



**REGIONAL DEVELOPMENT AUSTRALIA  
WHYALLA AND EYRE PENINSULA**

**BUSINESS PLAN 2016-2017**



**August 2016**

# Obituary

## Regional Development Australia Whyalla and Eyre Peninsula mourn the tragic loss of Chair Jim Pollock.

**Staff and Board Members of RDAWEP are mourning the loss of their Chair Jim Pollock (09/02/1949 - 13/06/2016) despite courageously refusing to give up.**

Jim tragically lost his battle with cancer on the 13th June. A minutes silence was held for Jim at RDAWEP's Board meeting on 23rd June, led by Deputy Chair Bryan Trigg.

Jim was loved and respected by the staff and Board. He always made the effort to ask after people and their families and have a chat about fishing before getting down to business. He genuinely cared about us all. Jim focussed on issues rather than personalities, playing the ball rather than the man. A true gentleman with a strong focus on a healthy economic future for the region.

Last year, Jim copped criticism for suggesting that submarines could be built at Whyalla. There is little doubt that Whyalla will be involved in the manufacture of the submarines and other defence assets.

Jim was the inaugural and to date only, Chair of RDAWEP and in that role was responsible for assisting in the delivery of millions of dollars' worth of infrastructure upgrades, tourism assets, business assistance and employment programs. These include upgrades to regional airports, attraction of Qantas to Whyalla, upgrades of community assets such as leisure centres, community venues, marine facilities, libraries, walking trails, establishment of the \$110mil Petro-Diamond project at Port Bonython and very much more.

Jim was a true statesman for the region and the respect he earned from industry and government leaders at the highest level contributed greatly to the success of attracting new business, investment and funding to our region. As is the way we all still expect to see Jim's smile and twinkling eyes as he wanders into our offices and hear him cracking Irish jokes. Sadly, we know that this can't happen no matter how hard we hope that it can.

Our thoughts and best wishes are with Jim's wife and family.

## Rest in Peace Jim



# REGIONAL DEVELOPMENT AUSTRALIA

## Whyalla and Eyre Peninsula

**August 2016**

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# REGIONAL DEVELOPMENT AUSTRALIA

## Whyalla and Eyre Peninsula

### BUSINESS PLAN 2016-17

#### PREFACE

This Business Plan describes the operational context and structure of Regional Development Australia, Whyalla and Eyre Peninsula (RDAWEP). The plan provides a summary of key achievements during 2015-16, and identifies the activities to be pursued during 2016-17.

This Business Plan has been designed for use with the Regional Development Australia (RDA) Funding Agreement and the Resource Agreement with Eyre Peninsula Local Government Authorities.

Readers requiring additional information about the region and RDAWEP operations should refer to the Regional Plan 2014-16 which is available on the RDAWEP website at [www.rdawep.org.au](http://www.rdawep.org.au). Copies of the Regional Plan can be provided on request from the RDAWEP Offices in Whyalla and Port Lincoln.

More detailed data and information about the RDAWEP region and project initiatives is available. Stakeholders seeking further information should contact the RDAWEP offices.

The contact details for the Whyalla and Port Lincoln offices are provided on page 13.

# 1. INTRODUCTION

## 1.1 Summary of Key Achievements 2015-16

Regional Development Australia Whyalla and Eyre Peninsula (RDAWEP) achieved a number of key outcomes in 2015-16. The details of all RDAWEP achievements are provided in the Annual Report on Outcomes. Further detail is provided in Project Manager Reports on the RDAWEP website.

### 1.1.1 Regional Planning Achievements

- Problems concerning previous poor attendance at Community Services Advisory Group meetings were resolved by using tele-conferencing. The lack of community transport emerged as a key issue in community services sector planning and is being pursued.
- The consultation network was expanded through partnerships with new activities, including the implementation of the Whyalla Ageing and Disability Masterplan.
- A Tourism Advisory Sub-group was formed to enhance Local Government capability with tourism planning.
- Updated economic data packs with explanatory papers were issued to Local Government at the 2016 EPLGA Conference to assist economic development planning.

### 1.1.2 Critical Issues Achievements

- The framework for a high level Regional Strategic Plan, incorporating the planning priorities of the RDAWEP, Local Government, NRM Boards, and cross-regional organisations was substantially progressed.
- A Regional Economic Development Plan and regional governance models were prepared by the Adelaide University, SA Centre for Economic Studies (SACES).
- Economic profiles for each of the 11 local Councils were prepared to support the SACES Economic Development Plan.
- High level inter-governmental and agency consultations were undertaken to support the Arrium crisis in Whyalla, including support for retrenched workers and the investigation of options to diversify the Whyalla economy.

### 1.1.3 Priority Activity Achievements

#### Human Capital Development

- The Eyre Peninsula Workforce Builder Program exceeded its participation and job outcome expectations.
- Ongoing training and services were provided to support unemployed and Aboriginal people enter the labour force.

#### Sustainable Economic Communities and Population Growth

- The Indigenous Economic Development Program was progressed with strategies to develop Aboriginal business enterprises and support Aboriginal economic and employment development initiatives.
- Support services were provided for business initiatives to improve SME viability.

#### Sustainable Environmental Communities and Population Growth

- Support was provided for the Eyre Peninsula Integrated Climate Change Agreement (EPICCA) Committee Climate Change Adaption Plan implementation, and arrangements were determined to maintain EPICCA through to June 2017.
- Solutions to provide an abundant supply of power and quality water were progressed.
- Ongoing support was provided to help the private sector develop renewable energy projects.

## Sustainable Social Communities and Population Growth

- Ongoing support was provided to improve community, recreational, educational, and tourism infrastructure.
- The implementation of the Whyalla Aged and Disability Masterplan was progressed, with options investigated to expand the initiative region-wide.
- Ongoing support was provided for coastal development initiatives; including a region-wide strategy to manage coastal access and minimise environmental impact from off-road and recreational vehicles.

## Access to International, National and Regional Markets

- Initiatives were undertaken to assist investment attraction, including high level engagement with Chinese delegations and organisations.
- The use of digital technologies to promote and showcase the region and expand the consumer base were substantially progressed.
- Ongoing assistance was provided to develop competitive grain supply chain infrastructure.
- Support for the construction of purpose-built fishing industry infrastructure at Thevenard was successful, with \$6.3 million secured from government grant programs.
- Strategies to enhance export capability were progressed, with a major study completed for the upgrade of Thevenard Port.
- Numerous initiatives were implemented to assist export development, including an RDA mission to Shanghai and a promotional Roadshow in New Zealand.
- RDAWEP websites and social media platforms were substantially upgraded; new investment marketing materials were developed; and a *Regional Prospectus* to attract investment was progressed and improved.

## Comparative Advantage and Regional Competitiveness

- Ongoing lead agency support was provided to develop the region's food, tourism, agriculture, manufacturing, mining, transport, social services, and SME industries, with a focus on quality, sustainability, and value-adding initiatives.
- Regional food product was showcased in top level restaurants in Sydney and Melbourne, and influential food stakeholders were hosted on missions to the region.
- Strategic direction was provided for *Eyre Peninsula - Australia's Seafood Frontier* brand marketing by the tourism and food industries to promote the region as a culinary and tourism destination.
- Major articles about the region were featured in national magazines, including a 12-page feature about the Nullarbor Plain in the RM Williams *Outback Magazine*, February/March 2016 edition.
- Promotional videos were produced for Local Government, with 5 Councils participating in stage 1 of the project.
- The Eyre Peninsula and Clare Valley Tourism Regions collaborated on a joint initiative, *Clare with Fresh Eyre*, to showcase regional product interstate.
- A Heavy Industry Cluster was formed to strengthen Whyalla's manufacturing industry and diversify the Whyalla economy.
- Substantial support was given to the development of Iron Road's Central Eyre Iron Project, which includes the construction of South Australia's first Cape Class port facility and the region's first standard gauge railway line.
- Ongoing support was provided for the development of renewable energy initiatives, including international investment attraction.

### 1.1.4 Project Proposal Achievements

- Assistance was provided for the development of numerous business cases and grant applications, with many projects successfully being funded.

- Funding achievements included \$6.3 million from the Australian and State Governments for the construction of the Thevenard Marine Offloading Facility; a State Government loan of \$750,000 for Aboriginal owned company Walga Mining; and \$264,913 from the Regions SA RDF for extensions to the Ceduna Community Hotel function and training room facilities.

### 1.1.5 Promotion of Australian Government Programs

- Australian and State Government funding programs were promoted through presentations, emails, monthly RDAWEP *Regional Newsletter*, and the RDAWEP website. Presentations and email promotions included the provision of grant program guidelines and supporting documents, along with advice about grant application preparation.

### 1.1.6 Continuous Improvement

- Strategies for a continuous improvement culture were progressed, including an upgrade of marketing materials, websites and digital collateral; improved regional database software; and the implementation of procedural improvements to gain resourcing efficiencies.

## 1.2 Unsuccessful Projects

A number of projects did not progress, primarily because funding was not obtained from government infrastructure programs. This was mainly due to grant applications failing to meet all of the program assessment criteria. Some projects are in abeyance because the outcomes of grant funding rounds have yet to be announced; due to the Australian Government going into caretaker mode for the July 2016 Federal election. Impacted projects include:

- *DC Cleve – Upgrade of culverts on the Cleve to Verran Road*: Advice was provided to Council about an application to the Bridges Renewal Program. The application failed because the project did not satisfy the essential assessment criteria concerning improved safety and increased use of the road by heavy vehicles.
- *DC Lower Eyre Peninsula – Port Lincoln Airport Runway Reseal*: Assistance was provided to Council with an NSRF application, however the application was not successful because the project's employment and economic benefits were not satisfactorily demonstrated.
- *SA Seafood Pty Ltd - New processing facility at Port Lincoln*: The application to Regions SA RDF was not successful, but will be updated for lodgement in later rounds.
- *Whyalla Golf Club – Upgrade of Clubrooms*: The Whyalla Golf Club was assisted with a business case and grant application for clubroom capital improvements, including the installation of an elevator to enhance use of the facilities by disabled people. The application to the Regions SA, USG and Outback Futures grant program was unsuccessful.
- *Whyalla Heavy Industry Cluster Group – Funding for project implementation and provision of specialist advice*: A formal request for funding from the DSD Business Model Innovation program was prepared and submitted to Industry Minister K Maher and Regions Minister G Brock. The funding was needed to support the cluster group and involvement of Professor Roos. However, the application was not successful and subsequent meetings were held with DSD and the Ministers about a modified application.
- *A sustainable solution to water and trade waste issues in Port Lincoln*: RDAWEP as the lead agency, facilitated a major initiative at Port Lincoln to find a sustainable solution for several projects with water and waste issues. The project included the facilitation of a water security and opportunities workshop at Port Lincoln Council. In this instance, a grant application was not lodged to the NSRF because the Council had a higher priority project in the same funding round.

