

moving towards 2020



room to move
room to play

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COORONG DISTRICT COUNCIL ELECTED MEMBERS

Mayor



Cr. Neville Jaensch JP

Lakes Ward



Cr. Sharon Bland
Deputy Mayor



Cr. Vern Leng



Cr. Mick O'Hara

Mallee Ward



Cr. Donna Middleton



Cr. Bob Simcock



Cr. Peter Wright

Parks Ward



Cr. Julie Barrie



Cr. Jeff Arthur

MESSAGE FROM THE MAYOR AND CEO



The Coorong District Council Strategic Management Plan 2016-2020 has been developed as a result of a comprehensive review of the [2012-2016 Strategic Management Plan](#) and a two-month long period of community engagement. It reflects input from 86 detailed survey responses and five community forums, held in Coonalpyn, Meningie, Peake, Taillem Bend & Tintinara, where more than 150 people attended.

In addition to the aforementioned engagement, there were specific consultations held with leaders and representatives of the Meningie district community, resulting in the draft [Lake Albert and Lake Alexandrina Strategic Engagement Report](#). A district-wide art and cultural audit has also been undertaken, with recommendations contained in the [Coorong District Council Arts & Culture Report](#).

We thank everyone who took the time to contribute to these processes.

The [Review Paper of the Coorong District Council Strategic Management Plan 2012-2016](#), found that Council had achieved the majority of its strategies and key tasks. In particular, our community & youth engagement increased and our bushfire prevention and building & planning administration practices were well received. Projects such as the Willow Street "Civic Square" in Taillem Bend and the enhancement of the Meningie foreshore area have been notable township improvements. The construction of the Taillem Bend Administration Centre has also focussed and supported better co-ordination of our administration activities.

In 2011, the community expressed a need for infrastructure to support primary production, better communications/digital infrastructure, water security, a reduction in SA Water costs and opportunities to use surplus housing stock on rural land. Sectors of the community also considered there to be a need for greater engagement and opportunities for Aboriginal people, and there were concerns over the ageing of the population & the resulting impact on volunteers/clubs and the loss of businesses in Coonalpyn. The community was also interested in green technology/initiatives and economic growth, additional boating-related infrastructure and improvement to towns & settlements.

Since 2011, there has been further challenges in population sustainability with the towns of Taillem Bend, Meningie and Coonalpyn losing population between the 2006 and 2011 Census periods. Population loss, not only inhibits Council's income to meet growing community needs and legislative requirements (such as asset management plans and effluent & water documentation), it impacts on the ability of townships to sustain associations, businesses & services. It is considered critical for Council to now invest substantial time and resources into stopping this trend and doing as much as possible to underpin population growth.

Other current community issues include the continuing high cost of SA Water mains water costs, a need for more tourism infrastructure (including signage), a need to improve Coonalpyn's main street, concerns over unsealed road maintenance levels & future practices, areas with poor mobile phone & internet coverage, the presence of the destructive Long Nosed Fur Seals in our major water bodies, water security for environment & economic development purposes and drought conditions.

We acknowledge that there are continuing challenges for our district. However, we know through our consultations that the Council is supported by its community to continue to place a strong emphasis on local economic development and maximise the potential for prosperity linked to our primary production and tourism industries. As a consequence, Council will further articulate economic trends, issues & opportunities, in early 2016, through a separate Economic Strategy.

A handwritten signature in black ink, appearing to read 'Vince Cammell'.

Vince Cammell
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'Neville Jaensch'.

Neville Jaensch
Mayor

SNAPSHOT OF THE DISTRICT



Fast Facts

State Electorates:	Hammond, MacKillop
Federal Electorate:	Barker
District Size:	8,836 square kilometres
Population:	5,525 (2011 Census) or 2014 Estimated Residential Population of 5,585 persons
Larger Towns:	Tailem Bend (1,405 people in 2011), Meningie (921), Tintinara (276) and Coonalpyn (220)
Rateable Properties:	3,761
Sealed Roads:	321 kilometres
Unsealed Roads:	1,563 kilometres
Arterial Highways:	Dukes, Princes and Mallee
Principal Council Office:	Tailem Bend
Branch Offices:	Meningie and Tintinara

About Us

The Coorong District Council, named after the unique habitat that stretches along its local government area (LGA) western boundary, was formed in May 1997 following the amalgamation of the District Councils of Peake, Coonalpyn Downs and Meningie.

The Coorong District Council local government area is characterised by expansive agricultural properties, spectacular beaches, picturesque River & Lake locations and isolated bushland. These attributes offer visitors an exciting range of recreation activities and an environmentally important landscape to enjoy, as well as provide our residents with an income, housing diversity and an enviable country lifestyle.

The agricultural industry is by far our major economic contributor. Tourism-related activities are expected to increase their contributions to the economy when the Tailem Bend Motorsport Park, a major development in South Australia, is operational.

The majority of our residents are English speaking and were born in Australia. However, the LGA is also home to a significant indigenous community (Ngarrindjeri Nation), which adds cultural diversity to the population and helps to foster respect and understanding about our land and water bodies.

The Coorong district is faced with population, socio-economic and environmental challenges, but its community will continue to show resilience through a love for the land, strong community connections and a healthy commitment to volunteering and sporting participation.

Whilst it has a relatively small rate income and a very large area to look after, the Coorong District Council delivers a broad range of services and has proved very capable in attracting grant funding and advocating to other government levels for the benefit of the community.

More about our district and our communities can be read in the [Coorong District Council Population & Economic Profile \(April 2013\)](#) and the [Land Use and Infrastructure Prospectus \(September 2012\)](#).



ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

The Coorong District Council wishes to acknowledge and pay respect to the traditional custodians – the people of the Ngarrindjeri nation whose ancestral lands on which we meet.

We acknowledge the deep feelings of attachment and relationship of Aboriginal people to country. We also pay respect to the cultural authority of Aboriginal people from other areas of South Australia and Australia.

DRIVERS OF CHANGE

The Strategic Management Plan has been prepared in the context of a number of significant opportunities and pressures, and based on a review (nearing completion) of Council's Long Term Financial Plan 2014/15-2023/24. The review shows continuing capacity for Council to undertake strategic projects prioritised on growing tourist visitation and inhibiting population loss.

