

District Council of Grant Strategic Plan 2024-2034

A Progressive and Caring Council



Contents

Acknowledgement of Country	2
Our Vision	2
Our Strategic Plan	2
Mayor and Chief Executive Officer Welcome	3
Working Together to Prepare this Plan	4
Our Council	8
Our Purpose, Role and Principles	8
Our Goals	10
Our Key Projects	21
Council's Strategic Framework	22
Measuring Success.....	23
Appendix A – External Strategic Alignment	24

Acknowledgement of Country

The District Council of Grant is privileged to be on Boandik Country and acknowledges the contributions of Aboriginal Australians and non-Aboriginal Australians to the development of all peoples in this country we live in and share together - Australia.

Our Vision

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 a welcoming destination to visit and stay.

Our Strategic Plan

This Strategic Plan is our visioning document, which sets out the aspirations, goals and plans which will guide Council's actions over the coming 4-10 years.

The plan has been informed by background research into key demographic, policy trends and engagement with Our Community, Elected Members and staff. Our plan reflects the priorities of people who live in, work in, visit and enjoy our district.

Mayor and Chief Executive Officer Welcome

Mayor Kylie Boston:

As the Mayor of the District Council of Grant, on behalf of Elected Members we are excited to present our long-term Strategic Plan for 2024 to 2034.

Our Strategic Plan 2024 to 2034 demonstrates our commitment to deliver quality services, maintain financial sustainability, work together with our communities and to create an environment where we can all live, work and play.

The 5 Goals that make up our Strategic Plan are representative of our community engagement process. The final version of the Strategic Plan has undergone further refinement to reflect all the feedback received, I would like to thank all those in our community who contributed through the engagement process which supported us in the creation of these shared goals and aims.

This Plan recognises the current strengths and challenges of our community but looks to the future so we can strive to achieve community aspirations.

Council is committed to being real and listening to our community. Elected Members and I are confident that our Strategic Plan puts together the key strategies to support our vision. We are so fortunate to live in such a beautiful part of the world with a connected, diverse community.

Chief Executive Officer Darryl Whicker:

The delivery of our Strategic Plan for 2024 to 2034 is underpinned by our ongoing sustainable financial management as reflected through Council's Long Term Financial Plan and recent Essential Services Commission of South Australia report.

Council is legislatively required to review its Strategic Plans every Council term, and we have used a number of methods to genuinely engage with our community to produce our Strategic Plan including a 'listening tour' to understand our communities' priorities and therefore our purpose.

The Strategic Plan identifies our 'why', our goals, advocacy and ambition which drives decision making: where Council should focus its attention, how to allocate its resources, who is responsible (council as deliverer or advocate) and when key initiatives will be prioritised in both the short and longer term.

As Council staff implement the strategic goals, I am committed to effective leadership, good governance, and making sure that we contribute to a future our community will prosper and grow in.

I am confident that the activities, programs, projects and service standards to be delivered during the Strategic Plan period are achievable and will contribute positively to our vision and ensure a sustainable future.

Working Together to Prepare this Plan

To inform this plan a review was undertaken of key statistics and emerging policy trends for our Council, District and State. However, the most significant input that shaped this plan has been the key perspectives drawn via collaboration with:

1. Our Community
2. Our Elected Members
3. Our Council staff

Our Community: Citizen's Jury

Targeted engagement was undertaken with key stakeholders, including Citizen's Jury, our Elected Members and our Council staff. The Citizen's Jury included representatives with a deep passion and a diversity of lived experiences in our district from a variety of community groups, local business and key industries.

Across two workshop sessions, each undertook a SWOT analysis of the perceived strengths, weaknesses, opportunities and threats to our council area; followed by consideration of our vision; what was required to get there (including short-term actions, long-term actions and advocacy); what success would look like at staged intervals; and the key big ideas for the future.

The Citizen's Jury identified key opportunities for our region, and what they wanted to see from our Council into the future.

Elected Member and Council Staff

The Elected Members expanded on the information provided by the Citizen's Jury to identify priorities and set goals to drive our Council forward. Our staff contributed the final piece of the puzzle – setting clear, actionable targets to achieve those goals, developing a road map (this Strategic Plan) for delivering the key priorities for our community.

Our vision statement was brought to life with words that our Citizen's Jury, Elected Members and staff used to describe the things they loved about living in, working in and sharing our district with visitors - what they are proud of, and hoped to strengthen into the future.

