



Mid  
Murray  
Council

Our Plan  
2020-2024



# Our Plan 2020-2024

Council has developed a new Strategic Plan – Our Plan 2020-24.

Our Plan 2020-24 builds on the foundations of the 2016-2020 Community Plan that was developed in partnership with the community by Council in 2016.

The community played a key component in the development of Our Plan 2020-24 and a thorough community consultation process was undertaken to inform the direction of the plan.

Our Plan 2020-24 sets the direction for the business for the next four years, and covers the period from 1 July 2020 to 30 June 2024, and shapes the future of Council's operations.

Each Theme of Our Plan 2020-24 has identified Strategic Goals, as well as Key Activities and Measures to drive and deliver clear outcomes and accountability.

Yearly operational plans will be developed for each 12 month period to guide operational deliverables.

Our Plan 2020-24 is the key instrument for the delivery of programs and services to the community and the long-term financial sustainability of Council and guides the development of Council's Annual Business Plan and Budget and Long Term Financial Plan.

## Our Purpose

Work collaboratively to strengthen and enrich our community.

## Our Ambition

Prosperity. Liveability. Sustainability.

## Our Themes

Our Business

Our Community

Our Environment

Our Growth

Our Lifestyle

# Our Business

Through effective leadership, our Council is sustainable, innovative and values our community and dedicated staff.

Strategic Goals		Key Activities		Role	Measures
1	We are customer focussed and deliver quality outcomes for our community	1.1	Deliver quality customer service outcomes	L D	What does success look like? <ul style="list-style-type: none"> <li>• Council is financially sustainable with improved indicators in our strategic plans</li> <li>• Customer satisfaction has improved</li> <li>• Organisational culture and employee satisfaction is enhanced</li> <li>• Community confidence and engagement in council has improved</li> </ul>
		1.2	Deliver positive outcomes through internal collaboration and communication	L D	
2	We are financially responsible, accountable and efficient with our community's money	2.1	Refine and further implement our strategic financial framework to deliver long-term financial sustainability.	L D	
		2.2	Improve the financial Key Performance Indicators (KPIs) in forward projections of the Long Term Financial Plan	L D	
		2.3	Develop and implement a project management framework that ensures effective project delivery	L D	
		2.4	Explore and maximise funding opportunities to deliver our strategic objectives and budget savings	L A D	
		2.5	Deliver business efficiencies through innovation and a culture of continuous improvement	L D C	
		2.6	Ensure Council has efficient systems and technology to meet our ever-changing business environment	L D	
		2.7	Explore alternative income streams to grow our revenue base	L P A D	
3	Our processes and systems identify, prioritise and reduce risk to Council's operations.	3.1	Deliver a robust risk framework	L D	
		3.2	Deliver a safe environment for employees, volunteers, contractors and visitors	L D C	
		3.3	Ensure Council is prepared and able to operate during emergencies	L D	
4	Our team is valued and we are an employer of choice	4.1	Create a positive and supportive culture and work environment	L D	
		4.2	Promote internal collaboration and communication within the organisation to drive innovation, efficiencies and workplace satisfaction.	L D	
		4.3	Attract, retain and develop a talented workforce	L D	
		4.4	Recognise our employees' experience and skills as a valuable resource to deliver business outcomes	L D	
5	Our Council is united and provides leadership to our community	5.1	We operate in an open and transparent manner	L D	
		5.2	Advocate on behalf of our community	L P A D	
		5.3	Create a one team culture	L D	
		5.4	Enhance the capacity of our Elected Members to deliver positive outcomes for the community	L D	
		5.5	Ensure Council governance complies with legislative requirements and best practice	L D C	
		5.6	Utilise robust evidence and data in decision making	L D	
		5.7	Develop strong partnerships and working relationships with our community and other organisations	L P A D	
6	Our Community is engaged and we consult and communicate effectively	6.1	Improve quality of public consultation, communication and community engagement	L D	
		6.2	Celebrate our successes	L D C	
<b>Key</b> L = Lead      P = Partner      A = Advocate      S = Support      D = Deliver      C = Control					

# Our Community

Our community is healthy, engaged and connected with a strong sense of pride and belonging.

