



Murraylands and Riverland
Local Government Association

Endorsed 2020 - 25 Strategic Plan [10 July 2020]



2020 – 25 Strategic Plan



The Rural City of
MURRAY
BRIDGE



2020 – 2025 MRLGA STRATEGIC PLAN *in brief*

VALUES Integrity .. Leadership .. Collaboration .. Credibility .. Unity

VISION

Attractive, Liveable Region – Prosperous Communities.

MISSION *(we do this through)*

Being a unified local government sector working in the best interest of the region and our communities.

LINKS WITH OUR CHARTER

- Speaking with one voice
- Building partnerships
- Working with the LGA
- Planning for and with the region
- Coordinating resources and representation
- Enhancing efficiencies

ROLE

Working to the MRLGA Charter, the Association motivates, advocates and represents its eight constituent Councils to advance cooperation, strategic partnerships and governance arrangements that oversee programs and projects in the region.

Through its coordination of effort, the Association leads and assists its councils with evidence-based approaches to high level planning, communication and representation.

The MRLGA works closely with its major regional partners including Regional Development Australia Murraylands and Riverland (RDA MR), the Murraylands & Riverland Landscape Board, the Local Government Association SA and Australian and State Governments.

The MRLGA selects the most efficient role on key issues that is; Support (S) other lead agencies, Partner (P) or take the Lead (L) – to deliver the region the greatest return with limited resources.

1. Connected Region

1. Improve transport movement, efficiency and safety (L & P)
2. Attract funding for 'fit for purpose' transport infrastructure (P)
3. Support big data analytics that increase efficiencies (S)
4. Improve internet, mobile coverage (S)
5. Increase uptake of digital collaboration platforms and information sharing across councils (L)

2. Resilient Communities

1. Improve social connectedness, especially across priority groups (P)
2. Further improve service delivery (S)
3. Support 'Ageing well' practices/planning (P)
4. Apply evidence-based research to improve housing options (S)
5. Improve access to skills development programs (P)

3. Healthy Environment

1. Plan for changing water security and stewardship (S)
2. Create sustainable region waste management (L)
3. Improve climate change adaptation (P)
4. Sustainable management of natural environments & systems (S)

4. Economic Opportunity

1. Initiate place-based economic development (RDA lead) (P)
2. Attract investment for enabling infrastructure (P)
3. Coordinate effort to improve MRLGA councils' shared services (initially concentrating on 1 or 2 areas) (L)
4. Attract and develop skills to grow the region (S)

Strategic Plan Foreword

A Strategic Plan is most useful when it clearly and concisely expresses the relative impact of issues, and energises the group to collaborative action.

Working to our Charter, the MRLGA cooperates with, coordinates, represents and advocates on behalf of its eight constituent Councils; acknowledging there is power in speaking as one for a region with a population of nearly 73,000 people.

The Association has a strong track record of harnessing the collective capabilities of local government in the region to deliver projects.

In developing the Strategic Plan we recognise the need to better organise and utilise our resources, build upon the existing capability within local government across the region and complement it where necessary.

The Pathway for delivering the plan will focus on:

- **Constituent Council Collaboration** – harnessing and building capability to identify priorities, develop projects, seek funding and deliver against agreed outcomes.

- **Strategic Partnerships** – developing relationships with others and establishing frameworks (Goals, Roles, Procedures, Relationships) to progress regional priorities and avoid duplication.
- **Regional Identity** – establishing the evidence base and speaking with one voice on issues of importance to our communities.
- **Resourcing** – ensuring we have what we need to service the local government sector and the communities of the Murraylands and Riverland

We commend the plan to you and look forward to working with you as we seek to serve the communities of our region.

Mayor Peter Hunt

President Murraylands and Riverland Local Government Association



**Murraylands and Riverland
Local Government Association**

Our Region - Key Statistics



NIEIR - National Institute of Industry and Economic Research
*Largest industry by employment



Vision: Attractive, Liveable Region – Prosperous Communities.

Mission (we do this through):

Being a unified local government sector working in the best interest of the region and our communities.

Values:

- Integrity
- Leadership
- Collaboration
- Credibility
- Unity

What will success look like?

- Priority projects for the region and local government sector identified and either implemented or captured in the planning horizons of the other tiers of government.
- Economic growth across all 8 council areas.
- Work force density increased (availability of skilled workforce improves recruitment outcomes).
- Household incomes increased (regional prosperity).
- Positive movement in the SEIFA or other social indicators scores across the region.
- Sustainable structures for resource sharing and collaboration.
- Waste costs to the community decreased and opportunities in the circular economy realised.
- Climate impacts are managed.



