

**2010-2019**

# Strategic Plan



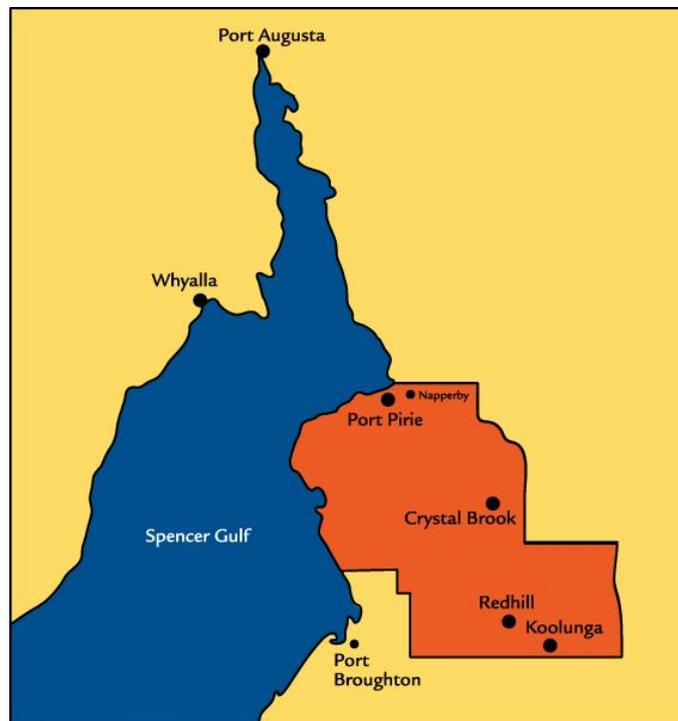
**Port Pirie  
Regional  
Council**

**August 2009**



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# Vision & Mission Statements

## VISION

To promote a quality lifestyle in a dynamic and prosperous region.

## MISSION

A progressive organisation delivering to our customers high quality value for money services that meet their diverse needs.

## CORE VALUES

Port Pirie Regional Council is committed to the following core values:

- **Professionalism**

Ensure Council is skilled, knowledgeable, experienced and works as a cohesive team, promoting strong leadership.

- **Customer Focused**

Council understands the needs of the community, and will endeavour to provide appropriate and timely services that meet expectations.

- **Accountability and Integrity**

Council will communicate honestly and openly, showing respect, strong business ethics and fulfilment of legal and statutory obligations.

- **Innovative and Imaginative**

Council will take a creative approach to meet all challenges and will strive for continual improvement.

- **Efficiency**

Council will responsibly manage resources to achieve excellent outcomes.

# Message from the Mayor



**Mayor Brenton Vanstone**

Port Pirie Regional Council has experienced some of the most prosperous times in recent history and has undergone a rapid transformation in the last few years. It is an exciting and challenging period in the overall history of the area.

The key task for Council and the community is to ensure that we build on this prosperity and continue to improve the lifestyle and opportunities for residents, thereby creating a thriving community. The ongoing development of the Port Pirie regional community has always been a priority of Council, with Elected Members being committed to creating a progressive and vibrant Council.

We have many resources available in our community and the challenge is how to better utilise them. As part of this Strategic Plan we will continue to work closely with our community and neighbours, as well as the State and Federal Governments in order to maximise opportunities as they become available.

The requirements of infrastructure is perhaps one of the biggest challenges facing our Council, which is why we are devoting even more resources to planning and developing the programs necessary to improve the management of these vital community assets. Council is conscious that it must balance the new infrastructure required to facilitate the expected growth and development of the region while not neglecting our responsibility for our existing ageing infrastructure.

Other priorities identified in the process of compiling this Strategic Plan include creating greater employment and industry diversification in the region, continuing to provide the high level of services and facilities expected by the community, attracting more people and business investments to the region; improving the level of health services available to residents, and maintaining our safe family friendly reputation.

To address these issues, Council has embarked on a review of its Strategic Plan to ensure that it is robust enough to meet the challenges that lay ahead for us all. The Strategic Plan provides the structure for Port Pirie Regional Council's future over the next 10 years. The Strategic Plan outlines priorities and directions for 2010 – 2019. This revision builds on the comprehensive Strategic Plan prepared in 2005, which involved extensive community consultation.

This document sets out what Council aims to achieve and gives directions and timeframes to Council staff as to when targets need to be achieved. It also sets out measures which can be used by Council to see whether tasks and targets have been achieved.

The Strategic Plan's direction focuses on achieving five key goals :

- **Quality Lifestyle** - Establish the Port Pirie Region as a quality lifestyle choice which has an inclusive sense of community pride.
- **Economic Prosperity** - Port Pirie is a clean, vibrant, thriving region that encourages sustainable new business investment, supports existing business growth and has a growing population base.

## Message from the Mayor (Cont'd)

- **Infrastructure & Asset Management** - Provide public infrastructure and amenities that enhance the image of the Port Pirie Region, that are safe, functional, welcoming and appealing to the local community, investors and visitors while achieving the principles of triple bottom line sustainability.
- **Environment Sustainability** - Effective management of the region's environment to ensure ecological sustainability.
- **Organisational Excellence** - Develop an organisation that is outwardly focused, responsive and progressive, balanced with financial and performance accountability

The goals, priorities and objectives within this document will change with time and hence this document will be reviewed and updated as the needs of the community and Council change. Council has always welcomed community involvement in its many and varied projects and accordingly we welcome comments on the contents of this document.

It is without question that there are major challenges ahead for the Council and the community. I believe that together we can meet these challenges in a planned and coordinated manner and ensure the continued prosperity of the region.

Port Pirie Regional Council looks forward to working with you to achieve the significant objectives set out in this Strategic Plan.

*Brenton Vanstone*

**MAYOR**

# Introduction – Chief Executive Officer



This Strategic Plan has been developed to ensure that a clear direction is mapped which will lead to improved services and quality of life for residents and to ensure that Council will continue to provide leadership in a challenging and changing environment.

Port Pirie Regional Council has prepared this Strategic Plan to achieve a shared vision for the community. This can only be achieved through close co-operation, support and partnerships with individuals and external organisations that can influence decision-making and delivery of services.

Council's Strategic Plan is the overarching document that sets out what Council plans to achieve for the next ten years. It provides a framework for medium to long term management planning that concentrates on the key issues facing Council. It establishes the general directions and priorities for the actions and articulates the vision of the community.

The Strategic Plan sets out the proposed action plans for five key result areas (goals) where clear outcomes have been set targets and strategies for achieving these. Individual actions or processes will be developed to implement the strategies.

These actions or processes are defined at the business unit level on an annual basis. The departmental priorities and actions set out in the Strategic Plan are given effect through Council's Annual Business Plan and Budget.

The Strategic Plan is a dynamic, working document that will be continuously reviewed and updated over the ten-year period to reflect changing priorities and opportunities that may arise.



