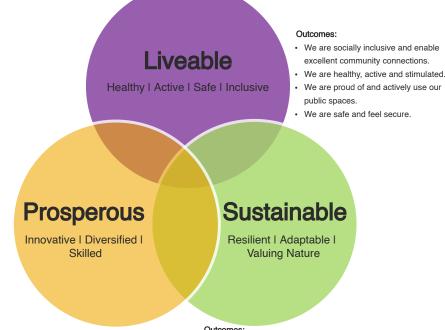# Corporate Plan

## 2021-2024

Renmark
Paringa
Council

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Renmark Paringa Council's Long Term Strategic Directions, Community Plan 2021-2030 and Corporate Plan 2021-2024 along with the Infrastructure & Asset Management Plan and Long Term Financial Plan together form the Strategic Management Plans that are required under Section 122 of the Local Government Act 1999.

# Introduction

Renmark Paringa Council's Corporate Plan for 2021-2024 is our medium term plan for what Council will achieve on behalf of the community over the coming few budget cycles. It takes the Strategic Outcomes, Outcomes and Goals that are established within the Community Plan 2021-2030 and breaks down staged priorities. The intent is that these staged priorities will then cascade into and form the basis of each Annual Business Plan and Budget cycle.

The Strategic Outcomes that are established within the Community Plan 2021-2030 are as follows:

## Liveable
Healthy I Active I Safe I Inclusive

Outcomes:
- We are socially inclusive and enable excellent community connections.
- We are healthy, active and stimulated.
- We are proud of and actively use our public spaces.
- We are safe and feel secure.

## Prosperous
Innovative I Diversified I Skilled

## Sustainable
Resilient I Adaptable I Valuing Nature

Outcomes:
- We are encouraging of investment into local industries.
- We are advocating for improved education opportunities.
- We are supporting the development of the tourism sector.
- We are embracing technology and supporting digital inclusion.

Outcomes:
- We are planning for and adapting to a changing climate.
- We are leveraging our reputation to advocate for improved water security and quality outcomes.
- We are responsible custodians of community infrastructure.
- We are advocating for and delivering positive environmental outcomes.
- We are pursuing innovative waste solutions.

## Effective Governance
Efficient I Skilled I Accountable

Outcomes:
- We are the trusted partner of choice.
- We are accountable and reliable.
- We are efficient and effective.
- We are delivering results with a healthy, skilled and empowered organisation.

# Liveable

Healthy | Active | Safe | Inclusive

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|---|---|---|---|

## Outcome 1.1: We are socially inclusive and enable excellent community connections

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|---|---|---|---|
| **Goal 1.1.1:** To have community resilience enhanced through social inclusion and connectivity | Promote social initiatives that bring cultures together to celebrate diversity and promote inclusion in the community. | | |
| | Implement grants and sponsorship programs in a way that supports community capacity building. | | |
| | Work with our community to challenge and identify new ways to engage with various community demographics. | | |
| | Leverage the skills of the community to provide diverse and engaging learning opportunities. | | |
| | Review and refine the Volunteer Strategy 2019. | Implement the revised Volunteer Strategy. | |
| **Goal 1.1.2:** To have a sound appreciation for local heritage and culture | Support individuals and groups to better understand, document and communicate our local history. | | |
| | Work with local Aboriginal groups to better understand and assist in educating in relation to local indigenous culture. | | |
| | Partner with other tiers of government and community groups to deliver arts and cultural heritage projects. | | |

## Outcome 1.2: We are healthy, active and stimulated

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|---|---|---|---|
| **Goal 1.2.1:** To have health and social services that are delivered through programs and advocacy and matched to the emerging demographics | Advocate for improved regional health services with State and Federal agencies. | | |
| | Promote services for older community members, people with disabilities and carers. | | |
| **Goal 1.2.2:** To have greater levels of participation in sport and recreational activities | Assist proactive sporting and community bodies to source funding for facilities and programs. | | |
| | Enhance utilisation of Council owned recreation facilities for a more diverse range of activities aligned to community needs and culture. | | |
| **Goal 1.2.3:** To have public services that are stimulating and exciting | Transition the library into a community hub as a central point for knowledge sharing. | | |
| | Promote the use of the library as a safe and exciting space where the community can engage, learn and participate. | | |

