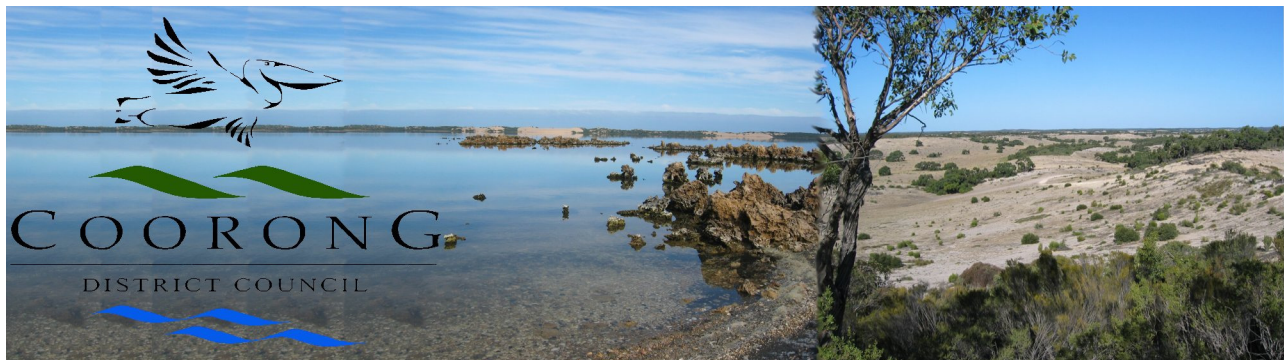




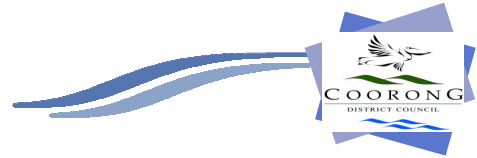
2012–2016 STRATEGIC MANAGEMENT PLAN





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1.0 INTRODUCTION

The 2012-2016 Strategic Management Plan aims to carry on the Council's continual improvement focus that commenced with the 2008-2012 Strategic Management Plan. To further emphasise this commitment to continued improvement and excellence, the Council has adopted an Organisational Excellence Strategy.

The 2012-2016 Strategic Management Plan is divided into five Strategic Objectives, under which there are a range of goals, strategies and specific actions that the Council believes, if achieved, will make a key contribution to the Coorong District Council's performance and delivery of high value priority service outcomes for its community.

This introduction aims to provide some context as to why we undertake strategic planning and create Strategic Management Plans, as well as provide some background on three key strategic documents that are interlinked with the Strategic Management Plan; they include Council's Long Term Financial Plan, Infrastructure and Asset Management Plans and the Organisational Excellence Strategy.

1.1 Why do we undertake a Strategic Management Planning Process?

Undergoing a strategic planning process to create a Strategic Management Plan is a vital process for The Coorong District Council to ensure the interaction and balance between economic, social and environmental goals, demonstrating that the Council is responsive to community needs and aspirations, and ensuring the Council understands the context of its decision making within a long term strategy for the area.

Section 122 of the Local Government Act 1999 requires Council's to have plans to provide for the management of the local area, collectively referred to as "strategic management plans". The Act also requires a Council's Long Term Financial Plan and Infrastructure and Asset Management Plan to be developed and adopted in conjunction with the Strategic Management Plan. Collectively, these plans, along with the Strategic Management Plan, constitute for the purposes of Section 122(8) of the Local Government Act, Council's Strategic Management Plans.

1.2 Long Term Financial Plan

The purpose of a Council's Long Term Financial Plan (LTFP) is to express, in financial terms, the activities that it proposes to undertake over the medium to longer term to achieve its stated objectives, it is a guide for future action and requires the Council to think about not just one year, but the longer-term impact of revenue and expenditure proposals. The aggregation of future intended outlays and anticipated revenues enables any accumulating overall financial implications to be readily identified and, if warranted, proposed future activities to be revised.

The preparation of a LTFP generates improved information to guide decisions about the mix and timing of outlays on operating activities and additional assets and the funding implications of these. Without a soundly based LTFP, a Council and its management team, will have insufficient data to determine sustainable service levels and affordable asset stockholding strategies, appropriate revenue targets or optimal treasury management.



The purpose of the Coorong District Council LTFP is to guide the future direction of Council in a sustainable manner. Whilst it should be linked with Council's objectives, goals and desired outcomes in financial terms, it is also a guideline for future action and encourages Council to think about the future impact decisions made today have on Council's long term financial sustainability. It is anticipated that Council's LTFP 2009-2019 will be reviewed and updated in November/December 2011, especially with regard to recent work Council has done with its Infrastructure and Asset Management Plans.

1.3 Infrastructure and Asset Management Plans

The term "asset management" is used to describe the process by which Councils manage physical assets to meet current and future levels of service. Asset management is defined as the systematic and coordinated activities and practices, through which an organisation optimally manages its physical assets over their lifecycle. These asset management activities are identified in Council's Infrastructure and Asset Management Plans (IAMP).

All Councils, irrespective of size or location, need to ensure that the sustainable management of assets is a 'whole of council' responsibility, and recognised as such at all levels within the Council.

The Coorong District Council has undertaken a significant amount of work in 2010-2011 to ensure it has a robust and appropriate Asset and Infrastructure Management Plan (IAMP) for its road and footpath assets. In the coming years Council will develop further IAMP's for its buildings, stormwater infrastructure, parks and gardens and CWMS infrastructure.

The ongoing development of Councils IAMP's and LTFP during the life of this Strategic Management Plan will ensure these strategic plans are interlinked, as well as ensure Council can achieve several of its key objectives, aspirations and goals.

1.4 Organisational Excellence Strategy

The Council's staff and elected members developed an Organisational Excellence Strategy which was adopted by Council at its meeting in October 2011. A new and exciting initiative for the Council, the creation of the Organisational Excellence Strategy has been undertaken within the context that there are already many examples of excellence being displayed throughout the organisation, but we acknowledge that we should strive to always improve. The development of the Organisational Excellence Strategy has given the staff and elected members an opportunity to consider the type of organisation it wishes to aspire to be, a process which is an essential part of the strategic planning process.

This focus during the process of creating the Organisational Excellence Strategy, and in particular focussing on core values, has given the organisation a chance to reflect on, and identify what key attributes, principles and behaviours it wishes its employees and elected members to adhere to as individuals, and as an organisation as a whole, as well as reflect on its long term aspirations. The development of the long term aspirations gave the organisation an opportunity to consider the type of organisation it wanted to be based on a long term planning horizon. This process has been very useful by providing a



longer term focus for the development of the strategic objectives, goals and actions contained in the 2012-2016 Strategic Management Plan.

The most important outcome of commencing the process is it provides strategic direction and context for the furthering of people and organisational excellence in the achievement of Council's purpose and goals. It aims to continue the process of embedding a culture of continuous improvement, innovation and sustainability within the organisation, with a focus on striving to work as one team in one direction. The Strategy has recognised the need for a strategic framework and the importance that the implementation of strategies is required to ensure Council strives to be the best it can be and is recognised by its peers and its community as a high performing organisation. This is an ambitious aim and one that will require leadership, support and a commitment from everyone within the Council, including elected members and staff.

The Organisational Excellence Strategy is intrinsically linked to the 2012-2016 Strategic Management Plan and will ensure the continual improvement that is required to meet the strategic objectives, goals, strategies and actions contained in the Plan.

The 2012-2016 Strategic Management Plan, the Long Term Financial Plan, the Infrastructure and Assets Management Plans and the Organisational Excellence Strategy all aim to ensure the Council provides high levels of service to its community and to ensure a long term sustainable future for the Council.

