

RURAL CITY OF MURRAY BRIDGE STRATEGIC PLAN 2020–2024



MAKE IT YOURS





ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

We acknowledge the Ngarrindjeri people as the traditional owners of this land on which we meet and work. We respect and acknowledge their spiritual connection as the custodians of this land and that their cultural heritage beliefs are still important to the living people today.

We recognise the living culture and combined energies of the Ngarrindjeri people our global pioneers and community members today for their unique contribution to the life of our region.

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THANK YOU FOR VISITING
MURRAY BRIDGE



MAKE IT YOURS

**MURRAY BRIDGE IS CHANGING.
WE'RE CREATING AN ENVIRONMENT
WHERE YOU CAN MAKE YOUR
OWN OPPORTUNITIES, MAKE
A HOME, MAKE AN INVESTMENT,
AND MAKE MEMORIES.**

MAYOR'S MESSAGE

It gives me great pleasure as the Mayor of the Rural City of Murray Bridge to present our Strategic Plan 2020 – 24. At its meeting on Tuesday 14 April 2020, the Rural City of Murray Bridge Council endorsed the Strategic Plan 2020 - 24 following an extensive community engagement process over the previous nine months. .

The plan represents the next stage of delivery of our Community Plan 2016 – 2032 and provides the blueprint for what we need to do to achieve our vision of Thriving Communities.

This plan is focused on the implementation of strategies endorsed by the Council and represents a significant delivery stage of our Community Plan over the next four years. The plan reinforces the strategic themes of a Valued Environment, Great People and Lifestyle, Dynamic Economy and Connected Communities and addresses our communities' priorities over the next four years.

The Strategic Plan 2020 - 24 demonstrates our intent to continue to deliver quality services, maintain financial accountability and sustainability, work with our communities and most importantly to create an environment where you can make your own opportunities, make a home, make an investment and make memories – MAKE IT YOURS.

Finally, I would like to thank all in our Community who contributed through the community engagement process to assist in this articulation of our shared aims and aspirations.

Brenton Lewis
Mayor
Rural City of Murray Bridge



CEO'S MESSAGE

The Strategic Plan 2020 -24 continues our progress in delivering the vision of our Community Plan 2016-2032. It has been developed on the back of two rounds of community consultation and engagement which were undertaken between August 2019 and February 2020. The ideas, priorities and feedback gathered through this consultation have been reflected in this final version of our Strategic Plan.

The Rural City of Murray Bridge MAKE IT YOURS campaign which launched our consultation and engagement process recognised the \$1b of inwards investment in our region over the Strategic Plan period. The campaign will continue over the life of this plan and will attract further interest and investment supported by Council's role as a service provider, infrastructure owner, facilitator and advocate.

I hope you will find the Strategic Plan 2020-24 a comprehensive, yet easy to read summary of the strategies, objectives and aspirations which will be our focus over the next four years.

The delivery of our Strategic Plan 2020-24 is underpinned by our ongoing prudent and responsible financial management as reflected through Council's Long Term Financial Plan settings.

I feel sure that the objectives, strategies and outcomes delivered over the Plan period will not only contribute to our vision of Thriving Communities but will also ensure a sustainable future.

Michael Sedgman
CEO
Rural City of Murray Bridge





OUR VALUES

BE ACCOUNTABLE

effective, equitable, open and honest.

BE RESPECTFUL

respect and support for the diversity of our ideas and culture.

BE INNOVATIVE

strong commitment to continuous improvement in all business processes.

BE COLLABORATIVE

focus on teamwork within our organisation and create external partnerships to achieve our vision.

BE INCLUSIVE

value and incorporate local knowledge and viewpoints through effective community engagement.

HAVE INTEGRITY

in all our dealings and maintaining the highest ethical standards at all times.



COUNCIL'S COMMITMENT

Council has determined the following principles to ensure delivery against the Community Plan 2016-2032. These principles underpin all decisions made by Council. They guide our strategic planning, processes, service delivery and the management of assets.

EFFECTIVE

- We will ensure that all work is undertaken in a cost effective manner providing value-for money to the community
- We will have a focus on quality in the delivery of all services and programs
- Our internal systems will be efficient and will focus on enabling effective delivery.

SUSTAINABLE

- We will operate within its means, developing budgets that are affordable by the community with debt levels that do not constrain future development activities
- We will use sustainable practices that protect and retain the biodiversity of the natural environment.

RESPONSIVE

- We recognise that the community is our customer and employer. We will operate with a strong customer service focus in all our work
- We will enable the community to provide feedback on our activities and we will respond to our stakeholders concerns in a timely manner
- We will enable the community to do business with us on their terms, via digital devices, 24/7, wherever they are in the world.

TRANSPARENT

- We will ensure information is easily accessible and we will report regularly to the community on progress against this plan.

COUNCIL'S ROLE

Council use the following role statements to guide decision making and to ensure delivery is focussed on Council responsibilities.

SERVICE PROVIDER (DIRECT)

Council is currently providing full or majority of resources for a service.

SERVICE PROVIDER (INDIRECT)

Council is currently outsourcing all or a majority of a service through either Public Private Partnership (PPP) or other model.

SERVICE PROVIDER (PART FUNDER)

Council is currently contributing minority/part resourcing for a service for which others have responsibility.

