



# Review Paper

**of the Coorong District Council  
Strategic Management Plan 2012-2016**

September 2015

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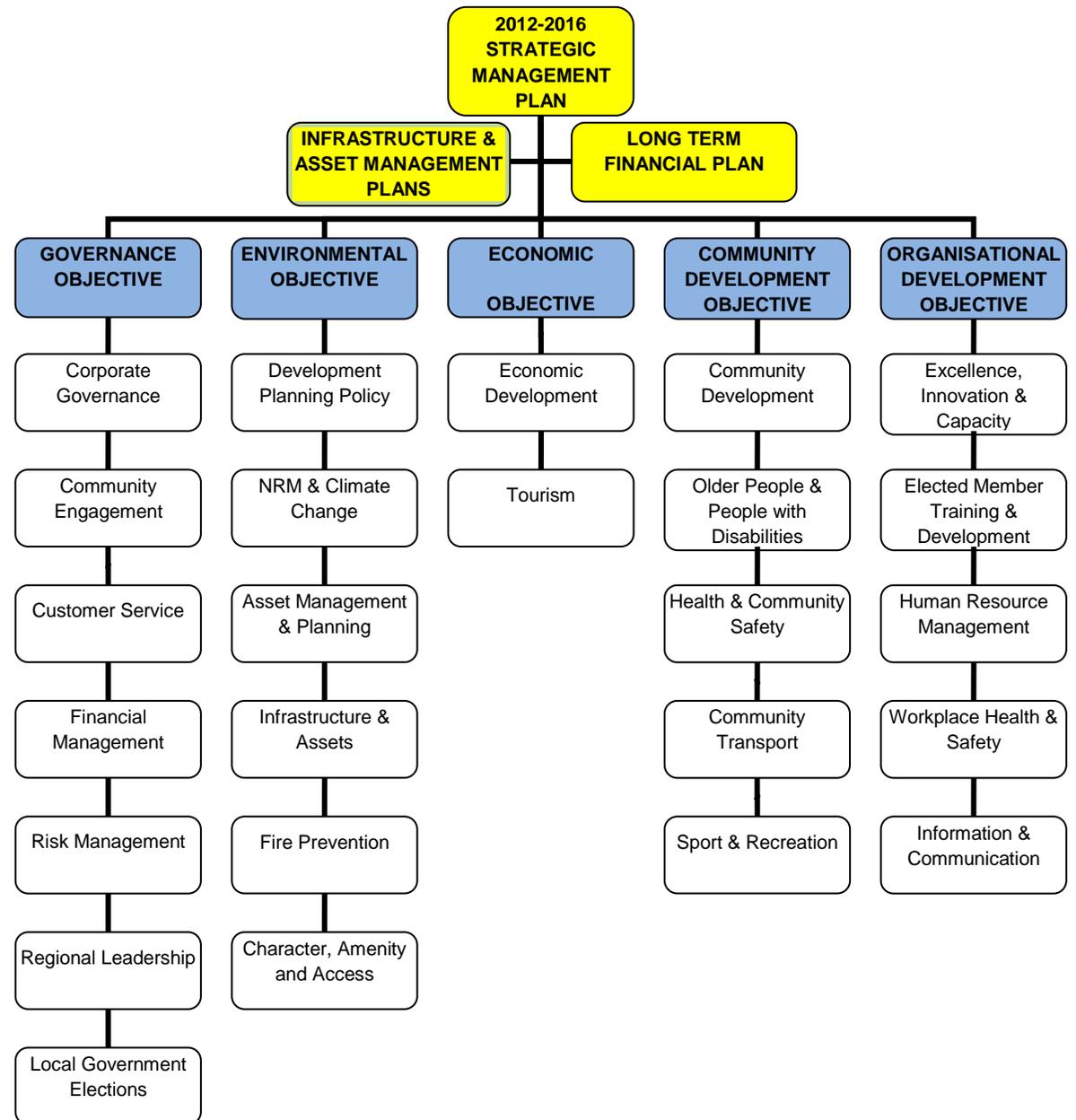
### 1.0 Why Have a Strategic Management Plan and Why is it Necessary to Review it?

Pursuant to Section 122 of the Local Government Act 1999, the Coorong District Council is required to have strategic management plan(s), of not less than four years duration, to manage its area. The plan(s) need to identify the objectives for the local government area, the principal activities Council intends to undertake to achieve its objectives, provide assessments on financial performance and position, inform of Council’s services (specifically identifying those that are regulatory), address infrastructure management and identify anticipated changes that will affect operations. In addition to addressing the aforementioned aspects, Council must also adopt a Long-term Financial Plan for a period of at least 10yrs and adopt Infrastructure and Asset Management Plans of at least 10yrs duration.

The Coorong District Council has met Section 122 of the Local Government Act by adopting an overarching Strategic Management Plan (2012-2016), a Long Term Financial Plan (2014/15-2023/24), a Road Asset Management Plan (2012-2022) and a Community Wastewater Management Scheme (CWMS) Asset Management Plan (2014-2024). An Asset Management Plan for Council’s buildings is also being developed.

By the same legislation, the Council is also required to periodically review its strategic management plans. In this respect, Council’s overarching Strategic Management Plan (SMP) was reviewed on 13 February 2013, and it was determined that amendments were not warranted. In early 2014, the Council again agreed to retain the SMP in its current form but considered that a more thorough review would be required after the November 2014 elections.

This Paper comprises the first step in a comprehensive review of the current SMP and the initial undertakings to progress a new SMP for the next four year cycle 2016-2020.



## 2.0 How Has Council Addressed the Strategies in the Strategic Management Plan to Date?

The following table measures Council's adherence or status against the strategies listed in the current Strategic Management Plan.

Governance – Leadership		
Goals	Strategies	Adherence/Status
1.1 Continue to establish and maintain a best practice governance framework	1.1.1 Improve Council's governance performance & develop relevant policies and procedures. 1.1.2 Ensure Council's policies reflect community needs and organisational requirements. 1.1.3 Implement Council's Policy Review Schedule. 1.1.4 Ensure an annual review of Council's Internal Control Policy and Procedures.	<ul style="list-style-type: none"> <li>• Council's policies accord with those recommended by the LGA SA, and are regularly reviewed and updated where required.</li> <li>• Council has a forward planning spreadsheet for Council Agenda items, over several years, to ensure policies are reviewed in a timely manner.</li> <li>• Council's Internal Control Policy and Procedures are reviewed annually.</li> </ul>
1.2 To provide accountable, open and transparent communication between Council and the community and ensure public access to timely, relevant and accessible information.	1.2.1 Implement Council's Community Engagement Policy. 1.2.2 Continue bi-monthly distribution of the Community Link newsletter. 1.2.3 Ensure Council has a presence at local shows and events to promote Council activities and services. 1.2.4 Maintain an up to date and relevant website. 1.2.5 Implement training for staff to ensure appropriate community engagement and communication.	<ul style="list-style-type: none"> <li>• Council's Community Engagement Policy has been adopted and is adhered to by staff.</li> <li>• Council's has sent out the Community Link Newsletter on a bi-monthly basis. Council also develops and sends out the fortnightly 'In Touch' e-newsletter.</li> <li>• Council has had a presence at the Coonalpyn Show, Meningie Fun &amp; Family Affair, Tintinara Lions Wool Auction, Meningie and Taillem Bend Christmas Pageants, the Meningie Australia Day Fun Run and Raukkan Health Fair Days. Council has hosted the Murraylands Healthy Ageing Expo for two years.</li> <li>• A website team continues to upload information on an as needs basis. However, a major review of the website is needed to remove outdated information and improve the overall structure.</li> <li>• New staff, which are involved in community engagement, are made aware of the Media Policy and the Community Engagement Policy.</li> </ul>
1.3 To continuously strive for quality, responsive customer service and enhancement of the image of Council.	1.3.1 Implement and measure adherence to Council's Customer Service Charter and Service Standards. 1.3.2 Continuous improvement of customer service process and procedures. 1.3.3 Encourage feedback from the community on Council services and activities.	<ul style="list-style-type: none"> <li>• The Customer Request Management (CRM) system was implemented in October 2012.</li> <li>• Customer service processes are continuously reviewed. A full review and update shall be undertaken during September to December 2015. Some key questions will be asked as part of the Community Survey (associated with the strategic planning process) to assist with the Customer Service Review.</li> <li>• Customer service staff are trained to record feedback, complaints and compliments in the CRM. The Social</li> </ul>

Governance – Leadership		
Goals	Strategies	Adherence/Status
		Media account is also monitored and the feedback recorded.
1.4 To have a secure revenue base and manage the business of Council through the responsible and efficient administration of finances to ensure financial sustainability and an equitable level of services to meet the expectations of Council.	<p>1.4.1 Achieve financial targets that are appropriate to Council's circumstances and financial sustainability objectives.</p> <p>1.4.2 Actively pursue, and plan for, external funding opportunities.</p> <p>1.4.3 Implement long term financial planning strategies.</p> <p>1.4.4 Ensure a strong link between Long Term Financial Plan and Infrastructure and Asset Management Plans (refer 2.3.6).</p> <p>1.4.5 Develop, measure and review internal financial controls.</p>	<ul style="list-style-type: none"> <li>• Council will commence the review of the Long Term Financial Plan (LFTP) in the near future, and re-examine financial assumptions based on valuations and its strategic asset management plans.</li> <li>• Council plans on returning to a balanced long Term Financial Plan soon.</li> <li>• Council staff have held several meetings to determine which grants will be applied for. Council's strategic, community, LAP, OPAL, CHSP, project management, tourism and infrastructure staff all play a role in watching and applying for grants. Council staff now 'copy in' other relevant staff on emails to indicate to others that a grant may be pursued or should be considered.</li> <li>• Council will be audited on its internal controls this financial year. Council has been reviewing and updating its procedures in preparation for the audit.</li> </ul>
1.5 Ensure Risk Management Policies and Procedures are implemented at every level of Council business.	<p>1.5.1 Minimise Council's exposure to risk and liability through the creation and implementation of appropriate risk management policies, procedures and plans.</p> <p>1.5.2 Investigate opportunities to improve Council's LGAMLS legislative audit score.</p> <p>1.5.3 Ensure understanding of staff and elected members of risk management and self insurance responsibilities.</p>	<ul style="list-style-type: none"> <li>• Council reviews its policies, procedures and plans on an annual basis.</li> <li>• Council anticipates improving its audit score through a much closer association with the Scheme's Regional Risk Co-ordinator (who is now located in the Council's Taillem Bend Offices).</li> <li>• Risk management education is part of Council staff induction processes. Elected Members and Council management staff will also be undergoing further education sessions in the near future.</li> </ul>
1.6 To show leadership and develop partnerships with both the Federal and State Governments, Regional Organisations and the LGA to advocate for improved services and infrastructure and appropriate service delivery and to advocate on behalf of the community	<p>1.6.1 Actively lobby for key infrastructure and services in the district.</p> <p>1.6.2 Actively explore opportunities for shared service arrangements with neighbouring Councils.</p> <p>1.6.3 Engage the LGA more effectively and seek opportunities through its programs and initiatives to improve Council's policies, procedures and activities.</p> <p>1.6.4 Continue to advocate on behalf of the community to ensure water security across the district and region, in particular in the River Murray, Lower</p>	<ul style="list-style-type: none"> <li>• Council has advocated at a State and National level on road and freight issues.</li> <li>• High SA Water charges have been a strong focus of Council over the life of the Strategic Management Plan with the LAP team leading a water forum, a formal response to the ESCOSA Inquiry and participation in a forum held at Meningie. Negotiations with SA Water on a Memorandum of Understanding have commenced, to facilitate discussions around potential cost savings on water transported through the SA water mains.</li> <li>• Council is actively addressing the damage being caused</li> </ul>

Governance – Leadership		
Goals	Strategies	Adherence/Status
	1.6.5 Lakes and Coorong. Advocate on behalf of the community on Natural Resource Management issues and develop strong relationships with NRM Boards and appropriate State Government Departments	by the Little Corellas. Council has been consistently advocating for removal of the Long Nosed Fur Seals to protect the River Murray, Lower Lakes and Coorong ecosystem and the local fishing industry. <ul style="list-style-type: none"> <li>• Council sought representation on the Region 6 Board of the Murray Darling Basin Association but was not successful. Council will continue to provide its issues and needs to the executive of the Board.</li> <li>• Council Officers pass on pest and plant issues to the NRM Board.</li> </ul>
1.7 Engage the community in the election process, both as candidates and as voters.	1.7.1 Increase the level of voter participation. 1.7.2 Ensure Council's composition of elected members is adequate and fairly represents the community.	<ul style="list-style-type: none"> <li>• Council heavily promoted the 2014 elections.</li> <li>• Council conducted a review of its ward boundaries in 2012/13 and determined there was no need for change.</li> </ul>

Environmental - Sustainability		
Goals	Strategies	Adherence/Status
2.1 To have up to date Development Plan provisions that reflect the needs and aspirations of the community and ensure its development assessment processes reflect best practice principles and consistent decision making.	2.1.1 Implement the actions as detailed in Council's Strategic Direction Report. 2.1.2 Improve the Development Assessment Process. 2.1.3 Continue the proactive approach of providing preliminary advice with regard to guiding investment and development opportunities.	<ul style="list-style-type: none"> <li>• The Minister for Planning has approved the Industry and Motorsport Park DPA – Parts 1 &amp; 2.</li> <li>• A Statement of Intent to undertake a Town Centres, Townships and Environs Development Plan Amendment (DPA) has been approved, and further investigations will now proceed.</li> <li>• Preliminary investigations to inform a future Statement of Intent for a Rural Lands/River Murray Protection Area DPA have commenced. These investigations will address the issue of surplus housing on rural land.</li> <li>• There is ongoing monitoring of customer feedback through development application surveys. Guides and information sheets are updated where inadequacies are found.</li> <li>• Council staff play a very pro-active role in provision of preliminary development application advice. High average ratings for customer service in this regard are achieved.</li> </ul>
2.2 To responsibly manage the natural environment to ensure its	2.2.1 To establish and maintain policies and procedures to adequately protect and	<ul style="list-style-type: none"> <li>• Council took action to reduce the numbers of Little</li> </ul>