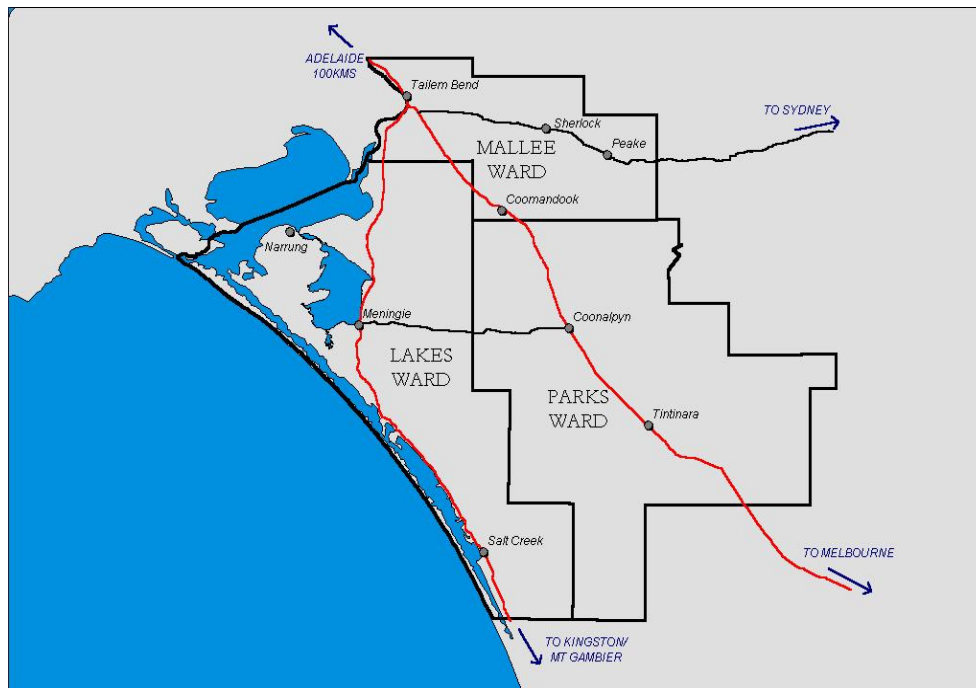
2.0 OUR COUNCIL AND OUR COMMUNITY

2.1 Facts and Figures at a Glance

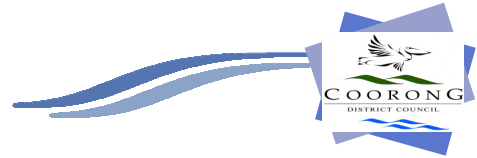
The Coorong District Council was formed in May 1997 following the amalgamation of the District Council's of Peake, Coonalpyn Downs and Meningie. The Council area comprises land within regions generally known as the Murraylands and the Upper South East.

Key features of the Council and the district include:

- Rateable Properties – 3,761.
- 8,836 square kilometres of mainly rural land.
- Main townships of Taillem Bend, Meningie, Tintinara and Coonalpyn plus other smaller settlements including Peake, Sherlock, Coomandook, Yumali, Ki Ki, Noonameena, Salt Creek, Policeman's Point, Narrung and Raukkan.
- Large area of coastline and the environmentally renowned Coorong and includes lower reaches of River Murray and encompasses Lake Albert and part of Lake Alexandrina.
- Strong diversified primary industry base.
- Much of the District is serviced by major freight routes, including the Dukes, Mallee and Princes Highways as well as the Adelaide to Melbourne rail line.
- Length of Council Roads is 1,884kms including 321kms of sealed roads and 1,563kms of unsealed roads.
- Replacement Cost of Infrastructure - \$114,212,000.
- Full time staff (FTE's) 59.9.
- The principal office of Council is located at Taillem Bend. Council also has offices at Meningie and Tintinara.



Map of the Coorong District Council area, including Wards



2.2 Population and Demographic Statistics

At the 2006 census, the District was home to 5,615 people. Between the 1996 and 2006 censuses, the population across the District declined by 6%. Despite this, the townships of Tailem Bend, Meningie and Coonalpyn all experienced population growth, meaning population loss largely occurred in rural regions. The 2009 ABS Estimated Resident Population figure for the District is 5,825, which suggests that the District has experienced modest population growth in more recent times.

The District's population is ageing. Between the 1996 and 2006 censuses, the median age increased from 35 to 40.

The Coorong District Council has a significant Indigenous population making up approximately 6% of the population in 2006. This proportion of Indigenous population is much greater than the State average. Raukkan, an Indigenous community, is located on the Narrung Peninsula within the Council district. The Coorong District Council area is part of the traditional lands of the Ngarrindjeri Nation.

At the 2006 census, agriculture accounted for approximately 40% of all jobs, followed by retail and health care/social assistance. The average income levels are generally low compared to the State, while the majority of qualifications are at the 'certificate' level. In the September Quarter 2010, the unemployment rate across the district was 6.2%, higher than the state wide figure of 4.8%.

The Coorong District Council is identified as an outer regional area indicating a moderate level of remoteness and isolation. Furthermore, the SEIFA Index Score for the Coorong District in 2006 was 947, which suggests the District is relatively disadvantaged.

Note: The SEIFA Index of Relative Socio-economic Disadvantage is derived from Census variables related to disadvantage, such as low income, low educational attainment, unemployment, and dwellings without motor vehicles as well as variables that reflect disadvantage rather than measure specific aspects of disadvantage (e.g. Indigenous and Separated/Divorced).

A key strength of the residents of the Coorong District Council is their connection with their local community. At the 2006 census, nearly 34% of the population reported volunteering regularly, which is nearly 14% higher than the rate across the State.

2.3 Economic Drivers

In 2010, agriculture accounted for nearly 40% of the District's economic output (\$152 million), 76% of regional exports and over 40% of employment. Manufacturing outputs were valued at \$35.6 million, followed by retail and transport and storage (\$35.8 and \$24 million respectively).

Within the agricultural sector, the key contributors in 2008 were grains (\$75 million), beef cattle (\$37 million), sheep (\$29.5 million) and dairy cattle (\$27 million). It should be noted, however, that the number of jobs associated with each of these sectors is not necessarily proportional to the size of outputs. For example, sheep are associated with more jobs, even though the economic outputs are much smaller.

2.4 Elected Members

The Coorong District Council has 9 Elected Members representing three wards; the Lakes Ward, Mallee Ward and Parks Ward (refer map on page 4).



Cr. Roger Strother
Mayor

Lakes Ward
Ph: (08) 8575 4254
Mob: 0428 754 252



Cr. Sharon Bland
Lakes Ward
Ph: (08) 8575 1251
Mob: 0458 121 830



Cr. Andrew Dawes
Lakes Ward
Ph: (08) 8575 1656
Mob: 0427 751 488



Cr. Lachlan McKinna
Mallee Ward
Ph: (08) 8572 4884
Mob: 0437 131 802



Cr. Neville Jaensch
Deputy Mayor
Mallee Ward
Ph: (08) 8572 3670



Cr. Bob Simcock
Mallee Ward
Ph: (08) 8572 3679
Mob: 0407 609 593



Cr. Peter Wright
Mallee Ward
Ph: (08) 8598 7066
Mob: 0419 800 917



Cr. Jeff Arthur
Parks Ward
Ph: (08) 8757 2523
Mob: 0400 354 645



Cr. Jeff Klitscher
Parks Ward
Ph: (08) 8571 1063
Mob: 0428 813 040

3.0 FEDERAL, STATE AND REGIONAL CONTEXT

The draft 2012-2016 Strategic Management Plan has been informed by extensive community, elected member and staff consultation as detailed in Section 4.0, but also by reviewing key Federal, State and Regional Plans, in particular, the State Strategic Plan.

3.1 State Strategic Plan

The objectives in 2012-2016 Strategic Management Plan align with the objectives of the State Strategic Plan. The objectives of the State Strategic Plan are

Objective 1 - Growing Prosperity

South Australians want a dynamic economy that is competitive, resilient and diverse. The state's prosperity should benefit all citizens.

Objective 2 - Improving Wellbeing

South Australians should enjoy a good quality of life at every stage of life.

Objective 3 - Attaining Sustainability

South Australians value the natural beauty of our state. The plan is concerned about the depletion of natural resources and wants to minimise the impact of human activity on the environment.

Objective 4 - Fostering Creativity and Innovation

South Australia has a reputation for innovation in science and in the arts. We understand that our prosperity depends on the imagination, courage, talent and energy of our citizens.

