An Australian Government Initiative

Regional Development *Australia*

EYRE PENINSULA

Business Plan 2023-24

ACKNOWLEDGEMENTS

Regional Development Australia Eyre Peninsula acknowledges the Traditional Custodians of the land on which we work, live and play and their continuing connection to land, sea, culture and community.

We pay respect to Elders past, present and emerging, and extend that respect to other Aboriginal and Torres Strait Islander people in our community.

CONTENT

1. EXECUTIVE SUMMARY

The Eyre Peninsula Strategic Regional Plan 2023-2026, the region's principal strategic document, was endorsed by the Regional Development Australia Eyre Peninsula Board (RDAEP), Eyre Peninsula Local Government Association (EPLGA) and Eyre Peninsula Landscape Board (EPLB) and articulates a clear vision for the region. It identifies strategic priorities and has been used to inform the activities and outcomes in the 2023-2024 RDAEP Annual Business Plan.

A broad economic analysis of the Eyre Peninsula was undertaken in late 2022 that identified the following opportunities and threats which will influence the region's economy.

Opportunities:
1. Continued expansion in value of commodity exports into foreign markets
2. Renewable energy generation
3. New manufacturing, distribution and sales opportunities linked to local primary produce
4. Local processing
5. Growing population
6. Growth of education
7. Ageing population presents opportunities for growth in healthcare and development of new housing

Threats:
1. Climate change impacts to primary production
2. Tight regional labour markets
3. Ageing population threatens to exacerbate labour market shortages
4. Declining population in many centres
5. Significant socio-economic disadvantage in larger centres
6. Ageing infrastructure including road network
7. Small Local Government rate base
8. Tourism largely driven by SA resident visitation
9. Expansion of online retail
10. Reliance on limited climate dependant water supplies
11. Drought and natural disasters

This Annual Business Plan is for the period from 1 July 2023 to 30 June 2024. As part of this Plan RDAEP recognises the importance of working collaboratively across all levels of government, industry, local businesses, and regional stakeholders supporting and advocating for strong economic development strategies, policies and investment for the region.

2. STRATEGIC CONTEXT AND REGIONAL PRIORITIES

2.1 Strategic Context

The Eyre Peninsula is a land of rugged coastlines, expansive crops, plentiful seafood, sandy beaches, national parks and rich mineral deposits. It comprises the regional cities of Port Lincoln and Whyalla and the District Councils of Ceduna, Cleve, Elliston, Franklin Harbour, Kimba, Lower Eyre, Streaky Bay, Tumby Bay, and Wudinna along with remote unincorporated areas serviced by the Outback Communities Authority.

Agriculture, seafood, mining, steel manufacturing, and tourism have been the primary drivers for regional employment and economic growth with multiple flow-on effects nationally and globally. However, the Eyre and Western region is now being recognised as one of the world's richest low carbon energy resource environments, with an abundance of wind, solar and wave energy. This has seen the emergence of new industries such as renewable energy and hydrogen production, and the region as a key driver in efforts to decarbonise the Australian economy in response to green market signals.

Today the Eyre Peninsula is one of South Australia's most productive regions generating over $4 billion in gross regional product annually. The region is highly export oriented and benefits from established agriculture, commercial fishing and aquaculture industries, exporting on average over 90% of its grain and over 80% of seafood produced in the region. The region is renowned for its high-quality premium grains and sheep production (meat and wool). The commercial fishing and aquaculture industries produce about 80% of South Australia's seafood products. Several other industries continue to strengthen and offer exciting opportunities into the future including mining, renewable energy, hydrogen, space and tourism.

The Eyre Peninsula has a pipeline of future projects valued at over $14 billion and capable of creating over 25,000 new jobs. This reflects unprecedented levels of symbiotic business activity intent on leveraging the region's substantial and natural competitive advantage to diversify the economy through new and emerging industries.

National Context

The COVID-19 pandemic had an overwhelming impact on Australia's health system, community and economy over the last 3 years, particularly in regional areas. The Australian Government's Economic Plan focussed on supporting every Australian through the impacts associated with the pandemic.

The initial economic response sought to support households and businesses through this period via several platforms, with the JobKeeper program at its core. JobKeeper raised cash flow for employers and supported Australians in need of assistance. This then transitioned into support measures to boost household incomes, bring forward business and infrastructure investment activity, and drive down unemployment.

Over the last 12 months, the impact of this economic stimulus has led to high levels of inflation and has resulted in consecutive interest rate rises. This, along with a lack of housing stock and increased power and fuel costs, have and are significantly impacting on the cost of living.

Our nation's stronger than anticipated economic recovery has improved the Commonwealth's budget position. This is allowing the Australian Government to continue investing in building economic resilience. Economic diversification, skill development, innovative technologies and healthcare are all at the forefront of RDAEP's endeavours.

The Australian Government's regional priorities are as follows:

1. **Connectivity and infrastructure** incorporating digital connectivity, transport links, and freight and supply chain infrastructure.
2. **Human capital and skills** to provide skilled adaptable workforces, regional universities and training, and schooling.
3. **Regional employment and business** to develop regional businesses and industry, local R&D and innovation and strategic regional vision.
4. **Leadership and collaboration** by investing in regional leadership, capable local government and the Aboriginal community.
5. **Amenity and liveability** providing services, facilities and liveability, and support for local priorities.
6. **Sustainable natural resources** to build future resilience, ensure sustainable foundations and provide economic opportunities and jobs.

State Context

The State Government continues to play a crucial role in sustaining a competitive business environment. The South Australian government has maintained an open dialogue with Local Government and industry to collaborate on ways to support growth and investment and has recently announced their intent to sign a State/Local Government accord.

Nine sectors were originally identified as focus areas due to their significant potential to cater to emerging national and global demand, attract investment whilst capitalising on local strengths. These sectors include:

- Defence industry
- Space industry
- Hi-Tech
- Food, wine and agribusiness
- International education
- Tourism
- Energy and mining
- Health and medical industries, and
- Creative industries

The Government's Regional Development Strategy will help shape the long-term direction of regional South Australia.

The Strategy outlines how the State Government will work with communities to encourage regional development across the State, support communities to be resilient to challenges and help them thrive.

Five strategic priorities have been identified to guide government investment, decision making and service delivery to reflect the priorities of the regions:

1. Regional Voice – Engage regional stakeholders, businesses and communities to identify ways to grow.
2. Regional Connectivity – Identify and enhance digital connectivity through telecommunications and data infrastructure, and making sure infrastructure programs, including transport network solutions, engage representatives for local input.
3. Regional Leadership and Skills – Engage and give regional leaders access to development opportunities and have strategies in place to support worker shortages.
4. Regional Services – Identify regional service gaps and put in place services for community safety, wellbeing and liveability.
5. Regional Investment – Focus on initiatives that result in increased trade, productivity, profitability sustainability and growth.

Regional Context

The recently developed Eyre Peninsula Strategic Regional Plan 2023-2026 delivers a unified vision and region-wide strategies for attaining sustainable economic development on the Eyre Peninsula over the next three years.

The themes of Social Capacity, Infrastructure Capability, Economic Prosperity, and Environmental Sustainability have been employed as pillars to this Plan. These themes were identified through stakeholder engagement and research, with 17 Priority Areas identified with associated strategies.

SOCIAL CAPACITY - *Workforce Attraction, Retention, Training and Support*

It is essential that RDAEP support and develop the foundations on which the community is built. The people of Eyre Peninsula are resilient and have a strong sense of identity. However, they need to be supported by a variety of services to grow and thrive. Retaining and attracting a strong population base and active workforce is a key goal of RDAEP and is vital to supporting economic growth and strong communities.

INFRASTRUCTURE CAPABILITY - *Provision of Economic Enabling Infrastructure*

Infrastructure plays a critical role in connecting communities, services and markets. Having fit for purpose infrastructure is critical to facilitating growth and strong communities. Promoting strategic infrastructure investment is a key goal of RDAEP. The provision of adequate infrastructure is vital to ensure business operations remain competitive and grow. The challenge of distance and connectivity remains an issue for the Eyre Peninsula. For this reason, it is critical that the region not only seek to enhance its network but also maintain existing infrastructure and services.

ECONOMIC PROSPERITY - *Economic Growth through improved Business Efficiencies and Industry Diversification*

The Eyre Peninsula benefits from a strong economy. Rich mineral deposits form the foundation of a strong mining and manufacturing industry, while expansive plains and plentiful seas support agriculture and aquaculture. These industries are the largest sectors in terms of export value in the region. They are also significant on a state-wide scale, with the Eyre Peninsula producing approximately 80% of South Australia's seafood product and a considerable amount of its grain.

ENVIRONMENTAL SUSTAINABILITY – *Ecological Sustainable Development and Natural Resource Management*

The Eyre Peninsula's economy relies upon its environment. From resource extraction to agriculture, aquaculture and nature-based tourism, impacts associated with climate change will negatively affect the productivity of our existing and established industries. The future success of these industries will rely upon rapid decarbonisation as well as adapting to the effects of climate change. Stakeholders have recognised this and want to protect these assets for future generations by ensuring long term management and mitigation practices are at the forefront of decision-making processes.

