

SOUTHERN MALLEE DISTRICT COUNCIL

2021 - 2025

STRATEGIC PLAN





inspire engage connect



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1.0 ACKNOWLEDGMENT OF COUNTRY

Southern Mallee District Council acknowledges the Ngarkat people as the traditional custodians of the land on which we meet and work. We respect their culture and we extend that respect to other Aboriginal and Torres Strait Islander people.

2.0 MESSAGE FROM THE MAYOR & CEO

The Southern Mallee is a special place with a proud history and bright future. Southern Mallee District Council is committed to working hard to make the district an even better place with increased opportunities and prosperity for all our residents. At the heart of our community's success is its open, friendly and welcoming spirit and we will strive to retain that Mallee spirit.

Southern Mallee District Council is a relatively small local government authority but this provides us with the opportunity and incentive to be innovative and dynamic and work collaboratively with our community and stakeholder groups. With our small but skilled and passionate workforce we are efficient and effective in providing a broad range of services, projects and facilities to the community. Council will maintain its incredibly strong links to its community and continue to work in collaboration with the community to deliver the projects and services that are needed.

Council seeks to continue to inspire, engage and connect with its residents, businesses and community groups and to attract new people and businesses to move to the district. Our lifestyle focused projects and facilities will be key to retaining and attracting residents.

Council will also continue to compete for, and attract, its share of public sector funding from the state and commonwealth in order to keep delivering capital projects for our future.

This plan sets out the vision, values, goals and priorities for the Council until 2025. The plan has been developed with extensive community engagement.

Supporting and growing the local economy, finding ways to improve liveability for residents and advocating for vital services and infrastructure are all part of the plan for a prosperous Southern Mallee.

The five key goals identified in this new plan will maintain the Council's focus for the life of the plan:

1. An engaged community
2. Diverse and prosperous economy
3. Sustainable infrastructure and services
4. Governance and organisational culture
5. Advocacy and working with others

Importantly the new Advocacy and working with others goal creates clarity about our advocacy priorities and the issues that are important to our local community. Whilst we may not be responsible for delivering these priorities we can still advocate for them and have a strong voice for our community.

The plan will set the direction for the Council for the next five years and be influential in determining our project and budget priorities.

Welcome to the Southern Mallee District Council Strategic Plan 2021-25.



Cr Jeffrey Nickolls
Mayor



Jason Taylor
Chief Executive Officer



3.0

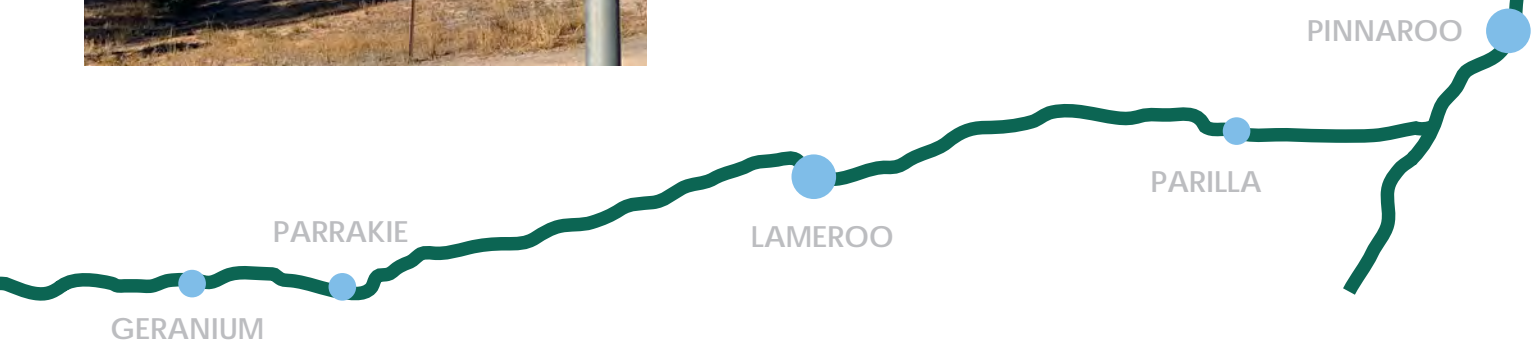
INTRODUCTION TO THE STRATEGIC PLAN



Council's Strategic Plan 2021-2025 has been developed in accordance with relevant legislation and reflects the outcomes of consultation with the local community and other key stakeholders over the past 12 months.