Objective 5 - Building Communities

Democratic practices – founded on principles of free expression, equity and tolerance – are the foundation of a well-functioning society and a healthy economy.

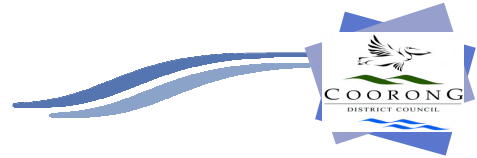
Objective 6 - Expanding Opportunity

Placing a value on knowledge is fundamental to securing a successful, cohesive and vibrant society.

3.2 Other Key Regional Plans

Other key regional plans that the 2012-2016 Strategic Management Plan has had regard to include:

- Murray Mallee Region Plan
- The South Australian Murray-Darling Basin NRM Strategic Plan 2009-2019
- The South East Regional NRM Plan
- The Strategic Infrastructure Plan for South Australia – Regional Overview
- Murraylands Integrated Regional Strategic Tourism Plan 2009-2013
- Limestone Coast Tourism Inc – Tourism Plan 2009-2010
- Regional Development Australia – Murraylands & Riverland Business Plan 2010-2011 and Regional Roadmap and Strategic Plan 2010-2013



4.0 PROCESS FOR PREPARING THE PLAN

The commencement of the strategic planning process to create the 2012-2016 Strategic Management Plan coincided with the development of Council's Organisational Excellence Strategy. The development of the Organisational Excellence Strategy signifies the commencement of a long term journey for the Council towards excellence and continuous improvement for the Council and focussed on organisational culture (refer Section 1.5).

The community consultation phase of the 2012-2016 Strategic Management Planning process commenced with the release of a Discussion Paper in October 2011. The Discussion Paper provided background to the key elements of the Strategic Management Plan and aimed to provide opportunities for the community to provide suggestions and comments on what should be amended, added or deleted to the Plan in order for it to meet the Council's and communities aspirations for 2012-2016.

The Discussion Paper was released for comment for a three week period. During that time, Community Meetings were held in Peake, Tintinara, Meningie and Taillem Bend to provide further opportunities for community members to provide input. Furthermore, workshops were held with all staff and elected members.

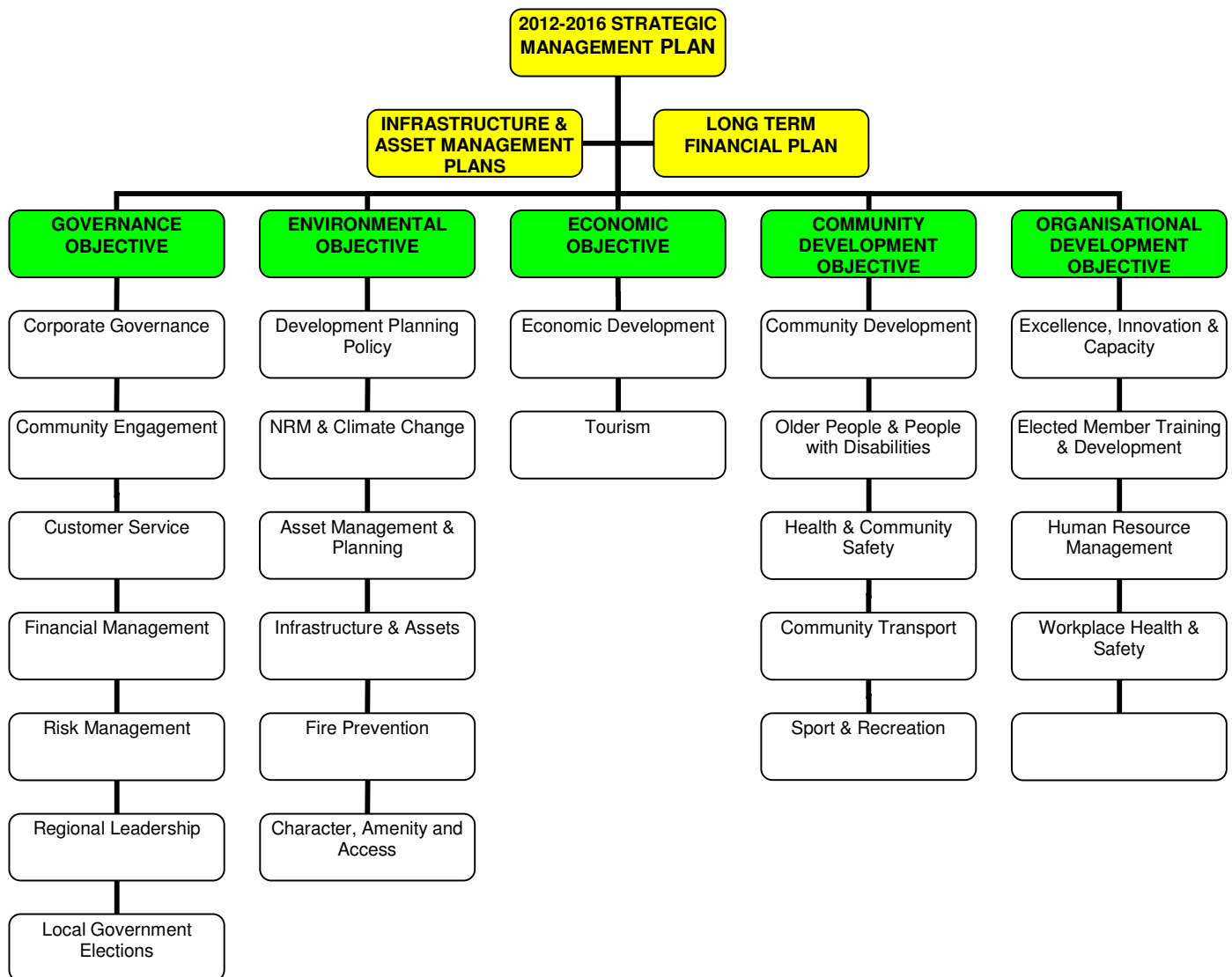
Following the close of public submissions on the Discussion Paper, Council held a workshop to consider the submissions. A draft 2012-2016 Strategic Management Plan was developed and adopted for public consultation by Council in November 2011. The draft 2012-2016 Strategic Management Plan was released for community consultation for a period of just over two months. Submissions were received up until 3 February 2012. All submissions were then considered by Council prior to it adopting its new 2012-2016 Strategic Management Plan at its meeting to be held on 21 February 2012.

5.0 STRATEGIC FRAMEWORK

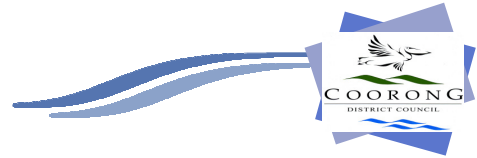
The Strategic Planning Framework is developed to indicate how Council's Strategic Directions fit together. It has been developed through the Organisational Excellence Strategy however it has been further refined for the 2012-2016 Strategic Management Plan.

The proposed framework indicates how the Strategic Directions interact.

It should be noted that no part of the Strategic Framework works in isolation. Each Strategy underpins and supports the others.



The yellow boxes contain the Council's strategic management plans, these plans are the triumvirate of documents that are required by legislation and are extremely important for Council to set its strategic directions. These are the cornerstones of Council's strategic planning framework.



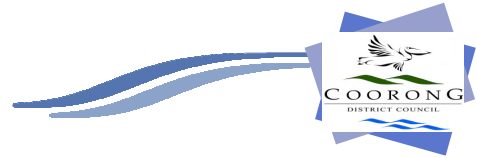
The green boxes contain the five Strategic Objectives that are contained in the 2012-2016 Strategic Management Plan. The five objectives being:

- Governance - Leadership,
- Environmental - Sustainability,
- Economic - Prosperity,
- Community Development - Wellbeing, and
- Organisational Development – Employer of Choice.

The Organisational Development Objective is new and reflects Council's aim to ensure it has the capacity in its people and systems to provide the best service possible for its community.

