



South Australia's
STRATEGIC PLAN

CREATING OPPORTUNITY

March 2004

CREATING OPPORTUNITY CREATING OPPORTUNITY CREATING OPPORTUNITY

Moving forward together



**Government
of South Australia**

VOLUME 1

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A Goad to Action

I am pleased to present South Australia's Strategic Plan.

For the past two years my Government has focused on building the foundations for a stronger economy and a stronger community. The Government has been listening to South Australians on what is important to them.

South Australians want prosperity and more and better job opportunities; a better education for their children; and a focus on quality health care. They want strong economic growth without compromising the environment or our quality of life. They want a fair community that extends opportunity to all. They want a State that aspires to lead, not follow. A State that is self-confident, not self-conscious. A State that celebrates creativity and innovation. A State that fights above its weight and is a destination again rather than a much-loved home that our young people feel they need to leave to make the most of their abilities.

This Plan looks forward and marks out the path for South Australia for the coming decade.

This is a Plan for the whole of our State and all of our people, not just government. The fundamental premise of the Plan is 'creating opportunity' for our people wherever they are and whatever they do – building on our strengths, creating new abilities and ensuring that our citizens and our State thrive.

We have six interrelated objectives:

- 1. Growing prosperity***
- 2. Improving wellbeing***
- 3. Attaining sustainability***
- 4. Fostering creativity***
- 5. Building communities***
- 6. Expanding opportunity.***

The Plan reinforces the need for an integrated and cooperative approach to face the challenges and work on the solutions. The Plan's success depends upon the support and participation of all South Australians.

This Plan will generate controversy. I certainly hope so.

Individuals, community leaders, and interest and lobby groups will criticise, even condemn, the Plan or part of it. Some will say it is too ambitious or not ambitious enough. Others will spring forward with extra targets and recommendations, arguing that we missed this or that important area of economic, social or environmental policy. This debate will be healthy and these groups are welcome to provide me with their positive ideas and can adjust their own plans and targets to supplement or complement our Plan.

There is no doubt that we could have put forward a thousand targets, or two hundred. But I did not want our Plan to look like a phone book or the Australian Bureau of Statistics Year Book. Instead, I wanted a dynamic, living Plan, not one that is rigidly cast in stone and which turns its back on new ideas or changed circumstances.

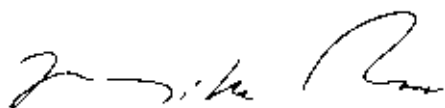
Most of all I want this Plan to be a goad to action. South Australia has had so many plans and we have been consulted to death. What we've lacked over the decades is a comparable zeal for implementation, let alone setting ourselves clear and hard targets.

The State of Oregon in the United States adopted a similar strategy some years back. Oregon started with over 200 targets and benchmarks but has since reduced these. Oregon officials advised us not to

set too many benchmarks for South Australia, lest the process becomes unwieldy and bogged down in minutiae. In Oregon each year the State – not just the State Government – is audited and the results made public. This is designed to measure progress in achieving the targets. Sometimes the targets are achieved, sometimes not. Sometimes the results can be embarrassing. That's healthy too. Sometimes, a failure to achieve a particular target will be explained easily. For example, in South Australia we could face a drought that hits our exports or a big change in the exchange rate, or a range of other factors outside of a State's control.

So why do it? A plan with 79 targets allows us to benchmark or measure our progress over time. I hope it will make politicians, business leaders and community leaders nervous as well as inspired. This Plan, with ambitious but achievable targets, will keep us on our toes and heading in the right direction. Every two years all of us will be measured as our State moves forward.

I want to prove that South Australia can be fervently pro-growth and pro-business, while also being environmentally sustainable and socially inclusive. To embrace the future with confidence, we will need an activist partnership of the entire community. If we care about the State and how we leave it for our children then it must be a job for all of us, not just some of us. I'm looking forward to the challenge.

A handwritten signature in black ink, appearing to read "Mike Rann". The signature is fluid and cursive, with a large, stylized "R" at the end.

Premier Mike Rann
29 March 2004

Summary

The challenges South Australia faces are to generate increasing and sustainable economic and job growth, providing secure and meaningful job opportunities for our children; maintain and improve our unique quality of life; and ensure that all South Australians are able to share in the State's growth by reducing inequality of opportunity.

South Australia's Strategic Plan is about improving the wellbeing of South Australians, which means improved prosperity and economic growth, together with better access to important services such as health and education. It also means preserving and improving our environment, promoting innovation and creativity, and extending opportunity to all South Australians.

South Australia's Strategic Plan recognises that in today's world, successful economies are based on strong, inclusive communities. It recognises that how well we compete internationally depends on how well we educate and train South Australians. Strong economies have grown from investing in people and communities. When people know that they will share in the benefits, they will support rapid change and stronger productivity growth.

South Australia's Strategic Plan sets out some important measuring tools, targets and priority actions designed to address these challenges, setting out a pathway to prosperity that will help us create and seize new opportunities.

It is a whole-of-state Plan and it needs the involvement of all South Australians for its success. Eventually all Government plans will align with South Australia's Strategic Plan and all Government agencies will base their plans, budgets and programs on its key directions and strategies. The Plan also provides a framework for agencies to work together to achieve clear overall objectives.

The Plan is about embracing change and therefore the Plan itself must be open to change to reflect changing circumstances, new opportunities and the views of the community. It reflects the Government's conviction that we – the Government, business and all South Australians – must find ways to do many things differently in the future. Ultimately, South Australia's Strategic Plan seeks to widen opportunities

for all South Australians by focusing on six key strategic objectives:

- **Growing prosperity** – sustained economic growth resulting in rising living standards, with all South Australians sharing in the benefits through more and better job opportunities and accessible, high-quality services
- **Improving wellbeing** – further improving our quality of life and the wellbeing of the community and individual citizens. The focus will be on being healthier and fitter, having less crime and feeling safer, and with a particular emphasis on preventative measures, including education programs
- **Attaining sustainability** – the most critical environmental issue for South Australia is the River Murray and the State's water supply, which brings home the fact that sustainability is not an option: it is mandatory. South Australia must be world-renowned for being clean, green and sustainable. This will boost community wellbeing, safeguard future generations and contribute to our State's prosperity. The focus will be on protecting our biodiversity, securing sustainable water and energy supplies, and minimising waste
- **Fostering creativity** – innovation and creativity provide South Australia's future capital for growth and expansion. The Government recognises its role in providing the right environment for these attributes to flourish in sectors ranging from the arts to manufacturing, and its ability to provide a lead for the rest of the community. Our capacity to do things differently will be one of the keys to achieving all of our objectives
- **Building communities** – the Government has encouraged community participation and helped people of all ages to connect with other community members and contribute to civic life. Its priority is to develop South Australia as a place in which people care for each other and contribute to their communities. This will enhance our peace, pride and prosperity and build 'social capital'. It will also attract new migrants, visitors and investors, who will bring skills, resources and ideas

■ **Expanding opportunity** – the Government’s priority is to ensure all South Australians are able to create and use opportunities that build on their talents. Restoring the State’s leadership in education is fundamental, with a focus on establishing the foundations in early childhood and building the basic skills in primary school. Strong, healthy democracies are built on inclusive societies where all citizens, irrespective of circumstances, have the means and opportunity to participate in the civic, cultural, social and economic life of their communities.

79 key targets have been set against which our progress as a State can be gauged and reviewed. This comprehensive review will take place every two years.

Summary of our targets

Note: A reference number is contained in parentheses after each target.

Objective 1: Growing Prosperity

Jobs:	Better the Australian average employment growth rate within 10 years. (T1.1)
Unemployment:	Equal or better the Australian average within 5 years. (T1.2)
Youth unemployment:	Equal or better the Australian average within 5 years. (T1.3)
Competitive business climate:	Maintain Adelaide’s rating as the least costly place to set up and do business in Australia (KPMG Competitive Alternatives study) and continue to improve our position internationally. (T1.4)
Economic growth:	Exceed the national economic growth rate within 10 years. (T1.5)
Investment:	Match or exceed Australia’s ratio of business investment as a percentage of the economy within 10 years. (T1.6)
Total population:	Increase South Australia’s population to 2 million by 2050, rather than the projected population decline. (T1.7)
Interstate migration:	Reduce net loss to interstate to zero by 2008 with a positive inflow from 2009. (T1.8)
Overseas migration:	Match South Australia’s share of international migrants to Australia with the State’s share of the overall national population over the next 10 years. (T1.9)
Productivity:	Exceed Australia’s average productivity growth within 10 years. (T1.10)
Industrial relations:	Achieve the lowest number of working days lost per thousand employees in Australia within 10 years. (T1.11)
Exports:	Treble the value of South Australia’s export income to \$25 billion by 2013,

with exporters assisted by the work of the industry-led Export Council which was established in 2004. Industry-agreed sectoral goals that will assist in meeting the overall target include \$7.5 billion by 2013 by the food industry in meeting the Food Plan target, over \$3 billion nationally by the wine industry by 2010, further developing our exports of motor vehicles, increasing the current 20% per annum sales and revenue growth of the electronics industry and further consolidating Adelaide as the defence industry capital of Australia and developing defence industry exports. Minerals will also contribute to the overall target by achieving ambitious exploration and processing targets. We will work to more than double our share of national service exports and increase our exports of elaborately transformed manufactures. (T1.12)

Tourism industry:

Increase visitor expenditure in South Australia's tourism industry from \$3.4 billion in 2001 to \$5.0 billion by 2008 by increasing visitor numbers and length of stay and, more importantly, by increasing tourist spending. (T1.13)

Share of overseas students:

Double South Australia's share of overseas students within 10 years. (T1.14)

Minerals and exploration:

Make South Australia a favoured mineral investment destination for private investment by 2010, with exploration expenditure targeted to almost treble to \$100 million by 2007, and minerals production to reach \$3 billion by 2020, with a further \$1 billion worth of minerals processing by that time. (T1.15)

Strategic infrastructure:

Increase investment in strategic areas of infrastructure, such as transport, ports and energy to support and achieve the targets in South Australia's Strategic Plan. (T1.16)

Credit rating:

Achieve a AAA credit rating, in line with other mainland States, within 3 years. (T1.17)

Performance improvement in the South Australian public sector – productivity:

Lead the nation in cost effectiveness of government services within 5 years. (T1.18)

Performance improvement in the South Australian public sector - quick decision-making:

Lead Australian governments in timely and transparent government decision-making within 5 years. (T1.19)

Objective 2: Improving Wellbeing

Quality of life:

Improve Adelaide's quality of life ranking on the William M. Mercer Quality of Life index to be in the top 20 cities in the world within 10 years. (T2.1)

Healthy South Australians:

Increase healthy life expectancy of South Australians to lead the nation within 10 years. (T2.2)

Infant mortality:

Continue to be the best performing State in Australia. (T2.3)

Psychological distress:	Equal or lower than the Australian average within 10 years. (T2.4)
Smoking:	Reduce the percentage of young cigarette smokers by 10% within 10 years. (T2.5)
Overweight:	Reduce the percentage of South Australians who are overweight or obese by 10% within 10 years. (T2.6)
Sport and recreation:	Exceed the Australian average for participation in sport and physical activity within 10 years. (T2.7)
Crime rates:	Reduce crime rates to the lowest in Australia within 10 years. (T2.8)
Road safety:	Reduce road fatalities by 40% by 2010, with an ongoing focus on reductions in fatalities and serious injuries across all modes. (T2.9)
Greater safety at work:	Achieve the nationally agreed target of 40% reduction in injury by 2012 (National OHS Strategy 2002–2012, National Occupational Health and Safety Commission). (T2.10)

Objective 3: Attaining Sustainability

The River Murray:	Increase environmental flows by 500 GL in the Murray-Darling and major tributaries by 2008 as a first step towards improving sustainability in the Murray-Darling Basin, with a longer-term target to reach 1500 GL by 2018. (T3.1)
Energy consumption – government:	Reduce energy consumption in Government buildings by 25% within 10 years and lead Australia in wind and solar power generation within 10 years. (T3.2)
Greenhouse emissions:	Achieve the Kyoto target during the first commitment period (2008–12). (T3.3)
Land biodiversity:	Have five well-established biodiversity corridors linking public and private lands across the state by 2010. (T3.4)
Marine biodiversity:	Create 19 Marine Protected Areas by 2010. (T3.5)
Native vegetation:	Any clearance of native vegetation being offset by significant biodiversity benefit by 2005. (T3.6) Integrate native vegetation/biodiversity management in South Australia's eight Natural Resource Management regional plans by 2010. (T3.7) Lose no species. (T3.8)
Use of public transport:	Double the use of public transport to 10% of weekday travel by 2018. (T3.9)
Ecological footprint:	Reduce our ecological footprint to reduce the impact of human settlements and activities within 10 years. Actions will include: <ul style="list-style-type: none"> ■ increasing the use of renewable electricity so that it comprises 15% of total electricity consumption within 10 years ■ extending the existing Solar Schools Program so that at least 250 schools have solar power within 10 years

- extending the One Million Trees program so that 3 million trees will be planted in South Australia within 10 years
- increasing energy efficiency of dwellings by 10% within 10 years, by such means as the introduction of a five-star energy requirement for new houses by May 2006.(T3.10)

Zero waste: Reduce waste to landfill by 25% within 10 years. (T3.11)

Objective 4: Fostering Creativity

Creativity:	Achieve a ranking in the top 3 regions of Australia in Richard Florida's Creativity Index within 10 years. (T4.1)
Commercialisation of research:	Increase patent applications to exceed our population share of all Australian applications within 5 years. (T4.2)
Film, television, audio visual and digital content:	Significantly grow and expand South Australia's share of the national feature film industry to match our population share. (T4.3) Double our share of television production within 10 years. (T4.4) Match the Australian average rate of growth in the audiovisual sector within 10 years. (T4.5)
Investment in science, research and innovation:	Exceed the national average of business expenditure on research and development (as a percentage of GSP) and approach the OECD average within 10 years. (T4.6)
Internet usage:	Increase the level of internet use in metropolitan and regional South Australia by 20% within 10 years. (T4.7)
Cooperative Research Centres, Centres of Excellence and Major National Research Facilities:	Have based in South Australia either the headquarters or a major node of at least 40% of all existing CRCs, Major National Research Facilities and Centres of Excellence within 5 years. (T4.8)
Creative education:	Improve learning outcomes in the arts and other curriculum areas that utilise enterprise education. (T4.9) Improve the connections between educational institutions and industry to enhance creativity and innovation. (T4.10) Increase the number of families participating in the Learning Together and school–community arts and recreation programs. (T4.11)

