

2017 - 2021

Southern Mallee District Council Strategic Management Plan



Pinnaroo Wetlands

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Lameroo SA 5302

Message from Mayor and Chief Executive Officer



Council would like to thank everyone who participated in the community consultation process either by completing a survey or participating in the pop up workshops.

This plan is our key strategic document and road map to a secure future and will provide guidance to our Council as we make important decisions on behalf of the community over the next four years.

It incorporates our vision and our aspirations for the future and will allow the Council to prioritise service delivery and projects that have been identified as important to community members.

The Plan will help shape the District and provide a foundation and legacy for future generations.

This document provides a blueprint for the Southern Mallee District Council's operations for the next four years. It clearly sets out a vision for the future, an organisational mission and values that will guide us in achieving the vision. The Strategic Management Plan is a living document to be regularly reviewed and when necessary refocused, to meet the many needs of the wider community served by the Council.

This Strategic Management Plan will be complemented by Council's Long Term Financial Plan along with Asset Management Plans, Annual Plans and Budgets which are formulated and reviewed each year. These plans make up the suite of strategic management plans which include the activities Council will be undertaking during each financial year.

The Southern Mallee District Council is committed to providing quality services and the Council's Strategic Management Plan will guide future decisions and operations.



Andrew Grieger

Mayor

Mia Dohnt

Chief Executive Officer

Traditional Custodian Acknowledgement

We would like to acknowledge the traditional owners of the land on which we meet today and pay our respects to their Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people who are present today.

Role of planning with a Council

Pursuant to the Local Government Act, 1999, the Southern Mallee District Council (SMDC) is required to undertake a comprehensive review of its Strategic Management Plan within two years of a Council general election.

This Strategic Management Plan is a tool for defining the direction of the Southern Mallee District Council (SMDC). By identifying a vision, mission, goals, strategies and recommended actions this is the SMDC's roadmap for 2017 - 2021

Strategic planning establishes overall mid – longer term business goals and develops a **plan** to achieve them. Effective strategic planning articulates not only where a Council is going and the actions needed to make progress, but also how it will know if it is successful.

The Strategic Management Plan interfaces with a number of internal Operational Plans (currently being developed by SMDC). Under section 122 of the Local Government Act 1999, Councils are required to adopt plans for the management of their areas.

The framework below outlines the SMDC key strategic planning documents and their relationship in directing service delivery to the community.

VISION

*A 20 year
community driven
vision and
mission*

*Includes
measures of
success*

Strategic Management Plan

*A Four-year plan
that identifies
Council's goals
and strategies*

*Positions Council
to deliver the
community vision*

Annual Operating / Business plans

*Driven by the
Strategic
Management
Plan*

*One year plans
detailing key
Council actions
and associated
budget*

VISION

- A place where people aspire to recreate, do business and live well.

MISSION

- With passion and pride we provide civic and fiscal opportunities and infrastructure that builds and supports an energetic, inclusive community.

MEASUREMENTS

- We will know we have achieved our vision when the following things occur
 - Our population grows
 - Our demographic is diverse (including the very young to the very old)
 - New business is attracted to the region
 - The community is strong and proud
 - The brand of the SMDC is strong and easily recognised

Corporate Values

Our values guide our behaviour and decision-making as an organisation and how we strive to lead and serve our community. These values are the cornerstone of the District's corporate governance and have been adopted by Council in the Strategic Management Plan.

People – Councillor, staff and volunteer contributions are vital in striving to meet our diverse community's aspirations and to foster community well-being. We will actively listen to, and engage our community, seek their participation and keep them informed of Council decisions that may impact on their lives.

Excellence – We strive to achieve excellence in ethical governance and to consistently provide consultative, innovative and responsive services of the highest quality standards.

Heritage – A deep respect for our shared history and heritage increases our capacity and confirms our fundamental responsibility to balance today's needs with the long-term interests of future generations.

Partnerships – Collaborative partnerships and regional cooperation increase value to our community and the Murraylands Riverland Region.

Sense of Place – We recognise our natural environment as a significant asset that is critical to our future. We acknowledge that our community has entrusted Council to protect and enhance our streetscapes, built and natural environment.

Snapshot of the Region

Local Government in the area was established in October 1908 when the District Council of Pinnaroo was proclaimed. At that time the Council was based at Lameroo.

