



# Strategic Management Plan 2020 - 2030



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# INTRODUCTION

This District Council of Grant Strategic Management Plan (SMP) outlines the vision, mission and strategies for our district, our communities and our people for the period 2020 - 2030. It is the primary reference point from which Council's functions, actions and priorities along with an allocation of resources stem.

The Plan has four key components:

1. **Vision** - This articulates Council aspirational view of the district and communities by the year 2030.
2. **Goals** - The SMP contains 5 goals with each goal directly supporting the achievement of Council's vision.
3. **Strategies** - Each Goal is accompanied by a number of strategies designed to support achievement of the goal.
4. **Performance measures** - Described as 'what success looks like', these amount to a definition of success for each goal.

The SMP is the product of comprehensive work undertaken by the Council in consideration of a range of factors including the following:

- Significant social, economic and environmental drivers impacting, or with potential impact, on the district
- Federal and State Government priorities, policies plans and strategies at national, state and regional levels as they relate to the district
- The relevance of priorities within the Council's previous SMP in addition to the service performance provided by both Council's Elected Members, CEO and Administration.
- The input of Community on needs, issues and interests throughout the development of the Plan including a Community survey and community consultation workshops.

The SMP is accompanied by a range of other strategic planning documents that support achievement of the Vision and Goals detailed herein. This includes the Long Term Financial Plan, Annual Business Plan, Annual Budget and various Asset Management Plans.

In addition, a range of masterplans, frameworks, policies and procedures that were implemented prior to the development of the current SMP will continue to operate under this strategic plan. This is not a comprehensive list, but most notable under this are:

- |  |   |
|--|---|
| • River and Coastal Communities Urban Design Framework | • Regional Public Health and Wellbeing Plan   |
| • Port MacDonnell Urban Design Framework & Master Plan | • CWMS Asset Management Plan 2019 - 2029      |
| • Tarpeena Community Plan                              | • Transport Asset Management 2019 - 2029      |
| • The Airport Master Plan 2016 - 2026                  | • Strategic Asset Management Plan 2019 - 2023 |
| • The Saleyards Master Plan 2018 - 2028                | • Economic Development Framework              |

Council acknowledges the many valued partnerships and relationships with a broad range of Government, Non-governmental organisations and Stakeholders who are integral to the fulfilment of the vision and goals outlined in this Plan.

The SMP will be reviewed periodically throughout its lifetime including via periodic desktop reviews and a major review in 2024 to ensure its relevance to our changing community as well as the performance against the goals within the SMP.

# FROM THE MAYOR

I wish to present the road map for the future of the District Council of Grant prepared through extensive consultation with Elected Members, staff and our community that presents our goals and aspirations through Council's Strategic Management Plan 2020–2030.

We are fortunate to live in a place that is supported by a caring, engaged and connected community with a rich diversity. We are proud of our industries that underpin the values of our community. This in turn gives us our strength and resilience to ensure our sustainability as we work our way through the challenges we will be facing in the future together. Council would not be as successful if we couldn't rely on the community that acknowledges and supports us. By working together we are stronger.

At the time of the development of the Plan, Council and the staff took the challenges with the COVID-19 environment and adapted our community engagement strategy looking at new and innovative ways to embrace new technologies to contact the community. For the first time ever, Council held a series of community focussed working group meetings via Zoom to seek feedback and ideas from our electors of their vision, as well as the things that they see as important for Council to deliver over the next 10 years. This provided an opportunity for Elected Members that were involved to get that feedback firsthand.

We hope in the future to have the opportunity to engage further with the community as we roll out the Strategic Plan with the checks and balances to be able to drive any changes or new directions that are required. We know that the plan needs to reflect the pride the community has for the place in which they live.

As we work together we will put life into the Plan when we engage with our residents and business community. We will seek assistance from both State & Federal governments along with other stakeholders and collaborate with the other regional Councils to help achieve our aspirations.

As a Council and community we need to be nimble, flexible and vigilant as we face the challenges that lay before us.

A successful future for the District Council of Grant relies on us all working together with the Strategic Plan being a pivotal starting point.

