement the Tarpeena Community Plan • Develop, review, and implement an Open Space Asset Management Plan.
Improved regional infrastructure (including non-council infrastructure)	<ul style="list-style-type: none"> • Assist in the development a Regional Infrastructure Plan (including non-council infrastructure) in collaboration with regional and State Government partners • Assist in the development, review and implementation of the Green Triangle Freight Action Plan

OUTCOMES & STRATEGIES

GOAL 1

Physical Infrastructure is Improved and Developed

Outcome	Strategies
Improved Airport infrastructure and services	<ul style="list-style-type: none"> • Develop, review, and implement the Mount Gambier Airport Masterplan & Asset Management Plan • Assess, plan and advocate for growth and expansion of passenger services • Assess, plan, and advocate for aviation related business or industry development at and from the Airport • Pursue funding partnerships for Airport infrastructure improvements and opportunities
Improved Mount Gambier Saleyards infrastructure and services	<ul style="list-style-type: none"> • Develop, review, and implement the Mount Gambier Saleyards Masterplan & Asset Management Plan • Develop, review, and implement a marketing plan for retention and attraction of business to the Saleyards • Pursue funding partnerships for saleyards infrastructure improvements and opportunities
Improved marine infrastructure	<ul style="list-style-type: none"> • Maintain and improve Port MacDonnell Marine Infrastructure • Maintain and improve Blackfellows Caves Marine Infrastructure • Develop, review and implement plans for marine infrastructure at Carpenters Rocks • Develop, review, and implement plans for boating facilities on the Glenelg River within our Council area

OUTCOMES & STRATEGIES

GOAL 2	Economic Development Opportunities Pursued & Promoted	
Services	Economic Development Events	Land Development Tourism

Outcome	Strategies
Growth of new and existing industries and businesses	<ul style="list-style-type: none"> • Develop, review and implement an Economic Development Framework & Action Plan • Assist business and industry through advocacy, advice, and facilitation of economic development opportunities • Continue to assist industry to facilitate opportunities for value adding • Develop and implement a China Engagement Strategy to support investment and export opportunities • Develop and implement an International Engagement Strategy to support investment and export opportunities • Maintain active involvement and collaboration with Limestone Coast RDA and projects
Increased tourism	<ul style="list-style-type: none"> • Implement the Limestone Coast Regional Trails plan within our district where financially viable • Develop and implement a tourism strategy • Pursue development of Port MacDonnell Old Boatyard land • Engage with the Limestone Coast Collaborative to assist in regional tourism promotion and development • Engage with the Mount Gambier and Districts sub-regional tourism group to assist in local tourism promotion and development.
Existing events supported and new events developed	<ul style="list-style-type: none"> • Support and promote existing events • Assess opportunities for new events • Continue to coordinate and promote the Australia Day Community Event in collaboration with Community Groups.
Land developed to meet future needs and demands	<ul style="list-style-type: none"> • Undertake Industrial Development Plan Amendment • Undertake Country Rural Living review including township zones and boundaries • Undertake annual reviews of planning strategy to assist in future direction and demands for land use • Promote and facilitate residential/rural living development opportunities with the private sector

OUTCOMES & STRATEGIES

GOAL 3	Improved Community Services Delivered that Support Community Expectations	
Services	Aged Care Services Community Development Community Services Education	Health Services Public Order & Safety Sport & Recreation Youth Services

Outcome	Strategies
Improved and accountable partnerships and services provided by other stakeholders	<ul style="list-style-type: none"> • Assist in the development, review, and implementation of the Regional Public Health Plan • Advocate for enhanced levels and standards of health services (including aged care, palliative care, etc) • Advocate for enhanced educational services, facilities, and opportunities • Support and advocate for general health, education, and community service outcomes delivered by other agencies in our region
Effective and improved community development programs	<ul style="list-style-type: none"> • Develop, review, and implement the Community Development Framework & Action Plan • Maintain and improve youth programs including Geared2Drive program and new initiatives • Assess, review and implement operational and community expectations for Port MacDonnell Community Complex. • Support and collaborate with the Limestone Coast LGA StarClub Program • Review and facilitate community grant programs across community organisations and clubs
A safe and vibrant community	<ul style="list-style-type: none"> • Advocate for and support the Mount Gambier Road Safety Group • Maintain a collaborative approach and involvement in drug and alcohol strategies and solutions for the community • Advocate for, and assist in the development of community, recreational and sporting facilities • Maintain a collaborative approach with other stakeholders (SAPOL, etc) to assist in providing a safe community