The plan will guide our municipality for the next four years and beyond. It outlines our long-term, shared goals and our aspiration for the future. The plan shows what we are aiming to achieve and describes how we will know when we get there.

The plan is a road map for Southern Mallee, outlining where we are heading and what we all need to do to get there. Many people contributed to the development of the plan. We would like to thank everyone who was involved and acknowledge the significant contribution made to planning for the future of our community.





4.0

COUNCIL PLANNING FRAMEWORK

The Local Government Act 1999 requires that councils develop and adopt plans for the management of their area, to be called collectively strategic management plans, and to identify Council's objectives for the area over a period of at least 4 years. Southern Mallee District Council has a Long Term Financial Plan and Asset Management Plans to support the current Strategic Management Plan 2017-2021.

Council maintains a number of other plans, strategies and policies that provide guidance on items such as roadside vegetation management,

animal management, use of community facilities, emergency management, community grants and governance processes including privacy, complaint handling and Council election processes.

Council's strategic planning framework is shown below. The framework shows how the suite of plans provide strategic direction and operational focus, to ensure that goals and outcomes are achieved in the most effective and efficient way.

STRATEGIC MANAGEMENT PLAN

Sets out the vision, values, goals and priorities to guide Council's decisions about projects and services over the next 5 years.

STRATEGIC PLANS Long Term Financial Plan Asset Management Plans

A suite of plans that focus Council's efforts to achieve the vision and strategic objectives.

POLICIES & PROCEDURES

A suite of policies and procedures to ensure community and Council priorities are delivered in a consistent and transparent manner.

ANNUAL BUSINESS PLAN & BUDGET

Lists key projects and identifies how Council's activities are resourced and paid for each year.

COUNCIL VISION

A prosperous and welcoming community where we share a sustainable and safe environment and a diverse economy.

COUNCIL VALUES

Our values guide our behaviour and decision-making and how we lead and support our community.



ACTIVE LISTENING

We actively listen to and engage with people and we seek their participation and keep them informed.



EXCELLENCE

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



STRATEGIC THINKING

We understand the past and have a focus on the future, increasing our ability to balance today's needs with the long-term interests of future generations.



RELATIONSHIPS

We have collaborative relationships and partnerships that increase value to our community.



SENSE OF PLACE

We know our place in the world and we seek to protect and enhance our streetscapes, built environment, and natural environment (including landscapes).



7.0

OUR REGION

The Murraylands and Riverland region of South Australia is located in the east of the state and is situated strategically between the Sturt Highway to the north and Dukes Highway in the south. Another major transport corridor, the Mallee Highway, traverses the centre of the region, linking northern Victoria, southern New South Wales and Sydney with Adelaide. The region is relatively sparsely populated but is home to many vibrant towns and active communities. Agriculture and horticulture are major sources of employment and contributors to the local economy.

The region has an estimated resident population of 72,697 (ABS 2019) and this has remained relatively stable over time. The demographic profile is changing though, with an ageing population and declining numbers of young people.

The region has a rich and unique Aboriginal culture and heritage. Although there is a relatively small Aboriginal population in the area, the population in the adjacent River Murray corridor (particularly Murray Bridge) is relatively high.

The Ngarrindjeri are the traditional owners of the Lower Lakes, Murray Mouth and Coorong and along the River Murray as far north as Mannum. The First Peoples of the River Murray and Mallee Region are the traditional owners of the River Murray area from the Victorian border to Morgan. The Ngarkat are the traditional owners of the dryland Mallee region of South Australia.

The Riverland towns including Loxton, Berri and Renmark and the Murraylands towns including Murray Bridge and Mannum are some of the larger towns in the region. Smaller townships and settlements are located across the region with health and education services concentrated in the larger towns. The Ngarkat and Billiatt Conservation Parks feature as major landmarks in the region and protect significant natural assets.





SNAPSHOT OF SOUTHERN MALLEE DISTRICT COUNCIL

Southern Mallee District Council is a diverse municipality with rural and township based communities and vast agricultural and horticultural enterprises. It is located 200 kilometres to the east of Adelaide and covers 6,000 km². Southern Mallee is central to the greater Mallee Region.

Southern Mallee is located within the south east of the administrative region of the Murraylands and Riverland. However, Southern Mallee residents see themselves as proudly part of the Mallee. The Mallee is a broad region spanning parts of South Australia and Victoria. Lamerook and Pinnaroo are key Mallee towns and represent a key economic zone on the Mallee Highway between Adelaide and Sydney.