Local Context

Ongoing refinement of strategic and economic development plans allow Local Government to support their communities by aligning local priorities with higher level government. These plans generally identify opportunities for council investment as well as opportunities for collaboration with other tiers of government or the private sector.

Through this work and by promoting investment into the economy and the community, it is recognised that revenue is generated through the creation of jobs which in turn supports broader socio-economic wellbeing. With Local Government elections occurring in November 2022, all councils are now in the process of reviewing and updating their Strategic Plans. The release of the Eyre Peninsula Strategic Regional Plan 2023-26 will be a key reference document in this review process, as Local Government seek to align local priorities with that of the State and Australian Governments.

2.2   Regional Priorities

RDAEP will continue to implement the RDA Charter and address priorities identified in the Eyre Peninsula Strategic Regional Plan 2023-2026.

The themes of Social Capacity, Infrastructure Capability, Economic Prosperity and Environmental Sustainability are reflected in RDAEP's priorities and actions, which also aligns with Local, State and Commonwealth priorities.

Priority Area 1: Housing and Accommodation - *Increase housing supply, mix and choice to support population growth.*

The Eyre Peninsula has traditionally benefitted from ample housing and accommodation. For various reasons this supply is now unavailable, with rental properties and short-term accommodation vacancy rates at unprecedented low levels. This is impacting on the region's ability to accommodate the workforce required to support business growth. The demand for accommodation is at all levels – community, affordable, family-style, executive; (one to four-bedroom) and quality.

There are several reasons for the high demand and low supply of housing. There has been a historic lack of investment in new and renewed housing stock as well as the increasing trend of people leaving major urban centres for regional locations in pursuit of lifestyle opportunities. Further compounding this lack of housing stock in the region is labour shortages in the construction industry as well as access to both finance and building materials due to impacts associated with COVID-19.

Priority Area 2: Healthcare Services - *Improve access and quality of healthcare services to support improved community health and wellbeing.*

The Eyre Peninsula is enduring a prolonged healthcare crisis. This is threatening the wellbeing of our community and is a significant barrier to attracting an active workforce.

The ratio of General Practitioners (GPs) to population is concerning. At present in the northern Eyre Peninsula there is one resident GP per 8,662 people or per 31,511km^2. Without intervention, the remaining GPs in the region will continue to operate under unsustainable workloads and are at risk of leaving the region.

Priority Area 3: Aged, Disability and Child Care - *Facilitate greater access to aged and childcare services to drive workforce participation in the region.*

Access to quality aged and childcare provides a fundamental role in facilitating communities to grow, integrate and support each other. These facilities support our greater communities' resilience.

Limited access to aged care and disability supports, combined with restricted access to health services encourages older residents to move to capital cities in pursuit of these services. By empowering ageing in the region, older people and people with disability continue to participate more fully in their communities and to live their preferred lifestyle.

A review of childcare provision across the country by the Mitchell Institute in May 2022 deemed 82 per cent of regional South Australians to be living in "childcare deserts". A childcare desert is described as an area where three or more children under four are competing for each childcare space. The Eyre Peninsula had the highest need, with seven children vying for a space.

Access to affordable childcare is a critical enabler in driving greater workforce participation, particularly for women. Although it is acknowledged the Australian Government provides considerable subsidies based on individual family circumstances, the region is continuing to experience widespread market failure in childcare provision.

Priority Area 4: Education and Training - *Expand educational and training opportunities to develop the skills needed to meet workforce shortages.*

The Eyre Peninsula is battling a lack of available and skilled workers, whilst at the same time experiencing an increasing supply of available jobs.

Whilst attracting skilled workers to the region is an important strategy, it is also fundamental that the region retains existing workers who already call the Eyre Peninsula home. The region needs to provide education and training pathways to assist local people to gain relevant job-ready skills. Providing training opportunities for members of the community within older cohorts, to prolong a move to retirement, is an opportunity that also needs to be investigated.

This strategy will also contribute to broader social and economic benefits by providing training and employment opportunities for disengaged or disadvantaged community members or people with disabilities.

Priority Area 5: Urban Amenity, Sustainability and Lifestyle - *Enhance urban amenity and lifestyle pursuits in towns to support population attraction and retention.*

Our region benefits from stunning landscapes and environments, quality lifestyles and strong communities. RDAEP needs to look beyond these recognised attributes and strengthen our built environments to create towns which can compete or leverage from their larger counterparts. Although a host of factors contribute to liveability, a focus on creating vibrancy through our built environment is considered a key opportunity.

Priority Area 6: Transport (Roads/Ports/Rail) - *Facilitate investment in strategic transport infrastructure to create new avenues to export markets, reduce costs and facilitate opportunities for local processing and value adding ventures.*

New and improved Ports - In such an export-oriented region, the benefit derived from enhanced port operations at Port Thevenard, Port Bonython, Port Lincoln and Lucky Bay is enormous. Ports capable of handling shipping containers, opens direct export routes for a range of products that are currently transported by road to Port Adelaide.

New industries and ventures would be possible if containers were able to be exported from the Eyre Peninsula, thereby adding value and creating employment. At present, agricultural product destined for the export market is unprocessed with very limited value adding occurring in Australia. Other mineral products such as graphite could also be processed to a much higher value product prior to export if containers could be shipped from the region.

Integrated road networks - Road infrastructure needs are extensive and require significant government and private sector investment. Strategic road improvements are required to ensure the road network is safe and can accommodate road trains, which are now larger in size and number.

The closure of the railway and the establishment of new and proposed ports at Lucky Bay, Cape Hardy and Port Spencer, has and will continue to see freight routes evolve. The increased volume of heavy transport vehicles impacts on local road networks which are under the care and control of Local Government. Although increased economic benefit associated with local industries is desired, the impact on local government road construction and maintenance budgets can be significant and very challenging.

National connected Rail - In 2018, a study on the future of freight transport across the Eyre Peninsula was completed. The cost to upgrade the rail network at that time was approximately $150 million dollars. The study noted that there is no guarantee a sufficient grain volume would be produced to justify this investment. As a result, the State Government identified upgrading the road network as a better option for catering to freight movements into the future.

Viterra have since shown interest in utilising a rail network, while the Australian Government has recognised the value of connecting the proposed port at Cape Hardy to the national standard gauge rail network through Whyalla.

Priority Area 7: Power Supply - *Improved power supply and reliability through enhanced transmission infrastructure to meet expected future demand and facilitate further investment in renewable energy generation*.

An affordable and reliable power supply is an economic imperative for our region. The Eyre Peninsula is located at the end of the national grid and has experienced consistent issues with reliability, stability of supply and grid capacity. Economic growth is significantly impeded without secure, affordable and reliable energy.

The Eyre Peninsula has significant electricity generation capacity with exceptional wind and solar profiles across the Peninsula, however the electricity infrastructure requires continued modernising and expansion to unlock economic investment and growth.

The Eyre Peninsula Link project, energised at the end of 2022, will assist in providing the Eyre Peninsula with a more reliable and secure electric supply and cater for future demand.

Priority Area 8: Water Security - *Secure scalable sources of non-climate dependent water to support population and industry growth*.

The Eyre Peninsula needs a sustainable, non-climate dependent water source to secure potable supply both now and into the future. The Uley South Basin currently provides around 75% of the region's water supply, with most of the remainder sourced from the River Murray. Recent hydrological investigations concluded that extraction from the Uley Basin needs to be reduced to ensure sustainability of the resource. Other aquifers in the region, such as the Bramfield lens, that supplies the township of Elliston, are experiencing record low groundwater levels. Approximately 48% of the region's output is derived from water-intensive industries including agriculture, manufacturing and mining.

Infrastructure Australia has recognised the importance of delivering a non-climate dependent source of water to support industries and communities. With almost three-quarters of the region's public water supply derived from a single source, diversifying the supply of water is required to improve opportunities for growth. The concentration of supply in one particular basin, is concerning given climate projections for the region that anticipate longer periods of higher temperatures and increasing variability in rainfall patterns.

Recent and major investments in desalination facilities is a positive first step in addressing these challenges.

Priority Area 9: Telecommunications Connectivity – *Increase the region's online capabilities through enhanced high-speed connectivity and associated mobile services coverage.*

Telecommunications affects how people connect and do business at the local and global levels. Access to quality and reliable telecommunications is pivotal to the region's reputation, productivity and economic success. Due to the large and expansive nature of the region, communities rely on technology to notify them of changing environmental conditions or when they may need assistance. Access to quality telecommunications facilitates community participation in a range of business and community networks.

Connectivity on the Eyre Peninsula requires improvement with vast areas in blackspots and businesses with poor communication networks.

Priority Area 10: Economic Diversification - *Support the development of new and emerging high value industries to diversify the regional economy.*

Diversity enhances economic and social resilience and provides employment choice. Diversification also increases convenience and provides greater opportunities for businesses to capture local expenditure. Local communities want to support local businesses.