In 1913 the Council boundaries were reviewed with the Pinnaroo District Council remaining at Lameroo and a new Pinnaroo East Council being formed and based at Pinnaroo. During 1919 the situation was reviewed with the result being the change of names of the Councils. Pinnaroo District Council was renamed to Lameroo District Council and Pinnaroo East District Council was renamed to Pinnaroo District Council.

Following a review of local government by the State Government, Councils in South Australia were reduced from 118 to 68. The District Councils of Lameroo and Pinnaroo agreed to merge and on 1 July 1997 the Southern Mallee District Council was formed.

Today the Council comprises of nine (9) Councillors within two wards, elections are proposed for October 2018.

The Presiding Member of Council is elected from the Councillors and on election assumes the position of Mayor however for the purposes of voting on matters before the Council the Mayor will, in accordance with Section 86 (7) of the Local Government Act 1999, as amended, have a deliberative vote only.

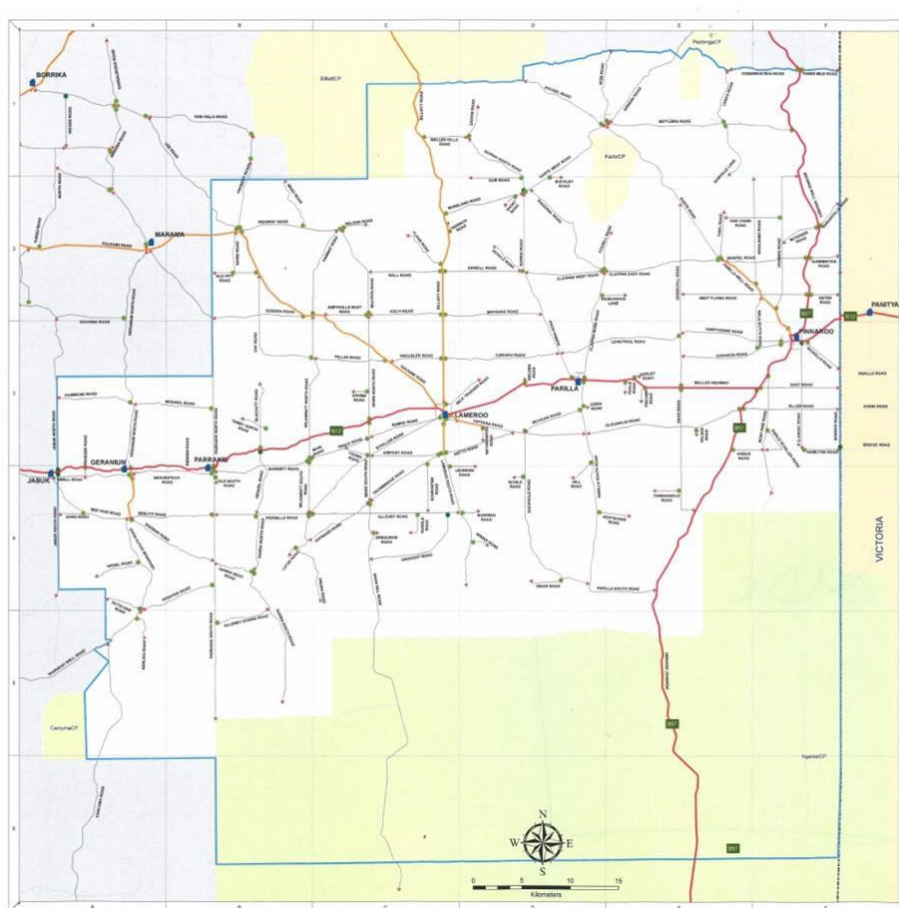
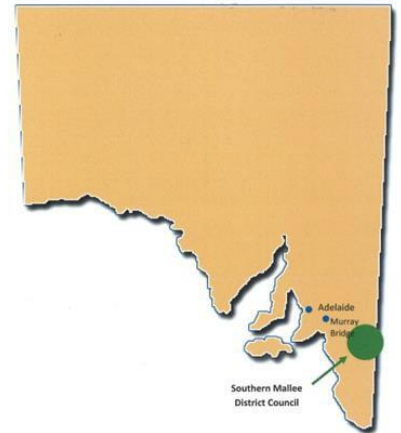
The overall operation of the Council is the responsibility of the Chief Executive Officer Section 99 of the Local Government Act 1999. The Council's principal office is located at Pinnaroo and another office is maintained at Lameroo. There are work depots at Geranium, Lameroo and Pinnaroo.