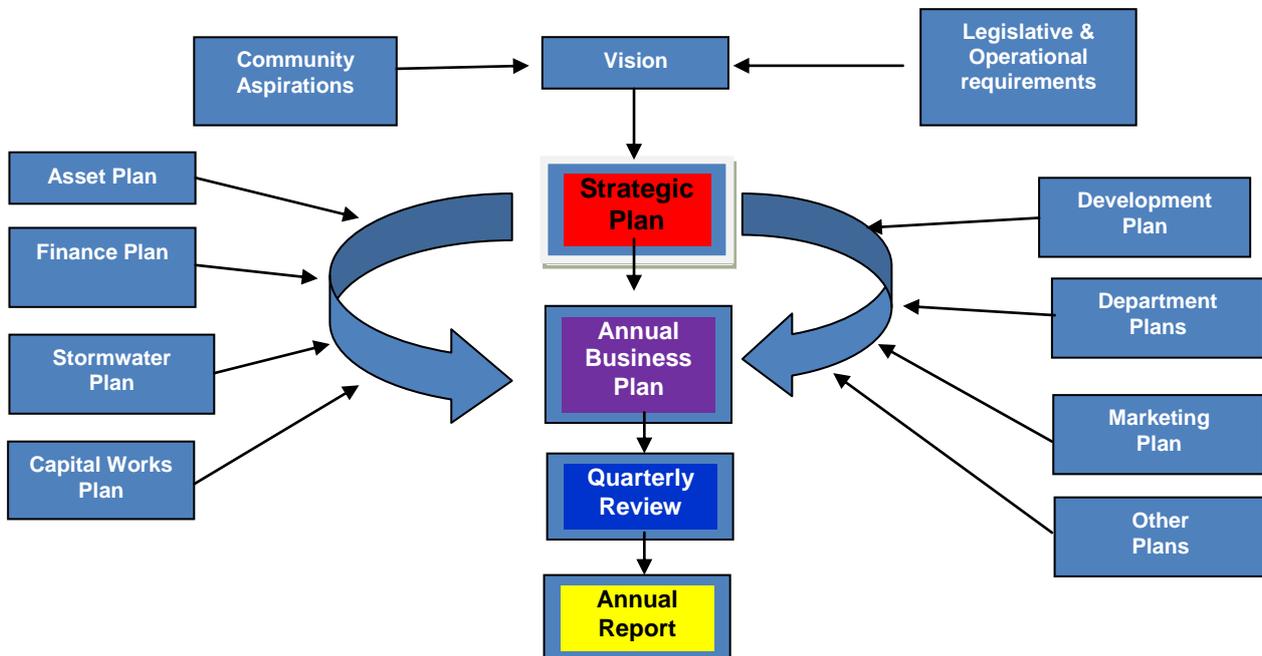
*This diagram illustrates the inter-relationship of these parts of the Strategic Plan.*

# Introduction (Cont'd)

The Strategic Plan is the basis for all other Council processes and documents. These include:

- The Annual Budget set by Council, which reflects the priorities set out in the Strategic Plan. Council needs to provide resources to the projects and directions set out in the plan.
- Council's Development Plan should reflect where Council sees itself in 3, 5 and 10 years time.
- 10 Year Financial Plan, linked to the Strategic Plan, that sets out major expenses linked to identified actions.
- The Asset Management and Infrastructure Plan are also linked within the Strategic Plan and will highlight to Council what infrastructure needs replacing and resources required.
- Council's Strategic Plan will lead to the formation of a number of other planning documents, such as a Marketing Plan, Stormwater Management Plan, Departmental Plans, Economic Development Plans and individual facility plans.

The Annual Business Plan (or Operational Plan) is the principal planning instrument of Council. It is updated and adopted annually. It contains information about activities it intends to conduct during the next five years, included in Council's 10 year Financial Plan, outlining proposed capital works projects for the next 5 years; the services to be provided; the asset replacement programs to be implemented; environmental initiatives; fees and charges for the year; and the year's detailed budget. The Annual Business Plan (or Operational Plan) also sets out in detail the proposed activities of each of Council's departments. It sets out specific action plans and contains performance indicators to measure Council's success in achieving its aims.



This Strategic Plan has not been prepared in isolation. Throughout the document reference and linkages have been made to the targets set out in the South Australian Strategic Plan. Details of all the targets contained in the State Plan are included in the back of Council's Strategic Plan.

## **Introduction (Cont'd)**

Outlining what Council wishes to achieve in its Strategic Plan and Operational Plan is only half of the equation. What is equally important is monitoring Council's success in accomplishing these objectives. To this end, Council will monitor and report its success against its Operation Plan on a quarterly bases as part of its budget review process. The full achievements for the year are then included in Council's Annual Report. A series of key performance indicators be established, monitored and reported on to monitor not only the success in implementing this plan but also Council's performance and the community's satisfaction with the services provided by their Council.

**Dr Andrew Johnson**  
**Chief Executive Officer**

# SWOT Analysis

## **STRENGTHS**

### **Regional City**

Port Pirie is a major provincial city in SA and as a result, has managed to attract retail outlets, national chains, regional sports facilities, quality health services, government agencies and other service providers to the City.

The city has a large catchment area as a result of its central location. There are around 55,000 people within an hour of Port Pirie. This provides a natural base for regional facilities in government administration, retail, sports facilities, health services etc.

### **Affordable Housing**

The region offers a variety of housing options including larger houses on larger allotments, with smaller mortgages. The region has experienced strong residential growth, while still being affordable, creating an ideal residential investment environment.

### **Availability of Natural Gas**

Port Pirie has available reticulated natural gas around the city for residential and commercial use, providing a competitive advantage over other regions in the State/country.

### **Education Facilities**

The region offers an excellent choice of educational facilities including four primary schools, a secondary school, two private schools, TAFE, a node of the Australian Technical College in the City, together with a primary school in both Crystal Brook and Napperby.

### **Health Services**

Port Pirie is the base of the major health service in the Mid North with the Port Pirie Regional Health Service offering a large range of primary and community health services to residents. This is complimented with the services provided by the Crystal Brook & District Hospital. Port Pirie is also the operational base for major regional non-government social services, including Uniting Care Wesley and BoysTown.

### **Location**

The region is centrally located, being only 2.5 hours from Adelaide; is close to the mining precinct in the north of the State; is the gateway to the Southern Flinders Ranges and has safe access to the coast for recreational fishing and environmental lifestyle choices

### **Open for Business**

Council prides itself on being 'open for business' and actively seeks to attract investment and assist with business expansion and development of the region. Council also aims to reduce red tape where possible and provides a good place to do business.

### **Safe Place to Live**

Recent SAPOL statistics indicate that crime levels have dropped below those recorded in 2000, and the region has recorded below State average rates for most offences. This further strengthens the region as a safe, family friendly place to live.

### **The 5 Minute City**

Everything in Port Pirie is within easy reach. It is only 5 minutes from everything. You can go home for lunch, drop the kids off at school, undertake some retail therapy, enjoy the many recreational pursuits available - all within a short distance of each other.

# SWOT Analysis

## **STRENGTHS (Cont'd)**

### **Transport Hub**

Port Pirie is centrally located, it offers all transport options to its residents and businesses. It is located just off National Highway One with commercial port facilities available and is also on the main Adelaide-Darwin railway line. It also has an all weather sealed airstrip suitable for light aircraft. Intrastate public transport is provided through the Premier Stateliner bus service. Within Port Pirie, a town bus, taxi service and community bus are provided.

### **The Choice of Rural or City Lifestyle**

The Port Pirie region offers a unique lifestyle where residents can choose to live in a major regional city without the problems associated with the metropolitan area. Alternatively, residents can choose to live in one of the many rural townships or on a rural property, where they can enjoy living in a rural environment, while having the facilities of a major city only a short distance away.

## **WEAKNESSES**

### **Ageing Infrastructure**

Like many councils throughout Australia, Port Pirie Regional Council has ageing infrastructure which is either overdue for renewal or approaching the end of its useful life. Currently Council does not have sufficient income to replace all of these assets when required.