OUTCOMES & STRATEGIES

GOAL 4	Strong Leadership, Management, and Delivery of Transparent Council Services	
Services	Corporate Business Systems Corporate Finance & Administration Elected Member Support Governance Human Resource Management	Information Technology Public Relations Rates Administration Regulatory Services Strategic Planning

Outcome	Strategies
Effective communication and consultation with the community and regional partners	<ul style="list-style-type: none"> • Develop and maintain local, regional, State & Federal relationships • Maintain active involvement and collaboration with Limestone Coast LGA and projects • Continual improvement and use of marketing, promotion, and communications including media, Council website, Facebook, and other medians.
Effective Council management and business systems	<ul style="list-style-type: none"> • Develop, review and implement Councils Long Term Financial Plan • Review Councils Governance and Strategic Policy requirements • Develop, review and implement a Human Resource Framework • Develop, review, and implement a Risk Management Framework • Undertake a review of Councils Rating models and approach • Periodically assess organisational structures, management systems, working environment and performance
Effective regulatory services	<ul style="list-style-type: none"> • Maintain an effective and proactive regulatory framework for Animal Management, Fire Protection, Littering, and other compliance requirements • Maintain an effective and proactive building and planning framework and approach • Maintain an effective and proactive environmental health framework and approach • Review Councils By-Laws on a periodic basis.
Effective support and services to Elected Members	<ul style="list-style-type: none"> • Undertake Elector Representation Reviews as and when required by the State Electoral Office • Review support services and policies that assist in the support of Elected Members performance of their roles and functions • Review and implement systems for effective provision of information and agendas to elected members • Assess and provide appropriate training opportunities and workshop programs to Elected members

OUTCOMES & STRATEGIES

GOAL 4

Strong Leadership, Management, and Delivery of Transparent Council Services

Outcome	Strategies
Effective partnerships with stakeholders	<ul style="list-style-type: none">• Explore shared services or collaboration opportunities with other local governments

