

## REGIONAL DEVELOPMENT AUSTRALIA, WHYALLA AND EYRE PENINSULA

### BUSINESS PLAN 2014-2015

NRM	WORK FORCE	PORTS RAIL ROADS	TOUR ISM	BUSINESS INDUSTRY MINING	<i>Farming</i>	LIVE ABILITY	SEA FOOD	WATER POWER GAS
<i>Farming</i>	TOUR ISM	WATER POWER GAS	LIVE ABILITY	PORTS RAIL ROADS	SEA FOOD	WORK FORCE	NRM	BUSINESS INDUSTRY MINING
BUSINESS INDUSTRY MINING	SEA FOOD	LIVE ABILITY	WATER POWER GAS	WORK FORCE	NRM	TOUR ISM	<i>Farming</i>	PORTS RAIL ROADS
LIVE ABILITY	<i>Farming</i>	NRM	WORK FORCE	SEA FOOD	PORTS RAIL ROADS	BUSINESS INDUSTRY MINING	WATER POWER GAS	TOUR ISM
PORTS RAIL ROADS	WATER POWER GAS	SEA FOOD	NRM	TOUR ISM	BUSINESS INDUSTRY MINING	<i>Farming</i>	WORK FORCE	LIVE ABILITY
WORK FORCE	BUSINESS INDUSTRY MINING	TOUR ISM	<i>Farming</i>	WATER POWER GAS	LIVE ABILITY	NRM	PORTS RAIL ROADS	SEA FOOD
TOUR ISM	PORTS RAIL ROADS	WORK FORCE	BUSINESS INDUSTRY MINING	<i>Farming</i>	WATER POWER GAS	SEA FOOD	LIVE ABILITY	NRM
WATER POWER GAS	LIVE ABILITY	BUSINESS INDUSTRY MINING	SEA FOOD	NRM	WORK FORCE	PORTS RAIL ROADS	TOUR ISM	<i>Farming</i>
SEA FOOD	NRM	<i>Farming</i>	PORTS RAIL ROADS	LIVE ABILITY	TOUR ISM	WATER POWER GAS	BUSINESS INDUSTRY MINING	WORK FORCE

## ANNUAL REPORT ON OUTCOMES

August 2015



# REGIONAL DEVELOPMENT AUSTRALIA Whyalla and Eyre Peninsula

## 1. Summary of Key Achievements 2014-15.

Most of the Regional Development Australia Whyalla and Eyre Peninsula (RDAWEP) activities for 2014-15 identified in the Region Plan 2014-16 were achieved, or substantially progressed. A major achievement was the establishment of a closer working relationship with the Eyre Peninsula Local Government Association (EPLGA), on a range of collaborative planning and economic development initiatives.

The key achievements for 2014-15 are summarised below. The achievements are analysed in the table of Outcomes, Activities and Key Performance Areas.

OUTCOME AREA	KEY ACTIVITY ACHIEVEMENTS
<b>Regional Planning</b>	The <i>Regional Plan</i> for 2014-16 was updated in September 2014; with a revised Board vision and regional priorities, and customised data from the ABS 2011 Census.
	An RDAWEP <i>Regional Resource</i> , was completed in August 2014 for use as an internal reference document. The <i>Resource</i> includes detailed project descriptions; new data; and a detailed analysis of population ageing, and the implications for workforce development and provision of health and aged care services.
	Regional and LGA economic data was commissioned by RDAWEP and the EPLGA, with data packs and explanatory papers issued to EPLGA member Councils in June 2015 to assist economic development planning.
	A framework was determined for a high level Regional Strategic Plan, incorporating the planning priorities of the 11 EPLGA member Councils, 2 NRM Boards, and Outback Communities Authority. The structure is aligned with Australian and State Government strategic and economic development priorities.
<b>Critical Issues</b>	A closer working relationship was established with the EPLGA on a range of joint initiatives, including region wide strategic and economic development planning, and strategies to enhance the RDAWEP relationship with Local Government.
	An Eyre Peninsula Minerals and Energy Resources Community Development Taskforce was established in November 2014; with membership from Local Government, State Government, the resources sector and community, to provide a platform to investigate the potential social, community and economic impacts from growth of the region's mining, oil and gas industries.
	The RDAWEP Stakeholder Consultation Network was expanded to better address regional issues: including the formation of new industry-based Advisory Groups, and cross-sectoral partnerships to support project developments and collaborative initiatives.
	Ongoing RDAWEP support was provided to the Upper Spencer Gulf Common Purpose Group to drive cross-regional economic and workforce development initiatives, and address issues impacting the economy of the Upper Spencer Gulf.

OUTCOME AREA	KEY ACTIVITY ACHIEVEMENTS
Priority Activities	<b>Human Capital Development</b>
	A new Eyre Peninsula Workforce Builder program was established to support training and workforce development; including new Jobs and Skills Regional Networks in Whyalla, Port Lincoln and Ceduna.
	AgriFood Skills Australia, assisted by RDAWEP, won the WorkCover SA <i>Industry Collaboration Award</i> at the SA Training Awards in September 2014, for its work in engaging over 500 people in a range of primary industry skills training initiatives.
	Ongoing Career Development Services were provided to support unemployed and disadvantaged people overcome barriers to training and labour force participation.
	<b>Sustainable Economic Communities and Population Growth</b>
	A new Eyre Peninsula Business Builder program was designed and implemented to provide specialised training and support to improve the capacity and sustainability of the SME sector.
	The RDAWEP Indigenous Economic Development Program was progressed, providing strategies to increase Aboriginal labour force participation, develop Aboriginal business enterprises, and support Aboriginal economic development initiatives.
	<b>Sustainable Environmental Communities and Population Growth</b>
	Support was provided to the Eyre Peninsula Integrated Climate Change Agreement (EPICCA) Committee to implement the regional Climate Change Adaption Plan, and determine arrangements to maintain EPICCA to June 2017.
	RDAWEP, as the lead agency, formed a collaborative State Government and fishing industry partnership to investigate and resolve environmental impacts from the discharge of saline trade waste into Proper Bay at Port Lincoln.
	RDAWEP, as a member of the Eyre Peninsula Water Security Reference Group, assisted the pursuit of solutions to provide a sustainable water supply for the region.
	Ongoing support was provided to develop renewable energy projects.
	<b>Sustainable Social Communities and Population Growth</b>
	Ongoing support was provided to improve community, recreational, educational, and tourism infrastructure.
	A Master Plan to improve disability and ageing services and infrastructure in Whyalla was completed and implementation was commenced.
	Accredited aged training was provided to 40 students in Whyalla as part of the Skill for Jobs in Regions Program.
	A cross-agency Community Services Advisory Group was formed in October 2014 to address infrastructure and service provision issues in the health, ageing, disability, and childcare sectors.
	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.
	<b>Access to International, National and Regional Markets</b>
	RDAWEP formed a Thevenard Port Steering Committee in February 2015, with multiple user stakeholders, to progress the upgrade of port infrastructure and enhance the region's export capacity.
Ongoing assistance was provided to develop competitive grain supply chain infrastructure.	



OUTCOME AREA	KEY ACTIVITY ACHIEVEMENTS
<b>Priority Activities (Cont'd)</b>	<b>Access to International, National and Regional Markets (Cont'd)</b>
	Support was provided to develop purpose-built infrastructure at Ceduna and Port Lincoln to enhance fishing industry operations and market access.
	Support was provided to improve utility and transport infrastructure, notably via the EP Minerals and Energy Resources Community Development Taskforce for infrastructure to support mining operations.
	Several initiatives were implemented to assist export development, including the translation of promotional materials to market regional seafood product in Asia.
	A <i>Regional Prospectus</i> to attract investment and a regional workforce, was completed 31 August 2014.
	<b>Comparative Advantage and Regional Competitiveness</b>
	Strategic direction was provided for <i>Eyre Peninsula – Australia's Seafood Frontier</i> brand marketing by the tourism and food industries to promote the region as a culinary and tourism destination.
	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 sustainability, quality, and value-adding initiatives.
<b>Project Proposals</b>	RDAWEP supported Regional Development South Australia to create a Regions SA, Investment Generation Funding Program, to help stakeholders prepare feasibility studies and business cases to support grant funding applications.
	4 business cases were prepared, and 21 organisations were assisted with grant applications.
	A project tracking template was designed and issued to Local Government to monitor the progress of Council and community projects and assess their eligibility for Government funding programs.
<b>Promotion of Australian Government Programs</b>	Australian and State Government funding programs were promoted in RDAWEP Bi-monthly Regional Newsletters, and the RDAWEP website.
	Email notification of National Stronger Regions Fund and Regional Development Fund program rounds was issued to stakeholders, with guidelines and supporting documents.
<b>Continuous Improvement</b>	The recommendations of organisational, financial, and ICT reviews were implemented to enhance RDAWEP efficiency and capacity; and continuous improvement initiatives were activated.
	An RDAWEP <i>Corporate Marketing Plan</i> , designed to increase community and industry awareness of the RDAWEP role, was completed in November 2014.

## 1.1 External Funding Received

In addition to the Australian Government core funding of \$223,088 provided by DIRD for 2014-15, RDAWEP received the following funding support:

FUNDING PROVIDER	AMOUNT	FUNDING PURPOSE
South Australian Government Regional Development Fund (RDF) Stream 1	200,000	Support toward Economic Development at Whyalla and Port Lincoln.
Local Government, 11 member Councils of the EPLGA	356,821	General RDAWEP operations.
South Australian Government Regional Development Fund (RDF) Stream 2	108,755	RDF Stream 2 Projects
Department State Development	90,000	Jobs in Regions
Department of State Development	697,064	Skills for Jobs in Regions Program
Australian Government	50,000	Small Business Advisory Services Program
Australian Government	26,160	Aboriginal Programs
SA Tourism Commission	15,000	Component of RDAWEP Tourism Programme.
Local Government, via EPLGA	72,472	Component of RDAWEP Tourism Programme.
AgriFood	50,000	AgriFood Workshops
PIRSA	80,890	Food marketing
<b>TOTAL</b>	<b>1,593,690</b>	

## 1.2 Collaborative Partnership Activities

Key activities undertaken by RDAWEP in partnership with other agencies included:

ACTIVITY	PARTNER AGENCIES
<b>Thevenard Port Steering Committee</b> - new partnership formed to drive the upgrade of port infrastructure.	RDAWEP; District Council of Ceduna; Gypsum Resources Australia; Flinders Ports; Grain Producers SA; Viterra; Iluka Resources; Member for Flinders; Member for Grey; representatives of the agriculture industry.
<b>EP Mineral and Energy Resources Community Development Taskforce</b> - new partnership formed to address the impacts of mining industry growth.	LGASA, EPLGA and RDAWEP as lead agencies. 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.
<b>Coastal Access and Off-Road Vehicle Strategy</b> - new partnership formed to improve the management and use of coastal areas.	RDAWEP; EPLGA; Natural Resources Eyre Peninsula; Natural Resources Alinytjara Wilurara.
<b>Regional Strategic Planning and Economic Development Initiative</b> - new partnership formed to progress a region-wide approach to long term planning.	RDAWEP; EPLGA, 11 EPLGA member Councils; Outback Communities Authority, Natural Resources Eyre Peninsula; Natural Resources Alinytjara Wilurara.
<b>Eyre Peninsula Integrated Climate Change Agreement Committee</b> - an ongoing partnership to address the impacts of climate change.	RDAWEP; EPLGA; Department for Environment, Water, and Natural Resources; Department of Premier and Cabinet.
<b>Eyre Peninsula Water Security Reference Group</b> - an ongoing partnership to resolve water supply issues.	RDAWEP; SA Water; Department for Environment, Water, and Natural Resources; Eyre Peninsula Natural Resources Management Board; EPLGA; 11 EPLGA member Councils.

ACTIVITY	PARTNER AGENCIES
<b>Port Lincoln Fishing Industry Trade Waste</b> – a new partnership formed to resolve saline waste and water-related issues	RDAWEP; SA Water, Environmental Protection Authority; Department of State Development; City of Port Lincoln; and 15 fishing industry companies.
<b>Ceduna Sleepy Lizard Park Sanctuary</b> – a new partnership formed to increase tourism and provide Aboriginal employment opportunities in Ceduna.	RDAWEP; District Council of Ceduna; Ceduna Aboriginal Corporation; Complete Personnel; ; Department for Environment, Water, and Natural Resources; Department of Prime Minister and Cabinet.

### 1.3 Cross-Regional Activities

Cross-regional activities included:

ACTIVITY	PARTNER STAKEHOLDERS
<b>Upper Spencer Gulf Common Purpose Group</b>	RDA Yorke and Mid North; RDA Far North; City of Whyalla; City of Port Augusta; City of Port Pirie.
<b>Regional Development SA</b>	The 7 South Australian Regional RDA's, plus RDA Adelaide Metropolitan, facilitated by independent Chairman, Rob Kerrin.
<b>Indigenous Economic Development</b> – new activity 2014-15 providing support services to:	Gerard Aboriginal Corporation; Kalparrin Aboriginal Corporation; Raukkan Aboriginal Corporation; Ngarrindjeri Regional Authority.
<b>South Australian Tourism Development</b>	South Australian Tourism Commission; South Australian Tourism Industry Committee; and peak tourism agencies Statewide.

### 1.4 Performance Shortcomings and Problems Experienced

#### *Community Services Advisory Group*

A Community Services Advisory Group was established as a Board initiative to address issues impacting on the provision of health, ageing, disability and child care services and infrastructure. The Advisory Group has members from Australian and State Government agencies, and the not-for-profit sector, including:

- West Coast Home Care, Ceduna District Health Services, UniSA, Department of Rural Health, Whyalla Aged Care, Country North SA Medicare Local, Eastern Eyre Health Advisory Council, Matthew Flinders Home, Australian Red Cross, Kirton Point Children's Centre, and the Royal Flying Doctor Service (RFDS).

Due to the size of the region and membership dispersal, the meetings were held in Wudinna as the most central point between Ceduna, Whyalla and Port Lincoln. The meetings nevertheless required a full-day commitment by members due to the extent of travel involved (i.e. approximately two hours each way for most participants).

At the inaugural meeting in October 2014, it was agreed that face-to-face meetings would be minimised, and that ongoing analysis of issues would be pursued via email in the form of live minutes. A second meeting was held in May 2015.

The health and aged care sector is largely under-resourced, and key staff are extremely busy. This has impacted on Advisory Group operations. Very few members contributed to the live minutes; and even though meeting times were advised well in advance, some members were unable to attend any of the meetings due to arising commitments. This was very noticeable at the second meeting where 9 apologies were received. The agenda featured a keynote presentation from the RFDS about health services provision in remote areas, and good attendance had been expected.

Alternative meeting arrangements, such as tele-conferencing, are being pursued to see if this will increase Advisory Group participation.

Due to the ageing of the regional population, and resultant implications for services and workforce provision, the needs of the health and aged care sector must be addressed in regional development planning. RDAWEP staff resources have been stretched in the attempt to investigate these needs, due to a lack of expertise and understanding of the health care and social assistance industry.

RDAWEP consequently procured the services of a Special Projects Officer with health industry expertise to drive community services planning and consult with Advisory Group members. However, in determining alternative options for Advisory Group functioning, RDAWEP needs to consider the cost benefit of the initiative, due to limited financial resources.

### *Cuttlefish Interpretive Centre*

In 2012-13, a proposal to develop a high quality, world class interpretive facility at Whyalla was pursued as a joint initiative by RDAWEP and the City of Whyalla. The aim of the Cuttlefish Interpretive Centre (CIC) project is to strengthen Whyalla's position as the northern tourism gateway to the region. The concept anticipates the use of high-tech interactive technologies to attract domestic and international visitors; with the intention of targeting younger techno-savvy audiences, and the growing Asian tourism sector (notably from China and India). This proposed use of smart technologies will position the CIC as one of the most advanced interpretive centres in the world.

A design concept for the facility was prepared in 2013. However, a feasibility study to assess the project viability could not be undertaken until the capital and operational costs of the interpretive technologies were determined. Several attempts were made to secure grant funding for a consultant to investigate the technologies; but these were unsuccessful. The CIC project has consequently been in abeyance since mid-2013.

In the meantime, the City of Whyalla developed an alternative interpretive facility proposal, involving a substantial upgrade of the Whyalla Visitor Information Centre (VIC) and adjacent Maritime Museum. This project is a component of an initiative to develop a tourism strategy for Whyalla.

RDAWEP had concerns about the efficacy of the VIC project, and prepared a discussion paper in early 2015, comparing the relative merits of the CIC and VIC proposals. The discussion paper was provided to Whyalla Council for consideration. It has been agreed that an independent assessment of the merit of each project needs to be undertaken. The City of Whyalla has received Regions SA grant funding to prepare the business case, which is being pursued.

These deliberations have delayed the progress of a landmark infrastructure and economic development initiative at Whyalla.

### *Thevenard Marine Offloading Facility*

RDAWEP has been assisting the District Council of Ceduna to establish a marine offloading facility at Thevenard to support fishing industry operations in the far west of the region. RDAWEP prepared a business case, and provided assistance with grant applications for the November 2014 round of the National Stronger Regions Fund (NSRF), and the State Government Regional Development Fund.

Ceduna Council had previously lodged unsuccessful grant applications for this project in 2011, 2012, and 2013. In the main, these applications were unsuccessful for relatively minor technical reasons.

The State Government provided written commitment of \$1.5 million for the project in April 2015. However, DIRD had already completed the NSRF assessment before the State Government letter of

confirmation was received. The NSRF application was not successful, due to a lack of evidence of partnership funding.

Ceduna Council consequently prepared another application for Round 2 of the NSRF in July 2015, and has been provided with confirmation that the State Government will retain its project funding commitment until the outcome of the Round 2 NSRF application is known.

Partnership funding from the three levels of Government is essential for major infrastructure projects. However, there are timing and coordination issues with the assessment of Australian and State Government grant applications that are delaying the progress of critical projects; as well as causing a great deal of frustration for applicants through the need to revise and re-lodge grant submissions.

The adoption of a partnership funding confirmation protocol by the Australian and State Governments would substantially improve the grant application process, and expedite the progress of key infrastructure projects.

## 1.5 Lesson and Challenges for 2015-16

RDAWEP regional planning is assisted by the intelligence provided by industry-based Advisory Groups. These Groups have a whole-of-region focus, with members drawn from different towns across the region. However, the coordination of Advisory Group meetings is time consuming for RDAWEP staff, and concerns are emerging about the benefits received from this resource investment in stakeholder engagement.

Face-to-face meetings are appreciated by stakeholders and greatly assist the development of RDAWEP rapport with regional industries. The meetings also provide opportunities to discuss regional issues at greater depth. But the region is a vast size, and the practice of travelling 2-4 hours each way for a 1-2 hour meeting is arguably inefficient and unsustainable. The problems experienced with the coordination of the Community Services Advisory Group demonstrate that RDAWEP needs to operate smarter, and find alternative ways to conduct stakeholder engagement.

The application of tele-conference and other technologies will be tested with some Advisory Groups during 2015-16; and this might be the only way to engage very busy people in the community services and manufacturing sectors.

The difficulty of facilitating projects which rely on the provision of Australian and State Government funding is a major concern.

Grant application processes are becoming much more rigorous. This is understandable, given that Governments need to be accountable for the expenditure of public funds, and they have implemented appraisal frameworks to ensure they receive value for money. The Round 1 review of the NSRF indicated that, from the 405 applications received, 162 applications were assessed as providing value for money, but only 51 applications were approved for funding. The process for eliminating the 111 value for money projects is not known.

RDAWEP has identified the need for more concerted effort to improve the quality of grant applications and supporting documents, and ensure that grant submissions fully comply with all of the necessary grant funding conditions. RDAWEP will consequently adopt measures to ensure that grant applicants from the region meet these requirements.

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 the best possible grant applications, which satisfy all of the eligibility and assessment criteria requirements, can be eliminated at the last moment by an unknown selection process.

## 2. Outcomes, Activities and Key Performance Areas

The order of activities in this section have been slightly restructured from the listing in the 2014-15 Business Plan, to provide a better overview of Regional Development Australia Whyalla and Eyre Peninsula (RDAWEP) planning processes.