Strategic Goals		Key Activities		Role	Measures	
1	Our community is engaged, thriving, supported and connected	1.1	Foster, strengthen and embrace a welcoming, safe, vibrant and inclusive community	L P A S D	<div>What does success look like?</div> <ul style="list-style-type: none"><li>• MMC is recognised as a supportive, inclusive and connected place to live</li><li>• Our volunteers feel valued</li><li>• Our community's well-being and social connection is enhanced</li><li>• Our diverse community feel a sense of belonging and awareness of shared history and pride in the region</li><li>• Our region has strong connections to Aboriginal and Torres Strait Islander heritage and culture</li></ul>	
		1.2	Our holiday home residents are a valued part of our community	L P A S D		
		1.3	Partner with stakeholders to advocate for community transport in the region	P A S		
2	The significance of our volunteers and their contribution to the community is recognised	2.1	Partner with volunteers to empower community	P S D		
		2.2	Recognise the value of volunteer contributions within the community	L P S		
3	The health, wellbeing and resilience of our community is enhanced	3.1	Improve community mental health, wellbeing and resilience	L P A S D C		
		3.2	Advocate and partner with key stakeholders to strengthen health services throughout the region	P A S		
		3.3	Acknowledge and support the needs of our vulnerable community	L P A S		
4	Our region has appropriate open spaces and facilities to encourage sport, recreation and active lifestyles	4.1	Provide opportunities for social connection for our communities through open spaces and facilities	L P A D		
		4.2	Partner and advocate for improved facilities across community organisations and sporting groups	L P A S D		
5	We have thriving and welcoming community organisations and sporting clubs	5.1	Facilitate active partnerships with community organisations and sporting clubs to achieve sustainable, inclusive and increased participation	L P A S		
6	Aboriginal and Torres Strait Islander heritage and culture is acknowledged, valued, preserved and celebrated	6.1	Listen, learn and engage with Aboriginal and Torres Strait Islander peoples to enhance understanding and strengthen relationships	L P A S D		
		6.2	In partnership with our Aboriginal and Torres Strait Islander community, develop and implement a Reconciliation Action Plan (RAP)	L P A S D		
		6.3	Develop an Aboriginal and Torres Strait Islander Environmental Heritage Preservation Plan	L P A S D		
7	Our community connects with our region's heritage and charm	7.1	Support and promote the region's heritage, social history, arts and cultural scene	P S		
Key	L = Lead	P = Partner	A = Advocate	S = Support	D = Deliver	C = Control

# Our Environment

Our unique environment is valued, preserved and protected for future generations.

Strategic Goals		Key Activities		Role	Measures
1	Our natural environment and assets are preserved, protected and enhanced to ensure enjoyment by future generations	1.1	Develop a Mid Murray Environmental Management Plan	LPD	<p>What does success look like?</p> <ul style="list-style-type: none"> <li>• Our natural environment is thriving</li> <li>• Our region's relationship with the River Murray is contributing to a sustainable and healthy river ecosystem</li> <li>• Our carbon footprint is reduced</li> <li>• Our community is adaptive to a changing climate and are working towards sustainable improvements</li> <li>• Our built heritage is valued and integrated into daily life</li> </ul>
		1.2	Raise community awareness of local environmental issues and appreciation of our open spaces and natural tourism areas	LPDA	
		1.3	Support community groups/tourism operators involved in Environmental Projects (Landcare)	S	
		1.4	Work with stakeholders to improve our native vegetation including road verges, undertake new tree planting and reduce pest species	LPSAD	
		1.5	Strengthen sustainable animal management practices with the development of a Cat Management Policy and best practice animal welfare management	LPD	
		1.6	Protect and manage our wildlife populations to ensure our ecosystems are sustainable and thriving	LPDA	
2	Our reliance on water from the River Murray is reduced to ensure its protection and viability	2.1	Investigate and implement best practice water management strategies across the region including stormwater harvesting and integrate Waste Sensitive Urban Design (WSUD) principles into infrastructure design and water infrastructure	LPD	
		2.2	Undertake a review of existing public reserves along the river to identify future needs and rationalisation options	LD	
		2.3	Advocate to the State Government to allow reclaimed/ recycled wastewater in the River Murray Floodplain area	A	
3	Our townships and holiday home areas balance development with respect for the river and its ecology	3.1	Review our townships and living areas to identify priorities for future wastewater management systems	LPDA	
		3.2	Advocate for funding to enable the implementation of wastewater management systems with a priority for Wongulla	A	
		3.3	Review options for expansion of residential areas along the River Murray in a managed fashion that protects the river and delivers new living opportunities	LPDA	
		3.4	Work with stakeholders to ensure the SA Planning and Design Code achieves balanced built development outcomes with environmental responsibility	LPS	
		3.5	Work with stakeholders to prepare a Riverbank Erosion Study and Action Plan.	PSA	
		3.6	Continue to raise community awareness of the importance of respecting and caring for the river	AS	
4	Our Carbon footprint is reduced	4.1	Develop a Climate Adaptation Plan	L D	
		4.2	Review Council operations and facilities and implement energy efficient concepts to ensure our business is environmentally sustainable	LDP	

# Our Environment

Continued.

Strategic Goals		Key Activities		Role	Measures	
5	Our community are adaptive to a changing climate	5.1	Develop programs and schemes to inform and educate the community on climate resilience and adaptation measures	LPDA		
		5.2	Partner with stakeholders and the community for emergency preparedness including intense heat, flood and bushfire safety	LPDA		
		5.3	to the State Government for an updated analysis and revised mapping of the River Murray Floodplain and stormwater	A		
		5.4	Advocate to the State Government for the Planning and Design Code to emphasise sustainable development.	A		
		5.5	Promote and educate the community on the benefits of environmental sustainability	A		
		5.6	Partner with the local agricultural industry to help create education, best agricultural practice and incentive programs (e.g. Murray Plains Farmers) to reduce environmental impact and carbon generation	PSA		
6	Our townships develop in a sustainable manner with less demand for resources	6.1	Review our townships and implement measures to facilitate sustainable township growth addressing service delivery, stormwater management and preservation of our landscape and its unique values	LPSA		
		6.2	Undertake a place making strategy for townships and riverfront reserves incorporating Environmentally Sustainable initiatives	LPD		
7	Our historical sites and buildings are fostered as key assets of community interest	7.1	Identify our local heritage places and initiate work to ensure they are recognised and protected in planning policy	LPDA		
		7.2	Advocate for the preservation of built heritage and develop programs that allow for their restoration and adaptive re-use	LPDA		
Key	L = Lead	P = Partner	A = Advocate	S = Support	D = Deliver	C = Control

# Our Growth

Our region is thriving through opportunities created by economic development, population growth and tourism.

