



## UPPER SPENCER GULF COMMON PURPOSE GROUP

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# TRANSFORMING THE UPPER SPENCER GULF

Sustainability - Innovation - Liveability

## STRATEGIC PLAN 2016 - 2018

The Upper Spencer Gulf Common Purpose Group Strategic Plan (2016 - 2018) sets out the strategic directions and specific goals for the coming period. It describes what we aspire for into the future, defines our areas of focus and highlights the methods to bring about success. Measures of success have been indicated for each of our stated goals.

### **A Collaborative Approach**

The following draft plan was developed and shaped via a series of workshops and meetings with members of the group over a twelve month period. Overall the aim has been to create a plan and associated framework to develop a clear focus for the group and in turn a platform for sustainable growth across the region.

### **Responsibility for the Plan**

The Upper Spencer Gulf Common Purpose Group (USG) carries overall responsibility for the implementation of the Strategic Plan, and delegates certain levels of responsibility to sub-committees as well as the Executive Officer.

For the plan to succeed and the region to be to be sustainable it needs all members to be active in support of the plan and its aims. Inevitably there will be tensions between the USG and the contributing members however these matters can be resolved by referring back to the key principles, namely ...

“What is in the best interests of the region”? and “What can the region influence”?

### **Review and evaluation of the Strategic Plan**

The Upper Spencer Gulf Common Purpose Group will initially review progress towards the nominated goals and targets each meeting based around reports from individual members and nominated sub-committees. The plan will be formally reviewed at least annually outlining progress towards the nominated targets.

## Our Region – The Upper Spencer Gulf

### Strengths of our Region

- Our industrial base (infrastructure, history and culture, workforce)
- Our natural resources (minerals, renewable energy sources, natural biodiversity, landscapes)
- Our role as regional centres (services for geographic region in retail, sports, arts, health, education, specialists)

### Challenges for our Region

- Strong reliance on volatile single industries
- External perception of cities
- High unemployment and socio-economic disadvantage
- Duplication by agencies and lack of coordination - multiple regions and too many plans
- Government doing to region, not with region
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### Opportunities for our Region

- Renewable Energy - build on existing capabilities, synergies, research and skills
- Arid Agriculture and Innovation – value adding, intermodal transport, storage and logistics, innovation & research
- Mining – minesite workforce and services, local value-adding
- Defence – services, advanced manufacturing
- Intermodal Transport and Logistics – road, rail, air and seaport access
- Event Tourism – hosting conferences, major sporting, arts and cultural events
- Regional Services – build critical mass, decentralise population and government services
- Higher Education and Research – industry and community led higher education and research coordination

## Our Vision

A region that is leading transformation to become more sustainable, innovative and liveable.

A region with ....

- A cohesive and vibrant community
- A prosperous, diverse economy
- An attractive, quality lifestyle surrounded by stunning natural landscapes

## Our Mission and Reason for Being

The Upper Spencer Gulf Common Purpose Group exists to work collectively to highlight the opportunities and strengths of the region as a whole by ...

- Strongly Advocating
- Positively Promoting
- Actively Cooperating

Importantly the Upper Spencer Gulf Common Purpose Group is not an operational group but rather it works through member groups and others to achieve its goals. Wherever possible it will be solutions based and focused and where needed it will call upon subject matter experts to assist its efforts.

## Our Key Objectives

The following key objectives provide the framework against which our achievements will be undertaken and measured.

1. Improve **information sharing** across USG stakeholders
2. Promote a **positive profile** of the USG
3. Stimulate **economic growth and employment** in the USG
4. Expand options for **higher education, training and research** in the USG
5. Agitate for strong **regionalisation** of population and Government services
6. Improve **city liveability** in the USG.