## 1.3 Lessons Learnt and Implications for 2016-17

### *Support for Project Development and Grant Readiness*

The difficulty of facilitating projects which substantially rely on funding from Australian and State Government grant programs funding was an issue for RDAWEP in 2014-15, and remains a major concern. Grant application processes for funding from government programs are becoming increasingly more rigorous. In order to meet the conditions of grant programs, applicants are required to invest substantial amounts of effort and funding to be 'grant-ready'.

The increasing need for quantified, evidence-based planning to prove project merit has heightened the need for detailed and robust business cases to support grant applications. The need to demonstrate project implementation capability requires the preparation of project management plans, procurement plans, and asset and risk management plans. The need for verified capex costings requires substantial investment in detailed design and engineering specifications and independent cost analyses.

The time and investment required to become grant-ready favours large organisations over small operators, because they can afford to pay private sector consultants to prepare the necessary documentation.

RDAWEP is receiving more and more requests to assist with grant applications and business cases, and is unable to meet the demand due to competing priorities and limited staff resources. Assistance with grant-readiness is consequently being contracted out on a user-pays basis. This is counterproductive for small and community-based organisations which cannot afford the cost.

In 2014-15, RDAWEP helped to facilitate the Regions SA Investment Generation Funding Program to help stakeholders prepare feasibility studies and business cases for grant applications. However, this program was a one-off initiative that may not be repeated.

There is a growing need for a funding program to help smaller organisations, community groups and small Local Government Councils, develop their project proposals and become grant ready. This need is at the cutting edge of regional economic development, because experience internationally indicates that community-owned and driven initiatives, such as place-based projects, tend to be longer lasting and more successful.

Governments need to be accountable for the expenditure of public funds, and have implemented appraisal frameworks to ensure they receive value for money; however grant funding program reviews have shown that many meritorious projects that meet all of the program guidelines and conditions are not being funded. RDAWEP acknowledges the highly competitive nature of the Government funding environment, and recognises that funding is not available to support all project applications. However, it is frustrating to know that very beneficial projects proposed by small and community-based organisations might miss being funded because they do not have the resources to properly argue the merit of their projects.

RDAWEP will support such projects as resources permit. However, there is a need for government to seriously consider the provision of a funding program to help smaller organisations become grant-ready, and bring the competition for funding from government programs to a level playing field.

### *Regional Planning and Regional Governance*

The successful preparation of a Regional Strategic Plan supported by the formation of a regional governance body is by far the greatest challenge for RDAWEP in 2016-17.

It will not be easy to get RDAWEP, the EPLGA, the EPNRM Board and the 11 EPLGA member Councils to agree on a set of priorities for the long-term development of the region. The task will be exacerbated by also seeking agreement about priorities from relevant cross-regional organisations.

Three different models for the regional governance body were proposed in the SACES Regional Economic Development Plan, with a preferred model identified. However, preliminary discussions between RDAWEP and the EPLGA have recognised the need to refine the operational and business unit aspects of the model. This will be one of the first tasks pursued in 2016-17.

If the modelling is successful, the benefits for the region could be substantial because it will provide the Australian and State Governments with a single Plan and set of priorities for the development of the RDAWEP region, and a single body to represent the interests of the region's 58,000 population.

## 2. OVERVIEW OF BOARD MEMBERS AND STAFF

### 2.1 Board Membership

The RDAWEP Board is comprised of high profile local people representing business, industry, education, Local Government, natural resources and the community, with members selected for their experience and relevant skills. The Board comprises:

POSITION	EXPERTISE	CONSULTATION NETWORK MEMBERSHIP
<b>(Chair) Vacant</b>		
<b>Bryan Trigg (Deputy Chair, and Acting Chair)</b>	Agriculture, Local Government and Emergency Services	<ul style="list-style-type: none"> <li>• District Council of Cleve</li> <li>• Agriculture Target Team</li> </ul>
<b>Deidre Turvey (Treasurer)</b>	Tourism, Wine, Aged Care and Retail	<ul style="list-style-type: none"> <li>• Business and industry</li> </ul>
<b>Cr Jack Velthuizen (Executive Member)</b>	Education and Local Government	<ul style="list-style-type: none"> <li>• Heavy Industry Cluster</li> </ul>
<b>Cr Allan Suter (Executive Member)</b>	Local Government and Business	<ul style="list-style-type: none"> <li>• District Council of Ceduna</li> </ul>
<b>Malcolm Catt (Executive Member)</b>	Business and Local Government	<ul style="list-style-type: none"> <li>• Business</li> </ul>
<b>Lyn Breuer</b>	Local Government	<ul style="list-style-type: none"> <li>• City of Whyalla</li> </ul>
<b>Matt Waller</b>	Fishing Industry and Tourism	<ul style="list-style-type: none"> <li>• Tourism Advisory Group</li> </ul>
<b>Colin Carter</b>	Local Government and Business	<ul style="list-style-type: none"> <li>• City of Whyalla</li> </ul>
<b>Clare McLaughlin</b>	Retail Business and Local Government	<ul style="list-style-type: none"> <li>• City of Whyalla</li> </ul>
<b>Matt Enbom</b>	Heavy Industry	<ul style="list-style-type: none"> <li>• Heavy Industry Cluster</li> </ul>
<b>Kate McShane</b>	Legal	<ul style="list-style-type: none"> <li>• Legal and community</li> </ul>
<b>Heather Baldock</b>	Natural Resources, and Community Development	<ul style="list-style-type: none"> <li>• Agriculture and community</li> </ul>

## 2.2 RDAWEP Staff

The Board has a staff team with extensive Government and private sector experience in economic, regional, and community development.

Position	Name	Key Role	Consultation Network Services
<b>Chief Executive Officer</b>	Dion Dorward	Economic Development, Key Projects, and Major Stakeholder Negotiations.	All high level consultative groups subject to availability, including: Upper Spencer Gulf Common Purpose Group, Regional Mining Infrastructure Planning Project Steering Committee, Upper Spencer Gulf Working Group, Regional Development SA, EP Mineral and Energy Resources Community Development Task Force, EPICCA, EP Water Security Reference Group, Cultana Expansion Area Environmental Advisory Committee.
<b>Manager Corporate Services</b>	Roger Paul	Corporate Services	EPLGA Procurement Initiative
<b>Economic Development Manager, Whyalla</b>	Alex Todd	Economic Development and Projects	Whyalla Advisory Group, Whyalla City Council Economic and Social Committee, Northern Regional Advisory Committee
<b>Economic Development Manager, Eyre Peninsula</b>	Peter Scott	Economic Development and Projects	Power supply, water sustainability and engineering projects.
<b>Special Projects Manager</b>	Bob Ramsay	Economic Development, Research and Planning	Tumby Bay District Community Consultative Group, planning, and business case development.
<b>Indigenous Economic Development Manager</b>	Howard Coote	Economic and Employment Development Projects	Indigenous Employment Panel, IBA Business Consultant Panel, Breaking the Cycle Panel
<b>Employment and Skills Development Manager, Whyalla and Eyre Peninsula</b>	Peter Mitchell	Employment and Skills Development	EP Jobs and Skills Regional Network, Career Development Service, Whyalla Industry Leaders Group, Education Works Program Whyalla s
<b>Career Development Centre Practitioner</b>	Paula Wilson	Employment and Skills Support	EP Jobs and Skills Regional Network, Career Development Services
<b>Tourism Development Manager</b>	Brad Riddle	Destination Development and Marketing	Tourism Advisory Group, Tourism Sub-Regional Groups
<b>Marketing Coordinator</b>	Besemina Abdic	Business Services	Branding Advisory Services
<b>Special Projects Officer</b>	Raelene Fuller	Economic Development and Planning	Community Services Advisory Group
<b>Executive Assistant/Office Manager, Eyre</b>	Aina Danis	Corporate Services	EPLGA, EP Mineral and Energy Resources Community Development Task Force, EP Jobs and Skills Regional Network
<b>Administration Officer, Whyalla</b>	Sandy Jones	Corporate Services	EP Jobs and Skills Regional Network
<b>Administration Officer, Port Lincoln</b>	Sue Henriksen	Corporate Services	RDAWEP Website and Regional Newsletter Production
<b>Administration Trainee Port Lincoln</b>	Bonnie Hill	Corporate Services	RDAWEP Reception