Objective 5: Building Communities

Women in leadership:	Increase the number of women on all State Government boards and committees to 50% on average by 2006. (T5.1) Have 50% on average of State Government boards and committees chaired by women by 2008. (T5.2) Increase the number of female members of Parliament to 50% within 10 years. (T5.3)
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Political participation:	Halve the number of informal votes as a percentage of total votes cast in State Government elections over the next 10 years. (T5.4) Increase voter participation in local government elections in South Australia to 50% within 10 years. (T5.5)
Volunteering:	Increase the level of volunteerism in South Australia from 38% in 2000 to 50% within 10 years. (T5.6)
State and local Government:	Align State and Local Government's Strategic Plans within 12 months of the release of South Australia's Strategic Plan and agree joint initiatives from them. (T5.7)
Regional population levels:	Maintain and develop viable regional population levels for sustainable communities. (T5.8)
Regional unemployment:	Reduce regional unemployment rates. (T5.9)
Regional crime rates:	Reduce the level of crime in South Australia's regions by 10 per cent within 10 years. (T5.10)
Regional infrastructure:	Build and maintain infrastructure to develop and support sustainable communities in regions. (T5.11)

Objective 6: Expanding Opportunity

Aboriginal wellbeing:	Reduce the gap between the outcomes for South Australia's Aboriginal population and those of the rest of South Australia's population, particularly in relation to health, life expectancy, employment, school retention rates and imprisonment. (T6.1) Increase the percentage of the Aboriginal population in the South Australian public sector from 1.2% to 2% within 5 years. (T6.2)
Income inequality:	Raise the lowest incomes of South Australians relative to those of the average South Australian. (T6.3)
Homelessness:	Halve the number of 'rough sleepers' in South Australia by 2010. (T6.4)
Disability:	Increase the number of community-based accommodation options. (T6.5)
Housing:	Encourage provision of affordable housing in the community. (T6.6) Halve the number of South Australians experiencing housing stress (people paying more than 25% of their income on rent) within 10 years. (T6.7)
Junior primary class sizes:	Continue to reduce junior primary class sizes. (T6.8)
Reading challenge:	Have over 50% of government and non-government schools participating in the Premier's Reading Challenge program by 2006. (T6.9)
Primary education:	Increase Year 3 and 5 student performance in literacy and numeracy to reach or exceed the national average by 2008. (T6.10)
Middle schooling:	Increase Year 7 student performance in literacy and numeracy to reach or exceed the national average by 2008. (T6.11)

Senior secondary schooling:

Increase the leaving age to 17 years by 2010 to ensure that young people are either in school, employed or in structured training. (T6.12)
Increase the percentage of students completing Year 12 or its equivalent to 90% within 10 years. (T6.13)

Regional education:

Achieve a marked improvement in the percentage of regionally-based students completing SACE or equivalent, by 2010. (T6.14)

Non-school qualifications:

Increase the proportion of the South Australian labour force with non-school qualifications from 50.7% in 2002 to 55% within 10 years. (T6.15)

University participation:

Exceed the national average within 10 years. (T6.16)

TAFE participation:

Continue to exceed the national average. (T6.17)

Overview

■ South Australia's Strategic Plan - changing the way we do things

South Australia is one of the best places on earth in which to live. We owe this as much to the endeavours of earlier generations as to those of the people who live and work here now. From its earliest years South Australia built a reputation for being innovative and self-reliant. That spirit and drive hasn't left us. But it now has to be rekindled and encouraged if South Australia is to seize the opportunities of the future. We need to feel the confidence of that heritage and add to it the attributes and talents of all South Australians, old and new.

South Australia's Strategic Plan seeks to achieve that by setting out a pathway to prosperity that will help us to create and seize new opportunities. This Plan is a whole-of-state Plan and requires involvement by all South Australians for its success.

The Plan involves selecting a number of quantifiable indicators to measure and track the state's economic, social and environmental health; and creating targets for improvement – 'benchmarks' – and reporting against them, in a transparent manner without fear or favour, every two years. It recognises that not all targets will be met, particularly as circumstances change at a global level, but that this is not necessarily evidence of failure. Rather, the critical aspect is to commit to measuring progress.

It is expected that over time, all Government plans will align with South Australia's Strategic Plan. All Government agencies will be required to base their plans, budgets and programs on the key directions and strategies laid out in the Plan. The Plan will also provide the framework for agencies to work together to achieve clear overall objectives. Over the coming months Ministers will discuss and agree with Chief Executives what their respective responsibilities are in achieving our goals.

To commence the process, all Ministers will present to Cabinet a comprehensive set of steps that will start giving effect to priorities and actions in this Plan. As this is a whole-of-state Plan, these steps will explain how Ministers will engage with business, unions and the community to help ensure we are all moving in the same direction. The Plan requires the commit-

ment of all South Australians. Ministers will report to Cabinet regularly to provide updated information on progress.

The Plan is about embracing change and therefore the Plan itself must be open to change to reflect changing circumstances, new opportunities and the views of the community.

■ Answering the wake-up call

South Australia has an enviable living standard and quality of life. These have been recognised internationally but are not enough. Our State is now subject to ever-increasing competition from other regions of the world. We must embrace change and new opportunities and ideas if we wish to be globally competitive as well as socially inclusive and equitable. That's what this Plan seeks to achieve.

■ Focusing on our strengths

By consolidating our strengths and unleashing our creativity, we will be better able to generate the jobs, wealth and wellbeing we have come to value so highly.

■ Being confident

We must be aware of how others see us and seek to influence how we are seen. Our image and standing in the world are important – not only for our own sense of pride and confidence, but also because others in the world are making important business and investment decisions that affect our future.

■ What we stand for

It is important to appreciate some of the key features that help define our State and what it is to be a South Australian. These are not exhaustive or exclusive but they highlight important things that we have valued in the past. We are:

- A creative and innovative community that seizes opportunities
- A responsible community that cares for others
- A place with an enviable and affordable lifestyle
- A community that cares for its environment.

This is a foundation on which we can build. However, we must also challenge these values if we feel we are being too complacent or conservative, or if they do not sufficiently describe how we want to be seen in the future.

■ How has the Plan been developed?

The Government has listened closely to what people have said over the last two years in developing this Plan. It has been greatly helped by four key advisory groups and their consultation processes and strategies. These are:

- The Economic Development Board's Economic Growth Summit in April 2003 and its resultant Framework for Economic Development in South Australia, as part of which thousands of South Australians were consulted
- The Social Inclusion Board's Drugs Summit and its work on addressing school retention rates, homelessness and youth unemployment
- The Science and Research Council's vision for the future of science, technology and innovation in South Australia
- The newly-formed Premier's Round Table on Sustainability, which has already identified a number of themes to be explored in working towards a sustainable future for the State.

These bodies have brought together people from government, business and the broader community to address important matters facing the State. Their contribution, and particularly the positive interactions between business, community and Government, is critical to ensuring we find effective solutions to the complex issues we face.

The Government also has an asset in the Capital City Committee, which ensures that the future of the capital city role of Adelaide is developed strategically with the Adelaide City Council and the Capital City Forum, and which leads an innovative agenda in areas such as the green city initiative.

Two other ground-breaking strategies have been developed to deal with complex issues that we, along with other advanced communities, face: the Generational Health Review, which was chaired by John Menadue AO; and the investigation into Child Protection, headed by Robyn Layton QC.

Other extensive consultations have produced the Planning Strategy, the Tourism Plan and other documents. These plans sit underneath South Australia's Strategic Plan and contain

further detail on implementation to complement the priority actions this Plan contains.

Dialogue with other bodies will continue to take place – for example, the Local Government Consultation Agreement, which will enable a shared approach to strategic planning. In addition, local government and the private sector will both have a significant role in developing a State Infrastructure Plan. Other critical documents, such as the Transport Plan and State Housing Plan, will also be released in 2004.

■ An integrated approach for the whole

State The Plan has been developed for the whole State. No sector alone can build the future we want. Government, business and our communities will need to work together positively, creatively and with ambitious direction. The Government recognises the importance of partnerships and that it must create the environment for things to happen.

The Government also recognises the importance of the regions that make up the State and the vital role they have played and will continue to play. Different levels of challenge and opportunity confront various regions of South Australia and, while the targets in the Plan are generally statewide, there will be regard for both the challenges and the opportunities in the various regions across our State.

■ What is the timeframe for the Plan?

The Plan seeks to chart a medium to long-term course and, in general terms, has a 10-year time frame. However, there are aspects of the Plan and its targets that must be achieved earlier than that. There are also areas where, inevitably, demonstrable change may take longer than 10 years, such as some of the key environmental and population indicators that are slow to respond to changes in policy direction.

■ Defining targets and measuring progress

South Australia's Strategic Plan sets out some important measuring tools, targets and priority actions that are designed to address the above goals. They draw a line in the sand against which our progress as a State can be gauged and reviewed. We will report every two years on our progress against each of the key targets.

■ What are its key elements?

Ultimately, South Australia's Strategic Plan seeks to widen opportunity for all South Australians and to improve their wellbeing.

We will achieve this as a State through commitment to the key objectives of:

- Growing prosperity
- Improving wellbeing
- Attaining sustainability
- Fostering creativity
- Building communities
- Expanding opportunity.

The power of innovation, the power of our people

The people who live and work in South Australia are fundamental to its future success. Investment in their education and training is paramount to the success of the Plan and the State's long-term future. It will benefit us – as a community – to do everything we can to identify, harness, nurture, attract and retain our talent to take advantage of opportunities as they arise. This will undoubtedly lead to greater innovation, new opportunities and South Australia's enhanced position in the world.

The role of Government

While the Plan is intended to provide a basis for a shared approach to the State's future, the Government will focus on actions that provide the basic foundations.

This ensures that the most important functions of government, such as health services, education and training, and law and order, are delivered not only to a high standard but also in an effective and efficient way. Wherever possible, emphasis will be placed on preventative actions aimed at avoiding future problems, rather than on trying only to fix up the problems of the past.

The Government will also insist on sound financial management to ensure it has the ability to target key areas of need and priority, and to put in place critical infrastructure to support the State's initiatives.

Where next?

The Plan will be communicated widely to generate statewide support and commitment to action. The Plan provides a basis for further detailed action and will be a living, evolving document that will be improved and refined when necessary. Our new directions will also be communicated to those outside South Australia, promoting the State confidently and aggressively.

Navigating South Australia's Strategic Plan

The Plan is contained in two volumes.

Volume One is set out under the six key objectives and contains:

Where we are now	How South Australia compares with the way it used to be and with other places
Targets	What we want to achieve
Measuring tools	Which indicators we will use to measure our progress
Priority actions	Some of the most important things we will do as a State to meet the targets
Primary responsibility	Who is responsible for the priority actions
More information on each objective	Links to other documents

Volume Two contains more detailed facts and figures in relation to the issues identified in the Plan.

South Australia's Strategic Plan *Creating Opportunity* website is at: www.stateplan.sa.gov.au

Terms used

The term 'Aboriginal' is inclusive of all Aboriginal people and Torres Strait Islanders in South Australia.

Objective 1: Growing Prosperity

Key points

- Sustained economic and jobs growth
- Investment in education and skills
- Reduced social and economic inequality
- Enhanced quality of life
- Increased productivity
- Increased population
- Sharing in future prosperity
- Increased exports
- Focus on innovation and R&D
- Sound financial management
- Adequate strategic infrastructure
- Business climate that encourages investment
- Partnerships between government, business and community



Our priority is sustained economic growth resulting in rising living standards, with all South Australians sharing in the benefits through more and better job opportunities and accessible, high-quality services.

Report Card:

What We've Achieved

Over the past two years, the State Government has concentrated on building the foundations for strong, sustained economic growth and increased job and career opportunities.

Much has been achieved in recent years, including:

- *launching the South Australian Wine Exporters Group*
- *investing \$11.1 million directly into the development and production of new creative work by artists and small - medium arts organisations - the heart of the arts in South Australia*
- *establishing a high-powered team of defence industry experts to help win lucrative contracts associated with the naval ship building project*

- *establishing a Wine Industry Council*
- *winning a new bioscience plant research centre*
- *introducing Sunday trading*
- *securing a new \$240 million Adelaide Airport terminal, due for completion in 2005*
- *supporting completion of the Adelaide to Darwin Railway.*

The Government began the job of balancing the budget and targeted its spending to those areas South Australians consider to be priorities – principally health and education.

It has also:

- *scrapped the previous policy of large business handouts*
- *begun building on the State's strengths by investing in the skills of South Australians*
- *lifted the school leaving age*
- *reduced TAFE fees*
- *reduced class sizes in the early years of primary school.*

The Government established the Economic Development Board to help chart a new way forward. The EDB's 'A Framework for the Economic Development of South Australia' was considered at an Economic Growth Summit – with 70 of the Summit's 71 recommendations accepted within weeks by the Government. This has resulted in:

- *money for a new fibre optics network to benefit the electronics, film and car industries and also to provide extra bandwidth in South Australia to power new IT-related industries*
- *establishment of a new portfolio of Minister for Infrastructure; the Minister will develop a major infrastructure plan for South Australia*
- *establishment of a Venture Capital Board with up to \$10 million earmarked for promotion of venture capital*

- *a private-sector-led Export Council to help drive export growth and achieve the objective of trebling State exports to \$25 billion by 2013*
- *initiatives in science, technology and innovation, including establishment of a Science and Innovation Fund*
- *incentive packages for skilled and business migrants to come to South Australia, ahead of a comprehensive population policy due later this year*
- *development of South Australia's Strategic Plan*

The Government also hopes to secure a major expansion of the mining industry in South Australia, and will continue its push to make South Australia the hub of Australia's defence industry.