Environmental - Sustainability		
Goals	Strategies	Adherence/Status
sustainability and to implement natural resource management principles.	<p>conserve our natural environment.</p> <p>2.2.2 To adopt Sustainability principles in all of Council's activities.</p> <p>2.2.3 To maintain Council's commitment to the Coorong Local Action Plan (LAP) Committee and staff.</p> <p>2.2.4 Implement strategies and programs to reduce our environmental footprint, greenhouse gas emissions and address climate change.</p> <p>2.2.5 Proactively address weed and feral pest issues on Council land as well as foster a strong relationship with the local NRM Boards.</p>	<p>Corellas that were in substantial numbers in township locations to control damage to the streetscape and parks, as well as reduce droppings.</p> <ul style="list-style-type: none"> <li>• Council is advocating for the control of Long Nosed Fur Seals to reduce ecological damage and protect the local fishing industry.</li> <li>• The Coorong District Local Action Plan 2012 outlines environmental and sustainable agriculture issues and recommended actions.</li> <li>• The Council continues to provide support to the Coorong Tatiara LAP Manager position, cash and in kind support to external funding applications.</li> <li>• The Coorong Tatiara LAP are successfully implementing the Biodiversity Fund Round 1 &amp; 2 projects delivering environmental, greenhouse gas, and climate change dividends.</li> <li>• The Coorong Tatiara LAP are successfully implementing the Biodiversity Fund Round 1 &amp; 2 projects delivering weed, pest control, and biodiversity outcomes.</li> <li>• Since the adoption of Council's SMP in early 2012, the LAP team have attracted more than \$5m in external funds.</li> </ul>
2.3 To establish and maintain Asset Management systems and plans to ensure the long term sustainability of Council's resources, plant, equipment, buildings and infrastructure.	<p>2.3.1 To develop and implement Council's Infrastructure &amp; Asset Management Plans.</p> <p>2.3.2 Ensure Council's core community assets are managed and maintained through rolling 10 year priority based maintenance and/or replacement programs.</p> <p>2.3.3 Implement a sustainable plant and machinery replacement program.</p> <p>2.3.4 Develop and implement Open Space Strategies for management of Council's Parks, Reserves and Gardens.</p> <p>2.3.5 Implement Council's Disability and Discrimination Action (DDA) Plan in conjunction with asset management and capital works programs (refer 4.2.4).</p> <p>2.3.6 Ensure a strong link between Long Term Financial Plan and Infrastructure and Asset Management Plans (refer 1.4.4)</p>	<ul style="list-style-type: none"> <li>• The Road Asset Management Plan has been adopted and implemented. The Plan is regularly reviewed.</li> <li>• A Plant Re-placement Program has been adopted.</li> <li>• An operational schedule sets maintenance levels for reserves. A strategy for open space is still an aspiration, but work on this initiative is subject to resourcing levels (as this might be a difficult task to outsource to consultancies). Council should in the first instance set 'priority levels' around open space development and maintenance.</li> <li>• When new buildings are constructed or existing buildings renovated, Council addresses accessibility for people with a disability. Unfortunately, it is too cost prohibitive to retrospectively alter all buildings.</li> <li>• Asset Management Plans inform the Long Term Financial Plan.</li> </ul>
2.4 To sustainably provide and	2.4.1 Maintain and develop roads, footpaths, car	<ul style="list-style-type: none"> <li>• The capital works program is developed from I&amp;AMPs.</li> </ul>

Environmental - Sustainability		
Goals	Strategies	Adherence/Status
<p>maintain core community assets and infrastructure that is responsive to the needs of the community.</p>	<p>parks, walking and cycle tracks in accordance with Council's Infrastructure and Asset Management Plans and Capital Works programs.</p>	<ul style="list-style-type: none"> <li>• An Operational Schedule sets maintenance levels for reserves. Priority settings for reserves are still to be undertaken but this is subject to finding appropriate staff resources. Legislative requirements are adhered to for the cemeteries.</li> <li>• Water supply at Wellington East and Peake is maintained. Further documentation will be developed to satisfy ESCOSA requirements.</li> <li>• Condition assessments, based on a hierarchy, have been done for all buildings. An Asset Management Plan is the next step (budgeted this financial year).</li> <li>• Reclaimed water is used at Taillem Bend, Tintinara and Meningie. Non-potable water is utilised at Wellington East and Peake.</li> <li>• It is considered too expensive to retain, treat and stormwater (small urban areas). Gross Pollutant Traps are installed at key points to improve the quality of stormwater dispersed to the Lakes and River.</li> <li>• For waste disposal, a review of the service delivery has been undertaken. Fees and charges that reflect the true operating costs have been set. Charges will be progressively reviewed and raised to ensure that full-cost recovery is achieved.</li> <li>• Kerbside collection is undertaken through contract arrangements.</li> <li>• Recycling and non-kerbside waste is dropped off to waste transfer stations at Meningie, Coonalpyn, Taillem Bend, Tintinara, Jabuk and Yumali. The waste is sorted by Council and then transported to the Brinkley landfill site or Bissy for recycling.</li> <li>• Licences and leases are reviewed when they come up for renewal. The review of Community Land Management Plans is an ongoing practice of Council.</li> <li>• Council recently adopted a strategy to consider the inclusion of baby care rooms as part of the future construction of new Council public buildings or existing buildings undergoing future significant renovation.</li> </ul>
	2.4.2 Maintain and develop all Council's ovals, parks, gardens, reserves and cemeteries.	
	2.4.3 Maintain and develop all Council's community facilities such as Council offices, town halls, aged care homes and community buildings.	
	2.4.4 Ensure Council's water infrastructure at Wellington East and Peake is maintained and promotes sustainability of water resources.	
	2.4.5 Ensure the collection, retention and disposal of stormwater in a manner that promotes sustainability of water resources.	
	2.4.6 Ensure the collection, retention or disposal of common effluent in a manner that promotes sustainability of water resources.	
	2.4.7 Implement sustainable programs and policies for the management of waste throughout the Council district.	
	2.4.8 Implement an appropriate regime of leases, licences and community land management plans for Council land.	
2.5 To proactively implement fuel reduction and fire prevention strategies, plans and actions	2.5.1 Undertake a proactive approach to fuel reduction and fire prevention activities and community education across the district.	<ul style="list-style-type: none"> <li>• Fuel reduction and bushfire prevention is at approximately 70% compliance for settlements/townships. There is ongoing</li> </ul>

Environmental - Sustainability		
Goals	Strategies	Adherence/Status
that will protect the community and significant community and Council assets.	2.5.2 Undertake a leadership role in the Murray Mallee Bushfire Management Committee (MMBMC).	implementation of buffer zones for bushfire prevention around towns and within towns where significant sections of vegetation exist. <ul style="list-style-type: none"> <li>• Council does take a leadership role in the MMBMC, and our fire prevention practices are seen as an example to others.</li> <li>• Council has a presence at major community events to advocate for bushfire prevention. The circulation of flyers, installation of signage, advertising in papers and social media posts are also undertaken.</li> </ul>
2.6 To enhance township character and amenity as well as improve opportunities to access significant recreation assets across the district.	2.6.1 Develop and implement town centre plans and initiatives aimed to create attractive and functional streetscapes. 2.6.2 Ensure appropriate and clean public toilets in our townships. 2.6.3 Develop Council's jetties, boat ramps and lakeside and riverfront reserves to encourage access to the Lakes and Murray River. 2.6.4 Actively pursue external funding opportunities to implement plans and initiatives for townships and water access. 2.6.5 Preserve local heritage, character and identity.	<ul style="list-style-type: none"> <li>• Implementation of the Meningie Town Centre Master Plan continues - completion of Pelican Path (2011), tree planting, commencement of the Lions Jubilee Park Playground Replacement Project and commencement of the West Terrace Upgrade Project. High level township improvement plans will also be drafted/investigated for Tailem Bend and Tintinara in this financial year. It is not financially feasible to implement broad scale improvement initiatives for all townships, and therefore priorities will need to be established through the strategic planning process.</li> <li>• The SA and Australian governments contributed substantially to the development of the Pelican Path.</li> <li>• A \$90,000 Open Space Fund grant was received for the Meningie Playground Replacement Project, and the playground is currently under construction.</li> <li>• Council is continuing to review the operational practices in relation to the cleaning of toilets, and has gone out to tender for this service.</li> <li>• Narrung Campsite amenities have been completed.</li> <li>• Dickson Reserve pontoon and concrete paths are completed. Further works in form of a shelter, bbq and mooring facilities are to be completed by 2016. Grant opportunities will also be explored for these further works to potentially improve accessibility to Princes Highway and additional landscaping.</li> <li>• The Meningie North jetty has been remediated (and recent damage by the Little Corellas is being addressed).</li> <li>• Additional major projects around waterfront areas are</li> </ul>

Environmental - Sustainability		
Goals	Strategies	Adherence/Status
		<p>considered in the context of strategic planning priorities.</p> <ul style="list-style-type: none"> <li>• Tailem Bend Streetscape &amp; Connectivity Master Plan to be considered in the 2015/16 financial year. Partnerships and external funding sources will be required.</li> <li>• A feasibility study for enhancing the Lake Indawarra area at Tintinara is also budgeted for in this financial year.</li> <li>• Street tree planting at Coonalpyn (Dukes Highway) has been undertaken.</li> <li>• Removal of pines at Tintinara Cemetery has occurred in preparation for replacement trees.</li> <li>• Local heritage listings were not pursued due to financial and time constraints.</li> <li>• Council sought grant funding to improve the historic Rotunda and its setting in Tailem Bend. The grant was not successful but Council has commenced installing irrigation for the park.</li> <li>• Council will investigate other infrastructure improvement grants in the 2015/16 financial year, but many grants require matching financial contributions from Council and adequate staff resources to project manage the establishment of new or improved assets.</li> <li>• The Murraylands River Trail Feasibility Study has been completed. Unfortunately the grant fund application has not been successful, and Council will seek feedback on this matter. The contributing councils will meet to discuss whether they use current funding allocations to undertake the design work.</li> <li>• Council is generally very successful obtaining external funds for roads, environmental &amp; natural resource challenges and community development/services. Grants for other physical infrastructure and township improvements can be more difficult to secure. The SA Motorsport Park, and other ancillary or supporting developments, may provide an argument to secure more external funding for township improvements.</li> <li>• The Tailem Links Walking Trail will be upgraded as per funding in the 2015/16 budget. This project will also link with a Tailem Bend mapping project that will highlight key areas of interest for walking, cycling and historical</li> </ul>

## Environmental - Sustainability

Goals	Strategies	Adherence/Status
		enthusiasts.

## Economic - Prosperity

Goals	Strategies	Adherence/Status
3.1 A strong and prosperous economy built on diversifying our established industries, business and enterprises, and attracting new industries and investors through collaboration in Regional, State and National partnerships.	3.1.1 To develop and implement initiatives and partnerships that will enhance the district's investment, commerce and investment potential. 3.1.2 Strengthen partnerships and relationships with RDA Murraylands and Riverland to promote and encourage economic development in the district. 3.1.3 To have high quality physical infrastructure that meets economic development needs. 3.1.4 Position the Council district to be a leader in Carbon Farming that will bring economic and environmental benefits. 3.1.5 Advocate on behalf of the community to seek opportunities to add value to agriculture across the district.	<ul style="list-style-type: none"> <li>• The SA Motorsport Park Project has created stronger relationships between Council and the business community and government agencies, in particular DPTI and SATC.</li> <li>• Stronger relationships with the RDA will be formed, as the construction commencement date for the Motorsport Park edges closer. Support for developing and growing businesses will be one topic of discussion.</li> <li>• The Carbon Tax was repealed on 1 July 2014. The Carbon Farming Initiative has transitioned to the Emissions Reduction Fund. Discussions will be had with the RDA in the near future over various grant funds, such as the SA River Murray Sustainability Industry Improvement Program and regional development and cluster development funding.</li> <li>• Council planning staff provide preliminary planning advice for value-adding activities, to assist applicants through the development assessment process. Council has also commenced discussions with SA Water on the potential for a cheaper water solution to assist the primary production sector.</li> <li>• Council is also facilitating a business group for Taillem Bend, linked to the SA Motorsports Park proposal.</li> </ul>
3.2 To have a vibrant and growing tourism industry.	3.1.2 To develop and implement initiatives and partnerships that will enhance the district's tourism potential 3.2.2 Strengthen partnerships and relationships with SATC and key regional agencies (such as Limestone Coast Tourism (LCT) and Murraylands Tourism Partnership (MTP)) to promote tourism in the district. 3.2.3 Ensure an appropriate approach and	<ul style="list-style-type: none"> <li>• Council's Tourism and Community Development Officer works with businesses and community groups to promote new ways of doing tourism business, with particular success in the digital sphere. Improving directional signage, supporting events, embedding Council's directions in regional plans and promoting local heritage are other activities of this Officer.</li> <li>• Council has solidified its tourism direction by a stronger participation in the Murraylands Tourism Partnership</li> </ul>

Economic - Prosperity		
Goals	Strategies	Adherence/Status
	<p>framework for the provision of visitor information across the district.</p> <p>3.2.4 Advocate and promote opportunities for tourism businesses and activities.</p> <p>3.2.5 Liaise with DTEI and invest in improvements to tourism signage across the district.</p> <p>3.2.6 Become an RV and caravan friendly district.</p>	<p>and an agreement with three other Councils to implement regional tourism brand <i>Murray River, Lakes and Coorong</i>.</p> <ul style="list-style-type: none"> <li>• The Council supports the VIOs with brochures, training in the digital space, and small grants (through a grant applications process) to assist with minor infrastructure improvements.</li> <li>• The Council is working towards RV-friendly accreditation. The OPAL program is currently identifying potential locations for the installation of water fountains, which will support the accreditation of RV-friendly status in some townships.</li> <li>• Council has funded and implemented tourism directional signage for Tailern Bend. Council is continuing discussions with DPTI over additional signage. Five new Council boundary entry signs will be installed over the next two months, and will include the River Murray Lakes and Coorong regional tourism brand. A staged roll out of updated town entry signs will follow once quotes have been received and assessed.</li> <li>• Council is proposing a less corporate tagline/slogan for the district, from "Creating a Better Future with Pride" to "Room to Move, Room to Play". The new tagline will appear on key Council signs in the first instance. Council will ask the views of its community on replacing the current catchphrase (Creating a Better Future with Pride) on the remainder of its communications material (plans, letters, website etc) as part of the strategic planning process. The proposed slogan is designed to promote the LGA as forward-looking, and as an area where you can live with freedom &amp; space and where people will visit for recreation, motor sports and tourism.</li> </ul>