**Mayor Richard Sage**

## DIVERSITY

The District Council of Grant is committed to a welcoming environment where all people who live or visit our district feel like they belong.

We celebrate diversity and believe it fosters and encourages growth. We value a range of identities, ages, lifestyles, cultural backgrounds, gender, political perspectives and religious beliefs.

## ACKNOWLEDGEMENT OF COUNTRY

The District Council of Grant acknowledges the Boandik people as the traditional custodians of our district. The ongoing contribution of First Nations people to the area plays a fundamental role in shaping the District Council of Grant and the Limestone Coast region into the future.



# OUR VISION 2030

We are a district of welcoming, inclusive and vibrant coastal and rural communities within the Limestone Coast.

With a pristine environment, relaxed rural lifestyle, quality services and a prosperous local economy, this is a great place to live, conduct business and an exciting destination to visit and stay.

## OUR MISSION

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

## OUR VALUES

### **Inclusive**

Treating all people with respect and demonstrate care and empathy in our considerations and dealings.

### **Collaborating**

Engaging with our community and stakeholders in pursuing our strategic vision in seeking to achieve better outcomes for our communities.

### **United**

Working as a united team to act in the best collective interests of our community. Providing a safe environment where all can be heard and respected.

### **Transparent**

Acting with good governance and transparency in endeavouring to develop and hold the trust of our community.

### **Responsive**

Being receptive and adaptable to meeting emerging and changing community needs, pursuing opportunities and striving to achieve high standards.

### **Innovative**

Embracing innovation and creativity as we seek to continuously improve.

# BUILDING & DELIVERING ON OUR ORGANISATIONAL CAPABILITY

Council enacts a range of strategies and plans to develop and continually enhance its full organisational capability in order to meet the vision and strategic goals outlined in this plan.

## Organisational Practices

Council pursues a range of management practices to support the implementation of the SMP including:

- Pursuing continuous improvement and innovation across the organisation
- Encouraging a positive and constructive culture that values community engagement and accountability
- Welcoming diversity and promoting equal employment opportunity in our workplace
- Pursuing a high standard of customer service
- Working with, and where appropriate, partnering with a range of Government and Non-Governmental organisations to achieve funding and support in service delivery
- Ensuring financial accountability through good governance practices and an independent audit committee
- Managing risk and planning for business continuity.

## Financial Management

Council undertakes sound financial management practices to enable Council to maintain a financial position where it is able to meet the service and infrastructure levels and standards desired by our community. We do this in a number of ways including:

- Developing and maintaining financial plans including a Long Term Financial Plan and Annual Budget as well as strategies to manage our financial resources in an equitable, sustainable and responsible manner
- Pursuing measures to control and improve costs
- Pursuing competitive and transparent procurement practices to ensure Council achieves best value for the services.

## Projects

Council endeavours to deliver well planned and effectively managed projects in order to deliver maximum value in meeting community outcomes.

We continue to develop our project management capability through our processes, technology and the training of our staff.

## People

Council's human resource and organisational development programs strive to support the development of a skilled and supported workforce that deliver quality outcomes in the most efficient manner. We do this in a number of ways including:

- Implementing rigorous employment practices to find and secure quality staff
- Undertaking strategic human resources projects including workforce planning and succession planning to ensure workforce continuity
- Implementing programs to support the best performance from our people including managing performance and pursuing learning and professional development opportunities
- Supporting health and well-being initiatives to take care of our workforce.
- Ensuring compliance with employment obligations such as providing a safe workplace for staff, contractors and visitors.

## Assets & Infrastructure

Council owns and manages facilities, land, property and infrastructure such as roads, footpaths, parks and gardens for the Community's benefit. These require maintenance and renewal that represents a sustainable portion of our annual budget and is strongly represented in our Long Term Financial Plan. We seek to do this in the most effective and efficient manner through means such as:

- Developing and maintaining a suite of asset management plans to provide for high standards and sustainability of assets
- Preparing specific allocations within Council's budget that support the asset management plans and which allow for a level of expenditure necessary to ensure ongoing asset maintenance and renewal.
- Pursuing grant opportunities

## Services

Council provides a large range of services many of which are beyond the requirements of the Local Government Act 1999 and other relevant legislation but which seek to meet the service needs of our community. We continue to seek community information to ensure service delivery is aligned with community expectations.



