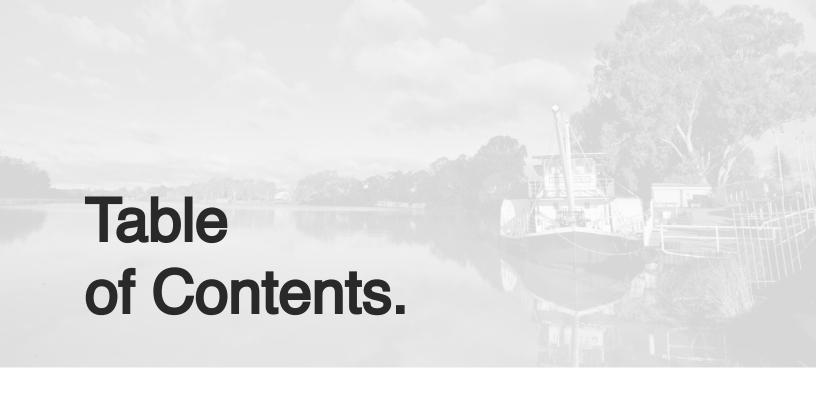


Long Term Strategic Directions



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References

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

Special thanks to valued community member Grant Schwartzkopff for supplying images.



It is impossible to predict the future, but as a community we can seek to understand long term drivers in order to shape future decision making. The role of our Long Term Strategic Directions is to provide an outline of the emerging trends that are likely to influence our community. It offers an indication of what our plausible future may look like and what the evolving challenges and opportunities may be.

The Long Term Strategic Directions is not a strategic plan. It does however provide the foundation on which the Renmark Paringa Council Community Plan 2020-2030 is built. The Long Term Strategic Directions outlines the big picture challenges and opportunities that our community will likely encounter. The Community Plan 2020-2030 uses this context to define a clear vision and goals for what we want to achieve on behalf of our community, in response to the challenges and opportunities.

While the document is developed by Renmark Paringa Council, it is developed for our broader community. Many of the big picture trends that are considered within the document are broader than the remit of the Council to individually address, but it provides the necessary context to understand the broader scope in order to provide the direction for Council.

Our Long Term Strategic Directions is divided into three themes; being **social trends**, **economic trends** and **environmental trends**. These trends are designed to provide a holistic view of our community's future drivers.

Change is the only constant in the world and our Long Term Strategic Directions is not set in stone. Big picture trends and our assumptions in regard to the effects of those trends will not remain static. **Our Long Term** Strategic Directions is designed to be a live document that is constantly evolving.

Our region has a proud history. Through seeking to understand and planning for the emerging challenges and opportunities, we will proactively position our community for long term future success.



I Demographics I

Renmark Paringa Trends:

The population of Renmark Paringa has remained static over the last decade, with a total population of 9,452 at the 2006 Census and 9,475 at the 2016 Census 1. While the total population has not significantly changed during the period, the profile of the population has changed. In 2006, the median age was 39, however in 2016 it was 44, meaning the population had aged by five years, over the course of a ten year period 2. By comparison, the median age in South Australia in 2016 was 40 3 and the median age in Australia in 2016 was 38 4.

The fertility rate in Renmark Paringa has also reduced from 2.32 births per female in 2006 to 1.72 in 2016 5.

The median household income per week in Renmark Paringa rose from \$757 in 2006 to \$1,016 in 2016 6. However, this increase is broadly consistent with national inflation over the same period, which was 26.9 percent 7.

Broader Trends:

- In 2015, 8.5 percent of the global population was aged 65 and over. It is projected that by 2030, 12 percent of the global population will be aged 65 and over 8.
- In Australia and New Zealand the levels of fertility in 1990 were already below an average of two live births per woman. In 2019, the Australia/New Zealand average is 1.8 live births per woman 9.

Key Points:

- The population of Renmark Paringa is not growing but is rapidly ageing and is older than State and National averages.
- The fertility rate in Renmark Paringa is reducing.
- Household income growth in Renmark Paringa is consistent with inflation.