The Eyre Peninsula is a critical part of the South Australian Government's plan to transition to affordable green energy. The Eyre Peninsula offers vast opportunities for wind and solar power generation and will be central to efforts to decarbonise the economy. This in turn will support South Australia's Hydrogen Jobs Plan, that will capture first-mover advantage established on Eyre Peninsula in pursuit to establish a competitive and sustainable green hydrogen sector.

The $593 million plan will deliver thousands of new jobs and be the catalyst for further growth in the region's world-class renewable energy sector.

With the Eyre Peninsula positioned at the forefront of both renewable generation and hydrogen (green and blue) production, it will provide significant opportunities to decarbonise heavy industry including steel, fuel, fertiliser and feedstock production.

The region is also well positioned to capitalise on the production of Asparagopsis seaweed which has been proven to reduce methane emissions by 90–95% when fed to cows and sheep. Asparagopsis seaweed is native to the Spencer Gulf and the region is well positioned to leverage and benefit from this growing aquaculture opportunity.

The space industry is also growing, with the Australian Space Agency seeking to triple the size of Australia's space economy to $12 billion by 2030 and create up to 20,000 jobs. From an international perspective, the global space launch services market is expected to reach US$30 billion by 2027.

Priority Area 11: Business Growth - *Support sustained business growth by reducing input costs and improving operational efficiencies.*

Fostering growth within the region's established industries will allow the Eyre Peninsula to capitalise on its strengths. The agriculture and fishing sectors are the largest employers in the region. Supporting the agriculture and aquaculture industries to adapt to climate change, access new markets, reduce production costs, and add value through local processing is critical to their long-term success.

Creating efficiencies is focused on maximising productivity. Ultimately it seeks to allow the economy to produce more with less waste. Being efficient in day-to-day operations assists to improve productivity, increase production output and reduce time-consuming tasks. An efficient economy is better positioned to remain competitive and resilient, grow and increase wealth to all participants and the community. Improving digital literacy across the Eyre Peninsula is a key opportunity to aid productivity gains through reliable communication and collaboration.

Priority Area 12: Visitor Economy - *Facilitate a sustainable expansion of the visitor economy.*

While the COVID-19 pandemic has created significant challenges and disruption, it has also presented opportunities to improve the visitor experience through increased investment and a renewed focus on sustainability.

Tourism is a key sector for the Eyre Peninsula, which generated $503m in visitor expenditure in 2022 (an increase of 3% on 2021), making it the third highest regional tourism economy in South Australia (SA), after the Fleurieu Peninsula and Flinders Ranges and Outback. Having already surpassed the $500 million of 2030, tourism is regarded as a valuable industry, owing to its capacity to provide employment and sustain communities across the EP. The region's tourism industry supports over 600 tourism businesses and in 2022 employed 4000 people through direct and indirect jobs (an increase of 48% from 2021). While the COVID-19 pandemic created significant challenges and disruption to the sector, it has also presented opportunities to improve the visitor experience through increased investment and a renewed focus on sustainability.

As stated in the South Australian Regional Visitor Strategy (SARVS) (SATC, 2021) "the opportunity for the Eyre Peninsula is to capitalise on its strengths, including pristine nature, immersive wildlife experiences and coastal lifestyle – to drive increased overnight stays from domestic and future international visitors". The region has approximately 100 state, national and conservation parks, ten state marine parks, and three commonwealth marine reserves.

With stunning landscapes, world-class seafood and unique nature-based experiences like shark diving and swimming with cuttlefish, the Eyre Peninsula is a hotspot for tourism. The Eyre Peninsula is the second largest of South Australia's regions in terms of tourism expenditure. Sustainable expansion of this sector is required to support future economic and social benefits.

The community has also seen the negative impact that visitors can have on our local environment, especially in recent years when people were holidaying closer to home, so the region needs to find a way to let people explore in a more environmentally aware way.

Priority Area 13: Collaboration and Cooperation - *Provision of regional leadership through collaboration and cooperation.*

Collaboration brings people together to share their expertise and builds networks for mutual shared benefit. Partnering, sharing expertise and resources promotes resilient businesses and underpins regional economic growth.

At our core, organisations such as RDAEP, EPLGA and the EPLB are collaborative and bring people together to identify shared goals and resolve common issues. However, the Eyre Peninsula has a limited pool of resources to draw upon. This necessitates collaboration as the region moves forward to achieve the best possible outcomes for the economy and community.

Priority Area 14: Water Resource Management - *Effective ongoing management of water resources for future generations.*

Water is a precious resource in the region. It needs to be managed appropriately. As the region works towards a climate independent water source to secure potable supply, it also needs to appropriately manage its existing supply. Water allocation planning, management of water affecting activities, stormwater management and sea level rise are issues to be proactively managed into the future.

Priority Area 15: Land Care - *Facilitate sustainable agriculture practices to ensure productive landscapes.*

Improving and developing land care practices is critical to the long-term sustainability of the region's primary production and the natural environment. The farming community of Eyre Peninsula have adopted strong environmental ethics and evolved their farming practices to increase production while appropriately managing their resource base. Actions carried out by mindful farmers and the community include crop monitoring, tree planting, native vegetation protection, improved tillage practices, appropriate chemical application, carbon storage practices and so on. These practices have demonstrated that conscious land care not only benefits the natural environment, but also enhances production capacity and creates resilient farms.

Priority Area 16: Pest Management - *Support landowners to minimise the economic and environmental impacts of pest plants and animals through appropriate control.*

Crop yields and the natural environment can be significantly impacted upon by pest plants and animals. Protecting crops more effectively and with innovative methods assists to improve crop yields and broader environmental health.

The Eyre Peninsula Landscape Board works closely with landowners and managers to find ways of reducing the impacts of pest species, helping to restore native biodiversity whilst minimising losses to yields and the agricultural industry. A pest management program has been developed to assist landowners and managers to identify and manage the likely pests they will encounter on their properties. These programs support the region's community and industry to prevent the establishment of high-risk pests and raise awareness of appropriate control measures.

Priority Area 17: Biodiversity – *Protect, restore and enhance biodiversity and natural assets.*

Environmental pressures including biodiversity loss, biosecurity risks, climate change and land clearing will present further challenges for biodiversity. Managing natural resources and ensuring biological processes continue to thrive is fundamental to supporting the region's economy.

The region is rich in environmental assets. The incredible landscapes of the Eyre Peninsula deserve celebration and protection. The region is renowned for its coastal and marine environment, with its rugged and largely undeveloped coastline making up almost one half of South Australia's coasts. The Eyre Peninsula's marine and conservation parks include 250 islands which support an abundance of plants and wildlife.

Nearly 7.5 million hectares of land on the Eyre Peninsula is contained in national parks, conservation parks and reserves. The Lincoln National Park and Coffin Bay National Park are significant tourism attractions. The natural values of these environments are valued by the State and enjoyed through active and passive activities.

3. OVERVIEW OF COMMITTEE MEMBERS AND STAFF

COMMITTEE MEMBERSHIP

The Board of Regional Development Australia Eyre Peninsula is comprised of high-profile local people representing business, industry, local government, and the community, with members selected for experience and relevant skills.

The current Board consists of the following members:

NAME	POSITION
Bryan Trigg AFSM JP	Chair
Malcolm Catt	Deputy Chair
Heather Baldock	Executive Member
Sue Chase AM	Executive Member
Matthew Waller	Committee Member
Travis Barber	Committee Member
Neville Starke	Committee Member
Allan Suter OAM	Committee Member
Pam Schlink	Committee Member
Joshua Telfer	Committee Member

STAFF

The Board is supported by a team with extensive government and private sector experience in regional economic and community development activities.

POSITION	NAME	RESPONSIBILITY
Chief Executive Officer / Director Regional Development (1 FTE)	Ryan Viney	Strategy and Policy
Economic Development Manager (1 FTE)	Vacant (new)	Economic Development and Projects
Economic Development Manager (0.6 FTE)	Trevor Smith	Economic Development and Projects
Indigenous Economic Development Manager (0.6 FTE)	Howard Coote	Economic Development and Projects
Tourism Development Manager (1 FTE)	Annabelle Hender	Economic Development and Projects
Project Support Officer - Regional Brand Coordinator (0.5 FTE) and Leadership Program (0.5 FTE)	Casey Peters	Tourism and Community/Workforce
Workforce Coordinator (1 FTE)	Tamsin Scholz	Regional Workforce Development
Manager Corporate Services (0.4 FTE)	Roger Paul	Corporate Services
Executive Assistant (1 FTE)	Wendy Ettridge	Corporate Services
Business Support Officer (1 FTE)	Sue Henriksen	Corporate Services