Outcome 1: Regional Plan - 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.			
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
<p><b>RDAWEP Regional Planning Overview</b></p>	<p>RDAWEP plans are the result of ongoing research, consultation, and intelligence gathering since Regional Development Boards were formed in South Australia in December 1993. As part of this process, RDAWEP has formed a consultation network of industry-based and cross-agency groups to provide information and advice about the region's long term community and economic development. This includes the identification of issues and constraints, and remedial strategies to drive the development of the regional economy.</p> <p>This intelligence assists the preparation of key planning documents; which include the RDAWEP <i>Operational Plan</i>, <i>Regional Plan</i>, and <i>Business Plan</i>; and a <i>Regional Resource</i> which analyses issues, constraints and strategies in greater detail. These documents are supported by a wealth of research data, which provides the evidence to address regional priorities based on need.</p> <p>In 2014-15, RDAWEP developed a Project Tracking spreadsheet to monitor the progress of Council projects and assess their alignment with Government funding program guidelines.</p>	<p>ABS Census data provide the primary platform for regional analyses. Where applicable, trend analysis is undertaken over three Census periods, with tables comparing data for the 11 LGAs in the region. If plans need to be updated in between Census periods, ABS projections and Small Area Labour Market data are used.</p> <p>When the Australia Government introduced templates for RDA regional and business plans in 2013, RDAWEP substantially restructured its planning documents to achieve better alignment with Australian Government regional development priorities. The RDAWEP Operational Plan, Regional Plan, and Business Plan are now structured to align with the key determinants of regional growth, identified in the COAG RASC regional economic development planning framework – i.e.:</p> <ul style="list-style-type: none"> <li>• Human capital development,</li> <li>• Sustainable community development,</li> <li>• Improved market access,</li> <li>• Enhanced comparative advantage, and business competitiveness, and</li> <li>• Effective cross-sectorial and inter-Governmental relationships.</li> </ul> <p>Regional issues, constraints, strategies and data are analysed under these headings.</p>	<p>RDAWEP regional planning has been constrained historically by the limited availability of reliable economic data. RDAWEP and the Eyre Peninsula Local Government Association (EPLGA) consequently commissioned EconSearch to prepare industry-based economic data annually. This project commenced with data for 2012-13. Data for 2013-14 will be provided in September 2015. Data for 2014-15 will be provided in June 2016, with further updates annually thereafter – see <b>Collate research data about the region</b> below for details.</p> <p>The latest RDAWEP planning documents are:</p> <ul style="list-style-type: none"> <li>• <i>Regional Resource 2014-16</i>, August 2014.</li> <li>• <i>Regional Plan 2014-16</i>, September 2014.</li> <li>• <i>Operational Plan, 2015-16</i>, June 2015.</li> <li>• <i>Business Plan, 2015-16</i>, July 2015.</li> </ul> <p>Due to the amount of data contained in the <i>Regional Plan</i>, this document has become a key resource for Local Government and community services agencies to support grant funding applications for project developments.</p> <p>The 360-page <i>Regional Resource</i> is not a public document, and was prepared for RDAWEP staff use and reference only.</p> <p>RDAWEP has a staff member dedicated to research, planning and performance reporting. However, due to the amount of work involved in updating planning documents, the <i>Regional Plan</i> will not be revised until 2017, when the 2016 Census data become available – see <b>Updates of Regional Plan</b> below.</p>

**Outcome 1: Regional Plan** - 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.

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Document regional intelligence and key issues identified at stakeholder and consultation network meetings and note those to be addressed in regional planning.</p>	<p>Issues summaries were documented by RDAWEP Project Managers in monthly project reports. These reports are provided in the performance reporting pro-forma initially required for the 2014-15 Business Plan.</p> <p>Key and emerging issues are discussed at weekly project meetings and are noted when they have relevance for regional plans.</p>	<p>The monthly reports are collated and provided to the Board and EPLGA as part of ongoing bi-monthly reporting.</p> <p>Key issues arising from weekly project meeting discussions are documented. The monthly and weekly reports are stored in the RDAWEP research library for processing into future regional planning documents.</p>	<p>The information collected value-adds to regional analysis and increases understanding of regional needs and project benefits.</p> <p>The details are incorporated, where applicable, in updates of the RDAWEP <i>Operational Plan</i>, <i>Regional Resource</i>, <i>Regional Plan</i>, and <i>Project Tracker</i>.</p>
<p>Include regional intelligence from stakeholder consultations in updates of the Regional Plan.</p>	<p>The updated <i>Regional Plan</i> for 2014-16 was endorsed by the Board on 26<sup>th</sup> September 2014, and submitted to DIRD on 29<sup>th</sup> September.</p>	<p>The Plan included a new Board vision and regional priorities, and was substantially restructured to improve alignment with the DIRD Regional Plan and Business Plan templates applicable for 2014-15.</p> <p>The regional analysis was rewritten to better capture information obtained from RDAWEP research, and ongoing stakeholder engagement.</p>	<p>The <i>2014-16 Regional Plan</i> was a substantial improvement on the previous Plan.</p> <p>Stakeholder feedback from the aged care sector (West Coast Home Care, and Matthew Flinders Home), and the oil and gas sector (BNJ Consultants Pty Ltd), indicates that data and issue descriptions in the Plan were very useful, and assisted planning by these agencies.</p> <p>The revised Regional Plan is valid for three years. RDAWEP has determined that the Regional Plan will not be updated until early 2017 when the 2016 Census data are released by the ABS. This will ensure that the Regional Plan for 2017-2020 contains the latest possible data about the region, and will permit Census trend analyses for the period 2006-16.</p>

**Outcome 1: Regional Plan** - 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.

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Maintain RDAWEP participation on the regional consultation network.</p>	<p><b>CEO Stakeholder Engagement:</b> Over 700 high level meetings were held with Government and private sector agencies to facilitate major project developments, including: Upper Spencer Gulf Common Purpose Group, Regional Employment Network, EPLGA and eleven member Councils, Eyre Peninsula Integrated Climate Change Agreement Committee, EP Water Security Reference Group, AgriFood, RDSA, PIRSA, Regions SA, DIRD, DSD, SATC, SA Water, and the EPNRM Board, along with regional industries and community networks.</p> <p><b>RDAWEP Staff Engagement:</b> Over 600 network meetings, which included:</p> <ul style="list-style-type: none"> <li>• Indigenous consultations with over 30 agencies at Ceduna, Port Lincoln, Whyalla, Murray Bridge and Riverland.</li> <li>• Consultations with over 30 Government, community and private sector agencies in Whyalla.</li> <li>• Region-wide consultations with tourism providers at Port Lincoln, Ceduna, Whyalla, Streaky Bay, Tumby Bay, Coffin Bay, Elliston and Wudinna.</li> <li>• Ongoing food industry consultations with over 20 food producers and associations.</li> <li>• Skills and workforce development consultations with approximately 35 employment-related agencies and service providers.</li> </ul>	<p>Key CEO industry consultations include: Iron Road Limited (Central Eyre Iron Project); Valence Industries (Uley Graphite Mine); Port Lincoln Proper Pty Ltd (Lukin Quays development); Mitsubishi (Port Bonython fuel terminal); Muradel (biofuel project); Free Eyre (grain export opportunities); Flinders Ports, GRA and allied companies (ports infrastructure development); and various companies doing seismic exploration for oil and gas in the Great Australian Bight.</p> <p>In order to achieve efficiencies in monthly performance reporting, the CEO consultations are not individually documented but have been averaged; based on activity tracking since July 2015. This indicates that the CEO conducts a minimum of 60 agency network consultations per month.</p> <p>The RDAWEP staff network consultations are detailed in monthly performance reports, which can be provided if additional information is required. These reports include a summary of key and emerging issues that need to be taken into consideration in regional planning.</p> <p>In order to achieve better resource efficiencies, staff reporting will become bi-monthly in 2015-16.</p>	<p>Collectively, the CEO and RDAWEP staff undertook 25 network consultations per week on average. This figure excludes additional agency consultations undertaken on an ongoing basis for project-specific purposes.</p> <p>This engagement has a substantial impact as it provides critical regional intelligence to progress project developments and inform RDAWEP regional planning.</p> <p>The establishment of collaborative project partnerships is a key outcome from this engagement - see <b>Outcome 2: Critical Issues, Opportunities for Collaborative Partnerships</b>.</p> <p>The regional consultation network was expanded in 2014-15 with new groups formed to expedite project and program developments - i.e.:</p> <ul style="list-style-type: none"> <li>• Eyre Peninsula Mineral and Energy Resources Community Development Taskforce.</li> <li>• Thevenard Port Steering Committee.</li> <li>• Heavy Industry Cluster Group.</li> <li>• Whyalla Aged and Disability Care Master Plan Steering Group.</li> <li>• Cultana Expansion Area Environmental Advisory Committee,</li> <li>• Port Lincoln Seafood Processors Trade Waste Water Industry Group.</li> <li>• Regional Strategic Planning and Economic Development Group.</li> <li>• Jobs and Skills Regional Network groups at Whyalla, Port Lincoln and Ceduna.</li> <li>• Ceduna Service Reform Group.</li> </ul>



## Outcome 1: Regional Plan (Cont'd)

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Maintain, support and promote industry-based Target Teams across the region - i.e.:</p> <ul style="list-style-type: none"> <li>• Tourism Target Team.</li> <li>• Whyalla Target Team.</li> <li>• Eyre Peninsula Business Target Team.</li> <li>• Agriculture Target Team.</li> <li>• Seafood Target Team.</li> <li>• Community Services Target Team.</li> </ul>	<p>The following Target Team meetings were held during 2014-15:</p> <ul style="list-style-type: none"> <li>• Community Services - 30 October 2014 and 14 May 2015, at Wudinna.</li> <li>• Agriculture - 19 August 2014, at Minnipa.</li> <li>• Seafood Target Team - 4 September 2014 at Port Lincoln.</li> <li>• Whyalla Target Team - 9 December 2014 at Whyalla.</li> <li>• Tourism Target Team - 10<sup>th</sup> February 2015, in Port Lincoln.</li> </ul> <p>Whyalla Target Team Disability and Ageing Masterplan Steering Committee meetings were also held on 28<sup>th</sup> August 2014 and 30<sup>th</sup> June 2015.</p>	<p>Target Teams are the primary mechanism for RDAWEP consultation with industry. The Teams are led and facilitated by RDAWEP staff. The Target Team function is to provide planning and other advice to RDAWEP from an industry perspective. This advice is provided by direct consultation with staff and through minutes tabled at RDAWEP Board meetings. RDAWEP Board members are represented on the Agriculture, Tourism, and Whyalla Target Teams.</p> <p>Target Teams try to meet at least biannually, with additional communications conducted via email as required. However, the coordination of regional meetings is time consuming, and efficacy is impacted by the availability of members and the competing project commitments of RDAWEP staff.</p> <p>The formation of a Transport Target Team is pending but has not been progressed; largely due to project priorities and limited staff resources to undertake the coordination.</p> <p>Issues concerning the effectiveness of the Community Services Target Team have been addressed in <b>Performance Shortcomings and Problems</b> in this report.</p>	<p>Target Team members represent a breadth of interests within their specific industry sectors, and are able to provide the best possible information about industry issues and needs - particularly matters concerning skills shortages, training, and workforce development; and advice about infrastructure needs, development initiatives, and service delivery options.</p> <p>The Target Teams have a substantial impact as their advice provides critical regional intelligence from industry to inform RDAWEP regional planning.</p> <p>RDAWEP reviewed the efficacy and functioning of industry-based Target Teams on 1 April 2015. The Board consequently agreed to change the name of 'Target Teams' to 'Advisory Groups', as this better describes their primary function.</p> <p>Revised Terms of Reference were also adopted. It was agreed that all Advisory Groups should have a region-wide focus. A consequence is that the locality-based Whyalla Target Team has been disbanded and will be replaced with a Manufacturing Advisory Group to provide advice about manufacturing industry development across the region as a whole.</p> <p>The Manufacturing Advisory Group was in the process of being formed when preparing this performance report.</p>
	<p>No Eyre Peninsula Business Target Team meetings were held during 2014-15. This was due to pending changes in the model for business services delivery, and concerns about the efficacy of the Business Target Team</p>	<p>Members of the Business Target Team (such as business bankers and accountants) were nevertheless consulted on a one-to-one basis about the development of the Eyre Peninsula Business Builder program - see <b>Outcome 2: critical Issues, Business Development</b>.</p>	<p>It is proposed that a Business Advisory Group will not be continued in 2015-16. A new model for collecting business intelligence will be implemented via the other RDAWEP Advisory Groups, so that business issues can be identified and addressed on a cross industry basis. The effectiveness of the model will be monitored and adapted to achieve the best outcomes.</p>

## Outcome 1: Regional Plan (Cont'd)

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Encourage Board representation on appropriate external organisations.	<p>Board members were represented on:</p> <ul style="list-style-type: none"> <li>• The Councils of Whyalla, Cleve, Ceduna, and Port Lincoln.</li> <li>• Eyre Peninsula Local Government Association.</li> <li>• Upper Spencer Gulf Common Purpose Group.</li> <li>• Upper Spencer Gulf Alliance.</li> <li>• Provincial Cities Association.</li> <li>• Upper Spencer Gulf Cities.</li> <li>• EP Natural Resources Management Board.</li> <li>• EP Integrated Climate Change Agreement Committee.</li> <li>• EP Water Security Reference Group.</li> <li>• Coffin Bay Tourism Association.</li> <li>• Coffin Bay Progress Association.</li> </ul>	All Board members are represented on external organisations.	Membership of external organisations increases Board knowledge and understanding of regional issues and enhances Board decision-making processes.
Establish new industry-based Target Teams (Advisory Groups) when and if required.	<p>A Community Services Advisory Group was established, and met in October 2014 and May 2015.</p> <p>This was a Board initiative to investigate and address issues concerning health, aged care, disability, and child care services and infrastructure.</p> <p>In March 2014, the Board identified the need to establish a Transport Advisory Group to address operational, infrastructure, legislative and logistical issues impacting the transport industry.</p>	<p>Difficulties were experienced in attracting continuous meeting participation from such a diverse group of Community Services sector representatives.</p> <p>See <b>1.4 Unsuccessful Projects</b> – for details.</p> <p>The formation of the Transport Advisory Group has not been progressed due to limited staff resources to coordinate the initiative.</p>	<p>The formation of the Advisory Group attracted participation from the Royal Flying Doctor Service.</p> <p>Advisory Group discussions have highlighted the diversity of health, service and infrastructure issues related to the ageing of the regional population. This is documented in RDAWEP regional planning, and is being further researched for inclusion in 2015-16 planning documents.</p> <p>The formation of the Advisory Group will be pursued during 2015-16 after review of staff resources.</p>

Outcome 1: Regional Plan (Cont'd)			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Maintain a regional database of stakeholders and update on a regular basis.	<p>The database was updated continuously throughout the year. 1,158 changes were made to the database during 2014-15.</p> <p>At 30th June 2015, 3,884 people and organisations were listed on the database, 2,488 with email addresses.</p>	<p>Due to document number limitations and other issues with the existing database via the cloud, a new program Act 1 Pro was installed in May 2015. Act 1 provides a greater range of functions. The transition to Act 1 commenced in June and will be completed in early 2015-16.</p> <p>With the existing database emails are limited to 200 at any one time. Greater numbers have to be exported into Mail Chimp prior to distribution.</p>	The RDAWEP Regional Newsletter is distributed to all people on the database with email addresses. The Newsletter provides the primary source of information for the regional community about RDAWEP projects, Government programs, and up-coming events.
Review the Board vision and regional priorities annually.	<p>The vision and regional priorities were reviewed at Board strategic planning meetings in May 2014, and June 2015.</p> <p>The revised vision and priorities from May 2014 were included in the <i>2014-16 Regional Plan</i>.</p> <p>The June 2015 revisions were included in the <i>2015-16 Business Plan</i> and RDAWEP <i>Operational Plan</i>.</p>	<p>The June 2015 review changed the regional vision to a single word 'quality'. <i>Quality</i> has emerged as a distinctive regional attribute, and was adopted to create a point of difference and provide a marketing edge when compared with the vision statements in planning documents by other agencies.</p> <p>Four regional priorities about the process of pursuing regional economic growth were amalgamated into a single statement: <i>Facilitate engagement and collaboration with government, industry and community stakeholders in regional development planning initiatives</i>.</p> <p>This was done to simplify future planning documents and achieve preparation efficiencies.</p>	<p>As the change to the regional vision was adopted on 25 June 2015, there has been insufficient time to assess if <i>Quality</i> has had the desired marketing impact.</p> <p>This will be monitored during 2015-16.</p>



Outcome 1: Regional Plan (Cont'd)			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Collate research data about the region.	<p>The ABS assisted RDAWEP by providing internal and external migration data from the 2011 Census. RDAWEP supplemented this information by researching local school leaver data to estimate the number of young people leaving the region for employment and study.</p> <p>These data were included in the <i>2014-16 Regional Plan</i> and <i>Regional Resource</i>.</p>	<p>Student exit data provided by Port Lincoln High School was generally consistent with the migration data provided by the ABS. They indicate that approximately 30% of school leavers migrate from the region each year for employment and study; mainly to metropolitan Adelaide.</p> <p>These data were used to make a more accurate estimation about the implications for future workforce provision.</p>	<p>By taking the region's ageing population, workforce retirements, and migration patterns into account, these data indicate that the region would lose approximately 40% of its labour force (11,000 workers) by 2020, if the majority of existing workers aged 50 years and over retired at 65 years of age.</p> <p>The impact is that approximately 3,800 additional workers need to be attracted to the region by 2020 to provide the workforce for pending mining developments. This finding identified the need for RDAWEP to implement proactive workforce attraction strategies.</p> <p>Presentations of these data at RDAWEP Board and EPLGA meetings has heightened awareness about the potential social and economic impacts caused by the region's ageing population.</p>
	<p>In December 2014, RDAWEP and the EPLGA jointly commissioned EconSearch to prepare detailed economic data for the region, and each of the 11 EPLGA member Councils. These data were for 2012-13, but will be updated annually to enable longer term trend analysis.</p> <p>Data for 2013-14 will be presented to the EPLGA Councils after September 2015, and will be updated each June thereafter.</p>	<p>These data were provided at 20 and 78-industry level for employment; household income and expenditure; Gross Regional Product; tourism expenditure by industry; and exports and imports.</p> <p>Data packs were presented to the EPLGA and each Council at the EPLGA meeting 26 June 2015, supported with explanatory papers about data interpretation and use. The information was provided in hard copy and electronically.</p>	<p>The provision of data at the 78-industry level enabled RDAWEP to differentiate fishing and aquaculture data from agriculture data, which was not previously possible with 19 industry-level data from the ABS. RDAWEP can now provide improved descriptions of the fishing, aquaculture and agriculture industries, which are key industries for the regional economy.</p> <p>These data provide the evidence base for preparing regional and Council economic development plans, which be undertaken in 2015-16 – see <b>Outcome 2: Critical Issues, Case Study 1</b>.</p>
	<p>In May 2015, DIRD allocated additional funds to RDAs to support increased economic development activity. RDAWEP used this funding to provide economic data packs to the 11 member Councils of the EPLGA.</p>	<p>The funding covered RDA brand design preparation; professional printing, RDAWEP branded USB data cards, and the production of presentation folders for each Council to collate data for a period of 5 years.</p>	<p>The data packs were presented to Councils on 26 June 2015, so there has been insufficient time to assess the impact.</p> <p>The CEO of DC Tumby Bay Council has sought clarification about some data, which is being pursued with EconSearch. Some data inconsistencies have been identified which will be addressed in future data provision by EconSearch.</p>

Outcome 1: Regional Plan (Cont'd)			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Collate research data about the region (Cont'd).	Table Builder training was provided in-house to four RDAWEP Project Managers by the ABS in May 2015. This training was to improve RDAWEP capacity to produce specialised regional data.	RDAWEP commissioned the ABS to provide the training after identifying the need for Table Builder capability.	<p>Economic Development, Special Projects, and Indigenous Economic Development Managers are now able to prepare customised data to support project planning and business cases, and assist other RDAWEP Managers with their research needs.</p> <p>Region and LGA employment and labour force data by age was subsequently prepared for the Skills and Employment Development Manager, to assist planning for the EP Workforce Builder program. More detailed aged care data was also prepared for the updated <i>Regional Resource</i> and forthcoming Regional Strategic Plan – see <b>Case Study 1</b>.</p>
Review strategic reports from other agencies to ensure that key issues are aligned in regional planning.	Public Health and Wellbeing Plans, prepared by Local Government in 2014-15 as a requirement of the <i>SA Public Health Act 2011</i> , were reviewed during June 2015.	The plans for the far west (DC Ceduna, Streaky Bay, Elliston and Wudinna), eastern Eyre (DC Kimba, Cleve and Franklin Harbour), and Lower Eyre (DC Lower Eyre Peninsula, Tumby Bay and the City of Port Lincoln); were analysed to identify common issues and assess synergies that might be incorporated into region-wide health planning. A template was prepared to compare the health priorities required by the State Government.	<p>As the activity occurred in June 2015, the impact has yet to be assessed.</p> <p>RDAWEP is currently processing the information into the health chapter of the <i>Regional Resource</i>, and will incorporate relevant issues in the Regional Strategic Plan during 2015-16.</p> <p>Preparation of the City of Whyalla Public Health and Wellbeing Plan was deferred. This plan will be reviewed when it becomes available in 2015-16.</p>
	The Regions SA preliminary <i>Regions in Focus</i> profile for the Eyre Peninsula was reviewed in April 2015.	Regions SA prepared the draft document and issued it to RDAWEP for checking. However, the economic data were from 2011-12. RDAWEP was able to update the document using 2012-13 data prepared by EconSearch.	Many of the data and other recommended changes were incorporated into the second draft provided to RDAWEP for further assessment.
	The Griffith Institute for Tourism Research report, <i>Overcoming Structural Lock-in: strategies for enhancing the co-existence between the tourism and the resources sector</i> , February 2015, was analysed to identify strategies that might apply in the RDAWEP region.	With an important tourism industry and pending mining development on the lower Eyre Peninsula, the report provides good strategic advice that ought to be considered in the region.	The relevant strategies have been noted for inclusion in future updates of the <i>Regional Resource</i> and <i>Regional Plan</i> .

Outcome 1: Regional Plan (Cont'd)			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Make the revised Regional Plan available to key stakeholders for feedback.	The 2014-16 Regional Plan was distributed to key stakeholders, and included on the RDAWEP website.	The distribution was delayed. The revised Plan was endorsed by the Board on 26 <sup>th</sup> September 2014, and forwarded to DIRD on 29 <sup>th</sup> September. RDAWEP deferred distributing the Plan until DIRD approval had been received, however no feedback was ever provided.	RDAWEP released the Regional Plan in early 2015.  Stakeholder feedback indicates that the Plan has assisted the strategic planning of external agencies - see <b>Updating the Regional Plan</b> above.
Consult with Local Government about regional priorities.	Consultation with Local Government via the EPLGA was substantially improved.	The EPLGA Executive Officer is based in the RDAWEP Port Lincoln Office, and meets at least daily with RDAWEP CEO on average.	This has helped to establish a range of joint EPLGA/RDAWEP initiatives and build a positive organisational relationship. See <b>Outcome 2: Critical Issues, Case Study 1</b> for details.
	A regime of interactive presentations with individual Councils was established and implemented.	Presentations were held with the cities of Whyalla and Port Lincoln; and the District Councils of Tumby Bay, Wudinna, Kimba and Lower Eyre Peninsula. Presentations with Cleve, Franklin Harbour and Ceduna were scheduled for July. The arrangements to provide presentations to Elliston and Streaky Bay Councils were pending.	Interaction with Elected Members was constructive, providing positive outcomes and feedback. Councils have realised the benefit of working collaboratively with RDAWEP to achieve better outcomes and an economically sustainable region in the longer term.
	Economic Development Forums were adopted as a standing item on the agenda at EPLGA CEO meetings.	Economic Development Forums are held with Council CEOs as part of the EPLGA quarterly meeting regime.	This has enhanced Council CEO understanding about the benefits of working collaboratively on economic development planning. See <b>Outcome 2: Critical Issues, Case Study 1</b> for details.
Review strategic planning annually.	The RDAWEP <i>Operational Plan</i> was reviewed in October 2014 and June 2015, to enhance activity descriptions, improve alignment with the COAG key determinants of regional economic growth, and reformat activities under the new outcome headings in the DIRD business plan template for 2015-16.	The planning review did not require changes to the Board's economic priorities. The changes were largely about refinement. The wording of activities was minimised. Activity repetition in different outcome areas was removed. Two new activities were added to capture of Local Government waste management and environmental infrastructure projects. The revisions are provided in the 2015-16 Business Plan activity schedule.	As the most recent review occurred in June 2015, it is too early to assess the impact.  The DIRD Business Plan Outcomes and Performance Report template is used by RDAWEP as the format for staff reports to the Board and EPLGA. It is anticipated that the simplification of activities and removal of repetition will expedite and improve the quality of RDAWEP Project Manager reports.