- A rapidly ageing local population and a low birthrate will require both international and domestic migration to support the future sustainability of the community. Attraction and retention of younger demographics is essential, which will require the associated economic opportunities.
- Additional labour is required in aged care and social services, to be supplemented by an increase in volunteering.
- The requisite economy is required to support an evolving population.
- Advocacy is required to ensure the right health and social services are available to support the needs of the changing demographics.
- Local assets and services will need to be tailored and developed with the needs of ageing demographics in mind.

l Health I

Renmark Paringa Trends:

Renmark is well served in terms of primary health care, with local medical practices and the Renmark Paringa District Hospital. This is supplemented by the larger Riverland General Hospital in Berri.

In 2016, 2,143 Renmark Paringa residents reported having private health insurance 10.

Within Renmark Paringa, 6.4 percent of residents required assistance with core activities (such as self-care, mobility and communication) and more than half of these individuals were over 65 years old. Of those residents over 15 years of age, 11.1 percent provided unpaid assistance to someone with a disability 11.

Broader Trends:

- Within South Australia, 6 percent of residents required assistance with core activities and more than half of these individuals were over 65 years old. Of those residents over 15 years of age, 12.2 percent provided unpaid assistance to someone with a disability 12.
- Within the Riverland Mallee & Coorong Local Health Network in 2018:
 - 62.2 percent of adults undertake at least 150 minutes of moderate or vigorous physical activity per week (compared to 69 percent in Metro Adelaide) 13.
 - 33.6 percent of adults consume two or more serves of fruit per day (compared to 43.1 percent in Metro Adelaide) 14.
 - 35.5 percent of adults have high blood pressure and/or are on medication for high blood pressure (compared to 27.8 percent in Metro Adelaide) 15.
 - 12.3 percent of adults smoke (compared to 11.8 percent in Metro Adelaide) 16.
 - 20.2 percent of adults recently experienced high levels of psychological stress (compared to 20.3 percent in Metro Adelaide) 17.
 - 10.8 percent of adults have had cancer (compared to 10 percent in Metro Adelaide) 18.
 - 37.1 percent of adults are living with arthritis (compared to 28.1 percent in Metro Adelaide) 19.
 - 29.0 percent of adults are living with a doctor-diagnosed mental health condition (compared to 28.1 percent in Metro Adelaide) 20.
 - 23.3 percent of adults are living with asthma (compared to 13.9 percent in Metro Adelaide) 21.
 - 15.5 percent of adults are living with diabetes (compared to 10 percent in Metro Adelaide) 22.
 - 12.0 percent of adults are living with cardiovascular disease (compared to 10.7 percent in Metro Adelaide) 23.

Key Points:

- Renmark Paringa is currently well serviced by health services and has a proportional level of individuals requiring assistance with core activities.
- Broader health trends are predominantly less favourable than in Metro Adelaide.

Community Challenges & Opportunities:

Maintaining and improving rural health services in the future and ensuring that services are matched to the
evolving demographic needs of the community.

I Community Safety I

Renmark Paringa Trends:

In 2010/11 there were 451 offences against the person or offences against property reported to police in Renmark Paringa. Of these, 165 related to theft, 57 were related to trespass, 123 were related to property damage and 94 were related to assault 24.

In 2018/19 there were 389 offences against the person or offences against property reported to police in Renmark Paringa. Of these, 165 related to theft, 64 were related to trespass, 76 were related to property damage and 71 were related to assault 25.

The Renmark Paringa Council Community Satisfaction Survey (2018) indicates that 82 percent of the community feels that Council should have some influence over improving safety and security, but only 33 percent believe that Council is having a reasonable influence.

Broader Trends:

- Across the whole of South Australia in 2012/13, there were 103,197 offences against the person or offences against property. In 2018/19, there were 103,616 (a 0.4 percent increase) 26.
- Across the whole of South Australia between 2012/13 and 2018/19, in terms of offences against the person or
 offences against property, there was a 16.5 percent increase in relation to theft offences, a 1.2 percent
 increase in relation to trespass offences, a 25.3 percent decrease in relation to property damage offences and
 a 1.8 percent increase in relation to assault offences 27.