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|

## Outcome 1.3: We are proud of and actively use our public spaces

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|
| **Goal 1.3.1:** To have public spaces that are well utilised and invoke a sense of community pride | Maintain our public spaces to our current excellent standard. | | |
| | Attract and host events that activate our riverfront and open spaces for the benefit of tourism and the community. | | |
| | Plan for the future stages of the Urban Design Framework and wharf redevelopment within the Infrastructure and Asset Management Plan. | Seek external funding and deliver additional stages of the Urban Design Framework. | |

## Outcome 1.4: We are safe and feel secure

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|
| **Goal 1.4.1:** To have a community that feels secure | Advocate for appropriate emergency services and law enforcement across the region. | | |
| | Assist in implementing the Riverland Integrated Mosquito Management Plan. | | |
| **Goal 1.4.2:** To have regulatory services that underpin community safety | Provide animal control, general inspectorate, environmental health and development services in line with legislative requirements. | | |
| | Ensure that crime prevention through environmental design principles are embedded in new and renewed infrastructure. | | |
| | | Review the Animal Management Plan. | Review the Emergency Management Plan. |

# Prosperous

Innovative | Diversified | Skilled

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|

## Outcome 2.1: We are encouraging of investment into local industries

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|
| **Goal 2.1.1:** To have agility and resilience in our traditional industries | Continue to collaborate with the Renmark Paringa Network to support the development of existing businesses and attract new businesses. | | |
| | Advocate for improved and safer transport routes to Adelaide and eastern state markets. | | |
| | Support high-value, diverse and efficient irrigated horticulture opportunities | | |
| **Goal 2.1.2:** To have growth and diversification in industries that are future-focused and attract skilled people. | Pursue opportunities on Council land that have the potential to attract economic opportunities. | | |
| | Actively support the development of market development opportunities and encourage inward investment, in collaboration with Regional Development Australia Murraylands and Riverland. | | |
| | Proactively promote the region to industries that require centralised access to southern and eastern markets. | | |
| | Proactively promote the region to city-based individuals and organisations who have the ability to work remotely and are looking for a lifestyle change. | | |
| **Goal 2.1.3:** To have valuable development opportunities that are guided by proactive land use planning | Finalise the Jane Eliza Development Strategy. | Subject to feasibility, approach the market and appoint a developer to develop the Jane Eliza Development Strategy. | Developer to commence implementation. |
| | Pursue the establishment of a Joint Planning Board and development of a Regional Plan. | | Work with the State Government to undertake Code Amendments from the Regional Plan. |
| | Review the remaining opportunities at Calperum Industrial Estate and the associated barriers to development. | Address the barriers to development at Calperum Industrial Estate. | Prepare the remaining Calperum Industrial Estate development opportunities for sale. |
| | Undertake a review of walkability in Renmark. | Build into the IAMP projects to make the central business district of Renmark more appealing to pedestrian traffic of all abilities, therefore improving economic outcomes. | |
| | Advocate for the protection of critical mass of irrigated horticultural land. | | |

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| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|

## Outcome 2.2: We are advocating for improved education opportunities

| Goal 2.2.1:<br>To have education opportunities which attract and retain people within our region | Collaborate with education providers and industry (including agriculture) to seek to attract and develop higher education opportunities associated with required skills across the region. | | |
|---|---|---|---|