Financial firm KPMG has recognised South Australia's recent track record. Its February 2004 report rated Adelaide as the best place to do business in the Asia Pacific and the 10th most competitive city in the world to do business in (2004 Competitive Alternatives Study, KPMG).

Focus

South Australia is a prosperous State. Its living standard and lifestyle are the envy of many, but we face considerable challenges if we are to maintain and increase our prosperity and extend greater opportunity to all South Australians.

To ensure ongoing prosperity for this and later generations, we must embrace change and invest in our greatest asset – our people. It is we ourselves who will make the difference and provide South Australia with the competitive advantage it needs to sustain that prosperous future.

Background

The South Australian economy has undergone major structural change in recent years in response to increasing globalisation and market forces.

The challenges South Australia faces now are to:

■ generate increasing and **sustainable economic and job growth** to ensure secure and meaningful job opportunities for our children

■ maintain and **improve our unique quality of life**

■ ensure that all South Australians are able to **share in the growth by reducing inequality of opportunity**.

Our State's manufacturing, wine, defence, food processing, automotive, aquaculture, tourism and education industries have all made significant inroads into export markets, while our agricultural, mining and resource sectors continue to make a huge contribution to our wealth.

Despite recent improvements in performance, the South Australian economy faces a major challenge to sustain growth rates at or above the national average.

South Australia must build on its strengths and develop new capabilities and capacity.

It must improve productivity levels, stimulate more innovation, increase investment in key infrastructure and improve export performance.

Sound financial management by the Government is essential in underpinning the State's economic performance and business confidence, and also for the delivery of improved services to the community. It is essential, too, if the Government is to invest in the future – both in people and in strategic economic and social infrastructure.

Economic growth by itself is of little value unless it also leads to improvements in our quality of life and a fairer distribution of wealth.

Improving quality of life and the wellbeing of South Australians requires improvements in all areas of endeavour – environmental amenity, social justice and inclusion, public services, provision of world-class infrastructure, and provision of quality education and training and health systems.

All South Australians need to share in the benefits of increasing prosperity. The Government will work with the community to ensure that as

many South Australians as possible have the opportunity to share in the State's future prosperity, including participation in housing and social support programs where necessary.

The Plan

■ **Invest in education and skills:** The biggest difference we can make as a State is through the investment we make in South Australians. We must invest in our human capital as never before, because this is the key to achieving our economic potential. This must be an imperative if we are to prosper economically and become a fairer and more inclusive society.

It is vital that we invest in the skilling of our youth, who face considerable challenges in gaining a secure place in the labour market. In addition, young people in the transition from education to work must understand the changed nature of the workforce and the requirement for higher skill levels and lifelong education.

All South Australians who want to work must be able to secure meaningful employment in the State. But this requires a reciprocal commitment – they must be prepared to acquire new skills and engage in an economy that is dynamic and structurally evolving.

■ **Improve productivity:** Productivity growth must become a focus of both the private sector and Government if we are to continue the stronger economic growth of recent years.

We must adopt management practices that improve the State's overall productivity. The Government will set an example in its own workplaces through workforce development policies and practice and new approaches that lead to more productive and efficient operations.

■ **Foster the right business climate:** Private sector investment is the foundation of growth, productivity improvement and prosperity. The strong investment growth that has occurred in recent years needs to be sustained. Government will continue to foster a competitive business environment that promotes this investment and growth.

■ **Ensure sound financial management:** The Government, despite increasing pressures on its finances, is committed to maintaining a

responsible budget strategy that targets spending on areas of greatest need and aims to deliver on-average balanced budgets in the general government sector.

The Government undertakes to provide services to the community in an efficient and effective manner. By maintaining a disciplined fiscal approach, it will be able to prioritise spending on the key services and infrastructure required for achieving sustained growth, rising living standards and a fairer society.

Sound financial management is crucial to our ability to weather external shocks, such as a downturn in economic activity or rises in interest rates.

■ **Improve public sector performance:** While maintaining sound financial policy we must also ensure that spending goes to priority areas of community need, and that services and infrastructure are delivered as efficiently and effectively as possible.

■ **Boost exports:** Sales of South Australian goods and services to other countries and States provide the best opportunity to boost our State's jobs and income levels. A vital way of ensuring our State's future economic prosperity is to diversify our export base, moving increasingly into high-value goods and services for which international demand is growing strongly.

■ **Invest in infrastructure:** Investment in the State's infrastructure must be focused and strategic to keep our economy competitive and provide the right facilities to support our economic, environmental and social development.

■ **Two examples:** the Adelaide to Darwin Railway is now complete and the upgrade to Adelaide Airport's terminal facilities and aircraft capacity will be completed in 2005.

In addition, improving the security, accessibility and affordability of the State's energy supplies will continue to be a key Government priority.

■ **Invest in innovation and R&D:** Economic growth and jobs increasingly are coming from the application of knowledge and skill to the production of goods and services. Innovation – that is, doing things in new ways – and greater

investment in research and development of new products and processes are vital to our future prosperity. So is investment in new skills. Innovation is not just about new high-profile industries, but must underpin everything we do – across the whole economy and the whole of Government.

■ **Increase our population:** A growing population improves our ability to meet labour force needs, grow local markets, increase innovation, and sustain spending power and access to goods and services, thus enhancing our standard of living. A growing population base – which must be compatible with environmental sustainability – is essential if we are to develop, attract and retain the skills and talent needed for a productive, innovative community.

A growing population is primarily dependent on having a growing economy. However, certain of the demographic changes of the past two decades will also affect our capacity to grow in the future. South Australia will therefore need a strong focus on countering the economic and social impacts and challenges of the adverse demographic changes of the last two decades.

■ **Forge partnerships:** The Government is committed to the goals outlined in South Australia's Strategic Plan, but their attainment will demand similar commitment from the whole community, including the business sector, education and training providers, unions, other community groups, social interest groups in areas such as ageing, disability, women and youth, and individual South Australians. The Plan recognises the important contribution that all South Australians make to our prosperity, whether they live in the regions or metropolitan Adelaide.

Top-Level Goals

■ *Jobs*

Where we are now: Strong employment growth in 2003.

Target: Better the Australian average employment growth rate within 10 years. (T1.1)

Measuring tool: Index of total employment for South Australia in trend terms (compared with Australia).

■ *Unemployment*

Where we are now: Lowest unemployment rates in 25 years during 2003. The gap between national and South Australian unemployment rates has narrowed.

Target: Equal or better the Australian average within 5 years. (T1.2)

Measuring tool: South Australia's trend unemployment rate (compared with Australia).

■ *Youth unemployment*

Where we are now: Despite recent improvements in the youth unemployment rate, we still have a higher rate than the Australian average.

Target: Equal or better the Australian average within 5 years. (T1.3)

Measuring tool: Annual average youth unemployment rate (original data).

■ *Competitive business climate*

Where we are now: KPMG's 2004 Competitive Alternatives study rated Adelaide as the best place to do business in the Asia Pacific and the 10th most competitive city in the world to do business in.

Target: Maintain Adelaide's rating as the least costly place to set up and do business in Australia (KPMG Competitive Alternatives study) and continue to improve our position internationally. (T1.4)

Measuring tool: KPMG Competitive Alternatives study.

Growth and Population

■ *Economic growth*

Where we are now: Strong recent economic growth by world standards but, on average, behind the Australian average over the last 15 years.

Target: Exceed the national economic growth rate within 10 years. (T1.5)

Measuring tool: South Australia's index of economic growth (compared with Australia).

■ *Investment*

Where we are now: Despite recent improvements, on average, the business investment level has lagged behind that for Australia as a whole over the previous decade.

Target: Match or exceed Australia's ratio of business investment as a percentage of the economy within 10 years. (T1.6)

Measuring tool: Private new capital expenditure as a percentage of GSP (compared with Australia).

■ **Total population**

Where we are now: South Australia has more than 1.5 million people but this is expected to decline.

Target: Increase South Australia's population to 2 million by 2050, rather than the projected population decline. (T1.7)

Measuring tool: South Australia's total population

■ **Interstate migration**

Where we are now: More people continue to migrate interstate than come to South Australia, although we are losing fewer than in the 1990s.

Target: Reduce net loss to interstate to zero by 2008 with a positive inflow from 2009. (T1.8)

Measuring tool: South Australia's net interstate migration, particularly among the 20–45 year group.

■ **Overseas migration**

Where we are now: South Australia receives a low per capita share of the national intake of international migrants.

Target: Match South Australia's share of international migrants to Australia with the State's share of the overall national population over the next 10 years. (T1.9)

Measuring tool: South Australia's national share of international migrants.

Productivity and Innovation

■ **Productivity**

Where we are now: Our GSP per hour worked is behind the Australian average.

Target: Exceed Australia's average productivity growth within 10 years. (T1.10)

Measuring tool: Trend growth in GSP per hour worked in South Australia (compared with Australia).

■ **Industrial relations**

Where we are now: South Australia's rate of industrial disputes has been consistently lower than the Australian average.

Target: Achieve the lowest number of working days lost per thousand employees in Australia within 10 years. (T1.11)

Measuring tool:	Industrial disputes – number of working days lost per thousand employees.
Priority actions:	<p>Focus government and business investment in education and training to support lifelong learning by individuals who wish to acquire the knowledge and skills required for meaningful employment.</p> <p>Primary responsibility: Commonwealth Government, State Government and business</p> <p>Increase industry investment in the knowledge-based economy that will improve productivity and enhance long-term sustainable economic growth.</p> <p>Primary responsibility: Industry, unions, the education and training sector, and research and development institutions</p> <p>Launch a national and international campaign to actively promote the State as a destination for skilled and business migrants, and to attract potential interstate migrants and expatriate South Australians.</p> <p>Primary responsibility: State Government and Commonwealth Government</p> <p>Develop and implement strategies to ensure that the State is able to sustain higher population levels.</p> <p>Primary responsibility: State Government and industry</p>

Trade Orientation

■ Exports

Where we are now: Strong export performance despite recent declines.

Target: Treble the value of South Australia's export income to \$25 billion by 2013, with exporters assisted by the work of the industry-led Export Council which was established in 2004. Industry-agreed sectoral goals that will assist in meeting the overall target include \$7.5 billion by 2013 by the food industry in meeting the Food Plan target, over \$3 billion nationally by the wine industry by 2010, further developing our exports of motor vehicles, increasing the current 20% per annum sales and revenue growth of the electronics industry and further consolidating Adelaide as the defence industry capital of Australia and developing defence industry exports. Minerals will also contribute to the overall target by achieving ambitious exploration and processing targets. We will work to more than double our share of national service exports and increase our exports of elaborately transformed manufactures. (T1.12)

Measuring tool: Value of South Australia's overseas exports; South Australia's commodity and services exports as a share of GSP (compared with Australia as a share of GDP); export income of South Australia's services; and elaborately transformed manufactures as a percentage of total export income.

■ Tourism industry

Where we are now: The tourism industry is a vital part of South Australia's economy, generating \$3.4 billion in visitor expenditure and supporting the equivalent of 36,800 full-time jobs.

Target: Increase visitor expenditure in South Australia's tourism industry from \$3.4 billion in 2001 to \$5.0 billion by 2008 by increasing visitor numbers and length of stay and, more importantly, by increasing tourist spending. (T1.13)

Measuring tool: Visitor expenditure in South Australia's tourism industry

■ **Share of overseas students**
Where we are now:

South Australia's share of overseas students has been dropping in recent years and the most recent data showed that we had 3.8% of national enrolments.

Target: Double South Australia's share of overseas students within 10 years. (T1.14)

Measuring tool: Share of overseas students, South Australia and other States

■ **Minerals and exploration**

Where we are now:

The Fraser Institute Annual Survey of Mining Companies 2003-04 ranked South Australia number one in the world on the Geological Database Index, equal third in Policy Potential Index, equal 19th in the Investment Attractiveness Index and equal 32nd in the Minerals Potential Index.

Target: Make South Australia a favoured mineral investment destination for private investment by 2010, with exploration expenditure targeted to almost treble to \$100 million by 2007, and minerals production reaching \$3 billion by 2020, with a further \$1 billion worth of minerals processing by that time. (T1.15)

Measuring tool: Value of exploration expenditure

Priority actions:

Remove barriers to exporting and support industry.

Primary responsibility: Commonwealth Government, State Government and industry associations

Develop an export culture within business and the community.

Primary responsibility: industry

Achieve greater diversification in the composition of our exports, both in terms of products and services exported and their markets of destination.

Primary responsibility: industry

Promote the importance and benefits of export development through a targeted communications campaign to industry and the community.

Primary responsibility: State Government

Develop an innovative and internationally competitive sustainable mineral exploration industry through investment in exploration, production and processing.

Primary responsibility: State Government, Commonwealth Government and industry

Infrastructure

■ **Strategic infrastructure**

Where we are now:

South Australia's infrastructure is ageing. Development of new infrastructure has been ad-hoc and not focused on its strategic benefit to the State.

Target: Increase investment in strategic areas of infrastructure, such as transport, ports and energy, to support and achieve the targets in South Australia's Strategic Plan. This will include the new Airport terminal. (T1.16)

Measuring tool:	State and local government spending on infrastructure as a percentage of GSP (compared with Australia/GDP)
Priority actions:	<p>Develop the State's strategic infrastructure priorities over 5 and 10 year time frames in the form of a State Infrastructure Plan to focus both Government and business investment.</p> <p>Primary responsibility: State Government, local government and industry</p> <p>Improve the strategic asset management, use and maintenance of existing infrastructure.</p> <p>Primary responsibility: State Government, local government and industry</p>

Sound Financial Management and Public Sector Performance

■ *Credit rating*

Where we are now:	South Australia has been awarded an AA+ rating in recognition of its decreasing debt levels and improving financial performance.
Target:	Achieve a AAA credit rating in line with other mainland States within 3 years. (T1.17)
Measuring tools:	Budget position, reports from ratings agencies such as Standard and Poor's and Moody's.

