



Building Stronger Communities

Mid
Murray
Council

Community Development Strategy
November 2024



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Acknowledgement of Country

Mid Murray Council would like to acknowledge and pay respect to the Traditional Custodians of the land: the Ngadjuri, Ngaiawang, Ngangaruku, Ngarkat, Ngarrindjeri and Peramangk Peoples of the Mid Murray lands and waters.

It is upon their ancestral lands and waters that the Mid Murray Council operates, and Council pays respect to Elders, past and present, and their spiritual beliefs that are of continuing importance to those First Nations Peoples of today.

Council further acknowledges the contributions and important role that First Nations Peoples continue to play within the community.



Community Development Strategy

Council's Community team has developed a strategy that aims to identify the key projects and programs for the next four years and provide an overarching strategy for the implementation of existing policies, plans and strategies and identifies new areas of focus. In addition, it will strengthen how the team works with the community and internal stakeholders.

The team assist external service providers in developing and delivering community programs and services for the wellbeing of people. They also work with our colleagues across Council to provide the best possible Council facilities and services.

The focus of the strategy is ensuring that the Mid Murray community has opportunities, is healthy and safe, and is inclusive and supportive.

*Community is at the heart of
why we are here!*

Role of a Council

Pursuant to Section 6 of the *Local Government Act 1999* (SA), a council is established to provide for the government and management of its area at the local level and, in particular:

- (a) to act as a representative, informed and responsible decision-maker in the interests of its community; and
- (b) to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner; and
- (c) to encourage and develop initiatives within its community for improving the quality of life of the community; and

- (d) to represent the interests of its community to the wider community; and
- (e) to exercise, perform and discharge the powers, functions and duties of local government under this and other Acts in relation to the area for which it is constituted.

Functions of a council

Pursuant to Section 7 of the *Local Government Act 1999* (SA), the functions of a council include:

- (a) to plan at the local and regional level for the development and future requirements of its area;
- (b) to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area;
- (ba) to determine the appropriate financial contribution to be made by ratepayers to the resources of the council;
- (c) to provide for the welfare, well-being and interests of individuals and groups within its community;
- (d) to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
- (e) to manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity;
- (f) to provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area);
- (g) to promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;

- (h) to establish or support organisations or programs that benefit people in its area or local government generally;
- (i) to manage and, if appropriate, develop, public areas vested in, or occupied by, the council;
- (j) to manage, improve and develop resources available to the council;
- (k) to undertake other functions and activities conferred by or under an Act.

Principles to be observed by council

A council must act to uphold and promote observance of the principles outlined in Section 8 of the Act when performing its roles and functions, which amongst other things include seeking to balance the provision of services, facilities and programs with the financial impact on ratepayers and council's long-term financial performance and position.

In addition to the Local Government Act, the activities of the team are also governed by the following statutes and Council policies:

Libraries Act

South Australian Public Health Act

Disability Access and Inclusion Act

Busking Policy

Community Grants Policy

Community Loans Policy

Public Consultation Policy

Volunteer Policy

Child Safe Code of Conduct for Employees and Volunteers



What is Community?

The term community is used to define a group of people. There is often a shared story amongst the group be it place, interest or affiliation. This includes residential neighbourhoods, sporting clubs, schools, online groups and communities of interest.

As a result, there is a mix of populations, all having their own networks and affiliations.

What is Community Development?

There are many definitions to describe community development. Fundamentally, it is about empowering the community to be resilient and self-sufficient.

The Australian Institute of Family Studies (2024) defines community development as

“empower(ing) community members and create stronger and more connected communities”.

It is also described as “a process to create positive change at a local or community level, alongside or led by, the people who live there.” (Queensland Council of Social Service, 2024)

Trends in community development aim to support the community to develop its own resources and capacity to address their needs. This can be achieved in multiple ways through community engagement through to place-based approaches.

Councils also provide a variety of community hubs where community members come together to connect, share resources, collaborate on projects, and engage in activities that benefit the community as a whole. Community hubs can take various forms, including physical spaces like community centres, leisure centres, libraries, and online platforms.



A holistic view of community development encapsulates amongst other things planning, place making, data analysis, activism, equity, project development, engagement and asset-based change.

It should be noted that Community Development is not necessarily the same as Community Planning and Community Engagement. Community planning is a component of a community development program, while community engagement is about Council decision-making and how to involve the community.

Council's approach to community engagement is based on the IAP2's spectrum of public participation that ranges from informing, consulting to actively involving and collaborating in the outcomes.

The Strategy seeks to encapsulate all three of these elements as depicted in Figure 1.



Figure 1 - Synergy of Community Development, Planning, and Engagement

Benefits of Community Development

Implementing a successful community development program helps foster a sense of belonging within the community, building strong connections as well as enhancing personal well-being. By encouraging community involvement, Council can deliver effectively on its functions and strategic goals.

By undertaking community development communities help themselves become stronger, more economically, environmentally and socially sustainable.

In essence, community development is a critical function of Council in addressing the welfare, well-being and interests of individuals and groups within its community. It seeks to develop a sense of pride, ownership and identity within communities.

Strategic Alignment

In developing the strategy, consideration has been given to the functions of Council and its strategic goals.

Council's overarching Strategic Plan provides the vision for all work undertaken by council under the pillars of **Sustainability**, **Liveability** and **Prosperity**. Other strategies are also important to clarify how projects and programs are delivered. The Long-Term Financial Plan and Annual Business Plan and Budget determine the resourcing that is required to deliver on the strategic activities identified in the various plans.

The policy objectives of many sectors of government help shape our communities; planning, health, housing and social inclusion policy platforms are considered particularly influential.

- Murraylands and Mallee Regional Plan
- SA State Public Health Plan
- State Disability Inclusion Plan
- Our Housing Future
- Volunteer Strategy for South Australia

The following diagram (Figure 2) maps a hierarchy to provide a framework about how strategic and policy documents fit into community development and community engagement planning.