Councillors and staff are appointed to various internal advisory committees or are contact persons for specific purposes.

- Plant and Equipment Advisory Committee
- Development Assessment Panel
- Audit Committee
- Building and Fire Safety Committee
- Southern Mallee District Council Strategic Planning & Development Committee
- Lameroo Community Engagement, Progress and Development Committee
- Pinnaroo Community Engagement, Progress and Development Committee
- Parilla Community Engagement, Progress and Development Committee
- Geranium Community Engagement, Progress and Development Committee
- Parrakie Community Engagement, Progress and Development Committee

The Council has a policy for elected members / staff or district residents to represent the Council or be the designated contact person on various local and regional associations / committees. The following organisations have representation:-

- Local Government Association of SA
- Murraylands and Riverland Local Government Association
- Murray Mallee Aged Care Group
- Murray Mallee Community Transport Scheme
- Murray Mallee Community Transport Advisory Committee
- Box Flat Dingo Control Coordinating Committee
- Murray Mallee Local Action Planning Group
- Pinnaroo Local Ambulance Committee
- Lamerook Local Ambulance Committee
- Mallee Health Service Health Advisory Council Inc
- Zone Emergency Management Committee
- Lamerook School/Community Library Board of Management
- Pinnaroo School/Community Library Board of Management
- Geranium School/Community Library Board of Management
- Lamerook School Community Gymnasium Committee
- Mallee and Coorong Local Government Natural Resource Management Advisory Group
- Childcare Advisory Group
- Library Strategy Group
- Murray Darling Association



Our vision for 2040

In 2040 the Southern Mallee District Council (SMDC) is a prosperous region; it is a place where people aspire to recreate, do business and live for longer.

Council staff, Elected Members and volunteers are high energy, high impact and work together. The Council hires people who are smart, mobile, agile and determined. Our staff share common goals and visions for the region. Our volunteers are highly skilled and high contributors to everything from policy to practical application. Our Elected Members are strategic and passionate.

Collectively, we work on long term investments, strong partnerships and integrated service.

Increased and specialised primary production remains an important focus on the region, but a more innovative and diverse economy exists. This includes new agricultural ventures, value adding commodities, circular economy practices, climate change resilience, micro niche business, water sustainability, tourism and excellence in education and training.

From the young to the elderly, people are actively engaged in community building. People choose from a variety of places to live and recreate. The town centres are serviced by vibrant main streets including a range of convenience and speciality shops. The network of towns provide focal points for anchor services that ensure health and hygiene, libraries, child care, aged care, cultural diversity, safety and learning are accessible to all.

The digital economy has assisted small farmers and food producers to deploy new production and business platforms to service niche national and international markets. Waste streams have been turned into energy or byproducts and are being consumed across the economy in the production of new goods. The Council has supported micro businesses that interface with agricultural, creating employment and branding for the region.

The Council area is underpinned by a strong network of road and telecommunication infrastructure. This includes an upgraded airstrip, safe highways, wide pathways and clean public conveniences. Through federal and state government grants, infrastructure is well maintained and creates a strong platform for logistics, freight to markets, tourism and commuting.

Access to and protection of water remains a focal point for the region.

The Council's iconic wetlands are used by the community for passive recreation. The wetlands provide natural filtering and cleansing of stormwater, enabling a low cost treatment for reuse. The wetlands also deliver flood protection for the townships while offering habitat for flora and fauna.

The SMDC continues to underpin civic life with investment in the swimming pools, cinema, sport and recreational facilities. Deliberate investment around housing has resulted in a range of quality housing for the aged, families and itinerate workers.

People come to visit the wayfinding / Mallee Discovery Trail. The SMDC brand is strong with clear market recognition and appeal.

In 2040 the SMDC is the place where people come to live.

Goals

Our Strategic Management Plan is shaped by four Goals:

GOAL 1 COMMUNITY: Actively contributing communities

GOAL 2 ECONOMY: Diversity across our economy

GOAL 3 INFRASTRUCTURE: Investing in long term infrastructure

GOAL 4 ORGANISATIONAL: Effective governance and organisational efficiencies



Photos courtesy of L Muffet from Strategic Matters

GOAL 1: Community

Objective: Actively contributing communities

An actively contributing community is about positioning the Council to support aged and disabled services, youth development, address crime prevention and safety through design, facilitate healthy lifestyles through structured and unstructured recreational pursuits and supporting cultural diversity. This goal is about supporting positive community life, sustaining volunteerism and providing supportive places and events for the community to meet.