Informing our plan

Input from the Citizen's Jury has been used to develop shared goals for the future of our district and the activities and advocacy Council will undertake or facilitate to get us there.

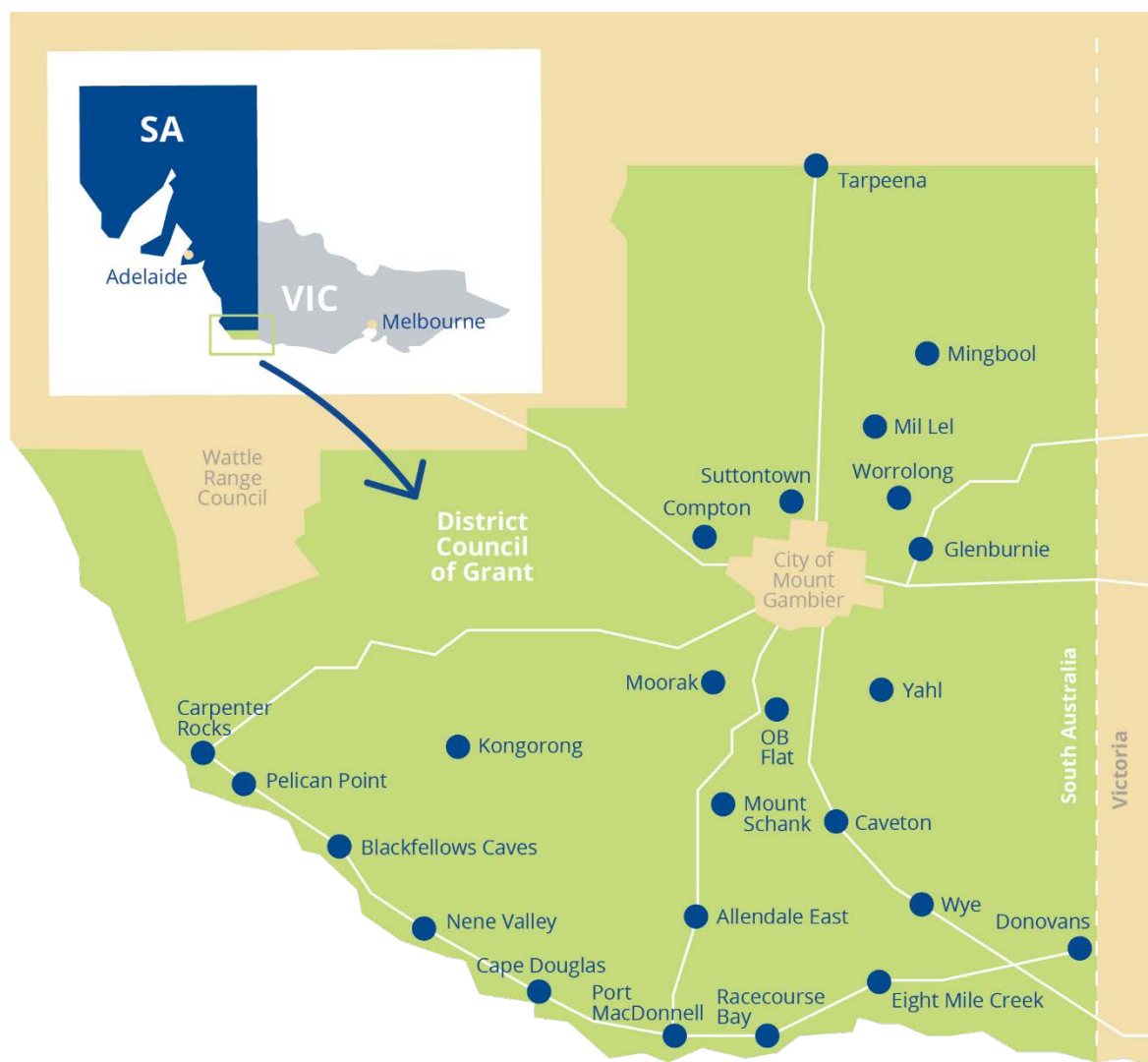
For each of our goals, we have identified the following:

What we heard	What we learnt from community, Elected Members and staff through the engagement which informed this plan including why the goal is important and the types of outcomes they would like to see.
Focus areas	What Council will focus on to work towards the goal in the short term (over the next four years), longer term (within the next 10 years). For areas that are outside of Council control, the issues that we will advocate for on behalf of our community.
Key projects	Top priorities for each goal that Council will invest in.
Ongoing services	The core services that Council will continue to deliver.