## 2.3 RDAWEP Organisational Structure

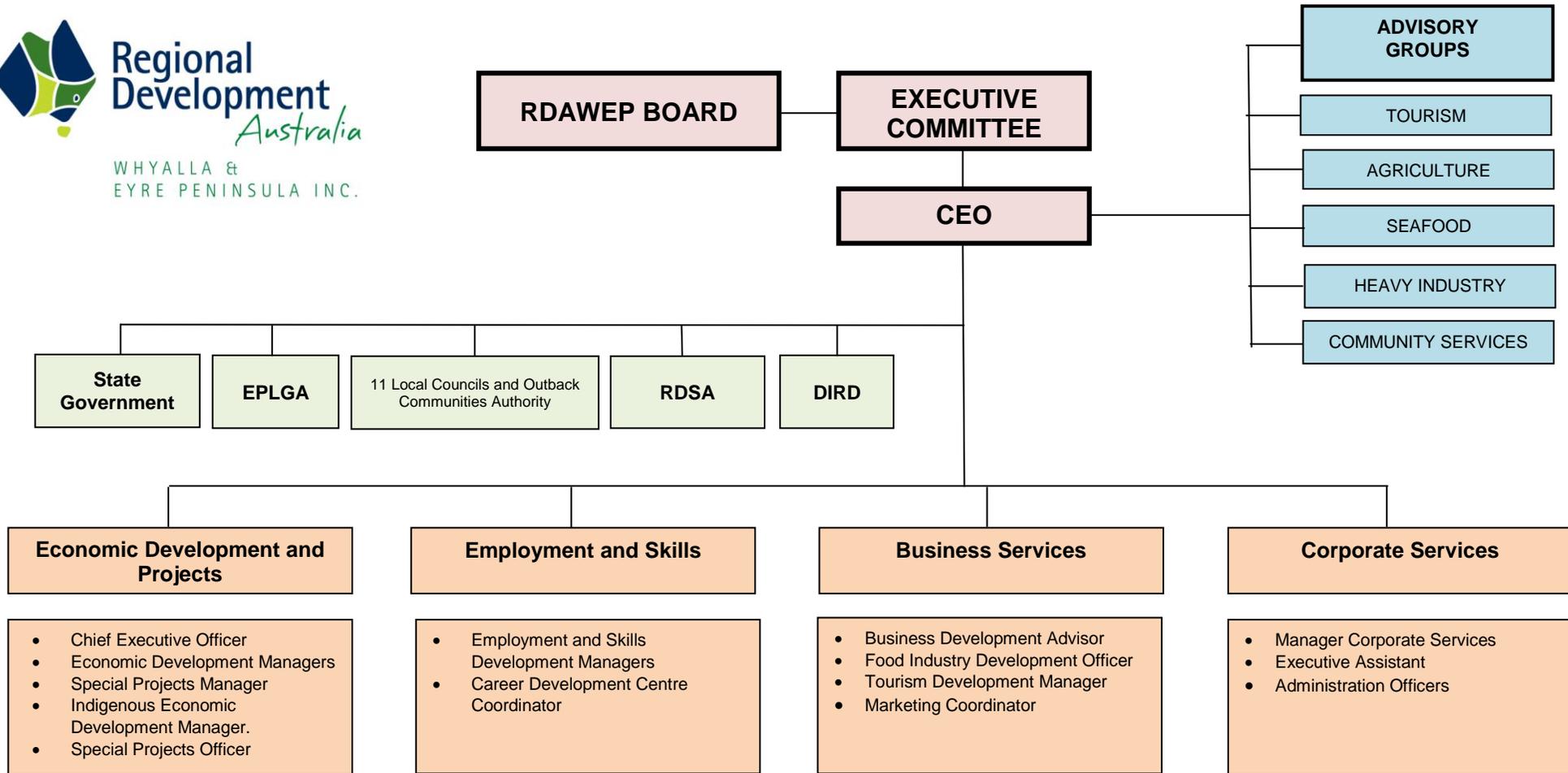


Figure1: RDAWEP Organisational Structure.

## 2.4 Office Location and Contact Details

Due to the vast size of the region, RDAWEP has two offices in Port Lincoln and Whyalla.

89 Liverpool Street  
PORT LINCOLN SA 5606  
Ph. 8682 6588

127 Nicolson Avenue  
WHYALLA NORRIE, SA 5608  
Ph. 8645 7811

People requiring additional information about the region and RDAWEP activities should refer to the website at [www.eyreregion.com.au](http://www.eyreregion.com.au), or contact the RDAWEP offices.

## 3. OPERATIONAL PARAMETERS FOR 2016-17

### 3.1 Budget Summary

#### *Operational Funding*

RDAWEP operational funding for 2016-17 consists of:

FUNDER	FUNDING SOURCE	AMOUNT <sup>1</sup>
Australian Government	Department of Infrastructure and Regional Development.	\$218,000 <sup>2</sup>
Government of South Australia	Primary Industries and Regions SA	\$470,000
Local Government	11 member Councils of the EPLGA	\$461,682
<b>TOTAL</b>		<b>\$1,149,682</b>

<sup>1</sup> Excluding GST.

<sup>2</sup> Includes an additional one-off payment of \$18,000 to assist with economic development activities.

#### *Other Funding*

FUNDING SOURCE	FUNDING PURPOSE	AMOUNT
Primary Industries and Regions SA	Eyre Peninsula brand extension program, incorporating the agricultural industry in the region's brand.	40,000
Department of State Development	Deliver employment projects and career development services.	305,250
Department of Prime Minister and Cabinet	Indigenous economic development programs.	310,000
SA Tourism Commission	Tourism Industry development.	30,000
<b>TOTAL</b>		<b>\$685,250</b>

The RDAWEP Board is committed to maintain the existing level of service delivery to the Whyalla and Eyre Peninsula region in 2016-17. This includes maintaining the operation of the two RDAWEP offices at Port Lincoln and Whyalla. This commitment has previously necessitated the use of RDAWEP reserve funds.

### 3.2 Operational Funding

The financial position of RDAWEP has been secured through the provision of operational funding from the three levels of Government. RDAWEP has been provided with funding of \$470,000 per annum for three years (2015-16, 2016-17 and 2017-18) from the State Government, via Primary Industries and Regions SA.; \$218,000 per annum from the Australian Government, via the Department for Infrastructure and Regional Development; and ongoing contribution from the 11 Local Government members of the Eyre peninsula Local Government Association.

### 3.3 Out-of-the-ordinary Costs

RDAWEP remains financially secure for 2016-17 and anticipates no out of ordinary costs during this period, unless grant submissions to support ongoing program initiatives are unsuccessful.

Careful budgeting and savings made over the previous few years has allowed RDAWEP to maintain a strong presence and position as the region's preferred economic and community development provider. RDAWEP is able to deliver a variety of projects and programs spanning tourism, food development, mining, agriculture, aquaculture, employment and skills development, Indigenous economic development, small business assistance and community development.

The extent of economic and community development project delivery on the ground - which is the primary expectation of Local Government - is subject to RDAWEP being able to leverage project funding from a variety of sources.

RDAWEP has a successful record in obtaining project funding. But, during 2015-16, the Board opted to utilise reserve funds to maintain RDAWEP operations at existing levels.

The Board anticipates that there may still be pressure to use reserve funds to cover some liabilities this financial year, such as food industry development and employment and skills initiatives. However, this position is not sustainable in the longer term, and will become a major challenge in future years within the current processes.

## 4. STRATEGIC CONTEXT

### 4.1 Activity Alignment with Australian Government Priorities

RDAWEP Regional and Business Plan activities have a direct relationship with Australian Government regional development priorities. When the Australian Government introduced the *Better Practice Guide* and templates for Regional and Business Plans, RDAWEP reviewed its planning regime and restructured activities to align with the:

- Key determinants of long term regional growth, identified in the COAG RASC framework for regional economic development, and
- Performance outcome areas required by the Funding Agreement.

RDAWEP activities were reconfigured under the following COAG RASC headings:

- **Human capital** – activities to develop the capacity of the regional population to contribute to economic and regional growth; such as career support, skills training, and workforce development initiatives.
- **Sustainable (economic, environmental and social) communities and population growth** – activities to develop sustainability by increasing labour force participation; managing environmental challenges; increasing the energy and water supply, improving social services; and encouraging population growth to achieve economies of scale.
- **Access to international, national and regional markets** – activities to improve transport and processing infrastructure, and enhance market access and export capability.
- **Comparative advantage and business competitiveness** – value-adding activities to build upon regional strengths and opportunities, promote regional advantages, and increase economic competitiveness.
- **Effective cross-sectorial and inter-Governmental partnerships** – activities to develop collaborative Government, private sector, and community partnerships in the planning of priorities to achieve economic and community growth, and address social and environmental challenges. (Australian Government, Department of Regional Australia, Local Government, Arts and Sport, *Regional Australia Standing Council Framework for Regional Economic Development*, 2013).

This restructure was applied in the RDAWEP 2014-16 Regional Plan, and subsequent Business Plans and performance reports.

### 4.2 Alignment with State Government Priorities

South Australian Government regional priorities are less explicit than the COAG RASC economic development framework.

State Government strategic planning is comprised of a series of interconnected planning layers under the overarching structure of *South Australia's Strategic Plan (SASP)*. The SASP has 100 long-term targets to achieve a sustainable society, under three priority headings: (1) the enhancement of community well-being; (2) development of economic prosperity; and (3) environmental improvement. These priorities are supplemented with another layer of targets to improve health and education, and use innovation to address environmental, economic and social challenges.

Some of the SASP priorities apply State-wide; some have relevance to regional development; and others apply specifically to greater metropolitan Adelaide. This State, region, capital city targeting is consistent across several layers of South Australian Government planning.

The State Government regional development framework is outlined in the *Regional Statement*, 2013. However, the Statement does not contain a clear set of regional development priorities, but expounds the Government's seven strategic priorities for South Australia as a whole – i.e.:

- Creating a vibrant city.
- An affordable place to live.
- Every chance for every child.
- Growing advanced manufacturing.
- Safe communities, healthy neighbourhoods.
- Realising the benefits of the mining boom for all.
- Premium food and wine from our clean environment. (Government of South Australia, *Regional Statement for South Australia*, 2013).

The Statement makes reference 40 Government and other plans with differing State-wide and regional relevance - such as natural resources, health, strategic, infrastructure, and emergency management plans - and proposes that regional communities should use these documents as a guide to align their goals and priorities with those of State Government departments.

Subsequent to releasing the *Regional Statement*, the State Government announced Ten Economic Priorities in 2014. These priorities are aimed at accelerating industry growth, creating jobs, and developing South Australia as a place which prospers in the global economy; and include:

1. Unlocking the full potential of South Australia's resources, energy and renewable assets.
2. Premium food and wine produced in our clean environment and exported to the world.
3. A globally recognised leader in health research, ageing and related services and products.
4. The Knowledge State - attracting a diverse student body and commercialising our research.
5. South Australia - a growing destination choice for international and domestic travellers.
6. Growth through innovation.
7. South Australia - the place to do business.
8. Adelaide, the heart of the vibrant state.
9. Promoting South Australia's international connections and engagement.
10. South Australia's small businesses have access to capital and global markets. (Government of South Australia, *South Australia. The place where people and businesses thrive*. Economic Priorities, 2014).

RDAWEP Regional and Business Plan activities relate to some of the State's strategic and economic priorities. There is strong alignment with priorities to realise benefits from mining, grow advanced manufacturing, develop tourism, support small business, and export premium food and wine from a clean environment. However, there is little, if any relationship, with the priorities aim to develop and market metropolitan Adelaide.