The white boxes under each objective reflect the goals that are contained in each Objective. Within these goals are strategies and actions which aim to ensure Council not only meets its objectives, vision and mission, but also to ensure we are striving to meet Council's long term aspirations.

Council's Vision and Mission Statements and an explanation of the Strategic Objectives and Long Term Aspirations are contained in the next two sections of this Plan.



6.0 VISION, MISSION AND CORE VALUES

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.

Coorong District Council 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

7.0 STRATEGIC OBJECTIVES AND LONG TERM ASPIRATIONS

A key feature of the 2012-2016 Coorong District Council Strategic Management Plan is its focus on sustainable development and this is reflected in the key objectives.

A sustainable future will require the leadership of the Council and the support of the community, an integrated approach to decision making and tools and techniques for measuring progress. A sustainable future will be characterised by:

- a proactive approach to improving social, economic and environmental outcomes,
- greater transparency, as social and economic issues need to be identified alongside environmental issues, and
- creativity and innovation in seeking solutions.

Sustainability is based on the principle of meeting the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development encompasses three general areas, economic development, social development and environmental protection and conservation. Given the Plan's focus on sustainability, the three key elements of sustainable development represent three of the key objectives of the Strategic Management Plan. In order to reflect the objectives of the South Australian State Strategic Plan these objectives have been titled:

Environmental Objective	Sustainability
Economic Objective	Prosperity
Community Development Objective	Well Being

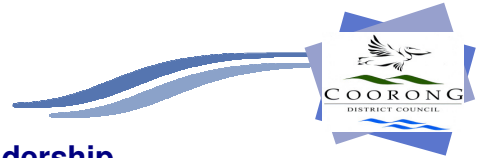
The Coorong District Council also needs to ensure it is well governed and resourced and is a leader for its community. The Coorong District Council is committed to organisational development and providing quality service delivery. Therefore, it has adopted two further key objectives:

Governance Objective	Leadership
Organisational Development	Employer of Choice

The Strategic Objectives provide for a planning horizon of the next four years. The achievement of the objectives will enable Council to strive to achieve its long term aspirations which are based on a longer term planning horizon.

The long term aspirations have been developed to align with each of the objectives. Council has also developed long term aspirations for its Infrastructure and Asset Management Plans and Long Term Financial Plan. The aspirations developed for these two strategic plans reflect the importance of having a longer term focus with regard to stewardship of assets and finances. Furthermore, long term aspirations have been developed for Organisational Excellence and Innovation. These aspirations reflect the commitment of Council to instill a culture of continuous improvement and excellence in everything it does.

The following is an overview of each objective and its relationship with Councils long term aspirations.



Governance Objective – Leadership

The Coorong District Council is committed to being a leader in the community and the Murraylands Region, and will ensure it provides services to the community in an efficient and effective manner whilst meeting its legislative responsibilities.

The Council needs to manage its revenue base, adopt best practice financial management practices and ensure financial sustainability. Furthermore, the Council is committed to promoting an inclusive, open and transparent culture based on effective communication and respect across all staff, work areas and Elected Members within the Council and with the community. In a nutshell, Governance is about honest communication and respectful cooperation.

The Coorong District Council will harness the local knowledge and the commitment of its staff and elected members to provide the best possible service to its community to achieve the objective below.

Governance Objective – Leadership

Provide **leadership** for the community and ensuring efficient and effective management of the community's resources.

Achieving the above objective will assist Council to strive to meet its Effective Governance long term aspirations.

Long Term Aspirations

Effective Governance

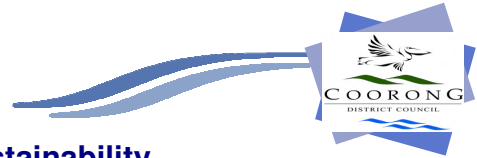
Accountability and Good Governance – Council is an organisation of best practice which conducts its affairs in an ethical, effective and efficient manner, is accountable to the community and meets all of its legal obligations.

Risk Management – Council has highly developed integrated risk management processes which ensure the protection of the community and its assets, and considers a balance of social, environmental and economic impacts of both actions and inactivity.

Transparency and Honesty – The Council's elected members and staff will always behave in a manner which is open, honest and transparent.

Sustainable Approach to Decision Making – Council's decision making and reporting is based on a balanced consideration of economic, environmental and social factors and related impacts.

Leadership – The Council will lead by example by its activities, behaviour and advocacy on behalf of the community. Council actively accepts and takes on a collaborative style of leadership with the community. It values, supports and facilitates community participation while accepting responsibility for making responsible judgments and decisions.



Environmental Objective – Sustainability

The environmental objective highlights that the health of our natural environment is critical to our future. Furthermore, it is also important to ensure appropriate management and planning of Council's infrastructure which underpins the built environment.

The Coorong District Council contains areas of environmental significance such as the Coorong, Ramsar wetlands and the Murray River and Lower Lakes and has faced several significant environmental issues such as water availability in the Murray and Lower Lakes and drought.

Future issues that Council will need to be aware of on behalf of its community include water quality, the future pricing of mains water, especially for its primary producers, as well as the implementation of the Murray Darling Basin Plan.

The Council is committed to achieving the environmental objective below.

Environmental Objective – Sustainability

Responsibly manage the natural and built environment to achieve **sustainability**.

Achieving the above objective will assist Council to strive to meet its Environmentally Sustainable long term aspirations.

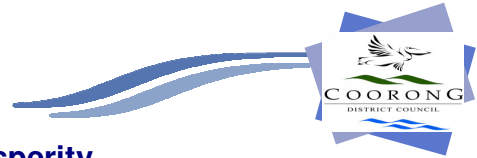
Long Term Aspirations

Environmentally Sustainable

Environmental Responsibility – Council be an organisation that is actively working to reduce its environmental footprint. It sets an example in the community and is a leader amongst local government authorities for its practices in waste management, water use, greenhouse gas emission reductions, energy efficiency and protection of biodiversity.

Climate Change – The Council actively leads by example with regard to climate change adaptation.

River Murray and Water Resources – Council be a leader in implementing sustainable water use initiatives across the district and advocates for a sustainable future and protection for the River Murray, Lower Lakes and Coorong.



Economic Objective – Prosperity

Prosperity of the community is a key objective of the Coorong District Council to ensure the district enjoys economic development and employment growth.

The Coorong District Council strives to develop a prosperous, vibrant and progressive community, providing a quality of life which meets the aspirations of the community. The Council is committed to encouraging new, as well as supporting existing business and commercial enterprise, wherever such enterprise is consistent with the social and environmental requirements of the community. The Council has recently adopted a new Tourism and Economic Development Plan which aims to assist Council meet this objective. Strategies within the Tourism and Economic Development Plan have also been reflected in the strategies and actions contained under this objective.

A major challenge for Council to meet its economic prosperity objective is the affect environmental conditions have on its economy due to its heavy reliance on the agricultural sector which saw a significant decline in its economic output (\$211m in 2008 reduced to \$152m in 2010). This decline was principally caused by the continuing drought conditions and reduced water availability during this period and was especially pronounced in the Lower Lakes. Council is committed to supporting the agricultural sector as well as seek opportunities to diversify the local economy.

Overall, the Coorong District Council is committed to promoting the district as a great place to live, work and visit, and to meets its economic objective below.

Economic Objective – Prosperity

Facilitate economic **prosperity**, growth and employment throughout the district.

Achieving the above objective will assist Council to strive to meet its Economic Development long term aspirations.

Long Term Aspirations

Economic Development

Strong Relationships and Partnerships – Council has a strong and beneficial relationship with industry, commerce and Regional Development Australia. It is based on a thorough understanding of the community's needs, aspirations, demographics and partners with stakeholders to achieve the best economic development outcomes.

Development Policy and Infrastructure – Council has an integrated set of policies and plans that give the district the best chance to attract new businesses, investment and economic activity that is supported by appropriate infrastructure provision.



Community Development Objective – Well Being

The Coorong District Council is committed to nurturing strong and caring communities to ensure a secure, healthy and successful lifestyle for all those that choose to live, work and visit the district.