# OUR COMMUNITY'S VOICE

Through late 2019 and early 2020 Council sought the views and feedback of its community as an input to the development of this Strategic Plan through:

- A community survey
- Community consultation workshops.

Across both the survey and workshops, all communities across the district were well-represented.

Through these processes the following themes were prominent.

- **What is Most Important to Residents About Their Community**

The three Council functions rated as most important were:

- *A quality road network*
- *A safe community*
- *Maintenance of infrastructure* such as footpaths.

- **What Council Functions Are Most Important**

The three Council services rated as most important were:

- *Supporting local business and industry*
- *Provision of community services*
- *Maintaining and improving Council's roads.*

- **How Council Has Performed Against Its Strategic Goals**

Against goals in Council's previous Strategic Plan survey Respondents indicated they were most satisfied with performance in relation to the following goals:

- *Improved Community Services*
- *Economic Development Opportunities*
- *Sustainable use, Accessibility and Planned Usage.*

- **Experience Within the Community**

The attributes of the community that survey respondents were most satisfied with were:

- *Access to public spaces*
- *Feeling connected to others in the community.*
- *Access to information about Council services.*

Along with Community input and a review of Council's previous Strategic Plan, Council's own deliberations and determinations through a series of planning workshops resulted in the development of 5 Strategic Goals.

# OUR STRATEGIC GOALS

1

Develop Vibrant & Connected Coastal & Rural Communities

LIVEABILITY

2

Support a Prosperous Local Economy

PROSPERITY

3

Retain & Enhance Our Natural & Built Environments

ENVIRONMENT

4

Provide Quality Services & Infrastructure

SERVICES

5

Lead & Engage With Our Communities

CONNECTION

# Develop Vibrant & Connected Coastal & Rural Communities

## Success Looks Like:

- Inclusive communities that provide a sense of belonging for community members and foster a sense of 'a place where you want to be'
- A strong sense of feeling connected to the individual community in which they live or feel most close to
- Well-presented, attractive and maintained towns that contribute to a sense of community pride and ownership
- A strong sense of pride in the community
- A community that resonates a sense of safety and security
- Retention and improvement of essential services across the district including medical and health services, Police, SES, CFS, SA Ambulance and schools
- Vibrant, successful community events that are meaningful to locals as well as attracting visitors from outside the district
- Empowered, well-managed and sustainable sporting clubs and community groups
- A range of varied community assets that support health and well being for all
- Embracing diversity within our community
- A high standard of reliable power, water and telecommunications across the district
- A high level of volunteer participation
- Prevention, mitigation and management of public health risks in accordance with Council's responsibilities under the South Australian Public Health Act
- A community engaging in a healthy lifestyle through utilisation of facilities and programs that promote health and wellbeing.



# 1

## Develop Vibrant & Connected Coastal & Rural Communities

### Strategies:

1.1 Continue to support high-value community-specific events such as Australia Day Awards.

1.2 Promote and support healthy living and wellbeing through relevant community programs and recreational facilities such as walking and bike trails, playgrounds etc.

1.3 Encourage a high level of community participation and volunteering.

1.4 Advocate for the retention and enhancement of essential services including Police, CFS, SES and SA Ambulance.

1.5 Work with relevant stakeholders on the preservation and protection of local heritage and history.

1.6 Continue to pursue ways to meaningfully engage with youth.

1.7 Develop a public arts policy and explore opportunities for public arts programs.

1.8 Develop and implement a reconciliation action plan.

1.9 Support community safety initiatives.

1.10 Support continued implementation of the Ageing Regional Growth Strategy.

1.11 Continue to implement the adopted River and Coastal Communities Urban Design Framework, Port MacDonnell Urban Design Framework & Master Plan and Tarpeena Community Plan.

1.12 Develop an Inner-township Master Plan.

1.13 Continue to advocate for improvements to telecommunications services across the district.

1.14 Continue to explore improvements to transport services across the district including investigation of a community bus service.