#### **Potential Solution(s)**

- Prepare and implement a comprehensive Asset Management Plan
- Ensure that Council funds all depreciation
- Regularly monitor the assets held by Council and responsibly manage surplus assets
- Undertake a whole-of-life costing analysis on all new projects prior to approval and determine funding streams to meet these costs
- Undertake community education on Council's infrastructure management challenges
- Lobby the Australian Government and State Government for community infrastructure funds to assist in addressing this issue

### **Lead Perception**

External observers have a poor perception of Port Pirie as a result of lead in the environment.

#### **Potential Solution(s)**

- Ensure Tenby10 is successful
- Promote achievements made in reducing child blood lead levels
- Use 2010 to celebrate the new Port Pirie (following achieving Tenby10)
- Undertake a program to promote the family friendly benefits of Port Pirie

### **Region Overlooked**

The Port Pirie region has a tendency to be overlooked by the media, government departments and others during discussions on the Upper Spencer Gulf and the mining boom. Most attention has generally been centred around Whyalla and Port Augusta.

#### **Potential Solution(s)**

- Undertake greater marketing and promotion of the Port Pirie region
- Host major industry events, conferences etc that place a greater focus on Port Pirie
- Invite key government departments and Ministers to visit the area

# SWOT Analysis

## **WEAKNESSES (Cont'd)**

### **Storm Water and Flooding Issues**

Port Pirie has a history of flooding due to high tides and rainfall events. The threat of inundation is exacerbated by ageing infrastructure and the topographical features of the city.

#### **Potential Solution(s)**

- Ensure future development of the city does not add to existing storm water problems.
- Review effectiveness of tidal wall/levee banks and implement a management plan to address any gaps in this infrastructure and future increases due to climate change predictions.
- Implement as a priority a storm water management plan.

### **Air services**

The lack of a commercial passenger air service to Port Pirie hampers the development of the region.

#### **Potential Solution(s)**

- Attract charter companies to the city
- Investigate required improvements to the infrastructure and facilities at the airport to attract commercial/charter flights
- Establish the Port Pirie Airport as the 'Mid North Regional Airport'
- Set up Port Pirie as the fly-in-fly-out location of choice for mining employees and their families
- Form relationships with commercial airlines to keep them informed of the opportunities available to them and to understand their requirements.

### **Lack of Industry/Employment Diversification**

The City of Port Pirie is over reliant on the Smelter for providing direct and indirect employment. This leaves the future of the city's economic prosperity vulnerable, unless industry and employment diversity can be created.

#### **Potential Solution(s)**

- Attract more diverse businesses to the region
- Maximise opportunities from the mineral exploration boom
- Value add to regional agricultural and horticultural products.

## **OPPORTUNITY**

### **Attracting Businesses and New Residents**

The Port Pirie region is in a prime position to attract new business and residents to the region, due to its strengths, South Australia's growing economy and the benefits of living in a major regional centre (without the issues associated with the metropolitan area).

#### **Potential Solution(s)**

- Prepare a Marketing Plan for the region
- Actively promote the benefits to invest, live and visit the region
- Work with regional development organisations to explore opportunities to increase business investment in the region
- Prepare Investor Packs to highlight why businesses should consider moving to the region
- Maximise opportunities from the mineral exploration boom
- Ambassadors positively promoting the Port Pirie Region as the place to live, work and play.

# SWOT Analysis

## **OPPORTUNITY (Cont'd)**

### **Under appreciation of what is available**

Residents have a tendency to under appreciate the facilities and attractions available in the region, particularly those that may be seen by tourists as an item of interest. This has resulted in undervaluing and underselling the region.

#### **Potential Solution(s)**

- Determine how the travellers' experience can be enhanced
- Encourage businesses and the community to help promote the region to others
- Prepare a Marketing Plan for the region
- Work with the tourism organisations to promote the region
- Improve and increase current tourism 'product'
- Continue to improve the visual appeal of the region's entrances and townscapes.
- Promote improved facilities : waterfront, skatepark, swimming pool, Cultural Precinct, Main Road.

### **Exploit the region's position as 'Gateway to the Southern Flinders Ranges' & the greater region**

Promote what is in the city and rural townships in the Council area and its prominent position as the Gateway to the Southern Flinders Ranges. Capitalise on the proximity to attractions of nearby areas as a benefit of visiting the Port Pirie region.

#### **Potential Solution(s)**

- Work with the Southern Flinders Regional Tourism Authority to promote the greater region
- Include the greater region's attractions in Council's promotional material.
- Promote the Port Pirie and region's accommodation options, retail outlets and entertainment option.

## **THREATS**

### **Missing Opportunities from Mineral Exploration/Mining Boom**

There is the potential for the region to miss out on the benefits available from the mineral exploration boom in the north of the State.

#### **Potential Solution(s)**

- Ensure that the region is promoted across the State and to key organisations
- Form networks with key mining company personnel
- Evaluate the viability of offering a fly-in-fly-out service from Port Pirie
- Constantly be aware of and evaluate opportunities available

### **Closure of the Smelter**

The Nyrstar Smelter is the single largest employer in the City with around 800 employees and a large number of contractors associated with the company. The closure of this facility could have a significant detrimental impact on the region.

#### **Potential Solution(s)**

- Attract more businesses to the region
- Work with the regional development organisations, government and private enterprise to diversify the employment and industry base of the region
- Formulate a comprehensive strategy to address this issue
- Maximise opportunities from the mineral exploration boom
- Explore value adding opportunities for the region's primary produce and metal production.

# SWOT Analysis

## ***THREATS (Cont'd)***

### **Not reaching Tenby10**

The City has had a poor perception as a result of its lead history. The Tenby10 program has significantly altered this perception and has made some spectacular in-roads into reducing blood lead levels. The Tenby10 program is in a prime position to reach its goal. Failure to do so however represents a threat to population growth and the image of the City.

#### ***Potential Solution(s)***

- Continue with Council's involvement and support for the Tenby10 program
- Develop innovative ways to engage with the Port Pirie community to achieve the Tenby10 goal
- Urge Nyrstar, Federal and State Governments to continue to invest in reducing heavy metal emissions from the Smelter.

# The Plan

## Goal 1 QUALITY LIFESTYLE

**Establish the Port Pirie Region as a quality lifestyle choice which facilitates social inclusion options and a strong sense of community pride.**

**Outcome 1.1 Community Involvement**  
Encourage community involvement and participation in community groups, activities and programs. (SAP Target: T5.6 Volunteering)

**Target: Increase the number of community driven projects; Increase the number of volunteers in community and Council projects.**

- 1.1.1 Support community organisations that encourage volunteer involvement for the benefit of the wider community to increase opportunities for civic participation, building social connectedness and improving wellbeing.
- 1.1.2 Support viable community organisations through collaboration and joint use of facilities.
- 1.1.3 Provide assistance to community groups in developing infrastructure, building projects, events and other programs.
- 1.1.4 Acknowledge, promote and reward involvement in community groups, projects and initiatives that encourage pathways to employment through volunteering or developing learning pathways skills for work opportunities linking to employment outcomes for the community.
- 1.1.5 Encourage and support the development of leaders within our community
- 1.1.6 Promote community events, projects and the work of volunteers to encourage community participation, connection and reducing social isolation.
- 1.1.7 Assist community organisations locate and access funding for community projects

**Outcome 1.2 Community Participation**  
Provide opportunities for community input into Council's decision making process. (SAP Targets T4.8 Broad Band Usage; T1.8 Government Decision Making)

**Target: Build opportunities for collaborative community consultation and feedback received on Council issues; Increase community's knowledge of Council's operations, constraints and achievements.**

- 1.2.1 Provide mechanisms for identifying community needs and encourage community views through building relationships with partners and stakeholders in the region.
- 1.2.2 Ensure the community is well informed on Council's activities and its performance.
- 1.2.3 Ensure the community has opportunities to be consulted and are encouraged to provide input into major projects and decisions.
- 1.2.4 Ensure transparency in Council's decision making.