Outcome 1: Regional Plan (Cont'd)			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Develop an annual Business Plan.	The <i>2014-15 Business Plan</i> was completed in August 2014. Preparation of the <i>2015-16 Business Plan</i> commenced in June 2015.	The <i>2014-15 Business Plan</i> was submitted to DIRD by the due date, 15 <sup>th</sup> July 2014. The <i>2015-16 Business Plan</i> was on schedule to be submitted by 15 <sup>th</sup> July 2015.	RDAWEP is complying with the Business Plan requirements of the Funding Agreement.
Provide regular information to Local Government including active promotion of RDAWEP plans.	RDAWEP plans are promoted as part of ongoing consultation with Local Government. See <b>Consult with Local Government</b> above, and <b>Case Study 1</b> for details.		
Provide input into relevant government strategic planning.	Information was sought from the Department for Planning, Transport and Infrastructure about the progress to finalise the State Government <i>Integrated Transport and Land Use Plan</i> .	RDAWEP and the EPLGA prepared a joint submission about the draft in 2013-14, which included additional transport and road strategies. The enquiry was to check if the new information was included in the final report.	DPTI advised that the final Plan had been lodged for consideration by Cabinet in January 2014, but had yet to be released. It is not known if the new information was included in the report.

Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region.			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Participate in intergovernmental and interagency meetings.	<p>In addition to the regional network meetings (described in <b>Outcome 1</b>), over 180 meetings were held by RDAWEP to progress projects and initiatives which require the involvement of the three levels of Government and multiple-agencies to address critical development issues.</p> <p>This included: July 2014, 29 meetings; August/September, 45 meetings; October, 17; Nov/December 25; Jan-March 2015, 22; and April-June 45 meetings.</p>	<p>These meetings are documented in RDAWEP monthly staff performance reports.</p> <p>Inter-governmental and cross-agency participation has the advantage of providing direct lines of communication with Government policy makers and funding programs. This enhances broader understanding regional issues and facilitates the adoption of collaborative approaches to address regional critical needs.</p>	Numerous collaborative projects and partnerships were established from this engagement - see below, and also see <b>Pursue Opportunities for Collaborative Partnerships</b> .

**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Participate in intergovernmental and interagency meetings (Cont'd).</p> <p><b>Critical Issue: Water Security.</b></p>	<p>A sustainable quantity of quality water must be found for community and industry use. The existing supply drawn from ground water basins with top-up from the River Murray is not sustainable. The 2013 <i>Eyre Peninsula Demand and Supply Statement</i> review identified that the demand for potable water is expected to exceed supply in 2024-25, and the demand for non-potable water is secure to about 2050.</p> <p>Given the state of the River Murray, it is illogical that Whyalla's mains water supply is drawn from the Murray, and that a slurry of River Murray and aquifer water is being supplied as far away as Ceduna.</p> <p>Water supply solutions are being pursued in liaison with the Eyre Peninsula Water Security Reference Group.</p> <p>This Group comprises: RDAWEP; SA Water; Department for Environment, Water, and Natural Resources; Eyre Peninsula Natural Resources Management Board; EPLGA; and the 11 EPLGA member Councils.</p> <p>The Water Security Reference Group meets annually, with additional meetings held as required.</p>	<p>The provision of seawater desalination plants at strategic coastal locations has been identified as one solution.</p> <p>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 best solution for a sustainable water supply.</p> <p>Some developing mining projects include the provision of desalination plants for their water supply. These plants are of modular construction and can be expanded to produce water in excess of mining needs. It is plausible to use the excess water to supplement the regional water supply. Options for this provision are being progressed.</p> <p>RDAWEP is leading the investigation of alternative solutions with support from specialist water management consultants.</p> <p>RDAWEP is also supporting Local Government with a range of water recycling strategies to minimise mains supply use – see <b>Case Study 3</b> for details.</p>	<p>SA Water owns the region's water supply infrastructure. However, the lack of third party access to this infrastructure is impeding solutions to provide a sustainable water supply.</p> <p>An initiative to establish a solar-powered desalination plant near Ceduna could not be progressed, because SA Water will not allow the proponent to use the infrastructure for a community water supply.</p> <p>Strategies to encourage the use of SA Water infrastructure are being pursued by RDAWEP.</p>



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Participate in intergovernmental and interagency meetings (Cont'd).</p> <p><b>Critical Issue: Infrastructure Development.</b></p>	<p>Many of the region's development opportunities will not be realised without a substantial upgrade of utility, transport, community, and tourism infrastructure. There are numerous constraints regarding the capacity, capability and condition of the existing infrastructure. The infrastructure needs are extensive and require significant Government and private sector investment.</p> <p>Solutions are being pursued by RDAWEP in conjunction with several groups, including:</p> <ul style="list-style-type: none"> <li>The Eyre Peninsula Mineral and Energy Resources Community Development Taskforce - established as a joint initiative of RDAWEP and the EPLGA to support infrastructure development for mining and energy projects and address the potential community impacts from these projects.</li> <li>The Thevenard Port Steering Committee - formed by RDAWEP to expedite the upgrade of port infrastructure and enhance export capacity.</li> <li>Joint initiatives with the EPLGA to address road infrastructure and mobile and Internet communications issues.</li> </ul>	<p>The EP Taskforce provides information directly to the Treasurer, Minister Koutsantonis, and the Department of Planning, Transport and Infrastructure, which are represented on the Taskforce. Negotiations about the provision of infrastructure to support mining development are ongoing.</p> <p>With the support of the Taskforce a draft MOU was prepared between Iron Road Ltd, the EPLGA, EPNRM, EPICCA, and RDAWEP, to support and progress Iron Road's Central Eyre Iron Project (CEIP) at Warrambo, near Wudinna - see <b>Case Study 1</b> for more detail.</p> <p>The inaugural meeting of the Thevenard Port Steering Committee was held 19<sup>th</sup> February 2015 at the Ceduna Council Chambers. RDAWEP has prepared a project brief for an independent review of the port upgrade options and costings; and will prepare a socio-economic business case in 2015-16 to support the project development - see <b>Outcome 3: Pursue the upgrade of Thevenard Port</b> for more detail.</p> <p>RDAWEP and the EPLGA lodged joint submissions to the State Government about the region's transport needs, and the Australian Government about the region's mobile communications needs - see <b>Outcome 3: Regional Road Infrastructure and Utility Infrastructure</b> for more detail.</p>	<p>The EP Taskforce and Thevenard Port projects involve long implementation timeframes, so it is too early to assess the impact at this stage. These projects will be progressed during 2015-16.</p> <p>The effectiveness of the submission to the State Government Integrated Transport and Land Use Plan cannot be assessed because the final plan has yet to be released.</p> <p>The submission to the Australian Government's \$100 million Mobile Blackspot program did not achieve new or upgraded mobile base stations in the region, because the State Government did not contribute financially to the program. Due to this lack of contribution, South Australia only received 11 out of the 500 base station upgrades nationally from this program.</p>



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region.**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Participate in intergovernmental and interagency meetings (Cont'd).</p> <p><b>Critical Issue: Economic Diversity</b></p>	<p>The diversity of the economy is one of the region's great strengths, because it is not reliant on a few industries or products for its prosperity.</p> <p>On the basis of employment, the main industries are: health care and social assistance; followed by retail trade; manufacturing; agriculture; education and training; and construction. Other key industries include accommodation and food services, transport, mining, aquaculture, fishing and tourism.</p> <p>However, this diversity is not evenly spread across the region. Manufacturing and steel processing is focused in Whyalla. Agriculture is the key industry in Lower Eyre Peninsula, Tumby Bay, Cleve, Elliston, Kimba, Streaky Bay and Wudinna. 80% of the region's aquaculture jobs are provided in Port Lincoln, Lower Eyre Peninsula, and Ceduna. Most of the region's fishing jobs (87%) are based in Port Lincoln.</p> <p>Whyalla is vulnerable to global commodity prices, because its economy is almost totally reliant on two industry sectors – see <b>Whyalla Economic Sustainability</b> below. The economies of Councils with strong agriculture sectors are vulnerable to climate change impacts and drought.</p> <p>RDAWEP, in association with multiple partners, is pursuing strategies to further diversify and strengthen the economy.</p>	<p>The RDAWEP strategies include:</p> <ul style="list-style-type: none"> <li>• Support is being provided to develop the mining and heavy manufacturing industries.</li> <li>• Initiatives are being pursued to upgrade and develop export infrastructure.</li> <li>• Support is being provided to develop renewable energy initiatives.</li> <li>• Training is being provided to develop business capacity and competitiveness.</li> <li>• The food industry is being supported with new product development and marketing, and promotion of the region as a culinary tourism destination.</li> <li>• Support is being provided to develop Aboriginal business enterprises.</li> <li>• Tourism product and infrastructure is being developed to attract more visitors.</li> </ul> <p>These initiatives are described in various sections of this report.</p> <p>A major initiative (in partnership with the EPLGA, NRM Boards and the Outback Communities Authority) is to develop a whole of region strategic plan aligning the priorities of the partner organisations. The active involvement of Local Government in economic development planning is also being encouraged. Economic Development Forums are now part of the Agenda for EPLGA CEO meetings, and the preparation of economic development plans for the region and each Council is in progress – see <b>Case Study 1</b>.</p>	<p>The impact of these initiatives is described in later sections of this report in context with individual project activities.</p>



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region.**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Participate in intergovernmental and interagency meetings.</p> <p><b>Critical Issue: Whyalla Economic and Community Sustainability.</b></p>	<p>Key agencies involved with projects and initiatives at Whyalla include:</p> <p>Whyalla Target Team; Department of Industry; Department of State Development; Flinders University; City of Onkaparinga; Tonsley Park Development Corporation; TAFESA; Brand SA; UniSA; RDA Yorke and Mid North; Hargraves Institute; Global Maintenance Upper Spencer Gulf; Beyond Bank; Whyalla Chamber of Commerce and Industry; Leadership Management Australia; Australian Industry Group; AusIndustry; Department of Defence; Industry Participation Advocate; Department of Planning Transport and Infrastructure; Department of Employment; City of Port Pirie; City of Port Augusta; Curtin University; Invest SA; Department of Infrastructure and Regional Development; Upper Spencer Gulf Common Purpose Group; Whyalla Council; Department of Premier and Cabinet; Regions SA; Renewables SA; Whyalla Economic and Social Committee; and key companies and service providers in the manufacturing, renewable energy, and health and aged care sectors.</p> <p>This engagement primarily concerns the development of collaborative strategies to diversify and strengthen the economy of Whyalla, and the Upper Spencer Gulf area as a whole.</p>	<p>Whyalla is vulnerable to global commodity price fluctuations because its economy is very reliant on iron and non-ferrous ore mining, and iron and steel manufacturing. The declining commodity price of iron ore has led to substantial redundancies in mining and manufacturing workforces, with a resultant negative flow-on effect to other sectors of Whyalla's economy. Whyalla has a 10% unemployment rate (Dec 2014); an ageing population; and is relatively disadvantaged with the lowest SEIFA rating in the region, with a rank of 9, and a decile of 2.</p> <p>Key issues concern the need to diversify Whyalla's economy; attract Government and private sector investment; and improve community services levels. Initiatives being pursued include:</p> <ul style="list-style-type: none"> <li>• The development of a formal investment attraction plan,</li> <li>• Diversifying industry through the development of renewable energy projects,</li> <li>• Maximising economic and employment development benefits from the Cultana Training Area expansion,</li> <li>• Strengthening the mining and manufacturing sectors through synergies and symbiosis projects in collaboration with Government,</li> <li>• Capturing new and emerging opportunities with strategic approaches to tourism and health care sector development, and</li> <li>• Cross-regional development strategies with the cities of Port Augusta and Port Pirie, and the RDAs of WEP, Far North, and Yorke and Mid North.</li> </ul>	<p>The development of strategic initiatives with multiple agencies is a slow and resource intensive process, which does not often progress at the desired rate. However, some notable initiatives are either in progress, or have been achieved.</p> <p>With the support of the Whyalla Target Team, RDAWEP facilitated a <i>place-based</i> consultation approach to identify priorities for the long term community and economic development of Whyalla. Numerous initiatives were identified and are in the process of being pursued in liaison with Whyalla Council. A key achievement was the preparation of a master plan for improved aged and disability services, which will be implemented in 2015-16, with the support of ageing and disability sector stakeholders – see <b>Case Study 4</b>.</p> <p>The Department of Defence established an Environmental Advisory Committee with a diverse range of stakeholders (including RDAWEP) to provide advice about the sustainable environmental management of the expanded training area. The provision of capital facilities and infrastructure for the site is creating opportunities for local business to supply goods and services. RDAWEP is assisting the tender process.</p> <p>RDAWEP is driving the formation of a heavy industry cluster to support the manufacturing sector. A Manufacturing Advisory Group is being formed to assist this process in 2015-16.</p> <p>Ongoing RDAWEP support has been provided to progress renewable energy demonstration projects, with a focus on the production of biofuel from algae and feedstocks.</p> <p>RDAWEP is supporting several initiatives to strengthen the tourism sector, including the development of coastal recreation and tourism infrastructure, and the preparation of a Whyalla tourism strategy.</p> <p>Initiatives are being pursued to expand educational and training services in liaison with UniSA and TAFE SA.</p>

**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region.**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Participate in intergovernmental and interagency meetings (Cont'd).</p> <p><b>Critical Issue: Population Ageing.</b></p>	<p>The regional population is ageing rapidly. In 2011, people aged 65 years and over comprised 15.5% of the regional population, which is above the 14.0% rate for Australia, but below the State rate of 16.2%. The regional cohort grew by 1.2% from 2006, exceeding the State growth rate of 0.8%, and 0.7% for Australia. This trend is expected to continue. Projections indicate that South Australia's population aged 65 and over will increase to 22.6% in 2020, and to 25.7% by 2030.</p> <p>There is growing demand for improved aged care services and infrastructure; and there are implications for future workforce provision due to the number of baby boomers nearing retirement age.</p> <p>RDAWEP is pursuing various strategies to address these issues. The masterplan for ageing and disability services in Whyalla has been discussed above. A Community Services Advisory Group has also been formed by RDAWEP, with membership from:</p> <p>West Coast Home Care, Ceduna District Health Services, UniSA, Department of Rural Health, Whyalla Aged Care, Country North SA Medicare Local, Eastern Eyre Health Advisory Council, Matthew Flinders Home, Australian Red Cross, Kirton Point Children's Centre, and the Royal Flying Doctor Service (RFDS).</p>	<p>The difficulties encountered with the functioning of the Community Services Advisory Group are discussed in the <b>Performance Shortcomings and Problems</b> section of this report.</p> <p>One of the Advisory Group tasks is to identify how the key findings of the Whyalla Ageing and Disability Master Plan might be applied region wide. The services of a Special Projects Officer with health industry expertise have been procured by RDAWEP to undertake this assessment. The officer will also undertake initiatives to coordinate the Advisory group more effectively.</p> <p>Due largely to the ageing of the population, the Health Care and Social Assistance industry is now the region's largest employer, providing 3,437 jobs, or 14.0% of the regional workforce in 2012-13. However, the attraction and retention of an aged care workforce is a major issue, due to lower rates of pay; the part-time and contract nature of employment; the need for higher levels of training; and poor perceptions of the aged care industry for a career pathway.</p> <p>RDAWEP addressed this issue by providing accredited aged care training via TAFE as part of its employment and skills development program. During 2014-15, 40 people were trained in Whyalla. This training will be expanded across the region in 2015-16, with remote aged care and enrolled nursing courses being provided by TAFE.</p>	<p>The aged care training produced good employment outcomes. 18 of the first 20 students gained employment, with most securing positions at Whyalla Aged Care Inc.</p> <p>From the second group of 20 students, 9 gained employment in the aged care sector.</p> <p>The logistics of providing training in smaller townships across the region is being progressed in liaison with TAFE.</p>



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Participate in intergovernmental and interagency meetings (Cont'd).</p> <p><b>Critical Issue: Workforce Development.</b></p>	<p>An Eyre Peninsula Workforce Builder program has been established to better address the needs of under and unemployed people, and meet the priorities and requirements of the major funder, DSD.</p> <p>As part of this program, <i>Jobs and Skills Regional Networks</i> have been established in Whyalla, Port Lincoln and Ceduna with membership from a range of Government and not-for-profit employment-related agencies and training service providers.</p> <p>Key agencies involved with workforce development initiatives include:</p> <p>TAFE SA; Allied Programs; Interwork; Jobs Statewide; Whyalla City Council; Complete Personnel; Advancing Whyalla; United Care Wesley Country SA; Department of State Development (DSD); Rexco; Career Employment Group; department of Education and Child Development; Innovative Community Action Network; West Coast Home Care; Department of Human Services; AgriFood; SkillSmart/Career Services; West Coast Youth &amp; Community Support Inc.; Eyre Futures Inc.; Port Lincoln Community House; City of Port Lincoln; Baptist Care; Australian Work for the Dole Services; Department of Employment; Community Bridging Services; DSD Industry Leaders Group; Job Services Australia; Eyre Career Development Service, and SANFL Far West Program.</p>	<p>The region has pockets of entrenched unemployment and a growing Aboriginal population with low labour force participation. In the December quarter of 2014, the region's unemployment rate was 7.6%, largely due to 10% unemployment in Whyalla. In 2011, the Aboriginal unemployment rate was 20.0%. There is also a growing number of under-employed people, due to the seasonal nature of some jobs, notably those in primary production industries – e.g. the fishing and grain sectors.</p> <p>The pool of unemployed people in Whyalla grew substantially in 2015, due to the impact of the declining commodity price for iron ore.</p> <p>These sectors of the population are relatively small, however support is being provided through the EP Workforce Builder and Career Development Services to enhance work readiness and provide the skills for meaningful employment.</p> <p>RDAWEP research indicates that pending Baby Boomer retirements will see about 11,000 workers (40% of the regional labour force) leave their jobs within 20 years if they retire at 65 years of age. Regional migration patterns, notably the movement of young people to Adelaide for study and employment, indicate that the region does not have the population to replace the Baby Boomer retirees. It is estimated that about 3,800 workers need to be attracted to the region by 2020 to provide the labour force to meet predicted employment demand.</p>	<p>RDAWEP has developed a <i>Prospectus</i> and digital marketing materials to build a future workforce by attracting workers and their families to the region. Other workforce development initiatives include:</p> <ul style="list-style-type: none"> <li>• The RDAWEP Eyre Peninsula Workforce Builder program is providing employment and skills training in areas of identified industry need, including cross-industry strategies to resolve seasonal employment issues.</li> <li>• RDAWEP Career Development Services are being provided region-wide to support long term employed and disadvantaged people with skills and work readiness training.</li> <li>• Employment transition support is being provided to retrenched mining workers and contractors in Whyalla; including mentoring for those wishing to establish small business enterprises.</li> <li>• Strategies are being pursued to improve Aboriginal labour force participation.</li> </ul> <p>These initiatives were activated in 2014-15 and will continue during 2015-16.</p> <p>Data on employment and training outcomes are provided in <b>Outcome 3: Priority Activities</b> below.</p>



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region.**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Participate in intergovernmental and interagency meetings (Cont'd).</p> <p><b>Critical Issue: Business Development.</b></p>	<p>The Small to Medium Enterprise (SME) sector is a major regional employer. Improving the capacity and competitiveness of SMEs is consequently critical to the sustainability of the regional economy.</p> <p>In 2011, the region had 5,421 businesses. Most (3,080, 56.8%) were owner operated, non-employing businesses. 79% of SMEs were micro-businesses employing less than 5 people.</p> <p>In 2012-13, retail trade was the region's second largest industry, providing 2,779 or 11.3% of the region's jobs (2,211 FTE positions). 38% of the retail trade jobs (1,064) were provided in Port Lincoln.</p> <p>Since 2007, there has been a 3.0% decline in the number of businesses overall. However, the health care and social assistance industry had business growth of 36.9% (from 122 businesses in 2007 to 167 in 2011).</p> <p>Australian Government funding for business development and support programs decreased in December 2014. RDAWEP therefore developed an Eyre Peninsula Business Builder program to provide specialised training, mentoring and planning support to new and emerging businesses.</p>	<p>Experience indicates that time constraints prevent some business owners and managers from attending all day training workshops that were previously delivered by Australian Government funded business programs – e.g. the AusIndustry, Small Business Advisory Services (SBAS) program – see <b>Outcome 3: Develop Business Skills.</b></p> <p>The EP Business Builder program therefore provides specialised half-day training modules (with most sessions being 2 hours in duration) to minimise the amount of time that managers and owners are away from their businesses. The training, which is provided on a fee-for-service basis, commenced in May 2015 and will continue through 2015-16.</p> <p>The growth of online trading, and lack of online use by some businesses, is threatening the viability of some business enterprises. The establishment of large retail franchises in regional centres is also impacting negatively on the sustainability of some SME businesses.</p> <p>EP Business Builder is addressing these matters through digital business training and mentoring to assist the development of new and smarter business models.</p> <p>Other training modules include HR management, business finance, and business planning. The training is being delivered at Whyalla, Port Lincoln and Wudinna – see <b>Outcome 3: Priority Activities, Support innovation, business development and sustainability</b> for more detail.</p>	<p>An Eyre Peninsula Business Builder website was created to support the program – <a href="http://www.epbusinessbuilder.com.au">www.epbusinessbuilder.com.au</a>.</p> <p>The website was activated in April 2015, and recorded 4,721 pageviews by 30<sup>th</sup> June from 651 users. 48.3% of people using the website were new visitors, with 51.7% of visitors returning to the site for more information.</p> <p>The EP Business Builder program was featured in numerous media articles, including the <i>Whyalla News</i> and <i>Port Lincoln Times</i>.</p> <p>An article 'Building Regional Business', in the Autumn 2015 edition of the <i>Regions SA News</i>, acknowledged the RDAWEP initiative, and highlighted the need to equip modern business owners with the tools to deal with the challenges of a rapidly changing business environment.</p>