Figure 2 - Planning hierarchy

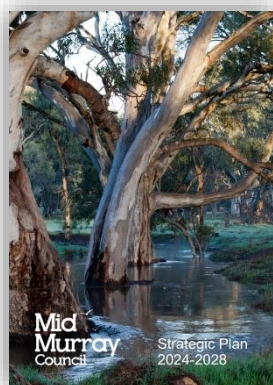
The following is a summary of the strategic goals that help support community outcomes as set out in the plans adopted by Council.

Strategic Plan 2024-2028

Our Liveability

1 Our community is engaged, supported and connected.

- 1.1 Facilitate community health, wellbeing and resilience and build community capacity.
- 1.2 Implement initiatives for lifelong learning and create thriving, safe and inclusive communities.
- 1.3 Support and recognise our volunteers.
- 1.4 Foster a diverse, inclusive and welcoming community.
- 1.5 Maximise multi-purpose use of community assets.
- 1.6 Foster positive working partnership with the region's First Nations People.



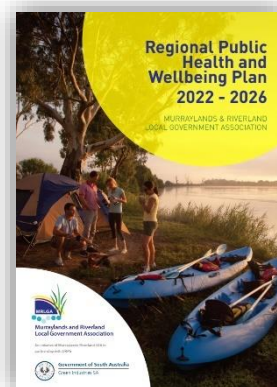
4 Our region is supported by vibrant and welcoming townships, open spaces, facilities and public realm to encourage sport, recreation and active lifestyles.

- 4.1 Provide, partner and advocate for improved open spaces and facilities that encourage community engagement and support active lifestyles.
- 4.2 Deliver vibrant and welcoming townships and public realm.

Regional Public Health and Wellbeing Plan 2022-2026

Goal 1: Build community wellbeing and resilience.

1. Support the development and implementation of the community-led Mid Murray "Our Town" Plan.
2. Work with internal and external stakeholders to assist in addressing mental health and wellbeing issues in the region.
3. Develop and implement a Disability Access and Inclusion Plan.
4. Provide diverse and increased opportunities for community engagement, connection and participation.
5. Promote and celebrate Aboriginal Culture and significance through increased opportunities for engagement and collaboration.



Goal 2: Increase healthy living choices.

1. Maintain infrastructure that supports opportunities for sport and recreation.
2. Facilitate active partnerships with sporting clubs to achieve sustainable, inclusive and increased participation.
3. Leverage existing open spaces, and explore other recreation strategies, to provide a broad range of opportunities for social connection and inclusion for all ages.

Disability Access and Inclusion Plan 2020-2024

Priority 1 Involvement in the community.

Priority 2 Improving community understanding and awareness.

Priority 3 Promoting the rights of people living with a disability.

Priority 4: Participation in decision-making.

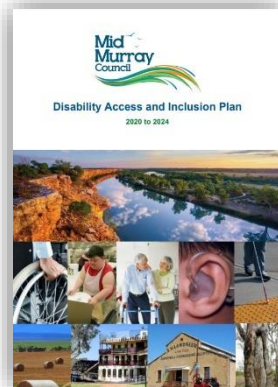
Priority 5: Leadership and raising profile.

Priority 6: Engagement and consultation.

Priority 9: Access to services.

Priority 10: Better supports within educational and training settings.

Priority 11: Skill development through volunteering and support in navigating the pathway between learning and earning.



Theme 2: Recreation and Trails

Support residents and visitors to embrace active lifestyles through recreation, program and event opportunities and access to good quality, functional and accessible recreation spaces, facilities, trails and event spaces.

Theme 3: Sporting Open Space and Facilities

Increase the community value and use of sporting facilities across the Mid Murray region through ongoing community commitment, targeted sports facility improvements and sport, recreation and health participation initiatives.

Theme 4: Natural Areas and the Environment

In partnership with communities and government bodies, protect and appropriately manage and use natural areas and aim for environmental sustainability with a link to eco-tourism. This includes increasing options for connecting people to nature through activities.

Theme 5: Public Realm and Heritage

Strengthen and activate public realm and protect heritage within townships and precincts including through streetscapes, entry statements, signage and the management of heritage sites and structures. This includes providing opportunities to activate towns and spaces through the public realm and heritage promotion.

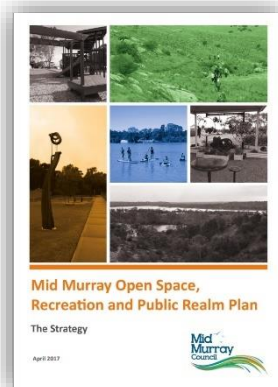
Theme 6: Asset Management

Manage and plan for open space, recreation and public realm assets in a strategic and coordinated manner, with consideration given to hierarchy and the appropriate service level of assets.

Open Space, Recreation and Public Realm Plan 2017

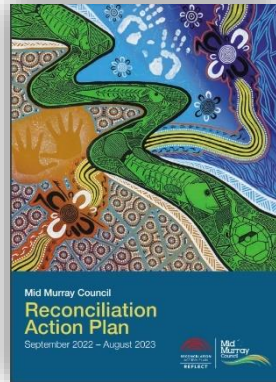
Theme 1: The Murray River and Environs

Enhance the quality, appeal and accessibility of the river and related developed and natural open spaces, particular linked to main towns and open space destinations. A diversity of quality, activated and natural spaces should be provided to support community and visitor activity and their connection to the river.



Reconciliation Action Plan

1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
2. Build relationships through celebrating National Reconciliation Week (NRW).
3. Promote reconciliation through our sphere of influence.
4. Promote positive race relations through antidiscrimination strategies.
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
7. Increase understanding and protection of Aboriginal cultural heritage, Lands and Waters across the Council area.
8. Create culturally appropriate spaces within the workplace and throughout the region.
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.



10. Improve employment outcomes within Council by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.
13. Provide appropriate support for effective implementation of RAP commitments.
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally
15. Continue our reconciliation journey by developing our next RAP.

Summarising our strategic goals, there is a focus on engagement, connection and participation with the entire community including our First Nations people, building capacity and ensuring that our community is resilient and has access to services and facilities.