Our District

The District Council of Grant is the southern-most local government area in South Australia. Adjacent the Victorian border, it is situated approximately 450km from both Adelaide and Melbourne.

The District Council of Grant encircles the City of Mount Gambier and covers an area of 1,898 square kilometres. It is predominantly rural with a number of small and growing townships and contains some of the most rich and productive agricultural land in South Australia.



Quick Stats

The following key statistics for the District Council of Grant informed the Strategic Plan.¹

POPULATION	Estimated 9,044 people² and growing with 627 more people since 2016 and projected to grow to 10,326 people by 2041³
AGE	- Lower proportion of people aged over 65 years however, increasing number of people aged 50+ (8.2% increase since 2011) - Decreasing number of young people aged 0 to 19 years and 40 to 49 years
EDUCATION	Most common level of higher education attainment is Certificate level III (18.2%)
INCOME	Higher median weekly household income (\$1,747)
HOUSEHOLDS	- Higher proportion of family households (79.1%) - Lower proportion of lone person households (19.3%)
HOUSING	Higher proportion of separate houses (96.2%)
CULTURE	- Top ancestries are Australian (40.1%), English (37.0%) and Scottish (10.8%) - Top languages other than English spoken at home are German, Afrikaans and Italian
INDUSTRY	- Top industries by employment: Agriculture, forestry and fishing (36.5%), Health care and social assistance (11.1%) and Construction (9.8%) - Top industries by economic output: Agriculture, forestry and fishing (53.5%), Manufacturing (23.0%) and Construction (9.1%) - Top industries by export: Agriculture, forestry and fishing (61.9%), Manufacturing (32.4%) and Wholesale trade (2%)

¹ Statistics sourced from the Australian Bureau of Statistics 2021 Census and profile.ID with comparisons made to regional SA (all of SA excluding Greater Adelaide) where relevant.

² Profile.id latest population estimate from the ABS, current as at June 2023. It is an experimental estimate which is up-to-date, but subject to review after the next Census data are released. It does not necessarily match the Census count.

³ Population Projections for South Australian Local Government Areas, 2021-41, January 2024 release. Department of Trade and Investment, Government of South Australia.

Our Council

District Council of Grant is represented by a Mayor and nine Elected Members, who are voted in every four years via a democratic election process. Our Council district is divided into three wards: Tarpeena, Central and Port MacDonnell.

Our Elected Members are Mayor Kylie Boston, Councillor Bruce Bain, Councillor Gavin Clarke, Councillor Peter Duncan, Councillor Megan Dukalskis, Councillor Katherine Greene, Councillor Barry Kuhl, Councillor Brad Mann, Councillor Karen Turnbull and Councillor Rodney Virgo.

“A Progressive and Caring Council”

Our Purpose, Role and Principles

Our Purpose

We provide the space, infrastructure and social fabric to support our community live their best lives.

To provide a range of services and infrastructure which meet the needs and expectations of our community.

To plan for change to ensure that the long-term liveability and sustainability of our area is maintained and improved.

To speak up for the interests of our community.

Our Role

What our district is like now and in the future depends on what we do as a Council, but also the efforts of other tiers of government, government agencies, local businesses, organisations and people in our community.

In developing and delivering this plan, we have highlighted our role as a local government agency, and the impact we can have for our community.

Asset manager	We build and maintain assets for community benefit such as roads, footpaths, open space, roadside vegetation, community halls and boat ramps
Service provider	We provide services such as a library, waste collection and Community Wastewater Management Schemes
Information provider	We provide community education (e.g. community group training) or provide information about other's services, activities and experiences in the District (e.g. health services, events, tourist activities)
Regulator	We enforce Council by-laws and deliver regulatory responsibilities from state and federal legislation (e.g. environmental health, development regulation)

Advocate	We speak with other governments to seek better outcomes for our community in the functions provided by those governments (e.g. land use zoning, health services, education, state roads and public transport)
Partnership	We work with others to support local outcomes by providing or seeking grants, working with community groups, or collaborating in service provision or planning
Facilitator	We encourage other organisations to invest in our area by assessing the benefits, forming relationships and promoting the area and opportunities

Operating Principles

In operating the Council, making decisions and delivering projects and services, Council will be mindful of the following core principles.