# The Plan

## Goal 1 QUALITY LIFESTYLE (Cont'd)

### Outcome 1.2 Community Participation (Cont'd)

1.2.5 Exceed Council's statutory obligations to consult with stakeholders.

### Outcome 1.3 Community Pride

Build a positive image of Council and the Region through the implementation of a comprehensive public relations and communication strategy.

#### Target:

**A positive image of the Region portrayed in the media as an enviable and quality lifestyle.**

**Increase (economic) business and community confidence in the region.**

**Increase profile of Port Pirie and region: a great place to live, work, invest and visit.**

- 1.3.1 Assist and promote community driven events, cultural activities.
- 1.3.2 Develop the entrances to Port Pirie and the townships, promoting the region.
- 1.3.3 Create and maintain a sense of identity for the region.
- 1.3.4 Ensure the City and region is kept clean, green and safe, and a friendly community.
- 1.3.5 Seek to nominate Council and community projects and activities for appropriate State and National awards.
- 1.3.6 Promote the region, its facilities and attractions within the community and externally.
- 1.3.7 Support and promote the achievements of individual residents, community organisations and businesses.
- 1.3.8 Promote a positive image of Council and the community.

### Outcome 1.4 Youth Participation and Involvement

Encourage youth participation and involvement in the community and its future.

#### Target:

**Increase youth participation and involvement in the community.**

- 1.4.1 Create a respectful working relationship with youth.
- 1.4.2 Encourage youth representation on Council committees and community organisations.
- 1.4.3 Create avenues for youth to have input into Council's decision making process.
- 1.4.4 Identify and implement effective communication strategies with youth.
- 1.4.5 Identify the social and recreational needs of youth in the region.
- 1.4.6 Encourage innovative approaches to addressing youth unemployment in the region through building collaborative partnerships with organisations to access more sustainable funding opportunities.
- 1.4.7 Assist other community organisations lobby various agencies on issues of concern to the youth in the region.

# The Plan

## Goal 1 QUALITY LIFESTYLE (Cont'd)

**Outcome 1.5 Families & the Aged**  
Establish the Port Pirie Region as a quality lifestyle choice for all.

**Target:** Increase the number of families attracted to the region;  
Increase the number of retirees attracted to the region;  
Increase the satisfaction level with services & facilities in the region.

- 1.5.1 Undertake a needs assessment to determine the services and infrastructure required to include support and attract new residents.
- 1.5.2 Recognise the social needs required for all to have quality of life.
- 1.5.3 Promote the region and its benefits to specific groups eg aged/retirees and families by building on the strengths of the region.
- 1.5.4 Facilitate the further development of community housing infrastructure and ensure the most efficient use of community housing funds.
- 1.5.5 Encourage and attract commercial property developers to invest in retirement facilities in Port Pirie and the region.
- 1.5.6 Provide and support recreation and social activities for youth, families and the aged.
- 1.5.7 Facilitate the provision of transport services for the aged and young families by a community bus system, encouraging local operators to provide bus service and lobbying State/Federal Governments for transport services for the aged/elderly.
- 1.5.8 Develop a footpath plan that provides accessibility for the aged, disabled and young families.
- 1.5.9 Identify and access external funding that will support infrastructure development and other strategies for families and the aged/retirees.

**Outcome 1.6 Community Representation**  
To represent and support the views of residents and groups (that are consistent with Council's objectives) to other agencies and levels of government.

**Target:** Increase the amount of dialogue with Government on issues effecting the community;  
Increase the amount of grants received by community organisations.

- 1.6.1 Provide letters of support and other assistance to help community organisations with grant applications and representations to other levels of government.
- 1.6.2 Represent the views of residents, community organisations and businesses to other levels of government, where they are consistent with Council's objectives.

# The Plan

<b>Goal</b>	<b>1</b>	<b>QUALITY LIFESTYLE (Cont'd)</b>
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<b>Outcome</b>	<b>1.6</b>	<b><i>Community Representation</i></b>
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- 1.6.3 Provide input into various inquiries, request for submissions and other consultative processes on issues that have a direct effect on our community.
- 1.6.4 Invite government departments and agencies to the region to highlight issues of concern in the region and opportunities for cooperation to improve resident's lifestyles etc.
- 1.6.5 Represent the views of residents at appropriate forums at which Council is involved (ie Provincial Cities Association; Central Local Government Region; LGA; Upper Spencer Gulf Common Purpose Group).

# The Plan

<b>Goal</b>	<b>2</b>	<b>ECONOMIC PROSPERITY</b>
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The Port Pirie region is a clean, vibrant, thriving region that encourages sustainable new business development, supports existing businesses to expand, and has a growing population base.

<b>Outcome</b>	<b>2.1</b>	<b><i>Economic Development</i></b>
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To grow the regional economy by attracting new businesses and employment opportunities through a diverse business base. (SAP Targets: T1.1 Economic Growth; T1.5 Business Investment; T1.10 Jobs; T1.11 Unemployment; T1.12 Employment Participation).

**Target:**

**Positive gross regional product growth;  
 Increase in industry diversification;  
 Unemployment rates equal to or less than the State average;  
 Increase in business investment;  
 Employment creation.**

- 2.1.1 Facilitate the development of the City of Port Pirie as a regional centre for health, social and education services, government administration and retail outlets.
- 2.1.2 Actively promote, support, attract and encourage sustainable economic development, investment and the business opportunities available in the city and region.
- 2.1.3 Develop working relationships with Government, business, regional organisations and other community sectors in order to achieve significant sustainable economic growth.
- 2.1.4 Access funding opportunities that will increase the Council's ability to support development projects that will result in economic growth in the region.
- 2.1.5 Maximise the employment opportunities that arise from business growth
- 2.1.6 Continually seek to improve the CBD, retail precinct and foreshore area in order to ensure it remains an attractive place to conduct business.
- 2.1.7 Ensure that Council has sufficient community and physical infrastructure to cater for the planned growth.
- 2.1.8 Develop Strategic Plans for the rural communities represented by the Development Associations address the services, facilities and other needs of these communities, support existing businesses and encourage investment in new opportunities.

<b>Outcome</b>	<b>2.2</b>	<b><i>Tourism and Promotion</i></b>
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Develop and support tourism and promotional initiatives and programs that will enhance the Port Pirie Region's reputation as a must for tourists and visitors. (SAP Targets: T1.15 Tourism Industry).