Council's role in achieving community development outcomes range from 'monitor' to 'deliver' and may vary within priority areas of the strategic goals. Council does not play a role in delivering formal health and allied services.



Social Determinants of Health

The World Health Organisation identifies social determinants of health as ‘the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life’.

The State Public Health Plan 2019-2024 defines public health as ‘what we do collectively as a society to create the conditions and environments that enable health and wellbeing. Public health touches the lives of South Australians every day, protecting and promoting health and wellbeing’.

The plan acknowledges that many of the regional public health plans prepared by Councils consistently focus on key determinants of health including built and natural environments, social cohesion and inclusion, social protection, climate change, food and water safety and security, economic development and local employment, education and learning, crime and safety and the cultural determinants of health.

Volunteering Opportunities

Volunteering SA&NT (2023) describes volunteering as ‘giving your time for the common good without financial gain’. But it can mean so much more, as it provides an opportunity to have a positive influence and impact on the lives of many people within our community.

Mid Murray Council offers the following volunteering opportunities:

Morgan and District Community Hub

- Morgan Activity Centre
- Morgan Library

Morgan Visitor Information Office

- Morgan Craft Shop
- Morgan Landseer Museum
- Morgan Pendle’s Tea Room
- Morgan PS Canally
- Morgan Railway

Mannum Dock Museum

Mannum Leisure Centre

Mannum PW Mayflower

Mannum PS Marion

Mannum Visitor Information Centre

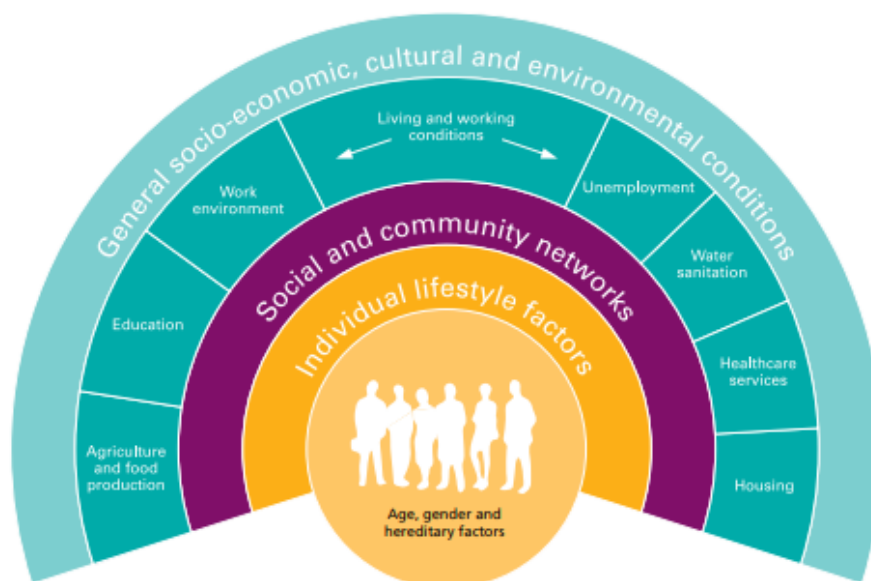


Figure 3 - Social Determinants of Health
(Source SA Health)

Our Region

The Mid Murray Council was formed on 1 July 1997 through the amalgamation of the District Council of Mannum, District Council of Morgan, District Council of Ridley-Truro and part of the District Council of Mount Pleasant. The Council area comprises land within regions generally known as the Murraylands, Riverland and the eastern slopes of the Mount Lofty Ranges (Figure 4).

Mid Murray Council is located about 90 minutes from the Adelaide CBD. It covers an area of 6,273 square kilometres and consist of the townships and settlements shown in the table below.

With some 220 kms of the mighty River Murray flowing through the region, along with ancient cliffs and thriving farmland, Mid Murray Council is a diverse and picturesque landscape.



Figure 4 - Mid Murray Council Area

Table 1 - Towns and Settlements

Townships	Mannum, Morgan, Blanchetown, Cadell, Cambrai, Sedan, Swan Reach, Truro, Palmer, Tungkillo, Keyneton
Settlements	Barton, Murbko, Dutton, Nildottie, Greenways, Sandleton, Sanderston, Black Hill, Milendella, Punthari, Ponde, Caloote, Purnong, Bowhill, Mt Mary, Cowirra, Younghusband
Shack Settlements	Baseby Reserve, North Neeta, Beaumonts, North West Bend, Big Bend, Big Bend Landing, Old Teal Flat, Bolto Reserve, Pellaring Flat, Pelican Point, Brenda Park, Brinkleys, Punyelroo, Punyelroo South, Cadell Lagoon, Caloote Landing, Purnong Landing, Riverbanks Estate, Caurnamont, Rocky Point, Chucka Bend Road, Sabaruma, Coolcha, Scotts Creek, Cosey Corner, Scrubby Flat, Seven Mile, Five Mile, Frahns, Teal Flat, Walker Flat, Forster, The Peppers, Freemans Landing, The Rocks, Trumans, Greenways Landing, Idyll Acres, Julanker Holdings, Kroehns Landing, Langs Landing, Lake Carlet, Marks Landing, Marne River, Wombats Rest, McAuleys, Wongulla Lagoon, McBeans Pound, Wongulla Landing, Morphett Flat, Younghusband Holdings, Zadows Landing

Council Owned and Operated Places and Spaces

Council maintains assets and infrastructure via a suite of asset management plans. These assets include community, commercial and operational buildings and all site improvements throughout the Council area. Key community assets include:

Boat Ramps

Regional

- Chucka Bend Road, Bowhill
- East Front Road, Younghusband
- Ferry Crossing, Morgan
- Herrmanns Landing Road, Nildottie
- Kings Riverside Drive, Cadell
- Lake Side Drive, Walker Flat
- Mannum Waters, Mannum
- Mary Ann Reserve, Mannum
- River Reserve Road, Swan Reach
- The Parade, Blanchetown