Council was formed in 1997 and comprises the former Lamerook and Pinnaroo District Councils. At the time of the 2016 census the population was 2,027. The total population has been stable in recent years. Southern Mallee District Council has a highly engaged and active community and has strengths in volunteerism, arts and culture, sport and a growing reputation for innovative farming practices. The people of Southern Mallee value their ability to interact with each other through a range of community groups and settings. There is a high level of formal and informal interaction between residents and Council.

The demographic profile is changing with an increasing number of older adults. In 2016, 30% of the Southern Mallee population was aged 60 years or older compared to 24.3% for South Australia. The number of residents aged over 75 years is 10.4%.

The number of young people, those aged 15 to 29 years, makes up 13.2% compared to 18.8% of South Australia's population. However, in recent years the number of children under 5 appears to have increased substantially.

The Australian Bureau of Statistics (ABS) SEIFA (Socio-Economic Indexes for Areas) index of disadvantage shows that Southern Mallee District Council has a SEIFA score of 990 whilst the region overall is more disadvantaged with a SEIFA score of 919.3. By way of comparison, the SEIFA score for regional South Australia is 944. The census also shows that median household weekly income in Southern Mallee is \$1,155 compared to \$1,206 for South Australia. Families make up the majority of households at 66.9% and single persons 30.1% of households. This is consistent with state-wide patterns.

Southern Mallee District Council has a total of 1,335 kilometres of roads of which 132 kilometres is sealed. Community facilities are located in the two major towns and the larger settlements. There are libraries and schools in Geranium, Lamerook and Pinnaroo. Most sport and recreation facilities are located in Lamerook and Pinnaroo with a small number of facilities in Geranium, Parilla, Parrakie, and Wilkawatt. Public swimming pools are located in Lamerook and Pinnaroo. The Geranium community has access to the Geranium School pool. Council seeks to provide improved facilities, infrastructure and services to meet the needs of the community. The local economy is largely dependent upon agricultural and horticultural production. Property sizes tend to be large commercial scale farming enterprises with few recreational or hobby blocks. The region has access to significant high quality groundwater which supports irrigated horticulture.





8.0

GOVERNANCE & REPRESENTATION

Southern Mallee District Council has seven Councillors who are elected to represent the whole municipality. Councillors are elected for four year terms with the next Council elections scheduled to be held in November 2022.

Council elects a Mayor and Deputy Mayor to lead and represent the Council. The overall operation of the Council is the responsibility of the Chief Executive Officer. Council's principal office is located at Pinnaroo and another office is maintained at Lameroo. There are work depots at Lameroo and Pinnaroo.

Council meetings are held on a monthly basis and alternate between Pinnaroo and Lameroo. Community members are able to speak at a Council Meeting or Committee Meeting to represent themselves or a group and to address a particular matter. There is a process to register an interest in doing this.

Council has a number of formal committees established under Section 41 of the Local Government Act. These are listed below:

- Southern Mallee District Council Audit Committee
- CEO performance review panel
- Pinnaroo Village Green Masterplan Project Steering Committee
- Lameroo Town Centre Plan Project Steering Committee

Council also has a formally appointed Council Assessment Panel established under the Planning, Development and Infrastructure Act 2016.

Southern Mallee District Council is an active partner in the local government sector and the region and has Councillors or staff represent the Council or be the designated contact person on various local and regional bodies. These are listed below:

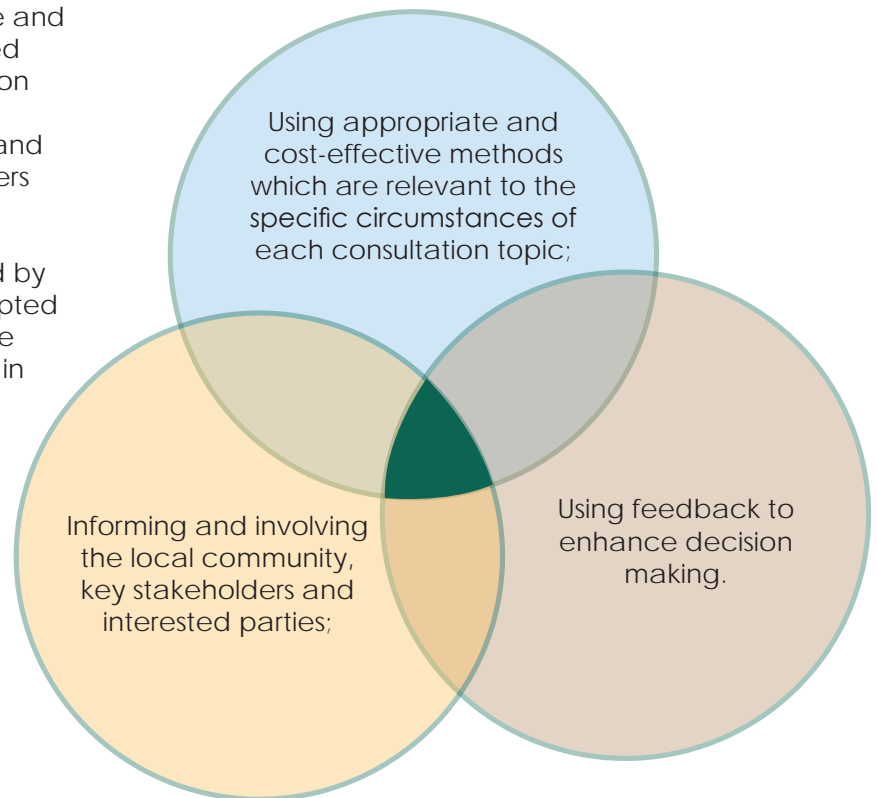
- Local Government Association of SA
- Murraylands and Riverland Local Government Association
- Murraylands and Riverland Local Government Association CEO Network Group
- Murraylands and Riverland Local Government Association Regional Public Health Plan Committee
- Murraylands and Riverland Local Government Regional Transport Advisory Group
- Murraylands and Riverland Landscape Board
- Zone Emergency Management Committee
- Murray Mallee Bushfire Management Committee
- Murray Darling Association Region 6
- Mallee Health Service Health Advisory Council Board
- Box Flat Dingo Control Coordinating Committee
- Libraries Management Board
- Pinnaroo Project Steering Committee
- Integrated Murraylands Physical Activity Committee
- Murray Mallee Community Passenger Network Committee

OUR APPROACH

Council is committed to open, accountable and responsive decision making which is informed by effective communication and consultation between the Council and the community. Council uses a range of methods to inform and involve the local community, key stakeholders and interested parties.

Council's consultation processes are guided by the Public Consultation Policy that was adopted in 2016. The purpose of the policy is to ensure that Council meets its legislative obligations in regard to public consultation by:

- Using appropriate and cost-effective methods which are relevant to the specific circumstances of each consultation topic;
- Informing and involving the local community, key stakeholders and interested parties; and
- Using feedback to enhance decision making.



COMMUNITY INPUT ON PRIORITIES FOR THE FUTURE

Council has supported a range of strategic community conversations and forums during 2018, 2019 and 2020 which provide valuable insights into our community's views and priorities and have informed the preparation of the Strategic Management Plan.

The conversations and forums have included:

- Community workshop in Geranium, April 2019;
- Pinnaroo business leaders workshop, October 2019;
- Pinnaroo Village Green consultation, November 2019

- Lameroo Town Centre consultation, November 2019;
- Long Term Financial Plan consultation, annually;
- Annual Business Plan and Council Budget consultation, June 2019 and June 2020; and
- Regional Development Australia, Murraylands and Riverland Inc. Township Survey – Southern Mallee Region, December 2018.

There was a high level of consistency in the key messages, strategic issues and aspirations for the future gathered from the consultations. These have been listed below:





OUR VISION FOR 2040

Southern Mallee is a special place. We have a reputation within the region of being an inviting and innovative community, and our diverse economic base supports the retention of existing local businesses and the attraction of new and diverse local employment opportunities, particularly for young people. Our growing community is confident, community minded, resilient and proud of our achievements.

We take advantage of the strengths that our location offers. Strategically located on the major road transport route to the east coast and with expansive conservation parks on our doorstep. Our agricultural and horticultural industries have access to quality groundwater and we benefit from local health and education services.

Our community is working together towards shared goals which is highlighted by high levels of volunteerism and the many vibrant community

organisations offering programs, events and community support. The annual program of arts and cultural events attract visitors from across the region. From the young to the elderly, people are actively engaged in community development activities. The hospitals at Pinnaroo and Lamerloo service our local communities and the swimming pools, trails and footpath networks in the towns support families and young children.