**Target:**

**Increase numbers through Visitor Information Centre;  
 Increase bed night stay numbers;  
 Increase tourism facilities, services, and businesses;  
 Increase visitor expenditure.  
 Increase tourism promotion.**

# The Plan

<b>Goal</b>	<b>2</b>	<b>ECONOMIC PROSPERITY</b>
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<b>Outcome</b>	<b>2.2</b>	<b>Tourism and Promotion (Cont'd)</b>
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- 2.2.1 Support the provision of and participation in arts, cultural and sporting activities within the region.
- 2.2.2 Encourage the community to be involved in preserving and promoting the history of Port Pirie and the region.
- 2.2.3 Develop a positive image of Port Pirie and the region.
- 2.2.4 Attract, sponsor, assist and promote events, festivals and conferences to the Port Pirie region, particularly those that showcase the attributes of the region.
- 2.2.5 Establish tourism pathways that add value through developing tourism trails that link key townships and icons of the region.
- 2.2.9 Promote the Port Pirie region as a great place to work, live, play and visit.
- 2.2.7 Encourage expansion of existing or provision of additional tourism accommodation in the City.
- 2.2.8 Maximise Council's membership of relevant tourism organisations.
- 2.2.9 Work with tourism operators to identify opportunities where Council can value add to facilities and promotional efforts.
- 2.2.10 Seek to enhance the tourist experience in the city and region.
- 2.2.11 Investigate best practice tourism initiatives used in other jurisdictions and determine the appropriateness of implementing this in this region.
- 2.2.12 Prepare and implement a Tourism and Marketing Plan for the region.
- 2.2.13 Prepare a tourist infrastructure plan for the region, which prioritises the development of new assets, maintenance of existing icons and provides a basis for ongoing planning and funding.

<b>Outcome</b>	<b>2.3</b>	<b>Regulatory Framework</b>
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Council's regulatory framework supports sustainable economic growth. (SAP Targets; T1.1 Economic growth; T1.5 Business Investment; T1.10 Jobs).

- 2.3.1 Continually review Council's Development Plan in order to ensure Council provides a regulatory and planning framework that encourages and supports sustainable economic development.
- 2.3.2 Maintain development approval turn around time at or below statutory time frames.
- 2.3.3 Ensure that Council's policies do not unnecessarily inhibit business and residential growth in the city and the region.
- 2.3.4 Provide an equitable balance between a developer's liability for infrastructure outside of their development and the burden placed on existing ratepayers.
- 2.3.5 Ensure that there is a sufficient supply of residential, commercial, rural and industrial land to cater for current and expected growth in the region.

# The Plan

## Goal 2 ECONOMIC PROSPERITY (Cont'd)

### Outcome 2.3 Regulatory Framework (Cont'd)

- 2.3.6 Assist businesses to find suitable development sites and provide assistance through the approvals process.
- 2.3.7 Ensure that Council has the policies and enforcement practices required to reduce incidences of inappropriate developments and unsightly land/buildings.

### Outcome 2.4 Population Growth

Ensure the region's population grows. (SAP Targets: T1.22 Total Population)

#### Target:

#### Population growth rate exceeds State average

- 2.4.1 Promote the region as an attractive location for new residents.
- 2.4.2 Implement effective strategies to grow the region's population.
- 2.4.3 Determine the opportunities resulting from the current exploration boom that could be taken advantage of in order to increase the region's population.
- 2.4.4 Ensure that the region has the education facilities, health and social services, employment opportunities, lifestyle and other attributes that are required to attract, retain and grow our population.
- 2.4.5 Improve the attractiveness of the region to assist in encouraging more people to live here.

# The Plan

<b>Goal</b>	<b>3</b>	<b>INFRASTRUCTURE &amp; ASSET MANAGEMENT</b>
		Provide public infrastructure and amenities that enhance the image of the Port Pirie Region, that are safe, functional, welcoming and appealing to the local community, investors and visitors, while achieving the principles of triple bottom line sustainability.
<b>Outcome</b>	<b>3.1</b>	<b><i>Provision of Community Infrastructure, Services &amp; Facilities</i></b> Ensure that Council services, facilities and infrastructure are responsive to and meet the needs of the community. (SAP Target: T1.21 Strategic Infrastructure)

**Target:** **Improve the community's satisfaction with the services provided by Council**

- 3.1.1 Provide public facilities, services and infrastructure that meet the assessed needs of locals and visitors to the Council area.
- 3.1.2 Ensure all surplus Council assets are identified and either disposed of, leased or licenced.
- 3.1.3 Lobby Government to ensure the Port Pirie harbour remains a viable functioning harbour.
- 3.1.4 Monitor and improve Council's performance in service delivery and infrastructure maintenance.
- 3.1.5 Continue to develop the City's waterfront including fishing, boating and recreation facilities.
- 3.1.6 Encourage the development of multi-use facilities and the rationalisation of existing facilities within the region.
- 3.1.7 Explore and obtain external funding for key infrastructure development projects.
- 3.1.8 Ensure that Council plans for the expansion/upgrade of existing community facilities to cater for the expected demand resulting from planned population growth.
- 3.1.9 Lobby Government to improve passenger and freight rail services accessible to the region.

<b>Outcome</b>	<b>3.2</b>	<b><i>Maintenance of Public Infrastructure and Facilities</i></b> To provide adequate funding and resources to ensure Council's infrastructure is maintained to the community's satisfaction, while not jeopardising Council's financial performance.
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**Target:** **Increase in the community's satisfaction with Council's maintenance of its infrastructure;  
A reduction in the number of complaints received about the condition of Council's infrastructure.**

- 3.2.1 Maintain Council's infrastructure to a high community standard.
- 3.2.2 Develop and implement an Asset Management Plan incorporating the long term maintenance, renewal and replacement plans for all assets; together with identifying maintenance and renewal funding gaps.
- 3.2.3 Determine acceptable maintenance standards and intervention levels for all major assets.

# The Plan

## Goal 3 INFRASTRUCTURE & ASSET MANAGEMENT

### Outcome 3.2 *Maintenance of Public Infrastructure and Facilities (Cont'd)*

- 3.2.4 Ensure that Council is renewing its infrastructure at a rate that is greater than the rate of deterioration of its asset stock.
- 3.2.5 Develop and implement a risk management strategy and plan in order to identify, monitor and act on infrastructure financial and physical risks.
- 3.2.6 Continue to lobby the Australian Government to implement a community infrastructure renewal fund and seek funding from the State Government to assist Local Government and the community to bring existing ageing community infrastructure up to an acceptable standard.
- 3.2.7 Ensure that all new assets are designed to minimise ongoing maintenance costs to the Council.

### Outcome 3.3 *Enhancing Community Safety*

Improve the safety of the community (SAP Targets: T2.8 State Wide Crime Rates; T5.2 Regional Population Levels)

#### Target:

#### **Decline in the rate of crime**

- 3.3.1 Review and improve lighting provided to public facilities, roads and open spaces.
- 3.3.2 Implement safe design principles for all new public places and residential developments.
- 3.3.3 Ensure accessibility of public spaces for all members of the community including those with disabilities.
- 3.3.4 Encourage the involvement of all stakeholders including SAPOL, Emergency Services etc in the review of existing and the planning of new public spaces.
- 3.3.5 Ensure people feel safe within the region.
- 3.3.6 Work with SAPOL to develop a program to assist business owners reduce the impact of crime on their businesses.
- 3.3.7 Work with SAPOL to develop programs, including information and home audits, to help prevent home break ins.
- 3.3.8 Increase the safety of community areas through the provision of closed circuit television cameras placed strategically in identified crime hot spot areas and monitored by SAPOL.