4.   ANNUAL WORK PLAN

THEME: Social Capacity - Workforce attraction, retention, training and support			
PRIORITY AREA: Housing and Accommodation			
STRATEGY	**KEY ACTION/S**	**TIMELINE**	**RESOURCES**
Increase housing supply, mix and choice to support population growth.	Work with State Government on the development of a new Strategic Land Use Plan for the Eyre and Western Region, and other subregional master planning processes prepared by Councils, to ensure the region has an adequate supply of shovel ready industrial, commercial and residential land.	June 2024	Director Regional Development
	Investigate low-cost and alternative construction methodologies, such as prefabrication, to avoid difficulties associated with access to trades and material shortages.	June 2024	Economic Development Manager
	Lobby the State Government to reduce fees, charges, and other connection costs for new housing developments, to encourage investment.	December 2023	Economic Development Manager
	Investigate opportunities to establish private and public partnerships for the delivery of regional housing developments.	June 2024	Economic Development Manager
	Work with Local Government, strategic landowners, employers and the development industry to quantify the region's unmet demand for housing and identify land capable of facilitating both temporary short-term worker accommodation and executive style housing to support major projects.	Ongoing	Economic Development Manager
	Work with Councils to develop and support local responses to housing supply issues that works to address both short and mid-term housing availability and affordability issues.	Ongoing	Director Regional Development
	Strengthen the link between housing and future workforce requirements by quantifying demand for housing in line with projected workforce requirements.	June 2024	Economic Development Manager

THEME: Social Capacity - Workforce attraction, retention, training and support			
PRIORITY AREA - Healthcare Services			
STRATEGY	STRATEGY	STRATEGY	STRATEGY
Improve access and quality of healthcare services to support improved community health and wellbeing	Support the Eyre and Far North Local Health Network and Northern Eyre Peninsula Health Alliance to develop strategies to attract and retain health professionals, particularly doctors.	June 2024	Economic Development Manager
	Collaborate with the medical sector to develop innovative and sustainable service delivery models, ensuring a quality healthcare service for the community.	Ongoing	Director Regional Development Economic Development Manager
	Continue lobbying the Australian Government to incentivise General Practitioners establishing and operating businesses in the region. Such incentives could include a minimum guaranteed income, up-front sign-on bonus, travel allowance, free accommodation, and access to professional development opportunities.	December 2023	Economic Development Manager
	Lobby the State Government for funding for new and upgraded medical facilities and equipment to support regional clinics.	December 2023	Economic Development Manager
	Advocate for State Government funding to support the construction of twelve new high-quality doctor houses.	June 2024	Economic Development Manager

THEME: Social Capacity - Workforce attraction, retention, training and support			
PRIORITY AREA – Aged, Disability and Childcare			
STRATEGY	KEY ACTION/S	TIMELINE	RESOURCES
Facilitate greater access to aged, disability and childcare services to drive workforce participation in the region	Facilitate and/or participate in the establishment of a taskforce to quantify the demand for aged, disability and childcare services, factors limiting further expansion as well as develop a business attraction focused prospectus.	December 2023	Economic Development Manager
	Work with State Government, Local Government, schools and independent childcare operators to identify and remove barriers to facilitate investment in childcare centres.	Ongoing	Economic Development Manager
	Collaborate with Local Government and the Department for Education to encourage adaptive reuse of buildings for aged and childcare, and other innovative service delivery models.	June 2024	Economic Development Manager
	Support aged care providers and disability support services to improve the provision of facilities, allowing people to remain part of their broader community.	Ongoing	Economic Development Manager
	Promote opportunities for a tree/sea change to attract the significant number of nurses and childcare workers that left their industry through the COVID pandemic.	June 2024	Economic Development Manager
	Support targeted projects in health, aged care, childcare and disability services.	Ongoing	Economic Development Manager
	Advocate for additional aged care providers/facilities to be established in all major centres on the Eyre Peninsula to increase aged care beds/services.	June 2024	Economic Development Manager
	Identify opportunities for the expansion of childcare including understanding the supply/ demand model and its ability to impact on the local economy including attracting and retaining workforce.	June 2024	Economic Development Manager

THEME: Social Capacity - Workforce attraction, retention, training and support			
PRIORITY AREA - Education and Training			
STRATEGY	KEY ACTION/S	TIMELINE	RESOURCES
Expand educational and training opportunities to develop the skills needed to meet workforce shortages	Liaise with local industry and businesses to undertake a skills audit to inform educational institutions, registered training providers and government on the region's workforce needs.	June 2024	Regional Workforce Coordinator
	Continue the place-based Regional Leadership Program to address identified needs within the region supporting the next generation of community and business leaders.	December 2023	Project Support Officer
	Work with universities, TAFESA and other training providers to ensure the region's existing facilities are fully utilised and adequately resourced with options to expand course offerings and decentralise service delivery back to the region.	Ongoing	Director Regional Development
	Support the Local Jobs Program via participation in the Locals Jobs and Skills Taskforce.	Ongoing	Director Regional Development
	Advocate to the Australian Government for changes to skilled migration programs to ensure outcomes are demand driven and aligned with regional skills gaps and job vacancies.	June 2024	Economic Development Manager
	Lobby the State and Australian Governments for improved case management and mentoring programs for unemployed, disadvantaged, people with disabilities and First Nations peoples.	December 2023	Indigenous Economic Development Manager
	Deliver the Regional Workforce Connector and Collaboration Program to workforce outcomes in the Upper Spencer Gulf region.	June 2024	Regional Workforce Coordinator

PRIORITY AREA - Education and Training			
	Assist in the development and implementation of South Australian Hydrogen Workforce Roadmap and the Upper Spencer Gulf Regional Workforce Strategy	June 2024	Regional Workforce Coordinator
	Work with local businesses to become employers of choice and to improve and/or develop recruitment practices attraction and retention strategies.	June 2024	Regional Workforce Coordinator
	Promote and connect access to government support and initiatives (eg. skilled migration, connecting with international students, skills programs).	March 2024	Regional Workforce Coordinator
	Promote the Eyre Peninsula "Make the Move" video content to attract workers to the region, promoting the Eyre Peninsula as a destination of choice relative to lifestyle.	December 2023	Regional Workforce Coordinator

THEME: Social Capacity - Workforce attraction, retention, training and support			
PRIORITY AREA - Urban Amenity, Sustainability and Lifestyle			
STRATEGY	KEY ACTION/S	TIMELINE	RESOURCES
Enhance urban amenity and lifestyle pursuits in towns to support population attraction and retention.	Support Local Government in the development and implementation of master planning for foreshore areas, sporting precincts, town centres and strategic civic areas.	Ongoing	All
	Advocate for increased State Government funding to support improved access to quality public realms (such as playgrounds, linear paths and new open space purchases) at strategic locations.	June 2024	Director Regional Development
	Support a diverse range of cultural initiatives, such as public art, community events and activities and festivals to stimulate the revitalisation of communities and promote social cohesion.	Ongoing	Tourism Development Manager
	Encourage the development of cross-region shared-use community facilities providing civic, recreation, information, tourism, arts and cultural heritage services.	June 2024	Economic Development Manager
	Initiate partnerships to improve the functionality and amenity of regional towns including street scaping, signage, foreshore development, walking trails and the upgrade of town entrances.	Ongoing	Economic Development Manager
	Assist groups to prepare business cases and grant applications for funding from government infrastructure programs.	Ongoing	All
	Work with Councils to increase population, with a focus on attracting a younger demographic profile.	Ongoing	Economic Development Manager

THEME: Infrastructure Capability - Provision of economic enabling infrastructure			
PRIORITY AREA - Transport (Roads/Ports/Rail)			
STRATEGY	KEY ACTION/S	TIMELINE	RESOURCES
Facilitate investment in strategic transport infrastructure to create new avenues to export markets, reduce costs and facilitate opportunities for local processing and value adding ventures.	Identify and pursue solutions to improve transport infrastructure across the region, such as the option of connecting the region's existing rail to the national network.	Ongoing	Director Regional Development
	Work with State and Australian Governments, industry and regional stakeholders to progress the development of new deep-sea multi-use port facilities on the Eyre Peninsula.	June 2024	Director Regional Development
	Support funding applications designed to improve the efficiency of export facilities, such as the deepening of birth-boxes at Port Thevenard to improve capacity.	June 2024	Director Regional Development
	Advocate for increasing the capacity and capabilities of the region's airports as well as changes to security screening legislation to meet expected future demand and drive economic development.	December 2024	Director Regional Development
	Advocate for strategic road upgrades, as well as potential reclassification when used, or proposed to be used, in association with new export facilities.	March 2024	Director Regional Development
	Support infrastructure investment and investment attraction with government agencies and private sector companies.	Ongoing	Economic Development Manager

THEME: Infrastructure Capability - Provision of economic enabling infrastructure			
PRIORITY AREA - Power Supply			
STRATEGY	KEY ACTION/S	TIMELINE	RESOURCES
Improved power supply and reliability through enhanced transmission infrastructure to meet expected future demand and facilitate further investment in renewable energy generation.	Pursue opportunities to improve the reliability and affordability of energy supply across the region, minimising the impacts of power outages.	Ongoing	Economic Development Manager
	Advocate for the establishment of large-scale renewable energy generation projects across the region to maximise economic, community and environmental benefits.	June 2024	Director Regional Development
	Support the upgrading of low capacity/underrated electrical mains across the region to accommodate the provision of renewable energy production into the grid.	Ongoing	Economic Development Manager
	Advocate for further investment in high voltage backhaul interconnector infrastructure to enable greater capacity for renewable energy production and transmission.	June 2024	Director Regional Development
	Liaise with government and private sectors about power supply solutions, and alternative energy technologies.	Ongoing	Economic Development Manager