SERVICE PROVIDER (REGULATORY)

Council is required by legislation to provide a specific service.

SERVICE PROVIDER (AGENT)

Council providing a service on behalf of, and funded by, others that involves hosting or other in-kind use of council resources.

OWNER/CUSTODIAN

Council owning or managing infrastructure, facilities, reserves and natural areas.

INFORMATION PROVIDER/PROMOTER

Council providing information on, or strategically promoting, community services, opportunities, events, people and places.

INITIATOR/FACILITATOR

Council bringing together or connecting stakeholders to pursue an issue, or who are able to apply influence to an issue, or funding/investment/resources to a service, project or area.

ADVOCATE

Council will make representations on behalf of the community and publicly show their support and seek the support from others in.

COUNCIL'S COMMITMENT TO COMMUNITY INFORMED DECISION MAKING

All strategic plans, including the Community Plan 2032, are directly informed by our community and the feedback provided.

Understanding community aspirations on strategic plans is an essential part of deciding how we will address an issue. Council are required by legislation to ensure we provide reasonable opportunities for the community to be involved in the development and review of our plans.

The level of community engagement undertaken varies depending on how complex the issue is, and how much of an impact it's likely to have on our community.

For more information about our engagement approaches, visit [murraybridge.sa.gov.au/council policy](https://murraybridge.sa.gov.au/council-policy).

LET'S TALK

Let's Talk is an easy, safe and convenient way for you to contribute your ideas and opinions about key projects being considered by Council. Shape your community and contribute your thoughts and ideas at a time and place that suits you, 24/7. It's safe, easy and convenient.

Visit the Let's Talk website and view the range of current consultation projects to see what's going on, register your details with the site and then join the conversation. It's that easy! We will keep you in the loop by sending a newsletter providing an overview of current online consultation projects.

To get started visit letstalk.murraybridge.sa.gov.au





COMMUNITY CONSULTATION ON THIS PLAN

The Rural City of Murray Bridge concluded the first round of consultation in preparation of the Draft Strategic Plan 2020 – 2024 in September 2019. The last weekend of community consultation was a highlight for the team as they attended the Murray Bridge Show handing out almost three hundred Bunyip badges to show goers on the Bunyip Trail and had great conversations with others.

Community participation exceeded Councils' expectations with great turn outs to community meetings, informal and special events. The RCMB online consultation page 'Let's Talk' also provided an opportunity for those unable to attend in person to submit their feedback.

Community members across the region engaged in conversations and shared ideas. The community focus areas; economic development, activate the river, improve services, maintain country lifestyle, activities for youth and community pride and identity; were discussed and prioritised.

Opportunities were also provided for the community to present ideas and future aspirations. Council staff and Elected Members were in attendance at the meetings.

The compilation of ideas, priorities and feedback were analysed and incorporated into the draft Strategic Plan 2020- 2024. The draft was presented to Council on 9 December 2019 for approval to commence a second round of consultation with the community during December 2019 to February 2020.

Consultation concluded on 28 February 2020. This document reflects the feedback provided and incorporates the priorities and aspirations articulated through the community consultation process.



VALUED ENVIRONMENT



VALUED ENVIRONMENT



During 2020-2024 we will develop our environment using a people centred approach, through identifying and facilitating a range of new infrastructure and renewal activities that contribute to the diversity and culture of the places we develop and enhance.

Ensuring we build spaces that promote thriving communities through community health, happiness and well-being, whilst adhering to our identity maintaining and enhancing our natural assets, heritage and country lifestyle.

Community Consultation Focus Areas

- Boat Ramps and river access
- Beautified places and spaces
- Historical preservation and promotion
- Natural assets and greening
- River sustainability and water protection
- Sustainable services

Community Plan 2016-32 Objectives

- Great places for people
- Activate the river
- Clean environmentally sustainable communities

Associated strategies and masterplans

The Riverfront Strategy

- Sturt Reserve Masterplan
- Roadside Vegetation Management Plan
- Environmental Management Plan
- Biodiversity Strategy
- Climate Change Adaptation Plan
- Open Space Strategy
- Oval masterplans
- Playspace Strategy
- Public Toilet Strategy
- Trail Strategy
- Tree Management Framework
- Wayfinding and Signage Strategy



ENLIVENED COMMUNITY SPACES

Our community spaces are visually appealing, foster a sense of recognition and community pride.

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Town entrances are enhanced and beautified
- Provide a cohesive identity throughout our city and townships
- Improved connectivity and accessibility through expansion of footpath networks, cycling and walking trails
- Increase patronage and useability of parks and gardens through creation of safe and welcoming spaces
- Historically significant assets both built and natural are featured and their significance captured and enhanced
- Enhance community facilities to improve accessibility and suitability to support our community organisations and activities

VALUED ENVIRONMENT

STRATEGIC PLAN 2020-24 OBJECTIVES



THE RIVER IS THE LIFEBLOOD OF OUR TOWNS

Our river is protected, showcased and at the centre of city and riverside townships.