Local

- Big Bend, Riverside Drive
- Bolto, Khartoum Road
- Caurnamont, Thompson Road
- Greenways, Greenways Landing Road
- Caloote, Caloote Landing Road
- Kroehns Landing, Kroehns Landing Road
- North West Bend, Gladstone St
- Mannum, Off Randell Rd
- Murbko, Off Murbko Road
- Pellaring Flat, Salisbury Road
- Punyelroo, Pelde Road
- Wongulla, Wongulla Ramp Road
- Zadows Landing, Zadows Landing Road

Playgrounds

- Cadell Playground Family Park
- Caurnamont Fitness Park, Caurnamont
- Collier Park, Palmer
- Graham Claxton Reserve, Cadell
- Greenways Oval
- Heroes Park Reserve, Truro
- JKG Memorial Playground, Nildottie
- Len White Reserve, Swan Reach
- Mannum Oval, Mannum
- Mary Ann Reserve, Mannum

- Morgan Riverfront Reserve
- Old Scholars and Parents Park, Cambrai
- Pioneer Park Playground, Truro
- Soldiers Memorial, Tungkillo
- South Terrace, Blanchetown
- Truro Oval
- Women's Agricultural Bureau Reserve Playground, Bowhill



Reserves

- Arnold Park, Mannum
- Bolto Reserve, Mannum
- Cadell Playground Family Park Reserve, Cadell
- Cannon Park / Hasse Hill Reserve, Swan Reach
- Collier Park, Palmer
- Gass Reserve, Mannum
- Graeme Claxton Reserve, Cadell
- Greenways Landing
- Haythorpe Reserve, Mannum
- Hermanns Landing and Riverfront Reserve, Nildottie
- Hettner Landing/Len Batten Reserve, Walker Flat
- Hogwash Bend, Cadell
- John S Christian Reserve, Black Hill
- Len White Reserve, Swan Reach
- Mannum Waterfalls
- Mary-Ann Reserve, Mannum
- Morgan Riverfront Reserve
- Old Scholars and Parents Park, Cambrai
- Pioneer Park Reserve, Truro
- Purnong Ferry Landing
- Rhine Villa Reserve, Cambrai
- Seven Mile Riverfront, Younghusband

- Shell Hill Reserve, Black Hill
- Tenbury Hunter Reserve, Swan Reach
- Tom Groggin, Youngusband
- Towitta Park, Towitta
- TP Bellchambers Reserve, Milendella
- Women's Agricultural Bureau, Bowhill
- Wongulla Reserve, Wongulla
- Youngusband Riverfront Reserve
- Zadows Landing

Ovals

- Cadell Community Oval
- Mannum Town Oval
- Palmer Collier Park
- Purnong Oval
- Truro Oval

Our Community

It is important to understand who we are planning for?

Planning and research form a critical path in the delivery of community programs and services. This enables the team to identify potential issues and gaps across our community and help identify appropriate action through advocacy and delivery of projects and programs.

For this Strategy, our community development sectors comprise of:

- Child and Family
- Youth (12 – 24 years)
- Seniors (60 years +)
- First Nations people
- People with Disabilities
- Vulnerable Communities

A snapshot of the Mid Murray Community based on the 2021 Census is presented on the next page.



Population

9,168 Residents



4,859 (53%) 4,309 (47%)

First Nations



229 First Nations People (2.5%)

Birthplace



Male	3,888	511
Female	3,410	496

At any given time, there are significantly more additional visitors residing in the community as tourists or people frequenting their holiday home. At peak tourist season from December to February the population grows to almost 20,000.

Dwellings



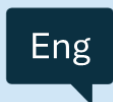
7,416 dwellings

Children



1,175 (12.8%) aged 0-14

Language (used at home)



English 8,050
Other 178

Homeless



26 (0.35% of State total)

Employment



3,431 people employed
53% Full time 39% Part time

Loan Person Households



1,315 households (30.6%)

Youth



294 (61%) in primary school
191 (39%) in secondary school

Education



5,869 Year 10 or greater

Mental Illness



1,050 people (11.5%)

Community Infrastructure



1 Swimming Pool
10 Ovals (5 council owned)
17 Playgrounds
23 Halls (11 Council owned)
31 Reserves

Families



Average Household Size 2.07

Seniors



3,651 (39.8%) aged over 60

Volunteers



1,661

Disability



706 people (7.7%)

Community Organisations



17 Progress Associations
14 Shack Owners Associations

Our Approach

The Community team delivers through the following approaches:



Awareness
Raising



Planning and
Research



Advocacy



Collaborating

The team aims to work with the community to identify issues and concerns that are affecting them. We aim to take a local asset approach, tailored to regional needs. Raising awareness of these issues, the team will undertake the necessary investigations to better understand the issue. Ultimately, the team will seek to either advocate for or collaborate in developing a solution for the community.

Our Principles

The principles which guide our approach are:



We are community
centred



We work together to
achieve visions and
goals with
community and
elected members



We are flexible and
agile



We are committed
to transparency and
accountability

Community development is not just in the realm of the community team, it is a shared responsibility and processes throughout the whole organisation. All operations of the Council when working with community can build capacity or enhance wellbeing.

The role of the team is to build capacity across the organisation to ensure that members of the community are actively engaged in the operational elements of Council, and ensuring positive outcomes are achieved.

Our Focus

The team's focus is on:



Building
capacity



Creating
places



Creating
connections



Providing services
and programs

The Strategy seek to focus on these four areas, noting that these will build and enrich the other over time.

The focus will be on having a 'whole of community' approach wherever possible, rather than focussing on one segment of the community. As part of this focus, the team will seek to address needs which have an impact across the whole community (Children, Families, Youth and Seniors).

The team will seek to focus on setting a strong foundation for service delivery in the short to medium term, based on available resourcing. As future resources improve, opportunity to explore additional projects and programs will be identified.

In addition, grant funding can be targeted to address priority projects and programs that complement the outcomes sought by the Strategy.