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region.**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Participate in intergovernmental and interagency meetings (Cont'd).</p> <p><b>Critical Issue: Aboriginal Disadvantage.</b></p>	<p>Key agencies involved with Aboriginal projects and initiatives include:</p> <p>Department of Prime Minister and Cabinet (DPMC); Department of Premier &amp; Cabinet; District Council of Ceduna; Indigenous Business Australia (IBA); Indigenous Land Corporation (ILC); Ceduna Service Reform; Ceduna Sanctuary Steering Group; Port Lincoln Aboriginal Community Council (PLACC); Koonibba Aboriginal Corporation; Regions SA; Scotdesco; Yalata Aboriginal Community Inc.; Whyalla Working Group; Barngala Aboriginal Corporation; Ceduna Regional Health; SA Police (SAPOL); Housing SA; Ceduna Aboriginal Corporation; Ceduna Town Accommodation Centre; Ceduna Day Centre; Ceduna Koonibba Aboriginal Health Service; Ceduna Aboriginal Corporation; Department of Environment, Water and Natural Resources; Complete Personnel; Port Lincoln Aboriginal Health Service; Ceduna Children's Centre; West Coast Youth Centre; Koonibba Healthy Living Hub; Walga Mining; and Whyallina Heritage.</p> <p>RDAWEP is a member of three Indigenous panels established by the DPMC to address Aboriginal disadvantage and close output and productivity gaps - see <b>Maintain current position as a member of Indigenous panels</b> below.</p>	<p>RDAWEP research indicates that Aboriginal people comprise 5.7% of the regional population, which is well above the proportions in South Australia (1.9%) and Australia (2.6%). The research has also identified that the region's Aboriginal profile is consistent with Productivity Commission and other reports about Aboriginal disadvantage which indicate that, compared with the non-Indigenous population, Aboriginal well-being is adversely affected by lower levels of educational attainment, higher levels of entrenched unemployment, lower labour force participation, and a disproportionately high percentage of Aboriginal unskilled and semi-skilled workers in the labour force.</p> <p>The RDAWEP Indigenous Economic Development Program provides a range of strategies to address disadvantage and support Aboriginal economic development, with the targets of (1) improving governance capability; (2) increasing Aboriginal labour force participation, and (3) assisting the development of Aboriginal business enterprises.</p> <p>Due to the Aboriginal demography, RDAWEP support is concentrated in Ceduna, Port Lincoln and Whyalla. However, services are also provided west of Ceduna to Yalata Aboriginal Community, Scotdesco Community, and Oak Valley Community in the Maralinga Tjarutja Lands.</p>	<p>Key achievements to date include:</p> <ul style="list-style-type: none"> <li>• Improved Aboriginal governance arrangements and collective approaches to employment and economic development in Whyalla,</li> <li>• RDAWEP support for Aboriginal property developments at Port Lincoln and Poonindie,</li> <li>• Employment development projects and initiatives to support vulnerable Aboriginal people in Ceduna, and</li> <li>• Ongoing support for the development of tourism, primary production, and other Aboriginal business enterprises in several regional townships - see <b>Priority Activities</b> and <b>Case Study 2</b> for examples.</li> </ul> <p>The RDAWEP Indigenous Economic Development Program has been so successful that, following negotiations with and funding from the Department of the Prime Minister and Cabinet, the program was expanded as a cross-regional initiative to provide support to Gerard Aboriginal Corporation in the Riverland; and to Kalparrin Aboriginal Corporation; Raukkan Aboriginal Corporation, and the Ngarrindjeri Regional Authority in Murray Bridge.</p> <p>The RDAWEP Indigenous Economic Development Manager is now responsible for providing employment, economic development and governance support to Aboriginal people and organisations across much of regional South Australia.</p>



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region.**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Participate in intergovernmental and interagency meetings (Cont'd).</p> <p><b>Critical Issue: Sustainable Community Development.</b></p>	<p>Regional population growth is essential to achieve sustainable economic thresholds, and build a regional workforce. RDAWEP is pursuing numerous strategies for sustainable community development, in collaboration with a range of Government, not-for-profit, and other stakeholder agencies.</p> <ul style="list-style-type: none"> <li>Options to expand tertiary courses and infrastructure are being pursued with UniSA and TAFE to help stem the migration of young people to Adelaide.</li> <li>Health and aged care workforce and infrastructure needs are being addressed in development planning to help retain people in the region.</li> <li>Child care needs are being researched to help women return to the labour force.</li> <li>RDAWEP is supporting Local Government with various strategies to improve social, community and recreational infrastructure, in order to enhance the liveability and amenity of regional townships.</li> <li>RDAWEP and the EPLGA have lobbied to improve mobile telephone and Internet services to enhance business and community functioning.</li> </ul>	<p>These initiatives have been fully researched and documented in RDAWEP regional plans. The plans are being updated as new information emerges.</p> <p>The combination of an ageing population and pending mining projects have caused some local Councils to prepare township structure plans in anticipation of growing demand for community services and housing. The potential liveability impacts are being pursued by the Eyre Peninsula Minerals and Energy Resources Community Development Taskforce.</p> <p>RDAWEP has been supporting Local Government via assistance with business cases and grant funding applications for community infrastructure projects - see <b>Outcome 4: Project Proposals.</b></p> <p>The groundwork is in place for the preparation of economic development plans for each LGA to strengthen funding applications for community development projects. The <i>Regional Strategic Plan</i> being developed with the EPLGA will value add to this process by aligning Local Government, NRM, and Outback Communities Authority development priorities with those of the Australian and State Governments - see <b>Case Study 1.</b></p>	<p>The research and planning is in place to drive these initiatives during 2015-16.</p> <p>The EPLGA adopted a regional <i>Economic Development Policy</i> in June 2015 to support the economic development and regional strategic planning process.</p> <p>RDAWEP, through Regional Development SA, helped to establish the Regions SA, <i>Accelerating Strategic Investment Projects</i> program, to provide funding to assist Councils and communities with the preparation of business cases and feasibility studies for strategic development projects. 8 submissions were lodged from the RDAWEP region in Round 1 of the program in February 2015. 4 of these submissions were successful.</p> <p>The outcomes of other grant applications to the State Government Regional Development Fund, and the Australian Government National Stronger Regions Fund are pending, so the impact cannot be assessed until the successful grants are announced.</p>



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Pursue opportunities for collaborative projects.</p>	<p>The following collaborative projects were initiated during 2014-15. This list is not exhaustive, but indicates the extent of projects being undertaken by RDAWEP as either a lead or support agency. The details of all collaborative projects are listed in monthly RDAWEP staff reports.</p> <ul style="list-style-type: none"> <li>• Port Lincoln Wharf Upgrade - RDAWEP project support to the City of Port Lincoln, Flinders Ports, Viterra and the SATC for the upgrade of the wharf to improve cruise ship functioning.</li> <li>• Lukin Quays Development - RDAWEP facilitation of potential partnership between Port Lincoln Proper Pty Ltd and Valence Industries for the future export of graphite from the Uley mine.</li> <li>• Koonibba House Renovation and Golf Hole Development - RDAWEP coordination of a project to improve community housing and develop tourism, in partnership with Complete Personnel, TAFE, Koonibba Farm, DPMC, and DSD.</li> <li>• Human Resources Management - partnership between the RDAWEP EP Business Builder program and AgriFood for the delivery of specialist HR training for primary industry.</li> <li>• Guar Production at Whyalla - RDAWEP lead agency facilitation of project to produce Guar and develop supply chain options in partnership with DSD, SARDI, farmers and the Australian Guar Company.</li> </ul>	<p>Qualitative and impact statements about the key projects are provided in Case Studies, and the priority activities section of this report.</p>	



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Pursue opportunities for collaborative projects (Cont'd).</p>	<ul style="list-style-type: none"> <li>• Thevenard Port Upgrade – RDAWEP lead agency facilitation of project to improve export capacity in partnership with GPSA, Free Eyre, Flinders Ports, GRA, GWY, Iluka, and DC Ceduna.</li> <li>• Coles Indigenous Employment Program – RDAWEP coordination of project to train 35 Aboriginal people for employment at the new Coles supermarket in Whyalla.</li> <li>• Tender Proposal Training at Whyalla – partnership between RDAWEP, DSD and TAFE to deliver tender proposal training to enhance business capacity for major projects.</li> <li>• Love EP Campaign – RDAWEP support for EPNRM project to investigate the qualitative virtues of the Eyre Peninsula appreciated by the community.</li> <li>• Coastal Access and 4WD Strategy – a partnership between RDAWEP, EPNRM, Alinytjara Wilurara NRM and the EPLGA, with EPNRM as the lead agency, for a region wide coastal access and management strategy.</li> <li>• Small Community Workforce Development – a partnership between RDAWEP and TAFE for the delivery of hospitality and foundation skills training across the EP to improve labour force capacity.</li> <li>• Seafood Expedition – RDAWEP lead agency coordination to tour interstate chefs and seafood media to the region, in conjunction with Food SA and PIRSA.</li> </ul>	<p>Qualitative and impact statements about the key projects are provided in Case Studies, and the priority activities section of this report.</p>	



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Pursue opportunities for collaborative projects (Cont'd).</p>	<ul style="list-style-type: none"> <li>• Heavy Industry Cluster – RDAWEP lead agency coordination to establish a heavy manufacturing industry advisory group at Whyalla including industrial symbiosis and improved supply chains, in partnership with 13 businesses and Government agencies.</li> <li>• Regional Seafood Missions – RDAWEP lead agency coordination of missions to the region by key interstate food retailers and wholesalers with support from the Ceduna Foreshore Hotel, Angel Oysters, Streaky Bay Marine Products, Pristine Oysters, Fresh Fish Place, Port Lincoln Hotel, Boston Bay Wines, Delacolline wines, DeGiornos, and Zippels Oysters</li> <li>• Catch and Cook Tour – RDAWEP lead agency seafood promotion at Sydney fish market with Boston Bay Mussels, Zippels Oysters, and Blue Harvest.</li> <li>• Business Management and Leadership – RDAWEP collaboration with the Whyalla Chamber of Commerce and Regions SA to deliver a management leadership course in Whyalla.</li> <li>• International Freight Efficiency Improvement – RDAWEP facilitation of an industry workshop in conjunction with the Australian Export Council.</li> <li>• Seafood Freight and Logistics – RDAWEP lead agency development of improved seafood transport in conjunction with Cleanseas, Kinkawooka Mussels and Boston Bay Mussels.</li> </ul>	<p>Qualitative and impact statements about the key projects are provided in Case Studies, and the priority activities section of this report.</p>	



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Pursue opportunities for collaborative projects (Cont'd).</p>	<ul style="list-style-type: none"> <li>• Ceduna Sanctuary and Foreshore Development - RDAWEP coordination as lead agency to provide Aboriginal employment opportunities at Ceduna, in partnership with DC Ceduna, Ceduna Aboriginal Corporation, Complete Personnel, and DSD.</li> <li>• Cultana Training Area Expansion - RDAWEP support for the provision of goods and services by businesses in Whyalla in collaboration with the City of Whyalla and the Department of Defence.</li> <li>• Whyalla Masterplan for Disability and Aging Implementation - RDAWEP lead agency facilitation of a Steering Group for the project implementation in collaboration with 14 Industry and Government agency partners, including the SA Council of the Aging.</li> <li>• Aboriginal Homeland Development - RDAWEP lead agency preparation of a new homeland model for Aboriginal housing maintenance and development, including aligned Aboriginal employment and training opportunities, in partnership with Housing SA, 10 Homeland groups, Ceduna Aboriginal Corporation, the RDAWEP Workforce Builder program, Complete Personnel, and TAFE.</li> <li>• Whyalla Aboriginal Employment - RDAWEP lead facilitation of Aboriginal employment opportunities with Whyalla Council, Department of Defence, Career Employment Group, Whyallina Heritage Corporation, and Regions SA.</li> </ul>	<p>Qualitative and impact statements about the key projects are provided in Case Studies, and the priority activities section of this report.</p>	



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Pursue opportunities for collaborative projects (Cont'd).</p>	<ul style="list-style-type: none"> <li>• RDAWEP, as the lead agency, formed a collaborative State Government and fishing industry partnership to investigate and resolve the environmental impact of saline trade waste discharge into Proper Bay at Port Lincoln.</li> <li>• Collaborative Workforce Development projects facilitated by RDAWEP include:                             <ul style="list-style-type: none"> <li>• Operation Flinders, 24 August 2014, taking a group of unemployed young people on a 100km hiking trip through the Flinders Ranges to build self-esteem, motivation and leadership skills.</li> <li>• Development of an application with TAFE for 45 training and assessment places, with as the employer.</li> <li>• A funding application for 15 kitchen hand positions with EP hotels and café's to be the employer.</li> <li>• A partnership with Port Lincoln City Council and Port Lincoln Chamber of Commerce to train 150 volunteers as 'town ambassadors' with some going into paid work.</li> <li>• A partnership with Complete Personnel in the delivery of expanded Career Development Services to mutual clients, via workshops and individual mentoring.</li> </ul> </li> </ul>	<p>Qualitative and impact statements about the key projects are provided in Case Studies, and the priority activities section of this report.</p>	



**Outcome 2: Critical issues - Advice to the Government on critical issues affecting the RDA region (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Maintain current position as a member of Indigenous panels.</p>	<p>RDAWEP is a member of three Indigenous panels established by the Dept. of Prime Minister and Cabinet (DPMC):</p> <ul style="list-style-type: none"> <li>• Indigenous Land Corporation (ILC),</li> <li>• Indigenous Business Australia (IBA),</li> <li>• Ceduna Service Reform Group.</li> </ul> <p>The ILC and IBA panels are primarily concerned with Indigenous employment initiatives. The Ceduna Service Reform Group was established in November 2014 to maximise the delivery of services for vulnerable people affected by drug and alcohol abuse, and reduce the risk of self-harm by people that are homeless.</p> <p>Panel meetings were held monthly.</p>	<p>The ILC and IBA meetings primarily concerned the provision of RDAWEP support services for business mentoring, pre-employment training, and submission writing. These services are being provided to Aboriginal people and organisations on an ongoing basis with the projects detailed in this report.</p> <p>The inaugural Ceduna Service Reform Group meeting was held to determine the role of NGO's in services delivery. RDAWEP helped to establish the group and determined the governance structure for the panel.</p> <p>Due to employment delivery success, RDAWEP was automatically accepted onto a Strategic Employment Panel (SEP), being formed by DSD. The SEP will commence meetings in 2015-16.</p>	<p>Panel, membership offers more opportunity to access DPMC funding for Indigenous initiatives. This was enhanced in 2015 when the DPMC expanded the role of panel members from employment to broader economic development. RDAWEP used this opportunity to negotiate the provision of funding for four projects: Whyalla Civil; Ceduna Sanctuary; Hungry Jacks recruitment; and a \$1.2 million housing maintenance and employment project at Ceduna, with Housing SA as a partner.</p> <p>During 2015, the ILC advised that its name was being changed to the Indigenous Land and Sea Corporation, which will increase the range of funded projects to include activities related to the sea. This will provide more opportunities for the development of sea-related Aboriginal enterprises in the RDAWEP region.</p>
<p>Pursue a whole-of-government approach to workforce development.</p>	<p>An Eyre Peninsula Workforce Builder program was developed in liaison with DSD. This included the establishment of <i>Jobs and Skills Regional Networks</i> at Whyalla, Port Lincoln and Ceduna, with participation from numerous Government and non-Government agencies and service providers.</p> <p>The Regional Networks are comprised of:</p>	<ul style="list-style-type: none"> <li>• <i>Whyalla Jobs and Skills Regional Network:</i> RDAWEP, TAFE SA, Allied Programs, Interwork, Jobs Statewide, Whyalla City Council, Complete Personnel, Advancing Whyalla, UCWCSA, DSD and Rexco.</li> <li>• <i>Port Lincoln Jobs and Skills Regional Network:</i> RDAWEP, Career Employment Group, TAFE SA, DSD, DECD/ICAN, West Coast Home Care, Department of Human Services, SkillsSmart/Career Services, West Coast Youth &amp; Community Support Inc., Eyre Futures Inc., Port Lincoln Community House, Interwork, Complete Personnel, Baptist Care, Australian Work for the Dole Services, Department of Employment, and Community Bridging Services.</li> <li>• <i>Ceduna Jobs and Skills Regional Network:</i> RDAWEP, TAFE SA, DSD, SkillsSmart/Career Services, Complete Personnel, and SANFL Far West Program.</li> </ul>	<p>The networks encompass a geographical spread across the breadth of the region, with a focus on the main population centres.</p> <p>The networks provide intelligence about the labour force market and local issues, including the identification of labour force gaps, which assists RDAWEP with workforce development planning.</p> <p>This arrangement ensures that a thorough and comprehensive approach is being taken to workforce development.</p>

## Outcome 2: Critical Issues –Case Study 1: Collaborative RDAWEP and EPLGA Initiatives.

**KEY DETERMINANT:** Enhanced Whole of Government Approach to Regional Issues

**REGIONAL PLAN PRIORITY:** *Facilitate collaboration and engagement with Government, industry and community stakeholders in regional planning initiatives.*

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Engage with the EPLGA and Local Government on regional development issues.	<p>A much closer working relationship was established with the EPLGA on a range of collaborative projects, including:</p> <ul style="list-style-type: none"> <li>Formation of the Eyre Peninsula Minerals and Energy Resources Community Development Taskforce in November 2014, to take leadership in progressing the development of the region's mining, oil and gas industries, and investigate and provide advice about the potential social, community and economic impacts from growth of the resources sector.</li> </ul>	<p>The Taskforce was established by the EPLGA, with strong support from RDAWEP, and includes high level membership from across the State and region. Taskforce members include the SA Local Government Association; EPLGA; RDAWEP; State Government (via Department of State Development representing the Treasurer, Minister Koutsantonis, and Department for Transport, Planning and Infrastructure); Eyre Peninsula Natural Resources Management Board (EPNRM); Member for Giles; Member for Flinders; and representatives from EPLGA member Councils, the resources sector, and the regional community.</p> <p>Rob Kerin, ex State Premier and member of the State Government Economic Development Committee, was successfully recruited as the Taskforce independent Chair. Geoff Dodd, former CEO of the City of Port Lincoln, was recruited as the Taskforce Coordinator.</p> <p>The Taskforce met in November 2014, and March and June 2015. The meetings included presentations from the EPLGA, RDAWEP, Lincoln Minerals, Iron Road Limited, DPTI, BP Australia, Centrex Metals, Resources Engineering and Skills Alliance, Archer Exploration Limited, Nuclear Royal Commission, Arrium Mining and Steel, and the Eyre Peninsula Integrated Climate Change Agreement (EPICCA) Committee.</p>	<p>A single Economic Development Policy for the region was developed as a collaborative effort of the EPLGA, RDAWEP and the Taskforce. The Policy incorporates a consultation protocol for Local Government to enhance community understanding of major regional development proposals. The Economic Development Policy was adopted by the EPLGA at its Annual Conference in Whyalla in February 2015.</p> <p>A draft MOU has been prepared between Iron Road Ltd, EPLGA, EPNRM, EPICCA, and RDAWEP, to support and progress Iron Road's Central Eyre Iron Project (CEIP) at Warrambo, near Wudinna.</p> <p>The CEIP is the largest developing mine proposal in South Australia, with a JORC resource of 4.5 billion tonnes of high quality magnetite, at 67% iron ore. The project requires the development of key infrastructure, including upgraded electrical transmission; construction of the State's first Cape Class port facility at Cape Hardy, near Port Neill; and construction of a 145km infrastructure corridor to Cape Hardy, inclusive of the region's first standard gauge railway line. The project will provide substantial ongoing FTE employment (approximately 300 FTE at Wudinna, and 100 FTE at Cape Hardy), and will have a significant housing and service impact at Wudinna, Port Neill and Tumby Bay. A structure plan is being prepared for Wudinna to manage this impact, which includes housing provision and the upgrade of Wudinna airport.</p> <p>The MOU provides the framework for a collaborative approach to progress the project in liaison with the State and Local Government, and will be formalised during 2015-16.</p>

## Outcome 2: Critical Issues –Case Study 1 (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Engage with the EPLGA and Local Government on regional development issues.</p>	<ul style="list-style-type: none"> <li>Progress region-wide strategic and economic development planning initiatives in partnership with Local Government and the Department of State Development, to drive long-term economic development and address Local Government project priorities.</li> </ul>	<p>A framework was determined for a high level Regional Strategic Plan, that will incorporate the planning priorities of the 11 EPLGA member Councils; the EPNRM and Alinytjara Wilurara NRM Boards; and Outback Communities Authority. The Plan structure is aligned with Australian and State Government strategic and economic development priorities.</p> <p>This project is supported by:</p> <ul style="list-style-type: none"> <li>The Economic Development Policy adopted by the EPLGA, in liaison with RDAWEP and the EP Minerals and Energy Resources Taskforce.</li> <li>The development of economic development plans for the region and each LGA, EPLGA to increase Local Government awareness and understanding of economic development.</li> <li>The commissioning of custom economic data for the region and each LGA – see <b>Outcome 1: Regional Planning</b>.</li> <li>The preparation of a project tracking template, designed to monitor the progress and grant readiness of Local Government and community projects, and assess their eligibility for funding from Government programs – see <b>Outcome 4: Project Proposals</b> for details.</li> </ul>	<p>A draft project brief has been prepared for the appointment of a consultant to prepare the economic development plans. The project methodology enables the preparation of sub-regional economic development plans (i.e. plans across 3-4 Councils) if the consultant believes that this will produce better economic development outcomes.</p> <p>The Regional Strategic Plan and Economic Development Plans will be progressed in tandem during early 2015-16.</p> <p>The anticipated benefits from these projects 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.</p> <p>As part of this project, RDAWEP is working with the EPLGA to increase awareness and enhance Local Government understanding of regional economic development. This is being achieved through economic development forums at quarterly EPLGA CEO meetings. This process commenced in November 2014, and continued with a forum at the EPLGA Conference in February 2015. The intention is to improve the efficiency of all parties to capitalise on economic development opportunities as they arise.</p> <p>At the June 2015 CEO forum and EPLGA meeting, each Council was presented with a pack of economic data, prepared by EconSearch for 2012-13. Data for 2013-14 will be issued at the EPLGA meeting September, with ongoing annual updates provided in June thereafter. The provision of annual data will permit longer term trend analyses, which are essential for sustainable economic planning.</p> <p>Further information is available from: Tony Irvine, EO, of the EPLGA.</p>

**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?	What did we do?	How well did we do it?	Did it have an impact?
<b>Human Capital - REGIONAL PRIORITY: <i>Develop and retain a skilled workforce.</i></b>			
Develop sustainable employment network partnerships.	<i>Jobs and Skills Regional Networks</i> were established at Whyalla, Port Lincoln and Ceduna to support the EP Workforce Builder program, with participation from numerous Government and non-Government agencies and service providers.	Each network meets bi-annually.	The networks provide intelligence about the labour force market and local issues, including the identification of labour force gaps, which assists RDAWEP with workforce development planning.
Maintain and support Career Development Services (CDS).	CDS were provided as part of the EP Workforce Builder program via a coordinator based in the RDAWEP Whyalla Office, and a contract with SkillSmart for the rest of the region.	The DSD KPI target is to get 264 participants and 106 job outcomes from across the region by 30 December 2015. 153 participants were registered by 30 June, with 18 job outcomes.	An additional 31 participants were undertaking further education by 30 <sup>th</sup> June.
Deliver targeted projects to support workforce development and participation.	The EP Workforce Builder program was delivered by RDAWEP as the lead agency. The program has 2 components: EP Jobs and Project ATOM. (Accredited Training Optimised Mentoring). EP Jobs aims to fill employment gaps by providing training to part-time, underemployed and seasonal workers to improve their skill sets and gain the certificates and licences needed to get employment. Project ATOM aims to increase skills and work readiness through individual case management and structured mentoring.	EP Jobs and Project ATOM have a collective KPI target of 358 participants and 180 job outcomes by 30 December 2015. 162 participants were registered by 30 June, with 21 job outcomes.	An additional 6 participants were undertaking further education by 30 <sup>th</sup> June.  It should be noted that DSD funded employment programs have a calendar year timeframe. RDAWEP employment program experience over many years indicates that the first 6 months is spent on recruiting participants and establishing training programs, and that very few job outcomes are achieved during this period. It is consequently expected that the job outcome rate will increase substantially in the second half of 2015, and that the job targets will be achieved.
Provide complementary and additional services to support human capital programs.	RDAWEP assisted Arrium Mining in Whyalla through the provision of support to help redundant workers transition into new roles or new jobs. This service was expanded to include Arrium sub-contractors and other underemployed people.	Two information sessions were held to advise affected employees of their options for assistance provided by RDAWEP, DSD, and Centrelink. Mentoring was also provided through the EP Business Builder program to assist workers wishing to establish small business enterprises.	These activities were in progress during June 2015, so the impact cannot be properly assessed.