THEME: Infrastructure Capability - Provision of economic enabling infrastructure			
PRIORITY AREA – Water Security			
STRATEGY	**KEY ACTION/S**	**TIMELINE**	**RESOURCES**
Secure scalable sources of non-climate dependent water to support population and industry growth.	Advocate to the Australian and State Governments and SA Water for the provision of seawater desalination to support long-term water security.	June 2024	Director Regional Development
	Work with the State Government and all associated project partners on the Northern Water Supply.	June 2024	Director Regional Development
	Advocate for further investment by SA Water for network upgrades to accommodate the region's predicted demand.	Ongoing	Economic Development Manager
	Liaise with Government and private sector about integrated water management opportunities and alternative and emerging water supply solutions and technologies.	Ongoing	Economic Development Manager
	Pursue synergies by linking water supply solutions with regional energy planning strategies.	Ongoing	Economic Development Manager
	Support the work of the Eyre Peninsula Water Taskforce.	June 2024	Director Regional Development
	Participate in SA Water's Eyre Peninsula Desalination Plant Project Reference Group.	Ongoing	Director Regional Development

THEME: Infrastructure Capability - Provision of economic enabling infrastructure			
PRIORITY AREA - Telecommunications Connectivity			
STRATEGY	**KEY ACTION/S**	**TIMELINE**	**RESOURCES**
Increase the region's online capabilities through enhanced high-speed connectivity and associated mobile services coverage.	Work with telecommunications providers and the Australian and State Governments to improve mobile phone and Wi-Fi internet coverage, connectivity and capacity.	June 2024	Economic Development Manager
	Collaborate with NBN Co and the Australian and State governments to expand the optical fibre network into new and emerging hi-tech industry precincts.	June 2024	Economic Development Manager
	Work with businesses and training providers to improve digital literacy and increased use of electronic platforms and online services.	June 2024	Economic Development Manager
	Work with telecommunication service providers and emergency service providers to improve communications capabilities when responding to events.	Ongoing	Economic Development Manager
	Investigate the potential regional application of new and emerging communications technologies, such as low-orbit satellites.	June 2024	Economic Development Manager
	Advocate for a weather (Doppler) radar that captures the Eyre Peninsula.	December 2024	Economic Development Manager

THEME: Economic Prosperity - Economic growth through improved business efficiencies and industry diversification			
PRIORITY AREA - Economic Diversification			
STRATEGY	KEY ACTION/S	TIMELINE	RESOURCES
Support the development of new and emerging high value industries to diversify the regional economy.	Support the establishment and coordination of green hydrogen hubs/precincts on the Eyre Peninsula to assist globally in efforts to decarbonise industry through the production of green steel, fertiliser, feed and fuels.	June 2024	Director Regional Development
	Position the Eyre Peninsula at the forefront of renewable energy generation and transmission.	Ongoing	Director Regional Development
	Advocate for Whyalla to be a world leader in green heavy industry and efforts to decarbonise the economy more broadly.	Ongoing	Director Regional Development
	Support the exploration, development and expansion of copper, graphite, iron ore, kaolin, mineral sands and other high value minerals on the Eyre Peninsula.	Ongoing	Director Regional Development
	Work with the Australian and State Governments to put in place levers to encourage further regional exploration for rare earths across the Eyre Peninsula.	June 2024	Director Regional Development
	Continue to explore opportunities to develop the space industry on the Eyre Peninsula by actively seeking to support the implementation of the Australian and State Government Space Strategies, including the establishment of South Australia's first regional space precinct.	Ongoing	Director Regional Development
	Attract investment in local processing, manufacturing and grow opportunities in new and emerging high-value and hi-tech industries.	Ongoing	Director Regional Development

PRIORITY AREA - Economic Diversification			
	Advocate for the adaptive reuse of former Department of Education sites to become a centre of excellence for green heavy industry and/or Space.	June 2024	Director Regional Development
	Liaise with Defence SA and the South Australian Space Industry Centre to identify opportunities to support the State's Space industry	June 2024	Director Regional Development
	Work closely with Green Industries SA to drive economic development that reflects the State Government's five strategic circular economy priorities.	June 2024	Director Regional Development

THEME: Economic Prosperity - Economic growth through improved business efficiencies and industry diversification			
PRIORITY AREA - Business Growth			
STRATEGY	**KEY ACTION/S**	**TIMELINE**	**RESOURCES**
Support sustained business growth by reducing input costs and improving operational efficiencies	Investigate opportunities for increasing local production, processing and other sovereign capabilities to reduce the region's reliance on international markets.	Ongoing	Economic Development Manager
	Support the enhancement of commercial fishing and aquaculture industries through the provision of fit-for-purpose marine loading and offloading facilities, and the provision of suitable land for processing in close proximity to marine infrastructure.	June 2024	Economic Development Manager
	Assist in the facilitation/development of new markets, both domestically and internationally for the region's products to provide economic resilience.	June 2024	Economic Development Manager
	Facilitate and promote shared procurement initiatives to reduce recurrent operational costs and enhance competitiveness.	Ongoing	Economic Development Manager
	Provide advice and support to small-medium enterprises and small and family business leaders) to build the fundamental knowledge and capability in areas critical to long-term business sustainability and growth.	Ongoing	Economic Development Manager
	Support the development of value-added agribusiness.	Ongoing	Economic Development Manager
	Continue supporting the aviation and space sectors on Eyre Peninsula.	Ongoing	Director Regional Development
	Assist with the development and administration of Indigenous SMEs.	Ongoing	Indigenous Economic Development Manager
	Support Chambers of Commerce in the region to grow membership, redefine their purpose and create a clear strategy for engaging with and supporting local businesses to grow and prosper.	June 2024	Director Regional Development

THEME: Economic Prosperity - Economic growth through improved business efficiencies and industry diversification			
PRIORITY AREA – Visitor Economy			
STRATEGY	KEY ACTION/S	TIMELINE	RESOURCES
Facilitate a sustainable expansion of the visitor economy.	Strengthen the regional tourism brand to ensure it leverages the region's competitive advantage and positions Eyre Peninsula as an aspirational tourism destination to target visitors.	Ongoing	Tourism Development Manager
	Review and revise the Eyre Peninsula Visitor Guide to inspire visitation.	June 2024	Tourism Development Manager
	Support product development and associated infrastructure provision to grow and diversify the region's tourism offering through the provision of tourism related data, industry trends and advice.	Ongoing	Tourism Development Manager
	Review and revise the Nullarbor Map to inspire visitation.	July 2023	Tourism Development Manager
	Protect, maintain and enhance tourism assets and infrastructure, such as the region's network of campgrounds, small and large-scale accommodation options, jetties and boat ramps.	Ongoing	Tourism Development Manager
	Develop a suite of regional signage templates and work with stakeholders to facilitate funding opportunities to produce and install them.	May 2024	Regional Brand Coordinator
	Provide pathways for increased participation of Aboriginal people in tourism through development and implementation of an Eyre Peninsula Aboriginal Tourism Strategy.	August 2023	Indigenous Economic Development Manager
	Support the development of a 5–6-star hotel, and other high-quality eco-accommodation options on the Eyre Peninsula.	Ongoing	Tourism Development Manager
	Develop a new high performing destination website and establish performance tracking to ensure optimum website management.	December 2023	Regional Brand Coordinator

PRIORITY AREA – Visitor Economy			
	Collaborate with local governments as airport owners/operators to support the optimisation of airports as key tourism infrastructure assets.	Ongoing	Tourism Development Manager
	Support the protection of environmental values at strategic places to ensure our nature and wildlife experiences stay attractive with increased visitation.	Ongoing	Tourism Development Manager
	Support establishment of the Ceduna Art and Cultural Centre.	Ongoing	Indigenous Economic Development Manager
	Engage with Indigenous stakeholders to identify opportunities to integrate Aboriginal tourism into mainstream projects.	Ongoing	Indigenous Economic Development Manager
	Work in partnership with stakeholders of the 'Aboriginal Tourism Strategy for the Far West of South Australia' to support product development and marketing and align investment and implementation, where possible.	Ongoing	Tourism Development Manager
	Facilitate region-wide photo and video shoots to address visual identity gaps within EP Experience themes and Brand Pillars for use in destination marketing.	June 2024	Regional Brand Coordinator
	Develop and activate responsible and safe visitor messaging.	June 2024	Tourism Development Manager
	Perform local contact duties under the SATC Local Contact Office role including, keeping community informed of tourism opportunities, promotion of ATDW, and assist with marketing, destination development, trade, media, regional SATC visits and other RTO and SATC collaborative activity.	Ongoing	Tourism Development Manager
	Integrate new Destination Brand positioning across all existing and new marketing assets.	December 2023	Regional Brand Coordinator
	Management of Eyre Peninsula social media including Facebook, Instagram YouTube and blog content, to inspire visitation and drive visitation to the Eyre Peninsula website.	Ongoing	Regional Brand Coordinator