Valuing our people	Valuing and empowering staff and becoming an employer of choice
Value for money	Delivering value for money within our financial means and seeking partnerships to extend the value we can provide
Communication and engagement	Being easy to contact, good listeners and inviting input and collaboration from our community
Sustainability	Using resources wisely, reducing our environmental impact, preparing for climate change and protecting our natural assets
Leadership	Standing up to support our District and navigate change
Access and inclusion	Enabling people of all abilities, cultures, backgrounds, means, sexualities and genders to access our places and services
Safety and wellbeing	Supporting safety and wellbeing of our staff and community
Open and transparent	Being open and transparent about Council decisions and business
Resource efficiency	Focus Council resources on core business to deliver quality services
Connected	A Council that is approachable, accountable, connected to the priorities of our community, and 'keeps it real'

Our Goals

These goals represent the collective vision of our community, elected members and council staff.

Community

A connected, inclusive, resilient and engaged community

Economy

A growing and vibrant economy, optimising our diverse primary industries and unique natural assets

Environment

A sustainable district that values the natural qualities and heritage that underpin our health, liveability and economy

Infrastructure

Reliable and contemporary infrastructure that meets the needs of our community, industry and visitors

Council

A strategic and financially sustainable Council that values its people and delivers quality services

Community

A connected, inclusive, resilient and engaged community.

What we heard

People love living in our rural and coastal communities. They love the climate and the relaxed, peaceful atmosphere and lifestyle the area provides. They love the distinct character and spirit of their communities.

Into the future, people want the area to be a welcoming and inclusive place where people of all abilities choose to live or visit. However, they want to maintain the rural look and feel and for housing to be well located to protect rural and natural areas.

We heard that our community wants support to improve the amenity and availability of facilities across our townships.

People would like Council to engage genuinely with the community, in particular with young people. They would like Council to advocate for improving local access to education, health care and childcare.

Focus areas

Short term	• Develop a contemporary Community Development Plan to support our community to thrive • Explore the viability of a shared use space at Port MacDonnell for community groups, students and outreach services • Develop a Reconciliation Action Plan in partnership with First Nations people to acknowledge Boandik heritage and advance reconciliation • Work with the community to identify actions to improve the management and quality of community halls and sport facilities • Review Council's Disability Access and Inclusion Plan to identify priorities and deliver 'quick wins' to support people of all abilities to meaningfully participate in community life
Long term	• Implement the Reconciliation Action Plan • Implement the Disability Access and Inclusion Plan • Develop a Shared Spaces Strategy which considers open space, community facilities and playgrounds
Advocacy	• Advocate to relevant governments for improved local healthcare, childcare and aged care • Advocate to the state government for improved local education options that align to industry needs • Advocate to the state government to adopt positions from our Strategic Land Use Priorities Project in the Limestone Coast Regional Plan, including key zoning and growth initiatives that protect and enhance our rural lifestyle • Advocate to the state government, consistent with the Limestone Coast Local Government Association (LCLGA) Advocacy Agenda

Key projects

Community Development Plan	Develop a contemporary Community Development Plan to support our community to thrive. The plan will consider how Council can better enable community groups, events volunteerism and ideas that build community capacity and spirit.
Reconciliation Action Plan	Partner with local First Nations stakeholders, organisations and groups to develop a Reconciliation Action Plan that guides Council's commitment to acknowledging and respecting the rich Indigenous history of our Council area.

Ongoing services

- Community Complex and Library at Port MacDonnell (including Storytime and Digital Help)
- Playgrounds, recreation facility and public toilet provision
- Community engagement and development
- Community events program support and calendar
- Community group training and support
- Community Grants Scheme, one-off financial assistance, and supporting community with grant applications
- Open space, trees and roadside vegetation management
- Australia Day Citizen of the Year Awards
- Citizenship ceremonies
- Limestone Coast Planet Youth Network
- Promote community immunisation initiatives
- Seniors Week, Volunteers Week, Youth Week and outreach program

Economy

A growing and vibrant economy, optimising our diverse primary industries and unique natural assets.

What we heard

People recognise that our rural and natural environments are the cornerstone of the local economy.

They would like to see a regional approach to strengthening tourism offerings based on our area's unique natural assets, in particular the caves, sinkholes, forests and coastlines. There is potential opportunity to optimise the extension of the Great Ocean Road through our district.