# The Plan

<b>Goal</b>	<b>4</b>	<b>ENVIRONMENT SUSTAINABILITY</b> Effective management of the region's environment to ensure ecological sustainability.
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<b>Outcome</b>	<b>4.1</b>	<b>Waste Management</b> Provide efficient and effective management of the Region's waste. (SAP Targets: T3.4 Green House Gas Emission Reduction; T3.7 Ecological Footprint; T3.8 Zero Waste)
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**Target:**

**Significantly reduce waste to landfill**

- 4.1.1 Minimise the amount of waste going to landfill.
- 4.1.2 Encourage and promote waste reduction, recycling and reuse through community education and public awareness programs.
- 4.1.3 Encourage businesses and the community to participate in waste minimisation and recycling opportunities.
- 4.1.4 Investigate and adopt practices that will reduce Council's own waste generation.
- 4.1.5 Develop a Waste Minimisation Strategy and Plan for the region.
- 4.1.6 Reduce the cases of illegal dumping through community education, prosecutions and other deterrent methods.
- 4.1.7 Provide an effective and efficient waste water system in Crystal Brook and Napperby.
- 4.1.8 Support establishment of new businesses to utilise waste streams and create local employment growth.

<b>Outcome</b>	<b>4.2</b>	<b>Water Resources</b> Sustainable management of the region's water resources. (SAP Targets: T3.9 Sustainable water Supply; T3.10 River Murray - Flow; T3.11 River Murray - Salinity)
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**Target:**

**Achieve a significant reduction in the use of River Murray water. Achieve a sustainable water supply to meet current needs and anticipated growth in the region.**

- 4.2.1 Encourage and support initiatives that reduce water consumption and the reliance on the use of River Murray water.
- 4.2.2 Develop and implement strategies that will reduce water usage on public open spaces and demonstrate best practice in water wise greening.
- 4.2.3 Promote best practice for the reuse of wastewater.
- 4.2.4 Promote Government programs and rebates that are aimed at reducing water consumption or encouraging water reuse.
- 4.2.5 Encourage residents and businesses to collect and reuse rain water
- 4.2.6 Seek viable methods to harvest the city's storm water and harvest and treat sewer water for suitable reuse.
- 4.2.7 Explore integrated water capture, storage and reuse projects in the region.
- 4.2.8 Seek methods to reduce Council's water consumption on its facilities
- 4.2.9 Encourage developers to reuse storm water in new subdivisions and major developments

# The Plan

## Goal 4 ENVIRONMENT SUSTAINABILITY (Cont'd)

**Outcome 4.3 *Healthy Environment***  
Support a clean, green and healthy environment. (SAP Targets: T2.4 Healthy South Australians; T3.4 Green House Gas Emission Reduction; T3.7 Ecological Footprint)

**Target:** **Community satisfaction with the state of the environment; Achieving Tenby10; Increase in the amount of greening in the City; Reduce Council's environmental foot print.**

- 4.3.1 Develop and maintain a tree and understorey planting program.
- 4.3.2 Increase community environmental health awareness through promotion and education programs.
- 4.3.3 Actively participate in programs to reduce blood lead levels in Port Pirie children.
- 4.3.4 Maintain and improve the health of the community.
- 4.3.5 Undertake monitoring activities and eradication programs to control pests, including but not limited to, mosquitoes, flies, European wasps, rats and head lice.
- 4.3.6 Monitor environmental pollution and develop improvement programs where required.
- 4.3.7 Calculate and seek to reduce Council's environmental footprint, energy usage and fuel consumption.
- 4.3.8 Encourage environmental initiatives within the community.
- 4.3.9 Encourage the establishment of renewable energy in the region.
- 4.3.10 Ensure that facilities, services and equipment provided by and used by Council are energy efficient.
- 4.3.11 Provide community leadership in environmental management and sustainability.
- 4.3.12 Identify and access external funding to achieve environmental goals and objectives.
- 4.3.13 Assess the likely impacts of climate change and seek to implement the appropriate responsive action to the issues identified.

**Outcome 4.4 *Environmental Regulatory Framework***  
Ensure that Council's regulatory frameworks supports a healthy sustainable environment. (SAP Targets: T3.4 Green House Gas Emission Reduction; T3.7 Ecological Footprint; T3.2 Land Biodiversity; T3.1 Lose No Species; T3.3 Soil Protection)

**Target:** **Eliminate the instances of events that adversely effect the environment that could have been prevented through an appropriate regulatory framework**

- 4.4.1 Provide a high level of technical and professional advice in relation to planning matters.
- 4.4.2 Ensure that all planning and development activities comply with the State Planning Strategy.
- 4.4.3 Maintain the relevance of the Development Plan through the efficient administration of Plan Amendment Reports.

# The Plan

## Goal 4 ENVIRONMENT SUSTAINABILITY (Cont'd)

### Outcome 4.4 Environmental Regulatory Framework

- 4.4.4 Recognise the importance of indigenous culture and reconciliation issues with traditional owners of land within the region.
- 4.4.5 Provide for high quality development of the built environment.
- 4.4.6 Provide training to staff and contractors within the area to ensure a high level of aptitude and awareness of statutory responsibilities, particularly in relationship to the environment.
- 4.4.7 Provide appropriate controls for dog and cat management.
- 4.4.8 Ensure premises and activities are complying with legislative requirements and standards.

# The Plan

<b>Goal</b>	<b>5</b>	<b>ORGANISATIONAL EXCELLENCE</b>
		<b>Develop an organisation that is outwardly focused, responsive and progressive, balanced with financial and performance accountability.</b>
<b>Outcome</b>	<b>5.1</b>	<b>Governance</b>
		<i>Build a strong Governance approach to Council's operations that supports good decision making. (SAP Target: T1.9 Administrative Efficiency)</i>

## Target:

**Achieve best practice governance;  
Reduce the number of complaints received in relation to decisions made by Council.**

- 5.1.1 Ensure that Council is meeting all of its legislative requirements.
- 5.1.2 Provide a high quality, efficient and effective administrative service to Council and the community.
- 5.1.3 Ensure that Council has appropriate By-laws that are enforced.
- 5.1.4 Implement best practice governance principles into Council's operations.
- 5.1.5 Ensure Council has up-to-date policies that provide clear guidance to staff to ensure consistent and efficient decision making.
- 5.1.6 Provide high quality, timely, informative and professional reports to Council to improve decision making.
- 5.1.7 Provide a culture that promotes the transparency, integrity, openness and public accountability in Council's decision making process.
- 5.1.8 Ensure the highest degree of conduct and ethics is displayed by all staff and Elected Members.
- 5.1.9 Provide leadership to the community.
- 5.1.10 Ensure that Elected Members have the facilities, resources, training and information required to enable them to effectively carry out their role on Council.
- 5.1.11 Instil community confidence in the Council's decisions and operations.
- 5.1.12 Ensure an appropriate level of delegation exists in the organisation to support effective and efficient decision making.
- 5.1.13 Provide an effective performance management system that allows Elected Members and administration to be openly accountable for their performance.
- 5.1.14 Provide a culture that is open, honest and transparent in its dealing with staff, Elected Members and the public.
- 5.1.15 Provide a culture that is inclusive and values the contribution by all and encourages the airing of initiatives that will improve Council's operations and performance.
- 5.1.15 Establish internal structures and processes that allow for the independent review of decisions and its operations in order to improve accountability to its stakeholders

# The Plan

## Goal 5 ORGANISATIONAL EXCELLENCE (Cont'd)

**Outcome 5.2 Council Sustainability**  
*Ensure that the Council is financially sustainable in the long term.*

**Target: Achieve above industry benchmarks for the Council's financial performance**

- 5.2.1 Maximise the use of all Council resources.
- 5.2.2 Ensure that all of Council's financial KPI's are within acceptable industry best practice and Council's policy.
- 5.2.3 Ensure the efficient collection of all revenues.
- 5.2.4 Maximise the return on Council's invested funds within the guidelines of the Investment Policy.
- 5.2.5 Ensure equity in Council's rates, charges, fees and funding decisions.
- 5.2.6 Ensure that Council has and follows a responsible debt management policy.
- 5.2.7 Ensure Council's services and activities are provided in the most efficient and effective manner and their performance is within acceptable industry benchmarks.
- 5.2.8 Prepare regular, timely and accurate information and performance reports to management, Elected Members and the community.
- 5.2.9 Ensure that Council has suitable planning documents to guide its decision making to ensure its long term financial sustainability.
- 5.2.10 Investigate and implement innovative funding models for community projects.
- 5.2.11 Maximise external funding opportunities for community projects consistent with this plan.
- 5.2.12 Evaluate all costs and risks associated with the provision, maintenance and replacement of new services and facilities as well as consider the funding required prior to embarking on the new initiative.