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- River accessibility is improved with boat ramps, pontoons and docking areas for ferries and boats
- Establish an active riverfront at Sturt Reserve that provides opportunities for nature play, accommodation, recreation, tourism and water activities
- Develop and promote water recreational trails providing linkages with townships, land based trails and community spaces that encourage engagement with nature
- Build and promote a shared understanding of river protection processes, river ecology and water security with our communities
- Further reduce dependence on traditional water supplies through introduction of sustainable practices and alternative sources of water such as stormwater harvesting and reuse and rainwater catchment



A CITY GEARED FOR GROWTH

Our city plans ensure infrastructure meets future demand and stimulates economic development

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Locations are identified to support planning for future large community infrastructure projects eg multi sporting complex
- Identify spaces for future housing growth
- Ability to accommodate future commercial and industrial needs
- Locations are identified to support planning for future large community infrastructure projects eg multi sporting complex
- Identify spaces for future housing growth
- Ability to accommodate future commercial and industrial needs

OUR NATURAL ENVIRONMENT IS PRESERVED, PROMOTED AND ENHANCED

Our environment is protected to retain its natural beauty and diversity; impacts are minimised protecting and preserving for future generations to access and enjoy

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Waste is managed through a variety of programs that encourage waste reduction, redirection and reuse of recycled materials
- Respond to climate change emergency through development and implementation of a climate change action plan
- Continue to reduce dependence on traditional power supply with more sustainable electrical supply such as solar panels on all community assets
- Enhance, protect and restore local biodiversity, remnant and native vegetation



GREAT PEOPLE AND LIFESTYLE



GREAT PEOPLE AND LIFESTYLE



During 2020-2024 we will focus on delivering services and programs that enable our community to actively engage and participate in the world around them.

We will ensure we maintain the uniqueness and country lifestyle while modernising and taking advantage of expected growth that will enable our community to thrive.

Community Consultation Focus Areas

- Community Recreation and Facilities
- Riverfront, trails and open space activation
- Community health and safety
- Public art and arts development
- Planning policies that facilitate appropriate development
- Youth activities and programs

Community Plan 2016-32 Objectives

- A safe, healthy and active community
- Plan liveable, connected and accessible places
- Our history, diversity and culture is treasured

Associated strategies and masterplans

- Riverfront Strategy
- Animal Management Plan
- Regional Public Health Plan
- Community Safety Plan
- Youth Action Plan

- Sport & Recreation Strategy
- Ngarrindjeri Murrundi Management Plan
- Wayfinding and Signage Strategy
- Walking and Cycling Masterplan
- Swanport Road Masterplan
- Sturt Reserve Masterplan
- Monarto Masterplan
- Public Art Strategy
- Murray Mallee Bushfire Management Plan
- Murray Mallee Zone Emergency Management Plan

A MODERN CITY WITH COUNTRY CHARM

Develop a city filled with country charm and the modern conveniences a regional community expect

Role: Service Provider (Direct); Service Provider (Regulatory); Advocate

- Maintain a country lifestyle while growing and modernising the city centre through planning policies reflective of our communities desire
- Ensure inclusion of affordable and accessible housing through sustainable management of development
- Deliver contemporary Council services, taking advantage of technology advances and updated service provision methods



GREAT PEOPLE AND LIFESTYLE

STRATEGIC PLAN 2020-24 OBJECTIVES



ARTS AND CULTURE HAS A STAGE

Our community has access to public art, theatre, music and literature services and can immerse themselves in an arts lifestyle

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Provide public art in identified locations that enhance and enrich the amenity of the spaces
- Encourage renowned artists to exhibit their works
- Deliver local arts development programs for all ages
- Encourage high class theatrical performances and support local production programs to continue to thrive
- Support live music, provide music production facilities and music development programs for all ages
- Provide access to literature and programs that enables learning for life and knowledge sharing

ALL AGES AND CULTURES ARE CELEBRATED, ACCOMMODATED AND VALUED

Our community is inclusive and welcoming with people from all ages, capabilities and backgrounds living harmoniously together

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- We welcome newcomers to our region and help them to feel included
- Youth are valued, supported and integrated through family focussed infrastructure, activities and programs are encourage active involvement in the community
- Aged community members continue independent living and active participation through provision of support programs that ensure community contribution to be recognised and valued
- High quality, affordable residential care provision is accessible to the community
- Diversity is valued, understood , celebrated and promoted enabling communities to live harmoniously together
- Local history and heritage is preserved and promoted
- We will work towards reconciliation with our indigenous community

GREAT PEOPLE AND LIFESTYLE

STRATEGIC PLAN 2020-24 OBJECTIVES



HEALTHY ACTIVE COMMUNITIES

Our community are active, healthy and participation in recreational activities is accessible to them

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Regulatory); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Sustainable and contemporary local sporting and community groups through provision of grants and expertise
- Encourage participation in active living and provide connection to our open spaces through delivery and promotion of recreational trails
- Health services are current and accessible
- Deliver public health outcomes in alignment with the Regional Public Health Plan



SECURE AND RESILIENT COMMUNITIES

A well prepared community that is safe, supportive and resilient

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Regulatory); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Potential emergencies are considered, evaluated and prepared for
- We ensure support for emergency services and providers
- Public areas are monitored and protected
- Community feels safe through provision of programs such as fire prevention, animal management and environmental health
- Needs are recognised and addressed through provision and support for mental health, disability, suicide prevention, domestic violence, drug and alcohol dependency, LGBTQIA+ community and other groups
- The community is supported to adapt to the changing external circumstances such as climate or economic change



GREAT PEOPLE AND LIFESTYLE

STRATEGIC PLAN 2020-24 OBJECTIVES





DYNAMIC ECONOMY



DYNAMIC ECONOMY



DEVELOPING OPPORTUNITIES

We will ensure investors and potential new residents know about and are attracted by our region's amazing and diverse investment and lifestyle benefits.