People would like our valuable primary production land and waters protected from development and to support our important agriculture, forestry and fisheries industries. There is interest in establishing industry hubs to value add to primary production outputs.

Availability of skilled workers is a challenge. People suggested attracting skilled migrants and advocating for better local training options.

Our Airport and Saleyards are key economic drivers and upgrading or expanding these facilities were identified as a way of supporting local industry.

Focus areas

Short term	• Seek funding to deliver the Mount Gambier and Districts Livestock Exchange 2030 Transformation Project to unlock the economic potential of the saleyards • Develop a plan for sustainable growth and tourism to clarify Council's approach to supporting the local economy • Deliver a camping initiative that provides infrastructure and systems for camping on Council land to boost tourism while protecting our natural assets • Develop a Mount Gambier Airport Master Plan to identify opportunities for economic growth, advocacy and resilient infrastructure
Long term	• Deliver the Mount Gambier Airport Master Plan • Provide enabling tourism elements, such as signage or picnic tables, at tourist destinations on Council land
Advocacy	• Collaborate and/or partner with other Councils, government agencies and tourism operators in the region to boost tourism and better manage eco-tourism and tourism in natural areas • Advocate for development of a new industrial park (zone) at Glenburnie to support and amplify primary industry • Advocate to the state government to adopt positions from our Strategic Land Use Priorities Project in the Limestone Coast Regional Plan, including key zoning and growth initiatives that maintain our unique character and protect our primary production land, water and natural assets

	• Seek to collaborate with others in the region to identify actions to attract migrants to live and work in the area to support local industry needs • Advocate to the state government, consistent with the Limestone Coast Local Government Association (LCLGA) Advocacy Agenda
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Key projects

Mount Gambier & District Saleyards Transformation Project	Seek funding to deliver major infrastructure upgrades to our Saleyards to make it a contemporary facility that meets industry standards, attracts business to our region, improves animal welfare and stimulates the economy. Proposed upgrades include an expansion of the current number and configuration of pens, roofing the facility, softfall flooring, continuous water trough upgrades in all pens, dust suppression system, upgrade of loading ramps, and installation of new pneumatic cattle crush with electronic ear tagging capability. The project will also include solar panels to minimise carbon footprint, and water harvesting from the roof to support local firefighting.
Mount Gambier Regional Airport Expansion	Develop an Airport Master Regional Plan that continues to provide a safe and efficient gateway to the Limestone Coast and identifies opportunities for economic growth, such as industrial logistics, recreational uses of the available land and infrastructure, increasing capacity for freight and domestic travel.
Camping Project	This project will improve the experience and management of camping on Council land. It will seek to boost and manage tourism in our area whilst also protecting our valuable natural areas. The project will progressively install infrastructure at Council owned campgrounds to delineate and formalise camping bays to protect natural areas and enhance the camping experience. The project will establish approaches to improve promotion, booking and compliance.

Ongoing services

- Mount Gambier & District Saleyards
- Mount Gambier Regional Airport
- Visitor Information Outlet
- Connecting key stakeholders and providing information to promote economic development
- Grant writing and support
- Unsolicited project proposal administration
- Cross-border promotion
- Linking small business with support resources and training
- Connection primary producers to information on emerging sustainability practice

Environment

A sustainable district that values the natural qualities and heritage that underpin our health, livability and economy.

What we heard

People cherish the natural, rural landscapes and waters of the area and it is a priority for them to be protected from development. They would like to see tourism in natural areas but would like it managed sustainably. The risk to coastal areas from inundation and erosion needs to be considered and managed appropriately.

People want water to be managed sustainably and some Community Wastewater Management Schemes (CWMS) need review.

Innovative sustainable industry schemes, such as waste to resource, are desired along with improvements to the regional infrastructure needed to support them, such as an improved energy distribution network. Enhancing recycling services, particularly food organics, is seen as an opportunity.