Our two vibrant and appealing commercial centres invite visitors to enjoy what's on offer, with each town having a distinct character and unique elements including the museums, wetlands and eateries which highlight local produce. Tourism activity in Southern Mallee is growing with the increased accommodation options for travellers and is especially evident by increased activity in the conservation parks. An increase in the supply and options for housing supports the growing population and accommodates the workforce that has been attracted to new and emerging businesses.

We have a strong network of road and telecommunications infrastructure to support daily life and the transport of goods. Economic activity is being successfully balanced with future sustainability and is evident in the widespread use of renewable energy and the incorporation of energy and water savings improvements to community facilities. Our many new micro businesses and our commitment to value adding has opened up new niche opportunities and export markets.

Council has been successful in attracting significant support from other levels of government to invest in services for our growing community, and infrastructure to sustain community and business activity. Council's prudent financial management underpins the delivery of services at the local level and is assisted by operating efficiently and flexibly.

In 2040 Southern Mallee is a prosperous and welcoming community where we share a sustainable and safe environment and a diverse economy.



Council has identified five goals for the next five years that reflect Council and the community's aspiration for the future. The focus of the goals is discussed below and the strategies and priorities for achieving them are set out on the following pages. In adopting the goals Council has considered the information from community consultation and feedback and the intent of existing Council strategies and plans.



GOAL 1. AN ENGAGED COMMUNITY

The health and prosperity of our community is paramount. We will work together to build strong and engaged communities where diversity, participation and healthy lifestyles are celebrated. Our community will be well planned, safe and inclusive and have access to the necessary facilities and services. We will seek to inspire, engage and connect with our community knowing that working collaboratively together can achieve more and deliver better outcomes.



GOAL 2. DIVERSE & PROSPEROUS ECONOMY

Our future is reliant on growing a diverse and viable economic base that attracts investment and jobs, and creates exports in sustainable industries. We will embrace and develop new ideas and approaches to create a vibrant community with opportunities for all whilst building on our strengths in agriculture and horticulture. We will strive to grow tourism and maintain our population. Increasing employment and housing opportunities will be a priority.



GOAL 3. SUSTAINABLE INFRASTRUCTURE & SERVICES

We will deliver the services and facilities to meet community needs. Our services to the community will be responsive, reliable and of high quality. We will invest in building and maintaining high-quality assets for our community. Our focus will be on functional and attractive commercial centres, high amenity public open spaces and sporting facilities, and delivering sustainable improvements to the road and footpath network. We will be responsible financial managers and environmental custodians.



GOAL 4. GOVERNANCE & ORGANISATIONAL STRUCTURE

Southern Mallee District Council will be seen as an employer of choice. An organisation that has progressive leadership, high ethical standards, accountable governance, sustainable financial management and a constructive culture. This will enable high performing teams that provide quality services and facilities for the community. The organisation will invest in organisational culture and performance and staff learning and development.



GOAL 5. ADVOCACY & WORKING WITH OTHERS

We will work with others to make Southern Mallee a better place. Partnering with all levels of government, peak bodies, community organisations and business we will seek to leverage opportunities. We will advocate for improved or enhanced services for our community including educational opportunities and improved health, transport and community services. We will promote regional approaches and seek to increase the resources available for services and infrastructure in Southern Mallee for the benefit of our community.

GOAL 1: AN ENGAGED COMMUNITY

The health and prosperity of our community is paramount. We will work together to build strong and engaged communities where diversity, participation and healthy lifestyles are celebrated. Our community will be well planned, safe and inclusive and have access to the necessary facilities and services. We will seek to inspire, engage and connect with our community knowing that working collaboratively together can achieve more and deliver better outcomes.