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Human Capital - REGIONAL PRIORITY: <i>Develop and retain a skilled workforce (Cont'd).</i></b>			
Develop business skills.	RDAWEP delivered the Australian Government funded AusIndustry, Small Business Advisory Services (SBAS) program until December 2014, when the program ceased.	<p>During 2014-15, the RDAWEP SBAS program delivered 46 business development workshops to 161 SME businesses. The program included:</p> <ul style="list-style-type: none"> <li>• Strategic and Business Planning x 8 workshops;</li> <li>• Business Finance x 8;</li> <li>• Business Systems x 8;</li> <li>• Marketing and Communications x 8;</li> <li>• Selling and Servicing Local Markets x 8;</li> <li>• Bid and Tendering x 2;</li> <li>• Project Management x 1;</li> <li>• Develop a Powerful Capability Statement x 1;</li> <li>• Facebook/LinkedIn for Business (Basic) x 1; and</li> <li>• Facebook/LinkedIn for Business (Intermediate) x 1.</li> </ul> <p>A mentoring program was also delivered to 30 businesses; along with an interactive Leadership Development for Managers workshop in Whyalla, with 9 participants.</p>	As an example, the feedback responses for the two Facebook/LinkedIn workshops (sessions 8 and 9) were extremely positive, with 100% of participants (16) indicating that they would recommend the workshops to other businesses.
Develop a Regional Prospectus.	A <i>Regional Prospectus</i> framework, in the form of a hard copy brochure, was completed 31 August 2014. The purpose of the <i>Prospectus</i> is to attract investment and encourage the relocation of workers and their families to provide a regional workforce.	RDAWEP identified the need to utilise digital technologies to achieve better marketing outcomes. Program budgets were restructured with marketing cost centres to provide the funding for promotional activities, and a Marketing Coordinator was appointed in April 2015 to drive marketing initiatives. A creative brief for a digital <i>Prospectus</i> video was subsequently prepared, and production commenced in June 2015.	The impact cannot be assessed until the digital video is released in 2015-16. The intention is to also improve the hard copy <i>Prospectus</i> to provide a general overview of the region, and release the document in tandem with the digital video. Customised brochures will then be prepared for different market sectors, with the information tailored to meet specific client needs. This project will be undertaken by the Marketing Coordinator and Tourism Development Manager in 2015-16.

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Economic - REGIONAL PRIORITY: <i>Build the capacity of the community to grow the regional economy.</i></b>			
<p>Deliver targeted projects to support the disadvantaged to participate in the labour market.</p> <p>Provide career development services to support the disadvantaged.</p>	<p>These activities were determined by RDAWEP for the 2014-15 Business Plan. At the time, DSD funded employment programs were required to provide specialised support activities to improve the work readiness of disadvantaged people. However, DSD changed the focus of its programs for 2015, and put the emphasis on achieving job outcomes. The provision of training and other support for disadvantaged people is no longer the priority.</p>	<p>Project ATOM, which targets skills and work readiness development through individual case management and mentoring, is a one-off transitional program to assist the more disadvantaged, but this will cease in December 2015.</p>	
<p>Support skills training and employment opportunities to increase Aboriginal participation in the labour force.</p>	<p>The participation of Aboriginal job seekers is encouraged in the EP Workforce Builder and RDAWEP Indigenous Economic Development Programs. A case study of the Sleepy Lizard Park project at Ceduna is provided on the next page. Other Aboriginal employment initiatives include:</p> <ul style="list-style-type: none"> <li>• Establishment of a laundry at Koonibba in partnership with Complete Personnel and the Far West Traditional Lands Association.</li> <li>• Development of an up-market camping area in liaison with Ceduna Aboriginal Corporation, Work Skills, and DPMC.</li> <li>• Completion of the Wanilla Forest Training Facility by the Port Lincoln Aboriginal Community Council.</li> </ul> <p>Similar Aboriginal employment-related projects have been outlined in <b>Outcome 2: Collaborative Projects</b> above.</p>	<p>The DSD KPI target is to get 80 Aboriginal participants from across the region into training programs by 30 December 2015. 40 participants were registered by 30 June, which is ahead of expectations.</p> <p>The common thread with these projects is that Aboriginal skills training and employment is a compulsory component of both the construction and operational phases. Aboriginal job seekers are registered with employment programs - e.g. EP Workforce Builder - which enables training to be provided and funded. The participation of training organisations enables projects to be registered in the DPMC Remote Jobs and Communities Program, providing equipment, safety clothing and the services of work supervisors.</p> <p>This combination provides Aboriginal people with accredited training in a safe environment to obtain the skills, tickets and licences needed for ongoing employment.</p>	<p>Job outcome data has yet to be analysed, due to the large number of Aboriginal employment initiatives currently being progressed.</p>



## Outcome 3: Priority Activities – Case Study 2: Indigenous Economic Development Initiative.

### Sustainable Communities and Population Growth: Economic REGIONAL PRIORITY: *Build the capacity of the community to grow the regional economy (Cont'd).*

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Support skills training and employment opportunities to increase Aboriginal participation in the labour force.</p>	<p><b>Sleepy Lizard Park Development</b></p> <p>RDAWEP is the lead agency for the development of a <i>Sleepy Lizard Park</i> sanctuary and Aboriginal employment initiative in Ceduna.</p> <p>The introduction of Marine Parks, and uncertainty about recreational fishing areas, has reduced overnight tourism in the District Council of Ceduna. The reduction of flow-on income is having a negative economic impact on businesses in Ceduna. Ceduna Council identified the need for an additional attraction to increase overnight stays in the town, and initiated the concept to develop a wildlife sanctuary on 8 hectares of Council-owned bushland adjacent to the Ceduna CBD.</p> <p>Council sought assistance from the RDAWEP Indigenous Economic Development Manager for the project development and coordination.</p>	<p>RDAWEP established a project partnership between DC Ceduna and the Ceduna Aboriginal Corporation (CAC), to link the project with Aboriginal employment creation.</p> <p>A Steering Group was formed comprising the three levels of Government and included: DC Ceduna; CAC; Department of Environment, Water, and Natural Resources (DEWNR); Department for the Prime Minister and Cabinet (DPMC); RDAWEP; Complete Personnel, and a local wildlife rescue volunteer, Val Salmon (well known locally for the rescue of injured wombats).</p> <ul style="list-style-type: none"> <li>• CAC provided project administration (equipment purchasing, transport, OHS induction etc.), and recruited 8 Aboriginal job seekers to work on the project.</li> <li>• Complete Personnel established the project as an Aboriginal work activity in the DPMC Remote Jobs and Communities Program; and was able to support the project with equipment, materials, protective clothing, and supervisor salaries.</li> <li>• Ceduna Council managed the perimeter fence contract tender and paid the \$67,000 cost from unused State Government Open Space Program funding.</li> <li>• The 8 Aboriginal recruits worked with the contractor on the fence construction.</li> </ul>	<p>Outcomes to date include:</p> <ul style="list-style-type: none"> <li>• Provision of skills training including: site clearance, GPS measurement, fence construction, and equipment use.</li> <li>• 5 Aboriginal persons obtained backhoe and skid steer licences.</li> <li>• Construction of the 1.6km perimeter fence.</li> <li>• 2 Aboriginal workers have been offered FTE employment with the fencing contractor. (However, relocation from Ceduna to Murray Bridge is necessary for these positions).</li> <li>• The Aboriginal workers have been registered with the RDAWEP EP Workforce Builder program, which enables additional training to be provided and funded.</li> </ul> <p>The Steering Group identified the need for specialist advice about the construction and operation of wildlife sanctuaries. DEWNR assisted a site visit by sanctuary consultant, Geoff Underwood, who has national expertise in sanctuary development and operational logistics.</p> <p>With support from the consultant, RDAWEP is preparing a business case to develop and operate the Sleepy Lizard Park sanctuary as a tourism enterprise. The business case will identify the legislative requirements – e.g. wildlife and other licences – and specify the supportive infrastructure needed for tourism purposes (buildings, pathways, internal fencing, and signage).</p> <p>The business case will provide the evidence base to support future grant funding applications, and will be completed by RDAWEP in early 2015-16.</p> <p>Further information about the project can be provided by Ceduna Council Mayor, Alan Suter.</p>

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Economic - REGIONAL PRIORITY: <i>Build the capacity of the community to grow the regional economy.</i></b>			
Identify constraints to provision of a sustainable water quality and quantity.	<p>The water supply constraints have been identified through RDAWEP research, stakeholder consultation, and participation on the Water Security Reference Group. The key constraints are:</p> <ul style="list-style-type: none"> <li>• The use, and potential environmental impact of drawing supply from ground water basins.</li> <li>• Reliance on the River Murray to provide water for Whyalla and top-up supply to the Eyre Peninsula.</li> <li>• The lack of third party access to SA Water infrastructure for the provision of alternative supply.</li> <li>• The cost and efficacy of desalination plant options.</li> </ul>	See <b>Outcome 2: Critical Issues, Water Security</b> for details.	
Pursue solutions to water issues.	RDAWEP is leading the investigation of alternative solutions with support from specialist water management consultants.	See <b>Case Study 3</b> for details.	
	RDAWEP is supporting Local Government with a range of water recycling strategies to minimise mains supply use.		



Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Economic - REGIONAL PRIORITY: <i>Build the capacity of the community to grow the regional economy.</i></b>			
Support innovation, business development and sustainability.	<p>A specialised Human Resources Management workshop program was delivered as part of the AgriFood Skills Australia initiative, during October and November 2014.</p> <p>The program, <i>HR Management, An Enlightened Approach</i>, delivered four, three-hour workshops at Ceduna, Cummins, Wudinna and Port Lincoln, to 60 participants from 46 businesses.</p>	<p>The custom designed workshop content was delivered from a thorough understanding of recruitment problems in regional areas, and applied regional advantages to create a point of difference in recruitment and retention. The workshops emphasised the use of enlightened management practices, such as positive sanctions and rewards, to improve retention rates and drive productivity and performance.</p> <p>Feedback received from 58 of the 60 participants was extremely positive. The owner of The Fresh Fish Place, a seafood processor and retailer in Port Lincoln, stated that the workshop exceeded his expectations, and that he was much better equipped to implement immediate improvements to his business operations.</p>	<p>This approach to HR Management had an immediate impact by attracting attendance from a diverse range of large and small businesses, including:</p> <ul style="list-style-type: none"> <li>• Two of the region's largest agribusinesses (Pringles Crouch Ag Plus, and Landmark),</li> <li>• Two large and established seafood exporters, and</li> <li>• One emerging seafood export company.</li> </ul> <p>AgriFood Skills Australia, assisted by RDAWEP, won the WorkCover SA <i>Industry Collaboration Award</i> at the SA Training Awards in September 2014, for its work in engaging over 500 people in a range of primary industry skills training initiatives.</p>
	<p>An Eyre Peninsula Business Builder Program was designed and developed by RDAWEP to provide specialised business skills training workshops; complemented with mentoring support, and a professional business plan writing service designed to assist SMEs to access credit. The EP Business Builder program commenced in May 2015.</p>	<p>The program offers 19 highly specialised business short courses to support business owners and managers deal with the challenges of the changing business environment.</p> <p>The program details are available on the EP Business Builder website at <a href="http://www.erbusinessbuilder.com.au">www.erbusinessbuilder.com.au</a> - see <b>Outcome 2: Critical Issues, Business Development</b> for more detail.</p>	<p>RDAWEP received an ANZ Seeds of Renewal Grant, administered by the Foundation for Rural and Regional Renewal, of \$10,000.</p> <p>The grants support educational and employment projects in regional communities. The grant will be used to implement components of the EP Business Builder program, developed by RDAWEP to support the development of SMEs across the region.</p>
	<p>A free digital marketing seminar was hosted at Whyalla on 17th September 2014, to assist SME business owners and managers improve their online presence and enhance the use of social media to market their businesses.</p>	<p>See <b>Outcome 3: Human Capital, Develop Business Skills</b> for details.</p>	



**Outcome 3: Priority activities (Cont'd).**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Identify constraints on small businesses and pursue remedial initiatives.</p>	<p>The key constraints on the SME sector are:</p> <ul style="list-style-type: none"> <li>• A lack of online use by some businesses.</li> <li>• The growth of online competition for many businesses.</li> <li>• The financial impact of large retail franchises locating in regional centres.</li> <li>• Time constraints are preventing some business owners and managers from attending all day training programs.</li> <li>• The difficulty of selling businesses that require 7-days per week operation.</li> <li>• Increasing business costs.</li> <li>• Difficulty of access to business finance.</li> <li>• Difficulty attracting and retaining staff.</li> <li>• Economic downturn in Whyalla due to redundancy across the mining and manufacturing industries.</li> <li>• Lack of business skills in some regional enterprises, in particular a need to develop contemporary business practices (technology), including cloud based business apps/software, and the implementation of a digital strategy (web/social media, and database electronic marketing).</li> <li>• Connectivity issues affecting the performance and availability of cloud based business solutions (e.g. accounting software such as Xero).</li> </ul>	<p>Remediation is being addressed via the delivery of specialised Eyre Peninsula Business Builder training programs, mentoring and business plan writing at Whyalla, Port Lincoln and Wudinna see <b>Outcome 2: Critical Issues, Business Development</b> for more detail.</p>	



Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Environmental - REGIONAL PRIORITY: <i>Consider the environment when planning regional development.</i></b>			
Participate on the Eyre Peninsula Integrated Climate Change Agreement (EPICCA) Committee.	Support was provided to EPICCA to implement the regional Climate Change Adaption Plan, and determine arrangements to maintain EPICCA to June 2017. The Agreement between the State Government, EPNRM, and EPLGA was adopted in July 2010 and was valid to 30 <sup>th</sup> June 2014. At the time, it was acknowledged that the term of the Agreement could be extended.	EPICCA activity resulted in an EP Integrated Climate Change Adaption Plan being prepared for the region, which has achieved world-wide recognition as a leading document for the management of climate change risks. The CEOs of the EPLGA, EPNRM and RDAWEP agreed that EPICCA should be retained for another three years, and that the Agreement with the State Government should be renewed, subject to several conditions.	One of the conditions is that EPICCA operations should be reviewed on or before 30 June 2017, to assess its effectiveness and determine if the group should be continued.  The arrangements to renew the Agreement are being progressed with the State Government, and will be determined in early 2015-16.
Participate and liaise with relevant agencies on environmental issues.	RDAWEP facilitated various meetings with the EPA, DSD, SA Water, City of Port Lincoln, and the Seafood Processing Industry about options to reduce the discharge of saline waste water into Proper Bay at Port Lincoln, and the environmental legislative and cost constraints that are impacting fish processing operations - see <b>Case Study 3</b> .	The EPA would prefer to see the waste water utilised, rather than being discharged. Meetings have consequently been held with all parties and the Port Lincoln Race Club and Golf Club about opportunities to utilise the waste water for irrigation.	The need for a feasibility analysis and specialist advice has been recognised, and the parties have agreed to co-fund a consultancy for this purpose. The project brief is being prepared for implementation in 2015-16.
	A draft MOU was prepared between Iron Road Ltd, EPLGA, EPNRM, EPICCA, and RDAWEP, to support and progress the Central Eyre Iron Project at Warrambo.	See <b>Case Study 1</b> for details.	
	Various meetings were held between RDAWEP, EPLGA and EPNRM about options for the future alignment of strategic planning.		
Identify constraints to provision of a sustainable water quality and quantity.	See <b>Case Study 3</b> below for detail.		
Pursue solutions to water issues.			

### Outcome 3: Priority Activities –Case Study 3: A Sustainable Solution to Water Issues.

**KEY DETERMINANT: Sustainable Social Communities and Population Growth: Environmental.**

**REGIONAL PLAN PRIORITY: Consider the environment when planning regional development.**

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Pursue solutions to water issues.</p> <p><b>Mortlock South, Mallee Park, Western Approach Road, Ravendale Race Course Flood Management and Stormwater Recycling Feasibility Study.</b></p>	<p>RDAWEP as the lead agency, facilitated a major water initiative at Port Lincoln to find a sustainable solution for several projects with water issues. The project began as an investigation of options to reduce the discharge of saline waste water from Port Lincoln fish processing factories.</p> <p>The fishing industry has a challenge with the disposal of saline water through the SA Water treatment plant in Port Lincoln. The plant treats fishing industry and City of Port Lincoln waste water before being discharged out to sea. The treatment plant is connected to the Council water reuse scheme and some of the treated water is used to irrigate ovals and reserves. However the reuse scheme cannot handle salinity above a certain level, and this is being impacted by the elevated levels of saline fish industry waste.</p> <p>This issue has existed for over 10 years. Fishing companies have invested significant capital in infrastructure to reduce salinity levels and comply with SA Water plant requirements. However, SA Water compliance thresholds have increased and the treatment costs are becoming economically prohibitive.</p> <p>RDAWEP facilitated a stakeholder group to investigate alternative solutions, comprising 15 fishing companies, SA Water, the EPA, City of Port Lincoln, and the Department of State Development.</p>	<p>During the course of the investigation RDAWEP was approached for assistance by the Port Lincoln Racing Club about options to irrigate the racecourse and reduce mains water costs.</p> <p>It was also identified that the Mortlock South (250Ha) and Western Approach Road (50Ha) stormwater catchment areas pose considerable flood risk to parts of Port Lincoln. This could impact on at least 60 businesses plus residential areas.</p> <p>The stakeholder group agreed that joint consideration of the trade waste water issue, storm water management problem, and the racecourse irrigation needs might provide a more efficient and sustainable solution than if treating the projects in isolation.</p> <p>It has been proposed that the trade waste and storm water could be diverted to a wetland filtration system near the Racecourse, and potentially be pumped into a tertiary aquifer not currently accessed by others. This is a similar model to the world-acclaimed wetlands system at Salisbury Council.</p> <p>A hydro geologist is assessing the potential of a tertiary aquifer in Port Lincoln for its applicability to the aquifer recharge system. If the assessment is positive, this may be a more sustainable and cost effective option to provide usable water, and may create new water access options for local seafood processors and other industries, as well as provide flow-on social, environmental, and economic benefits.</p>	<p>Informal consultancy advice has been provided about the plausibility of the project proposal. Based on this advice, the stakeholders have agreed to prepare a project brief to formalise the initiative and seek the funds for the appointment of an appropriate consultant to assess the feasibility of the proposal in detail.</p> <p>The preparation of the project brief commenced in June 2015.</p> <p>The cost impact on the Port Lincoln seafood processing industry has been significantly reduced. This has provided assurance and raised industry confidence about future viability, employment continuation, and the value of further investment.</p>



Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Environmental - REGIONAL PRIORITY: <i>Consider the environment when planning regional development (Cont'd).</i></b>			
Support the development of renewable energy projects.	Ongoing support and assistance was provided to Muradel to maintain and develop a biofuel production demonstration plant in Whyalla.	This support included the documentation of the project in RDAWEP planning, and an RDAWEP Board site tour of the Muradel plant, 27 November 2014. The plant infrastructure was photo-documented for use in future RDAWEP planning.	RDAWEP has established a very good supportive relationship with Muradel, and ongoing assistance is being provided as required. This has included options for collaborative projects with other agencies using the Muradel facilities for value-adding project development.
	Support was provided to Australian Agave Pty Ltd for the development of a project entitled: <i>The integration of additional feedstocks (agave) into a biofuels production system).</i>	The AusAgave funding application to BioSA was reviewed, and a letter of offer was prepared regarding RDAWEP funding and in-kind project support.  Information about grant funding opportunities was provided. Correspondence is ongoing about agave production, the possibility of conducting process trials through the Muradel plant, and the feasibility of growing agave commercially on Eyre Peninsula.	RDAWEP met with Renewables SA to discuss the project and investigate options for funding support. The outcome was that Renewables SA is considering the provision of funding as a partner in a grant application to the Australian Renewable Energy Agency (ARENA).
	RDAWEP has had ongoing communication with the Melbourne Energy Institute (MEI) about a feasibility study proposal for the manufacture of hydrogen and ammonia from renewable energy sources.	A schedule was established for regular meetings. RDAWEP reviewed the feasibility proposal and provided feedback.	Potential local users were identified during this process, and the industry contacts were provided to MEI.
	Presentations about renewable energy projects in Whyalla were delivered at several forums, which included the marketing of opportunities for new renewable energy projects in the Whyalla and Eyre Peninsula region.	RDAWEP provided input and advice to a regional renewable energy industry strategic planning process. This included the identification of opportunities for electricity generation, biofuels production, local industry and supply chain development.	Opportunities for further development of renewable energy project are being pursued in liaison with Whyalla Council as part of a strategy to diversify the Whyalla economy.
	RDAWEP and City of Whyalla met with Professor Ross Garnaut in September 2014 to explore opportunities for alternative solar and wind energy projects around Whyalla and the far west of the region.	The opportunities for renewable energy projects in the region are well documented in RDAWEP planning reports. Professor Garnaut has been instrumental in identifying these opportunities for many years.	These discussions with Professor Garnaut are ongoing, and the outcomes will be documented in revised <i>Regional Plans</i> and updates of the <i>Regional Resource</i> .