MRLGA: Priority Areas & Objectives for 2020 - 2025

1. Connected Region

- 1.1 - Improve transport movement, efficiency and safety (L & P)
- 1.2 - Attract funding for 'fit for purpose' transport infrastructure (P)
- 1.3 - Support big data analytics that increase efficiencies (S)
- 1.4 - Improve internet and mobile coverage (S)
- 1.5 - Increase uptake of digital collaboration platforms and information sharing across councils (L)

2. Resilient Communities

- 2.1 - Improve social connectedness, especially across priority groups (L)
- 2.2 - Further improve service delivery (S)
- 2.3 - Support 'Ageing well' practices and planning (P)
- 2.4 - Apply evidence-based research to improve housing options (S)
- 2.5 - Improve access to skills development programs (P)

Attractive, Liveable Region – Prosperous Communities.

3. Healthy Environment

- 3.1 - Plan for changing water security and stewardship (S)
- 3.2 - Create sustainable regional waste management (L)
- 3.3 - Improve climate change adaptation (P)
- 3.4 - Sustainable management of natural environments & systems (S)

4. Economic Opportunity

- 4.1 - Initiate place-based economic development (RDA lead) (P)
- 4.2 - Attract investment for enabling infrastructure (P)
- 4.3 - Coordinate effort to improve MRLGA councils' shared services (initially concentrating on 1 or 2 areas) (L)
- 4.4 - Attract and develop skills to grow the region (P)

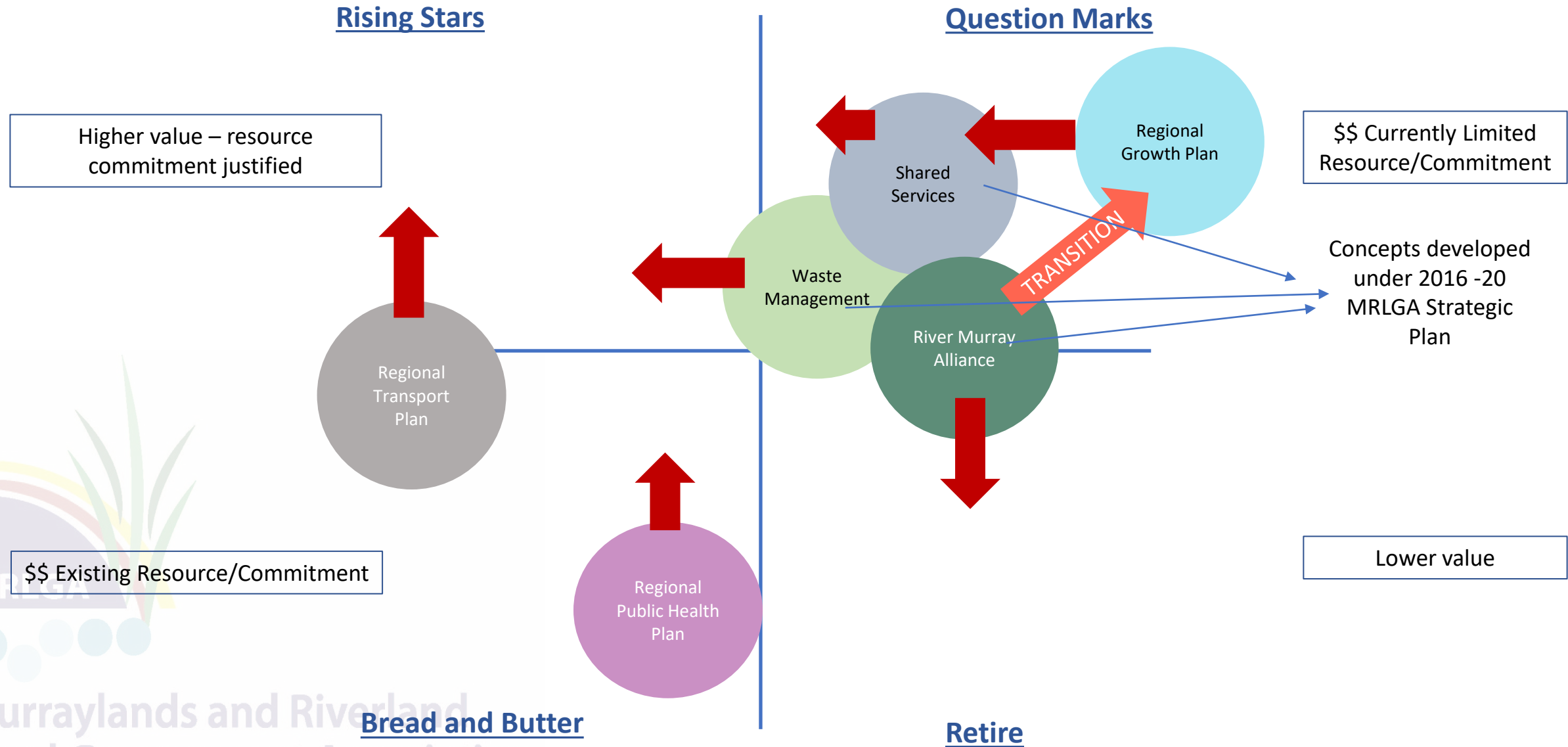
Our Partners (Who do we need to work with?)