Focus areas

Short term	• Participate in the Local Government Association of SA (LGA) Net Zero 'Accelerate' Program to reduce Council's carbon emissions • Facilitate a Local Heritage Survey Project to identify our local heritage places • Prepare a plan with input from key stakeholders to understand the risk to the community and environment from coastal erosion and inundation • Review Council Community Wastewater Management Schemes (CWMS) to ensure they meet community and industry needs, including tenure for Glenelg River Shacks • Assess options or pilot expanded Council green waste recycling services to support community waste reduction • Develop a waste management strategy to identify ways to increase waste reuse or recycling from Council operations and waste services including hard waste collections
Long term	• Build on LGA Net Zero programs to transition Council's operations to Net Zero emissions • Identify actions to move beyond 'Net Zero' Council emissions • Implement risk mitigation responses that support adaptation to coastal erosion and inundation • Deliver improvements to Community Wastewater Management Schemes (CWMS) • Deliver waste management strategy including improvements to green and hard waste recycling services
Advocacy	• Advocate to the state government to adopt positions from our Strategic Land Use Priorities Project in the Limestone Coast Regional Plan, including key zoning and growth initiatives that protects our natural assets, character and heritage • Work with key first line response organisations to support community preparedness for extreme weather events

	Advocate to the state government, consistent with the Limestone Coast Local Government Association (LCLGA) Advocacy Agenda
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Key projects

Community Wastewater Management Scheme (CWMS) Review and Expansion	Identify priorities for upgrade or expansion of Council's CWMS to improve current standards, system resilience and support future growth. This project will take into account the findings of the 2021 review of Council's CWMS, directions from the Inner Townships Master Plan and CWMS Asset Management Plan, and improved technology. A particular focus will be expansion of Donovans CWMS to ensure access to Glenelg River Shack, with the aim at securing long term tenure arrangements.
Green Waste Improvements	In consultation with the community, investigate the feasibility of providing additional green waste services, over and above the current waste transfer station diversion system. This could include introduction of a kerbside Food Organics Garden Organics (FOGO) bin collection service in defined areas.
Local Government Association Net Zero "Accelerate" Program	Participate in the Local Government Association of SA Net Zero "Accelerate" Program to identify and report on Council's emissions profile, tackle key areas for emissions reduction, and create an emissions reduction strategy.

Ongoing services

- Mobile Garbage Bin (MGB) waste and recycling collection and waste transfer stations
- Dog, cat, vermin and wandering stock management
- Environmental health regulation
- Participation in groundwater planning and regulation undertaken by the State Government
- Local history preservation
- Port MacDonnell Cemetery
- Development and building services
- Protection and establishment of native vegetation or habitat on Council land
- Promotion of environmental education, programs and resources

Infrastructure

Reliable and contemporary infrastructure that meets the needs of our community, industry and visitors.

What we heard

People want Council assets to be well maintained. They also want us be sensible with our infrastructure strategy and advocacy to ensure that there is adequate infrastructure to support future growth. It is also a priority to respond to climate change, including the use of smart technology.

Roads need to be safe and adequate to support increasing population, freight vehicle size and volumes. They need to be in the right places to enable movement of goods and people.

Transport hubs for industry were also suggested.

People would like to see improvements to the cycle and pedestrian networks between and within towns and tourist destinations and ensure they are accessible.

Vastly improved internet and phone connectivity and speeds are desired.

Focus areas

Short term	• Review the service levels of Council roads to direct investment where most effective • Develop a plan that identifies a cycling and walking network improvements to support community and tourist use • Complete the Pelican Point shared path from Carpenter Rocks Tavern to the foreshore to support accessibility and tourism • Commence delivery of the Inner Township Master Plan with community and business to improve the standard, amenity, greening, access and activation of our towns
Long term	• Implement the findings of the Council road service level review • Implement the Cycling and Walking Trails Master Plan • Continue to implement the Inner Townships Master Plan
Advocacy	• Advocate to the state government for improved state managed roads to support travel efficiency and safety • Advocate for an improved regional energy and water distribution networks that support community and industry needs, sustainable growth and innovation • Advocate for improved access to reliable telecommunication networks that support our region's community and industry needs • Advocate for better access to our region via state bus lines or rail • Advocate to the state government to adopt positions from our Strategic Land Use Priorities Project in the Limestone Coast Regional Plan, including key zoning and growth initiatives that promotes appropriate infrastructure • Build a business case to advocate for a Mount Gambier bypass that improves the efficiency of freight and industrial travel

	Advocate to the state government, consistent with the Limestone Coast Local Government Association (LCLGA) Advocacy Agenda
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Key projects

Strategic Road Review	Undertake a review of Council managed roads to assess their condition and current levels of service and establish a spatial road layer for asset planning. Based on the findings of the review, reallocate road funding to those roads that require a higher level of service to improve their condition, or to initiatives outside of the road program where community value can be provided.
Inner Township Master Plan Implementation	Implement identified infrastructure upgrade priorities from Council's Inner Township Master Plan, to refresh public spaces, improve accessibility, establish welcome signage and vibrant shared community spaces, and create more equal and modern standards across townships.
Cycling and Walking Trails Master Plan	Develop a plan to improve cycling and walking networks in the Council area. The plan will map the existing cycling and walking network across the Council area and will identify opportunities to improve path connectivity, wayfinding and safety within and between townships or key destinations. The plan also identify ways to better promote the network to encourage community and tourist use.