**Outcome 5.3 Regional & Industry Leader**  
*Strive to be recognised as a regional and industry leader which provides innovative, effective and efficient services that meet customer needs.*

**Target: Increase in customer satisfaction;  
Increase in industry awards received;  
Reduced staff turnover and absenteeism;  
Achieving industry best practises;  
Be recognised as an industry and regional leader.**

- 5.3.1 Seek to deliver a high level of customer service that is timely, professional, friendly and helpful.
- 5.3.2 Maximise the use of information technology to improve productivity and the efficiency and effectiveness of Council's service delivery.
- 5.3.3 Promote best practice management of the organisation and its resources.
- 5.3.4 Provide a safe and healthy work environment.

# The Plan

## Goal 5 ORGANISATIONAL EXCELLENCE (Cont'd)

### Outcome 5.3 *Regional & Industry Leader (Cont'*

- 5.3.5 Ensure that Council has sufficient staff, with the required skills, knowledge and equipment to enable it to meet community expectations and Council's performance targets and service levels.
- 5.3.6 Ensure that Council has appropriate strategies to ensure succession planning and to address skill shortages.
- 5.3.7 Ensure Council has an appropriate strategy to attract and retain high quality staff.
- 5.3.8 Ensure that Council has a continuous improvement program that aims to maximise the productivity of staff and the performance of the organisation.
- 5.3.9 Ensure that Council has and maintains best practice risk management systems, emergency response policies and business continuity planning.
- 5.3.10 Develop and maintain appropriate departmental corporate plans linked to Council's Strategic Plan.
- 5.3.11 Actively participate and provide leadership to regional forums, including the Central Local Government Association, Regional Development Associations and Tourism Associations.

# Alignment with SA State Strategic Plan

In the 'outcome' section of Council's Strategic Plan, reference was made to the relevant targets in the South Australian Strategic Plan. This was undertaken in order to provide a direct alignment of the goals, key objectives and strategies of the State Strategic Plan and that contained within the Port Pirie Regional Council's Strategic Plan. This alignment is provided in order to highlight the collaborative approach to planning within the region. Below is the expanded full list of each key objective and targets that are contained in the SA Strategic Plan.

## Objective 1: Growing Prosperity

**T1.1 Economic Growth:** Exceed the national economic growth rate by 2014.

**T1.2 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.

**Target T1.3 Credit Rating:** Maintain AAA credit rating.

**T1.4 Industrial Relations:** Achieve the lowest number of working days lost per thousand employees of any state in Australia by 2014.

**T1.5 Business Investment:** Exceed Australia's ratio of business investment as a percentage of the economy by 2014.

**T1.6 Labour Productivity:** Exceed Australia's average labour productivity growth rate in trend terms by 2014.

**T1.7 Performance in the public sector - customer and client satisfaction with government services:** Increase the satisfaction of South Australians with government services by 10% by 2010, maintaining or exceeding that level of satisfaction thereafter.

**T1.8 Performance in the public sector – government decision-making:** Become, by 2010, the best-performing jurisdiction in Australia in timeliness and transparency of decisions which impact the business community (and maintain that rating).

**T1.9 Performance in the public sector – administrative efficiency:** Increase the ratio of operational to administrative expenditure in state government by 2010, and maintain or better that ratio thereafter.

**T1.10 Jobs:** Better the Australian average employment growth rate by 2014.

**T1.11 Unemployment:** Maintain equal or lower than the Australian average through to 2014.

**T1.12 Employment participation:** Increase the employment to population ratio, standardised for age differences, to the Australian average.

**T1.13 Defence employment:** Increase defence industry employment from 16,000 to 28,000 by 2013.

**T1.14 Total exports:** Treble the value of South Australia's export income to \$25 billion by 2014.

**T1.15 Tourism industry:** Increase visitor expenditure in South Australia's tourism industry from \$3.7 billion in 2002 to \$6.3 billion by 2014.

**T1.16 Share of overseas students:** Double South Australia's share of overseas students by 2014.

**T1.17 Minerals exploration:** Exploration expenditure in South Australia to be maintained in excess of \$100 million per annum until 2010.

**T1.18 Minerals production:** Increase the value of minerals production to \$3 billion by 2014.

**T1.19 Minerals processing:** Increase the value of minerals processing to \$1 billion by 2014.

**T1.20 Defence industry:** Double the defence industry contribution to our economy from \$1 billion to \$2 billion annually.

**T1.21 Strategic Infrastructure:** Match the national average in terms of investment in key economic and social infrastructure.

**T1.22 Total Population:** Increase South Australia's population to 2 million by 2050, with an interim target of 1.64 million by 2014.

**T1.23 Interstate migration:** Reduce annual net interstate migration loss to zero by 2010, with a net inflow thereafter to be sustained through to 2014.

**T1.24 Overseas migration:** Increase net overseas migration gain to 8500 per annum by 2014.

**T1.25 Population fertility rate:** Maintain a rate of at least 1.7 births per woman.

**T1.26 Aboriginal unemployment:** Reduce gap between Aboriginal/non Aboriginal unemployment rates each year.

# Alignment with SA State Strategic Plan (Cont'd)

## Objective 2: Improving Wellbeing

- T2.1 Smoking:** Reduce the percentage of young cigarette smokers by 10 percentage points between 2004 and 2014.
- T2.2 Healthy weight:** Increase the proportion of South Australians 18 and over with healthy weight by 10 percentage points by 2014.
- T2.3 Sport and recreation:** Exceed the Australian average for participation in sport and physical activity by 2014.
- T2.4 Healthy South Australians:** Increase the healthy life expectancy of South Australians by 5% for males and 3% for females by 2014.
- T2.5 Aboriginal healthy life expectancy:** Lower the morbidity and mortality rates of Aboriginal South Australians.
- T2.6 Chronic diseases:** increase, by 5 percentage points, the proportion of people living with a chronic health disease whose self-assessed health status is good or better.
- T2.7 Psychological wellbeing:** Equal or lower than the Australian average for psychological distress by 2014.
- T2.8 Statewide crime rates:** Reduce victim reported crime by 12% by 2014.
- T2.9 Road safety – fatalities:** By 2010, reduce road fatalities to less than 90 persons per year.
- T2.10 Road safety – serious injuries:** By 2010, reduce serious injuries to less than 1000 per year.
- T2.11 Greater safety at work:** Achieve the nationally agreed target of 40% reduction in injury by 2012.
- T2.12 Work-life balance:** Improve the quality of life of all South Australians through maintenance of a healthy work-life balance.