Community Development – Wellbeing		
Goals	Strategies	Adherence/Status

Community Development – Wellbeing		
Goals	Strategies	Adherence/Status
<p>4.1 Enhancing the quality of life of the community by encouraging community development opportunities and undertaking a key liaison role.</p>	<p>4.1.1 Support Community Development through funding, grant opportunities, planning, promotion and advocacy.</p> <p>4.1.2 Promote collaboration, communication and networking between community service and education providers across the district.</p> <p>4.1.3 Maintain Council's commitment to community learning and gathering places and services.</p> <p>4.1.4 Support significant events, community art and cultural activities.</p> <p>4.1.5 Further enhance Council's relationship with its local Indigenous communities.</p> <p>4.1.6 To foster a strong relationship with the young people of the district by directly supporting and coordinating youth programs and opportunities.</p> <p>4.1.7 Working collaboratively with, supporting and recognising the efforts of volunteers and encourage volunteer involvement in the community.</p>	<ul style="list-style-type: none"> <li>• With the support of federal government grant funds, the Tailem Bend Community Centre runs a Communities for Children Murraylands program to provide children with access to after school homework programs, arts &amp; crafts, dance and movement activities.</li> <li>• Council runs a Volunteer Recognition Event to thank the volunteers in the LGA. It also supports volunteering with a Volunteer Policy.</li> <li>• Council has an ongoing commitment to its community, and has strong partnerships with the Coonalpyn Hub, Tailem Bend Community Centre, Tintinara Mens' Shed and Visitor Information Outlets.</li> <li>• The Council implements a Community Events, Grants and Donations Program.</li> <li>• Council has funding to run the OPAL Program to June 2017. This Program delivers recreation activities, events and behavioural change programs and initiatives that focus on a whole of community approach to healthy eating and physical activity</li> </ul>
<p>4.2 Enhancing the quality of life for older people and people with disabilities</p>	<p>4.2.1 Maintain Council's commitment to auspice Home and Community Care (HACC) funding on behalf of the Tailem Bend Community Centre (TBCC).</p> <p>4.2.2 Maintain Council's commitment to providing the HACC Home Modification and Maintenance Program across the district.</p> <p>4.2.3 Respond to the challenge of an ageing population.</p> <p>4.2.4 Implement Council's Disability Discrimination Action (DDA) Plan.</p> <p>4.2.5 Provide information about existing services and facilities to older people, people with disabilities and their carers.</p> <p>4.2.6 Promote collaboration, communication and networking between aged care providers across the district</p>	<ul style="list-style-type: none"> <li>• The population is ageing and the Council area is considered to be significantly disadvantaged from a socio-economic perspective. Ageing volunteers, our relatively isolated towns &amp; settlements, diminished access to retail outlets &amp; services, are all likely to contribute to a need for increased Council support and focus in the future.</li> <li>• The Commonwealth Home Support Programme CHSP (formerly HACC) in the LGA is delivered through the Tailem Bend Community Centre, with hospitals also receiving funding and delivering services/support. The CHSP program is funded by the Department for Social Services and the Department for Communities and Social inclusion (with new agreements effective 1 November 2015). In this transition phase, new grant terms will be discussed and Council will make enquiries to ensure that the funding mix and providers avoid unnecessary duplication.</li> <li>• Assistance or support for the aged is also provided by the Murray Mallee Transport Scheme (to be reviewed in the near future) and Murray Mallee Aged Care.</li> </ul>

Community Development – Wellbeing		
Goals	Strategies	Adherence/Status
		<ul style="list-style-type: none"> <li>The federal government website (<a href="http://www.myagedcare.gov.au">www.myagedcare.gov.au</a>) connects aged care providers and services. The TBCC is assisting customers/clients with the necessary online registrations.</li> <li>The Disability Discrimination Action Plan was adopted to satisfy previous HACC funding requirements/audits. It is unlikely to be reviewed, unless necessary, as Council will address access for people with a disability when buildings/facilities are renovated or constructed.</li> </ul>
4.3 Enhancing the quality of life of the community by advocating, supporting and undertaking health and community safety initiatives.	<p>4.3.1 To promote public and environmental health services within the community in a sustainable, efficient and appropriate manner.</p> <p>4.3.2 To ensure Council meets its responsibilities under the Dog &amp; Cat Management Act and provides adequate &amp; appropriate dog control.</p> <p>4.3.3 Monitor and review the dry zones within the district.</p> <p>4.3.4 Continue to explore and participate in regional health and community safety projects.</p>	<ul style="list-style-type: none"> <li>Council has had a presence at the Coonalpyn Show, Meningie Fun &amp; Family Affair, Tintinara Lions Wool Auction, Meningie and Tailem Bend Christmas Pageants, the Meningie Australia Day Fun Run and Raukkan Health Fair Days. Council has hosted the Murraylands Healthy Ageing Expo for two years.</li> <li>Dog registrations are promoted (PAWS Program) through social media, key events, e-newsletters and the newspapers in general circulation in this district. Social media has played a significant role in reducing the number of dogs being impounded, both in terms of Council advocating for registrations and matching up lost dogs via Facebook.</li> <li>The administration and review of Dry Zones is an ongoing role of Council.</li> </ul>
4.4 Enhancing the quality of life of the community by advocating for and supporting community transport schemes and services as well as improved access and mobility across the district.	<p>4.4.1 To maintain Council's commitment to the Murray Mallee Community Transport Scheme (MMCTS).</p> <p>4.4.2 Advocate on behalf of the community for improved transport services across the district.</p>	<ul style="list-style-type: none"> <li>The MMCTS is a Section 43 Committee with representation from the Coorong District Council, Karoonda East Murray and Southern Mallee Council.</li> <li>Funding for the Scheme is due to be reviewed in October 2015.</li> </ul>
4.5 To provide a wide range of sporting and recreational facilities and support region wide sport and recreation programs.	<p>4.5.1 Continue to assist sporting and community bodies in sourcing funding for sporting and community facilities.</p> <p>4.5.2 Promote sporting, recreation and leisure facilities and programs in the region.</p>	<ul style="list-style-type: none"> <li>The OPAL staff, in addition to the delivery of recreational and behavioural activities, also play a significant role in informing and maximising grant applications for recreational activities. Council staff promote grants that they are aware of by contacting clubs directly or through social media and e-newsletters.</li> <li>The OPAL program has provided grant funding to local clubs and volunteers to undertake training and</li> </ul>

Community Development – Wellbeing		
Goals	Strategies	Adherence/Status
		<p>development, and equipment purchases to further strengthen their capacity in the community. OPAL has purchased the Mobile Fun Box and a mobile skate ramp that will be rotated amongst townships</p> <ul style="list-style-type: none"> <li>• OPAL staff and the Community &amp; Tourism Development Officer promote trails and facilities of the district through social media.</li> <li>• Council also contributes funding to the Field Officer position for Murraylands to assist with clubs improving their policies to become members of the Star Club.</li> </ul>

Organisational Development – Employer of Choice		
Goals	Strategies	Adherence/Status
<p>5.1 Have appropriate organisational capacity and culture to ensure an innovative, effective and efficient organisation.</p>	<p>5.1.1 To strive to be recognised as a high performing organisation.</p> <p>5.1.2 To address Council's future office accommodation needs.</p> <p>5.1.3 Undertake continual organisational structural review to ensure the organisation has capacity to meet current and future demands.</p>	<ul style="list-style-type: none"> <li>• There are no parameters to define a high performing organisation. Council is unlikely to invest time in developing and resourcing documentation in this respect but would like to engender a constructive culture throughout the organisation where employees are encouraged to suggest efficiencies or a new way of doing things. (Council's social media and bushfire prevention practices have been well-received by external agencies. Council has also received praise for its planning and building performance).</li> <li>• Council has moved into the new Civic Centre at Taillem Bend, and has been consolidating key administrative functions within the Centre. A review process is underway to solve operational issues (when staff are on leave or sick) at the Meningie Office and address maintenance costs associated with the older office accommodation at Tintinara. A customer service centre will still be maintained at Meningie and Tintinara.</li> <li>• An organisational review of the outside workforce is underway, based around achieving efficiencies in managing the unsealed road network and modernising practices.</li> </ul>

## Organisational Development – Employer of Choice

Goals	Strategies	Adherence/Status
		<ul style="list-style-type: none"> <li>• Dependent on the strategic management planning process, and the level of infrastructure &amp; urban growth investment and community development services desired by the community, the number of and type of roles for inside staff may also need to be considered.</li> <li>• Delegations of Council Officers will also be reviewed in the near future.</li> </ul>
5.2 Provide appropriate support, development and training opportunities for all Elected Members.	5.2.1 Provide opportunities to ensure all Council Elected Members can successfully fulfil their governance and leadership responsibilities and be knowledgeable of all relevant Local Government issues. 5.2.2 Promote the on-line self-assessment tool for elected members.	<ul style="list-style-type: none"> <li>• An induction process (a Manual and associated training) for all Councillors was undertaken post 2014 elections. Individualised training for those who required further assistance was provided in the areas of legislation, meeting procedures and financial management.</li> <li>• The online assessment tool, developed by the LGA SA, has been decommissioned.</li> </ul>
5.3 To develop and promote Council as an 'employer of choice' and to facilitate the attraction and retention of highly talented staff.	5.3.1 Develop and implement human resource plans, policies and processes to provide contemporary management of people and performance. 5.3.2 Identify opportunities to develop and train staff (refer 5.4.4). 5.3.3 Implement Workforce Planning and succession planning principles throughout the organisation. 5.3.4 Actively seek opportunities for traineeships and apprenticeships within the organisation. 5.3.5 Implement Council's Reward and Recognition of Staff Policy.	<ul style="list-style-type: none"> <li>• Council has a general umbrella HR policy, and is developing procedures underneath that policy.</li> <li>• A training needs analysis is conducted as part of staff performance reviews, and a Training Plan developed if needed.</li> <li>• A workforce planning project was adopted in 2014 and needs to link in with the new strategic planning cycle and future adopted outcomes.</li> <li>• The R&amp; R policy is now a procedure and operating relatively well.</li> <li>• Council continues to explore traineeships and apprenticeships opportunities. The levels of funding contributed by external government agencies for positions are factored, as well as operational demands, are factored into these decisions.</li> <li>• Council recently adopted a Breastfeeding Friendly Workplace Strategy that will see Council retain and support mothers returning from maternity leave</li> </ul>
5.4 To promote safety in the workplace through best practice Workplace Health and Safety (WH&S) plans, policies and actions.	5.4.1 Provide a safe, healthy and best practice work environment for all employees as described in Council's adopted WH&S Plan. 5.4.2 Monitor and enhance workplace health and safety practices and programs and benchmark against other Councils. 5.4.3 Continuous review and implementation of	<ul style="list-style-type: none"> <li>• Terminology like 'best practice' can now be removed as the WH&amp;S Plan is in accordance with the standards set for insurance purposes.</li> <li>• An annual WH&amp;S audit is undertaken.</li> <li>• Training Plans are implemented, when the outcomes of a performance review identifies a need for further training.</li> </ul>

Organisational Development – Employer of Choice		
Goals	Strategies	Adherence/Status
	Workplace Health and safety plans and procedures. 5.4.4 Implementation of employee training plans. (refer 5.3.2) 5.4.5 Promotion of health and welfare programs to all employees and volunteers.	<ul style="list-style-type: none"> <li>• Council promotes a range of health and welfare programs – flu shots, eye sight tests, corporate health assessments and employee assistance.</li> </ul>
5.5 To have an Information Technology (IT) and Records Management service that keeps pace with Council and Community needs.	5.5.1 Ensure Council's IT network and telecommunications is cost effective, reliable and fully utilised, delivering quality services to Council and the community. 5.5.2 Ensure Council's IT network has adequate risk protection whilst optimising IT resources. 5.5.3 Ensure Council's Records Management plans, procedures and systems meet organisational requirements. 5.5.4 Ensure Council achieves a Level 5 in the Adequate Records Management Framework to align with State Records legislative requirements.	<ul style="list-style-type: none"> <li>• A five year plan has been developed to streamline and predict budgetary requirements.</li> <li>• The Application Delivery Contract has been reviewed, with a new supplier engaged reducing overall operational costs.</li> <li>• Council engaged a consultant in 2014 to seek GDS 21 Compliance, which included a review of procedures.</li> <li>• Council undertook a self-audit in February 2015 and has submitted the findings to State Records. Outcomes from this process are yet to be received.</li> </ul>

### 3.0 How has the Current Strategic Management Plan Performed?

The SMP is consistent with the *LGA Guide to Preparing a Strategic Management Plan* (December 2012), which is based on the Local Government Act requirements, and includes a Vision Statement, Mission Statement, Core Values, Services content, consideration of Influencer/Drivers, Objectives, Goals, Strategies and Actions.

The 2012-2016 Strategic Management Plan (SMP) has generally worked well in terms of providing the Council, and underlying plans such as Annual Business Plans, with information on a number of key influencers/drivers of change in the local government area (LGA). In this regard, the SMP refers to **climate change**, **rising SA Water costs**, **water quality** issues, **loss of population on rural land**, the **ageing of the population**, a **substantial youth co-hort** and a relatively significant level of **social disadvantage** as key influencers. These influencers are still considered important to informing Council's decisions on resource allocations and operations. (The SMP was also informed by specific research/documents, such as the Community Needs Analysis, Organisational Excellence Strategy, Strategic Directions Report and the Tourism & Economic Development Plan).

The SMP also advises of the need for sustainable use of local resources, supportive infrastructure for the built environment and the need to support our important agriculture industry as well as the need to support the diversification of the local economy into other industries, such as tourism. These needs are also still

considered relevant today. The current SMP places emphasis on the Council managing finances appropriately, responsive and quality customer service, engaging and developing employees and participating in governance or partnerships at a regional level.

The SMP's objective areas are **Governance Leadership, Environmental Sustainability, Economic Prosperity, Community Development & Well-being and Organisational Development & Employer of Choice**, and these areas broadly align with South Australia's Strategic Plan (2011 ) and the aforementioned key influencers. The selection of goals and strategies, under each of the objective areas, 'tick the box' in terms of referencing/covering the operations that the Council needs to undertake from a legislative perspective, identifying specific actions or projects that are envisaged or managing detrimental affects to life, property & community well-being.

#### 4.0 Where does the Current Strategic Management Plan Fall Short?

##### 4.1 Specific Projects or Actions Not Pursued

The aspects of the SMP that have not been implemented mainly relate to the production of several pieces of strategic and review work, which were cited as "envisaged" (but not mandated). In this respect, the following envisaged plans or strategies could not be progressed or have evolved into specific projects/initiatives due to either resource constraints or a greater need to leap straight into actions:

- The Branding, Marketing and Communication Strategy has evolved into a targeted draft Boundary & Town Entrance Signage Strategy and staff participation in a working group to implement the Murray River, Lakes and Coorong brand through a regional tourism website and social media presence (given hard copy regional tourism publications will cease after this financial year).
- In lieu of a Strategic Walking and Cycling Plan, Council has concentrated on specific initiatives/projects, such as the River Trail Feasibility Study, the upgrade of signage for the Coorong Links Walking Trail and a joint-venture with the Tailem Bend Community Centre to produce a map of walking and cycling paths.
- A Grant Funding Action Plan has not been developed at this stage but staff have developed an internal spreadsheet so that Officers can indicate the grants that will be pursued. The Council requires more work be undertaken by staff to better communicate available grants and the websites/portals that are used to find these grants. Accordingly, a procedure or plan for this activity is still warranted. The capacity to secure many grants is related to finding contributory funds in the budget to allow grant applications to proceed and having staffing resources to complete the applications and write or commission supporting documents (often based on strategic considerations).
- A strategy for open space has not commenced. This initiative is subject to finding appropriate staff resources, as it might be a difficult task to outsource to consultancies given the extent of Council's open space ownership and the relatively small budget it has to manage, fund and develop spaces. Council should, in the first instance, set 'priority levels' around open space development and maintenance.
- The comprehensive review and update of the website has not yet proceeded, however a targeted internal staff review is underway to determine the available staff resources to perform this work.
- The Disability Discrimination Action Plan (2008/12) was drafted to satisfy previous HACCC funding requirements/audits. Unless specifically required (and the recent audit has not raised this to date), Council is unlikely to review the Plan as it addresses access for people with a disability when buildings/facilities are renovated or constructed.
- The Review of the Long Term Financial Plan will commence within the next three months.
- The Roadside Vegetation Management Plan will be also reviewed this financial year in line with relevant guidelines and legislation.
- A Building Asset Management Plan will be developed as the next asset management plan.
- Primarily vegetation plantings have been undertaken in response to Council's Carbon Neutral Strategy-Discussion Paper.