Ongoing services

- Road, streetscape and stormwater maintenance
- Boat ramps
- Community Waster Water Management Schemes (CWMS)
- Development assessment and regulation
- Building and compliance

Council

A strategic and financially sustainable Council that values its people and delivers quality services.

What we heard

People would like Council to focus on the core business of roads, buildings, waste and community services. They would like to maintain Council's sustainable financial position. To be efficient, people would like Council to use resources effectively, and set and achieve clear goals that meet current and generational needs. They would like Council to collaborate with other Councils to support planning and service delivery.

They would like Council to 'reduce red tape' wherever possible and appropriate.

People would like Council to use 'cloud based' software and applications and to update the Council website. Council must be mindful that its services and information are still accessible for those who do not use the internet.

Attracting and retaining high quality Council staff is a priority. They want Council to be an 'employer of choice', to offer workplace flexibility and recognition, and to provide training and leadership opportunities to support Council staff to be the best they can be.

They want young people to be supported to grow and stay in the area. They suggested Council provide work experience and traineeships, leadership opportunities and educational experiences about career opportunities in Council.

Focus areas

Short term	• Develop a Human Resource Strategy to enable staff development, job satisfaction, flexible working conditions, rapid recruitment, transition to retirement and corporate health programs • Deliver an update to Council's website and explore digital transactions or applications to improve communication and customer service • Review Council processes to provide a streamlined experience for community and business enquiries and applications • Provide work experience, traineeships, civic education and leadership opportunities to encourage our young people to be involved in Council • Review Council's procurement policy to support local business and sustainable procurement choices
Long term	• Undertake a major corporate software upgrade to improve workplace efficiency, collaboration, flexibility and data security • Maintain focus on core Council business such as roads, buildings, waste and community services • Maintain good working conditions and safety culture
Advocacy	• Explore opportunities to share resources between councils in the region to provide better value services to our community • Collaborate with Victorian councils and government to support cross-border access, economy and our community who live or work across states • Attract external funding and partnerships for major projects to enable their delivery

Key projects

Software and Technology Upgrade	Implement new software or technology solutions to improve workplace efficiency and flexibility and customer experience. This could be in areas such as financial, reporting, meeting or data management requirements; or for customer enquiries, applications or payments.
Website Review and Improvement	Review the information provided and functionality of Council's website to ensure that it support community and business needs. Identify the best value approach to deliver improvements.
Human Resourcing Strategy	Develop a Human Resourcing Strategy to attract and retain high quality Council staff and support staff satisfaction and growth. The strategy will identify directions for recruitment, retention, professional development, flexible work arrangements and conditions of employment, succession planning and organisational culture.

Ongoing services

- Rating and services charges
- Customer service
- Records management and Freedom of Information
- Information & Communication Technology (ICT)
- Human resourcing
- Work Health Safety (WHS)
- Governance and legal compliance
- Strategy and planning
- Enterprise Risk Management and Business Continuity
- Media & communication
- Elected Member support
- Finance and procurement

Our Key Projects

The following table compiles, from each goal, the key projects that Council will deliver over the next four years. It shows how many of the projects will support us to work towards more than one of our goals.

Projects	Community Goal	Economy Goal	Environment Goal	Infrastructure Goal	Council Goal
Community Development Plan	✓				
Reconciliation Action Plan	✓				
Mount Gambier & District Saleyards Transformation Project		✓	✓	✓	
Mount Gambier Regional Airport Expansion		✓		✓	
Free Camping Project		✓	✓		
Community Waste Management System Review and Expansion	✓	✓	✓	✓	
Green Waste Improvements			✓		
Local Government Association Net Zero Accelerate Program			✓		✓
Strategic Road Review	✓	✓		✓	
Cycling and Walking Trails Plan	✓	✓	✓	✓	
Inner Township Master Plan Implementation	✓	✓	✓	✓	
Software Upgrade	✓	✓			✓
Website Review and Improvement	✓	✓			✓
Human Resourcing Strategy					✓

Council's Strategic Framework

This plan is supported by our strategic framework, which includes Council's suite of corporate and strategic plans, that set out how we will deliver our specific goals. Council has also identified a range of future plans that warrant consideration or development.