■ *Performance improvement in the South Australian Public Sector Productivity*

Where we are now:	There is scope to improve the cost effectiveness of the delivery of government services.
Target:	Lead the nation in cost effectiveness of government services within 5 years. (T1.18)
Measuring tool:	Although there are analyses by bodies such as the Commonwealth Grants Commission and the Productivity Commission, a comprehensive set of indicators for the cost-effectiveness of government services does not yet exist. Total government expenditure in an area does not, of itself, accurately indicate cost-effectiveness as higher (or lower) spending may reflect a deliberate policy decision to provide more (or less) services than the average in that area. Measures will be developed in 2004–05.

■ *Performance improvement in the South Australian Public Sector Quick Decision-Making*

Where we are now:	The speed of decision-making in Government can be improved. New data are being collected to measure the effectiveness of our planning and development system. The first full year's data will be available in August 2005. The Minister
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for Urban Development and Planning will report on this data set when it becomes available.

Target:

Lead Australian governments in timely and transparent government decision-making within 5 years. (T1.19)

Measuring tools:

Stage I data relating to the number of actions taken within the planning system (available in August 2005); Stage II data (available in 2006) including:

- the percentage of Development Plan Amendments authorised within the agreed timetable
- the percentage of applications handled by the prescribed State Government referral agencies within the statutory time period
- the percentage of development applications decided by Development Assessment Panels within the statutory time period

Priority actions:

As part of the Budget, present an annual report on the State of the State's finances and economic performance.

Primary responsibility: State Government

Report regularly on business competitiveness.

Primary responsibility: State Government and industry

Present an annual report on poverty reduction measures and achievements.

Primary responsibility: State Government

Explore all available funding options to ensure appropriate investment in social and public infrastructure.

Primary responsibility: State Government and industry

Maintain a responsible budget strategy and target spending to areas of greatest need and/or benefit to the community.

Primary responsibility: State Government

Complete expenditure reviews and implement key productivity reviews (including the Generational Health Review and Cox Review of Local School Management) in the health, education and justice sectors.

Primary responsibility: State Government

Regularly and rigorously benchmark the effectiveness and efficiency of the delivery of State Government services in South Australia compared to other jurisdictions, particularly other Australian States.

Primary responsibility: State Government

Ensure that at least 90% of South Australian public sector executives are covered by a current and evaluated performance agreement.

Primary responsibility: State Government

Implement staff exchange programs between the public and private sectors.

Primary responsibility: State Government, industry and employees

Implement a program within the public sector to reward innovation and promote improved responsiveness to business and the community.

Primary responsibility: State Government

Lift the quality and consistency of development assessment approval processes by requiring a majority of members of development assessment panels to be independent experts.

Primary responsibility: State and local Governments

Implement a one-stop shop concept across government to increase accessibility and provide choice to citizens.

Primary responsibility: State Government

More information on Growing Prosperity

- A Framework for Economic Development in South Australia, May 2003 (Economic Development Board)
- Economic Update, October 2003 (Economic Development Board)
- Minerals Industry Scorecard, Minerals Resources Group PIRSA
- New Times, New Ways, New Skills: South Australian Workforce 2010 – A Ten Point Plan for Action, 2003
- PIRSA Mineral Resources Strategic Plan
- Planning Strategy for Metropolitan Adelaide, January 2003
- Planning Strategy for Regional South Australia, January 2003
- Prosperity Through People: A Population Policy for South Australia, 2004
- Shaping the Future STI 10 – A Ten Year Vision for Science, Technology and Innovation in South Australia, March 2004 (The Premier’s Science and Research Council)
- South Australian Tourism Plan 2003–2008
- South Australia’s Transport Plan (*to be released shortly*)
- State Budget
- State Food Plan 2001–2004
- State Housing Plan (*to be released shortly*)
- State Infrastructure Plan (*to be released shortly*)
- State of the State Report, 2002 (Economic Development Board)

For further detail go to the *Creating Opportunity* website: www.stateplan.sa.gov.au

Objective 2: Improving Wellbeing

Key points

- Meet new health challenges
- Close the gap in our living standards
- Have protective policies for children
- Address the challenge of an ageing population
- Meet community expectations of healthcare
- Maintain lifestyle quality
- Improve the safety of South Australians
- Be vigilant against terrorism



Our priorities are to focus on further improving our quality of life and the wellbeing of the community and individual citizens. The focus will be on being healthier and fitter, having less crime and feeling safer. The emphasis will be placed on preventative measures including education programs.

Report Card:

What We've Achieved

Health care in South Australia is equal to the best in the world but it requires care to make sure services are maintained and standards constantly improved.

The Government has:

- established a *Generational Health Review (GHR)* which comprehensively reviewed South Australia's entire system of health to ensure access to high standards of health care for all South Australians
- approved an extra \$20 million to be spent in country hospitals over the next four years
- committed \$120 million to *The Queen Elizabeth Hospital upgrade*
- launched an intensive overseas campaign to recruit nurses to come and work in our hospitals
- cut dental waiting lists for pensioners and the disadvantaged
- increased Government spending to help reduce waiting times for elective surgery
- given intensive care facilities a substantial boost
- established a number of *Emergency Extended Care Units* in the emergency departments of major metropolitan public hospitals
- improved mental health care at the *Flinders Medical Centre* and provided

extra funding for community mental health support programs.

The shortage of nurses in the South Australian health system is now being addressed urgently, and a new Health and Community Services Ombudsman will be appointed to deal with complaints about health services.

South Australians have every right to feel safe in their communities and at work, and as free from the threat of crime, random violence or unnecessary risk of injury as any society can be. This requires vigilance from the Government as it identifies and deals with new threats.

As a result the Government has:

- *introduced DNA testing for all prisoners, people convicted of any one of 11 summary offences and those suspected or charged with committing serious indictable offences*
- *removed immunity from prosecution for sex offences that occurred before December 1982*
- *introduced a 20-year maximum jail term for bushfire arsonists and on-the-spot fines for those creating a risk of bushfire*
- *given greater rights to householders needing to protect themselves in their home; they are able to use whatever force they feel necessary at the time*
- *given power to the Supreme Court to establish sentencing guidelines to provide greater consistency*
- *legislation on the way to prevent the building of motorcycle gang fortresses*
- *met new threats by passing the first laws in the nation to tackle the growing problem of identity theft; passing legislation targeting computer crime; and increasing counter-terrorism and State disaster response resources*
- *investigated South Australia's child protection laws and made a major allocation towards child protection measures*

■ *increased funding for South Australia's Victim Support Service and Emergency Services organisations*

■ *increased the number of inspectors by 50% to detect workplace safety breaches and improve occupational health and safety practices*

Focus

The wellbeing of South Australians is both an indicator of, and a prerequisite for, the prosperity of our State. Our priorities are to focus on being healthier and having less crime, with an emphasis on preventative measures. Secure, well-paid employment that respects family life is an important element of wellbeing.

Background

South Australia has a population of around 1.5 million. To achieve a state of wellbeing we must have strong, cohesive regions as well as vibrant, liveable cities.

The population of Adelaide is around 1.1 million, providing the critical mass to support the services and experiences associated with a big city, but also giving us more time, more space and less congestion than in larger, more sprawling cities.

Living in Adelaide actually gains us valuable time – totalling as much as 2.5 million working days a year in travelling time saved compared to Sydney, according to Charles Landry, one of Adelaide's Thinkers in Residence.

We have advanced health care, a sophisticated justice system and belong to one of the most stable democracies in the world.

South Australia has a rich, culturally diverse population as a result of successive waves of migration, with many of our citizens having fled oppression in other countries. We respect and embrace the difference that this brings.

Our physical environment is clean and safe and our land is not prone to violent natural disasters.

Available and affordable housing is a valued part of our social infrastructure.

All this adds up to an enviable degree of 'liveability', freely acknowledged by most of those

inside the State, and admired by those elsewhere.

The Plan

■ Understand health challenges:

Demographic, cultural, economic and social changes are affecting health systems world-wide. South Australia, too, has been affected by these changes, the most significant of which has been the ageing of its population.

South Australia's population is ageing at a faster rate than those of other Australian States and territories, raising significant issues both for our overall health and the system that supports it.

■ **Work to close the gaps:** One of the key social determinants of health is socioeconomic status and the level of disparity between the rich and the poor. We will strive to reduce the widening gap in our living standards.

Aboriginal South Australians have a much lower life expectancy and higher incidence of many health problems than do other South Australians. This is unacceptable and must be addressed.

■ **Anticipate changes:** Radical changes have occurred during the past few decades in the type of diseases to which we are most prone. Cancer, heart disease, accidents and mental health are now our most prevalent problems. Diseases and injuries relating to ageing, such as Alzheimer's disease and osteoporosis, are on the rise and, given our age profile, will increase further.

■ **Place more emphasis on prevention:** To improve our wellbeing we need to lead a healthier lifestyle. Government emphasis will be placed on reducing disease and injury, especially in the workplace.

■ **Address expectations and imbalances:** Community expectations of health care have increased, particularly in the ability to access the best and latest technology and treatments. We must also address imbalances in the mix and distribution of health services; fragmentation and duplication of planning; and funding and governance arrangements.

■ **Reduce crime:** More can be done to improve the safety of our citizens. In this, we face a number of challenges, including:

- the influence of illicit drugs on criminal behaviour: the 2003 Drugs Summit provided several strategies to address the issue of drug misuse in society and prisons
- violent crime, particularly against elderly residents
- the high representation of Aboriginal people in the criminal justice system
- identifying and dealing with new types of crime, such as identity theft.

■ **Protect our children:** The Layton Report into child protection found there has been a significant increase in child protection notifications, investigations and the substantiation of abuse cases. Early intervention is a key strategy in arresting the apparent increase in reports of abuse and neglect.

■ **Maintain the vigil:** In response to recent international events, we must continue to be vigilant and proactive in safeguarding South Australia from acts of terrorism. We will also establish the Fire and Emergency Services Commission to provide integrated service delivery; harmonious working relationships; a focus on prevention, preparedness, response and recovery; increased cost effectiveness; and good governance and effective management.

■ **Improve our workplaces:** The Stanley and Stevens reports document trends to less secure employment and a need to restore the balance of work and family life.

Quality of Life

Where we are now: South Australia is widely acknowledged as one of the best places to live in the world. Adelaide is ranked the 35th best city in the world for overall quality of life (William M Mercer Quality of Life Report, 2002).

Target: Improve Adelaide's quality of life ranking to be in the top 20 cities in the world within 10 years. (T2.1)

Measuring tools: William M. Mercer's Quality of Life index and similar surveys. The Mercer index rankings are based on an assessment of an area's political and social environment, economic environment, socio-cultural environment, medical and health considerations, schools and education, public services and transportation, recreation, consumer goods, housing and natural environment.

Priority actions: Promote growth and improved living standards within the capacity of our environment and ensuring a more equitable sharing of opportunities.

Primary responsibility: All South Australians

Reduce inequality in the standard of living for South Australians through improved access to education and training, quality housing and health services.

Primary responsibility: State Government and all South Australians

Finalise and implement the State Housing Plan.

Primary responsibility: State Government

Implement reforms that provide for workplaces to be family-friendly and for greater security of employment.

Primary responsibility: State Government and employers

Healthy South Australians

■ *Health -Adjusted Life Expectancy*

Where we are now: Our total Health-Adjusted Life Expectancies at birth are 69.8 years for males and 74.9 years for females.

Target: Increase healthy life expectancy of South Australians to lead the nation within 10 years. (T2.2)

Measuring tool: Health-adjusted life expectancy estimates for South Australia.

■ *Infant mortality*

Where we are now: South Australia has been the best performing State in terms of infant mortality rates for many years.

Target: Continue to be the best performing State in Australia. (T2.3)

Measuring tool: Infant mortality rate per thousand live births.

■ *Psychological distress*

Where we are now: South Australia has the highest proportion of people with high and very high levels of psychological distress of all Australian States.

Target: Equal or lower than the Australian average within 10 years. (T2.4)

Measuring tool: Level of non-specific psychological distress.

■ *Smoking*

Where we are now: In 2002, 27.4% of our population in the 15–29 age bracket were smokers.

Target: Reduce the percentage of young cigarette smokers by 10% within 10 years.(T2.5)

Measuring tool: Smoking prevalence in the South Australian population.

■ *Overweight*

Where we are now: Too many South Australians are overweight or obese.

Target: Reduce the percentage of South Australians who are overweight or obese by 10% within 10 years. (T2.6)

Measuring tool: Percentage of South Australian people who are overweight or obese.

■ *Sport and recreation*

Where we are now: South Australians are active but our participation rate in sport and physical activities of 57.7% in 2002 was behind the Australian average of 62.4%.

Target: Exceed the Australian average within 10 years. (T2.7)

Measuring tool: Participation rates in sport and physical activities

Priority actions:

Implement the Generational Health Review which, among other things, will:

- provide health services closer to home
- give greater priority to prevention, early intervention and health promotion
- strengthen primary health care services, including opportunities for general practitioners, allied health workers and nurses to work together to provide easier access to their services
- improve health services for the most vulnerable people in the community, in particular Aboriginal people, children and young people, people with a mental illness and the frail aged
- develop a health system that focuses on the needs of the population rather than those of health institutions.

Primary responsibility: State Government

Become more involved in active recreation, sport and physical activity.

Primary responsibility: All South Australians

Safe and Secure Communities

■ *Crime rates*

Where we are now: South Australia's crime rates are close to the Australian average.

Target: Reduce crime rates to the lowest in Australia within 10 years. (T2.8)

Measuring tool: Crime victimisation rates in South Australia (compared with Australia).

Priority actions:

Increase police numbers to the highest level in the State's history to provide more security on our streets, target serious sex offenders and prosecute offenders more effectively, and to increase police presence in country and remote locations of the State.

Provide a more efficient and effective court system by introducing video-conferencing between prisons and Magistrates Courts, and enabling Justices of the Peace to perform limited magistrates' tasks such as adjournments.

Introduce tough new guidelines surrounding the release of prisoners into the community. The Parole Board will be required to consider the issue of community safety as paramount when considering releasing a prisoner, abolishing the automatic parole of sex offenders sentenced to less than five years' jail. There will be a stronger emphasis on victims' rights by including a victims' representative and a former police officer on the Parole Board.