- Local Government Association South Australia
- Australian Local Government Association
- Southern and Hills LGA, Limestone Coast LGA, Eyre Peninsula LGA, LEGATUS, Upper Spencer Gulf Cities
- Regional Development Australia Murraylands and Riverland.
- Landscape SA – Murraylands and Riverland Regional Landscape Board
- South Australian Government departments and in particular PIRSA (Regions SA), DPTI, DEW and SA Health
- Australian Government
- Local Members of Parliament





Managing Resources to Create Value (adapted Boston Matrix)



What informed this plan?

- Our Charter - <https://www.lga.sa.gov.au/webdata/resources/files/191010%20MRLGA%20Charter%20-%20Board%20Approved.pdf>
- Meetings with constituent councils Mayors, CEOs and on occasion Deputy Mayors – Sept to Dec 2020
- SA Government's Growth Plan - <https://www.growthstate.sa.gov.au/plan>
- Local Government Association SA Strategic Plan - https://www.lga.sa.gov.au/webdata/resources/files/ECM_671962_v7_SAROC%20Strategic%20Plan%202019-2023.pdf
- Australian Government Regions 2030- https://www.regional.gov.au/regional/publications/regions_2030/

WORKSHOPS WITH OUR MEMBERS *(run by Strategic Matters and With Purpose)*

- ✿ Jan 2020 issues identification mini workshop
- ✿ Feb 2020 Strategic Planning workshop

Our Obligations

- *Local Government Act (1999)* – in particular section 43 and schedule 2, part 2
<https://www.legislation.sa.gov.au/LZ/C/A/LOCAL%20GOVERNMENT%20ACT%201999/CURRENT/1999.62.AUTH.PDF>
- *Public Health Act (2011)* – in particular section 51
<https://www.legislation.sa.gov.au/LZ/C/A/SOUTH%20AUSTRALIAN%20PUBLIC%20HEALTH%20ACT%202011/CURRENT/2011.21.AUTH.PDF>

End of STRATEGIC PLAN HERE



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DRAFT Action & Financial Plan 2020 - 25 [July 2020]

2020 - 25

Action & Financial Plan

Based on the four Priority Areas

(to be reviewed annually in accordance with the development of an Annual Business Plan and Budget)

Connected Region

Resilient Community

Healthy environment

Economic Opportunity



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Action Plan – Year 1 (2020 – 2021)

Connected Region

2030 Regional Transport Plan

- Implementation
- SLRP Applications

Road Hierarchy – progress to ‘fit for purpose’ standards

Connected Councils – investigate/build platform for regional LG collaboration

Resilient Community

2020- 24 Regional Public Health Plan (RPHP) - Endorsed

RPHP Implementation– Establish/Pilot Community Wellbeing Alliance

Project groups developed – Volunteering Healthy Living Choices

Mental Health/Psychological Wellbeing
Addressing Drug and Alcohol

Healthy environment

Regional Waste Strategy and Implementation Plan

Councils taking Control of Waste - Joint Service Specifications and Procurement Plan

Water – building closer ties with State Government. Minister invited to Board Meeting

Regional Climate Change Adaptation Plan – Reviewed & co-funding opportunities targeted

Economic Opportunity

Regional Growth Committee established as a Strategic Partnership with RDA, Destination Riverland, Murray River, Lakes and Coorong

Application to Building Better Regions to complement the establishment of Regional Growth Plan

Big Issues – commence development of position papers starting with water



Action Plan – Year 2 (2021 – 2022)

Connected Region

2030 Regional Transport Plan

- Action Plans
- Database – SLRP Applications

New projects identified – e.g. CSIRO TraNSIT to review freight movement pinch points & infrastructure improvements

Mobile Blackspots – Review progress with RDA

Resilient Community

2020- 24 Regional Public Health Plan – Implementation

Community Wellbeing Alliance –
Volunteering
Healthy Living Choices
Mental Health/Psychological Wellbeing
Addressing Drug and Alcohol

SA Minister for Health invited to MRLGA Board Meeting

Healthy environment

Councils taking Control of Waste - Joint Service Specifications and Procurement Plan

Waste Audits – 100 bins per waste stream per council

Climate change adaptation plan – Landscapes SA, RDA, MRLGA – regional coordinator secured (state Funding??)