Development, Planning and Engagement as functions of Council aims to work collaboratively in developing positive outcomes for the community, individuals and place. The outcomes sought through the process is to build capacity and partnerships within the community to help create vibrant and thriving places.

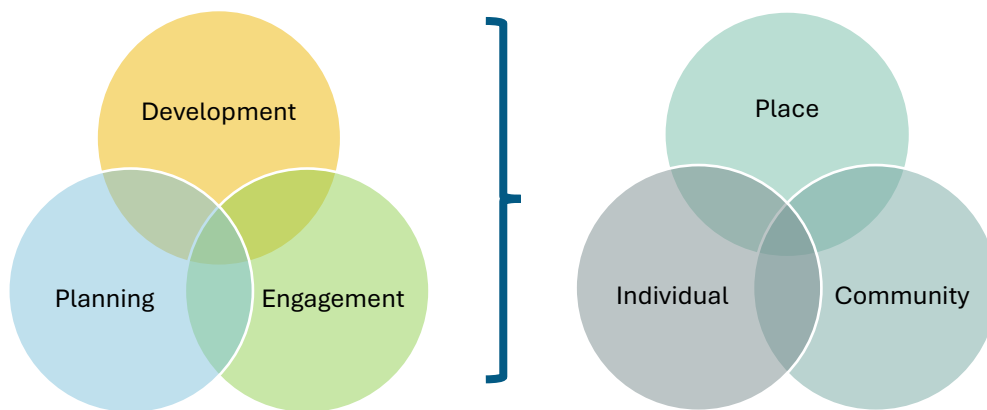


Figure 5 - Community Development Framework



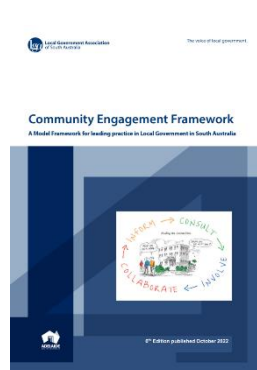
Evidence Based Approach

The team will adopt an evidence-based approach in its day-to-day functions and support in research and planning across the organisation. Outputs and outcomes will be backed by data and evidence, including internal and external information sources.

Community Engagement and Consultation

Council's Public Consultation Policy outlines the requirements when engaging with the community.

The *Community Engagement Handbook* (October 2022) prepared by the Local Government Association focus on the International Association for Public Participation framework.



Local Government Reform (*Local Government Review Act 2021*) is seeking to incorporate a Community Engagement Charter that will provide suitable direction to Councils on best practice engagement. The new provisions will also ensure that councils prepare and adopt a community

engagement policy.

It should be noted that Councils must also adhere to the Community Engagement Charter pursuant to the *Planning, Development and Infrastructure Act 2016*, that places emphasis on engaging communities early, when the rules, such as the Planning and Design Code and other regulatory instruments are being developed or reviewed.

The International Association for Public Participation (IAP2) has developed principles of public participation that can be used to assist in the decision-making process. The principles hold that those who are affected by a decision have a right to be involved in the decision-making process. Public participation implies that the public's contribution will influence the decision.

The framework is based on a spectrum of engagement (Figure 6). The framework identifies consultation as only one of the levels of engagement.

The team will seek improve Council's capacity to undertaken meaningful community engagement, noting the scalability of the framework to assist Council in its decision-making processes.

The team will provide support to all parts of the organisation to utilises the framework, and to 'close the loop' on all engagement activities undertaken by Council.

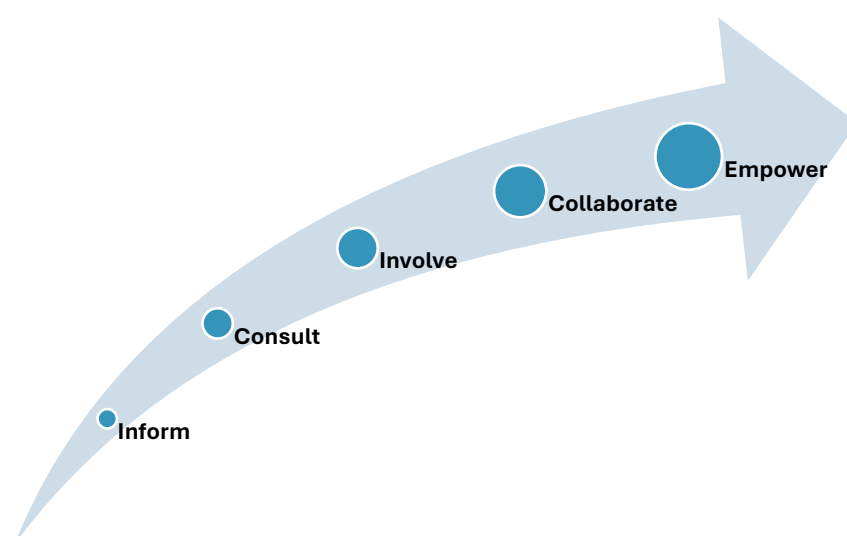


Figure 6 - Public Participation Spectrum (Source: International Association for Public Participation)

Asset Based Community Development

Asset-Based Community Development entails evaluating the resources, skills, and experiences within a community; mobilising the community around issues that inspire members to act; and then identifying and implementing the necessary steps.

Effectively, it is about identifying and harnessing the strengths within a community.

As outlined by Faster Capital (2024) the approach is based on four key principles:

- A. **Asset orientation:** identifying and utilising the strengths and resources within a community.
- B. **Community-driven:** community members are actively involved in the planning and decision-making.
- C. **Relationship building:** Building strong relationships that includes building trust, respect, and collaboration among community members.
- D. **Capacity building:** Building the capacity of individuals and groups to lead and sustain positive change.

As a large local government area covering 6,273 square kilometres, Mid Murray Council encompasses eleven townships along with numerous communities and shack settlements.

These towns and settlements feature a wide range of demographics, community assets, and cultural backgrounds, each with its own distinct needs and aspirations.

In adopting an Asset Based Approach, the team will work within the nine planning areas shown in Figure 7.