Legislate to ensure that the penalty fits the crime, by introducing a new category of heinous crime; and increasing penalties for crimes of violence – especially violence against the young, the elderly and the disabled – and to protect public officials such as police, emergency services workers and teachers who are assaulted in the course of their duties.

Legislate to target organised crime and outlaw motorcycle gangs, and to extend the powers to strip convicted criminals of their criminal profits and assets. The proceeds will be made available to victims through the Criminal Injuries Compensation Fund.

Adopt and implement the newly developed counter-terrorism measures.

Implement the Government's response to the Layton Report into child protection.

The Government will continue its efforts to address the causes of crime through a range of measures, including:

- Drugs Summit initiatives
- work to assist the homeless
- specific rehabilitation programs aimed at reducing recidivism by sex offenders

■ an education initiative in our schools trialling a crime prevention program for Year 6 and 7 students, aimed at teaching them the consequences of crime to themselves and others.

Primary responsibility: State Government

■ *Road safety*

Where we are now: South Australia's recent rail, air and sea safety record has been good in comparison with other states. However, the State's road safety record compares poorly.

Target: Reduce road fatalities by 40% by 2010, with an ongoing focus on reductions in fatalities and serious injuries across all modes. (T2.9)

Measuring tool: Road crash fatalities.

Priority actions: Improve the safety of road infrastructure, improve protection for vehicle occupants and improve driver behaviour.

Primary responsibility: Commonwealth Government, State Government, local government and all South Australians

■ *Greater safety at work*

Where we are now: South Australia's work safety record is worse than the national average.

Target: Achieve the nationally agreed target of 40% reduction in injury by 2012 (*National OHS Strategy 2002–2012*, National Occupational Health and Safety Commission). (T2.10)

Measuring tools: Days lost, number of injuries, number of deaths; worker's compensation claims data measuring incidence and frequency rates of injuries and diseases.

Priority actions: Implement SafeWork SA reforms.

Primary responsibility: State Government, employers, unions and employees

More information on Improving Wellbeing

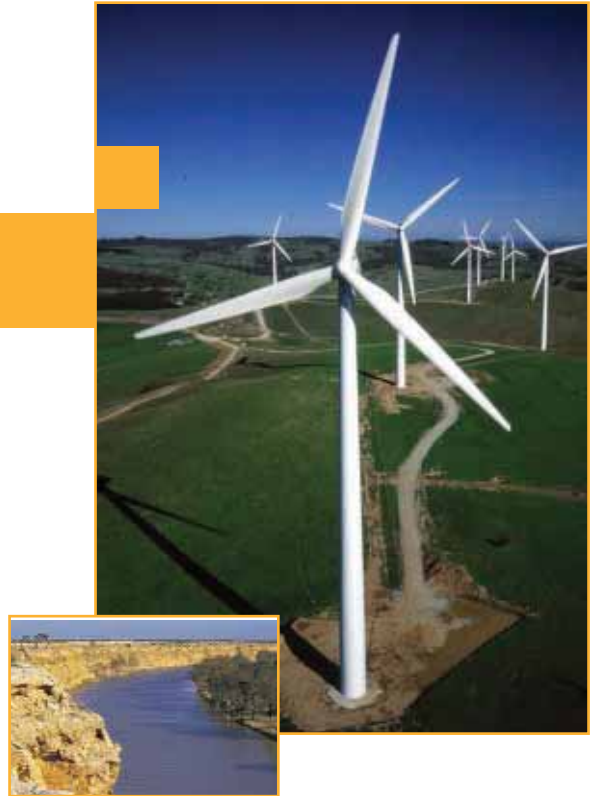
- Advancing the Community Together: A Partnership between the Volunteer Sector and the South Australian Government, May 2003
- Better Choices Better Health: Final Report of the South Australian Generational Health Review, April 2003 ('the Menadue Report')
- Child Protection Review Report: Our Best Investment: A State Plan to Protect and Advance the Interests of Children ('the Layton Report')
- Doing it Right – The South Australian Government's Commitment to Aboriginal Families and Communities in South Australia, May 2003
- Everyone's Responsibility: Reducing Homelessness in South Australia, July 2003
- First Steps Forward, South Australian Health Reform, June 2003
- New Times, New Ways, New Skills: South Australian Workforce 2010 – A Ten Point Plan for Action, 2003
- Planning Strategy for Metropolitan Adelaide, January 2003
- Planning Strategy for Regional South Australia, January 2003
- Review of the South Australian Industrial Relations System (Stevens' Review) Report, October 2002
- Review of Worker's Compensation and Occupational Health, Safety and Welfare Systems in South Australia (Stanley Review) Report, December 2002
- South Australia's Transport Plan (*to be released shortly*)
- State Budget
- State Housing Plan (*to be released shortly*)
- State Physical Activity Strategy
- Tackling Drugs: Government and Communities Working Together – South Australian Drugs Summit December 2002

For further detail go to the *Creating Opportunity* website: www.stateplan.sa.gov.au

Objective 3: Attaining Sustainability

Key points

- Foster a culture of sustainability
- Raise environmental profile globally
- Seek creative solutions to environmental issues
- Reinforce our 'clean and green' image for food and wine exports
- Meet the challenges of water management – especially the River Murray
- Stimulate growth of environmental business
- Show national leadership in environmental management



Our priority is to make South Australia world-renowned for being clean, green and sustainable. This will boost community wellbeing, safeguard future generations and contribute to our State's prosperity. The focus will be on protecting our biodiversity, securing sustainable water and energy supplies, and minimising waste.

Report Card:

What We've Achieved

The most critical environmental issue for South Australia is the River Murray.

The State Government has led Australia in protecting and conserving this most vital natural asset by:

- *protecting the River Murray with its own Act of Parliament and appointing a Minister for the River Murray*
- *brokering a \$500 million funding commitment with the Commonwealth, New South Wales and Victorian Governments to put 500 gigalitres of water back into the river*
- *committing more than \$220 million in State funding over four years for the River Murray*

- *establishing the Save the River Murray Fund to improve the quality and quantity of water in the river*

- *protecting the Coorong wetlands by dredging the Murray Mouth.*

The Government has shown its commitment to the environment on many fronts. These include:

- *establishing an Office of Sustainability as the centre for environmentally innovative thinking for the whole of the government*
- *winning support for a national ban on plastic supermarket shopping bags and working with local governments to ban plastic shopping bags within their areas*

- *initiating South Australia's most ambitious tree planting program, with 1 million trees being planted to create urban forests in Adelaide*
- *boosting the power and influence of the Environment Protection Authority by making it independent of Government and increasing its role in monitoring radioactive materials*
- *doubling maximum fines for harming the environment from \$1 million to \$2 million*
- *addressing greenhouse gas reduction by backing national implementation of the Kyoto Protocol, developing the State's first Greenhouse Strategy, and producing a forecast of the impact of global warming on South Australia through the CSIRO*
- *moving to protect the world-renowned Coongie Lakes wetlands by declaring it a new National Park*
- *approving South Australia's first wind farm*
- *establishing a new Government Authority for waste management called Zero Waste SA to work with councils, the community and industry to push recycling and reduce our dependence on landfill sites.*

Focus

We must support programs that promote environmental sustainability, creating environmental responsibility at all levels, across all sectors.

The Government will adopt the important recommendations of one of South Australia's Thinkers in Residence, Herbert Girardet, who has noted that '[Adelaide's] excellent climate, its relatively limited population size, its cosmopolitan cultural diversity and its intellectual vibrancy make it particularly suited to implement a vigorous sustainable development program'. (Creating a Sustainable Adelaide, 2003)

Ultimately, South Australia must be world-renowned for being clean, green and sustainable. This will boost community wellbeing, safeguard future generations and contribute to our State's prosperity.

The Government will expand its one million

trees program to three million trees – two trees for every South Australian – by 2014.

Background

Our natural environment is a critical factor in what it is to be South Australian. The State's biodiversity provides us with resources that underpin our quality of life. They are invaluable assets that demand careful management.

South Australia has a proud record of protecting its environment. It was the first Australian State to adequately address the issue of land clearance; it was the first State to place a cap on use of River Murray water; and it is the only State with container deposit legislation.

Despite this we face a severe challenge regarding the use of water. The Murray-Darling Basin covers a million square kilometres of south-eastern Australia and is the nation's largest and most developed river system. But the health of the River Murray has been declining for a century.

The Plan

■ **Maintain our leadership:** We will ensure our future as a clean, green, sustainable State through the astute management of our natural resources, giving us an enviable reputation for the quality of our environment. By using our resources efficiently we will raise our global profile and create additional benefits by attracting and stimulating new industries, innovative technologies and tourism.

■ **Foster a culture of sustainability:** To achieve this we must influence the attitudes, aspirations, practices and the values of all South Australians. Everyone must have a clear understanding of their environment and a stake in sustainable development. This will enable us to effectively showcase ourselves to the international community and use our expertise in sustainability as a resource.

■ **Bring about change:** Sustainability is not an option but a necessity. It will require policies targeted at effective resource management.

The Office of Sustainability was established in 2002 to drive strategies for sustainability across Government and the State. The Office is working with the private, business, industry and community sectors to encourage consistency and cooperation in meeting common goals.

The State's water requirements have made us think hard about how best to manage this resource. Water Proofing Adelaide will be a key initiative in this regard. This new initiative will engage the community in developing innovative ways of ensuring the quality and quantity of Adelaide's water supply over the next twenty years.

■ **Seek creative solutions:** South Australia's economy depends on several natural resources that have a finite life and others that, while renewable, have a finite capacity to support us. In making decisions about a sustainable future we must use our creativity to reduce dependence on non-renewable resources and maximise the benefit we can obtain from renewable resources.

The Government will encourage and support innovations to 'green' our businesses, and in doing so will promote environment-related services and jobs.

■ **Reap the rewards of sustainability:** As a sustainable State, South Australia can reinforce the 'clean and green' branding of its environmental tourism, food, wine, services and manufactured products. This is already a strong growth sector for our economy and is at the forefront of innovation. It is closely aligned to our existing natural strengths and will serve to differentiate us internationally. Properly promoted, this will lead to new jobs in emerging new industries.

Securing Our Water Future

■ *The River Murray*

Where we are now: Water conservation initiatives such as 'Save the Murray' have been introduced to reduce consumption and maintain the flow of the river.

Target: Increase environmental flows by 500 GL in the Murray-Darling and major tributaries by 2008 as a first step towards improving sustainability in the Murray-Darling Basin, with a longer-term target to reach 1500 GL by 2018. (T3.1)

Measuring tool: Environmental flows.

Priority action: Restore environmental flows to major rivers across the Murray-Darling Basin.
Primary responsibility: Commonwealth Government, State Governments, industry and community.

Energy Opportunities

■ *Energy consumption government*

Where we are now: Energy consumption in South Australia continues to rise. However, Government energy consumption has decreased by 2.4% from 2000–01.

Target: Reduce energy consumption in Government buildings by 25% within 10 years and lead Australia in wind and solar power generation within 10 years. (T3.2)

Measuring tool: Government energy consumption.

Priority action: Government to give preference for office accommodation that meets at least five-star energy rating for all new leases or leases renewed with effect from June 2006.
Primary responsibility: State Government

■ *Greenhouse emissions*

Where we are now:	Conventional energy demands has seen an increase in carbon dioxide emissions, particularly from industry sectors.
Target:	Achieve the Kyoto target during the first commitment period (2008–12). (T3.3)
Measuring tool:	Amount of greenhouse gas emissions.
Priority action:	Develop an industry-wide greenhouse strategy by 2006. Primary responsibility: State Government, industry and the general community

Protection of Land and Marine Biodiversity

■ *Land*

Where we are now:	Currently 21.7% of the State's land is protected under the reserve system. Through its 'Nature Links' program, the Government is linking public and private land through a series of biodiversity corridors.
Target:	Have five well-established biodiversity corridors linking public and private lands across the state by 2010. (T3.4)
Measuring tools:	Area of parks and reserves; number of heritage agreements.

■ *Marine*

Where we are now:	More than 60,000 square kilometres of state waters embrace eight special marine bio-regions. But just 4.4% of the state's waters are protected by Marine Protected Areas.
Target:	Create 19 Marine Protected Areas by 2010. (T3.5)
Measuring tools:	Area of Marine Protected Areas.

■ *Native vegetation*

Where we are now:	In the past 100 years clearance of native vegetation has directly contributed to a quarter of all plants and animals being classified as threatened in South Australia. Legislation passed in 2003 made broadacre clearance illegal in South Australia.
Targets:	Any clearance of native vegetation being offset by significant biodiversity benefit by 2005. (T3.6) Integrate native vegetation/biodiversity management in South Australia's eight Natural Resource Management regional plans by 2010. (T3.7) Lose no species. (T3.8)
Measuring tools:	Area of native vegetation protected under a legally binding management agreement or in the State reserve system.
Priority actions:	Establish and manage a comprehensive, adequate and representative protected

area system; and manage, in an ecologically sustainable way, natural resources across the broader landscape in areas that are not part of the protected area system.

NatureLinks is a major initiative established in 2002 by the State Government that takes a long-term landscape-based approach to achieving these biodiversity conservation targets.

A particular emphasis will be in those bio-regions where less than 15% of the land area is currently protected.

Primary responsibility: State Government and landholders

Establish and manage a comprehensive, adequate and representative Marine Protected Area system; and manage, in an ecologically sustainable way, natural resources across the broader seascape in areas that are not part of the protected area system.

A particular emphasis will be given to establishing multiple-use Marine Protected Areas at 19 sites that have been identified as representative examples of the range of habitats and biodiversity within South Australian waters.

Primary responsibility: State Government

Incorporate biodiversity values into rural businesses operated by landholders.

Primary responsibility: Landholders

Encourage private landholders to protect remnant vegetation from further decline and to actively manage their local resource.

Primary responsibility: State Government

Sustainable Settlements

■ *Use of public transport*

Where we are now:

Use of public transport is on the increase after a period of decline.

Target:

Double the use of public transport to 10% of weekday travel by 2018. (T3.9)

Measuring tool:

Public transport use.

Priority actions:

Develop strategies and incentives to promote developments concentrated along transport corridors that encourage alternative forms of transport such as bus, train, cycling and walking and implement those strategies.