Key Points:

- Renmark Paringa has experienced an overall decrease and South Australia has experienced a slight increase in offences against the person and offences against property in the last decade.
- In Renmark Paringa, theft has remained constant, trespass has marginally increased, property damage has
 decreased and assault has decreased.
- Offences against the person and offences against property have decreased but perceptions of community safety have also regressed.
- It is anecdotally suggested within the community that there is a worsening problem with illicit drugs in Renmark
 Paringa. However, it is challenging to find conclusive evidence that substantiates this suggestion.
 Furthermore, an extrapolation of the overall reduction in reported offences would contradict this. SAPOL has
 verbally advised that the illicit drug problem is no worse in Renmark Paringa than any other rural area of a
 similar size.

Community Challenges & Opportunities:

• There has been a reduction in the number of offences reported from 2010/11 to 2018/19 and a reduction in numerous categories of offences, however a negative community perception of safety issues have increased.

I Culture I

Renmark Paringa Trends:

Over 22 percent of Renmark Paringa's population was born overseas 28. This includes; 2.6 percent from the United Kingdom, 2 percent from India, 1.6 percent from Greece and 0.9 percent from Italy. Within Renmark Paringa, 2.6 percent of the population is of Aboriginal / Torres Strait Islander descent 29.

Overseas migration into the Renmark Paringa area has been occurring for many decades, which is reflected in the fact that 26.9 percent of individuals have one or both parents born overseas 30.

In terms of cultural identity, 13.6 percent of Renmark Paringa residents speak languages other than English at home. This includes; 3.9 percent speaking Greek, 2.4 percent speaking Punjabi, 1.4 percent speaking Italian, 1 percent speaking Chinese and 0.8 percent speaking Vietnamese 31.

In addition to the ongoing residential culturally diverse population, there is also a seasonal population that comes from various pacific island nations each year, under the Federal Government's Seasonal Worker Programme 32.

Broader Trends:

- Of the whole Australian population, 67 percent were born in Australia, with 21 percent speaking a language other than English at home 33.
- Across Australia (in 2011), 85% of those born overseas live in an urban area 34.
- Since 2006, net overseas migration to Australia has contributed more to population growth each year than natural increase (link to 'Demographics' section).

Key Points:

- Renmark Paringa has a culturally diverse population for a regional location.
- Retention of cultural identity has been important for first and subsequent generations who have migrated and settled in the Renmark Paringa area.

- As previously noted, continued migration (including international migration) will be vital for ensuring long term population sustainability.
- The high level of cultural diversity of the Renmark Paringa area (for a regional area) may be better leveraged for social and economic development programs.
- In comparison with other regions, there is minimal knowledge of local Aboriginal history and culture.



Economic Growth | Employment | Education | Tourism | Transport | Technology

I Economic Growth I

Renmark Paringa Trends:

The Gross Regional Product (GRP - net wealth generated by the local economy) of Renmark Paringa was \$520 million in 2018/19. The Renmark Paringa GRP has increased by 2.5 percent in the previous 12 months and 16.3 percent since 2014 35.

The top performing industries in terms of productivity (value added*) are; agriculture at \$143.8 million (33.6 percent), transport at \$29.8 million (7 percent), construction at \$28.4 million (6.6 percent), manufacturing at \$28.3 million (6.6 percent), retail at \$27 million (6.3 percent), and health care at \$23.1 (5.4 percent) 36.

Exports[^] generated in Renmark Paringa in 2018/19 totaled \$415.2 million. The top five export industries were: agriculture \$202.1 million (48.7 percent), manufacturing \$74.2 million (17.9 percent), transport \$46.6 million (11.2 percent), electricity/water/waste/gas \$23.1 million (5.6 percent) and administrative services \$15.5 million (3.7 percent) ³⁷.

Broader Trends:

- In 2018/19, The Australian Gross Domestic Product (GDP) increased by 1.9 percent and the South Australian Gross State Product (GSP) increased by 1.4 percent 38.
- In 2018/19, Australia's top five exports were; iron ore (16.4 percent), coal (14.8 percent), natural gas (10.6 percent), education-related travel (8 percent) and personal travel (4.8 percent) 39.
- In the 12 months to July 2019, South Australia's top five exports were; wine (16.6 percent), refined copper (15.2 percent), meat (7.9 percent), copper ore (7.2 percent) and fruit/vegetables (5.8 percent) 40.