ROLES FOR SMDC

■ Leader

● Seeking funding / resources

◆ Advocate

CEO = Chief Executive Officer

MCS = Manager
Corporate Services

WM = Works Manager

C O M M U N I T Y					
Strategies	Priority Areas	Role	Internal	Timing	
1.1 Work with State Government to continuously improve health services in the region	1.1.1 Continue to lobby State Government for better health Services	◆ ●	CEO	Ongoing	
	1.1.2 Continue to attract outreach programs including dental, medical and other specialists	◆ ●	CEO	Ongoing	
1.2 Create opportunity for community involvement and input into community planning	1.2.1 Actively use the Public Consultation policy to engage the community (update in 2018)	■	CEO	Ongoing	
	1.2.2 Continue supporting emerging young leaders in the region through the youth development programs	■ ●	MCS	18/19	
	1.2.3 Position SMDC to prepare for the changing fiscal arrangements re: COGS child care on the go service	■ ●	MCS	2018	
	1.2.4 Continue to support our three school community based libraries as places of learning and meeting across the community	■ ●	MCS	Ongoing	
1.3 Enhance shared platforms to provide community resources	1.3.1 Continue support for outreach services such as Dental clinics and more GPs	● ◆	CEO	Ongoing	
	1.3.2 Continue working closely with State Government to strengthen health services and accessibility	● ◆	CEO	Ongoing	
	1.3.3 Continue support for child care services and accessibility	■ ● ◆	MCS	Ongoing	
	1.3.4 Continue working with State Government to strengthen aged care services and accessibility	● ◆	CEO	Ongoing	

C O M M U N I T Y					
Strategies	Priority Areas	Role	Internal	Timing	
1.4 Develop a program of events that builds involvement throughout the year	1.4.1 Continue to support Section 41 Committees to create and implement community events	■ ◆	CEO	Ongoing	
	1.4.2 Enable events particularly relating to multiculturalism, community meeting places and healthy lifestyles	■ ◆	MCS	Ongoing	
1.5 Continue to invest in sports, recreation and lifestyle infrastructure working to partner with businesses when appropriate	1.5.1 Seek funding opportunities through State Government programs and grants	■ ●	CEO	Ongoing	
	1.5.2 Ensure a consistent approach to all lessees of Council sporting assets	■	MCS	2017	
	1.5.3 Continue to support formal and informal recreation small grants (\$5,000 - \$10,000)	■ ◆	MCS	Ongoing	
1.6 Provide non-structured recreational facilities, locally and regionally to promote participation, well-being and aesthetic landscape quality	1.6.1 Continue to promote the Pinnaroo wetlands	■ ◆	MCS	Ongoing	
	1.6.2 Retain the upkeep of the public parks and public toilets	■ ●	WM	Ongoing	
1.7 Look for new relatively low cost community development opportunities to enhance civic participation and pride	1.7.1 Build the Recreational Vehicle (RV) friendly destination strategy across the Council – including locations in Parilla, Lamerloo and Pinnaroo	● ◆	WM	2016 / 17	
1.8 Support Volunteers across our region	1.8.1 Develop a whole of Council Volunteer Policy	■	MCS	2016 / 17	

GOAL 2: Economy

Objective: Diversity across our economy

Economy is about economic planning and development for the Council. Of particular interest are opportunities in agriculture; value adding; green zone¹ and branding; micro businesses; energy; circular economy; agricultural research and development and a global reputation for food security and a relatively clean green environment position Australia's agri-food industries;

This goal is about an economically prosperous, attractive and functional Council that works collaboratively to capitalise on opportunities