## Outcome 2.3: We are supporting the development of the tourism sector

| Goal 2.3.1:<br>To have development and greater economic value generated from tourism | Collaborate with Destination Riverland to deliver a regional Branding and Wayfinding project. | Collaborate with Destination Riverland on projects that align with the Riverland Tourism Plan 2030 . | |
|---|---|---|---|
| | Review the Visitor Information Centre (VIC) for alignment with the objectives of the Riverland Tourism Plan 2030. | Align the VIC's service offering in line with the results of the review. | |
| | Actively participate in the delivery of the Riverland Tourism Plan 2030. | | |
| | Collaborate with State agencies, other local governments and Crown Land licensees in relation to potential tourism opportunities. | | |

## Outcome 2.4: We are embracing technology and supporting digital inclusion

| Goal 2.4.1:<br>To have regional access to technology that assists in improving industry competitiveness | Promote the fibre to the premises roll out of the NBN through Renmark and advocate for other digital economy opportunities. | | |
|---|---|---|---|
| | Provide programs that assist in upskilling in regard to digital literacy, in partnership with external funding partners. | | |

# Sustainable

Resilient | Adaptable | Valuing Nature

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|---|---|---|---|

**Outcome 3.1: We are planning for and adapting to a changing climate**

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|---|---|---|---|
| **Goal 3.1.1:** To have assets and operations that are designed to account for less rainfall, higher temperatures and extreme weather variation | | Develop a Tree Strategy and ensure that there is a focus on the re-greening of streets and open spaces incorporating Water Sensitive Urban Design for cooling and amenity, the selection of climate appropriate species, improving biodiversity and resilience. | Implement the Tree Strategy. |
| | | Develop a policy position in relation to our adaptation to climate variability, including flood mitigation. | Embed climate adaptation policy principles through the Infrastructure and Asset Management Plan and all other plans for new capital works and asset management. |
| **Goal 3.1.2:** To have investigated and implemented further renewable and energy efficiency opportunities | Complete Renmark wastewater treatment plant upgrades. | Investigate methods of further expanding Council's productive recycling of wastewater and reducing reliance on the River Murray. | |
| | Complete the roll out of the LED streetlight program. | Review the energy efficiency of Council's assets. | Set a target for energy efficiency savings and renewable energy use and commence implementing opportunities with the greatest return. |

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|

**Outcome 3.2: We are leveraging our reputation to advocate for improved water security and quality outcomes**

| Goal 3.2.1:<br>To have recognition for our stewardship of water resources | Complete the initial Alliance for Water Stewardship (AWS) certification and develop a Water Stewardship Plan. | Maintain and improve the AWS certification level and promote the responsible use of water. | |
| | Implement and evaluate the Water Stewardship Plan. | | |
| | | Consider the applicability of AWS certification to other water using industries within Renmark Paringa Council. | |
| Goal 3.2.2:<br>To advocate for better water quality and security | Work proactively with the State Government, Federal Government and industry groups to advocate for improved water security, literacy and quality for the benefit of industry, the natural environment and the community. | | |

**Outcome 3.3: We are responsible custodians of community infrastructure**

| Goal 3.3.1:<br>To have community infrastructure and assets that are well maintained, actively utilised and fit-for-purpose | Continually review the condition and the use of our infrastructure and assets. | Develop and implement asset management plans that ensure that infrastructure and assets are fit-for-purpose and meet community expectations. | |
| | | Seek the views of the community in regard to the disposal of assets and infrastructure that are not well utilised. | |
| | Consider and plan for the development of new infrastructure and assets where required to meet a community need that existing infrastructure and assets do not meet. | | |
| | Implement the Disability Access and Inclusion Plan and ensure that infrastructure and assets meet the needs of most members of the community. | | |
| | | | Develop a masterplan for future infrastructure needs at Renmark Airport. |
| | | In alignment with potential partners, consider trail network development opportunities. | |
| | Undertake investigations into Community Wastewater Management System infrastructure within the central business district and servicing the caravan parks. | Implement Stage 5 of the Community Wastewater Management System audit. | |