- Council's Community Needs Analysis was translated into a Social Plan (as opposed to being called a Community Plan).
- An Economic Development Strategy has not been developed as yet, but work in this area will gain momentum as the strategic management plan review and update process continues. This work may not deliver a high-level Strategy, but instead focus on a practical Action Plan that acknowledges existing documents drafted to date, summarises issues and opportunities (including available grant funds) and makes recommendations on appropriate actions. There has been a number of actions or ideas mentioned to date that require resourcing considerations:
  - A need for a senior business advisory role to work closely with existing and prospective businesses to maximise economic development opportunities through business planning (particularly food and accommodation), applying for tenders, development advice, employment matters, marketing, managing negative aspects associated with social media and online review sites, connecting with grant streams etc. How such a role can be resourced, and partly located in the district, is currently being discussed with Regional Development Australia Murraylands and Riverland. (The recently formed *Tailem Bend-We Mean Business* (business group) is seen as an opportunity for businesses to share knowledge and receive advice in a collective manner).
  - Engaging with Peregrine Corporation to discuss access and directional matters for the SA Motorsport Park, and the capacity for local businesses to supply food to employees when the Park is under construction and to visitors when it is operational.
  - Maximising the opportunities for agribusiness and food processors, as a result of:
    - Significant global demand for Australian beef, in particular high levels of demand by the USA.
    - Growing demand by Asia for Australian food and fibre products, which should be further increased as a result of the Fair Trade Agreement (FTA) with China. The cattle and beef industry, in both farm and value-adding areas, should fare particularly well under the FTA. Should challenges relating to water costs and water security be adequately addressed, then it is reasonably expected that this local industry will grow.
    - Major transport routes and convenient supply chain with abattoirs in Murray Bridge and Bordertown.
    - New requirements for the chicken industry to have breeding farms with suitable buffers (related to hygiene and bio-security) and access to SA Water mains water.
  - Understanding grant funding opportunities associated with climate variability, water management and agricultural innovation.
  - Discussions with SA Water on accessing water, at a cheaper price, through alternative arrangements.
  - Using Council's strong social media presence, website and e-newsletters to inform local businesses of various grant streams or workshop opportunities.
  - Support high level consultations with business and government stakeholders around infrastructure development, tourism development and urban growth.
  - Effectively promoting the country lifestyle and benefits of our district.

The Council has also raised, at its meeting on 18 September 2015, the need for the strategic management planning process to:

- Produce an Addendum for Council's 2013 Social Plan, updating the Plan with information from survey work and the community forums to be held in the near future, as well as acknowledging the proposed establishment of a Suicide Prevention Network in the Coorong district. The community engagement services contracted for the Meningie district shall also feed into producing the aforementioned Addendum).
- The issue of how Council-owned buildings are utilised requires further documentation and understanding by Council, in particular the cost of maintaining Council-owned buildings versus the rental income received. Further discussions should be held with government agencies that are predominant occupiers of Council buildings to determine their capacity to purchase. Opportunities to "tenant out" under-utilised space in Council offices should also be considered.
- Summarise the directions of our neighbouring Councils and our relationship to their strategic directions.

## 4.2 Formatting

As other councils have progressed SMPs over the last four years (and more funds have been generally diverted to community engagement and strategic development), there are different formats that have arisen, which:

- Have a more consolidated and defined connection between strategic issues and resulting objectives, strategies and actions.
- Limit the content on internal staffing aspects.
- Showcase the district and its directions through carefully selected imagery to improve user-friendliness.
- Show stronger connections with the SA Plan (ie list specific targets).
- Have improved links to the *Strategic Directions Report* to create liveability and place.
- Use outcome statements rather than listing all potential plans, research or strategy documents that are envisaged over a four year period.

These formats will be further investigated after feedback is provided through the community engagement process.

## 4.3 Preliminary Consideration of Objective Areas

Appendix B provides a summary of key state and regional documents that will inform a new overarching Coorong District Council Strategic Management Plan (SMP). These documents should also assist Council to set its future objective areas.

South Australia's Strategic Plan has retained the same six drivers of success (Growing Prosperity, Improving Wellbeing, Attaining Sustainability, Fostering Creativity & Innovation, Building Communities and Expanding Opportunity) since 2011, and these are already reflected in Council's current SMP.

Since the production of the SA Strategic Plan in 2011, the SA Government also has focussed its efforts on the following seven strategic priorities:

- Giving our children every chance to achieve their potential in life.
- Keeping our communities safe and our citizens healthy.
- Building our reputation for premium food and wine.
- Growing advanced manufacturing as the way for the future.
- Realising the benefits of the mining boom for all.
- Creating a vibrant city that energises and excites.
- Keeping our high quality of life affordable for everyone.

Accordingly, the following revised SMP objective areas are suggested (preliminary to community engagement) to reasonably align with state and regional directions/priorities and address Council's "drivers of change" (Section 5.0):

- **Economic Prosperity**
  - Population Growth, Innovation, Industry Diversification (Agriculture as well as Intensive Animal Keeping, Food Processing, Manufacturing & Tourism), Digital
- **Community Wellbeing**
  - Health & Recreation, Safety, Inclusiveness & Connectedness, Retaining Younger People, Responding to an Ageing Population

- **Vibrancy and Liveability**
  - Arts, Culture, Events, Promoting Heritage & Pride, Attractive Living & Visiting Spaces, Housing Affordability
- **Environmental Sustainability**
  - Responsive to Climate Change, Innovation, Environmental Management, Bushfire Prevention,
- **Leadership and Governance**
  - Constructive & Can Do Culture, A Safe Workplace, Successful Advocate, Seeks External Funding Sources & Partners, Move to User Pays & Efficient Operations, Regional Participation & Leadership

#### *4.4 Timing Considerations and Additional Drivers of Change*

A number of other 'influencers or drivers of change' have come to light since the SMPs adoption in early 2012. The additional drivers of change, or changing "discussions" around existing drivers, which have the potential to impact on the allocation of Council resources are summarised in Section 5.0.

## 5.0 Key Drivers or Influencers

### Broad Population Issues & Trends

The current SMP did not have access to 2011 Census data. Earlier figures indicated that Taillem Bend and Meningie would continue to grow and potentially offset the population decline in rural areas. However, the legacy of the millennium drought and a conservative economy proved to play a much greater role in population sustainability by the time the 2011 data was released. The trend of district-wide population loss not only continued, but the larger towns of Taillem Bend and Meningie experienced population loss (4% and 2% between 2006-2011 respectively).

Sustained population loss can be attributed to:

- **Employment Changes:** Restructuring practices by rail, banks, primary production services/agents and utilities. Preparedness of people to travel further for employment rather than relocate to the township of their employment. Retail sector changes such as online shopping, and the pull of major supermarkets and chain stores.
- **Primary Production Sector Changes:** Larger farm holdings to gain necessary yields and offset investment into major machinery, labour replacement with machinery, dramatic increase of SA Water costs are challenging farming viability. The contraction of the local dairy industry due to the millennium drought.
- **Ageing of the Population:** The older population co-horts are increasing. Farmers are ageing and the retention of youth is challenged by those moving for work, education and lifestyle opportunities.

Population forecasts for the LGA either predict a continued loss or, at best, a population increase of only 238 persons over the next 11 years.

Council rates income grew by just under 1% over the last financial year, largely in response to land division and dwelling activity at Wellington East over the last two years. This indicates a key geographic locality, which Council will need to focus upon in future if it wishes to inhibit population loss.

### Community Development/Services and Funding Changes

The Council adopted a *Social Plan* in June 2013, after conducting a 2011 *Community Needs Analysis*. Even though the Social Plan was adopted after the completion of the current Strategic Management Plan, the SMP embedded many themes from the earlier Community Needs Analysis, and as a consequence there is already a strong correlation with the Social Plan.

The Social Plan identified the ageing of the population, where the median age rose 35yrs (1996) to 44yrs (2011) and the percentage of people over 65yr rose from 13.6% (2001) to 19% (2011), as a significant issue and determined it to be a priority to provide support and services for the elderly. Whilst the number of young people under 20yrs declined, the youth co-hort is still substantial (25% of the population in 2011), and requires support and services. There is also a relatively high incidence of socio-economic disadvantage (with the most disadvantaged communities being Taillem Bend and Narrung), and a low incidence of advantage across the Council district (SEIFA index data from the 2011 Census).

The Social Plan in many respects is a point of reference of the ongoing activities that Council undertakes in the community development

sphere, such as advocacy, governance and support to the relevant stakeholders and partners. The Social Plan identified shortcomings in the areas of indigenous engagement, promotion of indigenous culture, arts & culture policy, youth services and no dedicated community centre space at Meningie and Tintinara.

On the basis of these identified shortcomings, Council is currently researching external funding agreements to increase its cultural & arts services with an indigenous focus. This is also a response to the predicted increases in tourist visitation associated with the SA Motorsport Park, and responds to the early successes of art exhibitions that have been held in available space in the new Civic Centre.

Council feels that the Tintinara Mens' Shed and Action Club buildings at the Lake Indawarra precinct, and the activities therein, have provided further community spaces and grown community capacity & social inclusiveness at Tintinara. This precinct is an attractive space, which is considered to have further potential for community, recreation and tourism development.

The lack of appropriately located community facilities at Meningie requires further consideration. The Council will conduct a strong community engagement process for Meningie, over the course of the strategic planning process, to work through this, and other matters, in the Meningie district.

With respect to youth services, the OPAL Program and the Communities for Children Murraylands Program (at the Taillem Bend Community Centre) have enabled an improved response to meeting the needs of young people in the district.

Unfortunately external funding for the OPAL Program will cease in June 2017, and compromise a number of priority actions in the Social Plan. More specifically, there will be a

detrimental impact on the recreation and behavioural change services (obesity prevention and healthy living) that can be delivered to young people & families and Council's current links with schools & community groups will be diminished. There will also be less assistance with grant applications. A comprehensive evaluation of the Program will be undertaken early next year.

Tourism-related pressures, brought about by the SA Motorsport Park and a greater involvement with the Murraylands Tourism Partnership, will result in Council's Community & Tourism Development Officer responding to these demands to a greater degree. This, coupled with the impending loss of the OPAL Program, will have a detrimental effect on Council's delivery of community development services.

The aforementioned scenarios will translate to a need to review the extent of community development services that Council provides in the next four year strategic planning cycle.

Part of the HACC Program in the LGA is delivered through the Taillem Bend Community Centre, with hospitals also receiving funding. The HACC program is transitioning to the Commonwealth Home Support Program (with new agreements effective 1 November 2015). In this transition phase, new grant terms will be discussed and Council will make enquiries to ensure that the funding mix and providers avoid unnecessary duplication.

The Murray Mallee Transport Scheme is a Section 43 Committee with representation and funding from the Coorong District, Karoonda East Murray and Southern Mallee councils. The Scheme supports those in the community that are challenged with transport accessibility. The Council will review the Scheme in October 2015 with a view to reducing stress and inconvenience for those that are challenged by isolation and

inadequate public transport.

### **Murray and Mallee Regional Public Health Plan 2013-2018**

Some of the identified regional public health challenges include access to and retaining existing health services, the ageing population and access to services, insufficient transport services in the region, loss of younger people to the city, drug, alcohol and mental health issues and ensuring the health of the River Murray remains a priority for the Government.

The Regional Plan (guided by the SA Public Health Plan) contains the following strategies:

- The design of the built environment to ensure that public spaces and footpaths provide safe access for people of all ages and abilities;
- Community transport services that enable effective links;
- A strong network of volunteers;
- Availability of community facilities and programs such as libraries, community centres and youth recreation;
- Information that is easy to obtain and understand;
- Recognition of the specific access needs of some groups and individuals within the community, including people with disabilities, Aboriginal people and those for whom English is not their first language.

The only area that Coorong District Council was determined as not sufficiently addressing was responding to People for whom English is not a first language. However, the loss of the OPAL Program would affect our current "recognised" strengths.

This Regional Plan is required to be integrated into Council's strategic management plans.

### **Regional Well-being Survey 2014**

In June of this year, the 2014 Regional Wellbeing Survey results (100 respondents in the Coorong District Council LGA) were released by the University of Canberra. When benchmarking or measuring our scores against the Mid Murray, Murray Bridge and Riverland LGAs (who also participated in the survey), the perceived areas where Council should re-focus its efforts (advocacy or operations) are:

- Growing confidence in skills and education;
- Increasing opportunities for people to have a say and be heard;
- Getting more people involved in the community;
- Increasing access to services;
- Decreasing crime and increasing safety;
- Improving the landscape and aesthetics; and
- Improving environmental health.

### **Agriculture, Climate Change and Industry Diversification**

Agriculture accounts for nearly 40% of the district's economic output. A critical challenge of Council is achieving a satisfactory balance in providing supportive infrastructure for this industry against the need to develop and grow additional industries that provide some economic safeguards with respect to climate variability.

The millennium drought hit the Lakes communities particularly hard, causing the near destruction of the Narrung dairy industry and financial and mental hardship for the people of the Meningie district.

Recent data (August 2013 to January 2015) has highlighted rainfall deficiencies in some areas of South Australia, including the Coorong District

Council LGA. The Federal Government has announced a drought assistance package, which will be accessible to those that are suffering under drier conditions. Council's LAP Officers will also investigate any funding opportunities linked to the climate variability data.

As a result of the millennium drought, the *Coorong Tourism and Economic Development Plan* was developed in 2010/11 to guide future economic actions that support the diversification of the district's industries and provide "economic safeguards" against future climate change. Amongst other recommendations, the Plan encouraged Council to support the SA Motorsport Park proposal, developments linked to the excellent transport infrastructure in the LGA and encouraged intensive animal keeping and value-adding industries at Tintinara (on the basis of suitable underground water).

Whilst intensive animal keeping and agriculture can face challenges in securing water, there are indicators of high confidence. In particular there is strong global demand for Australian beef, which should be further assisted by the Free Trade Agreement with China. Council has commenced consultations with cattle graziers (with large herds) and SA Water over alternative water access that could further support growth in this sector. Broader engagement with landholders, which are challenged by water issues, will occur in the near future.

There has also been recent developments in the chicken industry, whereby breeding farms require appropriate buffer distances (related to bio-security & hygiene) and access to SA Water mains water, which should translate to further development and local employment opportunities in the Coorong district. With growing numbers of broiler farms in the Mid Murray Council area and the hatchery in Monarto, there is a strong and inter-connected supply chain in the Murraylands

for this industry.

Another bulk handler of grain, looking to connect with the national rail line in Tailem Bend, has also emerged.

As the RDA Murraylands and Riverland prepares its new Road Map, further discussions will occur with that agency and PIRSA to develop a practical Economic Action Plan/Strategy for the district that includes supporting our important primary production sector.