These planning areas replace the current District Action Planning areas.

The Range comprising of Truro, Keyneton, Palmer and Tungkillo.

The Plains comprising of Cambrai and Sedan.

Upper River comprising of Blanchetown, Cadell, Morgan and Mount Mary.

Central River comprising of Swan Reach, Nildottie and Walker Flat.

Mannum and Surrounds comprising of Mannum, Bowhill, Younghusband and Purnong.

Working closely with the community, each of the Community Action Plans will endeavour to be responsive to community expectations to achieve targeted local results and more efficient use of resources.

It is important to note that these plans are not a 'wish list' of actions to be undertaken by Council.

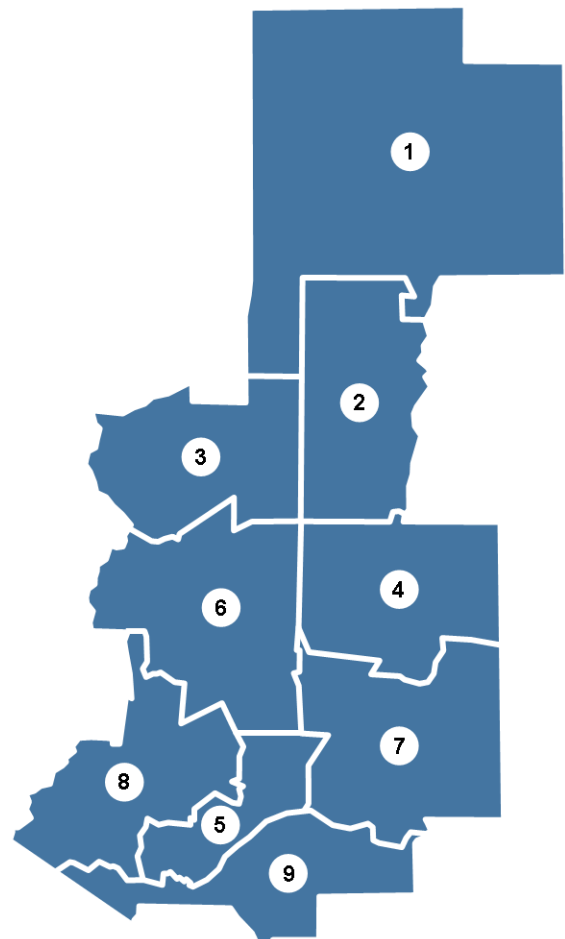


Figure 7 - Community Planning Areas

- 1. Morgan-Cadell and Surrounds
- 2. Blanchetown and Surrounds
- 3. Truro and Surrounds
- 4. Swan Reach and Surrounds
- 5. Mannum and Surrounds
- 6. Keyneton-Sedan-Cambrai
- 7. Walker Flat-Nildottie-Purnong
- 8. Tungkillo-Palmer-Sanderston
- 9. Ponde-Younghusband

The emphasis is on the community taking action together and identify what needs to be done in their local areas, and then to plan for how they can be realised.

The plans need to focus on the strengths, values and attributes within the three elements of Community, Individual and Place.

Key organisations, groups and services providers within each of the planning areas are to be identified to assist in identifying the opportunities and challenges faced by the local community.

By planning for the future, the Community Action Plans can be aligned with Council's plans and budget and assists community's and groups to identify funding to support actions.

As a minimum, these plans should seek to address the social, environmental and economic context within the community. The team will be assisting in developing plans. It is not about having a 'one size fits all'. Each community is unique, therefore their plans should be a reflection of the community, its visions and desires.

Appendix 1 provides a snapshot of the services that are available within each of the nine planning areas.

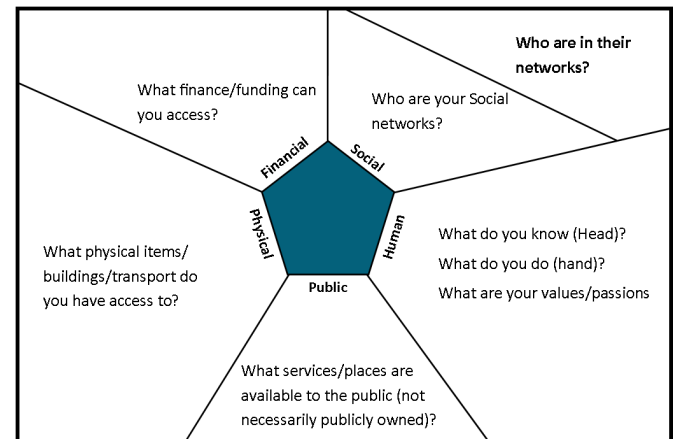
Asset mapping

As a technique, an Asset Pentagon can be used to help communities maximise the use of their existing assets to find solutions to local problems (Paul Stepczak, 2024).

As per Figure 8, the community members list the core assets, these being:

- Social assets (your networks, key individuals in your life)
- Human assets (the things you do, know or have a passion for)
- Public assets (the public services you can access)
- Physical assets (the physical items you have access to)
- Financial assets (the finance you have access to)

In taking such an approach, it is possible to take a problem and carefully consider how every single asset (every name, item, organisation etc), can help and in what way.



Start with Social, Stop at Finance

Who are your?

Connectors
(people who connect people)

Mavens
(people who know a lot of information)

Salespeople
(influential people)

Figure 8 - Asset Pentagon (Source: Paul Stepczak, 2024)

Equally, the Circles of Influence concept, developed by Stephen Covey (2004), can help a community to recognise which things it can influence and control, and which it can't, even though they may impact the community.

By assessing what can be controlled and influenced, a community can focus its energy 'work(ing) on things they can do something about. The nature of their energy is positive, enlarging and magnifying.' Stephen Covey (2004)

"Grant me the serenity to accept the things I cannot change, courage to change the things I can, and the wisdom to know the difference".

Reinhold Niebuhr

Service Functions

In developing the strategy, it is imperative to understand the baseline service delivery currently provided to the community.

Our 'business as usual' activities are described by the functions listed in Figure 9. These functions represent the core of Community Development programs.