ROLES FOR SMDC

■ Leader

● Seeking funding / resources

◆ Advocate

CEO = Chief Executive Officer

MCS = Manager
Corporate Services

WM = Works Manager

E C O N O M Y				
Strategies	Priority Areas	Role	Internal	Timing
2.1 Building on our strengths to develop new business including tourism opportunities	2.1.1 Work with others to create a Destination offering eg: food / agriculture trail combined with history and RV destination	● ◆ ■	CEO	Ongoing
	2.1.2 Support micro businesses that build on the regions' strengths eg fruit and vegetables, grain crops production, dry land farming, livestock	◆ ● ■	CEO	Ongoing
	2.1.3 Explore the potential to make the Council a base for agricultural machinery companies	◆ ●	CEO	2017 / 18
2.2 Enhance the range and supply of affordable housing	2.2.1 Advocate to develop housing to support active ageing in the community	◆ ●	CEO	Ongoing
	2.2.2 Over the coming years work with industry and state government to improve medium term (5 – 10 year) housing for seasonal workers	◆ ●	CEO	2020 / 21
2.3 Strengthen our brand and market presence	2.3.1 Develop a consistent approach to communicating our brand and image to current and future markets	■	CEO	2018 / 19
	2.3.2 Develop a campaign to promote quality Country Style Living / Lifestyle of the region	■	CEO	2020 / 21

¹ A green zone refers to actively building businesses and environmental practices that support the ongoing health of the local natural resources. Examples include: water conservation and aquifer protection, close loop systems, waste reduction and reuse, clean food, and energy efficient projects.

E C O N O M Y					
Strategies	Priority Areas		Role	Internal	Timing
2.4 Strengthen environmental practices	2.4.1	Continue to position ourselves as leaders of water and waste water use and reuse	■ ◆	CEO / WM	Ongoing
	2.4.2	Explore alternative energy supplies to reduce cost and emissions	■ ●	WM	Ongoing
2.5 Promote and invest in education, R&D, and training	2.5.1	Continue to work with local business and state / local government and the LGA to offer apprenticeships / and or employment opportunities	■ ◆	ALL	Ongoing
	2.5.2	Support Lameroo Regional Community School to create an agricultural training program	■ ●	MCS	Ongoing
2.6 Design out waste <i>(Cross reference with 3.5)</i>	2.6.1	Continue to upgrade and promote practices of recycling of waste; looking for business opportunities where possible	■ ●	WM	Ongoing
2.7 Facilitate development through appropriate zoning and amend where require (while protecting natural assets of the region)	2.7.1	Promote Council's industrial zones as investment attraction locations for targeted industry sectors	◆	CEO	Ongoing
	2.7.2	Seek to understand the likely demand for industrial land trends over the coming ten years	◆ ■	CEO	Ongoing
	2.7.3	Protect natural assets through zoning	■	CEO	Ongoing
2.8 Increase visitor numbers to the District	2.8.1	Continue to promote the District as an RV friendly destination	■	CEO	Ongoing
	2.8.2	Develop a Tourism Strategy	■	CEO	2017 / 18

GOAL 3: Infrastructure

Objective: Investing in long term infrastructure

Infrastructure is about providing and maintaining quality assets, infrastructure and services to meet the current and future needs of the community. It's about making the place attractive to visit and stay while valuing and protecting the natural environment. The goal includes an emphasis on lobbying government for industry development and infrastructure funds.

ROLES FOR SMDC

■ Leader

● Seeking funding / resources

◆ Advocate

CEO = Chief Executive Officer

*MCS = Manager
Corporate Services*

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I N F R A S T R U C T U R E

Strategies	Priority Areas	Role	Internal	Timing
3.1 Continue to make the region an attractive place to stop and visit	3.1.1 Maintain community assets (including parks, lawns, benches and public toilets) to a high standard	■ ●	WM	Ongoing
	3.1.2 Ensure streetscaping is abundant, hardy, attractive and well maintained	■ ●	WM	Ongoing
3.2 Invest in hard infrastructure for community benefit	3.2.1 Maintain airport to ensure safety for medical emergencies and recreational pilots	■ ●	WM	Ongoing
	3.2.2 Work with Federal and State Government and the RDA to build a strong and safe road network	◆ ●	CEO	Ongoing
	3.2.3 Working with Murraylands and Riverland LGA to lobby State Government to continuously improve state highways	◆ ●	WM	Ongoing
	3.2.4. Within townships construct and maintain paths that are wheelchair, pram and gofer friendly	■ ●	WM	Ongoing
	3.2.5 Improve disability access	◆	WM	Ongoing
3.3 Ensure that infrastructure / assets are being used to their potential	3.3.1 Undertake an assets / infrastructure review and rationalisation process	■ ●	WM	2017 / 18
3.4 Ongoing management of our natural assets	3.4.1 Work with State Government to promote and retain the region's national parks	◆ ●	CEO	Ongoing
	3.4.2 Work with CFS and DEWNR to ensure good bush fire practices are in place	◆ ●	CEO	Ongoing
	3.4.3 Continue to work with State and Federal Government to protect	◆ ●	CEO	Ongoing