The message in the *Regional Statement* is nevertheless very clear: i.e. regional communities need to align their priorities and aspirations with those of State Government agencies to achieve common goals. Demonstrable alignment with the State's strategic and economic development priorities is also a requirement for project funding from the Regions SA, Regional Development Fund.

South Australian RDAs are consequently faced with a regional planning dilemma. As a condition of the DIRD Funding Agreement, RDAs are required to align their activities with the priorities in the COAG RASC economic development framework. However, alignment is also expected with a complex set of State Government strategic and economic priorities, which are very different from and do not correspond with those of the Australian Government.

This planning task is made more complex when Local Government priorities are taken into account.

### 4.3 Alignment with Local Government Priorities

The RDAWEP region has 9 District Councils and 2 regional cities. The 11 Councils produce different types of plans, at different times, with different timeframes. These plans contain priorities to address local issues and needs. The 11 Councils are members of the EPLGA; however the EPLGA does not have an overarching strategic plan for the region.

The process of preparing the RDAWEP Regional Plan involves a review of Council strategic, business and health plans, to ensure that Council priorities are captured in RDAWEP activities. RDAWEP also consults regularly with the Councils and EPLGA about priorities and development issues, which provides another source of intelligence to support the regional planning process.

There is consistency between RDAWEP activities and Council priorities concerning the need to pursue prosperity, improve community amenity, and protect the environment. The development of regional communities as ‘great places to live, work and visit’ is identified in most Councils plans and the RDAWEP Regional Plan. There is also RDAWEP and Council planning alignment on matters such as:

- Improving physical infrastructure for community and business needs,
- Pursuing sustainable economic and business development,
- Seeking sustainable environmental and water management, and
- The need to improve community services and infrastructure for the ageing population and people with disabilities.

Divergence emerges on bigger picture issues such as utility infrastructure development, global competitiveness, export development, the development of educational facilities, and provision of employment and skills training programs; because these matters are not usually Local Government core business.

Local Government planning has traditionally focused on policy and projects at a community level, but this is beginning to change. The Local Government Association of SA, in liaison with the EPLGA, is encouraging whole-of-region approaches by Councils on matters such as procurement, infrastructure development, land use, transport and development planning. Initiatives are also being pursued to encourage sub-regional planning. Draft policy and governance models have been prepared to encourage this transition. (Local Government Association of SA, *Strengthening South Australian Communities in a Changing World, The Council of the Future*, Local Excellence Expert Panel, December 2013).

Another Local Government planning layer emerged in 2015, when the Local Government Association of South Australia (LGASA) released its *Economic Development Statement*. The Statement identifies the role that Local Government might undertake to progress prosperous local communities, by using local stakeholders to drive a bottom-up, place-based development approach.

11 Local Government economic development priorities were identified, incorporating the areas of:

Strategic vision	Red tape reduction	Digital economy
Investment attraction	Planning	Small business development
Tourism development	Innovation and entrepreneurship	Skilled workforce development
Mineral and energy resources	Local infrastructure development	

These LGASA economic priority areas align with several of the Australian and State Government priorities. Importantly, they provide a broader platform for incorporating Local Government concerns in RDAWEP regional planning.

## 4.4 Regional Strategic Plan

RDAWEP and the EPLGA are taking this model further. Since 2014, RDAWEP and the EPLGA have been driving the development of a new Regional Strategic Plan. The purpose is to provide a single plan that identifies and drives the collective and agreed priorities of the 11 EPLGA Councils, RDAWEP, the Eyre Peninsula Natural Resources Management (EPNRM) Board, the Eyre Peninsula Integrated Climate Change Agreement (EPICCA) Committee, and the 58,000 people that occupy the Eyre Peninsula region. Where appropriate, relevant cross-regional priorities of the Outback Communities Authority (OCA), RDA Far North, Upper Spencer Gulf Common Purpose Group and the Alinytjara Wilurara NRM (AWNRM) Board will also be included.

The COAG RASC framework for regional economic growth has been adopted as the primary structure to ensure that the Plan aligns with Australian Government priorities. These determinants form the main sections in the Plan, and the priorities in other organisational plans will be aligned under these headings. The State Government's 7 strategic and 10 economic priorities and LGASA priorities will also be aligned.

Mapping is progressing to identify the optimum priority alignment – see Figure 2.

This project is nation leading pilot work about alternative regional governance. It needs to be stressed at the outset, that the Regional Strategic Plan being proposed, will be very different from and substantially more innovative than the RDA Regional Plans that are required by DIRD.

The key difference is that the Strategic Plan involves the concurrent design and implementation of a single regional governance body to represent, make decisions, and speak on behalf of the regional community. This regional body will finalise and endorse the agreed strategic priorities and also guide the implementation of an agreed Action Plan.

This project is being supported by with the preparation of a Regional Economic Development Plan.

### *Regional Economic Development Plan*

RDAWEP and the EPLGA identified the need to increase Local Government awareness and understanding of economic development, and encourage active Council involvement in economic development planning processes.

The preparation of an Economic Development Plan is a key project component as the recommendations will provide the rationale for the governance framework and economic sections in the Regional Strategic Plan. The University of Adelaide, SA Centre for Economic Studies (SACES) was appointed to prepare the Plan in December 2015. The draft was substantially completed in June 2016 and will be finalised in 2016-17.

The Economic Plan provides a comprehensive analysis of the regional and Council economies, and includes an audit of the strategic, business and health plans of the 11 Councils.

The preparation of a future regional governance model is a key component of the Economic Plan. This modelling was required by the South Australian Government Economic Development Board (EDB), which contributed \$70,000 to fund the plan development. The EDB engagement included several meetings to provide guidance about the analysis of regional governance issues. Three governance models are described in the draft Plan, with the preferred model identified.

The anticipated regional and Council benefits from the combined strategic and economic planning project include: increased competitive advantage; population stability and growth; improved economic position through industry diversification and value adding initiatives; increased employment; and improved quality of life and community amenity.

ALIGNMENT OF GOVERNMENT PRIORITIES WITH THE COAG RASC REGIONAL DEVELOPMENT FRAMEWORK			
AUSTRALIAN, STATE AND LOCAL GOVERNMENT PRIORITIES			
AUSTRALIAN GOVERNMENT	SOUTH AUSTRALIAN GOVERNMENT		LOCAL GOVERNMENT
Key Determinants of Regional Economic Growth	Strategic Priorities	Economic Priorities	Economic Development Priorities
HUMAN CAPITAL DEVELOPMENT	CREATING A VIBRANT CITY	Unlocking the full potential of resources, energy and renewable assets	Strategic Vision
SUSTAINABLE COMMUNITIES AND POPULATION GROWTH: ECONOMIC	AN AFFORDABLE PLACE TO LIVE	Premium food and wine produced in a clean environment and exported to the world	Investment Attraction
SUSTAINABLE COMMUNITIES AND POPULATION GROWTH: ENVIRONMENTAL	EVERY CHANCE FOR EVERY CHILD	A globally recognised leader in health research, ageing and related services and products	Tourism
SUSTAINABLE COMMUNITIES AND POPULATION GROWTH: SOCIAL	GROWING ADVANCED MANUFACTURING	The Knowledge State - attracting a diverse student body and commercialising research	Mineral and Energy Resources
ACCESS TO INTERNATIONAL, NATIONAL AND REGIONAL MARKETS	SAFE COMMUNITIES, HEALTHY NEIGHBOURHOODS	A growing destination choice for international and domestic travellers.	Red Tape Reduction
COMPARATIVE ADVANTAGE AND BUSINESS COMPETITIVENESS	REALISING THE BENEFITS OF THE MINING BOOM FOR ALL	Growth through innovation	Planning
	PREMIUM FOOD AND WINE FROM OUR CLEAN ENVIRONMENT	The best place to do business.	Innovation and Entrepreneurship
		Adelaide, the heart of the vibrant State	Local Infrastructure
		Promoting international connections and engagement.	Digital Economy
		Small businesses have access to capital and global markets	Small Business
		Strategies for Adelaide are not directly relevant to the region, although the attraction of people to Adelaide may be useful to help funnel overseas visitors to the region.	Skilled Workforce
		Additional strategic alignment can be drawn through linkage with the South Australian Strategic Plan which lists a large number of strategic activities.	
PROPOSED STRATEGIC PLAN STRUCTURE AND PRIORITY ALIGNMENT			
Regional Plan Structure	Possible alignment between Australian and State Government Priorities		Possible Alignment with Local Government Priorities
HUMAN CAPITAL DEVELOPMENT	EVERY CHANCE FOR EVERY CHILD	The Knowledge State - attracting a diverse student body and commercialising research	Skilled Workforce, Small Business
SUSTAINABLE COMMUNITIES AND POPULATION GROWTH: ECONOMIC	REALISING THE BENEFITS OF THE MINING BOOM FOR ALL	A growing destination choice for international and domestic travellers.	Digital Economy, Mineral and Energy Resources
SUSTAINABLE COMMUNITIES AND POPULATION GROWTH: ENVIRONMENTAL	Unlocking the full potential of resources, energy and renewable assets		Strategic Vision, Red Tape Reduction
SUSTAINABLE COMMUNITIES AND POPULATION GROWTH: SOCIAL	SAFE COMMUNITIES, HEALTHY NEIGHBOURHOODS	A globally recognised leader in health research, ageing and related services and products	Strategic Vision, Planning
ACCESS TO INTERNATIONAL, NATIONAL AND REGIONAL MARKETS	GROWING ADVANCED MANUFACTURING	Promoting international connections and engagement.	Local Infrastructure, Investment Attraction
COMPARATIVE ADVANTAGE AND BUSINESS COMPETITIVENESS	PREMIUM FOOD AND WINE FROM OUR CLEAN ENVIRONMENT	Small businesses have access to capital and global markets	Small Business, Tourism, Innovation and Entrepreneurship
	The devil is in the detail. The State Government does not have explicit regional priorities at the strategic level for infrastructure and workforce development and environmental protection. These needs are identified in more detailed Government documents, such as the SA Strategic Plan. Some State priorities are double-barrelled and are applicable to more than one Australian Government priority area - e.g. the export of food and wine aligns with market access and comparative advantage. It is recommended that the Australian Government COAG RASC strategic framework should form the primary structure of the Regional Strategic Plan, and that the State priorities should be aligned in the best possible fit with		The economic development priorities in the LGA Economic Development Statement align well with the COAG RASC framework. Some priorities are applicable to more than one key determinant - e.g. Strategic Vision, Planning, and Red Tape Reduction apply to all of the key determinants. Investment attraction applies to many of the key determinants.