Strategic Goals		Key Activities		Role	Measures
1	Support and encourage economic growth and the development of a diverse business sector	1.1	Develop and implement an economic development strategy	L D	What does success look like? <ul style="list-style-type: none"><li>Our region has increased economic development and business growth</li><li>Our infrastructure and technology is supporting business activity and our region's liveability</li></ul>
		1.2	Support local businesses and industries to grow and be sustainable	L P A S D	
		1.3	Plan for adequate supply of appropriately zoned land to support business investment and growth	L P A D	
		1.4	Work with the Regional Development Australia (RDA) and State Government departments to strengthen business capabilities throughout the region to ensure a skilled workforce	L P A D	
		1.5	Develop and implement a brand strategy for the region	L D	
		1.6	Drive business growth through Strategic partnerships and relationships with key stakeholders	L P A D	
2	Build on our critical infrastructure and technology network	2.1	Develop a technology and connectivity plan for the region	L P A D	<ul style="list-style-type: none"><li>Our population has grown by 10%</li><li>Our region is recognised as a desirable place to live</li><li>Our diverse and thriving tourism sector is driving economic growth</li></ul>
		2.2	Advocate key stakeholders for critical infrastructure that supports local and regional industries	L P A D	
3	Grow our population	3.1	Support the availability of a broad range of employment opportunities in all sectors of our economy	L P A S	
		3.2	Facilitate a diverse range of land and residential housing options to meet the current and future needs of the community	L P A D	
		3.3	Support access to a range of educational opportunities for our community	P A S	
		3.4	Foster accessible passenger transport networks for our regions	L P A S D	
		3.5	Promote and market the liveability of the region	L P D	
4	Develop our diverse tourism sector	4.1	Define and recognise the value of our tourism economy	L D	
		4.2	Develop and implement a tourism strategy	L P A D	
		4.3	Support regional tourism operators/ businesses to grow their capacity	L P A S D	
		4.4	Promote, develop and leverage our iconic tourism attractions to drive visitation	L P A S D	
		4.5	Support the region's festivals and events	S	
5	Our cultural and natural environment assets are leveraged in a sustainable manner	5.1	Aboriginal and Torres Strait Islander culture and tourism is supported and promoted	L P A S D	
		5.2	Develop a series of targeted nature based tourism strategies and/or plans including, but not limited to: <ul style="list-style-type: none"><li>an Astro Tourism strategy to leverage the River Murray International Dark Sky Reserve</li><li>a Mannum Water Falls open space plan</li><li>Murray Coorong Trail</li></ul>	L P A D	
		5.3	Develop and protect our maritime heritage	L P A D	
<b>Key</b> L = Lead      P = Partner      A = Advocate      S = Support      D = Deliver      C = Control					



# Our Lifestyle

Our region is welcoming, vibrant and a sustainable place to live, work and play.

Strategic Goals		Key Activities		Role	Measures	
1	Our infrastructure is responsibly managed and our delivery is planned and sustainable	1.1	Deliver efficient services through a fair and equitable framework	L D	What does success look like? <ul style="list-style-type: none"><li>• Our region has increased economic development and business growth</li><li>• Our infrastructure and technology is supporting business activity and our region's liveability</li><li>• Our population has grown by 10%</li><li>• Our region is recognised as a desirable place to live</li><li>• Our diverse and thriving tourism sector is driving economic growth</li></ul>	
		1.2	Review, refine and further develop long-term infrastructure plans	LDC		
		1.3	Identify and partner with key stakeholders for infrastructure investment	P D		
		1.4	Implement sustainable waste management services	L D A S		
2	Our diverse community and region is supported by a quality, safe and sustainable public realm	2.1	Progress the objectives and deliverables of the Open Space, Recreation and Public Realm plan and the Disability Access and Inclusion Plan (DAIP)	L P D		
3	Our townships and open spaces are vibrant and welcoming	3.1	Continue to improve streetscapes that reflect the character of the region	L D		
		3.2	Improve the regional identity through community and stakeholder partnerships to enhance the public realm	P D A S		
4	Our infrastructure complements and reflects the character of our natural environment and heritage	4.1	Engage with key stakeholders to build township identity	L P S D		
		4.2	Explore and utilise local natural resources to deliver our projects	L P D		
Key	L = Lead	P = Partner	A = Advocate	S = Support	D = Deliver	C = Control