Many of the service standards associated with these functions have not been formally documented in a meaningful way to enable the community to understand the levels of service provided by the Council, and of the resources required to provide these functions.

A key action for the team is to develop appropriate service levels and have them reflected in a Service Provision Policy.

Methodology

When looking at these functions, the Council as well as the team have different methodologies in which they can be delivered. These methods are:

Lead - Lead the delivery of an action

Support - Assist in delivery by removing barriers

Partner - Assist others in delivering an action

Advocate - Raise awareness to the responsible bodies



Figure 9 - Service Areas

Projects and Programs

The following projects and programs are proposed to be conducted by the team for 2024-2028.

Many of the business-as-usual components in the Strategy that do not require additional funding will be captured in the Service Provision Policy and the service standards for the various functions and sub-functions for the team. Some actions will require additional funds to provide new projects, services and events. Delivery of the strategy will be subjected to the budget allocation set by Council, and the identification of suitably targeted external funding sources. These will be considered as part of the annual budget process.

*“All you need is the plan, the road map, and
the courage to press on to your destination”*

Earl Nightingale





COMMUNITY PLANNING

Action		2025	2026	2027	2028	Ongoing
Research and Planning						
Review and update the Open Space, Recreation and Public Realm Plan, subject to budget allocation.	- Provide support to the review of the plan. - Revised plan to be adopted by Council.			✓		
Develop Service Provision Policy to address the Functions and Sub-Functions.	Policy and Service Levels adopted by Council.	✓				
Facilitate planning and research in support of projects and programs.	- Provide planning and research services towards projects and programs across the organisation - Evidence gathering - Statistical information - Gap analysis - Data collection.					✓
Asset Based Planning						
Assist communities in the development of Community Action Plans.	Team to facilitate development of plans.			✓	✓	
Support other Council Staff.	Increase the capacity of council staff to use a community development approach.					✓



COMMUNITY DEVELOPMENT

Action		2025	2026	2027	2028	Ongoing
Capacity Building						
Advocate for increased community services across our region (aged, youth, health and wellbeing support, education).	Undertaken mapping of community services by sector.	✓				
	Profile the demographics of the community.		✓			
	Undertaken a gap analysis to understand current community sector needs.		✓			
	Advocate for services that are identified through the analysis.					✓
Community Wellbeing						
Advocate and partner with key stakeholders to strengthen health and wellbeing services throughout the region.	Work with the MRLGA and Regional Public Health Plan Committee to advocate for services within the region (subject to below).					✓
Support community organisations to foster greater social inclusion opportunities across the region.	Explore opportunity to incorporate programs throughout the council area.					✓
Support the delivery of community wellbeing programs and organisations.	- Explore opportunity to incorporate community programs throughout the council area. - Engage with Community to establish incorporated group to facilitate programs as identified.					✓



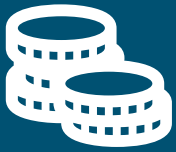
COMMUNITY HUBS

Action		2025	2026	2027	2028	Ongoing
Review and assess the sustainability of Council facilities and explore delivery models.	Council resolution on the future service delivery at Council operated facilities.					✓
Morgan Activity Centre						
Facilitate Programs and Activities.	- Facilitating activities, crafts, information sessions and events. - Hireable facility.					✓
Morgan Service Hub						
Provide Council Services.	Allow the community and visitors to connect with various resources and local information.					✓
Mannum Institute						
Provide community facility.	- Allow the community and visitors to connect with various resources and local information. - Hireable facility.					✓
Blanchetown Community Hub						
Provide Council Services.	Allow the community and visitors to connect with various resources and local information.					✓
Health Centres						
Facilitate medical centre and chemist.	Oversee cleaning and building maintenance.					✓
Service centre outlet						
Facilitate Centrelink service.	- Housed with Council facilities. - Staff trained to aid community.					✓



ENGAGEMENT AND COMMUNICATION

Action		2025	2026	2027	2028	Ongoing
Community Engagement						
Develop and implement a Community Engagement Framework that provides all sectors of the community to participate in an informed and meaningful way.	Adoption of a new Community Engagement Policy that aligns with the Local Government reform and Community Engagement Charter.	✓				
	Obtain IAP2 accreditation for the Community Team and maintain ongoing Professional Development.	✓	✓			✓
	Maintain Policy and Templates.					✓
	Explore alternate engagement platforms to increase community participation in the decision-making processes of Council.	✓				
Community engagement planning and delivery.	- Provide assistance and support to Project Leads to develop an appropriate Engagement and Communication Plan when undertaking a project. - Provide support in collating responses and results from engagement activity. Assist in preparing 'What We Heard' and 'Submission Summary' reports.					✓



GRANTS

Action		2025	2026	2027	2028	Ongoing
Community Grants						
Provide Community Grants program, subject to budget allocation.	• Small Community Grants.	✓	✓	✓	✓	
	• Community Event Grants.	✓	✓	✓	✓	
	• Community Project Grants.	✓	✓	✓	✓	
	• Individual Sport and Cultural Grants.	✓	✓	✓	✓	
	• Review Council's Community Grant Program and Policy to ensure that it meets the needs of community groups and council's goals.		✓			
External Grant Funding						
Support community groups in identifying grant funding in support for community led projects.	• Working closely with community groups to help determine further investigations and grant funding support.					✓
Identify and apply for grant funding in support for Council led projects.	• Identify future grant opportunities to support projects and programs undertaken by Council. • Explore funding opportunities to further activate open spaces. • Advocate and source funding for the construction and improvements of our recreational trails and tracks.					✓



LIBRARIES

Action	Responsible	2025	2026	2027	2028	Ongoing
Council Library Operations.	• Implement agreed service level programs and resources for our elders, families and young people. • Opportunities to provide outreach services in rural townships.					✓
School Community Library Operations.	• Implement agreed service level programs and resources for our elders, families and young people. • Opportunities to provide outreach services in rural townships.					✓