THEME: Economic Prosperity - Economic growth through improved business efficiencies and industry diversification			
PRIORITY AREA - Collaboration and Cooperation			
STRATEGY	KEY ACTION/S	TIMELINE	RESOURCES
Provision of regional leadership through collaboration and cooperation.	Drive implementation of the Strategic Regional Plan 2023-2026 with a joint RDAEP, EPLGA and EPLB working group.	June 2024	Director Regional Development
	Collaborate and maintain partnerships with Local and State Governments to identify opportunities for resource sharing, particularly where organisations have shared/common goals.	Ongoing	Director Regional Development
	Support collaborative regional planning and procurement initiatives with governments, business, First Nations groups and stakeholders.	Ongoing	All
	Maintain a centralised database of grant opportunities available to local governments, community groups, not-for-profits and businesses.	Ongoing	Economic Development Manager
	Align the region's development needs with Australian and State Government planning and economic priorities to improve access to government funding.	Ongoing	Director Regional Development
	Maintain and develop regional communication and engagement.	Ongoing	All
	Assist Indigenous organisations to improve governance.	Ongoing	Indigenous Economic Development Manager
	Support the development of formal Local Government partnerships and frameworks to create a cohesive approach to future planning and economic development across the Eyre Peninsula.	June 2023	Director Regional Development

THEME: Environmental Sustainability – Ecologically sustainable development and natural resource management			
PRIORITY AREA – Natural Resources Management			
STRATEGY	KEY ACTION/S	TIMELINE	RESOURCES
Effective ongoing management of natural resources for future generations.	Support traditional owners and First Nations communities to care for country.	Ongoing	Indigenous Economic Development Manager
	Support strategic partnerships with government, research and private sector organisations relative to climate adaptation.	Ongoing	Economic Development Manager
	Continue to connect landholders and industry with the Eyre Peninsula Landscape Board and other land care organisations to better identify opportunities for collaboration.	Ongoing	All

5. SOUTH AUSTRALIAN GOVERNMENT AGREEMENT

The RDAEP Regional Project Plan submitted as required to the South Australian Government aligns with priorities and activities identified in the Eyre Peninsula Strategic Regional Plan 2023-2026. Therefore, these priorities are common to and reflected in, this RDAEP Business Plan and Budget.

Priorities include:

- Social Capacity – Workforce attraction, retention, training and support
  - Housing and Accommodation
  - Healthcare Services
  - Aged and Child Care
  - Education and Training
  - Urban Amenity and Lifestyle

- Infrastructure Capability – Provision of economic enabling infrastructure
  - Transport (Roads/Ports/Rail)
  - Power Supply
  - Water Security
  - Telecommunications Connectivity

- Economic Prosperity – Economic growth through improved business efficiencies and industry diversification
  - Economic Diversification
  - Business Growth
  - Visitor Economy
  - Collaboration and Cooperation

Outcomes and performance indicators sought by the State Government includes the $14 billion identified in the Investment Pipeline Report and information relating to the progress of projects and programs identified in the RDAEP Regional Project Plan.

It is difficult to identify activities that are State and Local Government specific due to the common nature of the identified priorities.

6. OUTCOMES AND PERFORMANCE INDICATORS TABLE

OUTCOME 1	Facilitate regional economic development outcomes, investment, jobs and local procurement.
PERFORMANCE INDICATORS	a. Provide details and/or a copy of a suitable existing strategic Regional Plan that your RDA is contributing to or that your RDA is developing in accordance with the Charter and the RDA Better Practice Guide. b. Provide details of the investment (in dollar terms), jobs (number), local procurement opportunities (in dollar terms) and other regional development outcomes that your RDA will facilitate (for planning purposes) or has facilitated (for reporting purposes) for your region during this financial year. Please separate these in terms of outcomes that your RDA has: • Lead/championed – heavily involved with the outcome • Contributed to – moderately involved with the outcome • Otherwise assisted – marginally involved with the outcome. Examples of these levels of involvement are at item A.3.3 of your 2021-25 funding agreement.

PART 1 – FOR THE ANNUAL BUSINESS PLAN

What will we do?

Activity 1 - Increase housing supply, mix and choice to support population growth *(facilitate)*

- Work with State Government on the development of a new Strategic Land Use Plan for the Eyre and Western Region, and other subregional master planning processes, to ensure the region has an adequate supply of shovel ready industrial, commercial and residential land.
- Investigate low-cost and alternative construction methodologies, such as prefabrication, to avoid difficulties associated with access to trades and material shortages.
- Lobby the State Government to reduce fees, charges, and other connection costs for new housing developments to encourage investment.
- Investigate opportunities to establish private and public partnerships for the delivery of regional housing developments.
- Work with local government, strategic landowners, employers and the development industry to quantify the region's unmet demand for housing and identify land capable of facilitating both temporary short-term worker accommodation and executive style housing to support major projects.
- Strengthen the link between housing and future workforce requirements by quantifying demand for housing in line with projected workforce requirements.

Expected Outcomes:
- To accommodate the workforce required to support business growth.

Activity 2 – Improve access and quality of healthcare services to support improved community health and wellbeing *(advocate)*

- Support the Eyre and Far North Local Health Network and Northern Eyre Peninsula Health Alliance to develop strategies to attract and retain health professionals, particularly doctors.
- Collaborate with the medical sector to develop innovative and sustainable service delivery models on the Eyre Peninsula, ensuring a quality healthcare service for the community.
- Continue lobbying the Australian Government to incentivise General Practitioners establishing and operating businesses in the region.
- Lobby the State Government for funding for new and upgraded medical facilities and equipment to support regional clinics.
- Advocate for State Government funding to support the construction of twelve new high-quality doctor houses across the Eyre Peninsula.

Expected outcomes:
- To improve the ratio of General Practitioners per population.
- To maintain and improve professional healthcare services.

Activity 3 - Facilitate greater access to aged, and childcare services to drive greater workforce participation in the region. *(advocate)*

- Facilitate and/or participate in the establishment of a taskforce to quantify the demand for aged, disability and childcare services, factors limiting further expansion as well as develop a business attraction focused prospectus.
- Work with State Government, local government, schools and independent childcare operators to identify and remove barriers to facilitate investment in childcare centres.
- Collaborate with local government and the Department for Education to encourage adaptive reuse of buildings for aged and childcare, and other innovative service delivery models.
- Support aged care providers and disability support services to improve the provision of facilities, allowing people to remain part of their broader community.
- Promote opportunities for a tree/sea change to attract the significant number of nurses and childcare workers that left their industry through the COVID pandemic.

Expected outcomes:
- To discourage older residents from moving to capital cities in pursuit of services.
- To provide additional and affordable childcare spaces, enabling greater workforce participation, particularly for women.

Activity 4 – Expand educational and training opportunities to develop the skills needed to meet workforce shortage *(facilitate)*

- Liaise with local industry and businesses to undertake skills audit to inform educational institutions, registered training providers and government on the region's workforce needs.
- Work with universities, TAFE SA and other training providers to ensure the region's existing facilities are fully utilised and adequately resourced with options to expand course offerings and decentralise service delivery back to the region.
- Support the work of the Local Jobs Program Taskforce in pursuing opportunities to move people back into work, reskill or upskill to meet employer needs.
- Advocate to the Australian Government for changes to skilled migration programs to ensure outcomes are demand driven and aligned with regional skills gaps and job vacancies.
- Lobby State and Australian Government for improved case management and mentoring programs for unemployed, disadvantaged, people with disabilities and First Nations peoples.

Expected outcomes:
- To enhance the region's education participation rates.
- To improve the ability to undertake courses locally or online to help stem the migration of young people from the region.
- Creation of employment readiness pathways
- Reformed migration
- Retain existing workers
- Attract workers to the region
- Identification of current and future workforce demand.

Activity 5 – Enhance urban amenity and lifestyle pursuits in towns to support population attraction and retention *(advocate)*

- Support local government in the development and implementation of master planning for foreshore areas, sporting precincts, town centres and strategic civil areas.
- Advocate for increased State Government funding to support improved access to quality public realms (such as playgrounds, linear paths and new open space purchases) at strategic locations.
- Support a diverse range of cultural initiatives such as public art, community events and activities and festivals to stimulate the revitalisation of communities and promote social cohesion.
- Encourage the development of cross region shared use community facilities providing civic, recreation, information, tourism, arts and cultural heritage services.
- Initiate partnerships to improve the functionality, sustainability and amenity of regional towns including street scaping, biodiversity and water sensitive urban design, signage, foreshore development, walking trails and the upgrade of town entrances.

Expected outcomes:
- To improve community infrastructure and services to enhance the liveability and amenity of townships, to retain and attract workforce families to the region.
- To improve the functionality and quality of recreational and cultural infrastructure.