STRATEGY	PRIORITY		TIMING
1.1 Engage with the community to ensure informed decision making and better outcomes for the whole community.	1.11	Encourage community participation in the development of Council plans and strategies.	Ongoing
	1.12	Involve young people in community planning and decision making.	Ongoing
	1.13	Review the Public consultation policy to reflect contemporary approaches including utilisation of social media and digital platforms.	Year 1
	1.14	Encourage community attendance at Council meetings.	Ongoing
1.2 Support community groups and volunteers.	1.21	Promote and recognise the important role of community groups and volunteers in the community.	Ongoing
	1.22	Establish and maintain memoranda of understanding with community groups providing services or events to the community that Council may otherwise need to provide.	Ongoing
	1.23	Establish leases or licenses with all groups occupying Council land or facilities.	Ongoing
	1.24	Conduct an annual community grants program to support participation in local activities and events and capital improvements to facilities.	Annually
1.3 Support community life, health, culture and wellbeing.	1.31	Support community and cultural activities and events.	Ongoing
	1.32	Support the community with provision of core community services of a high quality.	Ongoing
	1.33	Continue to support the operation of library services in Geranium, Lameroo and Pinnaroo.	Ongoing
	1.34	Support and promote the Mallee Tourist and Heritage Centre and the Lameroo Archives and Museum as valued cultural facilities.	Ongoing
	1.35	Provide attractive parks, gardens and open spaces to meet community need for informal recreation and community activity.	Ongoing
	1.36	Maintain and upgrade the local footpath network and walking trails in towns, including the identification of key links for upgrade.	Ongoing
	1.37	Promote and support the community transport service for vulnerable and isolated residents.	Ongoing
	1.38	Support community and sporting groups to obtain grant funding for the maintenance and upgrade of their facilities.	Ongoing
	1.39	Complete and commence implementation of the Disability Access and Inclusion Plan	Year 1
	1.40	Maintain a current Regional Public Health Plan	Ongoing

GOAL 2: DIVERSE AND PROSPEROUS ECONOMY

Our future is reliant on growing a diverse and viable economic base that attracts investment and jobs, and creates exports in sustainable industries. We will embrace and develop new ideas and approaches to create a vibrant community with opportunities for all whilst building on our strengths in agriculture and horticulture. We will strive to grow tourism and maintain our population. Increasing employment and housing opportunities will be a priority.

STRATEGY	PRIORITY		TIMING
2.1 Adopt a strategic approach to supporting the local economy.	2.11	Prepare an economic development statement to support population and economic growth.	Year 1
	2.12	Collaborate with local business groups to attract economic development.	Ongoing
	2.13	Implement a buy local campaign to support local businesses.	Year 2
	2.14	Continue the shopfront activation project to promote vibrant town centres.	Ongoing
	2.15	Encourage and support the establishment of innovative and sustainable businesses.	Ongoing
	2.16	Support regional approaches to plan for workforce development.	Ongoing
2.2 Ensure Southern Mallee is a place of choice to live and visit.	2.21	Complete the delivery of the Pinnaroo Village Green Masterplan.	Year 4
	2.22	Complete the delivery of the Lamerook Town Centre Masterplan.	Year 4
	2.23	Plan for further investment into the two commercial centres to improve amenity and attract private sector investment and public events.	Ongoing
	2.24	Utilise the Southern Mallee Brand Concepts to establish and promote the district.	Ongoing
	2.25	Use existing communication channels (particularly social media) to promote Southern Mallee.	Ongoing
2.3 Create opportunities to increase the supply of housing in Southern Mallee.	2.31	Prepare a housing statement to identify strategies to increase housing supply, particularly in Lamerook and Pinnaroo.	Year 1
	2.32	Undertake an audit of land supply and housing stock.	Year 1
2.4 Actively support tourism initiatives and growth.	2.41	Prepare a tourism statement to support tourism growth and development.	Year 1
	2.42	Partner with the National Parks and Wildlife Service SA to maximise the tourism potential of our local conservation parks.	Ongoing
	2.43	Implement wayfinding signage consistent with the Southern Mallee Brand Concepts to attract and support tourist visitation.	Ongoing
	2.44	Continue to improve core facilities to support tourist visitation.	Ongoing
	2.45	Encourage accommodation providers to improve and expand accommodation options.	Ongoing
	2.46	Support significant community events that attract people to the district.	Ongoing
	2.47	Support the establishment of the Mallee Tourist and Heritage Centre as a significant regional tourist facility.	Ongoing

GOAL 3: SUSTAINABLE INFRASTRUCTURE AND SERVICES

We will deliver the services and facilities to meet community needs. Our services to the community will be responsive, reliable and of high quality. We will invest in building and maintaining high-quality assets for our community. Our focus will be on functional and attractive commercial centres, high amenity public open spaces and sporting facilities, and delivering sustainable improvements to the road and footpath network. We will be responsible financial managers and environmental custodians.