Community Development for the Coorong District Council is a process for enhancing social well being of all residents of the district now and in the future. The emphasis of Community Development is identifying and blending the values, needs and aspirations of residents, community members, Council and other appropriate stakeholders for the benefit of all involved. It focuses on improvement in participation, flexibility, equity, attitudes and quality of life.

The Coorong District Council comprises many diverse communities.

The importance of community development for the communities of the Coorong District Council is evident by the social disadvantage that is experienced by a significant proportion of the population (refer Section 2.2 on page 5).

The Council has focussed on Community Development as part of its recent Community Needs Analysis, which has informed many of the strategies and actions Council is committed to in order to achieve the following objective.

Community Development Objective – Well Being

Actively enhancing the quality of life for our community by encouraging health, **well being** and safety.

Achieving the above objective will assist Council to strive to meet its Social Well Being long term aspirations.

Long Term Aspirations

Social Health and Well Being

Strong Relationships and Partnerships – Council operates in a way that builds a strong and beneficial relationship with its community that is based on openness, trust and respect. It is based on a thorough understanding of the community's needs, aspirations and values, and partners with stakeholders to achieve the best outcomes.

Social Consciousness – Council instigates and advocates for socially equitable practices and behaviour which respect and protect individuals while enabling strengthened communities, and which ensures accessibility for all members of society to participate fully.

Best Practice Engagement – Council actively engages with the community as a key driver for decision making in a way that builds democratic participation and genuine community engagement.



Organisational Development Objective – Employer of Choice

Successful organisations have employees who are engaged with the organisation. Their beliefs, feelings and actions are such that they believe and promote the very best in the organisation. They are satisfied and attached to their jobs, work hard to achieve good results and promote the organisation to their friends and family.

The Organisational Development Objective is new and reflects Council's aim to ensure it has the capacity in its people and systems to provide the best service possible for its community.

The Council is committed to achieving the objective below.

Organisational Development Objective – Employer of Choice

Being an **employer of choice** that attracts, develops and inspires highly talented employees and elected members.

Achieving the above objective will assist Council to strive to meet its Employer of Choice long term aspirations.

Long Term Aspirations

Employer of Choice

A Values Based Organisation – Council is an organisation of integrity, where its preferred values drive the behaviour, decisions and practices of elected members and staff.

People Who Make a Difference – Council's elected members and staff want to make a genuine difference in improving the lives of people in the community and contribute passionately toward the achievement of the vision of The Coorong District Council.

Empowering Leaders – Leadership at Council is highly valued and exercised at all levels of the organisation by individuals who are self-aware and reflective, and whose behaviour and practices maximise the potential of those around them.

Workforce Development and High Performance – Highly skilled and talented people are attracted to work and stay at Council where they experience best practice people management and flexible work practices. They are motivated, challenged and provided with learning and development opportunities to reach their full potential.

Workforce Planning – Long term and thorough workforce planning is implemented to ensure appropriate succession planning and transfer of skills and experience.



Infrastructure and Asset Management Planning and Long Term Financial Planning

The Council has developed aspirations for its stewardship of assets and finances which directly pertain to Council's Infrastructure and Asset Management Plans (IAMP) and the Long Term Financial Plan (LTFP).

Whilst the following aspirations regarding Asset Management and Financial Planning directly relate to these particular strategic plans, they will also directly relate to specific goals, strategies and actions that will be developed under the strategic objectives above, namely Governance & Sustainability. Council's long term aspirations regarding asset management and financial planning are:

Long Term Aspirations

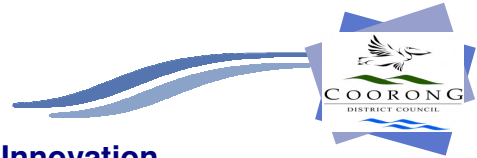
Stewardship of Assets and Finances

Stewards of Community Assets – Assets and infrastructure under Council's control are strategically managed, aligned to the needs of the community and Council's vision and strategic directions, and designed, maintained, upgraded and replaced so that they are enjoyed by current and future generations.

Sustainable Financial Management – Council is in a position of long term financial sustainability, where financial resources are aligned to best deliver on services and strategies which will assist the Council in meeting its vision and strategic directions.

Balanced Revenue Streams – Council meets determined community needs through an appropriate balance of revenue streams; a fair and equitable rating system, service charges and fees which balance community expectations, with the active pursuit of external revenue streams in line with its strategic directions.

The goals, strategies and actions that pertain to the Long Term Financial Plan and Infrastructure and Asset Management Plan are located in Section 8 of this Plan. For the Long Term Financial Plan they are located under the Governance Objective, namely Goal 1.4 and for the Infrastructure and Asset Management Plans under the Environmental Objective, namely Goal 2.4.



Organisational Excellence and Innovation

Council's Organisational Excellence Strategy provides strategic direction and context for the furthering of people and organisational excellence in the achievement of Council's purpose and goals. It aims to embed a culture of continuous improvement, innovation and sustainability within the organisation and a focus on striving to work as one team in one direction.

Long Term Aspirations

Innovation and Excellence

Best Practice and Innovation – Council has a reputation for best practice and excellence, where its people are empowered to create new opportunities, explore new ideas, and continuously improve the quality of services and processes. Innovation and courage is valued and mistakes are regarded as an opportunity to learn.

Integrated Planning and Resources – Council has a collaborative, leading edge approach to planning where strategies, plans, and actions are all integrated toward meeting the Council's strategic directions. Resources are appropriately obtained, maintained, used and managed in alignment to ensure the achievement of those strategies.

A Learning Organisation – Council is renowned for its best practice knowledge management and development processes. Council maintains and shares data, information and knowledge to ensure understanding in how the Council is progressing toward its strategic directions, and what it can do to ensure this ongoing progress.

Use of Technology – Council will continually improve its use of technology to create more efficient, innovative and best practice systems and processes.

The goals, strategies and actions that pertain to the Organisational Excellence Strategy and the above long term aspirations are located in Section 8 of this Plan, within the Organisational Development Objective, namely under Goal 5.1.



8.0 GOALS, STRATEGIES AND ACTIONS

The following tables detail how the Council plans to achieve its Objectives. Council has developed goals and strategies under each relevant heading that will ensure Council meets its objectives as well as strives towards achieving its long term aspirations. Actions and projects are also identified that may be undertaken in accordance with the goals and strategies.

It is acknowledged that some goals and strategies could be placed under one or more of the Strategic Objectives. The Strategic Management Plan has attempted to locate goals and strategies under the most appropriate objective however all objectives and goals are interlinked.

No department within Council acts in isolation and multi-disciplinary actions and initiatives are vital to successfully meet the objectives, goals and strategies. Essentially the success of the Strategic Management Plan relies on a team approach and ethos whereby staff and elected members, as well as the community, work together to achieve common goals.

Governance Objective – Leadership

Provide **leadership** for the community and ensuring efficient and effective management of the community's resources.

The following goals, strategies and actions aim to ensure Council meets its Governance Objective.

Corporate Governance

Goal		Strategies	
1.1	Continue to establish and maintain a best practice governance framework.	1.1.1	Improve Council's governance performance & develop relevant policies and procedures.
		1.1.2	Ensure Council's policies reflect community needs and organisational requirements.
		1.1.3	Implement Council's Policy Review Schedule.
		1.1.4	Ensure an annual review of Council's Internal Control Policy and Procedures.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none">Establishing Procedures to underpin Council's Internal Control Policy.			

Community Engagement

Goal	Strategies
1.2 To provide accountable, open and transparent communication between Council and the community and ensure public access to timely, relevant and accessible information.	1.2.1 Implement Council's Community Engagement Policy.
	1.2.2 Continue bi-monthly distribution of the Community Link newsletter.
	1.2.3 Ensure Council has a presence at local shows and events to promote Council activities and services.
	1.2.4 Maintain an up to date and relevant website.
	1.2.5 Implement training for staff to ensure appropriate community engagement and communication.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none">• Creating a Community Engagement Strategy• Creating a Branding, Marketing and Communication Strategy• Undertaking a significant review and update of Council's website.• Investigate the feasibility of the use of Social Media as well as development of a Social Media Policy.	