Key Points:

- Renmark Paringa's economic growth is currently occurring at a faster rate than state or national averages.
- Renmark Paringa is highly reliant on the agriculture sector, which is the most productive sector and the sector with the greatest exports.
- The local reliance on agriculture supports two of the largest South Australian exports; wine and fruit/vegetables.

- Renmark Paringa's local economy is comparatively strong. While there is a number of different product segments that form the local agriculture sector, the high degree of reliance on one industry does carry some risk. It would be highly advantageous for our community to collectively work towards having greater diversity in the local economy.
- The three highest performing industries are all reliant on maintaining efficient transport linkages.
- Renmark Paringa is geographically well placed in southeastern Australia from a logistics perspective.

^{*}Value added by industry is an indicator of business productivity. It shows how productive each industry sector is at increasing the value of its inputs. It is a more refined measure of the productivity of an industry sector than output (total gross revenue), as some industries have high levels of output but require large amounts of input expenditure to achieve that

[^]Exports by industry are sales of goods and services to non-resident households, businesses and other organisations, outside the Renmark Paringa Council area boundaries.

I Employment I

Renmark Paringa Trends:

In 2016, there were 7,855 individuals in Renmark Paringa who were aged 15 or over and therefore available to participate in the labour force. Of these, 4,370 (55.6 percent) were participating in the labour force. Of those within the labour force, 54.9 percent were employed full time, 32.4 percent were employed part time and 6.9 were unemployed 41. The current unemployment rate for Renmark Paringa (December 2019) is 6.6 percent 42.

Agriculture (specifically irrigated horticulture) is the largest employer of people from Renmark Paringa, however both the total number and percentage of jobs available in agriculture is reducing. In 2006, 906 (21.31 percent) of all jobs were in agriculture, whereas in 2016, 771 (18.95 percent) of all jobs were in agriculture. In 2016, Renmark Paringa's next largest industries, by jobs were: health care / social assistance with 455 jobs (11.2 percent), retail with 420 jobs (10.3 percent), manufacturing with 339 (8.3 percent), and accommodation / food services with 310 jobs (7.6 percent) 43.

Within these industries, 894 individuals were employed as labourers (22 percent), 674 were employed as managers (16.6 percent), 498 were employed within trades or as technicians (12.2 percent), 460 were employed as professionals (11.3 percent), and 414 (10.2 percent) were employed in administration 44.

Broader Trends:

• The current South Australian unemployment rate is 6.1 percent and the Australian rate is 5.2 percent (December 2019) 45.

Key Points:

- Unemployment is at a moderate level and is marginally higher than state / national averages.
- Agriculture continues to be the largest employer, but both the number and percentage of jobs within agriculture have decreased.
- A large proportion of current occupations require unskilled or comparatively low skilled labour.
- Health care / social assistance and accommodation / food services are industries that have experienced employment growth.

- While unemployment is not overly high in Renmark Paringa, most industries require a large number of minimal skilled workers. This potentially affects the ability to educate, and retain younger professional demographics.
- Attracting (or attracting back) professionals through offering career progression and lifestyle can be beneficial, as it allows for the upskilling of other roles and also has the potential to address demographic challenges.

I Education I

Renmark Paringa Trends:

Within Renmark Paringa in 2016, there were 1,124 tertiary level qualifications, comprising 65 postgraduate degrees, 460 bachelor level degrees, 72 graduate diplomas and 520 advanced diplomas. There are also 1,586 higher education certificates within the community 46.

Of the Renmark Paringa population in 2016, there are 813 students attending primary school and 522 students attending secondary school. There are also 148 individuals studying technical or further education either full time or part time (including 46 individuals under the age of 24), and 86 individuals studying at university either full time or part time (including 38 individuals under the age of 24) 47.

Across the Riverland, 22.7% of the population is under the age of 18. A recent study of young people from the Riverland aged between 4 and 20 indicated that many felt the need to ultimately move away from the region in order to achieve their aspirations 48.