Primary Industries South Australia (PIRSA) has also developed "AgInsight", which is an interactive website that gives users comprehensive agricultural and economic data. The system is designed to help local and international investors identify business opportunities and commodity options in South Australia ([http://www.pir.sa.gov.au/primary\\_industry/aginsight\\_south\\_australia](http://www.pir.sa.gov.au/primary_industry/aginsight_south_australia)).

### **Environmental Management**

The management of fauna has proved to be a significant issue for Council in 2014 and 2015, and may continue in years to come.

A large influx of Little Corellas caused damage to trees/vegetation, and their droppings covered public areas, in the townships of Meningie and Tailem Bend. Council commenced a program to reduce their numbers to protect the amenity of these townships. The birds have also caused significant damage to new planks of the recently remediated Meningie North Jetty.

The dramatic increase in numbers of Long Nosed Fur Seals in the River Murray, Lower Lakes and Coorong have reduced fish and birdlife populations. This is creating negative economic impacts and mental stress for the twenty one fishing families affected, and creating severe

angst in the Ngarrindjeri aboriginal community.

Meningie has also suffered population losses linked to the millennium drought, and it is considered very unfair for the community to be further challenged by circumstances that would potentially continue this trend.

Council is a strong advocate for the removal of the seals, with discussions held with the Ngarrindjeri Regional Authority and government agencies. The Department of Environment, Water and Natural Resources (DEWNR) has recently created a Long Nosed Fur Seal Working Party, to meet monthly, to discuss and work through the challenges posed by the seals. Council's Mayor is a representative on the Working Party.

There is also potential for mosquitoes to increase if there is a wet spring, which would also lead to additional cost impositions for Council.

Other environmental issues are:

- Noticeable increase in productive land and remnant vegetation areas affected by dryland salinity (since winter 2013).
- Strong southerly winds paired with dry conditions over summer 2015 leading to increased areas of wind erosion.
- The management of African Lovegrass with respect to Council's road maintenance activities.

### **SA Water Prices**

One of the biggest challenges for livestock producers, in approximately two thirds of the LGA, has been the rising price of SA Water mains water (as a result of previous SA Government water security measures).

The escalation of water charges has also caused significant financial challenges for Council as it

seeks to maintain an appropriate standard for those open space and recreation facilities reliant on mains water, and invested in extending irrigation networks using non-mains water. Several sporting clubs in Coonalpyn also requested Council to assist with payment of SA Water bills.

Council has provided feedback, with respect to agricultural industry impacts and its own financial challenges, to ESCOSA's Inquiry into Reform Options for SA Water's Drinking Water and Sewerage Retail Services Pricing Reform, and lead or participated in a number of forums on this issue.

Negotiations are underway with SA Water to progress a Memorandum of Understanding that will provide a co-operative foundation to discuss options for accessing water allocations through SA Water infrastructure in order to reduce water costs for end users. Further engagement will occur with affected land holders over the next two months, and it is expected that Council resources will continue to be directed towards this initiative.

#### **Other Water Issues**

Council recently sought representation on the Region 6 Board of the Murray Darling Basin Association. Whilst it was not successful in securing a position, it will continue to provide its issues/needs to the Executive.

The Council is also requesting an Environmental Impact Statement for the Coorong Connector project to address water quality issues in the Lower Lakes.

#### **LAP Funding**

The current cycle of major environment funding completes in June 2017. However, it is expected that there will be further funds made available for

the environment after this timeframe. Some grants may only be accessible on the basis of strong economic development or innovation arguments.

#### **SA Motorsport Park and Leveraging**

The current SMP does not consider the impacts of the SA Motorsport Park proposal on Council resources or integrate with economic opportunities associated with the development.

This proposal has impacted on Council's resources in the areas of planning, high level stakeholder discussions, infrastructure, property, research, legal advice and grant administration. The potential impact on Council's amenities, waste collection, food monitoring and infrastructure, as well as tourism development services, will also need further consideration when the development is operational.

The SA Motorsport Park, with its significant job creation and economic impacts, has elevated Council's capacity at a state and national level to argue for a greater range of external funding, and strengthened its partnerships and standing with government agencies. With the SA economy challenged by a lacklustre mining, construction and manufacturing sectors, the SA Motorsport Park will remain on the radar as a major development in SA and draw significant attention to Tailem Bend and the wider district.

Council should continue to capitalise on the investment it made in purchasing the old Mitsubishi test site in 2008, and the resources it has directed to the proposal since 2014, with arguments for further funding to support township improvements and ensure our areas are appropriately "showcased" to prospective ratepayers and residents.

As construction commencement edges closer,

Council enquiries for buildings to house motor vehicles and tourism accommodation have escalated.

The current staffing resources of Council are expected to be challenged in administering, and capitalising on, the positive economic impacts associated with the Park.

#### **Tourism Development & Marketing**

Council should seek to re-ignite interest in the extensive natural attractions of the LGA, on the back of predicted visitation (339,000 additional visitors per annum) to the SA Motorsport Park. Links between the proposed 4WD track at the Park and the other areas of the LGA where this activity can occur, is one such example.

Council will need to give consideration to how it supports the growth of niche markets, such as train and rail enthusiasts, and tap into renewed interest (spawned on by social media) in nostalgia and by-gone times. Working with operators, the development of 'packages of experiences', such as water-related and history-related activities, could assist further economic growth but will impact on staffing resources.

Given tourism in the LGA is underpinned by the 'drive market', Council also needs to continue its work to obtain RV-friendly accreditation for townships, and look at linking with this market to a greater degree.

Digital and technology changes will remain as one of the biggest areas of change for the Council in terms of tourism marketing. The SATC has announced its intentions to cease regional hardcopy guides after this financial year. Accordingly, the Murraylands Tourism Partnership (MTP) and Council will need to address this gap, as some local and regional operators have not yet embraced digital mediums.

Council has already started re-introducing an updated tourist map and business advertising brochure in response to this announcement. The Council also has a representative on the MTP-driven Branding and Website Project Working Group, to ensure that the *River Murray, Lakes and Coorong* brand is implemented through a regional website and social media presence. The Alexandrina Council has formally acknowledged their interest in joining with the three existing councils (Rural City of Murray Bridge, Coorong District Council and Mid Murray Council) to implement the brand.

Whilst Council has funded the MTP for a number of years, it is fair to say that it has been more of a bystander than a leader in the partnership. The SA Motorsport Park proposal has changed this dynamic, and there are expectations upon Council to step up and meet both the challenges and opportunities afforded by such a major tourism development. Council's Tourism and Community Development Officer is currently providing input into an updated MTP Destination Action Plan.

Council has been working on a sign and branding strategy to lift the profile of the district. As part of this strategy, tourism directional signs in Taillem Bend have been recently erected and new Council boundary entry signs will be erected in the next two months. New signage will include the new "Room to Move, Room to Play" tagline for the district, to position the LGA as forward-thinking and a place of wide spaces that provides exciting tourism and recreational activities.

### **User Pays & Asset Management**

Council has moved to a user pays structure, also factoring in maintenance costs, for kerbside waste collection, common effluent and water provision services. It is understood that this may cause some grievances in the community, but Council believes these services should not be subsidised

by other ratepayer category bases. There may also be higher expectations by ratepayers as a result of increasing charges, and this will have to be managed.

It is an ongoing focus of Council to be efficient in its services and reduce maintenance costs where feasible. This may mean investing time in understanding how our assets are used, a preparedness to do things differently and identifying surplus land & under-utilised buildings.

There are some facilities that Council operate at a loss like the Coonalpyn Pool and Coonalpyn Caravan Park. The Council recognises the need to heavily subsidise the cost of the pool as it is highly valued community asset. The economic and social value that the Coonalpyn community places on the Caravan Park needs to be better understood given that losses have grown to operate the facility but there has been no substantial increase in income to compensate. Subject to future discussions with the community, a different model for operating the Caravan Park may be implemented.

A substantial impost on the Council's resources has been the legislated development and ongoing re-evaluation of asset management plans and ESCOSA-related documentation.

The Roads Asset Management Plan and CWMS Asset Management Plan informs Council's Long Term Financial Plan and business planning processes. Both the LTF Plan and the RAM Plan are currently being reviewed. As part of these processes, Council is also challenging the manner in which it maintains unsealed roads.

ESCOSA requirements also require further administration and documentation in the management and setting of charges for common effluent services and water supply services.

SA Health also requires Council to consider a pump out schedule based on usage, which may impact on Council administration and resources

Factoring in the recent additional funds pledged from the Federal Government's Roads to Recovery Program, Council's four year budget (2014/15-2018/2019) for road expenditure has substantially increased from \$2,846,562 to \$4,345,861. Accordingly, there be increased road works activity in line with the RAM Plan.

### **Libraries**

The Coorong District Council has produced a *Libraries Forward Plan* (01/07/2015), after significant community engagement. The Plan recommends evolving libraries into "connected" community spaces with links to tourism and community services, enhanced computer & digital systems and hosting/running events. Part of the Plan is the promotion of the Coorong Libraries brand.

The Plan sets out broad times and early tasks of the new Coorong Library Board (dependent on agreements in August 2015 between the Council & schools with the School Community Library Program).

There is more consultation required on the Plan and further discussion around resourcing costs. Based on its engagement to date, Council has recently been offered a grant of \$7,800 from the Libraries Board of SA (provided that it matches this funding) to assist with funding some of the initiatives in the Plan.

### **Housing and Real Estate**

Real estate agents advise:

- Properties with water views are in demand by baby boomers and sea-changers, although

there are not many properties of this nature currently on the market.

- Outside of properties with views, dwellings in the lower price brackets in townships are “doing alright”. Prices for dwellings in a number of towns, such as Tintinara and Coonalpyn, were generally higher five years ago. Tailem Bend has generally stable dwelling prices and there is momentum growing (related to the SA Motorsport Park Proposal).
- Rural living demand is more difficult to ascertain, given there is not significant areas devoted to this form of living. There are enquiries for this type of property from time to time.
- Rural land with suitable water access is in demand. Enquiries are primarily from other farmers in the district seeking to expand their holdings or from Adelaide Hills farmers.

A Town Centres, Townships and Environs DPA is currently being drafted to address a range of land use issues and opportunities for select townships and settlements. There may be a need outside of this DPA to investigate other potential housing opportunities to drive population growth, plus continue on with preliminary investigations associated with the surplus housing on rural land (raised previously in Council’s Strategic Directions Report). The Council has scheduled additional resources later in the year to perform this work.

It is understood that the loss of primary production land to urban development, further settlements, rural living allotments on rural land and linear extension of urban areas are not generally supported by regional planning strategies (as set by the SA Government). However, strategic land use discussions, in the context of responding to opportunities from the SA Motorsport Park proposal and reversing population loss, are required with the SA Government (Department of Planning, Transport and Infrastructure).

### **Tailem Bend**

As a consequence of the SA Motorsport Park proposal and the property market in Tailem Bend gaining momentum, there are non-residential zones (such as the Mixed Use Zone and some Community-zoned land), as well as other landholdings in, or on the fringe of, Tailem Bend that may be better used for residential, rural living and/or tourist accommodation purposes. The Town Centres, Townships and Environs DPA will address the extent of community-zoned land in townships.

Additional land use investigations for Tailem Bend, and research into the manner in which visitors are likely to move between the township, the SA Motorsport Park, the River Murray and Railway Terrace, will be commenced towards the end of the year.

Early discussions with the Department of Planning, Transport and Infrastructure (DPTI), have raised the potential for visual improvements along Princes Highway in Tailem Bend but the partnerships and funding mix will require extensive consultation.

There are also ongoing discussions with the SA Government over the community-zoned land adjacent to the rail line, with respect to potential for Council to take over ownership. The costs associated with ongoing contamination monitoring need to be understood in these discussions.

### **Wellington East – Tailem Bend Corridor**

Wellington East is growing from a settlement around a marina to a township that also includes significant self-sufficiency elements. Strategically, Council perceives an opportunity to connect and integrate the settlements/estates of Wellington East, Placid Estates, Washpool and the Hector Road area, to form a cohesive and functioning

township and play a substantial role in reversing population loss, providing alternative dwelling & lifestyle options and meeting tourist accommodation needs.

Prompted by the heightened level of dwelling activity at Wellington East, Council has brought forward the Town Centres, Townships and Environs DPA in its schedule of land use policy changes. It has allocated further funding in 2015/16 for strategic investigative work around the potential for integration of estates and settlements in the broader Wellington East locality. The growth of Wellington East will require adequate staff resourcing, particularly in the areas of planning, project management and infrastructure services.

Aside from the constraints imposed by the current State Government planning strategy, there will also be a need to investigate internet access, infrastructure requirements, the formation of un-made road reserves, ongoing primary production activities, recreation needs, flood plain areas, complex land ownership and existing native vegetation, as well as the desire for the Pangarinda Aboretum to expand.

### **Meningie**

The Meningie Waters project is currently for sale (July 2015). Council should continue to provide a supportive residential and tourism development environment, by implementing the Town Centre Master Plan, investing in improving areas/facilities adjacent or near to the waterfront and supporting the improvement of recreation and sporting facilities.

The conceptual plans for the Interpretative Centre in Meningie cannot be progressed due to the cancellation of the economic diversification funding agreement between the SA and federal governments.

The provisions of community centre space for Meningie, which has been reflected as a need for investigation in Council's Social Plan (2013) is still unresolved. Initial enquiries on suitable real estate were not fruitful. Further discussions on this matter will occur with the community during the strategic planning process.

Given the water access and water quality issues at Meningie, the damage and economic losses caused by the Long Nosed Fur Seals, the cancellation of diversification funding, the outstanding issues in Council's Social Plan and the unknowns surrounding the Meningie Waters project, a community engagement specialist has been contracted to work with the community and key stakeholders to inform the development of Council's new Strategic Management Plan.

### Coonalpyn

Coonalpyn's business closures and the resulting impact on the amenity of its main street, has been discussed in Council's 2011 Strategic Directions Report. Whilst there has been some development activity, the overall appearance of the Poyntz Terrace/Dukes Highway (main street) requires improvement and activation.

Over the last decade, Council has struggled to find an acceptable model for the delivery of an alternative water supply for Coonalpyn that can decrease SA Water main costs and satisfactorily comply with SA Health criteria for filling the public swimming pool. Council will continue investigating the potential for use of bore water (piped from out of town), and also weigh such a proposal against ongoing discussions with SA Water over the potential to access cheaper water. Dependent on the level of capital investment required to find a suitable water solution for recreation facilities and public open space areas, there could be the opportunity to allocate 2015/16 funds to support the improvement of the main street. Dependent

on Council's success in securing external funding for the arts, there may be an opportunity to investigate some visual improvements for Coonalpyn.

### Tintinara

The Tintinara community has a very strong community spirit and work ethic, which has driven and supported many township improvements and community facilities. Council should continue to engage with the community regarding the enhancement of the Lake Indawarra area for community, recreation and tourism purposes. Negotiations are currently occurring with the SA Government over the adjacent former sale yard land, and this may enhance access and support additional opportunities in the longer term.