RECONCILIATION

Action		2025	2026	2027	2028	Ongoing
Relationships						
Participate in the planning for Community Events.	• Support of the following events ○ NAIDOC ○ Reconciliation Week.					✓
Respect						
Promote Cultural Awareness.	• Community Development Team to facilitate Cultural Awareness training for Council Members and Staff.					✓
	• Community Development Team to assist in providing cultural assessments as part of new projects.					✓
Opportunities						
Support improved economic and social outcomes.	• Investigate opportunities for improved or expanded Aboriginal specific services, infrastructure and suppliers.					✓

Governance

Implementation of Council Reconciliation Action Plan.	Internal process to improve partnership with First Nations into projects and programs undertaken by Council.					✓
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SPORT, RECREATION AND LEISURE

Action		2025	2026	2027	2028	Ongoing
Participate in the Integrated Murraylands Physical Activity Committee.	Employed officer based at Murray Bridge (until 2025).					✓

Indoor facility

Complete the Mannum Leisure Centre review.	Implement outcomes of facility review for 2024-2025 season.	✓	✓			
Audit of community sporting facilities throughout the region.	- Undertake review of - Current leases and license. - Non council assets (i.e. schools). - State Sporting associations/ Peak Bodies. - Census data.	✓				

Outdoor facility

Develop Mannum Sporting Complex masterplan.	- Assist with the governance structure (i.e. merger). - Engage with user groups and broader community to develop the masterplan concept. - Seek grant funding to develop detailed design scope of works - Seek grant funding to construct new sporting complex.	✓	✓			
Implementation of existing plans and strategies.	<i>Open Space</i> - Provide assistance to Field Services, as required to deliver on actions and projects. <i>Skate Park and Playgrounds</i> - Assist in the design and planning of new assets.					✓
						✓

Swimming facility

Complete the Swimming Pools review, subject to council budget.	Implement outcomes of facility review for 2024-2025 season.	✓				
Maintain swimming pools operations, in accordance with budget allocation.	Pool maintenance and operations.					✓



STRATEGIC/STATUTORY PLANNING

Action		2025	2026	2027	2028	Ongoing
Public Health and Wellbeing						
Implementation of the Regional Public Health Plan.	- Actively participate in the delivery of the plan via the Regional Public Health and Wellbeing Committee. - Deliver on specific actions in the plan relevant to the Mid Murray community.					✓
Review of the Regional Public Health Plan.	Aid the Murraylands and Riverland Local Government Association to undertake statutory review of the regional plan in collaboration with the community.		✓	✓		
Disability Access and Inclusion						
Implementation of the Disability Access and Inclusion Plan.	Provide assistance to Building Surveyor, as required to deliver on actions.					✓

Review of the Disability Access and Inclusion Plan.	Undertake statutory review of the plan in collaboration with the community.	✓	✓			
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STATUTORY REPORTING

Action		2025	2026	2027	2028	Ongoing
Regional Public Health						
Prepare the Section 52 Report for the Chief Public Health Officer on the implementation of the plan.	Contribute to the Biennial Public Health Plan Report by September of each reporting year.		✓		✓	
Disability Access and Inclusion						
Prepare report on the implementation of the Disability Access and Inclusion Plan.	Provide assistance to Building Surveyor, as required to deliver on reporting requirements.	✓	✓	✓	✓	



VOLUNTEERS

Action		2025	2026	2027	2028	Ongoing
Promotion and Advocacy						
Develop and implement Volunteer Management Plan and Code of Conduct.	Adoption of a Plan and Code by Council that seeks to support and improve the volunteering programs run by community groups and Council.					✓
Support and Development						
Support our community organisations and volunteers to increase their capacity.	- Encourage and support a range of volunteering opportunities. - Support volunteers with relevant advice, training, coaching, mentoring, tools and resources. - Identify skill gaps in our community groups and volunteers. - Promote and foster skill development. - Provide/Facilitate educational session. <i>Leisure Centre/Swimming Pools</i> - Inductions - Coordination/Management - Training - Rostering <i>Morgan Activity Centre</i> - Inductions Coordination/Management - Training - Rostering					✓

Glossary of Terms

Asset Based Community Development - A systematic process for identifying and detailing resources (individual skills and organisational resources) and strengths in a community.

Community - Broadly used term to define groups of people, whether they be stakeholders, interest groups or connected individuals with a joint interest.

Community Action Plan - A community action plan is developed to provide direction for council's resources in establishing a strong and self-reliant community.

Community Development - Community development is the process which empowers the community to take collective responsibility for their own development.

Community Engagement - Building relationships, developing communications, and managing interactions in order to bring the community into the decision-making process.

Community Facilities - Permanent structures or installations (such as community centres, playgrounds, public art) which support community development.

Community Planning - A process led by council in conjunction with partners and communities to develop and implement a shared vision for the area.

Council - The body of elected officials (Councillors) that represent the community.

Key Stakeholders - Individuals or institutions that are expected to be important to achieving the Community Action Plans.

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Appendix 1

	Morgan-Cadell and Surrounds	Blanchetown and Surrounds	Truro and Surrounds	Swan Reach and Surrounds	Mannum and Surrounds	Keyneton- Sedan-Cambrai	Walker Flat- Nildottie- Purnong	Tungkillo- Palmer- Sanderston	Ponde- Youngusband
Emergency services									
Hospital									
Ferry service									
Council cemeteries						 (Closed)			
Other cemeteries									
Churches & auxiliary group									
Community organisation									
Progress/ tourist associations									
Shack owners association									
Support group									
Library									

	Morgan-Cadell and Surrounds	Blanchetown and Surrounds	Truro and Surrounds	Swan Reach and Surrounds	Mannum and Surrounds	Keyneton- Sedan-Cambrai	Walker Flat- Nildottie- Purnong	Tungkillo- Palmer- Sanderston	Ponde- Younghusband
Playgroups/kinder gym									
Education									
Environmental groups									
Halls									
Aged care									
Museums									
Ovals/recreation parks									
Sports/leisure activities									
Trails									
Waste services									