Activity 6 – Facilitate investment in strategic transport infrastructure to create new avenues to export markets, reduce costs and facilitate opportunities for local processing and value adding ventures. *(facilitate)*

- Identify and pursue solutions to improved transport infrastructure across the region such as the option of connecting the region's existing rail into the National Network.
- Work with State and Australian Government, industry and regional stakeholders to progress the development of a new deep-sea multi-use port facility on the Eyre Peninsula.
- Support funding applications designed to improve the efficiency of export facilities such as the deepening of birth-boxes at Port Thevenard to improve capacity.
- Advocate for strategic road upgrades, as well as potential reclassification when used, or proposed to be used, in association with new export facilities.
- Advocate for increasing the capacity and capabilities of the region's airports as well as changes to security screening legislation to meet expected future demand and drive economic development.

Expected outcomes:
- Provide improved and new transport infrastructure.
- Provide access to new markets and create new export opportunities.

Activity 7 – Improved power supply and reliability through enhanced transmission infrastructure to meet expected future demand and facilitate further investment in renewable energy generation. *(advocate)*

- Pursue opportunities to improve the reliability and affordability of energy supply across the region, minimising the impacts of power outages.
- Advocate for the establishment of large-scale renewable energy generation projects across the region to maximise economic, community and environmental benefits.
- Support the upgrading of low capacity/underrated electrical mains across the region to accommodate the provision of renewable energy production into the grid.
- Advocate for further investment in high voltage backhaul interconnector infrastructure to enable greater capacity for renewable energy production and transmission.
- Liaise with government and private sector about power supply solutions and alternative energy technologies.

Expected outcomes:
- Investment into renewable energy solutions.
- Advance development of a green hydrogen export facility at Cape Hardy.
- Continued modernising of electricity infrastructure to unlock economic investment and growth.
- Provide secure, affordable and reliable energy.

Activity 8 – Secure scalable sources of non-climate dependent water to support population and industry growth. *(advocate)*

- Advocate to the Australian and State Government and SA Water for the provision of seawater desalination to support long-term water security.
- Work with the State Government and all associated project partners on the business case needed to support the Northern Water Supply Project and unlock economic investment.
- Advocate for further investment by SA Water for network upgrades to accommodate the region's predicted demand.
- Liaise with Government and private sector about integrated water management opportunities and alternative and emerging water supply solutions and technologies.
- Pursue synergies by linking water supply solutions with regional energy planning strategies.

Expected outcomes:
- Investment into cheap and abundant water solutions to supplement limited supply from ground water basins and the Murray River.
- Sustainable, non-climate dependent water sources to secure potable supply both now and into the future.

Activity 9 - Increase the region's online capabilities through enhanced high-speed connectivity and associated mobile service coverage. *(advocate)*

- Work with telecommunications providers and the Australian and State Governments to improve mobile phone and Wi-Fi internet coverage, connectivity, and capacity.
- Collaborate with the NBN Co and Australian and State Governments to expand the optical fibre network into new and emerging hi-tech industry precincts.
- Work with businesses and training providers to improve digital literacy and increased use of electronic platforms and online services.
- Work with telecommunication service providers and emergency service providers to improve the communications capabilities when responding to events.
- Investigate the potential regional application of new and emerging communications technologies such as low-orbit satellites.
- Advocate for a weather (Doppler) radar that captures the Eyre Peninsula.

Expected outcomes:
- Investment into communications infrastructure.
- Improved access to quality and reliable telecommunications.

Activity 10– Support the development of new and emerging high value industries to diversify the regional economy. *(facilitate)*

- Support the establishment and coordination of Green Hydrogen Precincts on the Eyre Peninsula to assist globally in efforts to decarbonise industry through the production of green steel, fertiliser, feed and fuels.
- Position the Eyre Peninsula at the forefront of renewable energy generation and transmission.
- Support the exploration, development and expansion of copper, graphite, iron ore, kaolin, mineral sands and other high value minerals on the Eyre Peninsula.
- Continue to explore opportunities to develop the Space industry on the Eyre Peninsula by actively seeking to support the implementation of the Australian and State Government Space Strategies, including the establishment of South Australia's first regional space precinct.
- Attract investment in local processing, manufacturing and grow opportunities in new and emerging high-value and hi-tech industries.

Expected outcomes:
- Advance mineral projects.
- Advocate for development of minerals processing.
- Retention and strengthening of manufacturing operations.
- Establishment of Green Hydrogen Precincts on Eyre Peninsula.
- Decarbonise heavy industry.
- Establish a regional space precinct.

Activity 11 – Support sustained business growth by reducing input costs and improving operational efficiencies. *(facilitate)*

- Investigate opportunities for increasing local production, processing and other sovereign capabilities to reduce the region's reliance on international markets.
- Enhance commercial fishing and aquaculture industries through the provision of fit-for-purpose marine loading and offloading facilities, and the provision of suitable land for processing, in close proximity to marine infrastructure.
- Facilitate the development of new markets, both domestically and internationally for the region's products to provide economic resilience.
- Facilitate and promote shared procurement initiatives to reduce recurrent operational costs and enhance competitiveness.
- Provide advice to small-medium enterprises on opportunities for local procurement as well as options to value-add, expand and diversify.

Expected outcomes:
- Greater diversity to enhance and promote the region's comparative advantages, provide resilience to global price impacts, and minimise the challenges of climate change.
- To strengthen the viability of existing industries.
- To reduce production costs and add value through local processing.
- To develop new enterprises.

Activity 12 – Facilitate a sustainable expansion of the visitor economy. *(facilitate)*

- Strengthen the regional tourism brand to ensure it leverages the region's competitive advantage and positions Eyre Peninsula as an aspirational tourism destination to target visitors.
- Support product development and associated infrastructure provision to grow and diversify the region's tourism offering through the provision of tourism related data, industry trends and advice.
- Protect, maintain and enhance tourism assets and infrastructure such as the region's network of campgrounds, small- and large-scale accommodation options, jetties and boat ramps.
- Provide pathways for increased participation of Aboriginal people in tourism through development and implementation of an Eyre Peninsula First Nations Tourism Strategy.
- Support the development of a 5–6-star hotel and other high quality eco-accommodation options on the Eyre Peninsula.
- Collaborate with local government as airport owners/operators to support the optimisation of airports as key tourism infrastructure assets.
- Support the protection of environmental values at strategic places to ensure our nature and wildlife experiences stay attractive with increased visitation.

Outcomes include:
- Improved and new visitor experiences.
- Increase investment into tourism infrastructure.
- Renewed focus on sustainability.
- Growth of Eyre Peninsula's visitor economy.
- Build the region's domestic and international profile.

Activity 13 – Provision of regional leadership through collaboration and cooperation. *(facilitate)*

- Establish a joint RDAEP, EPLGA and EPLB working group to drive implementation of the Eyre Peninsula Strategic Regional Plan 2023–2026.
- Collaborate with local and State Government to identify opportunities for resource sharing, particularly where organisations have shared/common goals.
- Support collaborative regional planning and procurement initiatives with governments, business, First Nations groups and stakeholders.
- Establish a centralised database of grant opportunities available to local government, community groups, not-for-profits and businesses.
- Align the region's development needs with Australian and State government planning and economic priorities to improve access to government funding.

Expected outcomes:
- To enable the region to advocate collectively with a single voice, better exploit its comparative advantage, and develop synergies to achieve more effective and longer-term regional development outcomes.
- Increased level of investment in the region

OUTCOME 2	Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research.
PERFORMANCE INDICATORS	a. Provide details of where you have supported awareness raising and/or engagement. b. Number of submissions supported.

SECTION 1 – FOR THE ANNUAL BUSINESS PLAN

What will we do?

- Align the region's plans with Australian and State Government planning and economic priorities to improve access to funding from government programs.
- Utilise RDAEP industry sector advisory groups and participate in a variety of event and forum opportunities to maximise stakeholder engagement.
- Direct contact with governments, industry and stakeholders via meetings, email and regional field trips to advise and collaborate on programs and projects, distribute information, and share planning.
- Participate in reference groups, focus groups, committees and community groups to provide advice and support, identify regional challenges and opportunities, and share information.
- Provide advice and support to stakeholders for applications to funding programs.
- Regional monthly e-newsletter sent via EDM to approx. 4,500 stakeholders. The newsletter includes Australian Government funding opportunities, consultation opportunities, program announcements, policy updates, and regional project updates.
- The RDAEP corporate website promotes newsletter items listed above in addition to more detailed information on local projects, RDAEP economic programs, and investment opportunities.
- Social Media – RDAEP Facebook has approx. 2,000 followers including local councils, industry and regional stakeholders. Posts include project updates, regional events including meetings, consultations and training, industry updates and funding opportunities.
- Eyre Peninsula Tourism Facebook private group communications include Australian Government tourism development initiatives, funding opportunities, and tourism industry specific events including summits and forums.

OUTCOME 3	Contribute to Commonwealth regional policy making by providing intelligence and evidence-based advice to the Australian Government on regional development issues.
PERFORMANCE INDICATORS	a. Outline instances where you have provided intelligence and evidence-based advice to the Australian Government b. Number of instances information / feedback was provided.

SECTION 1 – FOR THE ANNUAL BUSINESS PLAN

What will we do?