That our visitor offerings increase tourism in the region with visitors staying longer and promoting the area to others as a destination of choice. That existing and emerging business grow and flourish with the support they need to prosper. That infrastructure priorities build our local economy and encourages paddock to plate initiatives and supports the region to be Adelaide's 'food bowl'.

Community Consultation Focus Areas

- Accommodation, events and tourist attraction
- Educational Services
- Investment attraction and local business development
- Right people / right jobs
- Digital Services - Commerce and Education

Community Plan 2016-32 Objectives

- A robust and diverse regional economy
- A desirable place to live, work, invest and visit
- A progressive, productive community

Associated strategies and masterplans

- Economic Development Strategy
- Tourism Development Plan
- Events Strategy
- Digital Strategy
- Murray Bridge Council Development Plan
- Primary Production DPA
- Riverfront Strategy
- Sturt Reserve Master Plan
- CBD Activation Program
- Murraylands River Trail
- Trail Strategy Parts 1&2
- Public Art Strategy
- Public Realm Style Guide
- Walking and Cycling Master Plan and Concept Design
- Wayfinding and Network Strategy

- Asset Management Plans
 - Stormwater
 - Water Supply and Wastewater
 - Buildings
 - Civil and Transport Infrastructure
 - Recreational Facilities
 - Plant & Fleet
- Town Centre Traffic Plan

Top Five Industries by Employment

- Manufacturing
- Healthcare and Social Assistance
- Retail Trade
- Agriculture
- Education and Training



DYNAMIC ECONOMY

STRATEGIC PLAN 2020-24 OBJECTIVES



ATTRACTIVE MURRAY BRIDGE

The opportunities that the Rural City of Murray Bridge offers to both investors and potential residents are well communicated and easily understood.

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Regulatory); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Put the Rural City of Murray Bridge 'on the map' through brand promotion
- Attract large scale investors through implementation of an investment attraction program
- Improve attractiveness and linkages within the city centre
- Visually appealing retail precincts through engaging with business owners and investment support
- Make RCMB attractive to start-ups and home-based businesses through establishment of business hubs/co-working spaces
- Promote the lifestyle benefits of living in RCMB to attract workers and other residents to live in the region.



RURAL CITY MURRAY BRIDGE IS A DESTINATION OF CHOICE

RCMB is a highly desirable destination for short and long term visitors to the region

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Regulatory); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Tourists will be enticed to visit our region through packaged attractions and access to cultural and environmental experiences
- Visitors to the region will be encouraged to stay longer through increased accommodation offerings
- Capitalise on our neighbouring regions' tourism appeal through improving linkages and accessibility
- Events will enliven spaces introducing visitors to the charms of our region

RESILIENT, INNOVATIVE BUSINESSES

New and existing businesses can access the support they need to grow and prosper

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Regulatory); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Improve local business capability through programs that support developing skills in adaptability, diversification, exportation markets, emerging technologies, digital economy and social media.
- Ensure access to information for the business community through development and implementation of smart city initiatives, information automation and big data
- Involve local small business; who are recognised as a significant contributor to economic development in the region; to ensure they are ready to take advantage of future initiatives



EFFECTIVE ECONOMIC INFRASTRUCTURE

Development of economic infrastructure is prioritised to ensure it enables the region to put its best foot forward

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Regulatory); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

- Maintain and improve currency of infrastructure in relation to digital technologies
- Improve access to local and external markets through provision of transportation routes and infrastructure

SKILLED WORKFORCE

Building our local workforce to meet the needs of key industry sectors

Role: Service Provider (Indirect); Service Provider (Part Funder); Information Provider/Promoter; Initiator/Facilitator; Advocate

- Improve availability of a skilled workforce for key industry sectors through local training and development pathway programs



CONNECTED COMMUNITIES



CONNECTED COMMUNITIES



DEVELOPING THE COMMUNITY

During 2020-2024 we will develop and build on the foundations laid to ensure our community have access to information and services that shape decisions for the future.

We will ensure strong relationships with our residents, visitors and partners to deliver resilient, harmonious, thriving communities.