1.15 Deliver public health outcomes in alignment with the Limestone Coast Regional Public Health Plan and the South Australian Public Health Act.

1.16 Integrate public health principles across Council's planning, infrastructure, facilities and service delivery.

1.17 Develop and implement a disability action and inclusion plan.



## Support a Prosperous Local Economy

### Success Looks Like:

- A prosperous local economy built around successful businesses and industry providing local employment opportunities and attracting investment that contributes to the sustainability and enhancement of the district
- A sustainable population supporting sustainable businesses and services
- Wide-recognition of the attractiveness of the district for new and further investment in local industries and businesses
- A proactive and progressive Council that endeavours to support economic development and reduce excessive impost to doing business
- A well-run, well-appointed local airport that serves as a gateway for domestic and national movement into and out of the region which meets community, business and tourist expectations/needs
- Continued on-going investment and innovation in local industry supporting opportunities that contribute to greater diversification of our local economy
- Development of new industries as well as industries that value add to our existing industries
- Successful Mount Gambier and District Saleyards that effectively supports livestock transactions for the region
- The district being recognised as an attractive tourist destination in its own right as a place to visit and stay another day



## 2

# Support a Prosperous Local Economy

## Strategies:

2.1 Engage with stakeholders including State and Federal Government, Regional Development Australia, local industry, business and community groups in encouraging economic development and local employment opportunities.

2.2 Explore cross border opportunities for tourism and economic development.

2.3 Work with a range of tourism stakeholders in developing and executing effective and efficient tourism strategies including eco-tourism.

2.4 Continue the implementation of the Mount Gambier Airport Master Plan including improvements to Airport infrastructure and services.

2.5 Continue implementation of the Mount Gambier and District Saleyards Master Plan 2018 - 2028 including making improvements to Saleyard infrastructure and services

2.6 Continue implementation of the Economic Development Framework.

2.7 Develop and implement a district tourism plan.

2.8 Support Limestone Coast tourism plan and use of the regional brand.

2.9 Encourage and foster events, existing and new, that present a genuine tourism or economic development opportunity.

2.10 Promote the liveability of the district as an attractive resettlement or retirement proposition to support a sustainable population.

2.11 Explore ways to reduce administrative requirements to establishing and conducting business.

2.12 Explore measures to provide improved directional signage, community identity and tourism drives through the district.

2.13 Participate in Limestone Coast Local Government Association forums on industry and tourism.

2.14 Assist business and industry through advocacy, advice, and facilitation of economic development opportunities.



## Retain & Enhance Our Natural & Built Environments

### Success Looks Like:

- Preservation of the district's unique natural environment for current and future generations
- Delivery of effective mechanisms that promote and manage sustainable use of natural assets
- Development that is sympathetic to the characteristics and heritage of the district
- A natural environment that is accessible in a managed way, without adverse impact
- A Community that is environmentally aware and working to minimise environmental impact
- Protection and enhancement of the unique natural and built and heritage characteristics of the district
- Effective environmental management that ensures the natural beauty, characteristics and bio diversity of the district are retained
- A community that is prepared-for, and adaptable to, a changing climate, extreme weather events and natural disasters
- Best practice planning and development policies in accordance with relevant legislation, economic and community needs



# 3

## Retain & Enhance Our Natural & Built Environments

### Strategies:

3.1 Develop and enhance relationships with stakeholders to support environmental protection and preservation while maintaining amenity for locals, visitors and tourists.

3.2 Engage with the First Nations through meaningful consultation.

3.3 Form a plan on measures to address coastal erosion and inundation.

3.4 Explore initiatives to raise awareness of environmental impacts within community.

3.5 Lead the community on initiatives to develop resilience to a changing climate.

3.6 Support ecological and biodiversity protection of the natural environment.

3.7 Enact measures and advocate for improved public fire safety including effective planning such as reduction of fuel load and provision for effective access and egress.

3.8 Support the appropriate use of National Parks in providing recreational opportunities including eco-tourism.

3.9 Explore a range of strategies to encourage and develop environmental awareness among the community, local businesses and industry such as encouraging use of clean energy, renewable energy, effective waste water management and reductions in landfill through recycling.