Challenges

There will be continuing pressure to satisfy infrastructure demands across a large land area with a relatively small and sparse population. Our communities have stated that they wish their townships to be well-maintained and improved. A workable balance needs to be struck between capital investments for this purpose, the need to maintain suitable infrastructure for our agricultural & tourism industries and to support community engagement & well-being.

Grant applications to other levels of government for town-based beautification and boating-related infrastructure often needs to be matched with Council funds, and success is not always achieved owing to our smaller population base and the high cost of resourcing the documentation for the larger grants.

Meeting our legislated obligations, particularly in the areas of developing & reviewing asset management plans and satisfying the administration requirements of the Essential Services Commission of South Australia, will also remain a resource challenge given our income is less than that of metropolitan councils.

Other pressures or challenges include:

- Population loss attributed to younger people moving away for education & lifestyle opportunities and the loss of local employment options (caused by drought, re-structuring practices of rail, banks, land services & utilities sectors, the increasing size of farming & grazing properties, changing preferences in the purchasing of goods and a propensity to travel further than re-locate).
- Ensuring ongoing water security for environment & economic purposes. The high cost of accessing SA Water mains water, particularly for graziers that don't have alternative water choices and for Council to maintain green spaces (where there is no feasible connection to treated or non-potable water).
- The significant ageing of the population and our isolated communities experiencing difficulty accessing services and requiring assisted transport.
- Ageing of our volunteers, which will affect the sustainability of clubs/associations and contributions to town improvements.
- The decrease in the value of housing in many townships restricting older people's options for entering more suitable housing accommodation.

- Drought conditions, dryland salinity, wind erosion, the management of pests and the management of the Little Corellas and Long-Nosed Fur Seals. The future impacts of climate variability/change will also be of paramount concern to our agricultural and tourism industries.
- The loss of OPAL funding in June 2017, will constrain engagement with young people, diminish links to the schools and mean less resources for recreation development.
- Future proofing libraries in the digital era.
- There could be increasing administration & public notification costs associated with the *Planning Reforms Bill* and challenges to reversing population loss in the district as a result of proposed legislation and growth boundary restrictions.
- Legislation changes, such as rubble royalty impositions and no CPI adjustments allowed on financial assistance grants, have affected Council's finances.

The current *Murray and Mallee Regional Plan* does not encourage rural living development or linear development outside of townships on primary production land. However, allotments with water views and larger allotments have generally drawn people to rural areas that fall outside of typical commutable distances. Challenging these assumptions, to encourage appropriate housing and population growth, will be necessary.

Opportunities

There are opportunities for our primary production sector based on significant global demand for Australian beef by the USA and growing demand by Asia for Australian food and fibre products, which could be further increased as a result of the Fair Trade Agreement with China. The capacity to access cheaper water for our beef cattle graziers (those reliant on SA Water mains water) would further increase economic output.

New requirements for the chicken industry, to have breeding farms with suitable buffers and access to SA Water mains water, could also encourage investment and generate employment opportunities in the district.

The realisation of the Tailem Bend Motorsport Park will provide a dramatic increase in employment opportunities and spur on investment in housing, commercial and tourism development. It may also assist with securing grants that have been previously difficult to achieve and provide strategic arguments for housing & accommodation growth.

The Council also considers there to additional scope to promote the natural beauty and important ecology of our environment, and develop strategic infrastructure related to this, in order to support tourism growth and employment opportunities. Establishing a strong brand for the *River Murray, Lakes & Coorong* will be a key focus of Council and its partners in the regional tourism partnership.

Promoting our affordable housing, wide open spaces, attractive water bodies and growing recreation facilities, as well as showcasing our welcoming & supportive communities, should encourage others to consider a country lifestyle in the Coorong district.

These opportunities will be further explored as Council develops an Economic Development Strategy.

PLANNING FRAMEWORK



The Local Government Act 1999 requires councils to have strategic management plan(s), of not less than four years duration, to manage its area and to review these annually. The plan(s) need to identify the objectives for the local government area, the principal activities that each council intends to undertake to achieve its objectives, provide assessments on financial performance and position, inform of each 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 this overarching Strategic Management Plan (2016-2020), a Long Term Financial Plan (2014/15-2023/24), a Road Asset Management Plan (2012-2022) and a Community Waste Water Management Scheme (CWMS) Asset Management Plan (2014-2024). Asset Management Plans for Council's buildings and stormwater systems are also being developed. Outside of strategic Plans, there are also capital works programs that are used to prioritise activities like road works, with consideration given to customer requests, significant development activities and the Road AMP.

The Coorong District Council Strategic Management Plan 2016-2020 replaces the 2012-2016 Plan and is the lead document in our Strategic Planning Framework. The four objectives for our area, drafted as a result of community consultation, are:

Objective 1: A caring, healthy and resilient community.

Objective 2: A strong sense of civic pride and well-maintained townships.

Objective 3: A prosperous and sustainable district.

Objective 4: Collaborative and respectful relationships amongst community, Elected Members and Council staff.

(Note: The objectives, strategies and projects in this document are not listed in order of importance).

Coorong District Council's Strategic Management Plan Framework 2016-2020



VISION STATEMENT MISSION STATEMENT CORE VALUES COUNCIL SLOGAN

The Council has retained its Vision, Mission and Core Values statements. The Council has changed its slogan from “Creating a Better Future With Pride” to “Room to Move, Room to Play” to impart a more distinctive brand for the district that reflects the wide open spaces of our landscape and underpins our area as home to exciting recreational pursuits. The adoption of the new slogan became effective upon adoption of the 2016-2020 Strategic Management Plan.

Vision Statement

A progressive and proactive Council recognised for its diverse communities, prosperous economy and unique and highly valued environment.

Mission Statement

The Coorong District Council is committed to:

- Providing leadership for the community and ensuring efficient and effective management of the community's resources.
- Responsibly managing the natural and built environment to achieve sustainability.
- Facilitating economic prosperity, growth and employment throughout the district.
- Actively enhancing the quality of life for the community by encouraging health, well being and safety.
- Being an employer of choice that attracts, develops and inspires highly talented employees and elected members.

Council Slogan

Room to Move, Room to Play

Core Values

The principles, attributes and qualities the Council hold as important that will be displayed in the way we go about our business.

Integrity

Adherence to moral and ethical principles, being honest, transparent, accountable, trustworthy and authentic.