With relatively new buildings constructed by the Action Club and the Mens' Shed, the extent to which the Community Health & Recreation Centre hall will be utilised in the future and level of maintenance required on Council's administration office needs to be better understood. (The issue of how Council-owned buildings are utilised and maintained in general requires further work by Council, particularly where facilities are predominantly used by other government agencies).

### Other Built Form Issues

- Federal funding cuts for the Ruakkan community may require review of the relationship between the Coorong District Council, the Ruakkan Community Council and the SA and federal governments.
- Decline of dwelling values in some townships has created difficulties for some aged persons retiring to more suitable or desirable housing.
- There is a gradual shift from rural-based rates being the majority of Council income to that derived from residential/urban areas.

Accordingly, there is the potential for greater expectations by the community for township areas to be improved given this shift.

- Tourists are naturally attracted to water frontages, and some grants are directed towards improvements of these areas. This may impact on future grant administration.
- After the introduction of the Planning Reforms Bill, Council will need to determine the resources required for further strategic land use & infrastructure investigations.
- Greater engagement with the indigenous community on projects affecting sites of interest and Crown Land is also anticipated.

### Planning Reforms

An expert panel delivered the final report (The Planning System We Want), to the SA Government late last year.

A Planning Reforms Bill is expected go before parliament for discussion in early September 2015 to look at furthering key recommendations in a staged manner. Matters intended for discussion are:

- Establish a State Planning Commission.
- Further investigation of regional planning boards.
- A new community engagement charter, setting out minimum standards and encouraging greater participation in the strategic planning and policy areas to avoid issues with major projects and development applications at a later date.
- Move the involvement of the Parliament from scrutinising DPAs to reviewing strategic and policy instruments.
- Allow for the making of State government directions.
- Technology changes and the progression to an e-planning portal for Development Plans and

Strategic Plans.

- Move towards a State-wide Code, and mandated adoption of Code.
- Further investigations into re-setting heritage controls.
- Changes to the administration and instigation of zoning changes.
- Increase the proportion of development not requirement assessment or requiring on standard assessment.
- Changes to notification rights.
- Removal of elected representatives from Panels, and move to accredited professional solely.
- Move towards regional assessment panels, and taking over matters currently handled by the Development Assessment Commission.
- Expansion of private certification.
- Clarify changes for environment impact assessment.
- Call in powers for major projects.
- Potential for a separate Major Projects Act.
- Streamline the assessment of essential infrastructure.
- Different processes for resolving procedural disputes.
- Expand precinct planning.
- Address infrastructure funding with less likelihood of councils being able to negotiate with developers to cover the full costs of infrastructure.
- Further investigation into that manner in which the open space levy funds can be accessed and the manner that open space is strategically planned and co-ordinated.
- Investigate the reduction in duplication between related legislative regimes and revise the referral process.
- Deliver an e-planning portal and mandate a 'digital first' approach.
- More rigour in performance monitoring, complaints monitoring and professional excellence.

As a consequence of the impending Bill, Council may need to consider further costs in the future, associated with training, assessment by non-Elected Member panels, reporting, digital engagement and online systems, as well as repercussions associated with increased private certification, potentially less access to open space funds and zoning administration changes. Additional costs and resource considerations will need to be considered by Council when the Bill is released. The LGA SA is currently determining short and long term cost implications to inform councils in the near future.

The manner in which strategic land use and infrastructure investigations are conducted (currently known as Section 30 or Strategic Directions Report) is also intended to evolve as part of changes to the planning system. When the extent of these changes are known, Council will need to undertake further land use planning and investigative work.

### **NBN Implications**

With the NBN rollout in the LGA due to be completed in 2017, Council will have an opportunity to review the way inter-office connectivity, internal networks and internet services are delivered. Any decision to move away from the current network, prior to the completion of the NBN, may have a negative impact on our regional community that utilise the current Internode network. Once the NBN is completed in the area, demand will decrease on the privately run Internode network and ultimately make this infrastructure cost-prohibitive to run.

The completion of the NBN will enable the community to have access to multiple providers across the district increasing their access to high speed internet delivery. Broader trends in services may be online medical evaluations, video conferencing and increased e-commerce abilities.

### **Digital Implications for Council Engagement**

There are a number of implications that will affect the way which Council engages with its community:

- Finding cost savings associated with hardcopy distribution ie Australia Post delivery charges, staff time to collate and distribute hard copies and printing costs.
- Preferred delivery methods by the community will need monitoring and consideration to achieve the right balance. Whilst there is an increased use in social media use, the LGA still has a substantial elderly cohort.
- Australia Post recently announced changes to the standard delivery time frames for normal mail.

Council's Facebook page has enabled it to respond to some queries, even more rapidly than recommended in its Customer Charter and Standards. However, social media has not yet replaced or diminished traditional forms of communication. Rather it has provided an additional form of communication to people to that normally wouldn't have engaged with Council.

At this point in time, social media cannot replace formal public notification requirements prescribed by legislation. Notwithstanding, Council has noted that responses to Public Notices in hard copy publications are greater when the same information is posted to Facebook. Council captures and considers social media feedback on projects in the same way it does feedback through more traditional forms of communication.

Accordingly, there are currently no administration savings from running social media, but it could be perceived that this form of immediate engagement will become the predominant method of communication in the future. As a consequence,

Council may need to investigate more effective ways of capturing digital feedback over the next four years, and this will have resource implications.

### **IT Projects on the Radar**

Future major IT projects include:

- Review of inter-office connectivity and internet service delivery with the completion of the NBN.
- Increased access to technology for workers in the field (electronic time sheets, electronic distribution of task allocation) dependant on system capabilities, internal support resources and costs.  
Reduction and or integration of devices (tablets and laptops). With improvements in technology, it is almost at the point where council staff (who utilise laptops and tablets because they are mobile) will be able to use a single device.

### **Workforce Plan**

The Workforce Plan for the Council requires updating, and will be done on adoption of a new Strategic Management Plan.

### **Connections to the Long Term Financial Plan 2014-2024**

Council is currently reviewing fees & charges (user pays), staffing (internal and outside) and operational aspects to ensure that future operations will soon be within a balanced financial position. This will be further articulated in the review of the Long Term Financial Plan, as it re-examine financial assumptions based on valuations, asset management plans and potential priorities for strategic directions.

Council has been paying back its borrowings, which were taken out to largely fund the new Council offices, CWMS capital works and purchasing the Mitsubishi test track. Should the new overarching Strategic Management Plan seek to pro-actively pursue tourism, urban and economic growth with major initiatives/capital works, the Council will determine if there is a need for additional borrowings. The communities view on borrowing to support long term economic growth, on the back of momentum associated with the SA Motorsport Park, will also be sought during the community engagement process.

## 6.0 Summary of Key Future Drivers

In summary, the key drivers/ influencers that are considered to be **high priorities** (preliminary to community engagement) with respect to Council's future allocation of resources are:

- **Resourcing Legislative Requirements** - Adhering to growing regulatory and legislative requirements, particularly in the area of asset management and setting of supply charges, will continue to have a significant impact on Council's resources. This is relatively large impost on Council's resources, given it has a smaller budget, less staff and a larger area to manage than metropolitan-based councils.
- **Streamlining Operations & Practices and Moving to Full Cost Recovery** - Owing to a small ratepayers base, spread over the largest incorporated rural Council in South Australia, there will need to be a continual focus upon different approaches to asset management, in particular how operations can be conducted in a different manner to reduce losses associated with facilities and achieve savings in maintenance.
- **Leveraging off the SA Motorsport Park Proposal** – This major development will bring greater economic prosperity to the district and provide some safeguards against predicted impacts from climate change. There are potential opportunities for Council to leverage against this development to inhibit population loss, to grow the cultural & tourism offerings in the district and secure more external funding/support for physical infrastructure development. The proposal may also provide a potential “point of difference” for future discussions surrounding strategic urban growth, which are not currently supported by regional planning strategies. These social and economic benefits for the community will come at a cost to Council, and there will significant resources required in the areas of high level negotiations and consultations in the first instance, followed by budgetary costs with respect to strategic land use & infrastructure research, project management & related administration (agreements, legals etc) and infrastructure contributions.
- **Improving Infrastructure and Aesthetics** - Negotiations around SA Water mains water costs and improvements to Princes Highway, Tailern Bend will absorb significant Council time/resources.
- **Enhancing Community Development Services** - Continuing to support the elderly and young people in our community, through appropriately located and welcoming spaces, is very important. There are a number of changing funding agreements with federal and SA governments, such as the OPAL program, the Libraries Board of South Australia and the Commonwealth Home Support Program, which require further discussions. The funding agreement for the Murray Mallee Community Transport Scheme will also be reviewed in October 2015.
- **High Level Advocacy** - Council resources will be stretched further in the areas of high level advocacy and negotiation with government agencies (and boards/associations funded by government), particularly in the areas of Raukkan's funding mix, environmental management, urban growth, tourism development and infrastructure development. Raising the onerous resourcing costs and administration of asset management plans and water/waste water documentation for small population councils, to the Local Government Association of SA, is also required. There is a need to better co-ordinate infrastructure reporting that is less onerous.

A number of these influencers are already reflected in Council's Long Term Financial Plan (2015-2024), particularly around the need to build financial capacity in the longer term to make increased investments in townships/urban areas and target grant revenue that is of long term economic benefit or for community necessitation. However, as the nature of the LTF Plan is cautious, there will be future discussions required around the timing of investments into new assets, and the extent to which Council wishes to drive vibrancy, be pro-active in economic/population growth and build community capacity in its district, if Council wants to capitalise on the current high profile of the SA Motorsport Park proposal. The potential to borrow for major infrastructure initiatives that would assist with growing the population should be discussed with the community during the strategic management plan process.

Refer to Appendix A for a copy of preliminary feedback on issues and drivers of change, associated with the first draft of the Strategic Management Plan Review Paper, from the Strategic Planning and Development Policy Committee.

**Appendix A: Initial Views on Key Influencers**

A workshop was held with Council’s Strategic Planning and Development Policy Committee, on 16 July 2015, to determine if there were drivers or influencers of change that needed to be expanded upon or additional ones that needed to be captured.

It was recognised that future spending/projects will need to be prioritised given the range of influencers that Council will be challenged by over the next four years. Some preliminary views were offered in this regard, to assist with informing the Community Survey and Workshop components of the upcoming strategic planning process.

<b>STRATEGIC PLANNING AND DEVELOPMENT POLICY COMMITTEE (Workshop 16 July 2015)</b>		
<b>Community Development</b>		
<b>Key Influencer</b>	<b>Negative Issues</b>	<b>Priority to Address</b>
<p><b>Loss of OPAL Funding in June 2017.</b></p> <p>The Community and Tourism Development Officer’s time is currently absorbed in tourism development, and there is no existing staff capacity to take on OPAL activities when the funding ceases.</p> <p>Young people need to be made aware of the opportunities for employment, and potentially self-employment, in the district. Employment opportunities will increase as a result of the SA Motorsport Park facility.</p>	<p>The cessation of OPAL will result in:</p> <ul style="list-style-type: none"> <li>• Loss of a strong and consistent form of engagement with young people and families.</li> <li>• Loss of services &amp; activities that people have grown accustomed to.</li> <li>• Less contact with indigenous communities.</li> <li>• Loss of project and event management skills.</li> <li>• Less events in the community overall.</li> <li>• Loss of recreation input into grant applications.</li> <li>• Loss of strategic analysis and “seeing the bigger picture” for developing passive and active recreation areas across the district.</li> </ul>	<p><b>High priority to address.</b></p> <p>Council will need to re-badge and incorporate the OPAL program as a community development section of Council.</p> <p>Aspects to consider in the expansion of Council’s community development services include:</p> <ul style="list-style-type: none"> <li>• Need to better connect with suicide prevention programs and alcohol management.</li> <li>• Continue on developing cycling and walking trails, and improving recreation spaces with current practices. Build upon nature experiences.</li> <li>• Develop an enhanced connection with Community Centres, and grow activities and services in the Centres.</li> <li>• Strategically connect with sporting clubs to determine their future development aspirations or issues.</li> </ul>
<p><b>Attracting people to live in, or visit, the district.</b></p> <p>Like it or not, tree changers, sea changers and the lifestyle sector want a range of experiences and entertainment that can be accessed locally. Many</p>	<p>The Art Gallery, and exhibitions, have been successful but cannot be grown further without more resources. The back-filling of staff on extended leave, and additional planning enquiries, has mean’t that there is less Officer time that can be committed to the</p>	<p><b>A mid-range priority. An arts program is seen as a welcome addition to services provided by Council, but is not considered as high a priority as ensuring there is sufficient resources for community development/services.</b></p>

<p>councils support and fund arts and cultural activities for this reason, plus to draw in more tourists.</p> <p>The SA Motorsport Park provides the ability to expose more people to the talents of our residents. An arts program provides hobbies and experiences for those that are not “sporty”, as well as an opportunity for supplementary income.</p> <p>(Council is currently investigating opportunities to attract external funding to grow the local arts industry, with a funding mix of \$50,000 provided by Council and a matching \$50,000 in external funding. The funding being sought requires a link with another focus area of Council, such as environment or indigenous culture).</p>	<p>exhibitions, promotions and processing sales. The Director Community &amp; Corporate has covered these gaps to date, but this cannot be continued on a sustainable basis.</p>	<p>Any establishment of an arts and cultural program will have to be significantly funded by external funding (50%). Such a program will therefore be contract only, monitored and subject to yearly review. Arts programs should be extended through the Community Centres. Attraction of exhibitions, and rotation of exhibitions, should be pursued.</p>
<p><b>Community Centres</b></p> <p>The next phase for existing community centres would be to extend Council’s community, tourism and cultural services through the centres. Recruitment of volunteers to provide digital/social media training to the community should also be a focus area.</p> <p>The triangle of community activities at Tailem Bend, Tintinara and Coonalpyn is strong and growing. The lack of community centre space at Meningie will need to be addressed.</p> <p>Community centres need to be providing services from birth to death.</p>	<p>It will be hard for Meningie to grow in this space without a facility. A visible location adjacent to the “main drag” is appropriate. Perhaps a strong community engagement process, as part of the overall development of the Strategic Management Plan, will assist with identifying any further opportunities for space.</p> <p>Council and community centre management boards need to consider the funding mix to facilitate paid Co-ordinators.</p>	<p>Lack of community facility space at Meningie needs to be addressed as a priority if there is going to be greater community capacity building.</p> <p>A strong and longer community engagement process is recommended for Meningie.</p>
<p><b>The future of libraries in the digital age.</b></p> <p>The use of library facilities is rapidly altering based on digital and administration changes. There will be a move for libraries to become more diverse community spaces – computers &amp; digital, community spaces, events, small café facilities, lounges etc. The libraries will need to be branded as Coorong Libraries.</p> <p>Coonalpyn Hub is accessed quite significantly as part of the One Card system. The Council needs to continue promoting the One Card system, and the facilities that use this system. Events across the district are an opportunity to promote the system.</p>	<p>There will be resource implications associated with implementing the draft Coorong District Council Libraries Plan. However, there was strong support by our community libraries’ patrons to pursue this approach.</p> <p>The Meningie community library is situated in a central position in the school grounds. This has raised concerns by the school over student protection and risk minimisation. There has been some discussion about moving the library to the edge of school boundary (corner of North Terrace and Princes Highway) to be more accessible to all. However, it is understood that early discussions are leaning to a</p>	<p><b>The considerable survey and workshop responses, indicates that adapting and future proofing our libraries is important to our residents.</b></p> <p>Generally Coomandook and Coonalpyn are the most enthusiastic about growing services at their libraries. Tintinara generally likes the status quo of services and facilities, and there needs to be more engagement over the direction of the Meningie Community Library.</p> <p>Travellers are already using digital services at the Tailem Bend Community Library. (The wi-fi hot spot at the Meningie Council offices is also used by visitors).</p>