Community Consultation Focus Areas

- Transport networks that support our cities
- Community leadership and development
- Community pride, identity, promotion and marketing
- Digital Access and Connection
- Improved transparency in decision making
- Council processes and systems improvement

Community Plan 2016-32 Objectives

- Collaborate to achieve outcomes
- Engaged and well-informed communities
- Build community capacity and support

Associated strategies and masterplans

- Digital Strategy
- Volunteer Management Plan
- IT Strategy



ACTIVE CITIZENS AND COMMUNITY LEADERS

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Agent); Information Provider/Promoter; Initiator/Facilitator; Advocate

Our community is engaged through decision making, leadership, active citizenship and volunteerism

- Build and improve trust and relationships between Council and its communities
- Informed communities through delivery of timely, transparent communication and reporting
- Ensure community input informs Council decision making
- Develop community leadership programs that guide and support leaders of all ages
- Encourage and recognise volunteerism and support volunteering opportunities throughout Council region



CONNECTED COMMUNITIES

STRATEGIC PLAN 2020-24 OBJECTIVES



A PROUD COMMUNITY

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

We showcase our towns through storytelling and promotion of our unique and individual charm

- Our townships identities retain their uniqueness while recognising their place in part of the larger region
- Create visual displays and other mechanisms that showcase our city and region
- Positive and uplifting news stories stimulate pride in our towns
- Proud home and business owners are encouraged and recognised
- We show pride in our indigenous and multicultural heritage which is celebrated through storytelling and cultural experiences

DIGITAL SERVICES ACCESSIBLE TO ALL

Role: Service Provider (Direct); Service Provider (Indirect); Service Provider (Part Funder); Service Provider (Agent); Owner/Custodian; Information Provider/Promoter; Initiator/Facilitator; Advocate

Council is available to its community and prepares them to engage in the digital world

- Our communities have access to the digital world through internet coverage and digital hubs
- Build digital literacy skills within the community and support the community to make the most of new technologies
- 24/7 Online council services to the community where appropriate

CONNECTING PLACES THROUGH PUBLIC TRANSPORTATION

Role: Advocate

Our towns are accessible and connected

- Ensure appropriate levels of transport and connectivity between attractions, townships and service centres such as Mount Barker and Adelaide



OUR FUTURE

AS ARTICULATED BY OUR YOUTH



WINNER OF THE ART COMPETITION

Building our local workforce to meet the needs of key industry sectors

“What will Murray Bridge look like in 2020 - 2024? First place winner, 12 year-old, **Chausika Ogatu** could see a positive and hopeful future. Her winning artwork depicted a city with a large building for the homeless, “So people can be safe and warm in the winter and cool in the summer. “

The large red slide, a standout feature of her drawing was for, “the older kids and teens because there isn’t a slide big enough for us in current playgrounds.” When asked if she thought things could be better, “yes,” was her answer. Her positive outlook is depicted in her artwork. Her vision includes something for everyone, such as a chess and art club where people can meet up and have some fun. There is a lot of green space, flowers, trees and a big playground.

New businesses are not overlooked, such as the donut shop inspired by the fact, “donuts are my and my sisters favourite treat! Who doesn’t like donuts?”

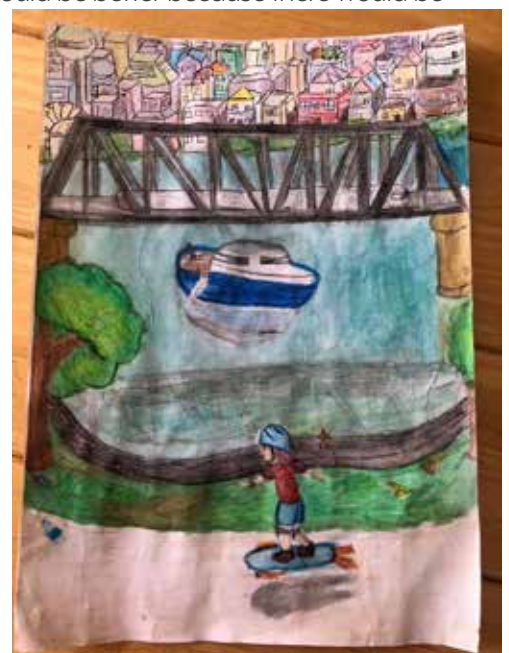
The artwork inspired her strongest message for the future, “Yes, things would be better because there would be something for everyone, no one would feel left out.”

WINNER OF THE ART COMPETITION

Building our local workforce to meet the needs of key industry sectors

Jessie Delena is an 11 year old with visions of a very different Murray Bridge in the next four years. The Strategic Plan 2020-2024 Art competition winner envisions Murray Bridge with a greater population and changes that will affect the day to day lives of residents.

Jessie’s drawing depicts the beauty of Murray Bridge with big green trees and the river flowing past freshly painted and renovated buildings. Kids ride hover boards instead of skateboards and residents can catch a bullet train into the city.