There is no traditional multi-disciplinary university in Renmark Paringa, or the broader Riverland region, however there is a university presence. Flinders University has a campus of its School of Nursing and Midwifery in Renmark, which offers a full three year undergraduate nursing degree and also offers the ability for third year medical students to undertake a full year rural placement 49.

The Murray River Study Hub is now providing opportunities for regional students to pursue tertiary education and VET alternatives without having to travel or relocate outside of the Riverland region 50. This improved access to education will bring career opportunities for local businesses and industry. Both students and employers can take advantage of the hub to bridge real career pathways and equip students with a skill set to meet the demands of the local workforce. Courses are offered online and mix mode by partner education partners, including CQUniversity Australia and Flinders University.

In addition, TAFE SA has a multi-disciplinary campus in Berri, which services the Riverland region and offers vocational education and training in a large range of disciplines 51.

Broader Trends:

 Across Australia in 2016, 56 percent of people aged 15 years and over held a post-school qualification. In regional areas, 16 percent of people hold a bachelor degree or higher qualification 52.

Key Points:

- A relatively small proportion of the population is degree qualified.
- A relatively small proportion of school leavers are remaining in the region and undertaking higher education.

- The expanding university presence in the region will allow for an increased uptake of tertiary education.
- The combination of growing higher level employment opportunities and associated education opportunity will assist in attracting and retaining key demographics.

I Tourism I

Renmark Paringa Trends:

The River is a significant attraction in Renmark Paringa, offering a unique and diverse outdoor experience for family activities and is the biggest drawcard for intrastate travelers. Water based activities and houseboating are the main appeal for interstate and international travelers to the region 53.

The true value of tourism in a local economy is sometimes difficult to quantify, as it can include parts of numerous industries.

At the end of 2019, visitor expenditure in the Riverland totalled \$182 million per annum. This was generated from 9,000 international visitors, 92,000 interstate visitors, 313,000 intrastate visitors and 382,000 domestic day trips. This includes 415,000 overnight visits and 1,355,000 individual nights (with the average length of stay being just over three nights) 54. These numbers will be proportionally different in the coming years, due to no international tourism and an expansion in intrastate tourism due to the effect of Covid-19.

Destination Riverland was formed in 2011 to grow tourism and boost the economy by increasing visitor numbers to the Riverland. Current stakeholders are the SA Tourism Commission, the four Councils that cover the Riverland, Regional Development Australia (RDA) Murraylands and Riverland and Riverland Wine 55.

Broader Trends:

 At the end of 2019, visitor expenditure in South Australia totaled \$8.1 billion per annum. This was generated from 488,000 international visitors, 3 million interstate visitors, 5.1 million intrastate visitors and 17.1 million domestic day trips 56.

Key Points:

- Quantifying the economic effect of tourism is challenging, however it is clearly a modest driver of the local economy.
- The Riverland currently attracts less than 2 percent of South Australia's international visitors, 3 percent of interstate visitors, 6 percent of intrastate visitors and 2 percent of domestic day trips.

- It is impossible to have every tourism offering for every visitor. Therefore, it is important to be aware of what our local/regional strengths are, what our target demographics are and what our unique value proposition is. We have the opportunity to collaborate with Destination Riverland to establish this.
- It is important to consider whether our current primary method of marketing ourselves from a tourism perspective (primarily through Destination Riverland) is efficient and effective.
- As a region, it is important to attract a greater share of South Australia's visitors and also increase the level of spending per visitor, per day and the number of nights stayed.

I Transport

Renmark Paringa Trends:

The Sturt Highway travels through Renmark Paringa and forms a critical freight and passenger link between Adelaide and the east coast. The Sturt Highway, through Renmark, receives 8,300 vehicles per day, of which 1,059 (13 percent) are classified as heavy vehicles 57.

In 2017, the Regional Roads Freight Movement Study identified a range of significant road improvements through the Murrayland and Riverland, including the need for more overtaking lanes on the Sturt Highway and the need for a dual lane highway from the Riverland to Adelaide 58. These improvements would also support improved passenger access to critical services in Adelaide and Mildura.