- Participate in the Local Jobs and Skills Taskforce, provide intelligence on regional workforce issues and solutions.
- Contribute to Town-Hall meetings providing advice on regional issues and solutions.
- Infrastructure Australia – provide regional intelligence.
- Ministerial and Department engagement via meetings, hosting regional visits, surveys and submissions to provide regional issues and solutions, and planning.
- Advocate as required to the Australian and South Australian Governments about the impact and benefits of mineral and gas projects on the economy, community and the environment.
- Provide feedback as required via surveys and submissions and promote same to relevant industry and stakeholders.
- Advocate for changes to Australia's skilled migration program to: align with regional skills gaps and job vacancies, simplify timeframes, reduce costs and risks for regional employers, create incentives to encourage migrant's consideration of regional South Australia.
- Influence Local and State Government policy influencers such as the LGA and other relevant departments.
- Regular communication with local MPs.
- Collaborate with other RDA's and RDSA to better inform, distribute and advocate government policies and priorities.

SUMMARY

Summary of top 5 strategic priorities for upcoming year:

1. Housing and Accommodation – increase housing supply, mix and choice to support population growth.

2. Healthcare Services – improve access and quality of healthcare services to support community health and wellbeing.

3. Economic Prosperity – economic growth through improved business efficiencies and industry diversification.

4. Infrastructure Capability – provision of economic enabling infrastructure (transport, power supply, water security, telecommunication connectivity).

5. Workforce – attraction, retention, training and support.

6. COMMUNCIATIONS STRATEGY

Audience	Platform	Timeframe	Description	Methods	Owner
Local Government	RDAEP Annual Report	Every 12 months	Inform Member Councils on the activities and achievements of RDAEP, and to report on its delivery of the Regional Strategic Plan and Annual Business Plan.	Written report	Board; CEO/DRD
	RDAEP Annual Business Plan	Every 12 months	Detail the activities RDAEP will undertake to achieve the objectives and strategies of the Strategic Regional Plan.	Written report	Board; CEO/DRD
	Eyre Peninsula Local Government Association Board Agenda	Quarterly	Update Local Government on the activities and achievements of RDAEP and outline regional economic news and grant opportunities for councils.	Written and verbal report	CEO/DRD
	RDAEP Regional E-Newsletter	Bi-monthly	Update Local Government on the activities and achievements of RDAEP and outline regional economic news and grant opportunities for councils.	RDAEP website and email corporate database	Executive Assistant
	Member Council Meetings/Workshop	As required	Update Local Government on the activities and achievements of RDAEP and outline regional economic news and grant opportunities for councils.	Verbal presentations	CEO/DRD
	Local Government CEO Briefings	As required	Update on RDAEP activities and emerging opportunities for collaborations.	Meeting/ conversation	CEO/DRD
	Eyre Peninsula Local Government Association Executive Officer Briefings	Monthly or as required.	Collaboration on regional programs and projects; shared planning.	Meeting/conversation	CEO/DRD

Audience	Platform	Timeframe	Description	Methods	Owner
State Government	Regional Profile	4-yearly	Detailing regional economy, expectation of sector growth, current sector value chain and current and potential markets and export opportunities.	Written Report	CEO/DRD
	RDAEP Regional Project Plan	4-yearly	Details the activities RDAEP will undertake to achieve the objectives and strategies of the State Government's Regional Development Strategy/Policy and Regional Strategic Plan, and addressing the issues identified in the Regional Profile.	Written Report	CEO/DRD
	RDAEP Progress Report Against Project Plan	Annually	Update State Government on the activities and achievements of the RDAEP.	Written Report	CEO/DRD
	RDAEP Pipeline Report	Quarterly	Identification of future investment and potential job creation.	Written Report	Economic Development Manager
	PIRSA Regional Coordinator Briefings	Monthly	Collaboration on regional programs and projects.	Face-to-face	CEO/DRD
	Landscape SA Coordinator Briefings	Monthly	Collaboration on regional issues and planning.	Face-to-face	CEO/DRD
	SA Regional Tourism Chairs meeting	Bi-monthly	Regional intel	Face-to-face	CEO/DRD
	Local Members of Parliament Briefing	Monthly	Regional intelligence capture and information dissemination.	Face-to-face	CEO/DRD
	Ministerial Briefings	As required	Regional intelligence capture and information dissemination	Face-to-face meetings; teleconference; host regional visits; submissions	CEO/DRD

Audience	Platform	Timeframe	Description	Methods	Owner
Australian Government	Regions Rising National Summit	Annually	Regional intelligence capture and information dissemination.	Face-to-Face conference	Committee Chair; CEO/DRD
	Regional Intelligence Briefings	Bi-monthly	Regional intelligence capture and information dissemination.	Teleconference	CEO/DRD
	Infrastructure Australia Briefings	As required	Regional intelligence capture and information dissemination.	Teleconference; email; face-to-face; workshops; submissions	CEO/DRD
	Federal Ministerial Briefings	Bi-monthly	Regional intelligence capture and information dissemination.	Teleconference; face-to-face meetings; host regional visits; submissions	CEO/DRD
	Departmental Briefing	Fortnightly	Regional intelligence capture and information dissemination.	summits; conferences; teleconferences; meetings; email	CEO/DRD; Committee Members; Project Managers
	Local Jobs and Skills Taskforce	Every 6 Weeks	Regional intelligence capture and information dissemination.	Zoom, face-to-face	CEO/DRD

Audience	Platform	Timeframe	Description	Methods	Owner
Industry	RDAEP Regional E-Newsletter	Bi-monthly	RDAEP Activities, Regional News, Grant Opportunities, Training Opportunities, Award Opportunities, Events, Community Engagement, Program Information.	Website, social media and email	Executive Assistant
	RDAEP social media	2 posts per week	RDAEP Activities, Grant Opportunities, Community Engagement Opportunities, Award Opportunities, Program Information, General Interest, Australian and State Govt program information, Project updates, Community and Business Events	RDAEP Facebook/Instagram	Business Support Officer
	RDSA Communique	Quarterly	Economic news from the regions	newsletter	CEO/DRD
	Industry Associations, Advisory Groups, Reference Groups, Focus Groups, Committees and Community Groups	As required	Regional challenges and opportunities; advice, support and assistance; information sharing	events and forums; meetings; email; workshops; webinars	CEO/DRD; Economic Development Manager
	Eyre Peninsula Tourism website	Advertising updated via ATDW; SEM campaign	Visitor information, accommodation, Things to Do, Attractions, Restaurants, Tours Map, Eyre Peninsula Visitor Guide, Hire, Townships, Short Films.	Eyre Peninsula website; blog	Tourism Development Manager
	Eyre Peninsula Tourism SharePoint				Tourism Development Manager
	South Australia Chamber of Mines and Energy (SACOME) briefing	Monthly	Regional intelligence capture and information dissemination	Verbal briefing/teleconference	CEO/DRD
	RDSA Collaboration	Fortnightly	Regional issues and collaboration	teleconferences, face-to-face meetings; surveys;	CEO/DRD

	Local Jobs and Skills Taskforce	Every 6 Weeks	Regional intelligence capture and information dissemination.	Zoom, face-to-face	CEO/DRD
	RDASA CEO Briefing Reports	Weekly	Regional challenges and opportunities; advice, support and assistance; information sharing	reports	CEO/DRD, Business Support Officer, Manager Corporate Services

7. RISK MANAGEMENT

RDAEP is committed to maintaining and applying governance and risk management principles to ensure that any impacts to strategic and business objectives are considered and analysed. RDAEP adopts a systematic approach to identify, assess, evaluate, and treat (mitigate) risks. The risk management program involves identifying opportunities to ensure RDAEP achieves its strategic goals whilst recording and managing its operational risks. RDAEP's goal is to provide a consistent approach to dealing with uncertainties likely to impact on the achievement of RDAEP objectives. As such the risk register will be periodically and consistently reviewed.

Risk Management Matrix

		Impact of Risk Occurring				
		Very low	Low	Medium	High	Very High
Likelihood of risk Occurring	Very Likely					
	Likely					
	Possible					
	Unlikely					
	Highly Unlikely					

RDAEP Operational Risk Register

Risk	Likelihood	Impact	Mitigating Action/Controls
Loss of Australian, State and Local Government Funding	Low	High	• Adherence with the Australian, State and Local Government contractual obligations, including various reporting/milestone requirements. • Development of a new Strategic Regional Plan, Annual Business Plan, and a Local Government Communication Strategy with associated Engagement Plan.
Loss of key staff	Medium	Medium	• Documentation of key tasks, actions, and procedures within defined position descriptions. • Preparation of succession plans for key roles.
Breach of legislative obligations	Low	Low	• Adoption of policies and procedures in accordance with the Regional Development Australia Better Practice Guide. • Development of various Human Resource Management and Work Health Safety Policies and Procedures. (Emergency Plan and Risk Management).
Poor Financial Management	Low	Low	• Preparation of financial policies, procedures, and controls, including a delegations register. • Establishment of an Audit Committee with associated Terms of Reference and Work Plan. • Undertake an Annual Independent Financial Audit. • Development of a Reserve Funds Management Policy.