- Displaying trust, respect, honesty and accountability
- Making realistic commitments and keeping promises

- Communicating in an honest, open manner without breaching confidentiality
- Taking responsibility for own actions – not looking to blame others
- Being respectful when speaking about others
- Operating within organisational parameters and values, even in the face of opposition or when this is unpopular

Proactive

Acting in anticipation of future opportunities, issues, needs or changes.

- Being prepared for what may be expected to happen, being ahead of the game
- Identifying future issues and opportunities for the local community and within the local government sector
- Being action and result orientated
- Displaying leadership, enthusiasm and responsiveness
- Undertaking best practice and thorough strategic, business and operational planning

Progressive

Making use of new ideas and opportunities.

- Being innovative and creative
- Sharing ideas and working collaboratively
- Seeking ways to continually improve processes or perform tasks
- Being prepared to challenge the current situation and taking considered risks if necessary to improve outcomes
- Learning from our own and other's experiences

Collaborative

Working as a team to achieve common goals.

- Cooperative and coordinated effort between all elected members and staff within Council
- Actively contributing and supporting Council and team based projects
- Being inclusive and treating each other with respect at all times
- Dealing with any conflict in an open and constructive manner
- Engaging and consulting with the community

Service Excellence

Consistently delivering quality service outcomes for external and internal stakeholders.

- Ensuring customer's and community needs are central to our service delivery
- Demonstrating a commitment to meet agreed organisational performance and service standards
- Demonstrating understanding and respect
- Aspiring to achieve high standards of personal performance
- Communicating clearly and showing understanding for views of others
- Showing energy and commitment to the goals of the organisation

Enjoy Work

Achieving satisfaction and a sense of wellbeing from work.

- Having a positive attitude about your own work and having fun
- Contributing to the development of good team spirit and morale
- Supporting systems and agreed procedures to ensure a safe and healthy workplace
- Taking responsibility for the impact of own actions on others
- Joining others in appropriately celebrating individual, team and organisational success

COUNCIL SERVICES



The Coorong District Council, through an adopted Service Range Policy has agreed upon the services it will deliver to its community via a “statutory”, “core service” or “optional” classification.

Statutory Service

Council must deliver these services under legislative requirements. Council’s response levels and maximum timeframes are often set by legislation.

Core Services

Not set by legislation, but are those services typically expected of Council such as public toilets, parks & gardens, halls, stormwater drainage etc. Without these services, there would be a detrimental impact on life, property or community wellbeing.

Optional Services

Council may undertake these services dependent on its financial capacity and subject to prevailing community, environmental and economic pressures. Financial capacity is often determined on the ability to form funding partnerships or attract grant funding.

The Coorong District Council exists primary to provide services and facilities to its rate payers and residents, as well as visitors to the area.

Legislation, policies, charters, asset management plans and operational maintenance schedules are the tools Council uses to prescribe, manage and/or deliver services. Where it makes financial sense to outsource services, the contractual documentation also clearly sets out bench marks and expectations for delivery.

Our services, as per our Service Range Policy, can be summarised as follows:

Statutory

- Cat & dog management
- Pest & plants
- Built environment management
- Customer service, administration and governance
- Bushfire prevention
- Environmental health
- Rubbish collection
- Traffic management and control
- Building Inspection for fire prevention
- Litter control

Core Services

- Livestock management
- Vehicle passage on roads and bridges
- Community development
- Youth activities
- Halls, libraries & internet
- Wastewater
- Abandoned vehicles
- Footpaths
- Aircraft landing site
- Street cleaning
- Jetties and boat ramps
- Cemeteries, reserves, wetlands, play-grounds, parks & gardens
- Coonalpyn pool
- Green waste & recycling
- Peake water supply
- Public toilets
- Roadside vegetation management
- Stormwater drainage

Optional

- Bus shelters
- Commonwealth Home Support Program
- Community transport
- Aged care
- Community centres
- Arts & culture
- Healthy living/ awareness programs
- Branch offices
- Tourism development
- Economic development
- Environmental management & land care programs
- Climate change initiatives
- BMX, cycling & walking tracks/parks

Theme Area

COMMUNITY WELLBEING



Background

The Council adopted a *Social Plan* in 2013, which 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 & 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 also requires support and services. There is a relatively high incidence of socio-economic disadvantage (with the most disadvantaged communities being Tailem Bend and Narrung), and a low incidence of advantage across the Council district (SEIFA, 2011 Census). The Social Plan specifically identified shortcomings in the areas of arts & culture development, indigenous engagement, promotion of indigenous culture, youth services and no dedicated community centre space at Meningie and Tintinara.

The *Murray and Mallee Regional Public Health Plan 2013-2018* identified a range of public health challenges, including access to and retaining existing health services, insufficient transport services in the region, loss of younger people to the city, drug, alcohol & mental health issues and ensuring the health of the River Murray remains a priority for the Government. The 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 with 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; and
- 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.

Over the Next Four Years

Maintaining strong community connections and a significant volunteer base, as well as accessing assistance/grants from other levels of government, is important to the resilience of our district. The Council already provides a range of services to the community, which are designed to connect and support people to participate in community life. These services are achieved through such mechanisms as the provision of physical assets (like libraries & public open space), leases to sporting clubs & community organisations, Council's community grants program, the Council-funded Tourism & Community Development Officer position and other partnerships/connections such as the OPAL Program, the Commonwealth Home Support Programme and the Murray Mallee Community Transport Scheme.

Council's recent engagement processes showed strong support for Council to remain involved in the community development space, in particular providing support to youth, the elderly and the disadvantaged. Recreation/sporting activities are also very important to the community and there is a need for appropriate recreation infrastructure. The community also wishes to see an increase in art and cultural development activities.

Council will continue to advocate to other levels of government for increased support and services for youth, indigenous communities, older people, volunteers, those in mental distress and the disadvantaged in the community. Council will focus its activities, over the next four years, on increasing youth, multi-cultural and indigenous engagement, developing recreation infrastructure that responds to community needs and can increase tourist visitation, growing skills in arts & cultural development and supporting the establishment of a community centre in Meningie.