Figure 2: Proposed Framework for the Regional Strategic Plan, showing the alignment between Australian, State and Local Government regional development priorities.

## 4.5 Major Stakeholders

RDAWEP's major stakeholders include:

- South Australian Government, Economic Development Board,
- Cities of Whyalla and Port Lincoln,
- District Councils of Ceduna, Cleve, Elliston, Franklin Harbour, Kimba, Lower Eyre Peninsula, Streaky Bay, Tumby Bay and Wudinna District Council,
- Eyre Peninsula Integrated Climate Change Alliance,
- Eyre Peninsula Local Government Association,
- Eyre Peninsula Mineral and Energy resources Community Development Taskforce,
- Eyre Peninsula NRM Board, and Alinytjara Wilurara NRM Board,
- Eyre Peninsula Water Security Reference Group,
- RDAWEP Advisory Groups for Agriculture, Community Services, EP Business, Manufacturing, Seafood and Tourism,
- RDAWEP Regional Employment Network,
- Outback Communities Authority,
- Thevenard Port Steering Committee,
- Tumby Bay District Community Consultative Group,
- Upper Spencer Gulf Common Purpose Group,
- Regional Development SA,
- Whyalla Aged and Disability Care Steering Group,
- Heavy Industry Cluster Group,
- Cultana Expansion Area Environmental Advisory Committee,
- Ceduna Service Reform Group,
- Department of Prime Minister and Cabinet, and
- Indigenous Homeland Groups (10).

## 5. IDENTIFICATION OF RDA ACTIVITIES FOR 2016-17

### 5.1 Regional Priorities

The regional priorities in the RDAWEP 2014-16 Regional Plan are to:

- *Develop and retain a skilled workforce.*
- *Build the capacity of the community to grow the regional economy.*
- *Consider the environment when planning regional development.*
- *Support development of social and community infrastructure and services to enhance liveability.*
- *Promote investment to develop strategic infrastructure and foster globally competitive business.*
- *Strengthen, foster and promote the region's business and product diversity.*

These priorities focus on the *achievement* of improved community and economic development, and were determined by the Board to achieve better planning alignment with the Australian Government COAG RASC key determinants of regional economic growth.

These priorities have not changed since 2014-15, because they adequately capture the activities being undertaken by RDAWEP to address key and emerging issues, and pursue regional economic growth.

The Regional Plan contained additional priorities about the *process* of pursuing improved community and economic development; which focus on regional leadership, partnership building, and stakeholder engagement. These priorities were determined to address the performance outcome areas of the DIRD 2014-15 business plan template, and were:

- *Maintain and develop the regional consultation network.*
- *Utilise the regional consultation network in regional planning.*
- *Facilitate collaboration with government and other stakeholders.*
- *Promote government programs to stakeholders.*

In order to achieve improved planning efficiencies, the RDAWEP Board streamlined these into a single priority in June 2015 – i.e.:

- *Facilitate engagement and collaboration with government, industry and community stakeholders in regional development planning initiatives.* (RDAWEP Board, Planning Review, 25 June 2015).

An additional process priority - *Implement a continuous improvement culture.* – was determined to support the 2014-15 Business Plan. This RDAWEP operational priority has not changed, because it is important for organisational development, and was included in subsequent Business Plans..

### 5.2 Vision and Regional Analysis

The Board vision in the 2014-16 Region Plan, was:

*An innovative, competitive and sustainable region that offers opportunity and a quality lifestyle.*

This vision was reassessed at the RDAWEP Board annual review meeting on 25 June 2015. Following an analysis of the region's characteristics and competitive advantages, the Board refined the vision to a single word: **Quality.** (RDAWEP Board Vision – 25 June 2015).

*Quality* was adopted as the regional vision because it is fast emerging as a distinctive regional attribute.

The quality of the region's amenity and lifestyle is a great asset, which is highly valued by residents. The region is renowned for high quality, premium seafood; high quality grains; and the quality of its unblemished landscapes and seascapes. The region is lauded by the tourism sector for having very different, high quality, nature based tourism experiences – such as swimming with tuna, cage diving with Great White Sharks, and whale watching at the Head of the Bight. But other qualitative characteristics have also emerged as distinguishing features of the region's comparative advantages.

- **High quality magnetite:** The magnetite from Iron Road Limited's Central Eyre Iron Project (CEIP) at Warramboos is high quality, at 67% iron with few impurities. This is important to the viability of the CEIP. The commodity price of iron ore is based on an international threshold of 62% iron. Higher quality ore will attract a premium differential of approximately \$US18 per tonne over the commodity price, which will provide resilience to withstand future price fluctuations on the international market.
- **High quality graphite:** The graphite mines at Uley (Valence Industries), Kookaburra Gully (Lincoln Minerals), Campoona and Waddikee (Archer Exploration Limited) are reputed to contain the largest flake, best quality deposits in the world, with the capacity for manufacturing graphene. Graphene products have growing world-wide demand for advanced technological and medical applications.
- **High quality kaolin:** Minotaur Exploration's Carey's Well mine near Poochera contains the brightest and whitest kaolin in the world (at ISO brightness of 80), which is in demand for the production of premium quality paints, prestigious inks and plastics, and high quality ceramic finishes.
- **High quality zircon:** Iluka Resources' Jacinth Ambrosia mine is the world's largest deposit of the finest quality zircon. Exploration indicates that other mineral sand deposits in the far west of the region are likely to produce resources of similar quality.

These qualitative attributes are clearly emerging as a distinctive regional characteristic and underpin the region's competitiveness and comparative advantages. 'Quality' product is what the region already provides. However, the strategic direction for the future is to undertake activities which enhance and build upon these attributes, such as the value-adding and marketing initiatives identified in the Outcomes, Activities and Key Performance Areas in this Plan.

'Quality' indicates that the region's doors are not only open for business, but provides a brand which states: **'enter here, if you want the best'**.

The adoption of 'quality' as the regional vision is also aimed to give the region a marketing edge, and create a meaningful point of difference from the conventional, and wordy vision statements contained in the planning documents of other organisations.

### **2016-17 RDAWEP Activity Review**

RDAWEP activities were reviewed for the 2016-17 Business Plan. This was undertaken to minimise activity similarities and repetition in the performance report. The number of activities was reduced from 68 to 34, which will streamline Project Manager reporting.

The RDAWEP Regional Plan will be updated with the vision, priority and activity changes in the second half of 2017. The update has been deferred so that data from the ABS 2016 Census can be incorporated. This will ensure that the new Regional Plan is supported with evidence-based analysis using the latest available demographic data.

### 5.3 Key Issues and Development Priorities for 2016-17

The key issues and development priorities in the 2014-16 Regional Plan are unchanged, as they remain critical to the long term, sustainable development of the region. The key issues are:

- **Water Security:** A sustainable water supply must be found for community and industry use. The existing supply drawn from ground water basins with top-up reliance from the River Murray is sufficient for the region's immediate needs but is not sustainable. The desalination of sea water might not be cost effective with present technologies, but with saline aquifers and 2,000 kilometres of coastline around the region, it might be the only option for a sustainable water supply.

RDAWEP is progressing solutions via the Eyre Peninsula Water Security Reference Group, and is leading the investigation of alternative options with support from specialist water management consultants. RDAWEP and the EPLGA were instrumental in changing the terms of reference for the Water Security Group in 2015-16. The old approach was to pursue water solutions aimed at providing sufficient supply for survival. The new approach recognises that water supply can be an economic catalyst. The priority for the Water Reference Group in 2016-17 is to pursue an abundant supply of quality water for economic development and community and industry growth purposes, as this better suits the region's comparative advantages, potential and vision for the future.

- **Energy Supply:** As with water, a sustainable and abundant supply of cheaper power must also be found to support new projects and drive the regional economy. The Eyre Peninsula electrical transmission system has functional and capacity issues, and is due for replacement in 2017. The closure of Alinta's great northern power stations has compounded supply and price pressure for businesses and households in the region. A range of initiatives are being investigated to enhance the energy supply including wave, solar and other renewable energy options; some of which are linked with water desalination. Ongoing engagement with Local Government and major industries - including the manufacturing and agriculture sectors - has identified water and power supply as the main constraints on functioning and economic growth.
- **Industry and Business Development:** The diversity of the economic base is one of the region's great strengths, and provides a level of resilience to the challenges of climate change, the fluctuating value of the Australian dollar, and changing global commodity prices. The economy can nevertheless be strengthened by enhancing business capacity, viability and competitiveness. RDAWEP, via its Eyre Peninsula Business Builder program, provides a range of training, planning, and support services for the SME sector. This includes advice about the preparation of business cases and grant applications. This provision will continue in 2016-17 using the expertise of different Project Managers.

Other business initiatives include activities to strengthen the tourism and seafood industries through new product development, value-adding, and proactive marketing of the regional brand, *Eyre Peninsula - Australia's Seafood Frontier*. The region is being marketed as a culinary tourism and conference destination to add value to destination planning.

Continuation of the region's Indigenous Economic Development program is providing opportunities for the development of Aboriginal business enterprises, and increased Aboriginal participation in the labour force.

Industry diversification is being pursued by encouraging the development of renewable energy initiatives. This has attracted the interest of overseas companies and investors, which is being progressed.

- **Economic Development:** Long term, sustainable economic development is being pursued through strategies to improve human capital, attract investment, and enhance economic development planning capability.

The RDAWEP EP Workforce Builder and Career Development Services programs provide targeted training to fill identified workforce gaps and enhance the work readiness of the unemployed and under-employed. These programs will continue through 2016-17.

Investment attraction, particularly for infrastructure investment, is vital to improve regional competitiveness. RDAWEP has a good record in leveraging funding from various sources through business cases, and grant program applications. This will continue during 2016-17.

The RDAWEP *Regional Prospectus* was updated in 2015-16 to support investment, export and marketing initiatives in Shanghai. Further improvements to the *Prospectus* will be progressed in 2016-17, supported by the ongoing production of digital marquee films showcasing the region.