Economic Opportunity

Develop Regional Growth Plan – completed

Local Government projects identified and prioritised for economic modelling and costing.

Local Government skills gap analysis to contribute to regional skills gap analysis – influence DAMA

SA Minister for Regional Development invited to MRLGA Board Meeting

Action Plan – Year 3 (2022 – 2023)

Connected Region

2030 Regional Transport Plan

- Action Plans
- Database – SLRP Applications

Heavy Vehicle Intersection concept – councils progressing upgrades

Resilient Community

Regional Public Health Plan – progress report submitted to State Government

Community Wellbeing Alliance –
Volunteering
Healthy Living Choices
Mental Health/Psychological Wellbeing
Addressing Drug and Alcohol

Healthy environment

Councils taking Control of Waste - Joint Service Specifications and Procurement Plan...contract alignment

Waste Education Programs – reducing waste at its source and reduce waste stream contamination

Climate Change Adaptation – Asset Condition and Climate Change Ready Analysis

Economic Opportunity

Regional Growth Plan – implementation
Enabling Infrastructure
Jobs Growth
Skill development and attraction
Innovation – cluster development

Funding sought for priority local government projects



Action Plan – Year 4 (2023 – 2024)

Connected Region

2030 Regional Transport Plan

- Action Plans
- Database – SLRP Applications

New projects identified – funding sought

Resilient Community

2020- 24 Regional Public Health Plan – complete - Report

Community Wellbeing Alliance –
Volunteering
Healthy Living Choices
Attracting Health Professionals
Addressing Drug and Alcohol

2024- 28 Regional Public Health Plan – Commence development

Healthy environment

Councils taking Control -Joint Service Specifications and Procurement Plan

Regional Waste Strategy & action plan – continue to implement

Climate Change Adaptation – Climate Ready council projects identified and progressed

Economic Opportunity

Regional Growth Plan – Review of actions and priorities

Local Government projects identified and prioritised for economic modelling and costing.



Action Plan – Year 5 (2024 -2025)

Connected Region

Intermediate review of 2030 Regional Transport Plan

- Action Plans
- Database – SLRP Applications

Resilient Community

2024- 28 Regional Public Health Plan – Endorsed...begin implementation

Renew terms and funding for Community Wellbeing Alliance

Healthy environment

Regional Waste Strategy & action plan – continue to implement

Climate Change Adaptation – Climate Ready council projects identified and progressed

Economic Opportunity

Develop Regional Growth Plan – Local Government projects identified with economic justification

Local Government projects identified and prioritised for economic modelling and costing.



5YR Financial Plan

Income	2020/21	2021/22	2022/23	2023/24	2024/25
Council Subscriptions	\$153,975*	\$161,730*	\$164,965**	\$168,264**	\$171,629**
LGA SA	\$41,221	?	?	?	?
Resilient Community Project (CWA) ***	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Healthy Environment Project****	\$10,000	\$60,000	\$30,000	\$20,000	\$20,000
Other (inc successful project surcharge)	\$80,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Income	\$315,196	\$276,730	\$249,965	\$243,264	\$246,629
Expenses					
Operating	\$23,755	\$34,230**	\$34,715**	\$35,209**	\$35,713**
Consultants/Contractors	\$139,597	\$142,289**	\$145,134**	\$148,037**	\$150,998**
Resilient Community	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Connected Region	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000
Healthy Environment	\$115,000	\$150,000	\$40,000	\$40,000	\$40,000
Economic Opportunity	\$45,000	\$40,000	\$40,000	\$40,000	\$40,000
Total Expenses	\$430,352	\$480,519	\$373,849	\$377,246	\$380,711
Net Profit/Loss	(\$122,156)	(\$203,789)	(\$123,884)	(\$133,982)	(\$134,082)

	2020/21	2021/22	2022/23	2023/24	2024/25
Starting cash position	\$970,439	\$848,283	\$644,494	\$520,610	\$386,628
Budget Profit/Loss	(\$122,156)	(\$203,789)	(\$123,884)	(\$133,982)	(\$134,082)
Finishing cash position	\$848,283	\$644,494	\$520,610	\$386,628	\$252,546



Financial: Resource Tactics *(requirements for longer term sustainability)*

- First instance – use accumulated surplus to develop and subsidise project coordination and delivery capability.
- Over the course of the next 5 years – review council subscriptions to ensure sustainable operations budget can be maintained.
- Public Good outcomes (healthy environment and resilient community) underpinned by project contributions from constituent councils (opt in/opt out basis).
- Economic Development outcomes (Connected Region and Economic Opportunity) – model established with accumulated surplus with resourcing then dependent on successful projects attracting a surcharge.
- Across all projects, the aim will to be leverage further funding from other sources to help advance the attainment of the MRLGA/Regional objectives.

End of Action Plan HERE



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