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Social - REGIONAL PRIORITY: Support development of social and community infrastructure and services to enhance liveability.</b>			
Infrastructure Development - General Statement.	The region's infrastructure issues and needs were fully documented in the <i>Regional Resource</i> .	This documentation is an ongoing process and is undertaken when resources permit.	
	Local Government, community and private sector infrastructure projects were recorded in the RDAWEP Project Tracker to monitor progress and grant funding program alignment.		
Support improved social infrastructure.	RDAWEP assistance was sought for the development of <i>Breathe</i> , a high quality, environmentally-smart retirement village at Tumby Bay. Advice was provided to support a grant application Expression of Interest to Round 1 of the State Government RDF Major Infrastructure Program in May 2015.	RDAWEP connected the project proponent with potential local suppliers and provided information about Government grant programs. This included referral to a local renewable energy specialist to assist with the power infrastructure for the project.	The EOI was unsuccessful and did not proceed to Round 2 of the RDF process.
	RDAWEP met with the City of Port Lincoln in July 2014 about the progress of the Nautilus Art Centre redevelopment with the offer of support for future grant applications.	RDAWEP-facilitated a strategic planning workshop with the Nautilus Art Centre Community Reference Group on 5 August 2014.	Even though this project is spade ready, the City of Port Lincoln has determined that the development is not a high priority in the Council strategic plan, so grant applications have been deferred.
	Business case and grant application support was provided to the Ceduna Foreshore Hotel for the development of the Hotel function room facilities.	See <b>Outcome 4: Project Proposals</b> for details.	
	Negotiations were conducted with the Department for Communities and Social Inclusion and Housing SA to progress a project to construct 5 houses in Whyalla to assist Aboriginal people from remote communities relocate for work, vocational training and tertiary education.	With support from RDAWEP, Housing SA submitted an application to the Employment Related Accommodation Program for the funding to purchase the allotments and construct the housing.	RDAWEP was advised, in June 2015, that the application was successful, but the details have yet to be finalised. The funding is estimated at approximately \$2.5 million. The RDAWEP Indigenous Economic Development Manager is progressing the Aboriginal employment component of the project with Housing SA, which will continue in 2015-16.

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Social - REGIONAL PRIORITY: Support development of social and community infrastructure and services to enhance liveability.</b>			
Support improved educational infrastructure.	RDAWEP facilitated negotiations about options to position Whyalla as the principal tertiary education centre in the region.	This engagement included meetings with: <ul style="list-style-type: none"> <li>The SA Training and Skills Commission, about training opportunities and needs.</li> <li>TAFE SA, about collaboration, support and regional training.</li> <li>UniSA, about support, development and educational opportunities.</li> <li>Adelaide University, about collaboration and the potential relocation of tertiary services.</li> <li>UniSA and TAFE, to consider regional opportunities, delivery methods and potential for collaboration.</li> </ul>	A schedule was established for regular communication and engagement with senior UniSA and TAFE regional staff. These discussions are ongoing.
	RDAWEP facilitated multiple meetings with UniSA, TAFE, and Whyalla First about the implementation of the UniSA Regional Engagement Strategy. This strategy includes opportunities for UniSA engagement with industry and businesses about the establishment of an Upper Spencer Gulf industrial symbiosis and industry cluster.	Opportunities for UniSA to grow enrolments, expand courses, and improve services was highlighted in a letter of support, dated 27 <sup>th</sup> August 2014, offering RDAWEP assistance to strengthen the Whyalla Campus. The letter was issued to the UniSA Provost and Chief Academic Officer, Chancellor, and Vice Chancellor.	This engagement is ongoing and will be progressed through 2015-16.
	RDAWEP has facilitated the proposal to establish a Regional Tertiary Education Cooperative Research Centre at Whyalla.  The concept is to develop an enhanced training and research centre; which may incorporate a new building. The project will research and evaluate current services; investigate the current and future skills needs of industry and the community; undertake a gap analysis, and identify potential service providers.	The project may incorporate mining, electrical and civil engineering, geology/mineralogy, resources processing, advanced manufacturing, renewable energy technology, logistics, building and construction, medicine and health care. The project aims to attract regional students as an alternative to re-location elsewhere for training and qualifications. This will enhance the development of a skilled regional workforce and contribute to workforce attraction and retention.	A Co-operative Research Centre application was investigated with UniSA, University of Adelaide, and a number of commercial companies in Whyalla. This program can provide significant long term funding and resources, however the application and bid process is substantial. Changes to the criteria during 2013-14 have made the program less attractive. There is nevertheless opportunity to reconsider this project and align it with alternative programs, such as the Industry Growth Centres initiative).

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Social - REGIONAL PRIORITY: Support development of social and community infrastructure and services to enhance liveability.</b>			
Support improved recreational infrastructure.	RDAWEP held several meetings with the City of Port Lincoln about the development of a major Indoor Aquatic Facility.	Advice was provided about relevant Australian and State Government grant funding programs to progress the project.	The City of Port Lincoln is considering options for securing grant program funding.
	RDAWEP assisted the investigation of water re-use options at Port Lincoln Race Course to reduce the recurrent cost of using mains water for irrigation. The potential inclusion of irrigation for Port Lincoln Golf Course has been considered as part of this project.	RDAWEP has linked this project with strategies for the sustainable disposal of fishing industry saline waste water - see <b>Case Study 3</b> for details.	
	RDAWEP held meetings about the development of Bennett Oval as a major Multi Sports Precinct with Whyalla Council, Whyalla Football League, Whyalla Cricket League, and the SA Cricket Association.  This included communication and liaison with Whyalla Council and the Office of Recreation and Sport regarding eligibility and the requirements for a Facilities Planning grant application.	RDAWEP reviewed the grant guidelines, and liaised with sporting organisations and Office of Recreation and Sport about the project competitiveness.  RDAWEP drafted a funding application, which was issued to the Office of Recreation and Sport and stakeholders for review and feedback.  The feedback was incorporated into a final application, which was lodged seeking \$38,000 in grant funding for the \$42,000 project.	The project included a site visit to assess the technical feasibility and logistics of establishing a turf cricket pitch at the oval.  Follow-up communication occurred with the Office of Recreation and Sport regarding progress of the application. The outcome was not known at the time of preparing this performance report.
	Information was provided to the Whyalla Centrals Football Club regarding Sport Infrastructure grants.	There was no progress on this project to 30 <sup>th</sup> June 2015.	



Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Social - REGIONAL PRIORITY: Support development of social and community infrastructure and services to enhance liveability.</b>			
Support improved tourism infrastructure.	Meetings were held in Whyalla about the development of a Whyalla Tourism Strategy, and a proposal to redevelop the Whyalla Visitor Information Centre (VIC).	This included advice about a potential National Stronger Regions Fund grant application.	Negotiations about these projects are ongoing.
	A background paper was prepared about the development of a Cuttlefish Interpretive Centre at Whyalla and the relationship of the facility with the proposed Whyalla VIC upgrade.	See <b>Performance Shortcomings and Problems</b> at the beginning of this report.	The City of Whyalla successfully obtained \$10,000 from the Regions SA, Accelerating Strategic Investment in SA fund, to prepare a business case for the redevelopment of the VIC as a Marine Discovery Centre.
	RDAWEP held several meetings with the SA Tourism Commission about relationships, strategic planning, and collaboration with the development of tourism infrastructure.	The development of projects in collaboration with the SATC is ongoing.	
	RDAWEP provided project support to the City of Port Lincoln, Flinders Ports, Viterra and the SATC for the upgrade of the Port Lincoln wharf to improve cruise ship functioning.	Negotiations about this project are ongoing via the City of Port Lincoln as the lead agency.	
	Meetings were held with Fowlers Bay Eco Tours about a whale watching platform at Fowlers Bay Jetty.	Guidance and assistance was provided regarding delays in construction of the platform.	
	Research and data assistance was provided to a developer about the potential of a new hotel development in Port Lincoln.	This project proposal is confidential.	
	Assistance was provided to the City of Port Lincoln about the upgrade of a public floating pontoon at the Port Lincoln Marina to support shark cage diving and swimming with tuna operations.	RDAWEP liaised with tourism providers about their operational needs with the pontoon, and provided this information to Port Lincoln Council.	The City of Port Lincoln successfully obtained \$10,000 from the Regions SA, Accelerating Strategic Investment in SA fund, to prepare a business case for the pontoon development.

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Social - REGIONAL PRIORITY: Support development of social and community infrastructure and services to enhance liveability.</b>			
Address health and aged care services and infrastructure in regional planning.	Accredited aged training was provided to 40 students in Whyalla as part of the RDAWEP Skill for Jobs in Regions Program.	27 students gained employment in aged care at Whyalla - see <b>Outcome 2: Critical Issues, Population Ageing.</b>	
	The Board established a Community Services Advisory Group to investigate and address issues impacting health, aged care, disability and child care servicing in the region.	See <b>Outcome 1: Regional Planning, Establish new Advisory Groups and Performance Shortcomings and Problems</b> for detail.	
	An analysis of health and aged care issues was incorporated into a chapter of the RDAWEP <i>Regional Resource</i> .	<p>The analysis was prepared by desktop research and direct consultation with health and aged care service providers. These agencies provided much of the primary information used in the issues analysis, and assisted the task of mapping services and infrastructure. This was supplemented with ABS 2011 Census data about the region's ageing population, compiled by RDAWEP.</p> <p>This activity was extremely time consuming and constrained by the lack of health expertise within RDAWEP.</p>	<p>The information was utilised by health and aged care service providers for their strategic planning, notably aged care planning by West Coast Home Care and Matthew Flinders Home in Port Lincoln.</p> <p>RDAWEP is currently updating the health chapter of the <i>Regional Resource</i>, and will incorporate relevant issues in the Regional Strategic Plan during 2015-16.</p> <p>This task has been enhanced by the procurement of a casual Special Projects Officer, who has substantial experience and knowledge of the region's health industry.</p>

### Outcome 3: Priority activities –Case Study 4: Whyalla Aged and Disability Care Masterplan.

**KEY DETERMINANT: Sustainable Social Communities and Population Growth**

**REGIONAL PLAN PRIORITY: *Support development of social and community infrastructure and services to enhance liveability.***

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Support the implementation of the Whyalla Aged Care Master Plan.</p>	<p><b>Whyalla Aged and Disability Care Master Plan Steering Group</b></p> <p>A Master Plan to improve disability and aged care services and infrastructure in Whyalla was developed during 2014-15 and released in March 2015. The project was undertaken by consultants Indigo Partners (Australia) Pty Ltd, EconSearch Pty Ltd, and MC Two Pty Ltd. The \$79,000 project was wholly funded by RDAWEP from reserve funds.</p> <p>The Master Plan includes a detailed analysis of current services and issues impacting disabled and older residents in Whyalla and surrounding towns. The report provides a comprehensive forward plan with short, medium and longer term recommendations. A key recommendation was to establish a leadership group to oversee the Master Plan implementation.</p> <p>A Steering Group was formed during April-May 2015, and met in June to review the Masterplan and determine priorities for implementation during 2015-16.</p>	<p>The Steering Group has broad representation from across the aged and disability sector, comprising:</p> <ul style="list-style-type: none"> <li>• RDAWEP as the lead agency;</li> <li>• Whyalla City Council (Chair, Mayor Jim Pollock; Deputy Chair, Councillor Clare McLaughlin; and Manager Community Services);</li> <li>• Whyalla Hospital and Health Services;</li> <li>• Whyalla Aged Care Inc.;</li> <li>• UniSA, Department of Rural Health;</li> <li>• SA TAFE Regional;</li> <li>• National Disability Insurance Agency;</li> <li>• Whyalla Special Education Centre;</li> <li>• Centacare;</li> <li>• Bedford Phoenix;</li> <li>• Housing SA;</li> <li>• Two Community Aged and Disability Advocates;</li> <li>• The Member for Giles (Mr Eddie Hughes MP, or representative); and</li> <li>• The Federal Member for Grey, (Mr Rowan Ramsey MP, or representative).</li> </ul> <p>RDAWEP prepared a project plan for consideration by the Steering Group, to assist the determination of implementation priorities.</p>	<p>The City of Whyalla has budgeted \$50,000 in 2015-16 to assist the project implementation.</p> <p>Further information is available from: Steering Group Chair, Jim Pollock, Mayor City of Whyalla, and Chair RDAWEP Board.</p>



Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Sustainable Communities and Population Growth: Social - REGIONAL PRIORITY: Support development of social and community infrastructure and services to enhance liveability.</b>			
Support coastal development planning initiatives.	In January 2015, RDAWEP wrote a project brief for the appointment of a consultant to prepare a region-wide strategy to manage coastal access. The project involves the determination of behavioural protocols and other initiatives to minimise the environmental impact from off-road and recreational vehicles. The brief was issued to a selective list of consultants for quotation in February 2015, and a preferred consultant was identified in March.	<p>The project is a joint initiative of RDAWEP; EPLGA; Natural Resources Eyre Peninsula, and Natural Resources Alinytjara Wilurara. These stakeholders are members of the Project Steering Committee; were involved in preparing the project brief; and are contributing to the project funding.</p> <p>The consultant tenders revealed the need for additional funding. RDAWEP prepared a grant application in March 2015 to Recreation Fishing SA for \$20,000 to support the project. The application was not successful.</p>	<p>The project impact cannot be assessed until the strategy is prepared in 2015-16.</p> <p>The aim of the project is to determine a region-wide strategy, so the recommendations for behavioural protocols and principles for coastal access and camping will need to secure endorsement from the 9 Councils which have coastal frontage. The consultant is therefore required to hold workshops with the Councils to get this support, which will pursued in liaison with the Project Steering Committee.</p> <p>Natural Resources Eyre Peninsula has committed \$25,000 toward the \$50,000 project, and the remaining funds are being sought from the project partners.</p>
	<p>In 2013-14, RDAWEP prepared a draft project brief for the appointment of a consultant to prepare a master plan for the development of recreation and tourism infrastructure along Whyalla's northern coastline, at Point Lowly.</p> <p>The project brief was prepared in consultation with the Whyalla Target Team.</p> <p>The project implementation was pursued with the City of Whyalla Economic and Social Development Committee during 2014-15.</p>	<p>The Masterplan was discussed at several Whyalla Economic and Social Development Committee meetings, and there was ongoing liaison with RDAWEP about this matter.</p> <p>The project brief was finalised and a steering group was in the process of being formed to oversee the project.</p>	<p>The project impact cannot be assessed until the strategy is prepared in 2015-16.</p>



Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Access to International, National and Regional Markets - REGIONAL PRIORITY: <i>Promote investment to develop strategic infrastructure and foster globally competitive business.</i></b>			
Support utility and transport infrastructure development.	The progress of the NBN roll-out was monitored.	RDAWEP participated in an NBN teleconference briefing in July 2014. RDAWEP is on the NBN contact list and receives regular information about progress of the roll-out which is documented in the RDAWEP <i>Regional Resource</i> .	In 2015, the RDAWEP CEO met with the Minister for Communication, Hon Malcolm Turnbull, on two occasions in Canberra and Port Lincoln, to discuss the NBN roll-out and the region's communications issues.
	ElectraNet was invited to give a presentation to the Tumby Bay District Community Consultation Group on 11 August 2014, about the progress of the power transmission replacement.	The information was documented for further reference.	ElectraNet confirmed that all of the necessary planning and approvals for the transmission backbone replacement have been completed and that it was waiting for a power request from a major consumer to activate the process.
	RDAWEP and the EPLGA met with senior Telstra account executives about the region's communications issues on 20 August 2014.	Telstra was briefed about the region's communication blackspots, and growing population and business development on the lower Eyre Peninsula.	The meeting activated regular communication between Telstra, Local Government and RDAWEP which is continuing.
	Major infrastructure development is being progressed through the Eyre peninsula Mineral and Energy Resources Community Development Taskforce.	See <b>Case Study 1</b> .	
Support the implementation of RMIP infrastructure recommendations where appropriate.	RDAWEP was instrumental in initiating the Regional Mining and Infrastructure Plan (RMIP), and supported the project throughout 2013-14. This included participation in the project consultation, and provision of advice about regional issues and needs.	The RMIP project recommendations were submitted to the State Government, which published a <i>South Australian Regional Mining and Infrastructure Plan</i> in June 2014. The Government formed a Regional Infrastructure Taskforce (RIT) as the single point of reference to take responsibility for the RMIP implementation. RDAWEP has had little formal involvement with the RIT, but is engaging with the State Government about infrastructure issues and needs via the EP Minerals and Energy Resources Community Development Taskforce.	The EP Taskforce provides information directly to the Treasurer, Minister Koutsantonis, and the Department of Planning, Transport and Infrastructure, which are represented on the Taskforce.  Negotiations about the provision of infrastructure to support mining development are ongoing, and will be further pursued during 2015-16.

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Access to International, National and Regional Markets - REGIONAL PRIORITY: <i>Promote investment to develop strategic infrastructure and foster globally competitive business.</i></b>			
Pursue the development of purpose-built fishing industry infrastructure.	<p>RDAWEP supported the District Council of Ceduna development of a purpose-built marine offloading facility at Thevenard, with the preparation of a business case and wording assistance for a grant application to Round 1 of the National Stronger Regions Fund (NSRF) in November 2014.</p> <p>These documents were replicated in a grant application to the State Government Regional Development Fund.</p> <p>The process involved high level negotiations with Regions SA to secure State Government partnership funding for the project.</p>	<p>Ceduna Council unsuccessfully lodged RDAF grant applications for this project in 2011, 2012, and 2013. RDAWEP prepared a supplementary business case to support the 2013 application. Government feedback indicated the need for additional financial information, and stronger evidence to support claims about the economic and community benefits from the project.</p> <p>RDAWEP prepared a new business case, and included additional data from the RDAWEP 2014-16 Regional Plan.</p>	<p>The State Government provided Ceduna Council and DIRD with written commitment of \$1.5 million for the project in April 2015.</p> <p>However, DIRD had completed the NSRF assessment before the State Government letter was received. The NSRF application was unsuccessful, due to the lack of evidence of partnership funding. DIRD feedback about the project merit was nevertheless very positive. Ceduna Council prepared an application for Round 2 of the NSRF in July 2015, and received written confirmation from the State Government that it will retain its project funding commitment until the outcome of the Round 2 NSRF application is known.</p> <p>The provision of purpose-built fishing infrastructure at Ceduna is essential to improve fishing industry operations in the far west of the region, and enhance market access.</p>
	<p>RDAWEP provided support to the City of Port Lincoln and Port Lincoln Proper Pty Ltd for the proposed Lukin Quays development at Proper Bay in Port Lincoln. The proposal incorporates residential and industrial development, and the relocation of the Port Lincoln fishing fleet to purpose-built wharf infrastructure at Proper Bay.</p>	<p>RDAWEP prepared a submission to the City of Port Lincoln supporting the rezoning of land at Proper Bay to enable the development to proceed.</p> <p>Support and negotiation with the City of Port Lincoln and Port Lincoln Proper is continuing, including discussion about the merit of providing container infrastructure as part of the wharf development.</p>	<p>The State Government approved the City of Port Lincoln Deferred Urban Zone Development Plan Amendment on 1<sup>st</sup> August 2014.</p>

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Pursue the development of efficient and competitive grain supply chain infrastructure.	Options for the provision of competitive grain infrastructure were pursued by RDAWEP via the Agriculture Advisory Group. A key concern was the need to upgrade bulk loading infrastructure at the Port of Thevenard to provide for grain export as part of the port development.	This investigation included meetings with Grain Producers SA, port stakeholders and consultants to ensure that the port upgrade at Thevenard will benefit the grain industry – see <b>Pursue the Upgrade of Thevenard Port</b> below.	Grain export needs are a key consideration of the Thevenard Port Steering Committee.
	Meeting were held with the third party grain marketing company, Free Eyre, about the reduced competitiveness of the grain industry due to increasing supply chain costs from the privatisation of grain storage.	The need for improved supply chain infrastructure (roads, rail and ports) was addressed during these meetings.	With advice from RDAWEP, Free Eyre has been negotiating with mining companies about the provision of grain export infrastructure as part of proposed port developments.
	RDAWEP consulted with Iron Road Limited about grain export options from the port at Cape Hardy, being proposed to support the CEIP project.	Iron Road has confirmed that grain export provision was included in the Cape Hardy port design concept.	Iron Road has signed an MOU with a third party grain exporter, but the details and name of the company remain confidential.
	RDAWEP consulted with Port Lincoln Proper Pty Ltd about options for the provision of container infrastructure at Proper Bay as part of the Lukin Quays development.	Containerisation offers opportunities for the export of special grain varieties in smaller quantities for overseas niche markets.	The need for container export capability is documented in RDAWEP planning and negotiations about this infrastructure provision are ongoing.
Pursue the upgrade of Thevenard Port.	<p>The need to upgrade infrastructure at the Port of Thevenard was identified in 2010 through a port master planning process. However, little progress had been achieved due to the competing needs and responsibilities of different port users.</p> <p>In order to expedite the process, RDAWEP formed a Thevenard Port Steering Committee, with multiple user stakeholders, to progress the infrastructure upgrade and enhance the region's export capacity. The inaugural Steering Committee meeting was held 19<sup>th</sup> February 2015 at the Ceduna Council Chambers.</p>	<p>The Steering Committee is comprised of: the District Council of Ceduna; Gypsum Resources Australia; Flinders Ports; Grain Producers SA; Viterra; Iluka Resources; the Member for Flinders; Member for Grey; and representatives from the agriculture industry.</p> <p>The Steering Committee members agreed that circumstances had changed substantially since the Ports Masterplan was prepared, and that the Masterplan recommendations needed to be reviewed and updated.</p>	<p>RDAWEP is pursuing the cost of independently reviewing and revising the Port Masterplan outcomes; in particular, the cost to upgrade loading infrastructure and deepen the port access channel. The review will entail a gap analysis and prepare a socioeconomic business case to support the project development.</p> <p>A project brief for the consultancy was prepared and issued in 2015. RDAWEP was in the process of pursuing funding for the consultancy from the respective stakeholders at the time of preparing this performance report.</p> <p>In the interim, RDAWEP is liaising with port users about options to address minor upgrades and improve efficiencies that were identified during the Steering Committee meeting.</p>

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support the improvement of regional road infrastructure.	Road infrastructure sections of the RDAWEP <i>Regional Resource</i> were updated as new information became available. This included analysis of the <i>RAA Regional Road Assessment for Eyre Peninsula</i> , released in February 2015.	Strategies to improve Local Government roads were constrained due to difficulties encountered by the EPLGA in preparing a region-wide road infrastructure plan.	The EPLGA Road Infrastructure Plan will be released during 2015-16. Relevant outcomes will be incorporated in RDAWEP regional planning.
	Assistance was provided to the City of Port Lincoln about the upgrade of London Street Bridge to improve heavy vehicle movement in the CBD.	The project need was documented in the <i>Regional Resource</i> and RDAWEP project tracker.	Advice was provided about the project development to support a grant application to the Bridges Renewal Program in 2015-16.
	Assistance was provided to DC Lower Eyre Peninsula about the upgrade of the old Flinders Highway.	The project need was documented in the <i>Regional Resource</i> and RDAWEP project tracker.	Ongoing advice was provided about the project development and eligibility for grant funding programs.
	Advice was sought from the Department of Transport, Planning and Infrastructure about the release of the <i>Integrated Transport and Land Use Plan</i> for the State.	Strategies to improve State Government roads have been constrained because the South Australian Government has yet to release the Plan, which has been under State Cabinet consideration since January 2014.	RDAWEP and the EPLGA participated in workshops for the Plan in 2013-14, and lodged a joint submission with additional information after review of the Draft. As the final Plan has not yet been released, it is not known if the additional information was included in the report.
Support export development initiatives.	<p>Paper and digital promotional materials about regional seafood were translated to improve product marketing in Asia.</p> <p>\$10,890 was received from PIRSA in July 2014 to translate the 73 page booklet, <i>The Seafood of the Eyre Peninsula</i>, into Chinese Mandarin for use on the Chinese market. The booklet, originally published in 2012, identifies the unique characteristics of local seafood species, including guides to prepare product for cooking.</p> <p>The digital video, <i>Eyre Peninsula, Australia's Seafood Frontier</i>, which promotes the region as a world leader in sustainable fisheries management, was translated into Korean, Japanese and Mandarin.</p>	<p>500 full colour Chinese Mandarin booklets were printed. The booklets are being distributed to Chinese delegations and visitors to the region.</p> <p>The digital videos were uploaded on the RDAWEP web site, YouTube, and RDAWEP branded USB cards. The cards are being given to international visitors to the region; and were provided to the regional delegate for distribution on the Premier's Mission to China in May 2015 - see <b>Case Study 5</b> below.</p> <p>See YouTube channel for examples - <a href="http://www.youtube.com/channel/UCWz6wao86hkCjpMEQICs40Q">http://www.youtube.com/channel/UCWz6wao86hkCjpMEQICs40Q</a>.</p>	Feedback from overseas visitors indicates that the translated materials are highly regarded and the effort in preparing the translations is much appreciated.