OBJECTIVE

1. A caring, healthy and resilient community.

STRATEGIES

Roles

1.1 Advocate to government agencies and relevant organisations to increase services/programs that will improve the well-being of the community and foster resilience.	■
1.2 Enhance the quality of life of our communities by advocating, supporting and/or undertaking health, recreation development, ageing in place, library services, community development, safety and transport initiatives.	● ■ ▲
1.3 Through leadership and the sharing of knowledge, build the capacity of communities to sustain their ownership of facilities and, where appropriate, renovate or expand their facilities to meet community needs.	▲ ■
1.4 Increase multi-cultural and indigenous engagement & collaboration.	● ▲ ■
1.5 Promote volunteering and encourage, value & support community volunteers.	● ▲
1.6 Promote active and healthy lifestyles for our communities.	● ▲ ■
1.7 Achieve or implement the statutory and core responsibilities of Council.	▲ ■ ●

OUR ROLE

- ▲ Leader
- Advocate
- Grant Funding Required

LINKS TO SA STRATEGIC PLAN TARGETS 2011

T.2, T.3, T.5, T.6, T.11, T.17, T.18, T.23, T.24, T.25, T.28, T.79, T.80, T.81, T.82, T.83, T.85, T.86

KEY ACTIONS & HIGH LEVEL PROJECTS/PROGRAMS	Strategy	Year
Implement the recommendations of the <i>Coorong District Council Arts & Culture Report</i> , which include part funding an Art & Cultural Officer position.	1.2, 1.4	2015/16 (subject to annual review)
Appointment of a part-time (0.6FTE) Senior Community Development Officer role focussing on grant administration, engagement with youth, aged & the dis-advantaged, knowledge-sharing, implementing the Libraries Forward Plan, recreation development and forming partnerships with community & government organisations to minimise at risk behaviours (such as Ice/drug use).	1.1, 1.2, 1.3, 1.4, 1.5, 1.6	2016/17- 2020/21
Continue to access funding for the Commonwealth Home Support Programme.	1.1	2015/16-2020/21
Continue auspicing the Obesity, Prevention & Lifestyle Program (OPAL).	1.1, 1.6	2015/16-2016/17
Maintain Council's commitment to the Murray Mallee Community Transport Scheme (MMCTS) and be pro-active in seeking continuous improvements.	1.1, 1.2	2015/16- 2020/21
Continue to support and assist with the administration of the Tintinara Men's Shed.	1.1, 1.2, 1.3, 1.5, 1.6	2015/16-2020/21
Identify a suitable site for a Community Centre at Meningie.	1.1, 1.2, 1,3	2015/16- 2020/21
Advocate for a suitable large group venue/hall space in Meningie.	1.3	2015/16- 2020/21
Establish a Coorong Suicide Prevention Network, and develop a related Action Plan.	1.1, 1.2, 1.6	2015/16-2020/21
Update the 2013 Social Plan and determine the most appropriate alliance or agreement with indigenous communities.	1.1, 1.2, 1.3, 1.4, 1.5, 1.6	2015/16-2017/18
Implementation of initiatives contained in the Libraries Forward Plan.	1.2	2016/17
With our regional partners, update the <i>Murray and Mallee Regional Public Health Plan 2013-2018</i> . Reflect the importance of the Tailem Bend Community Centre, the Coonalpyn Hub and Tintinara Men's Shed to community participation, well-being & resilience, and the need for a community centre space at Meningie.	1.2	2017/18-2018/19
Advocacy, projects and/or grant fund applications that assist with long term water security and reduce costs for Council in maintaining green spaces will be a high priority.	1.2, 1.6	2015/16-2020/21



Theme Area INFRASTRUCTURE & TOWNSHIPS



Background

The district has suffered population losses over the last three Census periods (2001-2011), with the larger towns of Tailem Bend (-4%), Meningie (-2%) and Coonalpyn (-5%) also subject to population losses between 2006-2011.

The price of housing has fallen across many of our larger townships, with housing momentum mainly restricted to Tailem Bend (linked to interest in the Tailem Bend Motorsport Park) and Wellington East (owing to very affordable allotments as well as water views). Other locations in demand are properties with water views/access, which are desired by sea changers.

The area that has been subject to the most land division and dwelling activity over the last two years is Wellington East. This indicates a potential key geographic locality, which could assist with population sustainability if planning restraints and other issues could be overcome.

There will be challenges in balancing the demands of our primary producers for a supportive road network against community aspirations for improved township appearance, boating facilities and town-based infrastructure such as footpaths & street lighting. There will also be continuing resource challenges in the areas of developing & reviewing asset management plans and satisfying ESCOSA requirements, given Council's income is less than that of metropolitan councils.

Over the Next Four Years

Survey responses and Community Forum feedback revealed strong attachments to townships and a desire for our towns to be attractive and well-maintained. However, our communities are also realistic in understanding Council's capacity to fund drastic changes and there has been a willingness in the past to work collaboratively on projects to achieve improvements to the physical realm.

Township connections and a desire for improvement are epitomised by the notion of "civic pride", which is very much about individuals coming together to create collective outcomes and being proud of the townships/settlements where they live.

Over the next four years Council will continue to work steadily to improve Meningie through the implementation of the Meningie Town Centre Master Plan and improve the appearance of the highway streetscapes in Tailem Bend and Coonalpyn through landscaping and public art. A resolution will also be made on whether an alternative to mains water for Coonalpyn's recreation and community facilities is feasible.

Infrastructure & Asset Management Plans will continue to underpin the development and maintenance of Council's assets, and inform the Long Term Financial Plan and Annual Business Plans. There will be a focus on finalising the Building I& and the Stormwater I&, along with obtaining a greater understanding of the condition of sporting & recreation infrastructure.

OBJECTIVE

2. A strong sense of civic pride and well-maintained townships.

STRATEGIES	Roles
2.1 Improve the appearance and functionality of our townships with a focus on connecting key precincts with footpaths, and creating welcoming entrances, some permanent green spaces and attractive town centres.	● ▲
2.2 Re-inforce country town character by respecting local history and using appropriate streetscape elements & landscaping.	● ▲
2.3 Promote the use of public art in our main streets & major community spaces, which is consistent with established township themes or will create a key point of difference in non-active areas.	● ▲
2.4 Foster the development of local skills to create appropriate streetscape elements for inclusion in main streets and key public areas.	● ▲
2.5 Activate public open space areas adjacent to water bodies in townships/settlements.	● ▲
2.6 Implement street lighting of footpaths and trails in townships, which are frequently used at night-time by significant numbers of people.	▲
2.7 Maintain and develop assets, infrastructure & buildings in accordance with Infrastructure & Asset Management Plans, Roadside Vegetation Management Plans and Capital Works programs.	▲
2.8 Where specific Asset Management Plans are still under development, maintain a standard for infrastructure that is commensurate with its level of use and minimises risk to life & property.	▲
2.9 Where financially feasible, and supported by health/environmental standards, use treated/ recycled water or non-mains water to increase public green spaces in townships and reduce operating costs of community facilities.	● ▲
2.10 Improve the maintenance and cleanliness of public toilets.	▲
2.11 Implement programs and policies for the management of waste throughout the district.	▲