The implementation of the Regional Economic Development Plan, in association with a Regional Strategic Plan and formation of a regional governance body, will enhance Local Government economic planning capability. The close ties fostered with the Economic Development Board as part of this process will help to facilitate major project developments and attract additional investment. The Economic Development Board has formed a sub-committee for the Eyre Peninsula as part of this initiative, and RDAWEP intends to expand on this relationship during 2016-17.

- **Infrastructure Provision:** Many of the region's development opportunities will not be realised without a substantial upgrade of utility and transport infrastructure. Business growth opportunities – such as new industrial developments and the progression of mining enterprises from exploration to operation – require an upgrade of the electrical transmission, the construction of bulk and containerised commodities port facilities, and increased natural gas supply to Whyalla. The resolution of mobile communication black spots across the region is also essential to enhance business operations and improve community functioning.

Transport infrastructure needs are extensive and require significant Government and private sector investment. Strategic road improvements are needed to make the highway network safer and ensure that Local Government roads can accommodate increasing use by road trains and tourism vehicles. The upgrade and connection of the region's isolated narrow gauge railway system to the national standard gauge rail network, including a link to a Cape class port facility, is a high priority need to enhance access to national and international markets.

RDAWEP is pursuing infrastructure development in liaison with a diverse range of stakeholders including: Iron Road Limited, the Eyre Peninsula Mineral and Energy Resources Community Development Taskforce, and the Thevenard Port Steering Committee.

- **Ageing Population and Social Services Provision:** The regional population is ageing and this trend is expected to continue. The health care and social assistance industry is now the region's largest employer and there is growing demand for health, aged care and disability support services and associated infrastructure.

The implementation of the Whyalla Ageing and Disability Masterplan will be progressed in 2016-17, along with initiatives to apply the masterplan recommendations region-wide.

- **Workforce Development:** The regional population is not large enough to provide a workforce for predicted business and industry growth. This situation is being exacerbated by pending Baby Boomer workforce retirements and the migration of younger people to Adelaide for study and employment.

Initiatives are being progressed to retain young people in the region, and encourage the relocation of workers and their families to the Eyre Peninsula.

The pending outcome of Iron Road's CEIP Mining Lease Proposal to the State Government could greatly assist this process, as Iron Road is giving employment preference for its 650 jobs to people who either live in, or are willing to relocate their families to the region. The virtues and benefits of living and working in the region are also being promoted in Local Government marquee films, which will be further progressed in 2016-17 to enhance workforce attraction.

- **Liveability Enhancement:** The workforce recruitment strategy will only succeed if the region can deliver on its promises. Attracting a workforce to the region is one thing - but retaining it is another. RDAWEP and Local Government have identified the need to ensure that the region's towns and communities have the social infrastructure, services and amenity to support the liveability of workforce families and enhance the quality of life of existing residents. There is a need for more affordable, quality and specialist housing to accommodate workforce families in larger regional centres, and townships impacted by mining and industrial development.

The liveability, lifestyle and vibrancy of township communities are some of the region's greatest assets. The community is passionate about RDAWEP as a liveable place, however there is a need to ensure that the liveability and environment of regional towns is further improved. RDAWEP has been supporting Local Government with the development and provision of social and community infrastructure, and this will continue in 2016-17.

## 5.4 Identification of Priority Activities

RDAWEP plans are the result of ongoing research, consultation, and intelligence gathering. Priority activities are identified through this engagement. RDAWEP utilises an extensive consultation network of government, industry-based and cross-agency groups to provide information and advice about the region's long term community and economic development. This process identifies issues, constraints, and remedial strategies to drive the development of the regional economy.

### *Industry-based Advisory Groups*

Industry-based Advisory Groups are the primary consultation mechanism. These Groups are led and facilitated by RDAWEP staff, and their function is to provide planning and other advice to RDAWEP from an industry perspective. The Advisory Groups meet at least biannually, with additional communications conducted electronically.

Advisory Group members represent a breadth of interests within their specific industry sectors, and are able to provide the best possible information about the industry issues and needs - particularly matters concerning skills shortages, training, and workforce development. Active Advisory Groups in 2015-16 were: Community Services, Tourism, Seafood, and Agriculture.

Tourism Advisory sub-groups were established to support Local Government tourism planning. A Heavy Industry Cluster Group was formed in Whyalla in 2015-16 to progress initiatives impacting on the engineering and manufacturing sectors, and identify options to diversify Whyalla's economy.

### *RDAWEP Stakeholder Consultation Network*

The stakeholder consultation network provides RDAWEP with ongoing intelligence from an intra and cross agency perspective. The network has the advantage of government agency participation, which provides a direct line of communication to government departments and policy makers - see Figure 3: RDAWEP Stakeholder Consultation Network. With some of these groups, RDAWEP is the lead agency, and with others it takes a supporting or participatory role. Key groups in the stakeholder consultation network include:

NETWORK GROUP	PRIMARY PURPOSE
<p><b>Regional Employment Network</b></p> <p>Comprising Government and non-government employment and training-related agencies in the Eyre Peninsula and Whyalla.</p>	<p>RDAWEP, as the lead agency, has established Jobs and Skills Regional Networks in Whyalla, Port Lincoln and Ceduna to support components of the EP Workforce Builder Program that are funded by the SA Department of State Development. Each Network meets twice per annum to plan and implement employment skills and workforce development initiatives. This includes the formation of project partnerships and joint funding of some programs. Informal meetings are also held with some of the participating agencies, as needed, to develop employment-related programs.</p>
<p><b>Eyre Peninsula Local Government Association (EPLGA)</b></p> <p>Comprising the 11 member Councils. The EPLGA Executive Officer is based in the RDAWEP Port Lincoln office, which enhances ongoing cooperation and consultation between the organisations.</p>	<p>Provides a cohesive viewpoint, strong voice and forum for cooperation to assist the planning and delivery of Local Government services in the RDAWEP region. This includes engagement and the development of partnerships with the State Government, industry, the community, and RDAWEP to promote the economic and social prosperity the region. The EPLGA meets quarterly, and RDAWEP provides presentations at the EPLGA and CEO meetings.</p>
<p><b>Upper Spencer Gulf Common Purpose Group (USGCPG)</b></p> <p>Comprising RDA Whyalla and Eyre Peninsula, RDA Yorke and Mid North, and RDA Far North; and the provincial cities of Whyalla, Port Augusta and Port Pirie.</p>	<p>The USGCPG provides leadership and a common front for the development and implementation of initiatives to address key economic and social issues in the Upper Spencer Gulf (USG), and improve the quality of life of USG communities.</p>
<p><b>Eyre Peninsula Water Security Reference Group</b></p> <p>Comprising SA Water, DEWNR, EPNRM Board, RDAWEP, Local Government and the EPLGA.</p>	<p>The group was formed in 2007 as a reporting mechanism to the community about matters related to water security and usage, and the condition of prescribed groundwater resources. The group meets annually (or as required).</p>
<p><b>Eyre Peninsula Integrated Climate Change Agreement (EPICCA)</b></p> <p>Formed in 2010 by an agreement between the Government of South Australia, EPNRM Board, RDAWEP and the EPLGA.</p>	<p>Develop a cooperative approach for initiatives to address climate change. EPICCA has prepared a major climate change adaption plan for the region, which is in the process of being implemented. Negotiations are underway for the determination of a new three-year agreement.</p>
<p><b>Regional Development South Australia (RDSA)</b></p> <p>RDSA comprises the seven South Australian regional RDA's, plus RDA Adelaide Metropolitan.</p>	<p>The RDA's provide a cohesive approach to regional development across the State. RDSA meets regularly to share ideas and discuss regional strategic infrastructure needs to maximise development opportunities.</p>
<p><b>Indigenous Panels</b></p> <p>Indigenous Land Corporation, Indigenous Business Australia, and Ceduna Service Reform Group.</p>	<p>RDAWEP is a member of three panels formed to address Aboriginal disadvantage; and enhance Aboriginal economic, social, and employment development initiatives.</p>
<p><b>Tumby Bay District Community Consultative Group (TBDCCG)</b></p> <p>A community-based group formed in January 2013, comprising elected residents from DC Tumby Bay.</p>	<p>Provides a community forum for discussion about major development projects in Tumby Bay, and provision of community feedback on planning, development, mining and other issues to government agencies, private sector developers, RDAWEP and Tumby Bay Council. RDAWEP provides the independent Chair.</p>
<p><b>Eyre Peninsula Mineral and Energy Resources Community Development Task Force</b></p> <p>LGASA and EPLGA as lead agencies. RDAWEP; Natural Resources Eyre Peninsula; Department of State Development; SA Chamber of Mines and Energy; Resources and Engineering Skills Alliance; Member for Giles; Member for Flinders; Minister Koutsantonis.</p>	<p>The Task Force was formed in November 2014 to provide a single forum for addressing the potential impact of mining development on Local Government services, infrastructure demand, the environment, and community services and amenity.</p>

NETWORK GROUP	PRIMARY PURPOSE
<p><b>Thevenard Port Steering Committee</b>            RDAWEP as lead agency.            District Council of Ceduna; Gypsum Resources Australia; Grain Producers SA; Vitterra; Flinders Ports: Iluka Resources; Agriculture industry; Member for Flinders; Member for Grey.</p>	<p>The Committee, facilitated by RDAWEP, was formed to establish a collaborative approach to pursue the upgrade of the Port of Thevenard to enhance regional export capability.</p>
<p><b>Whyalla Aged and Disability Care Master Plan Steering Group</b>            RDAWEP as lead agency; Whyalla City Council; Whyalla Hospital and Health Services; Whyalla Aged Care Inc.; UniSA, Department of Rural Health; TAFE; National Disability Insurance Agency; Whyalla Special Education Centre; Centacare; Bedford Phoenix; Housing SA; Two Community Aged and Disability Advocates; and the Member for Giles; Member for Grey.</p>	<p>The leadership group was formed to review the Whyalla Aged and Disability Masterplan and determine priorities for implementation from 2015-16.</p>
<p><b>Cultana Expansion Area Environmental Advisory Committee</b>            RDAWEP; Indigenous stakeholders; City of Whyalla; City of Port Augusta; Natural Resources SA; University of Adelaide; and Department of Defence.</p>	<p>Formed by the Dept. of Defence to provide advice about the environmental management of Cultana Training Area, and foster engagement with community stakeholders about environmental management issues.</p>
<p><b>Port Lincoln Seafood Processors Trade Waste Water Industry Group</b>            RDAWEP as lead agency; SA Water; Environmental Protection Authority; Department for State Development; and 15 seafood companies from the following groups: West Coast Cray Fisherman's Association; SA Sardine Association; SA Rock lobster Advisory Council; and the Australian Southern Bluefin Tuna Industry Association.</p>	<p>Formed by RDAWEP to resolve issues concerning the environmental impact of saline waste discharge from seafood process factories at Port Lincoln, and the regulatory and cost penalties being imposed on the processing sector.</p>