COMMUNITY PRIDE



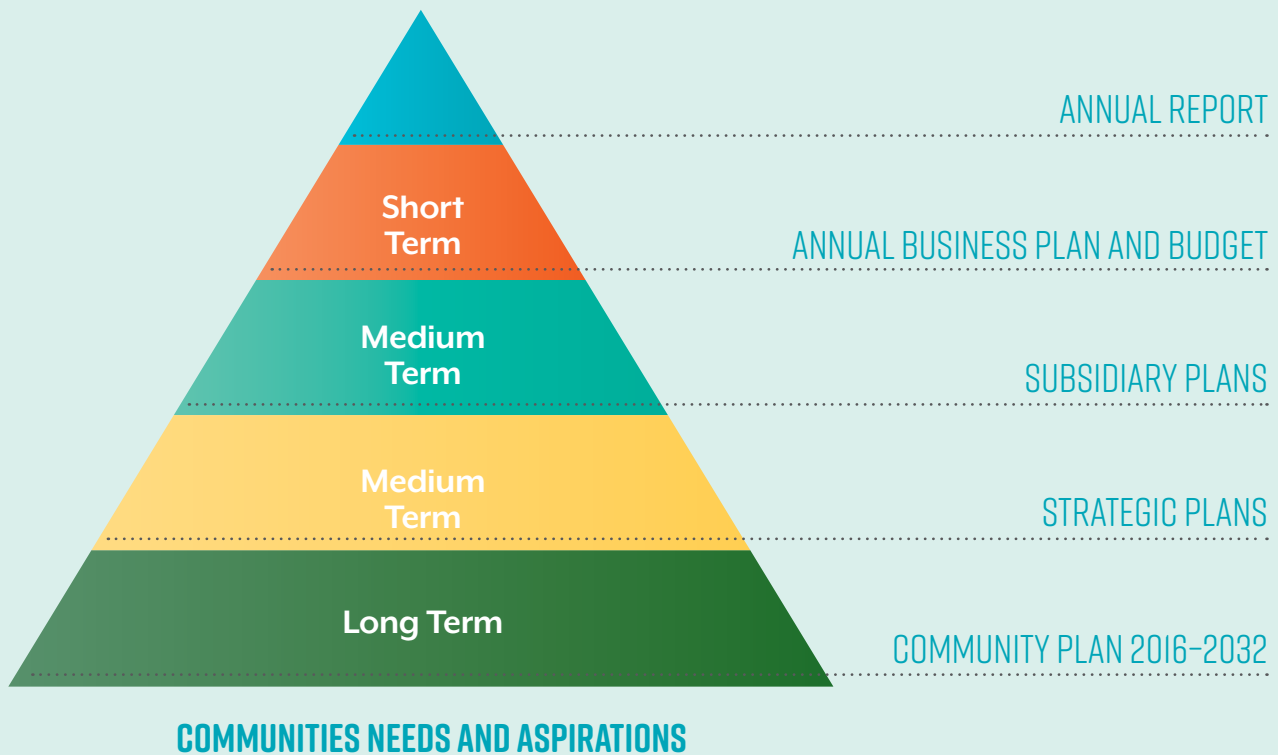
PERFORMANCE MEASURES

Council has developed key outcomes that are expected to be delivered in each area within the four year period of delivery of the Strategic Plan 2020-24

OUTCOMES	   			
Sturt Reserve Recreation Precinct and History and Tourism Precinct are completed	✓	✓	✓	✓
Town entrances to Murray Bridge and the townships are all updated	✓	✓	✓	✓
Make It Yours Phase 2		✓	✓	✓
A Community Infrastructure Plan informs future planning decisions	✓	✓	✓	✓
The Footpath Network has expanded	✓	✓		
Multi-use sports and community facility strategies have been developed	✓	✓		✓
Public realm improvements are visible	✓			✓
Boating facilities in riverside townships are improved	✓	✓	✓	
The Murray Coorong Trail is completed within our region	✓	✓	✓	
The Climate Emergency Plan is developed	✓			✓
Several events iconic to RCMB are established		✓	✓	✓
Thomas Foods International is operational			✓	✓
A secondary freight network is well underway			✓	
Mobile and internet blackspots are eradicated		✓		✓
RCMB customer self-service portal	✓	✓	✓	✓
Swimming Centre Redevelopment Stage 1 is completed		✓	✓	
New businesses are making the RCMB their home		✓	✓	

PLANNING

STRATEGIC PLANNING AND REPORTING FRAMEWORK



THE FRAMEWORK

The Framework guides Council in identifying community needs and aspirations over the long term (Community Plan), medium term (Strategic Plans and Subsidiary Plans) and short term (Annual Business Plan and Budget) and then holds itself accountable through the Annual Report.

Our Strategic Planning and Reporting Framework details that the Rural City of Murray Bridge has adopted the following documents which comprise its strategic management plans:

- Strategic Plan(s)
- Long Term Financial Plan
- Asset Management Plans
- The Murray Bridge Council Development Plan.

COMMUNITY PLAN

The Community Plan articulates the community vision – Thriving Communities. While it is an

The Community Plan articulates the community vision – Thriving Communities. While it is an aspirational document, the key directions in it funnel down into the Strategic Plan, which drives Council's means of delivering the vision. The Community Plan 2016-2032 contains four key themes that articulate the desired future of our community.

The themes are:

- Valued Environment
- Great People and Lifestyle
- Dynamic Economy
- Connected Communities

Each theme is supported by a range of objectives that have guided Council's planning and decision making in the preparation of our Strategic Plans. The Community Plan vision of Thriving Communities will be delivered over 16 years.



PLANNING

STRATEGIC PLANNING AND REPORTING FRAMEWORK

STRATEGIC PLAN

The Strategic Plan 2016-20 reflected the first four years, with Stage 1 setting the foundations to deliver a Proud, Safe and Progressive community by 2020.

The following Strategic Plan 2020-24 is our four year commitment to the community to support the Community Plan 2016-2032. This plan sets out the priorities for the current period, focusing on visible delivery and growth. It identifies the programs and projects under each theme that Council intends to deliver.