## Objective 3: Attaining Sustainability

- T3.1 Lose no species:** Lose no known native species as a result of human impacts.
- T3.2 Land biodiversity:** By 2010 have five well-established biodiversity corridors aimed at maximising ecological outcomes particularly in the face of climate change.
- T3.3 Soil Protection:** By 2014, achieve a 20% increase in South Australia's agricultural cropping land that is adequately protected from erosion.
- T3.4 Marine biodiversity:** By 2010 create 19 marine parks aimed at maximising ecological outcomes.
- T3.5 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% of 1990 levels by 2050.
- T3.6 Use of public transport:** Increase the use of public transport to 10% of metropolitan weekday passenger vehicle kilometres travelled by 2018.
- T3.7 Ecological footprint:** Reduce South Australia's ecological footprint by 30% by 2050.
- T3.8 Zero waste:** Reduce waste to landfill by 25% by 2014.
- T3.9 Sustainable water supply:** South Australia's water resources are managed within sustainable limits by 2018.
- T3.10 River Murray – flow:** Increase environmental flows by 500GL in the River Murray by 2009 as the first step towards improving sustainability in the Murray-Darling Basin, with a longer-term target of 1500GL by 2018.
- T3.11 River Murray – salinity:** South Australia maintains a positive balance on the Murray-Darling Basin Commission salinity register.
- T3.12 Renewable energy:** Support the development of renewable energy so that it comprises 20% of the state's electricity production and consumption by 2014.
- T3.13 Energy efficiency – Government buildings:** Improve the energy efficiency of government buildings by 25% from 2000-01 levels by 2014.
- T3.14 Energy efficiency – dwellings:** Increase the energy efficiency of dwellings by 10% by 2014.
- T3.15 Aboriginal Lands - access and management:** Resolve 75% of all native title claims by 2014

## Alignment with SA State Strategic Plan (Cont'd)

### Objective 4: Fostering Creativity and Innovation

**T4.1 Creative industries:** Increase the number of South Australians undertaking work in the creative industries by 20% by 2014.

**T4.2 Film industry:** Double the number of feature films produced in South Australia by 2014.

**T4.3 Cultural engagement – institutions:** Increase the number of attendances at South Australia's cultural institutions by 20% by 2014.

**T4.4 Cultural engagement – arts activities:** Increase the number of attendances at selected arts activities by 40% by 2014.

**T4.5 Understanding of Aboriginal culture:** Aboriginal cultural studies included in school curriculum by 2014 with involvement of Aboriginal people in design and delivery.

**T4.6 Commercialisation of research:** Increase gross revenues received by South Australian-based research institutions from licences, options, royalty agreements, assignments, licenses technology and patents by 2010.

**T4.7 Business innovation:** The proportion of South Australian businesses innovating to exceed 50% in 2010 and 60% in 2014.

**T4.8 Broadband usage:** Broadband usage in South Australia to exceed the Australian national average by 2010, and be maintained thereafter.

**T4.9 Public expenditure:** By 2010, public expenditure on research and development, as a proportion of GSP, to match or exceed average investment compared to other Australian states.

**T4.10 Australian Government resources:** Secure Australian Government research and development resources to 10% above South Australia's per capita share by 2010 and increase this share to 25% by 2014, for both public and private spheres.

**T4.11 Business expenditure:** Increase business expenditure on research and development to 1.5% of GSP in 2010 and increase to 1.9% by 2014.

**T4.5 Understanding of Aboriginal culture:** Aboriginal cultural studies included in school curriculum by 2014 with involvement of Aboriginal people in design and delivery.

### Objective 5: Building Communities

**T5.1 Boards and committees:** Increase the number of women on all State Government boards and committees to 50% on average by 2008, and maintain thereafter by ensuring that 50% of women are appointed, on average, each quarter.

**T5.2 Chairs of boards and committees:** Increase the number of women chairing State Government boards and committees to 50% by 2010.

**T5.3 Members of Parliament:** Increase the number of women in Parliament to 50% by 2014.

**T5.4 Enrolment to vote:** Increase the proportion of eligible young South Australians (18-19 years) enrolled to vote to better the Australian average by 2014.

**T5.5 Local government elections:** Increase voter participation in local government elections in South Australia to 50% by 2014.

**T5.6 Volunteering:** Maintain the high level of volunteering in South Australia at 50% participation rate or higher.

**T5.7 Aboriginal leadership:** Increase the number of Aboriginal South Australians participating in community leadership and in community leadership development programs.

**T5.8 Multiculturalism:** Increase the percentage of South Australians who accept cultural diversity as a positive influence in the community.

**T5.9 Regional population levels:** Maintain regional South Australia's share of the state's population (18%).

## Alignment with SA State Strategic Plan (Cont'd)

### Objective 6: Expanding Opportunity

**T6.1 Aboriginal wellbeing:** Improve the overall wellbeing of Aboriginal South Australians.

**T6.2 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.

**T6.3 Early childhood – birth weight:** Reduce the proportion of low birth weight babies.

**T6.4 Early childhood - AEDI:** Improve South Australia's performance on the Australian Early Development Index.

**T6.5 Economic disadvantage:** Reduce the percentage of South Australians receiving government benefits (excluding age pensions) as their major income source to below the Australian average by 2014.

**T6.6 Homelessness:** Halve the number of 'rough sleepers' in South Australia by 2010 and maintain thereafter.

**T6.7 Affordable housing:** Increase affordable home purchase and rental opportunities by 5 percentage points by 2014.

**T6.8 Housing stress:** Halve the number of South Australians experiencing housing stress by 2014.

**T6.9 Aboriginal housing:** Reduce overcrowding in Aboriginal households by 10% by 2014.

**T6.10 Housing for people with disabilities:** Double the number of people with disabilities appropriately housed and supported in community accommodation by 2014.

**T6.11 Participation by people with disabilities:** Increase by 400 the number of people with disability involved in a day options program by 2014.

**T6.12 Primary education:** By 2010, 93% of students in Year 3 to achieve the national benchmarks in reading, writing and numeracy.

**T6.13 Primary education:** By 2010, 93% of students in Year 5 to achieve the national benchmarks in reading, writing and numeracy.

**T6.14 Primary education:** By 2010, 93% of students in Year 7 to achieve the national benchmarks in reading, writing and numeracy.

**T6.15 Learning or Earning:** By 2010 increase the number of 15-19 year olds engaged full-time in school, work or further education/training (or combination thereof) to 90%.

**T6.16 SACE or equivalent:** Increase yearly the proportion of 15-19 year olds who achieve the SACE or comparable senior secondary qualification.

**T6.17 Science and maths:** By 2010 increase by 15 percent the proportion of students receiving a Tertiary Entrance Rank (TER) or equivalent with at least one of the following subjects: mathematics, physics or chemistry.

**T6.17 Science and maths:** By 2010 increase by 15 percent the proportion of students receiving a Tertiary Entrance Rank (TER) or equivalent with at least one of the following subjects: mathematics, physics or chemistry.

**T6.18 Aboriginal education – early years:** Increase yearly the proportion of Aboriginal children reading at age appropriate levels by the end of Year 1.

**T6.19 Non-school qualifications:** By 2014, equal or better the national average for the proportion of the labour force with non-school qualifications.

**T6.20 Higher education:** Increase South Australia's proportion of higher education students to 7.5% of the national total by 2014.

**T6.21 VET participation:** Exceed the national average for VET participation by 2014.

**T6.22 People with disabilities:** Double the number of people with disabilities employed in the public sector by 2014.

**T6.23 Women executives:** Have women comprising half of the public sector employees in the executive levels (including chief executives) by 2014.

**T6.24 Aboriginal employees:** Increase the participation of Aboriginal people in the South Australian public sector, spread across all classifications and agencies, to 2% by 2010 and maintain or better those levels through to 2014.