### Outcome 3: Priority activities (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support export development initiatives (Cont'd).	<p>Activities undertaken to support food and tourism industry export, include:</p> <ul style="list-style-type: none"> <li>• Development of marketing materials for Cleanseas Tuna, Angel Oysters, Boston Bay Mussels, Prawn Fishermen's Association, and Streaky Bay Marine Products.</li> <li>• Provision of a business consultancy to one seafood company about exporting product into Hong Kong.</li> <li>• A meeting was held with the Adelaide Convention Bureau in August 2014 about a partnership to market the Eyre Peninsula and member businesses to international markets.</li> <li>• RDAWEP and PIRSA met with a Chinese delegation in Port Lincoln in November 2014 about the regional seafood industry and export opportunities.</li> <li>• Chinese marketing materials were developed for a Port Lincoln company prior to participation on the Premier's Mission in China.</li> <li>• Development of a <i>Food and Beverage Ambassador</i> program to bring influential domestic and international food industry people to the region to raise awareness of local product.</li> <li>• Implementation of a New Zealand Roadshow in May 2015 to attract tourism from NZ. This was a cooperative marketing initiative with 9 internationally-ready operators from Eyre Peninsula with the aim to increase NZ exposure and market share - see <b>Destination Development</b> below.</li> </ul>	<p>These activities are part of an ongoing marketing strategy by RDAWEP to raise the profile of the region in international and interstate markets.</p> <p>These strategies aim to increase the value of product export from the region, and increase visitor spend within the region by marketing the Eyre Peninsula as a culinary tourism destination - see <b>Case Study 5</b> for further information.</p>	



Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support the Regional Mining, Oil and Gas Taskforce.	See <b>Outcome 2: Critical Issues, Case Study 1</b> for detail.		
Develop a Regional Prospectus	See <b>Human Capital</b> above for details.		

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<b>Comparative Advantage and Regional Competitiveness - REGIONAL PRIORITY: <i>Strengthen, foster and promote the region's business and product diversity.</i></b>			
Assist investment attraction	RDAWEP priority activities aim to diversify and strengthen the regional economy by attracting increased investment from the Government and private sectors. The range of activities is extensive, and includes:	Some of the initiatives are in progress. Qualitative and impact comments are provided where the progress is known.	
	A <i>Regional Prospectus</i> to extol the virtues of the region was completed 31 August 2014.	The <i>Prospectus</i> has yet to be distributed, and is being improved with support from a digital video to enhance regional marketing.	
	A meeting was held with the Bendigo Bank on 21 July 2014, about options to increase investment for community benefit.		
	A meeting was facilitated with Valence Industries and Port Lincoln Proper about industrial development opportunities at Lukin Quays.	Negotiations are ongoing with several companies as the industrial development component of the project will be not be completed until 2023.	Ongoing discussions have been held with a wharf builder and operator; and an engineer has been engaged to prepare indicative estimates of the wharf construction costs.
	Information about regional businesses was prepared for the Department of Defence to increase business opportunities from the Cultana Training Area Expansion. This included meetings with local suppliers in Oct-Nov 2014.	RDAWEP is assisting businesses with the tender process, which is an ongoing activity.	

### Outcome 3: Priority activities (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Assist investment attraction (Cont'd).	Meetings were held with a resource engineering and maintenance service provider (Calibre/G&S Engineering) about the establishment of a base and expansion of operations into the region.	A summary profile of the local economy and developing projects was provided to assist the company decision.	
	RDAWEP held meetings with Petro Diamond, Mitsubishi Energy and Coogie Chemicals about the Port Bonython Fuels project.	This included discussion about the project progress, opportunities for local business involvement, future truck movements, and potential for development of a service centre for transport operators. Investigation of investment pathways commenced.	
	In February 2015, advice was sought from Clovis Capital about seafood investment in the Eyre Peninsula.	Clovis is an investment firm based in Melbourne specialising in Agribusiness.	
	Assistance was provided for the development of new tourism product (a high quality private caravan park) in Streaky Bay.	This included a site visit by RDAWEP and the SA Tourism Commission as part of the State Government Community Cabinet meeting in November 2014.	
	A meeting was held with Senator A Ruston, A McLachlan MLC, and B Abraham from Whyalla First on 13 <sup>th</sup> March 2015 about regional opportunities, Australian Government industry policy, small business and grant funding programs.	Information was provided to inform the participants about current economic conditions and regional development opportunities.	
	Assistance was provided to Fowlers Bay Eco Tours, about new product development at Streaky Bay.		
	A meeting was held with the University of Melbourne, Melbourne Energy Institute, on 30 <sup>th</sup> March 2015 about a feasibility study for the production of hydrogen and ammonia for domestic and export markets.	Information and ongoing correspondence was provided about locating the enterprise in Whyalla.	
	A presentation was made on 25 <sup>th</sup> March 2015 to potential investors at a real estate industry seminar, about economic conditions in Whyalla, current projects, and future development opportunities.		

### Outcome 3: Priority activities (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Assist investment attraction (Cont'd).	Correspondence was provided to Whyalla Caravan Park on 2 <sup>nd</sup> April 2015 regarding Investment, promotion and the attraction of visitors to Whyalla.		
	A meeting was held with Free Eyre on 14 <sup>th</sup> April 2015 about a potential supply agreement with Port Bonython Fuels for Eyre Peninsula farmer members.		
	RDAWEP provided advice, research and data for a potential hotel development in Port Lincoln.		
	RDAWEP hosted a Port Bonython site visit and provided communication about a potential new aquaculture business in Whyalla.		
	RDAWEP had ongoing correspondence with Invest SA about the development of a strategic investment plan, focussed on Whyalla.		
	A meeting was held with an automotive business regarding the potential for establishing a new business in Whyalla.	Ongoing follow-up correspondence has been provided.	
	In 2015, RDAWEP hosted Robert Cai, from the Shanghai SME Centre For International Cooperation, on two visits to Port Lincoln and Coffin Bay about food industry investment opportunities.	These visits included introductions to local dignitaries and key tourism and seafood industry representatives.	In May 2015, as part of the Premier's Mission to China, discussions were continued with Mr Cai by the Mayor of the City of Port Lincoln and tourism and seafood operators about future export and business development opportunities in China.
	In June 2015, RDAWEP hosted the Chevalier Group from Hong Kong as part of the process to market regional seafood product.		
	RDAWEP hosted inbound tourism operators on a trade famil visit to the region for 2 days to assist local business to access new markets.	The inbound operators included the AOT Group, APT Pacific, and The Tailor (a specialist niche market wholesaler).	

## Outcome 3: Priority activities – Case Study 5: Food and Tourism Industry Development Initiatives.

### KEY DETERMINANT: Comparative Advantage and Regional Competitiveness.

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p><b>Summary Comment:</b>  <b>RDWEP Food and Tourism Development Initiatives.</b></p>	<p>RDWEP food and tourism programs are working collaboratively with industry stakeholders to develop new product and promote the region as a culinary and tourism destination.</p>	<p>The regional brand, <i>Eyre Peninsula – Australia’s Seafood Frontier</i>, was adopted as the marketing platform to raise domestic and international awareness of the region and its product.</p>	<p>This has led to the food and tourism programs becoming intrinsically linked. Key food and tourism program activities have therefore been summarised collectively as a single case study. Additional tourism destination development initiatives are reported after the case study.</p>
<p>Support and develop the food industry.</p>	<p>Food industry development is being progressed through a close partnership with regional food businesses and Government agencies. Key stakeholders involved in the program include:</p>	<p>Other key outcomes include:</p> <ul style="list-style-type: none"> <li>• The development of new digital marketing materials for individual food industry providers.</li> <li>• Development of new value-added retail product in association with PIRSA.</li> <li>• Development of a Food and Beverages Ambassadors Program with \$80,000 in funding from Regions SA, to bring key influencers from the food and beverage industry to the region and educate them about the region’s virtues and showcase the quality of local product.</li> <li>• Provision of Asian market export advice to industry (such as regional delegates on the SA Premier’s 2015 mission to China), and the translation of marketing materials which has value-added to the experience of visiting delegations from Asia – see <b>Export Development</b> above.</li> <li>• The provision of 2-day Culinary Ambassadors Program workshop in five regional locations to increase the knowledge of local communities about the region’s food and key tourism experiences.</li> <li>• Provision of Culinary Tourism Product Support grants to 5 local businesses in July 2014.</li> </ul>	<p>The food profile of the region was substantially enhanced in the eastern States and overseas.</p>
<p>Provide strategic direction for provincial brand marketing by food industry stakeholders.</p>	<p>Food SA; Primary Industries and Regions SA (PIRSA); Tradestart; Angel Oysters; Streaky Bay Marine Products; Pristine Oysters; Fresh Fish Place; Port Lincoln Hotel; Ceduna Foreshore Hotel; Boston Bay Wines; Delacolline Wines; DeGiornos; Zippels Oysters; Boston Bay mussels; Blue Harvest; Kinkawooka Mussels; Australian Southern Bluefin Tuna Industry Association; Mori Seafood; the Prawn Fishermen’s Association; South Australian Oyster Growers Association, Sardine Industry Association; Boston Bay Small Goods; Natural Oysters; Cleanseas; Olsson Sea Salt; Southern Ocean Express; Pope’s Honey; Going Off Safaris; Wudinna Meat Store, and Mount Dutton Bay Woolshed.</p>		<p>Successful restaurant, wholesaler, chef and media missions to the region include: Tawnya Bahr’s Salt and Sea chef’s trip to the region in November 2014 with 16 food professionals, and a tour by My Kitchen Rules and Paleo star, Pete Evans in February 2015. The tour included a sold-out public Paleo Way event at Port Lincoln, and filming for the second Paleo Way TV show.</p>
<p>Provide strategic direction for product development and new markets by food industry stakeholders.</p>	<p>This engagement produced numerous outcomes, with a highlight being the showcasing of regional food product at high-end interstate restaurants, and key national events such as <i>Food Service Australia</i> in Melbourne in May 2015.</p>		<p>Regional missions by the Pendolino and Rockpool restaurant groups led to RDWEP food product being featured in menus at top market restaurants in Sydney and Melbourne – e.g. at La Rosa The Strand Restaurant during January and February featuring a Summer Eyre Peninsula Seafood Tasting Menu, and The Restaurant Pendolino on 3<sup>rd</sup> March, featuring a Sustainable Seafood Dinner: An Evening with the Pioneering Fishermen of the Eyre Peninsula.</p> <p>Neil Perry’s Rockpool Group chef mission attracted national media, and a feature article in <i>The Weekend Australian</i>, Life Magazine, ‘Bay of Plenty – Our top chefs go fishing for inspiration’, 13-14 June 2015.</p> <p>A direct outcome is that many local food businesses have reported increased product sales as a result of these missions.</p> <p>These initiatives support the State Government economic development priority of producing premium food and wine from our clean environment, and exporting it to the world.</p>

### Outcome 3: Priority activities – Case Study 5: Food and Tourism Industry Development Initiatives (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Provide strategic direction for destination development by tourism stakeholders.	As with the RDAWEP food industry program, tourism development is being progressed through close partnerships with regional tourism businesses.	Recent project successes include:	The adoption of the <i>Eyre Peninsula – Australia's Seafood Frontier</i> brand program has provided a marketing platform for more effective community and industry participation in collaborative marketing projects to position the region as a culinary and tourism destination. This approach has proved to be successful.
Provide strategic direction for <i>Eyre Peninsula – Australia's Seafood Frontier</i> brand marketing and planning alignment by tourism stakeholders.	<p>Key stakeholders involved with tourism industry product development and marketing initiatives include:</p> <p>SA Regional Tourism Managers; South Australian Tourism Commission (SATC); South Australian Tourism Industry Committee (SATIC); SATIC Board; SATIC Tourism Leadership Group; Tourism Research Australia (TRA); Outback Communities Authority; Australia's Golden Outback (in WA); City of Whyalla; City of Port Lincoln; District Council of Ceduna; SA Local Government Association (LGASA); Visitor Information Centres at Whyalla, Port Lincoln, Ceduna and Elliston; and numerous tourism industry providers in townships across the region.</p> <p>This engagement has led to collaboration between industry, the community, and Local and State Government, which is the key to the success of the RDAWEP tourism program.</p> <p>A key outcome was the development of strategies to increase Local Government capacity to drive tourism initiatives. This was initiated in 2015, and is being progressed in liaison with LGASA and the EPLGA.</p>	<ul style="list-style-type: none"> <li>• The development and marketing of an Explore Eyre Peninsula tourism website, featuring events and experiences on the EP. The website recorded over 48,000 pageviews during 2014-15.</li> <li>• A Culinary Adventure Guide, promoting a seafood trail across the region, with a focus on coastal townships.</li> <li>• A Corporate Events Planner Guide, promoting corporate event packages with a focus on Port Lincoln and Ceduna.</li> <li>• The release of 5 SATC self-drive routes across SA, including the Seafood Frontier route from Adelaide to Ceduna, via Yorke Peninsula, Whyalla, Tumby Bay, Port Lincoln and Elliston, which was developed in liaison with RDAWEP.</li> <li>• The proactive marketing of a Self-drive Campaign promoting the Eyre Peninsula as a drive destination.</li> <li>• RDAWEP participation in State consumer events, such as the SA Caravan and Camping Show, SA Boating and Fishing Show; and participation in key national events such as <i>Tasting Australia</i>.</li> <li>• Regular updates of the Eyre Peninsula Visitor Guide in liaison with the SATC.</li> <li>• Preparation of an updated Nullarbor Guide and development of digital applications – see below for details.</li> <li>• A major roadshow to New Zealand in May 2015 to attract increased visitation from NZ – see below for details.</li> </ul>	<p>At the SA Tourism Awards in December 2014, RDAWEP was recognised for its contribution to tourism development and received a gold medal for destination marketing and development of the highly successful brand program.</p> <p>The marketing strategies have brought positive outcomes with feature articles in key media, including:</p> <ul style="list-style-type: none"> <li>• <i>On The Road Magazine</i>, 'Nullarbor's Whale Sanctuary', July 2014; a 4 page article about the far west coast, including whale watching, and attractions on the Nullarbor Plain.</li> <li>• <i>On The Road Magazine</i>, 'Hello, You're on Eyre', August 2014; 5 pages about the far west including Ceduna, Laura Bay, Smoky Bay, Port Kenny and Dutton Bay. This was followed by part 2 of the article in September, 'East Coast Eyre'; a 5-page feature focusing on Port Lincoln, Whyalla, Cowell and other attractions on the EP east coast.</li> </ul> <p>The economic and business development impact of the food and tourism programs cannot be properly assessed until data for 2014-15 is released by the SATC and TRA. This will enable trend analyses to be undertaken to see if the programs have increased domestic and international visitation, and visitor spend.</p> <p>Further information about the success of the tourism and food development programs should be sought from Deidre Turvey, Chair, Tourism Advisory Group, and Treasurer of the RDAWEP Board.</p>

### Outcome 3: Priority activities (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Provide strategic direction for destination development by tourism stakeholders (Cont'd).</p>	<p>The Nullarbor Guide brochure, promoting the road journey from Adelaide to Perth via the Eyre Peninsula, Nullarbor Plan and WA's Golden Outback, was upgraded and published in March 2015, with 60,000 copies printed. The guide includes a Nullarbor map, and provides information about key attractions and visitor services along the route.</p> <p>The project was developed by RDAWEP in collaboration with the south-east WA organisation, Australia's Golden Outback, the SATC, and the Outback Communities Authority.</p>	<p>The Nullarbor Guide is complemented with an interactive digital guide and tourism app that was developed by the same partners and released on 16<sup>th</sup> June 2015. The interactive map is available online at <a href="http://www.nullarbormap.com.au">www.nullarbormap.com.au</a> or be downloaded via the Apple App store or Google Play Store.</p> <p>The new tools are a cost effective method of promoting the Nullarbor to domestic and international markets, and will allow increased exposure at consumer and trade shows throughout the world.</p>	<p>The Nullarbor Guide is aimed at self-drive visitors, which is an important market for tourism development on the Eyre Peninsula and Golden Outback area of WA. The digital guide and app were developed to meet the needs of caravanners and other self-drive tourists, as well over 50% of this market sector now access information via mobile phones and tablets.</p> <p>As the digital guide and app were only released on 16<sup>th</sup> June 2015, it is too early to make a proper assessment of the impact. However, as the website recorded 15,032 pageviews in two weeks to the 30<sup>th</sup> June, this is an extremely positive indication that the digital guide will be well used.</p> <p>Use levels of the app will be closely monitored during 2015-16.</p>
	<p>A major promotion of the region was undertaken in New Zealand via an in-market roadshow, 12-14<sup>th</sup> May 2015. The aim was to attract increased NZ visitation.</p> <p>The RDAWEP Tourism Development Manager attended 14 consumer and trade shows on the North Island of New Zealand.</p> <p>To support this project, 2,500 promotional <i>Passports to Adventure</i> were developed and distributed. The Passport was a collaboration with 9 regional industry partners: Adventure Bay Charters; Calypso Star Charters; Fowlers Bay Eco Tours; Rodney Fox Shark Expeditions; Ceduna Oysterfest; Chinta Air Tours; Goin' Off Safaris; Australian Wildlife Adventures; and Gawler Ranges Wilderness Safaris.</p>	<p>Regional awareness in NZ was found to be very low, at less than 5%. However, NZ visitor growth potential is very high, due to the high regard expressed about the nature of the visitor experiences being offered in the region.</p> <p>In particular, New Zealanders were impressed with the diversity of the region's agricultural industry, so there is good potential for the development of agricultural tourism product for the NZ market.</p> <p>A digital video is currently being produced to promote the region's agricultural product and will greatly assist this initiative.</p>	<p>There is strong sales potential for the industry partners that supported the development of the <i>Passport to Adventure</i> initiative.</p> <p>A direct outcome of the roadshow is that a distribution network is being developed with the industry partners to achieve increased exposure of the Eyre Peninsula in the NZ market.</p>
	<p>RDAWEP assisted the City of Port Lincoln with the development of the Port Lincoln wharf to enhance cruise ship visitation.</p>	<p>This is a joint initiative with the City of Port Lincoln, Flinders Ports, Viterra and the SATC.</p>	<p>Cruise ship visitation to Port Lincoln increased by 4,000% from 450 visitors in 2013 to 18,200 in 2015. The wharf upgrade will encourage increased cruise ship overnight stays, and bring economic benefits to Port Lincoln.</p>

### Outcome 3: Priority activities (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
<p>Improve the collection and use of meaningful tourism data.</p>	<p>The Tourism Development Manager held meetings with the SATC research and statistics section, and with Tourism Research Australia (TRA), about appropriate models for data capture.</p>	<p>There are numerous problems with the collection of tourism data. Tourism is not recognised as an industry in the Australian and New Zealand Standard Industrial Classification, so industry specific data are not available from the ABS. The SATC and TRA collect data on a regional basis, so it is not possible to get an LGA breakdown. Some ABS data on tourism businesses are available at Statistical Area Level 2, but this is of little use for meaningful tourism planning. TRA tourism accommodation data are only collected from facilities with 15 rooms or more, which excludes most of the accommodation enterprises in the RDAWEP region.</p> <p>Options to improve the collection of regional tourism data are being considered. However, this is extremely problematic, as the data issues apply nationwide.</p>	<p>Due to the complex nature of collecting meaningful tourism data, this activity has yet to produce satisfactory outcomes. In the meantime, TRA research is being used for regional tourism analysis as it provides the most comprehensive data about the tourism industry.</p>
	<p>New tourism expenditure data were prepared by EconSearch for 2012-13, in March 2015.</p>	<p>These data are provided for the region and each LGA. However, the total regional expenditure for 2012-13, which is estimated at \$261 million, differs substantially from data provided by the SATC and TRA.</p> <p>This is largely because international visitor expenditure was excluded from the TRA estimate due to reliability concerns.</p>	<p>RDAWEP has commenced the preparation of an explanatory paper about tourism expenditure, which will be finalised in 2015-16.</p> <p>One of the concerns is that the EconSearch estimates apply to visitors in general, and incorporate the expenditure by tourists, and visiting FIFO and DIDO work contractors. The estimated tourism expenditure for some LGAs is therefore skewed, due to higher numbers of visiting contractors for work purposes.</p> <p>Advice will be sought from EconSearch about how to deal with this issue.</p>

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support the development of the agricultural industry.	A creative script was prepared for the production of a digital video to promote the region's agricultural industry.  The purpose is to gain broader market recognition of the region's agricultural industry, and help to promote the region as a culinary tourism destination.	In May 2015, RDAWEP was awarded funding from the PIRSA <i>Supporting Brands of our Key Regions Grant Program</i> , to expand Eyre Peninsula regional brand marketing. The grant provides the resources to prepare a digital video to market the region's grain, lamb, beef, pork and wine industry sectors.	The creative script for the video was prepared in May-2015 and filming commenced in June. The video will be finalised in early 2015-16, and be uploaded to websites and social media thereafter.
	Information about the commercial opportunity for growing Guar was collated and summarised for review and discussion by the Agriculture Advisory Group. The option of establishing semi commercial field trials on the Eyre Peninsula (in parallel with trials being established and managed by SARDI in the Riverland region) was also considered.	This initiative included meetings with an oil and gas producer (Sennex Energy) about the demand for Guar in oil and gas drilling operations; and liaison with the Australian Guar Company regarding opportunities for producing Guar in the region	Considerations about Guar production are ongoing. However the matter is extremely sensitive as Guar is involved in oil and gas fracking processes, which are have been severely criticised by environmental groups.
	Based on RDAWEP advice, the needs analysis of the Lukin Quays wharf development was expanded to include the potential use of the wharf by the agriculture industry.	The need for container export capability is part of these considerations.	
	The needs of the agriculture industry are being considered in solution proposed for the upgrade of Thevenard Port.		
	The interests of the agriculture industry were pursued through RDAWEP participation on the Eyre Peninsula Land Use Support (EPLUS) program reference group.	This program was important for planning the co-existence of farming and mining operations.	The EPLUS program ceased on 30 <sup>th</sup> June 2015.