I N F R A S T R U C T U R E				
Strategies	Priority Areas	Role	Internal	Timing
	and retain our groundwater supplies			
3.5 Design out waste <i>(Cross reference with 2.6)</i>	3.5.1 Improve waste management – hard waste and recycling collections	■ ●	WM	Ongoing
	3.5.2 Explore potential to create businesses from waste streams	● ◆	WM	Ongoing
3.6 Enhance the reach of communication technology	3.6.1 Continue to promote the NBN rollout	◆	CEO	
	3.6.2 Continue to lobby State Government for better mobile phone access	◆ ●	CEO	

GOAL 4: Organisational

Objective: Effective governance and organisational efficiencies

The 'Organisational' goal is about providing progressive leadership, accountable governance and quality services to the community. It's also about expanding Council's impact and sphere of influence using effective partnerships, collaborative relationships and advocacy. Importantly, the goal focuses on planned long-term service and infrastructure levels and standards can be met without unplanned increases in rates or disruptive cuts to services.

ROLES FOR SMDC

■ Leader

● Seeking funding / resources

◆ Advocate

CEO = Chief Executive Officer

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O R G A N I S A T I O N A L					
Strategies	Priority Areas	Role	Internal	Timing	
4.1 Build strong and influential relationships with the, State and Local Governments	4.1.1 Enhance resource sharing with other councils (exploration of enhanced service provision through regional collaboration, public private partnerships and sector-wide approaches)	■ ◆	CEO	Ongoing	
	4.2.1 Ensure the Elected Members are skilled, knowledgeable, motivated and committed. Upskill and attract new members where necessary	■ ●	CEO	Ongoing	
4.2 Ensure a strong, knowledgeable and functioning Elected Member body	4.2.2 Undertake an annual Elected Members self-assessment – contributions to Council / highlights	■ ●	CEO	Annually	
	4.3.1 Ensure clear distinction between role of SMDC Elected Members and role of CEO	■	CEO	Ongoing	
4.3 Employ best practices governance and performance methods	4.3.2 Develop clear, achievable and agreed to KPIs / targets for the CEO	■	CEO	Annually	
	4.3.3 Ensure a clear and transparent performance review / appraisal process for the CEO	■	CEO	Annually	
4.4 Employ good governance practices across Council	4.4.1 Ensure organisation has necessary policies and procedures in place	■	CEO	Ongoing	
	4.4.2 Recruitment of all staff to include annual performance review to include staff satisfaction rating,	■	CS	Ongoing	

O R G A N I S A T I O N A L				
Strategies	Priority Areas	Role	Internal	Timing
	training plan, workplace health and safety			
	4.4.3 Embed strategic procurement practices	■	MCS	Ongoing
	4.4.4 Ensure consistency of best compliance practices and processes and procedures throughout the Council		MCS	
4.5 Provide avenues for employee advancement and professional development	4.5.1 Develop succession planning pathways and / or modest training opportunities within the organisation	■ ●	MCS	Ongoing
	4.5.2 Create meaningful training and education opportunities	■ ●	MCS	Ongoing

Appendix A: Acknowledgements

The Southern Mallee District Council would like to acknowledge the following people and organisations who have assisted with input into our strategic planning process.

- Leanne Muffet, Strategic Matters
- Southern Mallee District Council Residents
- Southern Mallee District Council Businesses
- Southern Mallee District Council Staff
- Councillor Andrew Grieger
- Councillor Neville Pfeiffer
- Councillor Allan Dunsford
- Councillor Dennis Hyde
- Councillor Stacey Milde
- Councillor Bruce Summerton
- Councillor Brian Toogood
- Councillor Mark White
- Pinnaroo Primary School Students
- Geranium Primary School Students
- Lameroo Regional Community School Students

Appendix B: Definitions

Definitions		
Vision: WHERE we want to be (aspirational statement 'the North Star')	Goals: HOW we do it	Priority Areas: the most important things (activities / actions/ practices) we need to do at achieve our Goals
Mission / purpose: WHAT we do	Strategies: a plan of action designed to achieve the goal	Measures of success: what improvements / performances are we expecting?