Customer Service

Goal		Strategies	
1.3	To continuously strive for quality, responsive customer service and enhancement of the image of Council.	1.3.1	Implement and measure adherence to Council's Customer Service Charter and Service Standards.
		1.3.2	Continuous improvement of customer service process and procedures.
		1.3.3	Encourage feedback from the community on Council services and activities.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none">• Conduct a bi-annual customer satisfaction survey.• Develop a Customer Feedback Brochure.• Review after hours call service agreement and service standards.			

Financial Management

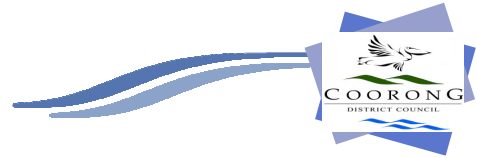
Goal		Strategies	
1.4	To have a secure revenue base and manage the business of Council through the responsible and efficient administration of finances to ensure financial sustainability and an equitable level of services to meet the expectations of Council.	1.4.1	Achieve financial targets that are appropriate to Council's circumstances and financial sustainability objectives.
		1.4.2	Actively pursue, and plan for, external funding opportunities.
		1.4.3	Implement long term financial planning strategies.
		1.4.4	Ensure a strong link between Long Term Financial Plan and Infrastructure and Asset Management Plans (refer 2.3.6).
		1.4.5	Develop, measure and review internal financial controls.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none">• Annually review Council's LTFP following the Budget and Annual Business Plan processes as well as at the completion of the development of Infrastructure and Asset Management Plans (IAMP) for each asset category.			

Risk Management

Goal	Strategies
1.5 Ensure Risk Management Policies and Procedures are implemented at every level of Council business.	1.5.1 Minimise Council's exposure to risk and liability through the creation and implementation of appropriate risk management policies, procedures and plans.
	1.5.2 Investigate opportunities to improve Council's LGAMLS legislative audit score.
	1.5.3 Ensure understanding of staff and elected members of risk management and self insurance responsibilities.
<p>Some actions and strategic projects that are envisaged to achieve the goal and strategies include:</p> <ul style="list-style-type: none"> • Annual review of Council's Business Continuity Plan. • Annual Risk Management Review and implementation of outcomes. 	

Regional Leadership

Goal	Strategies
1.6 To show leadership and develop partnerships with both the Federal and State Governments, Regional Organisations and the LGA to advocate for improved services and infrastructure and appropriate service delivery and to advocate on behalf of the community	1.6.1 Actively lobby for key infrastructure and services in the district.
	1.6.2 Actively explore opportunities for shared service arrangements with neighbouring Councils.
	1.6.3 Engage the LGA more effectively and seek opportunities through its programs and initiatives to improve Council's policies, procedures and activities.
	1.6.4 Continue to advocate on behalf of the community to ensure water security across the district and region, in particular in the River Murray, Lower Lakes and Coorong.
	1.6.5 Advocate on behalf of the community on Natural Resource Management issues and develop strong relationships with NRM Boards and appropriate State Government Departments.



Local Government Elections

Goal		Strategies	
1.7	Engage the community in the election process, both as candidates and as voters.	1.7.1	Increase the level of voter participation.
		1.7.2	Ensure Council's composition of elected members is adequate and fairly represents the community.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none">Undertake a Representation Review in accordance with Section 12 of the Local Government Act 1999. The Representation Review will include discussion on the number of elected members required, whether the community would prefer a popularly elected Mayor, whether the community would like to continue to have wards and if so what is the preferred number of Wards and location of Ward Boundaries etc.			

Environmental Objective – Sustainability

Responsibly managing the natural and built environment to achieve **sustainability**.

The following goals, strategies and actions aim to ensure Council meets its Environmental Objective.

Planning Policy & Development Assessment

Goal		Strategies	
2.1	To have up to date Development Plan provisions that reflect the needs and aspirations of the community and ensure its development assessment processes reflect best practice principles and consistent decision making.	2.1.1	Implement the actions as detailed in Council's Strategic Direction Report.
		2.1.2	Improve the Development Assessment Process.
		2.1.3	Continue the proactive approach of providing preliminary advice with regard to guiding investment and development opportunities.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none">Participate in the Civica Special Interest Group for Authority users of the Development and Building modules.			

Natural Resource Management and Climate Change

Goal	Strategies
2.2 To responsibly manage the natural environment to ensure its sustainability and to implement natural resource management principles.	2.2.1 To establish and maintain policies and procedures to adequately protect and conserve our natural environment.
	2.2.2 To adopt Sustainability principles in all of Council's activities
	2.2.3 To maintain Council's commitment to the Coorong Local Action Plan (LAP) Committee and staff
	2.2.4 Implement strategies and programs to reduce our environmental footprint, greenhouse gas emissions and address climate change.
	2.2.5 Proactively address weed and feral pest issues on Council land as well as foster a strong relationship with the local NRM Boards.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none">• Complete Roadside Vegetation Surveys as required by Council's Roadside Vegetation Management Plan (RVMP).• Implement Council's Carbon Neutral Strategy and the LGAMLS Climate Change Adaptation Strategy.	

Asset Management & Planning

Goal		Strategies	
2.3	To establish and maintain Asset Management systems and plans to ensure the long term sustainability of Council's resources, plant, equipment, buildings and infrastructure.	2.3.1	To develop and implement Council's Infrastructure & Asset Management Plans.
		2.3.2	Ensure Council's core community assets are managed and maintained through rolling 10 year priority based maintenance and/or replacement programs.
		2.3.3	Implement a sustainable plant and machinery replacement program.
		2.3.4	Develop and implement Open Space Strategies for management of Council's Parks, Reserves and Gardens.
		2.3.5	Implement Council's Disability and Discrimination Action (DDA) Plan in conjunction with asset management and capital works programs (refer 4.2.4).
		2.3.6	Ensure a strong link between Long Term Financial Plan and Infrastructure and Asset Management Plans (refer 1.4.4)
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none">• Develop Infrastructure and Asset Management Plans for Buildings, Parks & Gardens, Stormwater and CWMS.• Develop a Strategic Walking and Cycling Plan for the District.• Review and update Council's DDA Plan.• Undertake a Road Rent Review for Council's unmade road reserves across the district.• Undertake an ongoing review of the rolling 10 Year Capital Works Program.• Undertake an ongoing review of the rolling 10 Year Plant Replacement Program.			

Infrastructure & Assets

Goal	Strategies
2.4 To sustainably provide and maintain core community assets and infrastructure that is responsive to the needs of the community.	2.4.1 Maintain and develop roads, footpaths, car parks, walking and cycle tracks in accordance with Council's Infrastructure and Asset Management Plans and Capital Works programs.
	2.4.2 Maintain and develop all Council's ovals, parks, gardens, reserves and cemeteries.
	2.4.3 Maintain and develop all Council's community facilities such as Council offices, town halls, aged care homes and community buildings.
	2.4.4 Ensure Council's water infrastructure at Wellington East and Peake is maintained and promotes sustainability of water resources.
	2.4.5 Ensure the collection, retention and disposal of stormwater in a manner that promotes sustainability of water resources.
	2.4.6 Ensure the collection, retention or disposal of common effluent in a manner that promotes sustainability of water resources.
	2.4.7 Implement sustainable programs and policies for the management of waste throughout the Council district.
	2.4.8 Implement an appropriate regime of leases, licences and community land management plans for Council land.

Fire Prevention

Goal	Strategies
2.5 To proactively implement fuel reduction and fire prevention strategies, plans and actions that will protect the community and significant community and Council assets.	2.5.1 Undertake a proactive approach to fuel reduction and fire prevention activities and community education across the district.
	2.5.2 Undertake a leadership role in the Murray Mallee Bushfire Management Committee (MMBMC).
<p>Some actions and strategic projects that are envisaged to achieve the goal and strategies include:</p> <ul style="list-style-type: none"> Continue the Section 41 District Bushfire Prevention Committee to maintain strong relationship between Council and local CFS brigades. 	