### ***New Partnerships Established***

The following new partnerships were created during 2015-16:

INITIATIVE	PARTNERS	PROJECT SUMMARY
<p><b>Regional Strategic Planning and Economic Development Initiative</b></p>	<p>RDAWEP and EPLGA as lead agencies.             11 EPLGA member Councils; Outback Communities Authority; Natural Resources Eyre Peninsula; Natural Resources Alinytjara Willaura, and State Government Economic Development Board.</p>	<p>A joint RDAWEP and EPLGA initiative to develop a high level, region-wide strategic plan, incorporating the project priorities and strategies of the partner agencies; and prepare economic development plans for the region and each LGA.</p>
<p><b>Whyalla Heavy Industry Cluster Group</b></p>	<p>RDAWEP as lead agency; Santos Limited; Arrium OneSteel Limited; Petro Diamond Australia; E&amp;A Limited; BIS Industries; Cowell Electric Supply Pty Ltd; Muradel Pty Ltd; Sudel Industries Pty Ltd; SA Economic Development Board; Department of State Development; and Primary Industries and Regions SA.</p>	<p>Formed by RDAWEP to gather industry intelligence, and identify and prioritise industry issues which are having an impact on the manufacturing sector and regional economy.</p>

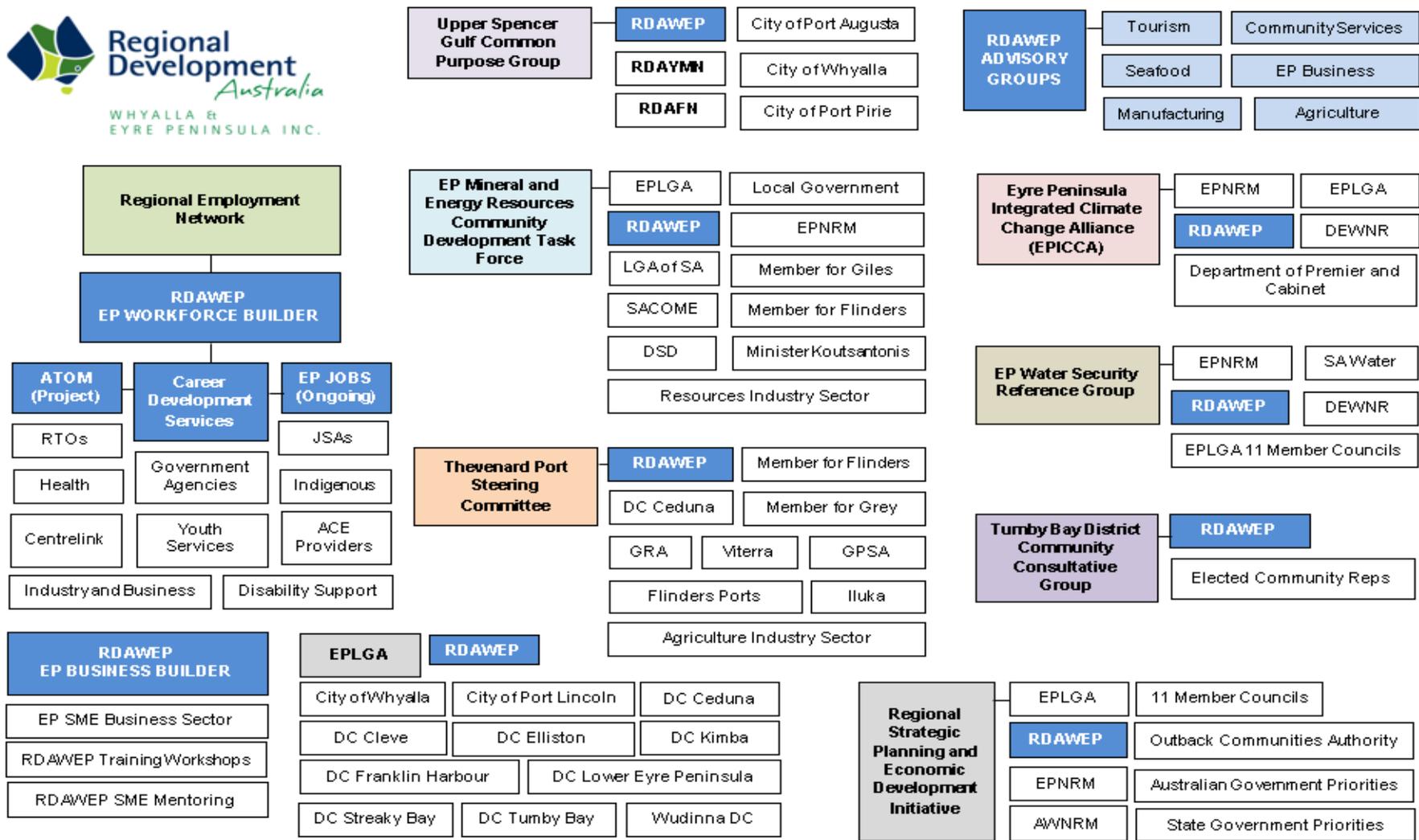
## ***Local Government Consultation***

To enhance engagement with Local Government, RDAWEP has determined a schedule of face-to-face meetings with Councillors and employees at the 11 EPLGA member Councils. These meetings provide updates about RDAWEP activities, and are used to gather information about issues, concerns, and Council priorities.

The meetings are conducted by the RDAWEP CEO and EPLGA EO, with support from RDAWEP Project Managers where needed.

In 2014-15, RDAWEP and the EPLGA initiated economic development forums with Council CEOs prior to quarterly EPLGA meetings. These forums support the regional strategic planning and economic development initiative, and will continue through 2016-17 to assist the preparation of economic development plans.

In 2016-17, the monthly RDAWEP Project Manager meetings will be held at different Council offices. Elected Members and Senior Council staff will be invited to attend these meetings. This will provide opportunities for Local Government to gain more detailed information about RDAWEP activities.



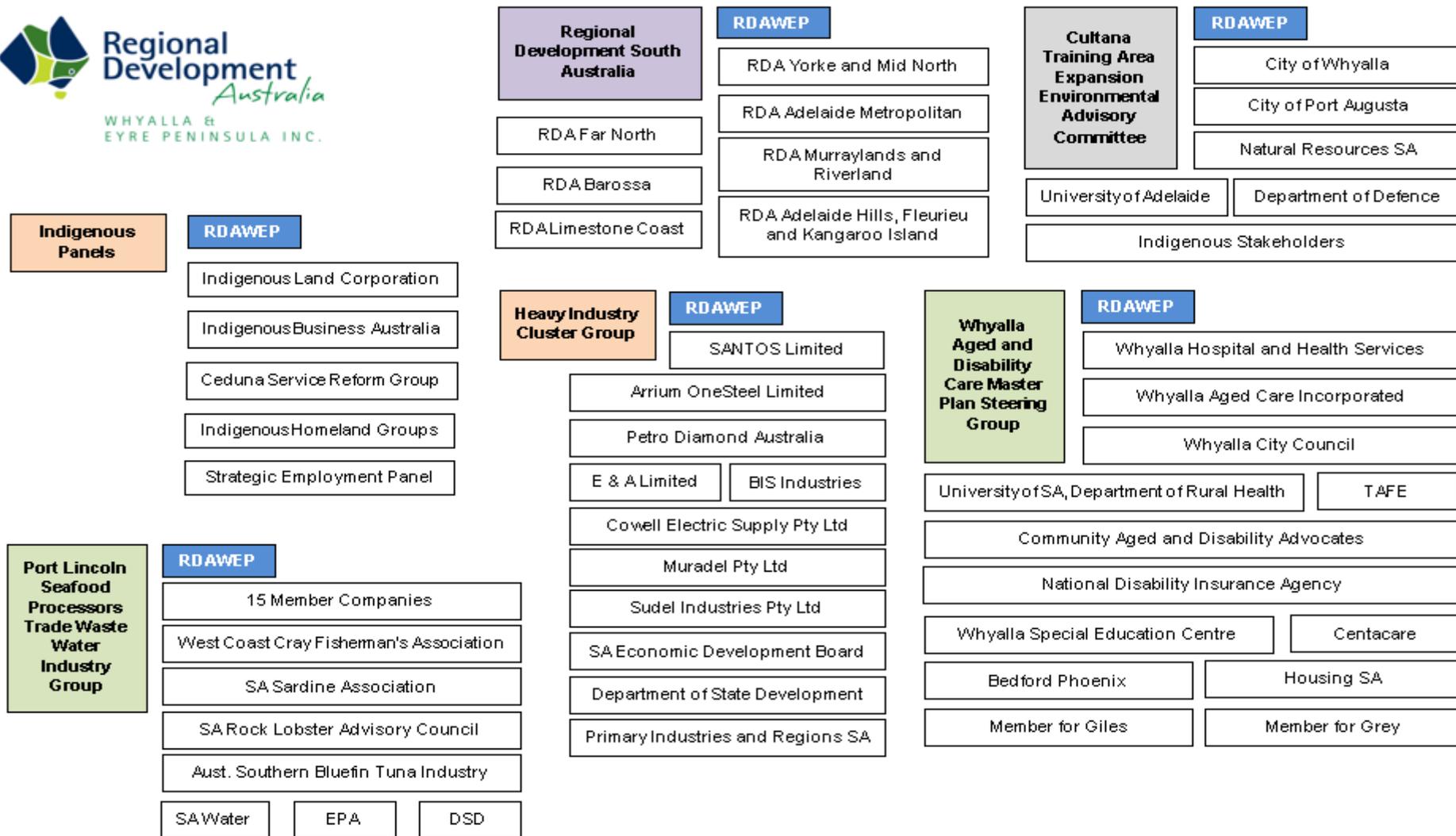


Figure 3: RDAWEP Stakeholder Consultation Network.