### Outcome 3: Priority activities (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support the development of the manufacturing industry.	Assistance was provided to Valence Industries about the potential establishment of an advanced graphite manufacturing plant at the Lukin Quays development in Port Lincoln to process graphite from the Uley mine.	The provision of container infrastructure at the Lukin Quays wharf was essential for this proposal to proceed.	<p>As the Lukin Quays industrial sector development was several years from being construction ready, the timing did not suit the needs of Valence Industries.</p> <p>Valence commenced the export of basic graphite products from Port Adelaide in April 2015. Valence also decided to establish the advanced manufacturing plant near Port Adelaide where container infrastructure was readily available, as economic benefits would be achieved from having the plant at the closest possible location to export infrastructure.</p>
	RDAWEP facilitated a food innovation forum at Port Lincoln in August 2014 to assist food industry manufacturers. The forum considered technical development, expanded export markets, and innovative value-adding opportunities.	The forum provided marketing and food innovation information from a range of organisations, including the Hargraves Institute for Innovation, and Food Innovation Australia Limited.	
	<p>RDAWEP developed a proposal to establish a manufacturing and heavy industry cluster at Whyalla and progress the implementation of an Upper Spencer Gulf Industrial Symbiosis project.</p> <p>This development involved meetings with DSD regional engagement staff to review the project brief, and discuss requirements for establishing the cluster.</p>	<p>Other meetings were held to engage participants including: Arrium, Santos, Petro Diamond Australia, and the Office of the State Economic Development Board.</p> <p>Ongoing liaison was undertaken with DSD about funding for the industry cluster, incorporating the recommendations of the industrial symbiosis project.</p> <p>Mining Centre of Excellence Grants were reviewed as a potential funding source for the project development.</p>	<p>These meetings helped to refine the project plan and prepare terms of reference for the cluster group.</p> <p>This project led to the formation of a Manufacturing Advisory Group which was in the process of being formed at the time of preparing this performance report – see <b>Outcome 1: Regional Plan</b>.</p>

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support the development of the mining industry.	RDAWEP support for mining industry development is primarily being provided through the Eyre Peninsula Mineral and Energy Resources Community Development Taskforce – see <b>Case Study 1</b> .		
	An overview of RDAWEP operations and support for the mining industry and supply chains was presented at the 2014 Global Maintenance Upper Spencer Gulf mining conference.		
	RDAWEP had a briefing meeting with Eyre Iron and Centrex Metals about the Fusion JV near Port Lincoln going into abeyance as a result of land access dispute court cases.	This meeting was called by Centrex Metals to explain the rationale for dismissing field staff and deferring the progress of the project.	These court cases were the first legal test of amendments made to the <i>Mining Act</i> in 2011. It was anticipated that the delays would be protracted.
	RDAWEP attended a community focus group meeting 17 Feb with Tumby Bay District Community Consultative Group, about the Adelaide University Great Australian Bight Research Project linked with BP Australia oil and gas exploration.	A second focus group meeting was held with RDAWEP staff the following day to get information from an economic development perspective.	
	RDAWEP participated in numerous mining company presentations and meetings about the progress of mining projects on the Eyre Peninsula. This included: <ul style="list-style-type: none"> <li>Valence Industries presentation in July 2014 about the Uley graphite mine and advanced manufacturing of graphite and graphene.</li> <li>Lincoln Minerals presentations about the Kookaburra Gully graphite mine near Tumby Bay.</li> <li>A BP Australia briefing to RDAWEP on 10 February 2015 detailing the company's environmental management policies.</li> </ul>	<p>These meetings and presentations were additional to those facilitated by the Eyre Peninsula Mineral and Energy Resources Community Development Taskforce.</p> <p>Follow-up meetings and communication was undertaken by RDAWEP in most instances.</p> <p>RDAWEP is on the email listing for mining company ASX Releases and the progress of mining projects was tracked in regular updates of the <i>Regional Resource</i>.</p>	<p>This engagement gave RDAWEP a greater understanding of the issues and legislative framework relating to mining developments.</p> <p>For example, meetings with Iron Road identified the need to collaborate with landholders impacted by the transport corridor. This part of the project is outside of the <i>Mining Act</i> legislation and agreement needs to be sought between Iron Road and each individual landholder for the project to proceed.</p>

### Outcome 3: Priority activities (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support the development of the mining industry (Cont'd).	<ul style="list-style-type: none"> <li>• RDAWEP attended and presented at the official opening of Valence Industries Uley Graphite Mine in November 2014.</li> <li>• Ongoing liaison and meetings with Iron Road Limited about the progress of the Central Eyre Iron Project and associated infrastructure development (i.e. the rail and infrastructure corridor to the proposed Cape Hardy Port.</li> </ul>		
	RDAWEP facilitated an oil and gas exploration seminar at the Port Lincoln Marine Science Centre on 23 April 2015 to inform interested parties about the technical aspects of exploring for oil and gas, with a focus on exploration in the Great Australian Bight.	The seminar was attended by a wide variety of people and organisations, including Local Government and the community. The presentation papers were distributed to the attendees.	
	On 22nd April, RDAWEP met with Dr Chris Medlin from Adelaide University, and two professors from the Uppsala University in Sweden about the development of the Valence Industries Uley graphite mine.	This group was undertaking a study about the re-activation of mining projects internationally. The Swedish contingent was in Port Lincoln for the purpose of including the Uley mine in their research, and sought background information from RDAWEP.	The Uley mine development will eventually be included in international papers, but RDAWEP has yet to be advised about the progress of these documents.
	A presentation was delivered at Poonindie School on 28 <sup>th</sup> May 2015 to increase student understanding of the mining sector and mine development process.	Presentation materials and website contacts were provided to the school to assist student research about mining projects on the Eyre Peninsula.	
Support the development of the transport industry.	In 2014, the RDAWEP Board resolved to form a Transport Advisory Group to investigate issues impacting on the industry.	The formation of the Advisory Group has been deferred due to a lack of RDAWEP staff resources to coordinate the initiative. See <b>Outcome 1: Regional Plan, New industry-based Advisory Groups</b> for details.	

Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support the development of the aged and health care industry.	See <b>Priority Activities, Liveability, Health and Aged Care Services</b> above for detail.		
Support the development of renewable energy projects.	See <b>Priority Activities, Environmental</b> above for detail.		
Increase Aboriginal participation in business enterprises.	<p>Enterprise development support was provided by the RDAWEP Indigenous Economic Development Manager to the following projects:</p> <ul style="list-style-type: none"> <li>• Port Lincoln Aboriginal Community Council (PLACC) land developments at Poonindie and Port Lincoln,</li> <li>• Ceduna Aboriginal Corporation and District Council of Ceduna development of the Ceduna Sleepy Lizard Sanctuary,</li> <li>• Koonibba Aboriginal Community with tourism, laundry and share farming developments,</li> <li>• Scotdesco caravan park development,</li> <li>• Ceduna Aboriginal Corporation camp site development,</li> <li>• PLACC training centre development at Vanilla Forest,</li> <li>• Munda and Wanna Mar abalone aquaculture enterprise at Smoky Bay,</li> <li>• Whyallina labour hire initiatives and real estate upgrade developments at Whyalla, and</li> <li>• Business development proposals by two individuals.</li> </ul>		These projects are at different stages of development, but they will all deliver employment and/or income generating outcomes for the Aboriginal organisations involved.



Outcome 3: Priority activities (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support innovation, business development and sustainability.	See <b>Priority Activities</b> above.		
Develop business skills.			

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?	What did we do?	How well did we do it?	Did it have an impact?
Support stakeholders to access government programs through assistance with business cases and grant applications.	RDAWEP prepared business cases for the following projects:		
	<i>Thevenard Marine Offloading Facility</i> , for the District Council (DC) of Ceduna.	The case study supported grant applications to the Regions SA, Regional Development Fund and the Australian Government, National Stronger Regions Fund – see <b>Outcome 3: Priority Activities</b> for details.	The State Government provided Ceduna Council with written a commitment of \$1.5 million in funding for the project in April 2015. The outcome of the application for NSRF funding has yet to be advised.
	<i>Ceduna Foreshore Hotel Function Room Development</i> , for the Ceduna Community Hotel.	The business case was prepared to support an application to the Regions SA, Regional Development Fund, Community Infrastructure Program.	The submission progressed to stage 2 of the application process, and is one of 40 projects invited to lodge a full application for funding. The Stage 2 application was submitted in July 2015.
	<i>Cowell Foreshore and Boardwalk Development</i> , for DC Franklin Harbour.	The business case is to support an NSRF application in 2016. The business case is a draft as the project is not yet grant ready. A robust analysis has been prepared. However, the business case cannot be finalised until a design concept for the foreshore upgrade has been endorsed by Council and costed.	The draft business case was provided to DC Franklin Harbour with a grant funding checklist, which identifies the project components that need to be completed. The business case will be finalised in 2015-16 when outstanding Council and community project decisions have been resolved.
	<i>Sleepy Lizard Park Sanctuary</i> , for DC Ceduna and Ceduna Aboriginal Community.	The business case is being prepared to support applications for additional funding to provide the tourism infrastructure at the sanctuary.	The business case will be finalised in early 2015-16 - see <b>Outcome 3: Case Study 2</b> for details.

#### Outcome 4: Project proposals (Cont'd).

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support stakeholders to access government programs through assistance with business cases and grant applications (Cont'd).	Grant funding application and reporting assistance was provided to 21 organisations, including: DC Ceduna, DC Franklin Harbour, Ceduna Foreshore Hotel, DC Tumby Bay, DC Lower Eyre Peninsula, City of Whyalla, City of Port Lincoln, Modra's Apartments, South Australian Seafoods Pty Ltd, Whyalla Aged Care Incorporated, Free Eyre Limited, Hexcyl Systems Pty Ltd, Koonibba Aboriginal Community Corporation, Port Lincoln Aboriginal Community Council, Port Lincoln Racing Club, Lukin Corporation, Whyallina Heritage, Tauondi College, Scotdesco Aboriginal Community, Wesley Uniting Care, North Shields Oval Committee, and Pedemonte Jewellers.	Ongoing assistance was provided to Hexcyl Systems Pty Ltd with the preparation of quarterly financial and progress reports for a previously successful business innovation grant.	The Hexcyl Systems project is on schedule and progressing well. Domestic and offshore demonstration trials have commenced, which will lead to marketing, promotion and product sales in key markets. The business is expected to grow significantly during 2015-16.
	The grant applications were predominantly for the following programs:	RDAWEP assistance was provided for several applications to Indigenous funding programs. 3 grant applications were successful for projects by Koonibba Community Aboriginal Corporation, Port Lincoln Aboriginal Community Council, and Tauondi College.	
	Regions SA, Accelerating Strategic Investment Projects in SA.	8 applications for business case and feasibility study grants were lodged from the region. 7 of these applications had RDAWEP assistance.	4 applications were successful.  The studies and business cases will be completed in 2015-16.
	Regions SA, Regional Development Fund.	One application from the region was successful in 2014-15; City of Whyalla, \$320,000 for the Leisure Centre upgrade.	RDAWEP assisted the application by providing comment on the draft, and provided a letter of support for the project.
		Two applications from the region have been invited to submit full applications in the 2015-16 round of the program. Both applications were prepared by RDAWEP.	The outcomes will be determined in September 2015.
	Department of Infrastructure and Regional Development, National Stronger Regions Fund.	No applications from the region were successful in Round 1 of the program in November 2014. RDAWEP helped to prepare 2 applications.	Several applications will be lodged for Round 2 of the program, which closed on 31 July 2015.

Outcome 4: Project proposals (Cont'd).			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Support stakeholders to access government programs through assistance with business cases and grant applications (Cont'd).	A Project Tracking template was designed and distributed to the 11 EPLGA member Councils to monitor the progress and grant readiness of Council and community projects, and assess their eligibility for grant funding programs.	Before distribution, the tracking template for each Council was populated with known project information by RDAWEP. Direct assistance was provided to one Council, to identify projects and enter the template data. Councils were requested to update the information when circumstances changed to monitor project progress, and add new projects as they emerged.	Some Councils have been proactive in updating the tracker on a regular basis. However, despite repeated requests at EPLGA CEO meetings, a few Councils have yet to participate in the project.  The need to have projects recorded in the tracker for grant funding eligibility (i.e. project recognition in regional planning) has been emphasised at EPLGA meetings and Council presentations by RDAWEP and the EPLGA.

Outcome 5: Promote Australian Government Programs - Increased awareness of Australian Government programs in the RDA's region.			
What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Provide information about government programs to stakeholders.	Australian and State Government funding programs were promoted in RDAWEP Regional Newsletters, and the RDAWEP website.  Email notification of the National Stronger Regions Fund, and Regional Development Fund program rounds, was issued to the 11 EPLGA member Councils when announced, along with the provision of guidelines and supporting documents.	RDAWEP Regional Newsletters are produced bi-monthly. This timeframe often does not suit the provision of advice about grant funding, as some programs have relatively short submission deadlines.  Email notification is the most efficient means of communication, as it permits the provision of supporting documents. When grant program announcements involve teleconferences or presentations to provide additional information, RDAWEP defers the email notification until this has occurred.	Experience indicates that the Australian and South Australian Governments provide grant program announcements direct to Local Government via email. Local Councils sometimes receive this information before RDAWEP has been advised about the programs.  The consequence is that grant program notifications from RDAWEP often duplicate the Government announcements. This is nevertheless important for providing supplementary information, and offering grant application assistance.
	The food manufacturing industry was supported through the provision of information about the Business Transformation Voucher program and the Competitive Foods Initiative.		

**Outcome 6: Compliance and Continuous Improvement -**  
**REGIONAL PRIORITY: *Implement a continuous improvement culture.***

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Comply with legislative, contractual and reporting requirements.	All reporting requirements and deadlines were scheduled in calendars, with reminders communicated via Outlook.	All of the reporting requirements of external agencies are being met. Some problems were encountered with meeting internal reporting deadlines.	Options to improve internal reporting have been identified and will be implemented during 2015-16. This includes the adoption of bi-monthly, rather than monthly reporting.
Review and prepare new policies and procedures.	This is an ongoing process which has been impeded by RDAWEP staff changes.	The preparation is continuing, but the progress is subject to staff resources, time constraints and competing project priorities.	The resignation of a staff member assigned with responsibility for policy development impeded the progress of this task.
Develop marketing, communications and media plans.	A <i>Corporate Marketing Plan</i> , designed to increase community and industry awareness of the RDAWEP role, was completed in November 2014.	Program budgets were restructured with marketing cost centres to provide the funding for marketing implementation, and a Marketing Coordinator was appointed in April 2015 to drive marketing initiatives.	Marketing protocols were in the process of being determined in June 2015, for implementation in 2015-16. A procedure has been implemented for all Media Releases to be issued via the Marketing Coordinator, who will assess their compliance with RDA branding requirements.
Implement a continuous improvement culture.	<p>Planning and staff project reporting documents were reviewed and refined to produce efficiencies and expedite output.</p> <p>The RDAWEP <i>Regional Plan</i> and <i>Operational Plan</i> were restructured to improve alignment with the DIRD regional plan template. RDAWEP Board regional priorities were reworded to better suit DIRD regional and business plan requirements.</p>	<p>The DIRD 2014-15 Business Plan performance reporting template was adopted for staff monthly reports, and bi monthly reports to the RDAWEP Board and EPLGA.</p> <p>Use of the template produced substantial efficiencies by reducing staff reporting output by two-thirds.</p>	Changes to the template for the 2015-16 Business Plan, and retrospective application of this template for 2014-15 reporting, substantially increased the time required for preparing this annual report on outcomes, because performance information for the previous year was collected in the 2014-15 format, which had a single focus on quantitative reporting.



## Outcome 6: Compliance and Continuous Improvement (Cont'd)

What will you do?	What did we do?	How well did we do it?	Did it have an impact?
Implement a continuous improvement culture (Cont'd).	The various websites created for RDAWEP, and the tourism, workforce and business development programs, were updated and reconfigured.	<p>Market capture has been substantially improved, through the provision of links to social media platforms, including Facebook, Instagram, Twitter and YouTube. The tourism website provides links to the Nullarbor Guide and Culinary Guide.</p> <p>At 13<sup>th</sup> July 2015, YouTube recorded a total of 4,131 views of documents and digital videos on the RDAWEP trade website for <i>Eyre Peninsula, Australia's Seafood Frontier</i>.</p>	<p>The impact is difficult to assess as the Corporate website is still in the process of being upgraded. Audience overview information for other websites, 1 July 2014- 30 June 2015 was:</p> <ul style="list-style-type: none"> <li>• Seafood User Guide – 7,394 pageviews.</li> <li>• Explore Eyre Peninsula – 48,804 pageviews.</li> <li>• Explore Eyre Peninsula, Realview Publications – 36,937 pageviews.</li> <li>• Nullarbor Map – 15,032 pageviews.</li> <li>• Seafood Frontier – 19,745 pageviews.</li> <li>• EP Business Builder – 4,721 pageviews.</li> </ul> <p>Please note: the Seafood User Guide web page was not activated until March 2015; the EP Business Builder website was activated in April 2015; and the Nullarbor Map pages were activated in June 2015.</p>
Implement the recommendations of the financial and IT systems reviews.	The organisational, financial, and ICT review recommendations were implemented to enhance organisational efficiency and capacity.	<p>Staffing was restructured, and enhanced through the appointment of a CPA qualified Corporate Services Manager.</p> <p>Budget structures were changed to meet auditor requirements.</p> <p>A cloud-based IT system was adopted to improve communications between the Whyalla and Port Lincoln RDAWEP offices; and an additional ADSL line was installed to improve larger document handling. This was necessary to accommodate increased use of photographs and digital video for marketing initiatives.</p>	<p>The appointment of a CPA Corporate Services Manager created an opportunity to pursue regional procurement options in association with the EPLGA. This is currently being progressed with EPLGA member Councils.</p> <p>The initiative will bring cost savings to Local Government and income generation opportunities for RDAWEP.</p>
Implement best practice HR initiatives.	Staff contracts, job descriptions and performance KPIs were reviewed and are in the process of being finalised.	Individual performance KPIs were drafted, and issued to staff for comment and modification in May 2015.	The revisions were being incorporated into job descriptions and contracts at the time of preparing this annual outcomes report.

### 3. Arrangements with Third parties

In addition to the Funding Agreement with DIRD, RDAWEP had contracts with the following parties for the purpose indicated in the table.

THIRD PARTY	CONTRACT PURPOSE
South Australian Government, Regional Development Fund (RDF) Stream 1	Support toward the provision of regional economic development projects.
Local Government, 11 member Councils of the EPLGA	General RDAWEP operations.
South Australian Government Regional Development Fund (RDF) Stream 2	RDF Stream 2 Projects.
Department of State Development	The provision of employment and training-related initiatives and services under the Skills for Jobs in Regions Program
Australian Government	Delivery of the AusIndustry, Small Business Advisory Services Program, until 30 December 2014.
Australian Government	Coordination of Aboriginal Programs
SA Tourism Commission	Component of RDAWEP Tourism Program.
Local Government, via EPLGA	Component of RDAWEP Tourism Program.
AgriFood	Provision of training workshops as part of the AgriFood Program.
South Australian Government, Primary Industries and Regions SA	Provision of a diverse range of food marketing initiatives.
<b>TOTAL</b>	

The projects and initiatives for these programs are detailed in this performance report.

### 4. Annual Audited Accounts

In accordance with the provisions in the Better Practice Guide, arrangements have been made with the RDA Liaison Officer for the Annual Audited accounts to be lodged as soon as they have been completed.

### 5. Chair Endorsement

I certify that this Annual Report on Outcomes accurately reflects the achievements of RDAWEP during 2014-15.



**Jim Pollock**  
Chair  
Regional Development Australia Whyalla and Eyre Peninsula

For further information about this Annual Report on Outcomes, please contact:

**Dion Dorward**  
**Chief Executive Officer**  
**Regional Development Australia Whyalla and Eyre Peninsula**

**08 8623 0504**

**0447 711 727**