Plans that the table below relate to are the Annual Business Plan and Budget, Annual Asset Maintenance Plan, Annual Capital Works Plan, and Annual Departmental Service / implementation Plans

Community Goal: A connected, inclusive, resilient and engaged community	• Regional Public Health & Wellbeing Plan • Disability Access & Inclusion Plan • Greater Mount Gambier Master Plan Future plans: • Community Complex Master Plan • Volunteering and Community Development Plan • Reconciliation Action Plan
Economy Goal: A growing, diverse and vibrant economy, optimising our unique primary industries and natural assets	• Mount Gambier Regional Airport Master Plan • Mount Gambier & District Saleyards Master Plan Future plans: • Placemaking and Signage Strategy • Tourism Economic Development Master Plan
Environment Goal: A sustainable district that values the natural qualities and heritage that underpin our health, liveability and economy	• Cat and Dog Management Plan • River & Coastal Communities Urban Design Framework • Port MacDonnell Urban Design Framework • Open Space Asset Management Plan • Inner Townships Master Plan Future plans: • Environmental Sustainability Strategy • Risk Management Plans for High Use Sites • Community Facilities and Open Space Master Plan
Infrastructure Goal: Reliable and contemporary infrastructure that meets the needs of our community, industry and visitors	• Buildings Asset Management Plan • CWMS Asset Management Plan • Fleet Asset Management Plan • ICT Equipment Asset Management Plan • Stormwater Asset Management Plan Future plans: • Cycling and Walking Trails Master Plan
Council Goal: A strategic and financially sustainable Council that values its people and delivers quality services	• Community Engagement Framework • Corporate Branding Guide • Long Term Financial Plan • Business Continuity Plan

	Future plans: • ICT Framework • Human Resourcing Strategy • Governance & Regulatory Framework
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Measuring Success

The Strategic Plan will be delivered via our suite of corporate plans, supported by the Annual Business Plan and Budget. Council will report progress against our Strategic Plan key projects each year in the Annual Report.

1. Strategic Plan 2024-2034

Council's long-term vision, strategy and goals for the community.

2. Actions

The actions allocated to be completed each financial year.

3. Annual Business Plan and Budget

The allocation of resources to support Council's activities and services.

4. Annual Report

The progress report against Council's strategic actions achieved each financial year.

Appendix A – External Strategic Alignment

Our Goal	State Plans	Regional Plans
Community A connected, inclusive, resilient and engaged community	• State Planning Policies • South Australia's Disability Inclusion Plan • South Australia's Plan for Ageing Well 2020-2025 • South Australian Health and Wellbeing Strategy 2020-2025 • Recreation Sport & Racing Strategic Plan 2021-2025 • SA Autism Strategy 2024-2029	• Limestone Coast Regional Plan • Limestone Coast Regional Public Health and Wellbeing Plan 2021-2026 • Limestone Coast Local Government Association Advocacy Agenda
Economy A growing, diverse and vibrant economy, optimising our unique primary industries and natural assets	• State Planning Policies • State Tourism Plan 2030 • Limestone Coast Regional Plan • Regional Development South Australia Infrastructure Prioritisation	• Limestone Coast Regional Development Authority Prospectus of Priorities • South Australian Regional Visitor Strategy 2025 – Limestone Coast • Greater Mount Gambier Master Plan
Environment A sustainable district that values the natural qualities and heritage that underpin our health, liveability and economy	• State Planning Policies • South Australia- Responding to Climate Change • Green Industries SA Strategic Plan 2021-2025	• Limestone Coast Regional Plan • Limestone Coast Regional Landscape Plan 2021-2026
Infrastructure Reliable and contemporary infrastructure that meets the needs of our community and industry	• State Planning Policies • Limestone Coast Regional Plan (in development) • 20 Year State Infrastructure Strategy	• Limestone Coast Regional Plan • Limestone Coast Regional Development Authority Prospectus of Priorities
Council A strategic and sustainable Council that values its	• Local Government Act requirements	• Limestone Coast Local Government Association Strategic Plan 2020-2025

people and delivers
quality services