## 6. OUTCOMES, ACTIVITIES AND KEY PERFORMANCE AREAS 2016-17.

*PLEASE NOTE: The proposed activities are presented at a strategic level, and does not identify individual projects. The role of RDAWEP can change from leading to supporting and vice versa, depending on the nature of projects. Both roles have therefore been identified for some activities. The detail will be elucidated in the annual report on outcomes.*

<b>Outcome 1: Regional Plan</b> - A current three to five-year plan that focusses on economic development of the RDA region taking into account Commonwealth, state, territory and local government plans.			
<b>What will you do?</b> Activities	<b>What did we do?</b> Outputs	<b>How well did we do it?</b> Quality of outputs	<b>Did it have an impact?</b> Value-add of outputs
Maintain and develop a regional consultation network. <i>Leading and supporting</i>			
Document regional intelligence about key issues supported by research and data. <i>Leading</i>			
Distribute and promote Regional Plans. <i>Leading</i>			

<b>Outcome 2: Critical issues</b> - Advice to the Government on critical issues affecting the RDA region.			
<b>What will you do?</b> Activities	<b>What did we do?</b> Outputs	<b>How well did we do it?</b> Quality of outputs	<b>Did it have an impact?</b> Value-add of outputs
Pursue an integrated, cross-agency approach to regional development. <i>Leading and supporting</i>			
Pursue opportunities for collaborative projects. <i>Leading and supporting</i>			
Engage with Local Government on regional planning and economic development. <i>Leading and supporting</i>			

**Outcome 3: Priority activities** - Advice on priority activities that will drive regional economic development, on future economic opportunities and on the RDA region's comparative advantages, based on consultation and engagement with community leaders. *(Priority activities are those with an economic focus where the RDA takes a lead or supporting role. RDAs should identify if they are taking a lead or supporting role.*

What will you do? Activities	What did we do? Outputs	How well did we do it? Quality of outputs	Did it have an impact? Value-add of outputs
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**Human Capital - REGIONAL PRIORITY: *Develop and retain a skilled workforce.***

Develop sustainable employment networks. <i>Leading and supporting</i>			
Provide career development services. <i>Leading</i>			
Deliver targeted projects to support workforce development and participation. <i>Leading and supporting</i>			

**Sustainable Communities and Population Growth: Economic - REGIONAL PRIORITY: *Build the capacity of the community to grow the regional economy.***

Increase Aboriginal participation in the labour force. <i>Leading and supporting</i>			
Pursue solutions to improve small businesses innovation, skills development and viability. <i>Leading and supporting</i>			

**Outcome 3: Priority activities** - Advice on priority activities that will drive regional economic development, on future economic opportunities and on the RDA region's comparative advantages, based on consultation and engagement with community leaders. *(Priority activities are those with an economic focus where the RDA takes a lead or supporting role. RDAs should identify if they are taking a lead or supporting role.*

What will you do? Activities	What did we do? Outputs	How well did we do it? Quality of outputs	Did it have an impact? Value-add of outputs
<b>Sustainable Communities and Population Growth: Environmental</b> - REGIONAL PRIORITY: <i>Consider the environment when planning regional development.</i>			
Participate on the Eyre Peninsula Integrated Climate Change Agreement (EPICCA) Committee. <i>Supporting</i>			
Liaise with relevant agencies about solutions to address environmental issues. <i>Supporting</i>			
Pursue solutions to provide sustainable and abundant supplies of energy and quality water. <i>Leading and supporting</i>			
Support the development of waste management initiatives.			
Support improved environmental infrastructure. <i>Leading and supporting</i>			

<b>Sustainable Communities and Population Growth: Social</b> - REGIONAL PRIORITY: <i>Support development of social and community infrastructure and services to enhance liveability.</i>			
Support improved social and community infrastructure. <i>Supporting</i>			
Support improved educational infrastructure. <i>Supporting</i>			
Address health, aged and child care services and infrastructure in regional planning. <i>Leading and supporting</i>			
Support coastal development planning initiatives. <i>Leading and supporting</i>			

**Outcome 3: Priority activities** - Advice on priority activities that will drive regional economic development, on future economic opportunities and on the RDA region's comparative advantages, based on consultation and engagement with community leaders. *(Priority activities are those with an economic focus where the RDA takes a lead or supporting role. RDAs should identify if they are taking a lead or supporting role.*

What will you do? Activities	What did we do? Outputs	How well did we do it? Quality of outputs	Did it have an impact? Value-add of outputs
<b>Access to International, National and Regional Markets - REGIONAL PRIORITY: <i>Promote investment to develop strategic infrastructure and foster globally competitive business.</i></b>			
Assist investment attraction. <i>Leading and supporting</i>			
Support utility and transport infrastructure development. <i>Leading and supporting</i>			
Pursue the development of competitive grain supply chain infrastructure. <i>Leading and supporting</i>			
Pursue the development of port infrastructure, including containerisation options. <i>Leading and supporting</i>			
Support export development initiatives. <i>Leading and supporting</i>			

**Outcome 3: Priority activities** - Advice on priority activities that will drive regional economic development, on future economic opportunities and on the RDA region's comparative advantages, based on consultation and engagement with community leaders. *(Priority activities are those with an economic focus where the RDA takes a lead or supporting role. RDAs should identify if they are taking a lead or supporting role.*

What will you do? Activities	What did we do? Outputs	How well did we do it? Quality of outputs	Did it have an impact? Value-add of outputs
<b>Comparative Advantage and Regional Competitiveness - REGIONAL PRIORITY: <i>Strengthen, foster and promote the region's business and product diversity.</i></b>			
Provide strategic direction for provincial brand marketing, product development and new markets by food industry stakeholders. <i>Leading and supporting</i>			
Provide strategic direction for destination, brand and infrastructure development by tourism stakeholders. <i>Leading and supporting</i>			
Improve the collection and use of meaningful tourism data. <i>Leading and supporting</i>			
Support the development of the agricultural industry. <i>Leading and supporting</i>			
Support the development of the manufacturing industry. <i>Leading and supporting</i>			
Support the development of the mining industry. <i>Supporting</i>			
Support the development of renewable energy projects. <i>Leading and supporting</i>			
Increase Aboriginal participation in business enterprises. <i>Leading and supporting</i>			

**Outcome 4: Project proposals** – Assistance to local community stakeholders in order for them to develop project proposals; and referral of stakeholders to appropriate public and/or private funding sources - including the \$1 billion National Stronger Regions Fund.

What will you do? Activities	What did we do? Outputs	How well did we do it? Quality of outputs	Did it have an impact? Value-add of outputs
Support stakeholders to access government programs through assistance with business cases and grant applications. <i>Leading and supporting</i>			

**Outcome 5: Promote Australian Government Programs** - Increased awareness of Australian Government programs in the RDA's region.

What will you do? Activities	What did we do? Outputs	How well did we do it? Quality of outputs	Did it have an impact? Value-add of outputs
Provide information about government programs to stakeholders. <i>Leading</i>			

**Outcome 6: Continuous Improvement** - improved operational practices to enhance RDA capacity.

What will you do? Activities	What did we do? Outputs	How well did we do it? Quality of outputs	Did it have an impact? Value-add of outputs
Comply with legislative, contractual and reporting requirements. <i>Leading</i>			
Review and refine policies, procedures, planning and reporting documents. <i>Leading</i>			
Develop marketing, communications and media plans. <i>Leading</i>			
Improve financial and IT systems. <i>Leading</i>			
Implement best practice HR initiatives. <i>Leading</i>			

## 7. ANNUAL BUDGET

<b>RDA Name</b>	Regional Development Australia Whyalla and Eyre Peninsula												
This template is to be completed for both the Annual Business Plan and Budget and for the Annual Audited Accounts (A.4.3 of Schedule A of the Funding Agreement.) Dates should be amended as appropriate for future financial years.													
Funding Sources and Budget													
GST Exclusive Amounts	Commonwealth Funding (incl. All \$ in FA & Schedules)		Commonwealth 3rd Party Projects		State/Territory Operational		State/Territory Projects		Other		Total		
	Budget 1/07/16- 30/06/17	Actual to 30/06/17	Budget 1/07/16- 30/06/17	Actual to 30/06/17	Budget 1/07/16- 30/06/17	Actual to 30/06/17	Budget 1/07/16- 30/06/17	Actual to 30/06/17	Budget 1/4/16- 30/06/17	Actual to 31/06/17	Budget 1/07/16- 30/06/17	Actual to 31/06/17	
<b>Income</b>													
Surplus Funding carried forward from previous period (See note 1 below)	\$0	\$0								\$68,000		\$68,000	\$0
Project Funding carried forward from previous period (outlined in Schedules B & C) <i>Insert new lines - if multiple projects</i>			\$310,000									\$310,000	\$0
Funding for this Period	\$218,000				\$470,000					\$461,682		\$1,149,682	\$0
Project Funding Employment and Skills								\$670,250				\$670,250	\$0
Other (Project Management)			\$144,194							\$167,346		\$311,540	\$0
Project Funding from outcomes										\$957,000		\$957,000	\$0
Interest on Commonwealth funds	\$3,459		\$7,206		\$7,457		\$10,634			\$26,243		\$55,000	\$0
<b>Total Income (A)</b>	<b>\$221,459</b>	<b>\$0</b>	<b>\$461,400</b>	<b>\$0</b>	<b>\$477,457</b>	<b>\$0</b>	<b>\$680,884</b>	<b>\$0</b>	<b>\$1,680,271</b>	<b>\$0</b>	<b>\$3,521,472</b>	<b>\$0</b>	
<p>Note 1: Clause 6.16 of the Funding Agreement requires that an RDA Committee must write to the Department if more than 15% of the total Budget remains unspent at the end of the financial year and the RDA Committee wishes to treat that unspent amount as Funding for the following year. Please identify below the estimated Carry-Forward from previous years as a percentage of your previous year's Funding. The actual carry-forward is to be confirmed in your Annual Audited Accounts. The RDA Better Practice Guide provides advice on the process for approval of Carry-Forwards greater than 15%.</p>													
% Funding Carried Forward	%	Please refer to the RDA Better Practice Guide for advice on the process for approval of any Carry-Forward greater than 15% of your previous year's Funding.											