<p>There is potential to use libraries as “comfortable” places for young or vulnerable people to talk about cyber-bullying.</p>	<p>smaller library footprint that would be inadequate to act as a wider community space.</p>	
<p><b>Economic and Tourism Development</b></p>		
<p><b>Key Influencer</b></p>	<p><b>Negative Issues</b></p>	<p><b>Priority to Address</b></p>
<p><b>Growing tourism and playing a pro-active role in economic development.</b></p> <p>The ability for the Tourism &amp; Community Development Officer to be across the areas of grants attraction, youth services, community development and tourism development is no longer sustainable. The role should concentrate on Tourism Development, and include a focus on digital training and business development to assist with generational change amongst our operators.</p> <p>Economic growth is intrinsically linked to tourism. The capacity of the SA Motorsport Park to deliver a broad range of conferences and events is considered important.</p> <p>Whilst the Council has now become much more heavily involved in the Murraylands Tourism Partnership, there is still a need to maintain links with the Limestone Coast given the promotion of tourism for the Coorong.</p>	<p>Outside of the SA Motorsport Park proposal, the role Council has taken in economic development has largely been research-based with no real staffing resources available to follow through on report recommendations or maximise external funding opportunities. Similarly, this opinion could also be extended to the operations of Regional Development Australia Murraylands and Riverland, as there has been a “rollback” in funding that has reduced the capacity to work hands on with businesses. Support for business start-ups and business growth needs more attention.</p>	<p><b>The need for Council to engage at a high level with government on population sustainability and economic growth is rated highly. There is an understanding that this needs to occur in the near future, rather than towards the end of the life of the Long Term Financial Plan.</b></p> <p>There needs to be investment into a Senior Role for economic and business growth as a result of the SA Motorsport Park. There is also a strong requirement to undertake high level discussions with government agencies and businesses, to attract external funding and form strategic partnerships (DPTI, Universities, SATC etc).</p> <p>Further discussions will need to be held with Regional Development Australia Murraylands and Riverland.</p>
<p><b>Digital Engagement</b></p>		
<p><b>Key Influencer</b></p>	<p><b>Negative Issues</b></p>	<p><b>Priority to Address</b></p>
<p><b>The growth of digital engagement and services.</b></p> <p>Digital engagement has been important for Council in order to overcome the tyranny of distance. The SA Government also has a focus of ‘Digital First’ for their services.</p> <p>Social media is particularly important for those with major health or mobility issues, or those that are</p>	<p>There will be some resistance from the community, particularly the aged and those that avoid digital engagement for philosophical reasons.</p> <p>The website is the predominant medium for Council to ‘park’ its information, and staff link this information to social media posts and e-newsletters. The website needs to be reviewed and updated, but the staff time to undertake a major review is not presently available.</p>	<p><b>It is a medium priority for Council to invest further in digital engagement.</b> Council will monitor SA government directions, and make any decisions later in the cycle of the next Strategic Management Plan as to whether it should have an enhanced digital engagement strategy (ie similar to engagement systems of the Rural City of Murray Bridge and Alexandrina Council).</p>

<p>isolated.</p> <p>Facebook is a relatively cheap form of advertising and promotion for Council (civil works reminders, project updates, tourism and events).</p>		<p>Council and community centres need to play a role in training older residents on social media, use of websites and accessing emails, if savings on reducing and distributing hard copy information are to be made.</p>
<p><b>Environmental Management</b></p>		
<p><b>Key Influencer</b></p>	<p><b>Negative Aspects</b></p>	<p><b>Priority to Address</b></p>
<p><b>Cessation of LAP funding.</b></p> <p>The funding agreement for LAP will cease in June 2017. However, there are expected to be further funds available for the environment. It is not envisaged that there will be a decline in environmental management services auspiced by Council. Accessing economic and innovation grants are also part of the funding mix.</p>		<p><b>Not a high priority for allocating further Council resources at this stage.</b></p> <p>The Council's environmental management services are likely to be "safe" over the next 4-5 years without further resource allocations</p>
<p><b>The pros and cons of integrating natural resources management with Council services should be discussed by governments.</b></p> <p>Should funds be given to Council to administer areas of natural resource management, given the potential improvements in integrating pest &amp; plant control, bushfire prevention, fauna management and LAP activities?</p>	<p>Weed control between the road strip that Council manages and the property boundaries of farms is not dealt with satisfactorily. Also consider extending pest weed maintenance to 1 kilometre from township boundaries.</p>	<p><b>Raise at the MMLGA level to discuss.</b></p>
<p><b>Township and Settlements</b></p>		
<p><b>Key Influencer</b></p>	<p><b>Negative Aspects</b></p>	<p><b>Priority to Address</b></p>
<p><b>Dramatic reduction in government agency funding for Raukkan.</b></p> <p>Raukkan will only receive 7% of its normal funding by other government agencies. The level of future engagement with Raukkan, on civil services, will ultimately depend on how other agencies progress funding discussions/agreements.</p>	<p>Council does not have the resources to fund civil-related services at Raukkan.</p>	<p><b>Not a high priority for allocating further Council resources (civil) at this stage, but Council will adopt a wait and see approach.</b></p> <p>At a social, tourism and community level, Council should grow its connections with the Aboriginal community, but be wary of taking on civil services for Raukkan without significant funding.</p>

<p><b>Meningie – A range of issues and competing priorities.</b></p> <p>Management of the lakes and fauna is critical to Meningie’s economic and community wellbeing. The impact on the fishing industry by the long nosed fur seals cannot be under-estimated.</p> <p>Other issues are:</p> <ul style="list-style-type: none"> <li>• The Coorong Connector and measures to ensure an appropriate water quality.</li> <li>• Capacity for canals to be developed at Meningie Waters?</li> <li>• Continue streetscape development and prioritise street lighting.</li> <li>• Tourism and connecting in with Limestone Coast;</li> <li>• Further promoting the area for sea-changers and retirees.</li> <li>• Increase indigenous engagement.</li> <li>• Access to Ocean at Parkna Point – need to think outside the box.</li> <li>• Lack of community centre.</li> <li>• Water access and pipelines.</li> </ul>	<p>Unknown future of Meningie Waters.</p> <p>Water quality and water access issues are causing division in the community.</p> <p>Real opportunities for securing or developing community centre space have evaporated. Council would need to allocate staff resources (grant streams available and project management) to further investigate and develop a proposal.</p>	<p><b>Advocacy around water and fauna management issues is currently occurring and is considered a high priority of Council.</b></p> <p><b>The lack of community centre space will need to be further discussed. The priority ranking may depend on whether reasonable sites become available.</b></p>
<p><b>Tailem Bend - An opportunity to leverage off the Motorsport Park to improve township infrastructure.</b></p> <p>Investigate the haysheds site, and the land between the haysheds and Old Tailem Town, for higher and better uses.</p>	<p>Significant staff resources will be required to manage and progress a concept plan to upgrade Princes Highway in the first instance, and then further resources required to work through the funding mix with DPTI, staging of works and project management.</p> <p>Development of light industry and service trade premises (showrooms agricultural machines and implement) with high visibility from Princes Highway may be an economic opportunity. However, the Committee acknowledged that this would be difficult given the mass of activities required to fund slip lanes into new estates. Many communities also now seek to screen these activities with landscaping from their township entrances.</p>	<p><b>Improving the appearance of Princes Highway, Tailem Bend is a high priority.</b> The SA Motorsport Park provides the only real leveraging opportunity to dramatically improve the streetscape.</p>
<p><b>Tintinara – Continue to grow Tintinara as a Heart of Parks destination and link in with expected future growth in the RV and caravan market.</b></p>	<p>If there is a continued strong need and demand for these facilities, then Council should further consider how it best funds the maintenance of these assets. (Talk to Jim Fairbain).</p>	<p>Ascertain community interest and feeling on the development of a RV/Caravan Park facility adjacent to Lake Indawarra.</p>

<p>Develop a high level Master Plan for Caravan &amp; RV Park centred around Lake Indawarra. SMP process is an opportunity to ask the community their opinion on this type of activity.</p> <p>Why does Council own the Community Health facility? Should this be owned by another entity who takes on the commitment to maintain the facility? Similarly, Tintinara Homes is owned by Council and there are ongoing maintenance costs that can't be fully recovered.</p>		<p>Ascertain advantages and disadvantages of Council operating Jallarah Homes and the Community Health facility.</p>
<p><b>Coonalpyn</b></p> <p>The appearance of the main street in the township remains a concern. Younger people are questioning why their town looks unattractive.</p> <p>Depending on the approach taken to finding a cheaper water solution, perhaps there is the opportunity to explore pop ups, craft/op shops, different/unusual streetscaping ideas, painting /murals on vacant buildings, more use of colour etc. It was agreed that much will depend on the community working with Council.</p>	<p>Caravan Park losses, water issues and lack of a Progress Association. (The Hub could possibly fill the void with respect to the latter point).</p>	<p><b>Resolve the approach for accessing cheaper water for Coonalpyn as a high priority (ie SA Water negotiations or borewater scheme).</b></p> <p><b>Engage with the community to determine if there is interest in pursuing ideas to improve the appearance of the main street.</b> This could be flagged in the Community Survey and strategic planning workshops. The ideas will need to be realistic with significant community support and assistance.</p>
<p><b>Tailem Bend- Wellington East Corridor</b></p> <p>Key potential growth area and opportunity for lifestyle and holiday housing to combat ongoing population loss in the district.</p>	<p>Staff resources required to facilitate urban growth will be significant, and negotiations will need to commence in the near future. The Regional Planning Strategy does not support this strategic direction.</p> <p>For the development to be cohesive and attractive, the road layout/design, open space areas and connecting trails will need to be satisfactorily addressed. There are large areas of vegetation, and there is land that is used for horticulture (onions). Areas for commercial/tourism use will need to be planned. Land ownership could also be a major issue – Crown Land and company strata holdings. Internet (Internode) issues at Wellington East. (Query about the making of un-made roads in the area).</p>	<p><b>It was agreed that investigations into expansion of the lifestyle estates and settlements in this general area should be a high priority (regardless of whether the SA Motorsport Park continues to be progressed).</b></p>
<p><b>Narrung – Very attractive and interesting area that could be further development for tourism.</b></p> <p>Opportunity to use old school buildings at Narrung?</p>		<p><b>Not a high priority but should be considered as part of future strategic land use considerations.</b></p>

<p>Investigate paper town in the area for opportunities for lifestyle housing.</p> <p>Are there opportunities for honour box system to recover some funds for using the camp site? Is there a group that would like to collect on Council's behalf?</p>		
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Other discussions included:

- Council should be educating the community in its brochure and future engagement about the increasing costs its faces - legislative changes around infrastructure management.
- The draft Review Paper needs to separate out issues for Tintinara and Coonalpyn, rather than grouping into "Other Built Environment Issues".
- General agreement that the SA Motorsport Park proposal has generated a range of high priorities and resourcing considerations, which otherwise would not be considered for support in the short term. Council would be unlikely to further invest resources in the areas of arts, tourism and economic development if this proposal did not proceed (although this is looking highly unlikely).
- The potential for expanding areas for lifestyle-related housing, given population sustainability issues, should be a high priority of the Council regardless of the SA Motorsport Park proposal.
- The significant cost to resource the high priorities, raised at the meeting, in the next four year cycle will be the critical matter to be debated in the future. The communities' view on a slower return to surplus could be canvassed, to determine if there is support for Council to put increased resources towards leveraging infrastructure improvements, growing tourism opportunities and expanding urban development areas (on the back of the SA Motorsport Park proposal) in the short to medium term.

**Appendix B: Key Documents that Influence Council' Strategic Directions**

Some of the key documents, since the drafting of the last Strategic Management Plan, which are relevant to future considerations are:

<u><a href="#">Regional Development Australia Regional Roadmap 2013-2016 (Revised 2014)</a></u>	
<p><b>Strengths</b> – Key regional strengths that are applicable to the Coorong District Council LGA include the <b>major transport routes</b> (within two hours of metropolitan Adelaide), a <b>country lifestyle, affordable housing, demand for food by the asian markets, value-adding and intensive animal keeping opportunities, renewable energies</b> and <b>room for growth in the tourism industry.</b></p>	<p><b>Barriers</b> - Regional-level barriers for future development are <b>attraction of skilled labour to rural areas</b> where the unemployment rates are relatively low, <b>high costs to access power and water for industry, inadequate internet coverage, more agricultural research and development is required</b> recognising local conditions and future impacts of climate change and <b>insufficient promotion of the region's benefits and lifestyle attractions.</b></p>
<p><b>Regional Priorities Summary</b></p> <p><u>Regional Diversification</u></p> <ul style="list-style-type: none"> <li>• Goal 1: A Strong Economic Base.                             <ul style="list-style-type: none"> <li>○ Capitalises on opportunities in the Asia-Pacific markets.</li> <li>○ Reduces risks associated with dependence on a narrow economy.</li> <li>○ Encourages entrepreneurship.</li> <li>○ Provides additional employment.</li> <li>○ Retains skilled population.</li> </ul> </li> <li>• Goal 2: Regional Infrastructure that facilitates growth.                             <ul style="list-style-type: none"> <li>○ Accelerates infrastructure provision.</li> <li>○ Attracts investment.</li> <li>○ Facilitates second-tier industry growth.</li> <li>○ Generates growth zones.</li> <li>○ Enables cluster development.</li> </ul> </li> <li>• Goal 3: A digitally skilled industry.                             <ul style="list-style-type: none"> <li>○ Enables ability to compete in the global market.</li> <li>○ Supports innovation.</li> <li>○ Contributes to improved health, education and social services.</li> <li>○ Contributes to a vibrant SME sector.</li> </ul> </li> <li>• Goal 4: Strong stakeholder relationships.                             <ul style="list-style-type: none"> <li>○ Contributes to cross-sectoral and intergovernmental partnerships.</li> </ul> </li> </ul> <p><u>Innovation</u></p> <ul style="list-style-type: none"> <li>• Goal 5: A technology smart region.                             <ul style="list-style-type: none"> <li>○ Drives innovation.</li> <li>○ Underpins investment.</li> <li>○ Enables new sector development.</li> <li>○ Drives cross sector collaboration.</li> </ul> </li> <li>• Goal 6: Strong and prosperous regional industries.                             <ul style="list-style-type: none"> <li>○ Supports population retention and social connectivity.</li> <li>○ Generates a strong economic basis for the region.</li> <li>○ Contributes to innovation and investment.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>○ Revitalises small communities.</li> <li>• Goal 7: Efficient and innovative water and environmental management systems.                             <ul style="list-style-type: none"> <li>○ Ensures natural resources are preserved for future generations.</li> <li>○ Models sustainable business and consumption patterns.</li> <li>○ Supports the region's 'clean green' brand.</li> <li>○ Maximises primary and economic production.</li> <li>○ Supports cross-regional and intergovernmental environmental innovation goals.</li> </ul> </li> </ul> <p><u>Building Community Capability</u></p> <ul style="list-style-type: none"> <li>• Goal 8: A skilled and sustainable workforce that matches industry needs.                             <ul style="list-style-type: none"> <li>○ Removes inhibitors to industry growth.</li> <li>○ Brings new people into the region</li> <li>○ Contributes to social and economic security and connectivity.</li> <li>○ Provides labour and skills.</li> <li>○ Supports the vitality of small towns.</li> </ul> </li> <li>• Goal 9: Increased choices in regional education.                             <ul style="list-style-type: none"> <li>○ Provides educational pathways without disrupting economic and social networks.</li> <li>○ Attracts new residents through provision of local 'complete service' education.</li> <li>○ Contributes to a skilled workforce.</li> <li>○ Retains existing population.</li> <li>○ Provides improved career pathways.</li> </ul> </li> <li>• Goal 10: Resilient communities that embrace and promote change.                             <ul style="list-style-type: none"> <li>○ Contributes to improved quality of life.</li> <li>○ Reduces health care costs.</li> <li>○ Retains connection between older residents and social and economic networks.</li> <li>○ Encourages creativity, wellbeing and diversity.</li> <li>○ Generates tourism opportunity through major sporting &amp; cultural events.</li> <li>○ Attracts new residents.</li> </ul> </li> </ul>	

**South Australia's Strategic Plan (2011) and Strategic Priorities**

South Australia's **Seven Strategic Priorities** are:

- Giving our children every chance to achieve their potential in life.
- Keeping our communities safe and our citizens healthy.
- Building our reputation for premium food and wine.
- Growing advanced manufacturing as the way for the future.
- Realising the benefits of the mining boom for all.
- Creating a vibrant city that energises and excites.
- Keeping our high quality of life affordable for everyone.