Primary responsibility: All South Australians

■ *Ecological footprint*

Where we are now:

Our 'ecological footprint' is emerging as a key environmental theme. Ecological footprinting measures human use of nature and aggregates our impacts into one figure – the bioproductive space occupied exclusively by a given human activity, expressed in hectares. A provisional figure for Adelaide's footprint, based on statistics for the whole of Australia, is around eight hectares per person, meaning four earths would be required to support our resource consumption rate.

Target:

Reduce our footprint to reduce the impact of human settlements and activities within 10 years. (T3.10)

Measuring tool:	Ecological footprint of South Australia's metropolitan and regional areas.
Priority actions:	<p>Determine South Australia's ecological footprint and develop a strategy aimed at reducing the number of hectares occupied per person, to reduce the impact of human settlements and activities within 10 years. Primary responsibility: State Government</p> <p>Existing industries to reduce their ecological demands and new industries to be less ecologically demanding. Primary responsibility: Industry</p> <p>Change behaviours in ways that reduce ecological demands. Primary responsibility: All South Australians</p> <p>Increase the use of renewable electricity so that it comprises 15% of total electricity consumption within 10 years. Primary responsibility: All South Australians</p> <p>Extend the existing Solar Schools Program so that at least 250 schools have solar power within 10 years. Primary responsibility: State Government</p> <p>Extend the One Million Trees program so that 3 million trees will be planted in South Australia within 10 years. Primary responsibility: State Government</p> <p>Increase energy efficiency of dwellings by 10% within 10 years, by such means as the introduction of a five-star energy requirement for new houses by May 2006. Primary responsibility: All South Australians</p>

Zero Waste

Where we are now:	The volume of metropolitan waste going to landfill has stabilised after increases in the previous two years.
Target:	Reduce waste to landfill by 25% within 10 years. (T3.11)
Measuring tool:	Waste to landfill.
Priority actions:	<p>Implement actions arising from Zero Waste Strategy. Primary responsibility: All South Australians</p> <p>Achieve a 25% reduction in the number of plastic shopping bags issued by the end of 2004 and a 50% reduction in the number of bags issued by the end of 2005. Primary responsibility: All South Australians</p>

More information on Attaining Sustainability

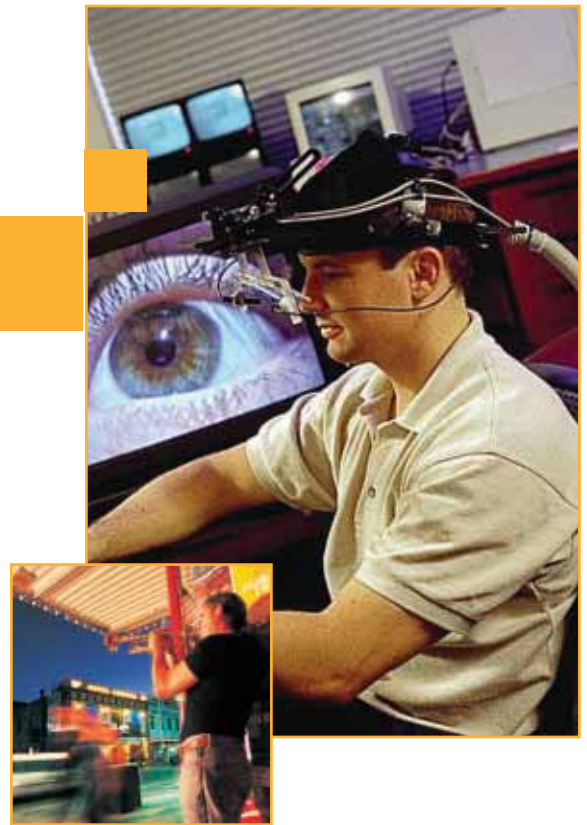
- Energy Efficiency Action Plan, May 2002
- Green Print SA 2003
- Planning Strategy for Metropolitan Adelaide, January 2003
- Planning Strategy for Regional South Australia, January 2003
- Prosperity through people: A population policy for South Australia, 2004
- South Australia's Transport Plan (*to be released shortly*)
- State Budget
- State Housing Plan (*to be released shortly*)
- State Infrastructure Plan (*to be released shortly*)
- State of the Environment Report 2003
- Sustainable Tourism Development in Regional South Australia
- Water Allocation Plan for the River Murray
- Water Proofing Adelaide

For further detail go to the *Creating Opportunity* website: www.stateplan.sa.gov.au

Objective 4: Fostering Creativity

Key points

- Build on our creative heritage
- Foster a culture of creativity – vital for economic growth
- Encourage innovation, which will drive productivity growth and create new jobs
- Apply science and technology to boost innovation
- Encourage creativity and enterprise in our young people
- Support creativity with commercial reality



Our priority is to reinforce South Australia as a place that thrives on creativity and innovation. This capacity to do things differently will be one of the keys to achieving all of our objectives. The focus will be on fostering a culture of creativity, on developing creative, innovative and enterprising people, on investing in science and research and in innovation infrastructure, and on converting ideas into practice

Report Card:

What We've Achieved

Innovation and creativity provide South Australia's future capital for growth and expansion. The Government recognises its role in providing the right environment for these attributes to flourish in sectors ranging from the arts to manufacturing, and its ability to provide a lead for the rest of the community.

The Government has built on South Australia's already formidable arts culture by:

- *establishing events such as the biennial Adelaide Film Festival*
- *providing a \$1 million film investment fund*
- *securing the Australian International Documentary Conference in 2005*
- *leading Australia with the introduction of ARTSsmart, a four-year arts and education strategy for South Australian schools*
- *creating a partnership with the arts industry through a first-ever Arts Summit, which will lead to a new policy framework for the arts and heritage sectors*
- *establishing the inspirational Thinkers in Residence program, which has brought world-leading thinkers to live and work in Adelaide to assist in the strategic development and promotion of South Australia. They've challenged our beliefs, sparked fresh ideas and set new directions for South Australia.*
- *refocused Adelaide as a national creative hub through joint arts-tourism initiatives such as the Hip Guide and the South Australia: Heart of the Arts campaign*

- *opened the new State Library building on North Terrace*
- *introduced new support programs for regional festivals*
- *set up a social inclusion program to extend creative opportunities into disadvantaged communities.*

Creativity in science, business and manufacturing is equally important. The Government has recognised this by:

- *providing a major increase in its 2003–04 science, technology and innovation budget*
- *establishing a new Premier's Science and Research Fund to coordinate and direct investment in science and research infrastructure in South Australia, in partnership with the State's universities and industry*
- *announcing a historic partnership between South Australia's three universities and the Government to shape strategic directions for South Australia's higher education and economic and social development*
- *beginning an action plan to encourage science and mathematics education in South Australia, boosting interest among students and addressing the shortage of teachers*
- *establishing the Premier's Science and Research Council, which advises the Government on issues surrounding science and research and development, including industry needs and partnerships, funding opportunities and priority areas for research.*
- *enhancing South Australia's supercomputing capacity along with development of ultra-high-speed telecommunications links, with a special fund established to help businesses do business faster through high-speed Internet links.*

The development of a purpose-built South Australian Plant Biotechnology Facility at the Waite Centre is an example of Government efforts to turn around the so-called 'brain drain' by creating more high-quality career opportunities here for scientists.

Focus

Creativity is one of our key resources for future prosperity and achieving a sustainable society. We will identify, nurture and bring South Australian creativity to its full potential. We aspire to be the leading State in the country for our ability to be creative and innovative in everything we do.

Background

Good ideas and artistic creativity have already contributed to South Australia's identity as a place that is vibrant and progressive.

From Nobel Prize winners to award-winning film makers and innovative manufacturing, South Australia has had a long history of creativity.

The State's culture of creativity has been nurtured through its many festivals, including the Adelaide Festival of Arts, one of the pre-eminent festivals of its kind in the world, and creative institutions such as the South Australian Film Corporation, a leading innovator in Australian films, Bio Innovation SA, the Maths and Science School, Technology Park, the Thebarton Biosciences Precinct and the Waite Precinct.

Creativity and innovation are now seen as the most important factors in economic growth and prosperity. They are particularly important in advanced societies because of the contribution they make in meeting broader social, economic and sustainability objectives.

The Plan

■ **Foster creativity:** A culture of creativity will make a significant contribution to turning South Australia's underlying advantages into superior economic performance – contributing to our other goals through the generation of new ideas and the creation of new products, processes and services.

■ **Innovate to accumulate:** Innovation will drive improvements in productivity, which is the main driver of economic growth. It will also lead to high-quality, well-paid jobs, particularly in new start-ups and small businesses. These new jobs will help replace jobs lost in some of our more established industries through restructuring.

■ **Apply new science:** Developments in science and technology are rapid and pervasive, spread quickly by global communications. More than ever, Government must bring the worlds of science, technology and innovation closer together to facilitate a full and beneficial exchange.

■ **Think through the issues:** In 2003 the South Australian Government established the Adelaide Thinkers in Residence program. This brings world-leading thinkers to live and work in Adelaide, and assists in the strategic development and promotion of South Australia.

Their global perspectives and skills are helping South Australia to create a dynamic, progressive and innovative environment, providing significant opportunities in many sectors of activity.

As a priority we will focus on developing inquiring minds and enterprising skills in our young people. Fostering creativity from an early age keeps children and young people engaged in learning, increases school retention and improves academic and social outcomes. We will nurture that creativity through promoting lifelong learning for all.

■ **Make it happen:** Creative thoughts and innovative approaches require a sound understanding of commercial realities, including financial skills and marketing. The Government has a range of educational and commercial programs to support these needs, as well as the recently-established Venture Capital Board. It also recognises that more needs to be done to support entrepreneurial activity, to encourage appropriate risk-taking and to support those prepared to take bold actions.

Creativity

■ **Creativity index**

Where we are now: Adelaide ranks fifth nationally in Richard Florida's Top 10 Regions – Creativity Index.

Target: Achieve a ranking in the top three within 10 years. (T4.1)

Measuring tool: Richard Florida's 'Creativity Index'.

■ **Commercialisation of research**

Where we are now: South Australia had 6.66% of all Australian patents filed in 2002–03.

Target: Increase patent applications to exceed our population share of all Australian applications within 5 years. (T4.2)

Measuring tools: Number and percentage of patent applications lodged by South Australia residents.

■ **Film, television, audio visual and digital content**

Where we are now: For the period 1998–99 to 2002–03, South Australia has had a 5% share of feature film production and a 2% share of television drama production. Over the period there has been a decline in all South Australia based audiovisual industries, with a decrease of 3% between 1996 and 2001.

Targets: Significantly grow and expand South Australia's share of the national feature film industry to match our population share. (T4.3)

Double our share of television production within 10 years. (T4.4)
Match the Australian average rate of growth in the audiovisual sector within 10 years. (T4.5)

Measuring tools: Australian Film Commission statistics.

Priority actions: Implement key recommendations from the report by 2003 Adelaide Thinker in Residence, Charles Landry, including the development of a talent strategy.

Primary responsibility: State Government and industry

Conduct an audit of digital content and new media activities in South Australia as a starting point for measuring and targeting development of the sector.

Primary responsibility: State Government and industry

The South Australian Film Corporation will define the mechanisms by which it can best support the industry, including broadening its scope to ensure that all forms of digital content can be supported.

Primary responsibility: South Australian Film Corporation

Develop and mount the second Adelaide Film Festival in 2005 as an extended, innovative, and critically and publicly acclaimed 14-day international event.

Primary responsibility: Board of Adelaide Film Festival, State Government, film and associated screen industries

Investment in Science, Research and Innovation

Where we are now: Although the State as a whole has significant investment in research and development (R&D), business expenditure on R&D trails the national average and the OECD average.

Target: Exceed the national average of business expenditure on research and development (as a percentage of GSP) and approach the OECD average within 10 years. (T4.6)

Measuring tool: Business expenditure on R&D.

Priority actions: Business to increase investment in research and development and identify opportunities for commercialising public sector R&D.

Primary responsibility: Industry

Strengthen the Premier's Science and Research Fund to ensure a more coordinated, strategic and targeted approach to investment in business-focused R&D and innovation in South Australia. This new component of the Fund will be used exclusively to support co-investment in business-focused infrastructure.

Primary responsibility: State Government

Providing Support Infrastructure

■ *Internet usage*

Where we are now: South Australia's internet usage lags behind the Australian average. The Government has recently invested to enable the universities to be connected to the high-speed national network.

Target: Increase the level of internet use in metropolitan and regional South Australia by 20% within 10 years. (T4.7)

Measuring tool:	Level of use of the internet (compared with Australia).
■ Cooperative Research Centres, Centres of Excellence and Major National Research Facilities	
Where we are now:	There are currently seven Cooperative Research Centres headquartered in South Australia but none of the Centres of Excellence from 2003/04 are to be established in South Australia.
Target:	Have based in South Australia either the headquarters or a major node of at least 40% of all existing CRCs, Major National Research Facilities and Centres of Excellence within 5 years. (T4.8)
Measuring tools:	Participation in Centres of Excellence, Cooperative Research Centres and Major National Research Facilities.
Priority action:	Install broadband infrastructure to provide better internet access and improve the competitiveness of business. Primary responsibility: State Government, local government and industry

Developing Creative and Innovative People

■ Creative education	
Where we are now:	Enterprise education already has a high profile in South Australian schools and preschools. However, more must be done to ensure that all schools and preschools systematically provide opportunities for learners to participate in programs that build their skills and talents in enterprise, innovation and creativity, in conjunction with families, community and industry partners.
Targets:	Improve learning outcomes in the arts and other curriculum areas that utilise enterprise education. (T4.9) Improve the connections between educational institutions and industry to enhance creativity and innovation. (T4.10) Increase the number of families participating in the Learning Together and school–community arts and recreation programs. (T4.11)
Measuring tools:	Student achievement data collected by schools and preschools using the South Australian Curriculum Standards and Accountability Framework; number of enterprise related programs reported in annual school and preschool reports.
Priority actions:	Extend the <i>Learning Together</i> program to enable families to learn about and gain accreditation for enhancing creativity and innovation in their children’s early learning experiences. Implement the Government’s ARTSsmart strategy and establish arts and education networks and clusters. Improve access for families to innovative recreation and arts programs run by schools and local communities.