To support the movement of heavy vehicles travelling to and from Renmark, Council is undertaking work on Government Road, in order to create a strategic freight route to bypass town infrastructure.

The Renmark Airport provided air services to the region and consists of a two runway layout with an additional glider natural surface strip. The airport is used for Royal Flying Doctor Service and private flying. From 2016 to 2019 a total of 3,865 landings were recorded. The runway upgrades in 2018 increased the width of the runway from 18 to 30 metres, enabling slightly larger aircraft to use the facility.

Broader Trends:

- While transport of freight by rail has increased from 36 percent in 2000 to almost 50 percent in 2016, Australia still accounts for 3.6 percent of global road-based freight transport 59.
- Light passenger vehicles account for nearly 75 percent of the vehicles on Australia's roads 60.

Key Points:

- Most of Renmark Paringa's largest industries rely on the Sturt Highway to get products to and from the marketplace.
- The major road transport route between Adelaide and the east coast traversing Renmark Paringa is a significant geographical and economic advantage.
- Quality passenger linkages to major service centres are vital.

Community Challenges & Opportunities:

 A critical mass of transport-reliant industries must be maintained in the Renmark Paringa area in order to maintain the pressure on the State Government for major transport improvements.

I Technology I

Renmark Paringa Trends:

The Australian Digital Inclusion Index samples a range of variables in all regions across Australia and specifically considers a population's access, affordability and digital ability in order to determine a digital inclusion score out of 100 61.

While digital inclusion cannot be considered at a local government level, the 'Yorke & Murray' score was 55.1 in 2019 61. While this is comparatively low, it has generally improved in recent years due a large uptake of NBN services and increased value for expenditure on data 63.

Broader Trends:

 South Australia's digital inclusion is the second lowest of the States, at 60.2, Adelaide is 61.7 and the whole of Australia is 61.9 64.

Key Points:

• Digital inclusion is comparatively low in the region but is critical for education, industry and community wellbeing.

- Supporting the necessary community uplift in digital inclusion and literacy to support improved opportunities in the region.
- Recent challenges associated with COVID-19 have the potential to further improve the digital connectivity of the region and the economic opportunities that this will present.

Environmental Trends.

Climate Variability & Water Availability | Waste

I Climate Variability & Water Availability I

Renmark Paringa Trends:

- According to CSIRO 65, Bureau of Meteorology 65 and global climate modelling 67, there is a very high level of confidence that temperatures will rise across Australia throughout the century, with the average annual temperature set to be up to a minimum of 0.6-1.3C warmer in 2030 compared with the average experienced between 1986 and 2018 68.
- The interior of Australia is set to warm more rapidly than coastal areas, with the length of droughts increasing by between 5 percent and 20 percent 69.
- The Murray-Darling Basin annual flow is likely to fall 10 to 25 percent by 2050, and 16 to 48 percent by 2100, which is projected to correlate with a 16 to 19 percent salinity increase by 2050 70.
- Southern Australian rainfall is projected to decrease, mainly in the cooler months, but with some regional exceptions 71. Rainfall is expected to be less frequent but more intense. In combination with increased temperatures and evaporation rates, runoff is projected to continue to decrease 72.
- The World Bank projects that heavy metals, fluoride, chlorine, pesticides, herbicides, plastics, pharmaceuticals and other contaminants that are not actively measured will continue to pollute the Murray-Darling Basin 73.

Key Points:

- The Murray Darling Basin will be facing a hotter and drier future.
- Water availability and quality will be negatively affected, which will have a detrimental effect on irrigated agriculture.
- Climate change adaptation, as opposed to mitigation, will be essential

- Water security for irrigated agriculture, which underpins our local economy, is going to be challenged. Longer droughts and warmer temperatures may challenge the viability of some crops. Improving water use efficiency at local level and industry wide will be essential.
- Public infrastructure and plantings will need to be considered within the context of a hotter and drier climate.
- The welfare of more vulnerable members of the community during extreme heat.
- The liveability of our residential areas for residents and users.

l Waste l

Renmark Paringa Trends:

Renmark Paringa is successfully diverting an increasing volume of waste away from landfill. In 2018/19, 33% of Renmark Paringa's waste was diverted from landfill, which increased to 40% in 2019/20 and 41% in 2020/21 (year to date).