STRATEGY	PRIORITY		TIMING
3.1 Utilise infrastructure and asset management to support growth and prosperity.	3.11	Ensure the Long Term Financial Plan supports the infrastructure and asset management and investment needs of the community.	Annually
	3.12	Implement the Asset management policy.	Ongoing
	3.13	Review, refresh and continue to implement the asset management plans for Buildings and Structures, Infrastructure and Plant and Equipment.	Annually
	3.14	Prepare strategic plans, as necessary, for assets or facilities that don't have a strategic management plan.	Ongoing
	3.15	Participate in regional approaches to waste management that promote recycling and re-use.	Ongoing
3.2 Continue to maintain and upgrade community assets to meet the social and economic needs of the community.	3.21	Undertake regular and comprehensive condition assessments of Council's building assets and road and road related assets including footpaths and drainage.	Ongoing
	3.22	Utilise the annual business plan and budget process to establish the annual capital works program.	Annually
	3.23	Deliver the annual capital works program.	Annually
	3.24	Pursue opportunities for grant funding to support the maintenance and upgrade of Council's community buildings, facilities and roads and road related infrastructure.	Ongoing
	3.25	Implement the Southern Mallee Cemeteries Plan to improve cemeteries at Lameroo, Parrakie and Pinnaroo.	Ongoing
	3.26	Incorporate sustainability features into upgrade works to community buildings and facilities.	Ongoing
3.3 Effectively deliver a suite of municipal services in response to community needs.	3.31	Continue to provide five day a week childcare services in Lameroo and Pinnaroo.	Ongoing
	3.32	Continue to provide aquatic services for the community in Lameroo and Pinnaroo and support the community to provide aquatic services in Geranium.	Ongoing
	3.33	Continue to provide waste management services that are responsive to the community and environment.	Ongoing
	3.34	Deliver an annual program of local road and road related assets maintenance based on annual budget allocation.	Ongoing
	3.35	Deliver an annual program of building asset maintenance based on annual budget allocation.	Ongoing
	3.36	Prepare an environment action plan to support sustainable environmental outcomes for the community,	Year 1
3.4 Effective emergency management planning and response.	3.41	Review and update the emergency management policy.	Year 3
	3.42	Review and update the emergency management plan.	Year 2
	3.43	Participate in regional structures and forums to effectively plan for and respond to emergency events.	Ongoing
	3.44	Work collaboratively with other emergency management organisation to plan for, respond to and recover from emergencies.	Ongoing

GOAL 4: GOVERNANCE AND ORGANISATIONAL CULTURE

Southern Mallee District Council will be seen as an employer of choice. An organisation that has progressive leadership, high ethical standards, accountable governance, sustainable financial management and a constructive culture. This will enable high performing teams that provide quality services and facilities for the community. The organisation will invest in organisational culture and performance and staff learning and development.

STRATEGY	PRIORITY		TIMING
4.1 Deliver progressive leadership to the organisation and community	4.11	Ensure Council staff always represent Council in a positive and constructive manner and seek ways to inspire, engage and connect.	Ongoing
	4.12	Ensure the CEO and executive team staff performance measures align with the organisation's priorities and values.	Ongoing
	4.13	Maintain the CEO Performance Review Committee to oversee high quality performance review processes and establish CEO key performance indicators.	Ongoing
	4.14	Undertake regular benchmarking and other data collection to establish appropriate service levels and best practice.	Ongoing
	4.15	Adopt a collaborative approach to delivering projects and services to the community.	Ongoing
4.2 Provide an environment conducive to ethical and transparent decision making.	4.21	Ensure compliance with the Local Government Act and other relevant legislation.	Ongoing
	4.22	Update all Council policies and maintain the currency of them.	Year 2
	4.23	Utilise InfoCouncil to continue providing Council with evidenced based reporting.	Ongoing
	4.24	Ensure the reason/s for making particular decisions are well articulated and key decisions communicated to the community.	Ongoing
	4.25	Ensure conflict of interest requirements are well understood and strong compliance with the legislative requirements.	Ongoing
4.3 Provide sustainable financial management.	4.31	Provide evidence based reporting to the Audit Committee.	Ongoing
	4.32	Utilise the skills of the Audit Committee members to assist Council to remain financially sustainable and manage strategic and operational risks.	Ongoing
	4.33	Maintain a well-informed Long Term Financial Plan and use it to inform decision making.	Ongoing
	4.34	Develop an Annual Business Plan and Budget Policy to document the annual business plan and budget process.	Year 1
	4.35	Maintain the currency of asset management plans to inform annual budgets.	Ongoing
	4.36	Seek external grant funding opportunities to support the delivery of identified priority projects.	Ongoing