Extend mentoring programs through which export champions, artists, business, industry and community leaders work with groups of young people on projects that develop innovation and enterprise skills, thus contributing to local economic growth.

Build on the success of the *Futures Connect* initiative to re-orient career education so that educational institutions work with children, young people and families, to make more effective links between learning at school and future pathways.

Promote the importance of lifelong learning and career development for all adults.

Make connections between educational institutions, communities and the Government's Thinkers in Residence Program.

Extend existing links with the tertiary sector including the VET sector to ensure that mentoring and enterprise education are an integral part of pre-service teacher training.

Primary responsibility: State Government, industry and community groups

More information on Fostering Creativity

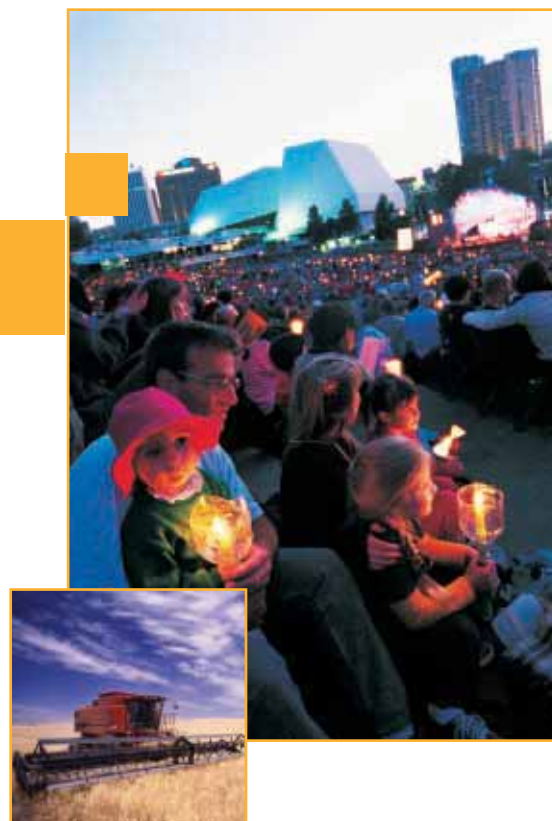
- Adelaide Thinkers in Residence Program
- ARTSsmart: a strategy for arts education in South Australian schools and preschools 2003-2006
- New Times, New Ways, New Skills: South Australian Workforce 2010 – A Ten Point Plan for Action, 2003
- Shaping the Future STI 10 – A Ten Year Vision for Science, Technology and Innovation in South Australia, March 2004 (The Premier's Science and Research Council)
- State Budget

For further detail go to the *Creating Opportunity* website: www.stateplan.sa.gov.au

Objective 5: Building Communities

Key points

- Community and citizenship inspired by our progressive past
- Foster and harness the benefits of social networks
- Enrich the community through volunteer groups and activities
- Strengthen regional communities in health, education and infrastructure
- Ensure equality of opportunity in access to services
- Attract people who wish to contribute to the State community



Our priority is to develop South Australia as a place in which people care for each other and contribute to their communities. This will enhance our peace, pride and prosperity and build 'social capital'. It will also attract new migrants, visitors and investors who will bring skills, resources and ideas. The focus will be on improving trust, increasing involvement in voluntary activities, building strong community networks, and increasing participation in democratic processes.

Report Card:

What We've Achieved

The Government has encouraged community participation and helped people of all ages to connect with other community members and contribute to civic life. It has:

- *put more resources into volunteering and into charitable and social welfare organisations providing community services across the State*
- *invested in regional communities*
- *established a partnership with the volunteer sector and formed a Ministerial Advisory Group to advise Government on volunteer matters*
- *held Community Cabinet meetings across the State and forums for Ministers and Chief Executives to hear the views of local communities*
- *held the State Volunteer Congress in 2003, which gave volunteers their first-ever forum for sharing experiences and exploring issues of common interest*
- *increased the Community Benefit Fund to \$4 million per year, providing financial assistance for charitable and social welfare organisations throughout the State*
- *established an Office for the Southern Suburbs and an Office of the North, which*

will help to rebuild and enhance these areas through an integrated approach to their economic, social and environmental priorities

- *created an Office of Regional Affairs as a 'one-stop shop' for the regions and able to respond quickly to regional issues. It provides a principal point of liaison between the Government and each of the State's 13 Regional Development Boards.*

Focus

A community made up of citizens who care for each other is secure and rewarding. It's also attractive to migrants and investors, who bring much-wanted skills, resources and ideas into the State. More community means enhanced peace, pride and prosperity.

Background

South Australians are community-minded. Each of us enjoys the rights and obligations of shared citizenship. This means the right to be treated with dignity and respect, and the obligation to treat others in the same manner.

South Australia has a proud, progressive history. For example, it was one of the first places in the world to give women the vote, and the first to enable women to enter Parliament.

South Australia was among the first places in the world to make education compulsory for both girls and boys. In 1966 it became the first Australian State to grant land rights to Aboriginal people through the Lands Trust Act.

The Plan

■ Value our connections:

We must encourage and foster the notion of our being connected to each other, of being part of the one community. Social networks are important in all our lives, possibly for finding jobs, but more often for finding a helping hand and companionship.

A healthy community relies upon its social networks. These connections help us to share many of the burdens we face and build a sense of community trust. In turn, this creates a more efficient society. Where distrust is prevalent, communities tend to be less efficient. In such circumstances it becomes harder to get things done and to achieve positive change. Building communities from within, developing and maximising community social

capital, and the relationships between this 'third sector' and the Government and commercial sectors are critical to our future.

- **Club together:** We will get behind volunteering, clubs, associations and community activities – all key components that contribute to an individual's sense of wellbeing as well as the wider community's productivity and prosperity. This 'civil society' – non-government, non-commercial, not-for-profit organisations and informal community groups – is important in building citizenship and in meeting community needs for information and attachment to a cause.

The recently-established Office for the Southern Suburbs, the Office for the North, the Office of Regional Affairs and the Premier's Council for Women are active in encouraging community participation. Their successes will be monitored and built upon.

- **Strengthen regional communities:** We will strengthen regional communities by laying the foundations for more equality of opportunities in accessing essential services – in particular, health, education and infrastructure. The positive impact this will have on the prosperity of the State will be immeasurable.

- **Take pride in our appearance:** As a State with a strong sense of pride, South Australians will continue to respond positively to conservation-based initiatives, helping to preserve our natural resources and energy reserves.

- **Attract people who can contribute:** By building on our State's reputation for having an enviable lifestyle, whose capital is a 20-minute city that 'offers it all', we can attract migrants and expatriates who want to be part of the South Australian community – people who want to contribute towards the betterment of the State.

- **Public spaces and public life:** Attractive public spaces that encourage trust and communication between its citizens contribute significantly to enriching and building community. People become engaged in public life and take ownership of their cities. More vibrant, diverse and safe spaces are created.

Women in Leadership

■ *Membership of Government boards*

Where we are now: While women make up 51% of South Australia's population, only 32% of Government boards comprise women.

Target: Increase the number of women on all State Government boards and committees to 50% on average by 2006. (T5.1)

Measuring tool: Percentage of women on State Government boards and committees.

■ *Chairs of Government boards*

Where we are now: Women are underrepresented in chairing State Government boards and committees.

Target: Have 50% on average of State Government boards and committees chaired by women by 2008. (T5.2)

Measuring tool: Percentage of State Government boards and committees chaired by women.

■ *Women Members of Parliament*

Where we are now: Women currently comprise:
34.04% of the members of the House of Assembly
27.27% of the members of the Legislative Council
31.88% of all Members of Parliament.

Target: Increase the number of female members of Parliament to 50% within 10 years. (T5.3)

Measuring tool: Number of women members of Parliament as a percentage of the total.

Priority actions: Develop and implement strategies to deal with the cause of inequalities for women and to provide leadership to influence and shape women's policy, particularly in areas related to income, housing, health and employment.

Primary responsibility: Premier's Council for Women, State Government

Political Participation

Where we are now: Our citizens take many of our democratic processes for granted.

Targets: Halve the number of informal votes as a percentage of total votes cast in State Government elections over the next 10 years. (T5.4)
Increase voter participation in local government elections in South Australia to 50% within 10 years. (T5.5)

Measuring tools: Number of informal votes as a percentage of total votes cast in State Government elections; Voter participation in local government elections in South Australia.

Priority action: Educate our people to improve awareness of our democratic processes and their importance.
Primary responsibility: State Government

Volunteering

Where we are now: The State's volunteer rates are above the national average.

Target: Increase the level of volunteerism in South Australia from 38% in 2000 to 50% within 10 years. (T5.6)

Measuring tool: Volunteer rates, South Australia and Australia.

Priority actions: Remove barriers to volunteering and promote community participation by implementing the Volunteer Partnership, *Advancing the Community Together*.
Primary responsibility: State Government, volunteer groups and industry

Continue to foster the involvement of community volunteers in aspects of governance in the Government and non-government sectors.
Primary responsibility: State Government

Effective Partnership of State Government, Local Government and the Regions

■ *State and Local Government*

Where we are now: A State–Local Government Relations Agreement has been developed by the Local Government Forum and enacted between the two spheres of government. It is aimed at improving consultation and more productive working relationships.

Target: Align State and Local Government's Strategic Plans within 12 months of the release of South Australia's Strategic Plan and agree joint initiatives with them. (T5.7)

Measuring tool: The degree of alignment of State and Local Government's Strategic Plans.

Priority actions: Gain alignment and agreement on major issues of regional importance through the Minister's Local Government Forum, the Regional Communities Consultative Council, the Offices for the North and the South and Regional Development Boards.
Primary responsibility: State and local Government

Align the priorities of the State and the Adelaide City Council through the Capital City Committee and the Capital City Forum to position and promote the city as a vibrant centre for the State and to help in attracting those investing, visiting or studying in the State.
Primary responsibility: Capital City Committee

Update local government Development Plans to ensure they reflect the State Planning Strategy.
Primary responsibility: Local Government

■ *The importance of regions*

Where we are now:

There are disparities across our regions in population levels, unemployment rates, crime and infrastructure.

Regional population levels

Target:

Maintain and develop viable regional population levels for sustainable communities. (T5.8)

Measuring tool:

Regional population growth rates.

Regional unemployment rates

Target:

Reduce regional unemployment rates. (T5.9)

Measuring tool:

Regional unemployment rates.

Regional crime rates

Target:

Reduce the level of crime in South Australia's regions by 10% within 10 years. (T5.10)

Measuring tool:

Regional crime rates

Regional infrastructure

Target:

Build and maintain infrastructure to develop and support sustainable communities in regions. (T5.11)

Measuring tool:

Performance against the State Infrastructure Plan

Priority actions:

Collaborate to improve access to services, increase skilled migration, and support infrastructure development and resource sharing.

Primary responsibility: State Government, local government and local communities

Work together to build social capacity, improve access to education and training, and support business development.

Primary responsibility: State Government, local government and local communities

Extend Service SA across South Australia in response to Government agency and citizen demand for improved, efficient and integrated service delivery.

Primary responsibility: State Government

Provide an increased police presence in rural, regional and remote communities.

Primary responsibility: State Government

Work together to achieve sound infrastructure planning and inclusion of regional priorities in the State Infrastructure Plan.

Primary responsibility: State Government, local government, industry and local communities

More information on Building Communities

- Advancing the Community Together: A Partnership between the Volunteer Sector and the South Australian Government, May 2003
- Minister's Local Government Forum
- Planning Strategy for Regional South Australia, January 2003
- Prosperity through people: A population policy for South Australia, 2004
- State Infrastructure Plan (*to be released shortly*)
- South Australia's Transport Plan (*to be released shortly*)
- South Australia Works: Learning to Work Programs to 2010
- State Budget
- State Food Plan 2001–2004
- State Housing Plan (*to be released shortly*)
- State-Local Government Relations Agreement

For further detail go to the *Creating Opportunity* website: www.stateplan.sa.gov.au

Objective 6: Expanding Opportunity

Key points

- Education is the key to State growth
- Ensure parents remain confident in education system
- Retain our brightest and best students in South Australia
- Improve Aboriginal wellbeing
- Re-build confidence and self-esteem in disadvantaged people
- Support regions through effective partnerships
- Ensure an integrated approach across agencies
- Improve access to health care, education and affordable housing



Our priority is to ensure all South Australians are able to create and use opportunities that build on their talents. Restoring the State's leadership in education is fundamental, with a focus on establishing the foundations in early childhood and building the basic skills in primary school. Another priority is retaining our senior students at school so they can confidently make the transition to further education, work and community life.

Report Card:

What We've Achieved

The Government has implemented a wide-ranging social justice agenda, targeting critical issues such as affordable housing and urban renewal, and has worked closely with social interest groups in areas such as ageing, disability, women and youth. The Government has:

- *initiated a comprehensive review of our discrimination laws*
- *created the Premier's Council for Women*
- *distributed grants to children and young people through the newly established Dame Roma Mitchell Trust Fund.*

Access to education is fundamental to providing equal opportunities for our children, but the Government recognises that too many children are opting out of the education system too early.

As a result the Government has:

- *raised the school leaving age, for the first time in 40 years, to 16 years*
- *introduced a strategy to improve school retention rates by expanding the existing base of specialist resources such as youth workers, social workers and psychologists to support young people and families with complex needs*

It will also fund new approaches to keep young people connected to opportunities for learning, employment and community contribution.

The Government has also:

- *provided schools and institutes of TAFE with funding to identify and support homeless students*
- *capped TAFE fees*
- *provided training to school support staff on how to assist young people with drug-related issues, as part of the Government response to the Drugs Summit*
- *allocated \$40 million over four years to fund an extra 160 junior primary teachers, which has already achieved significantly better results than were expected in 100 of the State's most disadvantaged schools*
- *established a Country Student Teacher Grants Scheme to assist country-based students to train as teachers and then return to the country for their first teaching appointment*
- *allocated \$8 million to provide more primary school counsellors*
- *announced a review of the South Australian Certificate of Education.*

Focus

Every South Australian must be able to have a prosperous future. Making this a reality will include consolidating improvements in education, regional investment and improved access to resources for women and families. Providing adequate and affordable housing is an important element underpinning these priorities.