Broader Trends:

- It is projected that total state waste generation will increase by nearly one million tonnes (0.95 million tonnes) and depending on the diversion scenario, a state-wide investment between \$111 and \$296 million will be necessary to address the issue. This equates to \$11.2 million of infrastructure needs in a high diversion scenario in Murray Mallee region 74.
- There is a long-term increasing trend in the export of waste materials for recycling within Australia, and decreasing international markets accepting this waste 75. As a result, it is likely that the South Australian waste levy will continue to progressively increase 76.
- The South Australian Government's Solid Waste Levy, which is payable by Councils per tonne of waste that goes to landfill increased by 40% in 2019/20 and is likely to further increase.

Key Points:

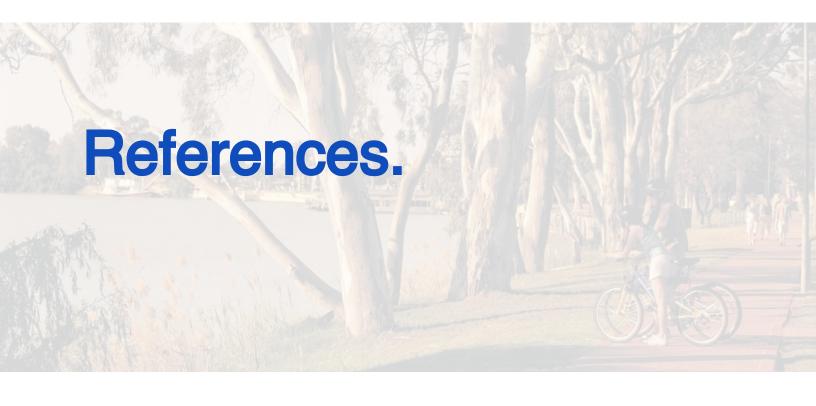
 Waste management will continue to become a more significant and more expensive problem, particularly as the international market for recycling becomes smaller

- The challenge exists to lead the community to reduce, reuse and recycle.
- An opportunity exists to create new industries, specialising in waste to resources and the circular economy, that generate resources from waste.

Our Strengths, Weaknesses, Opportunities & Threats.

After the big picture trends have been analysed, but before a strategic plan has been produced, it is useful to undertake an overview analysis of an organisation's strengths, weaknesses, opportunities & threats, this is known as a SWOT analysis. A SWOT analysis can be done at a granular level, however, when reviewing higher level trends in order to influence a long term strategic plan, it is more useful to undertake a SWOT at a high level.

	Helpful	Harmful
	<u>Strengths</u>	<u>Weaknesses</u>
Internal	 Council is well respected in the community, with 82% of Community Survey respondents rating Council's performance as good or excellent. With minimal debt, Council has a moderate capacity to borrow for long term capital. Council has the capacity to exhibit good leadership from both an elected member & staff perspective. 	 Council is financially constrained, with operating deficits forecast until 2029. Council has historically raised less revenue than specified in the Long Term Financial Plan in order to operate sustainably.
	<u>Opportunities</u>	<u>Threats</u>
External	 Council has the opportunity to more closely collaborate with other Councils in order to achieve regional benefits. Our enviable lifestyle as well as quality infrastructure and open space is attractive for net positive migration. The local economy is growing faster than State/National averages. Geographically central location & transport accessibility to Eastern/Southern Australian markets. Tourism, including nature tourism, has the potential to further grow & economically contribute. Uplift in technology access & inclusion. Waste management challenge can present a significant opportunity. 	 Our population is aging quickly. Most health outcomes are less favourable than in the City. While criminal offences have slightly reduced, perception of safety has declined. High reliance on agriculture, with other sectors represented but much smaller. A comparatively small number of higher skill jobs in the local economy. Loss of school leavers for higher education opportunities. The region will experience a hotter and drier climate in the future. A number of trends (eg related to demographics and climate) consider challenges that have the potential to compromise the viability of the region.



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