Character, Amenity and Access

Goal	Strategies
2.6 To enhance township character and amenity as well as improve opportunities to access significant recreation assets across the district.	2.6.1 Develop and implement town centre plans and initiatives aimed to create attractive and functional streetscapes.
	2.6.2 Ensure appropriate and clean public toilets in our townships.
	2.6.3 Develop Council's jetties, boat ramps and lakeside and riverfront reserves to encourage access to the Lakes and Murray River.
	2.6.4 Actively pursue external funding opportunities to implement plans and initiatives for townships and water access.
	2.6.5 Preserve local heritage, character and identity.
<p>Some actions and strategic projects that are envisaged to achieve the goal and strategies include:</p> <ul style="list-style-type: none"> • Implementation of the Meningie Town Centre Masterplan. • Develop and implement town centre plans for all Council townships. • Submit applications for future Power Line Environmental Committee (PLEC) funding to underground power lines in main streets of townships. 	

Economic Objective - Prosperity

Facilitate economic **prosperity**, growth and employment throughout the district.

The following goals, strategies and actions aim to ensure Council meets its Economic Objective.

Economic Development

Goal	Strategies
3.1 A strong and prosperous economy built on diversifying our established industries, business and enterprises, and attracting new industries and investors through collaboration in Regional, State and National partnerships.	3.1.1 To develop and implement initiatives and partnerships that will enhance the district's investment, commerce and investment potential.
	3.1.2 Strengthen partnerships and relationships with RDA Murraylands and Riverland to promote and encourage economic development in the district.
	3.1.3 To have high quality physical infrastructure that meets economic development needs.
	3.1.4 Position the Council district to be a leader in Carbon Farming that will bring economic and environmental benefits.
	3.1.5 Advocate on behalf of the community to seek opportunities to add value to agriculture across the district.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none"> • Implement the Tourism and Economic Development Plan, namely: <ul style="list-style-type: none"> ◦ Develop a prospectus for developers of Lifestyle Developments such as retirement villages. ◦ Develop a Precinct Plan for the Taillem Bend Railway and Grain Handling Precinct (this may be undertaken as part of the Industry Development Plan Amendment (DPA) as required in Council's Strategic Directions Report (refer Strategy 2.1.1)). • Develop an Economic Development Strategy (including implementation and review of Council's Tourism & Economic Development Plan, Economic Development Policy & Population & Economic Activity Profile) 	

Tourism

Goal	Strategies
3.2 To have a vibrant and growing tourism industry.	3.2.1 To develop and implement initiatives and partnerships that will enhance the district's tourism potential
	3.2.2 Strengthen partnerships and relationships with SATC and key regional agencies (such as Limestone Coast Tourism (LCT) and Murraylands Tourism Partnership (MTP)) to promote tourism in the district.
	3.2.3 Ensure an appropriate approach and framework for the provision of visitor information across the district.
	3.2.4 Advocate and promote opportunities for tourism businesses and activities.
	3.2.5 Liaise with DTEI and invest in improvements to tourism signage across the district.
	3.2.6 Become a RV and caravan friendly district.
<p>Some actions and strategic projects that are envisaged to achieve the goal and strategies include:</p> <ul style="list-style-type: none"> • Implement the Tourism and Economic Development (T&ED) Plan, namely: <ul style="list-style-type: none"> ○ Investigate appropriate locations and operating models for the provision of visitor information across the district. ○ Establish a framework to ensure the improvement and consistency of visitor information available. ○ Consider the establishment of a Council Wide Tourism Taskforce to support the implementation of the T&ED Plan. ○ Liaise with Department of Environment and Natural Resources (DENR) to identify ways to improve access to the Coorong National Park. • Develop a Tourism Infrastructure Plan / Priority list for proposed infrastructure that may create tourism opportunities (this plan will need to be linked with Asset Management Plans but developed with the main aim to seek external funding opportunities). • Continue to be involved and contribute towards the Murraylands Tourism Partnership as well as Limestone Coast Tourism. • Develop relationship and tourism links to the Fleurieu Peninsula Region. 	

Community Development Objective – Well Being

Actively enhancing the quality of life for the community by encouraging health, **well being** and safety.

The following goals, strategies and actions aim to ensure Council meets its Community Development Objective.

Community Development

Goal		Strategies	
4.1	Enhancing the quality of life of the community by encouraging community development opportunities and undertaking a key liaison role.	4.1.1	Support Community Development through funding, grant opportunities, planning, promotion and advocacy.
		4.1.2	Promote collaboration, communication and networking between community service and education providers across the district.
		4.1.3	Maintain Council's commitment to community learning and gathering places and services.
		4.1.4	Support significant events, community art and cultural activities.
		4.1.5	Further enhance Council's relationship with its local Indigenous communities.
		4.1.6	To foster a strong relationship with the young people of the district by directly supporting and coordinating youth programs and opportunities.
		4.1.7	Working collaboratively with, supporting and recognising the efforts of volunteers and encourage volunteer involvement in the community.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include:			
<ul style="list-style-type: none">• Developing a Community Plan.• Developing a Grant Funding Action Plan to assist community groups to be aware of relevant funding opportunities and to seek and pursue external funding opportunities to meet Councils strategic objectives.• Continuing the Community Events, Grants and Donations programs• Investigate the feasibility of creating a Youth Advisory Committee (YAC)• Investigate the establishment of a Coorong Regional Libraries Committee.• Develop and implement the Volunteer Handbook.• Continue the annual volunteer recognition event.			

Older People and People with Disabilities

Goal	Strategies
4.2 Enhancing the quality of life for older people and people with disabilities.	4.2.1 Maintain Council's commitment to auspice Home and Community Care (HACC) funding on behalf of the Taillem Bend Community Centre (TBCC).
	4.2.2 Maintain Council's commitment to providing the HACC Home Modification and Maintenance Program across the district.
	4.2.3 Respond to the challenge of an ageing population.
	4.2.4 Implement Council's Disability Discrimination Action (DDA) Plan (refer 2.3.5).
	4.2.5 Provide information about existing services and facilities to older people, people with disabilities and their carers.
	4.2.6 Promote collaboration, communication and networking between aged care providers across the district
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none">• Adopt the Age Friendly Environments and Communities Model as a way to ensure continuous improvement in the participation and respectful recognition of older people, quality public spaces and access to housing, transport and services.• Update and review Councils DDA Plan.	

Health and Community Safety

Goal	Strategies
4.3 Enhancing the quality of life of the community by advocating, supporting and undertaking health and community safety initiatives.	4.3.1 To promote public and environmental health services within the community in a sustainable, efficient and appropriate manner.
	4.3.2 To ensure Council meets its responsibilities under the Dog & Cat Management Act and provides adequate & appropriate dog control.
	4.3.3 Monitor and review the dry zones within the district.
	4.3.4 Continue to explore and participate in regional health and community safety projects.
<p>Some actions and strategic projects that are envisaged to achieve the goal and strategies include:</p> <ul style="list-style-type: none"> Continued participation in the Healthy Murraylands Communities Program Implementing the 2012-2016 Environmental Health Management Plan Implementing Council's Animal Management Plan. Continue the Dog Handling and Community Hygiene Awareness Program Encourage the development of a Good Food/Great Service campaign (links to Tourism and Economic Development Plan) 	

Community Transport

Goal	Strategies
4.4 Enhancing the quality of life of the community by advocating for and supporting community transport schemes and services as well as improved access and mobility across the district.	4.4.1 To maintain Council's commitment to the Murray Mallee Community Transport Scheme (MMCTS).
	4.4.2 Advocate on behalf of the community for improved transport services across the district.

Sport and Recreation

Goal	Strategies
4.5 To provide a wide range of sporting and recreational facilities and support region wide sport and recreation programs.	4.5.1 Continue to assist sporting and community bodies in sourcing funding for sporting and community facilities.
	4.5.2 Promote sporting, recreation and leisure facilities and programs in the region.
<p>Some actions and strategic projects that are envisaged to achieve the goal and strategies include:</p> <ul style="list-style-type: none"> Developing an Open Space Strategy to assist Council in identifying and developing parks, gardens and reserves. Ensure availability of the "Youth Come and Try" sports equipment. 	