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|

## Outcome 3.4: We are advocating for and delivering positive environmental outcomes

| Goal 3.4.1: To have a clean, healthy and thriving natural environment | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|
| | Continue to support environmental watering activities. | | |
| | Collaborate with the State Government on the delivery of the Bookmark Creek rehabilitation Plan. | | |
| | Advocate for State and Federal funding to support regional environmental outcomes. | | |
| | Undertake proactive education campaigns with local schools and the broader community in regard to environmental management. | | |
| | Work proactively with the State Government in regard to biosecurity outcomes. | | |
| | Undertake a review of the natural environmental assets on council land. | | Develop and implement a plan for the management of natural environmental assets. |

## Outcome 3.5: We are pursuing innovative waste solutions

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|
| Goal 3.5.1: To have waste volumes to landfill reduced | Proactively educate the community on waste reduction, reuse, recycling and the correct use of the waste streams. | | |
| | Review commercial waste contracts and implement the regional 2020-2025 Waste and Resource Recovery Strategy. | | |
| Goal 3.5.2: To have circular economy opportunities investigated | Investigate commercial waste to resource opportunities that are viable for Council or the private sector to implement. | | Partner to implement opportunities where it is commercially viable to do so. |

# Effective Governance

Efficient | Skilled | Accountable

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|

### Outcome 4.1: We are the trusted partner of choice

| Goal 4.1.1: To have public and private sector opportunities regularly presented, based on our reputation for delivering quality outcomes | Deliver existing co-funded opportunities on time, on budget and to the required quality. | | |
|---|---|---|---|
| | Work continuously and proactively with external funding bodies in relation to potential opportunities that fit with our Outcomes and Goals. | | |

### Outcome 4.2: We are accountable & reliable

| Goal 4.2.1: To have fit for purpose systems in place to ensure the highest levels of accountability | Continually renew the internal controls, audit procedures and corporate risk management approaches to ensure that decisions are transparent and beyond reproach. | | Review the: <br> • Community Plan (& Corporate Plan). |
|---|---|---|---|
| | Review the: <br> • Long Term Financial Plan <br> • Infrastructure & Asset Management Plan | | |
| | Seek to reduce red tape where possible and within our sphere of control. | | |
| Goal 4.2.2: To have exceptional communication channels that enable fact-based community discussions | Develop and implement a Communications Strategy to ensure that the most effective communication channels are employed. | | |
| | Provide opportunities for the local community to partake in decision making processes, in line with the Public Consultation Policy. | | |
| | | Undertake the next four yearly Community Satisfaction Survey. | |

| GOAL | 2021/22 | 2022/23 | 2023/24 |
|------|---------|---------|---------|

## Outcome 4.3: We are efficient and effective

| | | |
|---|---|---|
| **Goal 4.3.1:** To have the right technology systems that enable efficient and effective delivery | Continue to implement and review the G3 ICT Strategy in order to improve the efficiency, effectiveness and accountability of service delivery. | |

| | | |
|---|---|---|
| **Goal 4.3.2:** To have an approach that prioritises financial sustainability and efficiency | Implement an ongoing program of review that seeks to continuously assess all capital and operating budgets in order to achieve more efficient and effective outcomes. | |
| | Continue to strengthen bonds with the G3 Councils in order to drive efficiencies for the benefit of the broader regional community. | |

## Outcome 4.4: We are delivering results with a healthy, skilled and empowered organisation

| | | |
|---|---|---|
| **Goal 4.4.1:** To have a safe, healthy and empowered organisation | Develop and implement an annual program of works that ensures compliance with Work Health and Safety legislation and insurance requirements. | |
| | Develop and implement a Culture and Wellbeing plan which seeks to further embed the core values. | |

| | | |
|---|---|---|
| **Goal 4.4.2:** To have an agile and skilled organisation | Develop and implement a workforce plan that focuses on succession planning to ensure continuity of service, professional development and career advancement. | |
| | Provide training for staff to enable upskilling and career development. | |