Background

South Australians believe in social justice, in a strong social infrastructure and in all South Australians having access to a better standard of living.

We are committed to the elimination of discrimination and privilege, which limit opportunity.

Strong, healthy democracies are built on inclusive societies where all citizens, irrespective of

circumstances, have the means and opportunity to participate in the civic, cultural, social and economic life of their communities.

South Australia has a historic tradition of supporting active and healthy families able to contribute to the social and economic life of the community through work and civic participation.

The key to accessing the good things in South Australian life is a good education. High-quality, leading educational facilities are offered across the State, from primary to tertiary levels. Accessibility to these institutions is second to none, with South Australians enjoying the benefits of more educational institutions per capita than many other States.

The Plan

■ **Focus on education:** The State will ensure that we have a sound public education system. Parents must remain confident that their children will receive a quality education, regardless of whether they are in a public or private school. This is a fundamental aspect of equality of opportunity, ensuring the delivery of equitable educational outcomes for students and families regardless of individual financial circumstances.

The State Government is concerned by national perceptions of a growing gap between public and private educational outcomes. It is committed to improvements in school retention rates, standardising skills testing and shifting the focus towards reducing the disparity in the allocation of resources between metropolitan and regional areas. A Higher Education Council has been established, chaired by the Minister for Employment, Training and Further Education, to better align the priorities of the State and the education sector.

There is a commitment to introduce concession rates that make post-secondary qualifications more accessible to South Australians.

■ **Support the regions:** Effective partnerships will be created throughout the regions between local and State governments. This will improve planning for the provision of essential infrastructure, laying stronger foundations for prosperous and sustainable regions to support lively, learning communities with meaningful employment prospects.

■ **Retain the brightest and best:** We must attempt to retain young people in South Australia who will be the foundation of a civil, productive and lively society. We will do this by providing them with competitive career paths as the State builds its capacity and encourages innovation and technological advances. Unleashing and supporting the creativity of our people is central to creating opportunities.

■ **Rebuild confidence and self-esteem:** We continue to benefit from linking social and economic policy to delivering a prosperous state of wellbeing. The new Social Inclusion Board aims to achieve better outcomes for the most disadvantaged people in the community and provide more substantial support for young people.

■ **Work together:** The importance of encouraging a collaborative community to help people maximise opportunities cannot be overstated. An integrated cross-agency approach is a key

factor in ensuring that those who are currently excluded do not fall through the gaps. All citizens must be active participants in finding and implementing the solutions for South Australia. We cannot be passive observers.

■ **Support families:** There is clear evidence that when the status of women and families is improved – by improving their access to quality health care, education and affordable housing – the status of the community improves. With this comes a tangible improvement in the ability of people to access opportunities and strengthen their own self-reliance.

■ **Have affordable housing:** In South Australia, affordable housing has contributed to lower living costs within the State and has been an element of competitive advantage over other States for attracting job-creating manufacturing industry and primary production. It also has a vital role in alleviating poverty, building social capital and supporting families.

Aboriginal Wellbeing

Where we are now: Outcomes for South Australia's Aboriginal population are significantly worse than those for the rest of our population.

Targets: Reduce the gap between the outcomes for South Australia's Aboriginal population and those for the rest of South Australia's population, particularly in relation to health, life expectancy, employment, school retention rates and imprisonment. (T6.1)
Increase the percentage of the Aboriginal population in the South Australian public sector from 1.2% to 2% within 5 years. (T6.2)

Measuring tools: Life expectancy of the Aboriginal population in South Australia (compared with non-Aboriginal), median age at death; numbers of the Aboriginal population who are employed in the South Australian public sector; unemployment rates; school retention rates for the Aboriginal population (compared with overall rates); imprisonment rates for the Aboriginal population (compared with overall rates).

Priority actions: Develop an integrated strategy to improve Aboriginal health outcomes and increase Aboriginal life expectancy – in consultation and partnership with key community, government and non-government providers in Aboriginal health.
Primary responsibility: Commonwealth Government, State Government, and key community and non-government sectors

The Department of Education and Children's Services and the Department of Further Education, Employment, Science and Training will work together to increase the number of students successfully making the transition from school to work.
Primary responsibility: State Government

Implement the Social Inclusion Board's school retention initiatives that specifically address the links between schools, learning, education, training and employment. This includes providing special support for young people disengaged or at risk of disengagement from the education system.

Primary responsibility: State Government

The Department of Justice will lead the expansion of juvenile diversions as a proportion of all juvenile offenders.

Primary responsibility: State Government

Improve access to appropriate housing and related infrastructure in urban, regional and isolated areas.

Primary responsibility: State Government

All South Australians Sharing in the Benefits

■ *Income inequality*

Where we are now: Inequalities exist between various groups of our population.

Target: Raise the lowest incomes of South Australians relative to those of the average South Australian. (T6.3)

Measuring tool: Mean disposable income per week.

■ *Homelessness*

Where we are now: Approximately 7500 people were identified by the 2001 Census as being homeless in South Australia.

Target: Halve the number of 'rough sleepers' in South Australia by 2010. (T6.4)

Measuring tool: Numbers of homeless people.

■ *Disability*

Where we are now: There are 940 people with disabilities living in institutional care as opposed to community-based accommodation. There are 62 people with disabilities under the age of 65 living in aged care nursing homes.

Target: Increase the number of community-based accommodation options. (T6.5)

Measuring tool: Number of community-based accommodation places as opposed to institutional places.

Priority actions: Implement the recommendations of the Social Inclusion Board arising from the South Australian Drugs Summit; reduce homelessness; improve school retention rates; and increase sustainable opportunities for youth employment.

Primary responsibility: State Government

Focus government and business investment in the construction of conventional housing in local community settings.

Primary responsibility: State Government

Housing

Where we are now:	Housing is more affordable in South Australia than the national average. However, 28,000 South Australians in rental accommodation and 10,000 home purchasers are currently experiencing housing stress (paying more than 25% of their income on rent).
Targets:	Encourage provision of affordable housing in the community. (T6.6) Halve the number of South Australians experiencing housing stress within 10 years. (T6.7)
Measuring tools:	Commonwealth Bank/HIA Housing Affordability Index, ABS Census data; number of low-income private renters in housing stress.
Priority actions:	Develop policy and review regulatory and market mechanisms, including financial and planning tools, to facilitate delivery of appropriately located and diverse affordable housing. Develop innovative partnerships with industry to provide affordable housing. Primary responsibility: State Government, local government and industry

Early Childhood Care and Education

■ *Junior primary class sizes*

Where we are now:	In February 2003 the average junior primary class size for South Australian government schools was 20.4 students per class. Reception-only classes had an average of 16.7 students per class, compared with 22.5 for Year 1 classes and 22.0 for Year 2 classes.
Target:	Continue to reduce junior primary class sizes. (T6.8)
Measuring tool:	School enrolment census: DECS.

■ *Reading Challenge*

Where we are now:	The Premier's Reading Challenge was launched in February 2004 and has already seen more than 300 schools register their interest in the program. The Program is for students from Reception to Year 9 and puts out a call for young people to pick up their books and start reading.
Target:	Have over 50% of government and non-government schools participating in the Premier's Reading Challenge program by 2006. (T6.9)
Measuring tools:	Number of schools in the Premier's Reading Challenge, number of participation certificates issued to students, number of books read.
Priority actions:	Improve early childhood support services through responsive, integrated, community-based service models and through the development of a more skilled and cohesive early years workforce. Implement leading-edge early childhood learning and support programs based on the latest research.

Extend intervention and support programs targeting literacy and numeracy improvement in early childhood.

Actively promote the Premier's Reading Challenge to engage in excess of 50% of schools.

Primary responsibility: Commonwealth Government, State Government, other early childhood education providers, parents

Primary Education

Where we are now: South Australian primary students are slightly below the national average in literacy and numeracy.

Targets: Increase Year 3 and 5 student performance in literacy and numeracy to reach or exceed the national average by 2008. (T6.10)

Measuring tools: Assessment of student performance and results of Years 3 and 5 in literacy and numeracy tests.

Priority actions: Introduce specific and systematic intervention programs to redress the literacy and numeracy of students whose performance is significantly below the national average.

Improve the quality of teaching and learning in all curriculum areas through the provision of targeted training and support programs.

Identify and acknowledge sites of excellence to build on and share good practice in literacy, mathematics, science and the teaching of skills for effective citizenship.

Primary responsibility: State Government and other primary education providers and parents

Middle Schooling

Where we are now: While many students benefit from innovative middle schooling programs, too many young adolescents disengage with schooling at this critical time

Targets: Increase Year 7 student performance in literacy and numeracy to reach or exceed the national average by 2008. (T6.11)

Measuring tools: Assessment of student performance and results of Year 7 literacy and numeracy tests.

Priority actions: Identify and acknowledge sites of excellence in middle schooling organisation and practice, and promote best practice statewide.

Build on best practice to develop focus programs in specific areas relating to middle schooling such as maths, science, information technology and the arts.

Build a more skilled and cohesive middle years teaching workforce.

Primary responsibility: State Government and other middle school education providers and parents

Senior Secondary Schooling

Where we are now: Approximately 70% of all secondary students now complete Year 12. However, in some schools that rate is little more than one-third. In 2003, the Government raised the school leaving age, for the first time in 40 years, to 16 years.

Targets: Increase the leaving age to 17 years by 2010 to ensure that young people are either in school, employed or in structured training. (T6.12)
Increase the percentage of students completing Year 12 or its equivalent to 90% within 10 years. (T6.13)

Measuring tools: Nationally published apparent retention rate data (Schools Australia – Australian Bureau of Statistics), Year 12 completion rates (Report on Government Services – Productivity Commission).

Priority actions: Review the South Australian Certificate of Education to ensure secondary schools create more flexible arrangements, broaden student pathways and develop the enterprise, interpersonal and employment-related skills sets needed for the future.

Build on and share best practice developed through the implementation of innovative community action networks.

Extend business, industry, agency and community partnerships to improve pathways for all students, and to support further specialised secondary school options that underpin the economic and social needs of the South Australian community.

Primary responsibility: State Government and other senior secondary education providers and parents

Regional Education

Where we are now: While local and distance-based education delivery ensure access to a range of education options, more must be done to increase the numbers of regional students accessing their full educational entitlement.

Target: Achieve a marked improvement in the percentage of regionally-based students completing SACE or equivalent, by 2010. (T6.14)

Measuring tool: Year 12 regional completion rates (Report on Government Services – Productivity Commission).

Priority actions: Introduce study grants for regional students who want to train as teachers and return to undertake country appointments.

Improve inter-agency collaboration to support the mental health and wellbeing of families and young people in regional areas.

Provide innovative online curriculum materials and options in remote and isolated regional areas.

Improve technological infrastructure, including access to broadband in regional areas.

Connect regional educational and care services so they are more responsive to local community, family and student needs.

Establish and implement regional strategies to connect resources in health, education and local government to improve learning outcomes for students.

Primary responsibility: State Government, other educational providers, local government, industry and local communities and parents

Vocational and Higher Education

■ *Non-school qualifications*

Where we are now: In 2002, more than 50% of the South Australian labour force held some form of non-school qualification but this figure was below the national average of 54.4 per cent.

Target: Increase the proportion of the South Australian labour force with non-school qualifications from 50.7% in 2002 to 55% within 10 years. (T6.15)

Measuring tool: People with vocational or higher education qualifications.

■ *University participation*

Where we are now: Our university participation rates are below the national average.

Target: Exceed the national average within 10 years. (T6.16)

Measuring tool: Proportion of university enrolments as a percentage of the population aged 15 to 64.

■ *TAFE participation*

Where we are now: Our participation at TAFE is slightly above the national average.

Target: Continue to exceed the national average. (T6.17)

Measuring tool: Proportion of enrolments as a percentage of the population aged 15 to 64.

Priority actions: Provide a whole-of-government framework that promotes the development of a skilled workforce which, in turn, will support innovative ideas and strong economic and labour markets in South Australia.

Create a more flexible and responsive training system that ensures development opportunities are available to all South Australians, especially those most disadvantaged in the workforce.

Improve linkages between industry and skills formation through partnerships between businesses and all education sectors to build a highly skilled workforce.

Primary responsibility: Training providers, Commonwealth Government, State Government and industry

More information on Expanding Opportunity

- Disability Services Framework 2004–2007
- Doing it Right – The South Australian Government’s Commitment to Aboriginal Families and Communities in South Australia, May 2003
- Everyone’s Responsibility: Reducing Homelessness in South Australia, July 2003
- First Steps Forward, South Australian Health Reform, June 2003
- Indigenous Employment Strategy for the South Australia Public Sector – The South Australia Government’s Commitment to Economic Development for Aboriginal People Through Public Sector Employment, Development and Retention
- Making the Connections: The South Australian Government’s Action Strategy to Keep Young People Connected to Learning and Opportunities, January 2004
- Minister’s Local Government Forum
- New Times, New Ways, New Skills: South Australian Workforce 2010 – A Ten Point Plan for Action, 2003
- Planning Strategy for Metropolitan Adelaide, January 2003
- Planning Strategy for Regional South Australia, January 2003
- South Australia’s Transport Plan (*to be released shortly*)
- South Australia Works: learning to work programs to 2010
- State Budget
- State Housing Plan (*to be released shortly*)
- State Infrastructure Plan (*to be released shortly*)
- State–Local Government Relations Agreement
- Strategy for an Ageing South Australia
- Tackling Drugs – Government and Communities Working Together, South Australian Drugs Summit, December 2002

For further detail go to the *Creating Opportunity* website: www.stateplan.sa.gov.au

The assistance of and data provision from the Australian Bureau of Statistics in the preparation of *Creating Opportunity* is gratefully acknowledged.

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March 2004

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Further copies of the Plan can be downloaded from the site, which will also provide information on progress.

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Moving forward together



**Government
of South Australia**