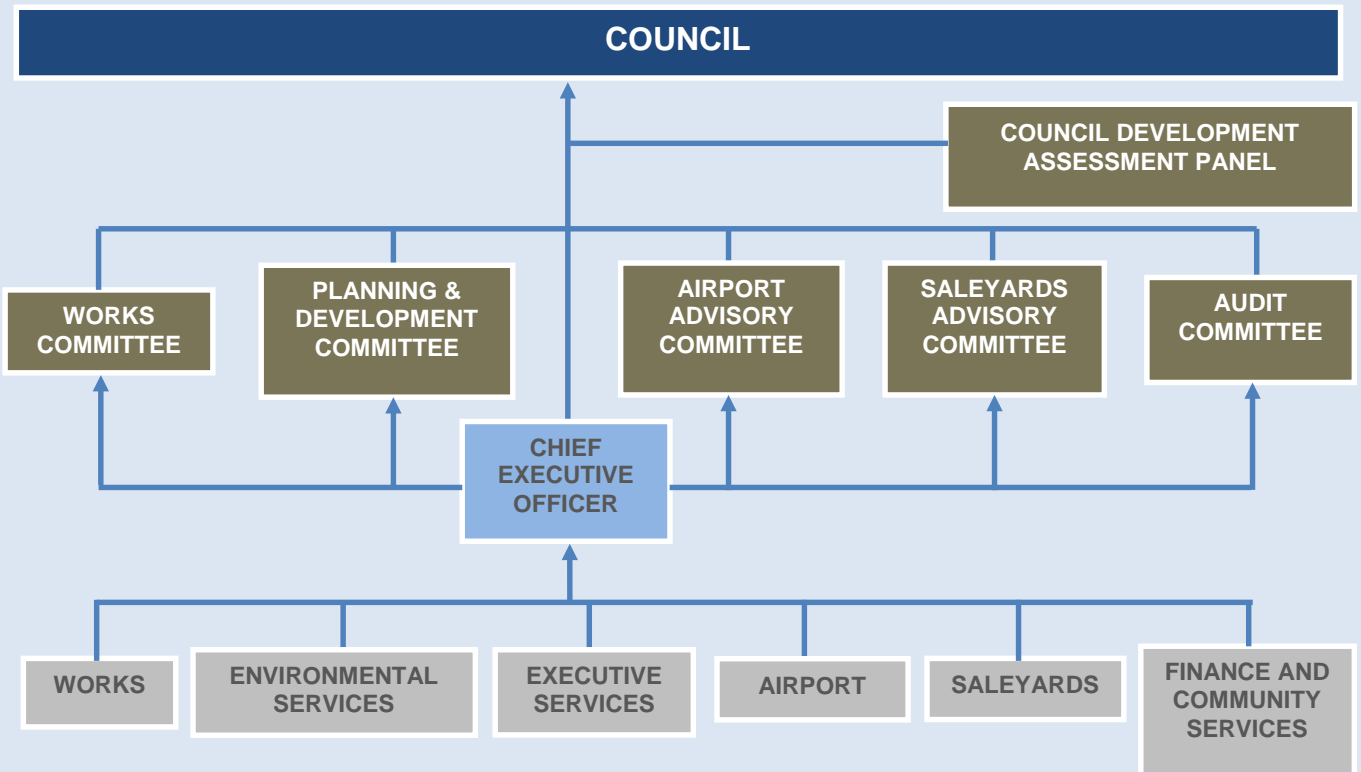
OUTCOMES & STRATEGIES

GOAL 5	Sustainable Use, Accessibility and Planned Use of Our Natural and Built Environment	
Services	Coastal Protection Community Wastewater Management Schemes	Environmental Services Natural & Built Environments Waste Management

Outcome	Strategies
Alternative energy solutions and opportunities explored	<ul style="list-style-type: none"> Assess and advocate for alternative and sustainable energy solutions and developments Assess Council operational opportunities for alternative energy solutions
Improved and continued public access to our natural environs (parks, coast, marine parks, etc)	<ul style="list-style-type: none"> Assess and advocate for continued public access to our coastal and marine environs, including longitudinal access Assess and advocate for continued access to our natural environs Assess eco-tourism opportunities in cooperation with public and private sectors
Sustainable approach to coastal protection strategies	<ul style="list-style-type: none"> Assess requirements for coastal protection strategies across Council coastal areas Facilitate coast protection outcomes for Pelican Point community Maintain a watching brief on climate change developments and effects that may affect Council and its communities
Sustainable Community Waste Management Systems implemented and maintained	<ul style="list-style-type: none"> Develop, review, and implement CWMS Asset Management Plan Assess requirements and demands for new Community Wastewater management Schemes Investigate alternative service provision options for Community Wastewater Management Systems Develop and monitor Community Wastewater Management Systems financial accountability models and performance
Sustainable Waste Management Services	<ul style="list-style-type: none"> Assessment, review, and Implementation of a Council-wide waste collection service Investigate alternative sustainable waste disposal methods Assess, develop, and implement sustainable waste recycling approach

COUNCIL'S DECISION MAKING STRUCTURE

Council has adopted the following decision making structure.