The **Drivers** of the South Australia's Strategic Plan are:

- Growing Prosperity
- Improving Wellbeing
- Attaining Sustainability
- Fostering Creativity and Innovation
- Building Communities
- Expanding Knowledge

The **Visions and Goals** of South Australia's Strategic Plan are:

Our Community

- Vision: Our Communities are vibrant places to live, work, play and visit.
  - Goal: We are committed to our towns and cities being well design, generating great experiences and a sense of belonging.
  - Goal: New developments are people friendly, with open spaces and parks connected by public transport and bikeways.
  - Goal: We are The Festival State; our festivals, cultural venues and events create a vibrant and energetic atmosphere, generating excitement!
  - Goal: We are known world-wide as a great place to live and visit.
  - Goal: We are proud of South Australia and celebrate our diverse culture and people.
  - Goal: We have a sense of place, identity, belonging and purpose.
- Vision: Everyone has a place to call home.
  - Goal: Everyone can afford to rent or buy a home.
  - Goal: We reduce homelessness.
  - Goal: We support people to stay in their homes if they choose.
  - Goal: Families are the centre of learning life skills; together we grow.
  - Goal: We spend quality time with our families.
  - Goal: We support families.
- Vision: Strong families help build communities.
- Vision: We are safe in our homes, community and at work.
  - Goal: We address the causes of crime.

- Goal: We reduce re-offending.
- Goal: We are prepared for natural disasters.
- Goal: We are safe and protected at work and on the roads.
- Vision: We are connected to our communities give everyone a fair go.
  - Goal: People in our community support and care for each other, especially in times of need.
  - Goal: We value and support our volunteers and carers.
  - Goal: We advocate for everyone to reach their full potential.
  - Goal: We value Australian culture and respect diversity.
  - Goal: We actively participate in shaping the future of our state.
  - Goal: Governments demonstrate strong leadership working with and for the community.

#### Our Prosperity

- Vision: A strong, sustainable economy that builds on our strengths.
  - Goal: South Australia has a resilient, innovative economy.
  - Goal: We develop and maintain a sustainable mix of industries across the state.
  - Goal: All native title determinations contribute to cultural, economic, social and environmental wellbeing.
- Vision: We have a skilled and sustainable workforce.
  - Goal: South Australia has a sustainable population.
  - Goal: All South Australians have job opportunities.
  - Goal: Our young people have a future here.
  - Goal: We meet industry skill needs by training South Australians.
  - Goal: South Australia's transport network enables efficient movement by industry and the community.
- Vision: South Australia plans and delivers the right infrastructure.
  - Goal: We overcome distance by using digital technology.

#### Our Environment

- Vision: South Australians think globally, act locally and are internal leaders in addressing climate change.
  - Goal: We reduce our greenhouse gas emissions.
  - Goal: We adapt to the long term physical changes that climate change presents.
  - Goal: We reduce our reliance on cars in the metropolitan area, by walking, cycling and increasing use of public transport.
  - Goal: South Australia has reliable and sustainable energy resources, where renewable energy powers our homes, transport and workplaces.
  - Goal: We aim for zero waste-recycling, reusing and reducing consumption all we can.
- Vision: We look after our natural environment.
  - Goal: We want Adelaide to grow up more than out.
  - Goal: We look after our land, rivers and wetlands.
  - Goal: We look after our land, rivers and wetlands.
  - Goal: We care for our oceans, coasts and marine environments.
  - Goal: We respect and enjoy our environment.
- Vision: We value and protect our water resources.
  - Goal: South Australia has reliable and sustainable water resources and is a leader in wastewater, irrigation, storm water and groundwater management.
  - Goal: Industry and agriculture are highly efficient and innovative in their use of water.
  - Goal: We provide leadership in management the Murray Darling Basin.

#### Our Health

- Vision: We are active in looking after our health.
  - Goal: We make healthy choices in how we live.

- Goal: We educate young people about healthy living.
- Goal: We are physically active
- Goal: We assist people to deal with all forms of illness and to live a satisfying life where they can contribute to their community.

Our Education

- Vision: South Australians are the best teachers and learners.
  - Goal: We are the best educated in the nation.
  - Goal: South Australia is renowned as an educational leader.
  - Goal: Every member of the community can equally participate in learning opportunities.
  - Goal: We train, attract and retain a diverse workforce which attracts industry.
  - Goal: We have a zest for lifelong learning.

Our Ideas

- Vision: South Australians are creative; we innovate to overcome environmental, economic, and social challenges.
  - Goal: In South Australia we encourage entrepreneurship and enterprise in business.
  - Goal: Our research and development builds on our competitive strengths and addresses weaknesses.
  - Goal: We are innovative designs and technologies and we use our intellectual property to advance our state.
  - Goal: We value and promote artistic vibrancy and excellence and celebrate community expressions through the arts.

[Murray and Mallee Regional Plan \(January 2011 and Addendum 2014\)](#)

**Objectives**

- **Maintain and improve liveability.**
  - A country lifestyle that is relaxed and has a strong sense of community.
  - Adequate and equitable access to services.
  - Vibrant arts, culture and sporting life.
  - Affordable housing and cost of living.
  - Best elements of the past and present are evident in town design and form.
- **Increase competitiveness.**
  - Attract jobs and investment.
  - Retain people in the region.
  - Attracts and welcomes people from different backgrounds and places.
  - Scenic landscapes with an intrinsic sense of place.
  - Attractive to a diverse range of businesses and industries.
- **Drive sustainability and resilience to climate change.**
  - Pattern of settlements is deliberately re-engineered towards greater sustainability and climate change resilience.
  - The region responds to the risk of climate change and improves water and energy efficiency.
  - Preserves and restores the natural environment.

**Key Themes**

- **Environment and culture**
  - Reducing reliance on the River Murray and groundwater resources by developing strategies to recycle wastewater, harvest stormwater and maximise water use efficiency.
  - Managing salinity levels and salinity impacts within the River Murray System.
  - Managing increasing salinity of agricultural land and key water supplies.
  - Managing the potential increase in acid sulphate soils due to the River Murray system's flow variability, including the impacts on ecological assets.
  - Planning for the impacts of climate change – increasing average temperatures and changing rainfall patterns, on agricultural production and demand for water resources.
  - Support carbon trading.
  - Ensuring development protects and preserves the region's environmental assets, including areas of international and national importance, conservation parks, marine parks, riverine, lake and coastal habitats, wetlands, threatened species, ecological communities, terrestrial habitats and water resources.
  - Supporting the creation of biodiversity corridors and NatureLinks (including wetlands) to enhance landscape connectivity for biodiversity.

	<ul style="list-style-type: none"> <li>○ Ensuring development is appropriately located and does not adversely affect environmentally significant areas, scenic landscapes and heritage places</li> <li>○ Ensuring development is located to achieve an appropriate separation between conflicting land uses.</li> <li>○ Managing land to prevent soil loss.</li> <li>● <b>Economic Development</b> <ul style="list-style-type: none"> <li>○ Attracting and retaining a highly skilled and flexible workforce to support a stronger economic base.</li> <li>○ Developing an integrated plan to guide the expansion of tourism, particularly nature- based, eco- and cultural tourism, building on the strong regional character and natural and heritage assets.</li> <li>○ Improving transport logistics.</li> <li>○ Encouraging the development of alternative energy industries (for example, solar, wind, geothermal and bio-fuels).</li> <li>○ Encouraging economic diversification as a means of reducing the region's economic dependence on water resources.</li> <li>○ Attracting industry to the region, particularly where there is infrastructure capacity for growth (for example, electricity, gas, roads, rail, wastewater re-use and telecommunications infrastructure).</li> <li>○ Fostering development and diversification of primary industries, and planning for sustainable adaptation to climate change and unpredictable river flows.</li> <li>○ Developing innovative ways to use saline groundwater (for example, for aquaculture of fish and algae) using salt interception schemes.</li> <li>○ Positioning the region to capitalise on the opportunities arising from expansion of mining activities across the state.</li> <li>○ Managing visitors' perceptions of the environment, which have shown an acute sensitivity to negative publicity, especially in relation to the River Murray.</li> </ul> </li> <li>● <b>Population and settlements</b> <ul style="list-style-type: none"> <li>○ Valuing the region's strong sense of community spirit.</li> <li>○ Discouraging residential development outside towns.</li> <li>○ Ensuring housing developments are energy and water efficient to reduce their ecological footprint.</li> <li>○ Catering for the needs of an ageing population by developing a range of housing alternatives around existing health and community services.</li> <li>○ Maintaining town character and heritage and promoting towns and settlements with distinctive built heritage and historical importance, (both Indigenous and non-Indigenous) to the state.</li> <li>○ Ensuring an adequate supply of residential land is available for future development.</li> <li>○ Providing greater employment recreation and other opportunities to retain young people.</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>• <b>Infrastructure and services</b> <ul style="list-style-type: none"> <li>○ Improving the capacity of community wastewater management systems (CWMS) infrastructure to support the growth of population, tourism and industry.</li> <li>○ Expanding the recycling of wastewater and the harvesting/use of stormwater.</li> <li>○ Encouraging recycling and reuse of waste products.</li> <li>○ Expanding the local generation of electricity through solar, wind farms and peaking plants to increase capacity for economic activity.</li> <li>○ Providing strategic electricity infrastructure corridors for augmentation and extension of the transmission network.</li> <li>○ Making the best use of existing and planned infrastructure for water, including re-use.</li> <li>○ Extending and upgrading access to broadband and mobile phone services across the region to support industry and expand distance education.</li> <li>○ Implementing a waste management strategy, including regional solid waste disposal sites.</li> <li>○ Upgrading public transport to service local and regional communities.</li> <li>○ Upgrading rail infrastructure to facilitate rail transport.</li> <li>○ Supporting the development and maintenance of social and community services and facilities, including sporting, education, health, recreational and other facilities to service the local population.</li> </ul> </li> </ul>
<p>Without going through all the priorities, principles and policies that affect the Region (as there are many), the Council should be aware of the following specific requirements:</p> <ul style="list-style-type: none"> <li>• There is a need to protect cultural and historical places.</li> <li>• Not expose people to hazards such as sulfate soils and flooding.</li> <li>• Protect scenic and natural landscapes.</li> <li>• Retain and prevent loss of productive agricultural land.</li> <li>• Growth should be diverted to towns with existing services and facilities.</li> <li>• Focus commercial development in key centres.</li> <li>• Limit development in areas that are difficult to service and cannot be supported with cost-effective infrastructure and discourage linear development.</li> <li>• Restrict ad-hoc construction of dwellings and the subdivision of rural lands.</li> <li>• Prevent the expansion or creation of new rural living zones in areas of primary production importance.</li> </ul>	

## Appendix C: Links to Key Documents for Further Information/Directions

### **Council Strategic Management Plans** (Hyperlinked for your convenience)

[Coorong District Council 2012-2016 Strategic Management Plan](#)

[Coorong District Council Long Term Financial Plan 2014/2015 - 2023/2024](#)

[Coorong District Council Annual Business Plan 2015/16](#)

[Coorong District Council Road Asset Management Plan 2012-2022](#)

[Coorong District Council Community Wastewater Management System Infrastructure and Asset Management Plan 2014-2024](#)

[Coorong District Council Strategic Directions Report 2011-2015](#)

### **Other Key Council Plans/Reports** (Hyperlinked for your convenience)

[Coorong District Council Annual Reports](#)

[Coorong District Council Population & Economic Activity Profile 2013](#)

[Coorong District Council Social Plan 2013](#)

[Coorong District Council Community Needs Analysis 2011](#) (Used to Inform the Social Plan and current Strategic Management Plan)

[Coorong District Council Land Use and Infrastructure Prospectus](#)

[Tourism and Economic Development Plan 2011](#)

[Carbon Neutral Strategy 2012 - Discussion Paper](#) (Used to inform the current Strategic Management Plan)

[Coorong District Council Animal Management Plan 2013-2018](#)

[Coorong District Council Roadside Vegetation Management Plan 2010](#)

[Coorong District Council Environmental Health Management Plan 2012-2016](#)

[Sustainable Coorong Action Plan 2009-2012](#)

[Coorong District Council Development Plan](#)

[Coorong District Council Organisational Excellence Strategy \(2011\)](#)

[Draft Libraries Forward Plan](#) (draft contained in Council Agenda for 18/08/2015)

**Key Regional or State Level Documents** (Hyperlinked for your convenience)

[South Australia's Strategic Plan \(2011\)](#)

[Regional Statement for South Australia \(2013\)](#)

[Regional Development Australia Murraylands and Riverland Regional Road Map 2013-2016](#)

[Murray and Mallee Regional Public Health Plan 2013-2018](#)

[Mid Murray to Coorong Corridor in the Murraylands, South Australia - Agriculture and associated industry potential](#)

[Lower Murray Flood Plain Land Use Study and Development Plan Review \(2013\)](#)

[Economic Impact Assessment Lake Albert Irrigation Industries \(2014\)](#)