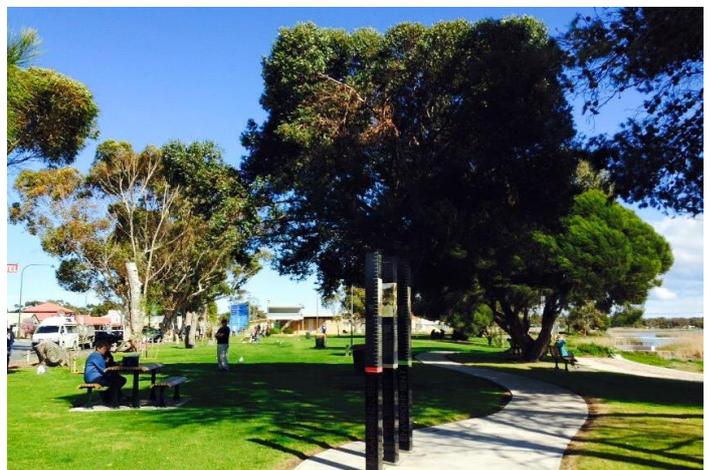
OUR ROLE

- ▲ Leader
- Advocate
- Grant Funding Required

LINKS TO SA STRATEGIC PLAN TARGETS 2011

T.1, T.2, T.4, T.7, T.11, T.22, T.56, T.67, T.74, T.75

KEY ACTIONS & HIGH LEVEL PROJECTS/PROGRAMS	Strategy	Year
Increased budget lines for street lighting (solar where appropriate) and toilet upgrades/maintenance. In the 2018/19 financial year, provide funding to deliver the renewal of the Public Toilet Block in Railway Terrace, Taillem Bend. IN the 2019/20 financial year, provide funding to deliver the renewal of the Public Toilet Block in Dukes Highway, Coonalpyn.	2.6, 2.10	2016/17-2020/21
Increased budget line for parks & gardens operation/maintenance to assist with improvements to smaller townships and settlements.	2.1	2016/17-2020/21
Council will continue to incorporate assets into, and update, its three asset management plans (AMPs). Current Council AMPs are the Water & Sewer AMP, Road AMP and Council Buildings AMP. These AMPs will inform the Long Term Financial Plan and annual business planning.	2.7	2016/17-2020/21
Resolve whether an alternative water supply for Coonalpyn's recreation facilities/ areas is financially feasible, and if so implement.	2.1, 2.9	2015/16-2020/21
Finalise the Princes Highway Taillem Bend Landscaping Study and implement.	2.1, 2.2, 2.3	2015/16-2020/21
Improve the appearance of Coonalpyn as a priority (2016/17 & 2017/18) and further develop community land in Wellington East to meet growing population needs (2018/19 & 2019/20).	2.1, 2.2, 2.3	2015/16-2020/21
Increase road works in line with the Road AMP, capital works program and the additional external funding received. Acknowledge the Regional Transport Plan and place a strong focus on attracting funding for Kulde Road given movement of grain.	2.7	2016/17-2020/21
Continue Dickson Reserve upgrade.	2.1, 2.2, 2.5	2015/16-2017/18
Develop a Concept Plan for enhancing the Lake Indawarra Precinct and implement.	2.3, 2.4, 2.5	2015/16-2020/21
Continued implementation of the Meningie Town Centre Master Plan.	2.1, 2.2, 2.3 2.5	2016/17-2020/21
Audit of missing "link" sections of footpaths.	2.7	2017/18
Conduct an audit of sport and recreation facilities in the district.	2.7	2016/17-2017/18
Update the Roadside Vegetation Management Plan.	2.7	2015/16-2016/17
Engage with SA Health and the Environment Protection Authority on the application of recycled water within in the 1956 flood line.	2.9	2016/17
Investigate procedures or policies that would assist with the reduction of costs for community groups that maintain community-owned buildings of a "landmark" nature or have significant historic value.	2.2	2016/17
A bi-annual playground renewal budget line will commence in 2018/19.	2.1, 2.7, 2.8	2018/19-2020/21



Theme Area

PROSPERITY & SUSTAINABILITY



Background

Owing to agriculture accounting for nearly 40% of the district's economic output, prosperity will be influenced by climatic variations and long term predictions for drier weather. With this in mind, Council supports the implementation of land care and agriculture-related initiatives/partnerships, through its LAP staff, and seeks out other opportunities to diversify its industries. Council has pursued opportunities to grow tourist visitation through planning policy changes, purchasing the former Mitsubishi Test Track to facilitate the Tailem Bend Motorsport Park and appointing a Tourism & Community Development Officer.

The Tailem Bend Motorsport Park is a key tourism initiative in South Australia, and when operational will attract approximately 339,000 people each year and create many jobs. The Tailem Bend Motorsport Park project has already increased demand for housing in Tailem Bend, and there are enquiries to develop tourist accommodation and construct buildings to contain motor vehicles.

Over the Next Four Years

Over the next four years, Council will leverage against the Tailem Bend Motorsport Park development to attract grant funding to beautify its townships and improve tourism & boating-related infrastructure and to provide arguments for strategic growth areas.

Council will need to continue to build strong relationships with the RDA Murraylands & Riverland and government agencies to advocate and attract grant funds to support economic growth (including primary production). It will rely on its senior staff to all play a role in identifying grant opportunities for implementing supportive infrastructure.