STRATEGY	PRIORITY		TIMING
4.4 Invest in staff development and performance.	4.41	Undertake annual staff performance reviews.	Annually
	4.42	Support staff to undertake learning and development identified in their staff performance reviews.	Ongoing
	4.43	Support participation by staff in professional and industry networks.	Ongoing
	4.44	Promote Work, Health and Safety policies and plans and support Council's Work, Health and Safety Committee.	Ongoing
4.5 Strive for a constructive workplace culture.	4.51	Continue to recognise staff service with an annual staff recognition of service event.	Annually
	4.52	Celebrate staff and team performance achievements.	Ongoing
	4.53	Continue to convene the Workplace Consultative Committee.	Ongoing
	4.54	Ensure all staff are responsible for Work, Health and Safety and risk management.	Ongoing
	4.55	Create career paths and opportunities for career development within the organisation.	Ongoing
	4.56	Actively seek to attract and retain a diverse and skilled workforce.	Ongoing



GOAL 5: ADVOCACY AND WORKING WITH OTHERS

We will work with others to make Southern Mallee a better place. Partnering with all levels of government, peak bodies, community organisations and business we will seek to leverage opportunities. We will advocate for improved or enhanced services for our community including educational opportunities and improved health, transport and community services. We will promote regional approaches and seek to increase the resources available for services and infrastructure in Southern Mallee for the benefit of our community.

All of the Advocacy and working with others priorities are ongoing in nature. The Mayor, Councillors and senior staff will use communication and relationships with key decision makers and relevant regional and sector forums to constructively raise these issues on behalf of our community.

STRATEGY	PRIORITY	
5.1 Actively represent the interests of Southern Mallee.	5.11	Actively participate in regional and sector forums.
	5.12	Establish and maintain constructive relationships with key decision makers.
	5.13	Utilise the media to advocate for the needs of the Southern Mallee community and to tell stories of success.
	5.14	Collaborate with the Murraylands and Riverland councils to progress the interests of the region and Southern Mallee.
	5.15	Collaborate with our neighbouring councils beyond the Murraylands and Riverland Region, particularly Tatiara District Council and Mildura Rural City Council, to progress the interests of our region and Southern Mallee.
5.2 Advocate proactively to key decision makers on specific issues important to the Southern Mallee community.	EDUCATION	
	5.21	Advocate for continued support for local schools at Geranium, Lamerook, Murrayville and Pinnaroo.
	5.22	Support and advocate for the Pinnaroo Primary School to become a Reception to year 9 school.
	CHILDCARE	
	5.23	Advocate for continued support to Council to maintain and operate five day per week childcare centres in Lamerook and Pinnaroo.
	POLICE AND EMERGENCY SERVICES	
	5.24	Advocate for continued police presence in Pinnaroo and Lamerook including operational police stations
	5.25	Advocate for continued ambulance presence in Pinnaroo and Lamerook including operational ambulance stations
	5.26	Advocate for adequate emergency management support to the district including funding of the County Fire Service.
	TELECOMMUNICATIONS	
	5.27	Advocate for funding for capital works to address mobile phone blackspots in Southern Mallee.
	5.28	Advocate for effective NBN coverage in Southern Mallee.
	TRANSPORT	
	5.29	Advocate for funding to implement Southern Mallee's regional transport priorities as identified in the Murraylands and Riverland's Regional Transport Strategy.

STRATEGY	PRIORITY	
	5.30	Advocate for funding to upgrade the Mallee Highway between Pinnaroo and Peake, the Browns Well Highway north of Pinnaroo and the Ngarkat Highway south of Pinnaroo.
	5.31	Advocate for further investment into the Pinnaroo Aerodrome.
	5.32	Advocate for funding to support improved footpath networks.
	5.33	Advocate for increased frequency of bus services in the region.
	HEALTH	
	5.34	Advocate for our hospitals in Pinnaroo and Lamerook to be appropriately funded and maintained.
	5.35	Advocate for and promote access to suicide prevention and mental health services.
	5.36	Advocate for general public health and aged care services in our community.
	ENVIRONMENT	
	5.37	Advocate for resources to respond to pest plants and animals.
	5.38	Advocate for appropriate investment in our local Conservation Parks to effectively manage and maintain them as an environmental, recreational and tourism asset.
	5.39	Advocate for improved management of remnant roadside vegetation and land restoration activities.
	ENERGY	
	5.40	Advocate for increased reliability and sustainability of the local energy supply.
	HOUSING	
	5.41	Advocate for interventions to relieve the shortage of rental and owner occupier housing in Lamerook and Pinnaroo.



THE SOUTHERN MALLEE

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