Organisational Development Objective – Employer of Choice

Being an **employer of choice** that attracts, develops and inspires highly talented employees and elected members.

The following goals, strategies and actions aim to ensure Council meets its Organisational Development Objective.

Excellence, Innovation and Capacity

Goal	Strategies
5.1 Have appropriate organisational capacity and culture to ensure an innovative, effective and efficient organisation.	5.1.1 To strive to be recognised as a high performing organisation.
	5.1.2 To address Council's future office accommodation needs.
	5.1.3 Undertake continual organisational structural review to ensure the organisation has capacity to meet current and future demands.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none"> • Implement Council's Organisational Excellence Strategy. • Address and resolve office accommodation requirements at the Principal Office. • Review office accommodation requirements at branch offices and opportunities for co-tenancy arrangements. 	

Elected Member Training & Development

Goal	Strategies
5.2 Provide appropriate support, development and training opportunities for all Elected Members.	5.2.1 Provide opportunities to ensure all Council Elected Members can successfully fulfil their governance and leadership responsibilities and be knowledgeable of all relevant Local Government issues.
	5.2.2 Promote the on-line self assessment tool for elected members.
Some actions and strategic projects that are envisaged to achieve the goal and strategies include: <ul style="list-style-type: none"> • Develop an Induction Plan for new elected members. • Develop an Elected Member Training Plan. 	

Human Resource Management

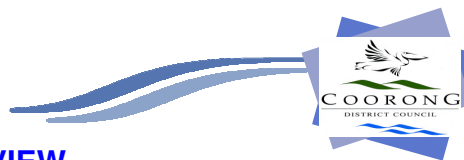
Goal	Strategies
5.3 To develop and promote Council as an 'employer of choice' and to facilitate the attraction and retention of highly talented staff.	5.3.1 Develop and implement human resource plans, policies and processes to provide contemporary management of people and performance.
	5.3.2 Identify opportunities to develop and train staff (refer 5.4.4).
	5.3.3 Implement Workforce Planning and succession planning principles throughout the organisation.
	5.3.4 Actively seek opportunities for traineeships and apprenticeships within the organisation.
	5.3.5 Implement Council's Reward and Recognition of Staff Policy.
<p>Some actions and strategic projects that are envisaged to achieve the goal and strategies include:</p> <ul style="list-style-type: none"> • Develop a Workforce Development Plan based on best practice workforce planning and succession planning techniques. • Develop a full suite of Human Resource Management documents. • Develop an Attraction and Retention Staff Policy. • Investigate opportunities for staff through exchange programs with other Councils. 	

Workplace Health & Safety

Goal	Strategies
5.4 To promote safety in the workplace through best practice Workplace Health and Safety (WH&S) plans, policies and actions.	5.4.1 Provide a safe, healthy and best practice work environment for all employees as described in Council's adopted WH&S Plan.
	5.4.2 Monitor and enhance workplace health and safety practices and programs and benchmark against other Councils.
	5.4.3 Continuous review and implementation of Workplace Health and safety plans and procedures.
	5.4.4 Implementation of employee training plans. (refer 5.3.2)
	5.4.5 Promotion of health and welfare programs to all employees and volunteers.
<p>Some actions and strategic projects that are envisaged to achieve the goal and strategies include:</p> <ul style="list-style-type: none"> • Undertaking the annual WH&S KPI audit • Implementing Internal auditing processes 	

Information & Communications

Goal	Strategies
5.5 To have an Information Technology (IT) and Records Management service that keeps pace with Council and Community needs.	5.5.1 Ensure Council's IT network and telecommunications is cost effective, reliable and fully utilised, delivering quality services to Council and the community.
	5.5.2 Ensure Council's IT network has adequate risk protection whilst optimising IT resources.
	5.5.3 Ensure Council's Records Management plans, procedures and systems meet organisational requirements.
	5.5.4 Ensure Council achieves a Level 5 in the Adequate Records Management Framework to align with State Records legislative requirements.
<p>Some actions and strategic projects that are envisaged to achieve the goal and strategies include:</p> <ul style="list-style-type: none"> • Review Council's agreement with Civica for full managed IT Services. • Develop an IT Development Program. • Continual improvement and review of IT processes and IT systems use (Authority modules, TRIM, Powerbudget, GIS). • Continual improvement and review of IT system documentation. • Update the Microsoft Office suite with adequate staff training. • Participate in State Records audit in 2014. • Nominate to participate in the on-site audit conducted by State Records in 2012. • Develop and implement a Records Management Plan including a Records Disposal Program, a Records Disaster Recovery Program, a Records Management Strategy and a Records Management Training Plan. • Develop modern and effective telecommunications facilities. 	



9.0 PERFORMANCE MANAGEMENT AND REVIEW

Implementing an appropriate regime to monitor the performance and regularly review the 2012-2016 Strategic Management Plan will be essential to its success and to ensure Council is accountable to the objectives, goals, strategies and actions.

It is proposed that Council will review the Strategic Plan annually in February each year in order to ensure it remains relevant and is strongly linked with its Annual Business Planning and Annual Budgeting process. The process of review will include a workshop prior to the Council meeting in the first instance, and if necessary, Council will consider an item during the Council meeting to determine any amendments to the Strategic Management Plan.

Projects that will be inserted into the Annual Business Plan will come straight from the Strategic Management Plan, therefore it is appropriate to undertake the annual review of the Strategic Plan at the commencement of the Annual Business Plan process.

Council's Annual Business Plan is reviewed quarterly and this provides a further mechanism to monitor Council's performance in achieving the actions it has set out to do in this Strategic Management Plan.

10.0 CONTINUED AND REGULATORY SERVICES

The 2012-2016 Strategic Management Plan contains an extensive list of objectives, goals and strategies. The list does not include a comprehensive range on ongoing services that Council provides where there are not significant issues warranting additional, or changes, in action. The Council is committed to maintaining its current service levels and regulatory services.

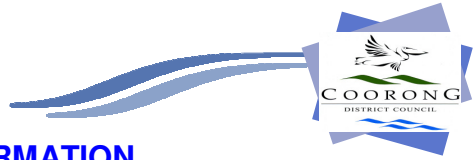
All Councils have basic responsibilities under the Local Government Act and other relevant legislation. These include:

- regulatory activities e.g. maintaining the voters roll and supporting the elected Council;
- setting rates, preparing an annual budget and annual business plan and determining longer-term strategic management plans for the area;
- management of basic infrastructure including roads, footpaths, parks, sporting facilities, public open space, street lighting and storm-water drainage;
- street cleaning and rubbish collection;
- development assessment, planning and control, including building fire safety assessment;
- various environmental and community health services, such as Waste Control System approval and inspection, Food Premise Inspections and Mosquito Control, Fire Prevention and Animal Management.

In response to community needs and/or external funding, the Council also provides further services and programs, including, but not limited to:

- Environmental programs, including the Local Action Plan (Landcare) Program;
- Community development programs and support such as HACC programs and immunisation services;
- Community Wastewater Management Systems;
- Aged Care and Youth Services;
- Traffic management and parking controls;
- Monitoring insanitary conditions and food safety;
- Public swimming pool;
- Waste collection and recycling;
- Arts and cultural programs;
- Tourism and economic development services;

In the delivery of all services, the Council seeks to be responsive to changing community needs, resources available and budgetary requirements.



11.0 CONTACT DETAILS AND FURTHER INFORMATION

A copy of The Coorong District Council 2012-2016 Strategic Management Plan is available on Council's website at www.coorong.sa.gov.au.

Council's website contains a vast array of information regarding Council's services as well as other relevant plans and documents.

For any queries regarding Council's 2012-2016 Strategic Management Plan, or any other queries regarding Council's business, please contact us:

In person at any of our Council's Offices at:

Customer Service Centre and Principal Office
93a Railway Terrace
TAILEM BEND

Tintinara Office
37 Becker Terrace
TINTINARA

Meningie Office
49 Princes Highway
MENINGIE

By Post:

PO Box 399
TAILEM BEND 5260

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(08) 8572 3611

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council@coorong.sa.gov.au.