OBJECTIVE

3. A prosperous and sustainable district.

STRATEGIES	Roles
3.1 Plan for a variety of housing and accommodation options that will increase population, grow tourist visitation and assist with business sustainability.	▲
3.2 Plan for employment-generating land uses to satisfy projected demand or to support industry innovation.	▲
3.3 Encourage increased tourist visitation by ensuring volunteers at VIOs provide helpful & correct advice, developing RV-friendly towns, helping businesses with their digital presence, increasing accessibility to water bodies, expanding recreation trails and implementing signs/public art that interprets heritage, directs people to attractions & promotes a sense of arrival.	▲ ●
3.4 Encourage businesses to invest and locate within the district through a strong relationship with RDA Murraylands & Riverland, timely & helpful development/planning advice and advocating to government agencies.	■ ▲ ●
3.5 As part of a regional tourism alliance, promote the significant natural and built attractions of the district under the River Murray Lakes & Coorong brand, whilst respecting individual township & cultural identities.	▲ ●
3.6 Advocate to government agencies for roads, water, waste water disposal and communication infrastructure that supports primary production, tourism development and employment growth.	■
3.7 Maintain a local road network that satisfactorily supports primary production, tourism development and other employment generating activities.	▲ ●
3.8 Ensure Council finances and assets are managed to support changing community needs in a sustainable and cost-effective manner.	▲
3.9 Facilitate environment, land care and water related initiatives to support primary production, tourism development & local employment or to restore/conservate significant habitats.	▲ ■ ●
3.10 Access government funding streams that support economic growth, environmental sustainability, the sustainable use of water/treated effluent and respond to climate change challenges.	▲ ■ ●
3.11 Encourage town-based community, environment, government and tourism information activities to be consolidated, where appropriate, in multi-purpose spaces to reduce long term maintenance costs of under-utilised sites.	● ▲
3.12 Advocate for the removal of Long-Nosed Fur Seals from water bodies in the Coorong District Council to support the sustainability of the local fishing industry and to protect our native fauna & flora.	■
3.13 Control large numbers of Little Corellas in townships to support business prosperity and the sustainability of parks & gardens.	■ ▲
3.14 Proactively address weed and feral pest issues on Council land and foster a strong relationship with the local NRM Boards.	▲ ■
3.15 Undertake a proactive approach to fuel reduction and fire prevention activities and community education across the district.	▲

OUR ROLE	LINKS TO SA STRATEGIC PLAN TARGETS 2011
▲ Leader ■ Advocate ● Grant Funding Required	T.1, T.2, T.3, T.4, T.7, T.11, T.33, T.35, T.37, T.38, T.39, T.40, T.45, T.46, T.47, T.56, T.57, T.58, T.59, T.60, T.61, T.62, T.64, T.65, T.70, T.72, T.74, T.75, T.75, T.76

KEY ACTIONS & HIGH LEVEL PROJECTS & PROGRAMS	Strategy	Year
A budget line will be provided each year for tourism signs, tourism development infrastructure “small wins” and tourism skills development for tourism operators based in the Council area.	3.3, 3.5	2016/17-2020/21
Determine the level & cost of maintenance of the Tintinara office, and decide if an alternative option is warranted.	3.11	2015/16-2017/18
Sign a Memorandum of Understanding with SA Water to ascertain whether cheaper water distributed through their infrastructure can be made available to support primary production and assist with the cost of maintaining community facilities.	3.6, 3.9, 3.10	2015/16
Economic Development Strategy finalised and ongoing implementation.	3.1-3.10	2015/16-2020/21
Apply for grants for tourism & boating infrastructure at Wellington East & Meningie.	3.3	2015/16-2020/21
Maintain Council’s commitment to the Coorong Local Action Plan and staff.	3.9, 3.10, 3.14,	2015/16-2020/21
Seek grant funding for continual design and construction of Murray-Coorong Trail as per the Feasibility Report.	3.3	2015/16-2020/21
In consultation with DPTI and neighbouring councils, determine future strategic land use opportunities, and the most appropriate manner for amending region-level plans for development and infrastructure. In line with strategic land use opportunities and broader regional planning, also undertake high level transport planning.	3.1, 3.2	2015/16-2020/21
Implement Development Plan Amendments (DPAs) as contained in the Strategic Directions Report and investigate the potential for strategic housing & tourism accommodation growth in the Wellington East to Taillem Bend area.	3.1, 3.2	2015/16-2020/21



Theme Area

LEADERSHIP & COLLABORATION



Background

Council has worked consistently to remove superfluous terminology and enhance its suite of “people-related” plans, including:

- Developing procedures underneath an umbrella Human Resources policy;
- Operating the Reward and Recognition of Staff procedure;
- Ensuring the Workplace Health Safety & Injury management Plan is in accordance with the standards set for insurance purposes;
- Undertaking annual WH&S audits in accordance with key KPIs;
- Implementing Staff Training Plans in line with performance review outcomes and training needs analysis; and
- Updating staff induction processes in line with the Return to Work Act.

Over the Next Four Years

A workforce planning project was adopted in 2014 and now needs to be developed into a Workforce Development Plan that considers the four year planning cycle and likely staff changes that will occur as a result of the strategies.

Current policies associated with volunteer management need to be reviewed and developed into a Volunteer Management Plan. Likewise, risk management policies need to be reviewed and developed into a Risk Management Framework.

Council staff performance against the Customer Charter will continue to be reviewed on annual basis by seeking feedback from the public. Shortcomings were recently identified in the area of staff taking longer to resolve enquiries than the Charter allows and not keeping the customer informed as to the reason for the delay. This aspect will be addressed early in 2016.

Council will strive to continuously improve its community engagement and knowledge sharing. There will be a focus on sharing information, in both an electronic format and a hard copy format (until such time that this is not required), to our community organisations and leaders.

OBJECTIVE

4. Collaborative and respectful relationships amongst community, Elected Members and Council staff.

STRATEGIES

Roles

4.1	Build a strong relationship between Elected Members and staff, working together on the behalf of the community, to meet our legislated requirements and to meet the aspirations of our communities where funding permits.	▲
4.2	To continuously strive for administrative improvements and to achieve our Customer Charter commitments.	▲
4.3	To continuously strive for open and accountable administration practices.	▲
4.4	Implement innovative techniques for distribution of information and engaging with the community, but still respecting the communication needs of older people.	▲
4.5	Through leadership and the sharing of knowledge, build the capacity of the community.	▲
4.6	Provide a safe, supportive and caring work environment where staff are comfortable to express their concerns and are encouraged to suggest ideas for administration improvements.	▲
4.7	Make sound decisions based on need, evidence, research and the aspirations of our communities.	▲
4.8	Influence other levels of government on behalf of the wider Coorong District community.	■