The Rural City of Murray Bridge Strategic Plan is reviewed every four years to ensure that it continues to meet the expectations of our community.

SUBSIDIARY PLANS

Additional subsidiary plans, such as The Riverfront Strategy are developed and adopted where a focus on a particular location, service or program is required.

The Rural City of Murray Bridge has several subsidiary plans that align to the Community Plan 2016-20 themes.

To view these plans please visit the website [murraybridge.sa.gov.au/Council Plans](http://murraybridge.sa.gov.au/Council%20Plans)

LONG TERM FINANCIAL PLAN AND ASSET MANAGEMENT PLANS

Long Term Financial Plan (LTFP) is produced to support Council in considering the longer term impact of financial decisions made and assumptions used in the preparation of the Annual Budget and Business Plan.

The Long Term Financial Plan (LTFP) addresses:

- the sustainability of the Council's financial performance and position;
 - the maintenance, replacement or development needs for infrastructure within its area; and
 - identification of any anticipated or predicted changes that will have a significant effect upon the costs of the Council's activities/operations.
- Council is required to review its LTFP annually, as soon as practicable after the adoption of its Annual Business Plan

The Long Term Financial Plan covers a period of ten years and along with Asset Management Plans form part of Council's suite of Strategic Management Plans.

REPORTING

STRATEGIC PLANNING AND REPORTING FRAMEWORK

The Rural City of Murray Bridge identifies financial and non-financial measures to ensure our performance can be assessed against stated objectives. Included in the regular schedule of reports are:

- Monthly financial reports to Council
- Quarterly financial reviews to Council and the Audit Committee
- Regular reporting to the Audit Committee on key areas of financial planning, management, and performance, risk management, emergency management and business continuity
- An Annual Report including the audited financial statements
- Quarterly progress reporting against the Annual Business Plan to Council

ANNUAL REPORT

The Annual Report is a comprehensive report of Council's activities throughout the preceding year. It is intended to give the community information about Council's delivery against the Annual Business Plan as well as Council's Audited Financial Statements.

The Annual Report is produced in November each year and provides material and reports on specific matters in accordance with Schedule 4 of the Local Government Act 1999.

QUARTERLY PROGRESS REPORTS

In addition to the above Council prepares a Quarterly Progress Report against its Annual Business Plan.

The Quarterly Progress Report forms a key component of the Council's reporting framework. The report is presented to Elected Members at Council meetings every three months in February, May, August and November – you can also pick up a copy at the Local Government Centre or the Murray Bridge Library

The Progress and Performance by Theme details includes the progress reporting for all projects including expenditure. In addition to project progress the report includes operational expenditure and performance reporting against defined indicators.

Get your information from the source at any time by visiting Council's website www.murraybridge.sa.gov.au

QUARTERLY FINANCIAL REVIEW

The Quarterly Financial Review provides analysis of our actual financial performance over the previous quarter period compared to the approved budget. Analysis of the approved budget compared to the proposed budget and analysis of the impacts of review and other financial decisions made during the quarter.

Regular monitoring of expenditure is essential; not just to verify expenditure against budget but also to identify changing patterns or circumstances that need corrective action. The Monthly Financial Performance Reports are the tool Council uses to monitor and manage the budget and ensure we are staying on track