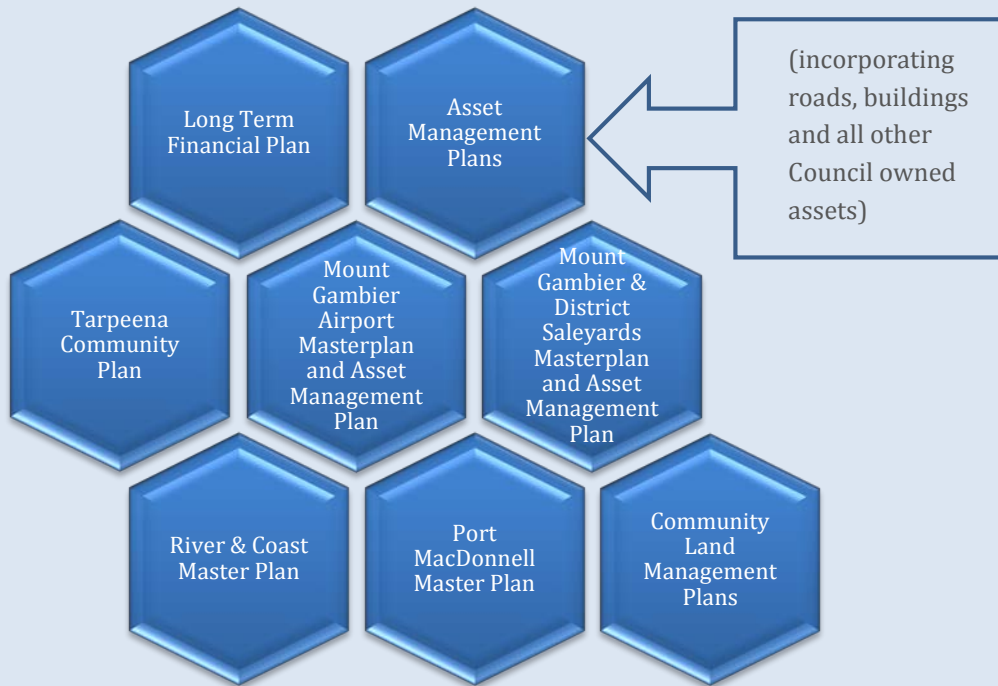


Council meetings are held in the District Council of Grant Council Chambers, 324 Commercial Street West, Mount Gambier, on the first and third Monday of each month at 5.30pm. Meetings are open to the public and Council encourages attendance. Any individual wishing to bring a matter before Council is to put their request in writing to the Chief Executive Officer a minimum of seven (7) working days prior to the meeting.

STRATEGIC DOCUMENTS

OTHER COUNCIL DOCUMENTS THAT FORM A PART OF THIS STRATEGIC MANAGEMENT PLAN

The following plans and policies collectively form Council's Strategic Management Plans in accordance with Section 122(1) of the Local Government Act 1999.



The above documents can be inspected at the Council Offices and some of the documents can be viewed and downloaded from Councils website at www.dcggrant.sa.gov.au.



ANNUAL BUSINESS PLAN & STAFF RESOURCES

RELATIONSHIP TO ANNUAL BUSINESS PLAN

Council will review its Annual Business Plan in the context of the objectives, outcomes, and strategies detailed in this Strategic Management Plan and other issues that may arise from time to time. The Council's Annual Business Plan will have due regard to its Strategic Management Plan.

ORGANISATIONAL STRUCTURE

To enable delivery of identified services, projects and infrastructure, Council has implemented the following Organisational structure, which incorporates a Management Team employed across all departments, who work directly with the Chief Executive Officer to have oversight of, and responsibility for the effective operations of Councils.



REGIONAL, STATE & REGIONAL REPORTS

COUNCIL CONSIDERATION TO REGIONAL, STATE AND NATIONAL REPORTS

Council has given due consideration to Regional, State and National Plans and Reports where possible. It is noted that the plans, priorities, actions and strategies of State and Federal Government Departments and Agencies are amended from time to time. Council has endeavoured to have due regard to such plans in the preparation of its Strategic Management Plan.

These plans include:

- South Australia's Strategic Plan
- Regional Development Australia Limestone Coast Regional Roadmap 2013-2016
- Green Triangle Freight Action Plan
- South East Regional Natural Resources Management Plan
- Limestone Coast Bushfire Management Plan
- Limestone Coast Coastal Management Plan
- Limestone Coast Local Government Association Strategic Plan
- Regional Public Health Plan

CONTACT INFORMATION

Richard Sage
Mayor



Tel (08) 8721 0444
Fax (08) 8721 0410
richard.sage@dcgrant.sa.gov.au

324 Commercial Street West
PO Box 724
MOUNT GAMBIER SA 5290
Tel (08) 8721 0444
Fax (08) 8721 0410

Trevor Smart
Chief Executive Officer



Tel (08) 8721 0444
Fax (08) 8721 0410
trevor.smart@dcgrant.sa.gov.au

Port MacDonnell Community Complex
5 Charles Street
PORT MACDONNELL SA 5291
Tel (08) 8738 3000
Fax (08) 8738 2049

Email: info@dcgrant.sa.gov.au
www.dcgrant.sa.gov.au