OUR ROLE

LINKS TO SA STRATEGIC PLAN TARGETS 2011

- ▲ Leader ■ Advocate
● Grant Funding Required

T.21, T.32

KEY ACTIONS & HIGH LEVEL PROJECTS/PROGRAMS	Strategy	Year
Update the Council LGA Pop. & Economic Profile with ABS 2016 data.	4.4, 4.5 4.7, 4.8	2017/18
Create and implement a procedure for accessing and distributing grant info.	4.4, 4.5	2015/16
Finalise the Workforce Development Plan.	4.6	2018/19
Finalise the Risk Management Framework (based on improving current risk policies).	4.6	2018/19
Finalise the Volunteer Management Plan.	1.5, 4.5	2019/20
Monitor social media levels to determine if additional software is warranted.	4.4	2016/17-2020/21
Update Council's By Laws	4.1, 4.2	2015/16-2016/17
As the Planning Reform Bill progresses, determine associated costs.	4.4, 4.5	2015/16 - 2017/18
Undertake the Rate Review.	4.1, 4.3, 4.7	2015/16-2016/17
Review IT services linked to NBN rollout.	4.2,4.4	2017/18-2018/19
Implement, Review and Update the IT Long Term Development Program 2014/15-2017/18	4.2, 4.4	2015/16-2020/21
Review IT Services Agreement.	4.2,4.3,4.4	2017/18
Monitor IT needs of Council departments.	4.2, 4.4	2015/16-2020/21

Appendix A: SA Strategic Plan (2011) Targets

Our Community – Targets

1. Urban spaces

Increase the use of public spaces by the community

2. Cycling

Double the number of people cycling in South Australia by 2020

3. Cultural vibrancy – arts activities

Increase the vibrancy of the South Australian arts industry by increasing attendance at selected arts activities by 150% by 2020

4. Tourism Industry

Increase visitor expenditure in South Australia's total tourism industry to \$8 billion and on Kangaroo Island to \$180 million by 2020 Milestone of \$6.3 billion (total industry) by 2014

5. Multiculturalism

Maintain the high rate of South Australians who believe cultural diversity is a positive influence in the community

6. Aboriginal wellbeing

Improve the overall wellbeing of Aboriginal South Australians

7. Affordable housing

South Australia leads the nation over the period to 2020 in the proportion of homes sold or built that are affordable by low and moderate income households

8. Housing stress

South Australia leads the nation over the period to 2020 in the proportion of low income households not experiencing housing stress

9. Aboriginal housing

Reduce overcrowding in Aboriginal households by 10% by 2014

10. Homelessness

Halve the number of 'rough sleepers' in South Australia by 2013 and maintain thereafter

11. Housing for people with disabilities

Increase the number of people with a disability in stable, supported community accommodation to 7 000 by 2020

12. Early childhood

Increase the proportion of children developing well

13. Work-life balance

Improve the quality of life of all South Australians through maintenance of a healthy work-life balance

14. Early childhood – Year 1 literacy

By 2014 achieve a 10% improvement in the number of children reading at an age appropriate level by the end of Year 1 and maintain thereafter

15. Aboriginal education – early years

Increase yearly the proportion of Aboriginal children reading at age appropriate levels at the end of Year 1

16. Economic disadvantage

By 2020, increase by 2 percentage points the share of total household income earned by low income South Australians

17. State-wide crime rates

Reduce victim reported crime by 38% by 2014, maintaining or improving thereafter

18. Violence against women

A significant and sustained reduction in violence against women through to 2022

19. Repeat offending

South Australia has the lowest Australian rate of repeat offenders over the period to 2020

20. Bushfire preparedness

Increase the number of households in high bushfire prone areas that are prepared for a bushfire by 30% by 2020

21. Greater safety at work

Achieve a 40% reduction in injury by 2012 and a further 50% reduction by 2022

22. Road safety

Reduce road fatalities and serious injuries by at least 30% by 2020

23. Social participation

Increase the proportion of South Australians participating in social, community and economic activities by 2020

24. Volunteering

Maintain a high level of formal and informal volunteering in South Australia at 70% participation rate or higher

25. Support for people with a disability

Triple the number of people with a disability able to access self-managed funding by 2016

26. Early childhood – birth weight

Reduce the proportion of low birth weight babies and halve the proportion of Aboriginal low birth weight babies by 2020

27. Understanding of Aboriginal culture

Aboriginal cultural studies is included in school curriculum by 2016 with involvement of Aboriginal people in design and delivery

28. Aboriginal leadership

Number of Aboriginal South Australians participating in community leadership and in community leadership development programs

29. Elections

Increase the percentage of women nominating to stand in local, state and federal government elections in South Australia to 50% by 2014

30. Boards and committees

Increase the number of women on all State Government boards and committees to 50% on average by 2014, and maintain thereafter by ensuring that 50% of women are appointed, on average, each quarter

31. Chairs of boards and committees

Increase the number of women chairing State Government boards and committees to 50% by 2014

32. Customer and client satisfaction with government services

Increase the satisfaction of South Australians with government services by 10% by 2014, maintaining or exceeding that level of satisfaction thereafter

33. Government planning decisions

South Australia leads the nation in timely decisions of development applications through to 2020

Our Prosperity – Targets

34. Credit rating

Maintain AAA credit rating

35. Economic growth

Exceed the national economic growth rate over the period to 2020

36. Labour productivity

Exceed Australia's average labour productivity growth rate through to 2020

37. Total exports

Increase the value of South Australia's export income to \$25 billion by 2020

38. Business investment

Exceed Australia's ratio of business investment as a percentage of the economy by 2014 and maintain thereafter

39. Competitive business climate

Maintain Adelaide's rating as the least costly place to set up and do business in Australia and continue to improve our position internationally

40. Food industry

Grow the contribution made by the South Australian food industry to \$20 billion by 2020

41. Minerals exploration

Exploration expenditure in South Australia to be maintained in excess of \$200 million per annum until 2015

42. Minerals production and processing

Increase the value of minerals production and processing to \$10 billion by 2020

43. Defence industry

Increase defence and defence industry annual contribution to our economy to \$2.5 billion and employment to 37 000 people by 2020 (Milestone of \$2 billion and 28 000 people by 2013)

44. Aboriginal lands – native title

Resolve 80% of native title claims by 2020

45. Total population

Increase South Australia's population to 2 million by 2027

46. Regional population levels

Increase regional populations, outside of Greater Adelaide, by 20 000 to 320 000 or more by 2020

47. Jobs

Increase employment by 2% each year from 2010 to 2016

48. Ageing workforce participation

Increase the proportion of older South Australians who are engaged in the workforce by 10 percentage points by 2020