3.10 Explore blue carbon, greening programs and other environmental regeneration initiatives.

3.11 Provide a planning and development function that is sympathetic to the character of the district.

3.12 Promote developments that enhance the character, amenity, safety of the region, through sustainable development practices.

3.13 Establish a Joint Planning Board and Regional Assessment Panel system with other local Councils.



## Provide Quality Services & Infrastructure

### Success Looks Like:

- A road network that services the needs of community, visitors and local business and our predominant industries
- Sustainability in service provision to provide assurance to our community
- Services that cater to the needs of our community
- Attractive, well-maintained public spaces, parks and gardens that cater to the diverse needs of all age groups within our community
- Sustainability of infrastructure and community assets for current and future generations
- Business continuity planning to ensure continued provision of Council services and accessibility of infrastructure
- Provision of a high standard of customer experience and service
- Council is implementing measures to realise improvements to productivity and cost reduction
- Council is meeting its legislative obligations and policy review schedule



# 4

## Provide Quality Services & Infrastructure

### Strategies:

4.1 Advocate to State and Federal Governments for improved access to road network funding to enable the provision of new and upgraded road infrastructure.

4.2 Implement and review Council's asset management plans and programs.

4.3 Plan for the effectiveness and inclusiveness of infrastructure and services to cater to the needs of community, visitors and local business and industry.

4.4 Develop service level standards for asset and infrastructure.

4.5 Pursue measures to improve productivity and reduce costs across Council operations.

4.6 Implement future-proofing considerations in road network design.

4.7 Pursue partnerships and opportunities to support infrastructure development.

4.8 Develop and implement preventative maintenance programs for assets and infrastructure.

4.9 Provide sustainable waste management services.

4.10 Develop and implement a strategy for CWMS renewals.

4.11 Increase adoption of digital services including on-line and social media to support improved service delivery and accessibility.

4.12 Provide a range of regulatory and compliance functions to support public safety.

4.13 Continue to develop and enhance the Council's organisational capability to deliver a high standard of service provision, projects and infrastructure.

4.14 Conduct effective emergency management planning to ensure continued provision of Council services and accessibility of infrastructure.

4.15 Ensure Council has effective mechanisms for good governance, policy control and legislative compliance.

4.16 Where appropriate explore, opportunities for sharing of resources to enable more efficient and cost-effective delivery of services.



## Lead & Engage With our Communities

### Success Looks Like:

- Having the trust and confidence of the community
- Advocating passionately for the region and communities with all levels of Government and other stakeholders
- A Council united in seeking to provide the best outcomes
- The brand values of Council are maintained and Council's reputation is enhanced amongst community and other stakeholders
- Being proactive in engaging with the community on important issues and opportunities
- Being responsive to community needs, issues and concerns
- A genuine desire to engage with community through accessibility, openness, and a willingness to listen and consider
- Transparency in decision making
- Being accessible with a genuine willingness to listen to and acknowledge community and stakeholders issues, concerns and ideas
- Providing opportunities for all stakeholder groups within the community to engage with Council
- Meeting service standards in accordance with Council's Customer Service charter

# 5

## Lead & Engage With our Communities

### Strategies:

5.1 Utilise a range of community engagement mechanisms to inform Council decisions, solve problems, pursue opportunities and deliver better outcomes.

5.2 Explore different mechanisms for collecting customer feedback about Council services.

5.3 Seek the views and participation of youth and foster civic awareness.

5.4 Maintain Council's commitment to face-to-face engagement through community meetings as appropriate to public health considerations

5.5 Implement a Media and Engagement Strategy.

5.6 Work towards improved visibility of Council's active engagement with the community by the Mayor, Elected Members and Council staff.

5.7 Support the on-going skill and knowledge development of the Council and Council staff in the pursuit of good governance and effective outcomes.

5.8 Employ regular mechanisms for evaluating community views on performance against the Strategic Management Plan.

5.9 In accordance with Council policy, ensure transparency in Council's decision making.

5.10 Establish an Advisory Group to support Council's Disability Access & Inclusion Plan.