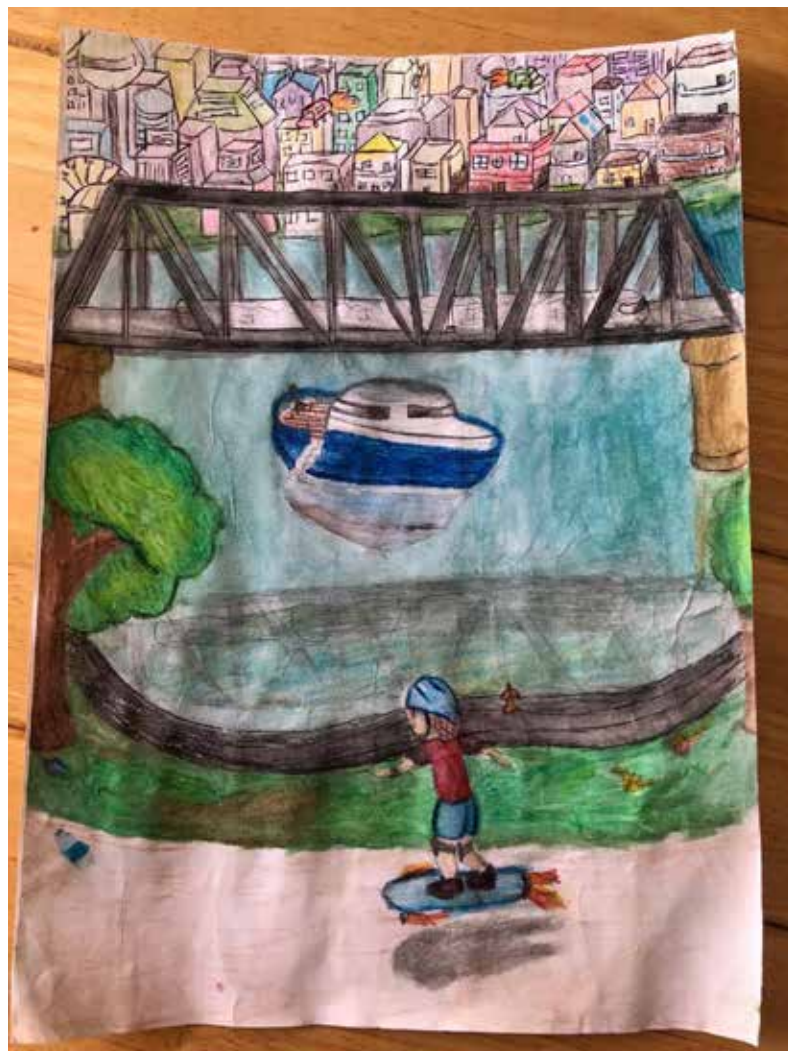
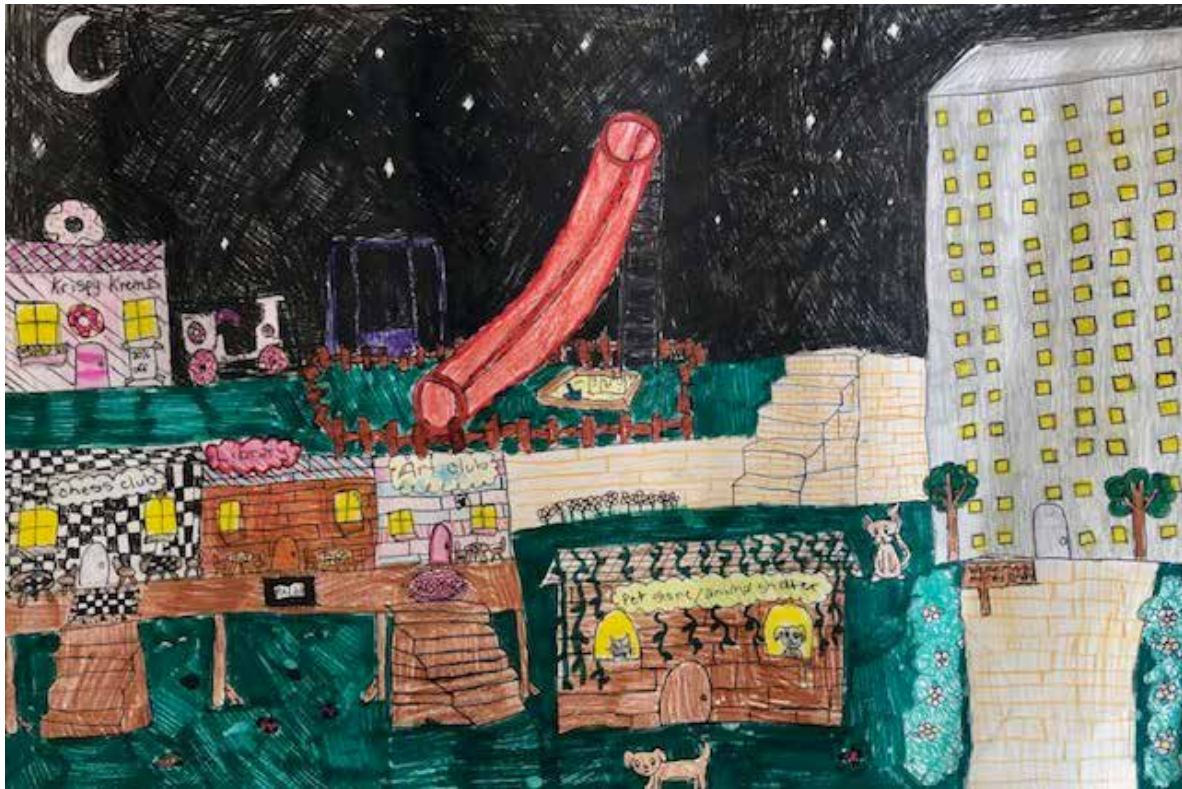
CONNECTED COMMUNITIES

As part of our commitment to community engagement, Council has developed this newsletter to keep residents in touch with Council services, events, major projects and engagement opportunities.

DELIVERY PARTNERS



WINNING ART WORK



Lerwin Nursing Home

67 Joyce Street
Murray Bridge
08 8539 1185

Public Library

Level 2
Murray Bridge Market Place
Murray Bridge
08 8539 1175

Regional Gallery

27 Sixth Street
Murray Bridge
08 8539 1420

Swimming Centre

40-58 Adelaide Road
Murray Bridge
08 8532 2924

Town Hall

13-17 Bridge Street
Murray Bridge
08 8539 1430

**Visitor Information
Centre**

3 South Terrace
Murray Bridge
08 8539 1142

Works Depot

21 Hindmarsh Road
Murray Bridge
08 8539 1160

Youth Centre

3-5 Railway Terrace
Murray Bridge
08 8539 2122

CONTACT US AT

2 Seventh Street / PO Box 421
Murray Bridge SA 5253

T. +61 8 8539 1100

F. +61 8 8532 2766

E. council@murraybridge.sa.gov.au

MURRAYBRIDGE.SA.GOV.AU



@ruralcitymurraybridge #MakeItYours #MurrayBridge