49. Unemployment

Maintain equal or lower than the Australian average through to 2020

50. People with disability

Increase by 10% the number of people with a disability employed in South Australia by 2020

51. Aboriginal unemployment

Halve the gap between Aboriginal and non-Aboriginal unemployment rates by 2018

52. Women

Have women comprising half of the public sector employees in the executive levels (including Chief Executives) by 2014 and maintain thereafter

53. Aboriginal employees

Increase the participation of Aboriginal people in the South Australian public sector, spread across all classifications and agencies, to 2% by 2014 and maintain or better those levels through to 2020

54. Learning or earning

Increase the proportion of 15-24 year olds engaged full-time in school, post-school education, training or employment (or combination thereof) to 85% by 2020

55. Apprentices

Increase the number of apprentice completions in trade occupations by 20% by 2020

56. Strategic infrastructure

Ensure that the provision of key economic and social infrastructure accommodates population growth

57. Broadband access

The proportion of South Australian premises with access to broadband services delivered by fibre technology meets the national average by 2020

58. Online business

Increase the proportion of businesses that receive orders online from 24% to 40% by 2014 and continue growth each year to 2020

Our Environment - Targets

59. Greenhouse gas emissions reduction

Achieve the Kyoto target by limiting the state's greenhouse gas emissions to 108% of 1990 levels during 2008-2012, as a first step towards reducing emissions by 60% (to 40% of 1990 levels) by 2050

60. Energy efficiency – dwellings

Improve the energy efficiency of dwellings by 15% by 2020 (Milestone of 10% by 2014)

61. Energy efficiency – government buildings

Improve the energy efficiency of government buildings by 30% by 2020 (Milestone of 25% by 2014)

62. Climate change adaptation

Develop regional climate change adaptation plans in all State Government regions by 2016

63. Use of public transport

Increase the use of public transport to 10% of metropolitan weekday passenger vehicle kilometres travelled by 2018

64. Renewable energy

Support the development of renewable energy so that it comprises 33% of the state's electricity production by 2020(Milestone of 20% by 2014)

65. Green Power

Purchase renewable energy for 50% of the Government's own electricity needs by 2014

66. Emissions intensity

Limit the carbon intensity of total South Australian electricity generation to 0.5 tonnes of CO₂/MWh by 2020

67. Zero waste

Reduce waste to landfill by 35% by 2020(Milestone of 25% by 2014)

68. Urban development

By 2036, 70% of all new housing in metropolitan Adelaide will be being built in established areas

69. Lose no species

Lose no native species as a result of human impacts

70. Sustainable land management

By 2020, achieve a 25% increase in the protection of agricultural cropping land from soil erosion and a 25% improvement in the condition of pastoral land

71. Marine biodiversity

Maintain the health and diversity of South Australia's unique marine environments

72. Nature conservation

Increase participation in nature conservation activities by 25% by 2015

73. Recycled stormwater

South Australia has the system capacity to harvest up to 35 GL of stormwater per annum by 2025

74. Recycled wastewater

South Australia has the system capacity to recycle up to 50 GL of wastewater per annum by 2025

75. Sustainable water use

South Australia's water resources are managed within sustainable limits by 2018

76. River Murray – flows

Increase environmental flows in the River Murray by a minimum of 1 500 GL by 2018(This target will be reviewed post the release of the Murray-Darling Basin Plan)

77. River Murray – salinity

South Australia maintains a positive balance on the Murray-Darling Basin Authority salinity register

Our Health – Targets

78. Healthy South Australians

Increase the life expectancy of South Australians

79. Aboriginal life expectancy

Increase the average life expectancy of Aboriginal South Australians

80. Smoking

Reduce the smoking rate to 10% of the population and halve the smoking rate of Aboriginal South Australians by 2018

81. Alcohol consumption

Reduce the proportion of South Australians who drink at risky levels by 30% by 2020

82. Healthy weight

Increase by five percentage points the proportion of South Australian adults and children at a healthy body weight by 2017

83. Sport and recreation

Increase the proportion of South Australians participating in sport or physical recreation at least once per week to 50% by 2020

84. Health service standard

By 2015, 90% of patients presenting to a public hospital emergency department will be seen, treated, and either discharged or admitted to hospital within four hours

85. Chronic diseases

Increase, by five percentage points, the proportion of people living with a chronic disease whose self-assessed health status is good or better

86. Psychological wellbeing

Equal or lower the Australian average for psychological distress by 2014 and maintain thereafter

Our Education – Targets

87. Reading, writing and numeracy

By 2020, for reading, writing and numeracy, increase by five percentage points the proportion of South Australian students who achieve:- above the National Minimum Standard- higher proficiency bands

88. Science and maths

By 2020, increase by 15% the number of students receiving an Australian Tertiary Admissions Rank or equivalent in at least one of the following subjects: mathematics, physics or chemistry

89. SACE or equivalent

Increase yearly the proportion of 15 -19 year olds who achieve the SACE or comparable senior secondary qualification

90. Share of overseas students

Increase the number of overseas students across all education and training sectors from 13 737 in 2003 to 45 000 by 2014

92. Science, technology, engineering and mathematics qualifications

Increase the number of domestic students completing undergraduate qualifications in specified science, technology, engineering and mathematics fields of education by 15 percentage points to 3 600 students per annum by 2020

93. Tertiary education and training

Increase the proportion of South Australians aged 15 - 64 participating in tertiary education and training to 17% by 2016

Our Ideas – Targets

94. Venture capital

Achieve a cumulative total of 100 private equity investments into South Australian companies between 2011 and 2020

95. Industry collaboration, research and development commercialisation

Increase to \$650m total gross cumulative value of industry and other funding for research earned by universities and state-based publicly funded research institutions by 2020

96. Public research expenditure

Public expenditure on research and development, as a proportion of Gross State Product, to be maintained at 1.2% to 2020

97. University research income

Increase the total gross value of university research income to 20% above South Australia's per capita share by 2014 and maintain thereafter

98. Business research expenditure

Increase business expenditure on research and development to 1.5% of GSP by 2014, and increase to 2.0% by 2020

99. Cultural engagement – institutions

Increase the number of attendances at South Australia's cultural institutions by 20% by 2014 and maintain or improve thereafter

100. Screen industry

Increase South Australia's share of Australian film and screen production to 6% by 2020