## INFORMATION SHARING

Desired Outcome	Methodology	Measurement
1.1 Strengthen USGCPG Board	<p>Bi-monthly face to face CPG board meetings</p> <p>Meeting locations confirmed</p> <p>Meetings to be in the morning to reduce impact on attendees.</p> <p>Raise awareness of member activity</p> <p>Independent chair to strengthen the cohesion of the USG</p>	<p>Bi-monthly meetings convened with over 85% attendance</p> <p>Improved personal and professional relationships</p>
1.2 Strengthen links across other USG groups	<p>Regular presentations and updates on opportunities for collaboration across USG bodies/initiatives including GMUSG, SGEDI, USG Taskforce.</p>	<p>Clear understanding of roles, efficient use of resources and reduced duplication</p>

## PROFILE BUILDING

Desired Outcome	Methodology	Measurement
2.1 Improve external perceptions of the Upper Spencer Gulf	Develop a USGCPG media and communications plan	Development of plan Quarterly comment
2.2 Increase political profile	Mayors + Chair to establish plan to contact state and federal politicians. Mayors + Chair to 'insert themselves into' economic discussions of the state	Quarterly 'appearances'
2.3 Logo and branding refresh	Engage University marketing students to refresh the logo/branding of USGCPG	Logo and branding options
2.4 Promotion of successes	Publicise employment and business successes as evidence of the USG 'helping itself'	Quarterly media comment/story

## ECONOMIC GROWTH AND EMPLOYMENT

Strategy	Methodology	Measurement
<p>3.1 Establish USG as a hub for renewable energy and clean technology testing and commercialisation</p>	<p>Secure deployment of commercial-scale renewable energy generation facilities in the Upper Spencer Gulf, with a focus on opportunities that include storage technologies.</p> <p>Establish a research innovation hub in the Upper Spencer Gulf to trial and test new renewable energy and clean technologies in partnership with Government, industry and research institutions.</p>	<p>Number of new enterprises/initiatives implemented</p>
<p>3.2 Pursue opportunities for growth, value-adding and local employment in primary industries, mining and Defence</p>	<p>Consolidate RDA strategies and approaches relevant to the USG cities</p>	<p>Number of new jobs generated</p>

## HIGHER EDUCATION & RESEARCH

Strategy	Methodology	Measurement
4.1 Implement a new model of higher education and research for the USG	<p>Establishment and operation of the Upper Spencer Gulf 'Community Owned Tertiary Education Centre' (COTEC)</p> <p>Promote implementation of a 5 year trial of new, integrated VET funding model for the USG, in collaboration with local Industry Leaders Groups.</p> <p>Establish a scholarship program in partnership with industry and universities to provide new research into innovative technologies and solutions across the identified 'future industries' sectors.</p>	<p>Research Coordinator employed by USG.</p> <p>Preferred Alliance governance model established.</p> <p>Number of active, multi-university/ research presence in the USG.</p>
4.2 Local research and technical capacity to cater for renewable energy/cleantech sector growth in USG	<p>Support preparation of funding bid to the Australian Research Council Industrial Transformation Training Centre program and others, in collaboration with universities, research institutes and industry partners.</p> <p>Develop and specialize in renewable/cleantech skills/training and pathways for VET/TAFE statewide in USG.</p>	<p>Funding application lodged (and successful!)</p> <p>TAFE USG attracting students from across SA.</p>
4.3 USG a nationally recognized research presence	<p>Progress the establishment of a regional presence and strong links to the National Centre for Rural, Regional and Remote Australia.</p> <p>Prepare collaborative funding bids for establishment of a 'Centre for Arid Innovation' in the Upper Spencer Gulf.</p>	<p>USG presence established.</p> <p>Funding opportunities sourced, research partners engaged and collaborative applications lodged.</p> <p>Minimum 5 industry-research based roles within the Upper Spencer Gulf.</p>

## DECENTRALISATION OF POPULATION AND GOVERNMENT SERVICE

Strategy	Methodology	Measurement
5.1 Create political awareness of the opportunity to relocate government back office services to USG	<p>Develop business case for savings to government</p> <p>Mayors +Chair to lobby state and federal politicians re opportunity</p>	<p>Business case</p> <p>Quarterly activity</p>
5.2 Create community awareness of decentralizing opportunity	<p>Relocation of South Australian Government 'shared services' unit to the Upper Spencer Gulf.</p> <p>Relocation of Country Health SA administration to Whyalla.</p> <p>Amend Government recruitment processes to allow the option of public sector positions to be located in the Upper Spencer Gulf.</p>	<p>Quarterly activity</p>
5.3 Promote opportunities politically to decentralize population to the USG cities.	<p>Update 'Making Regions Matter' election campaign</p> <p>Mayors +Chair to lobby state and federal politicians re opportunity</p>	<p>Campaign policy document</p> <p>Quarterly activity</p>

## CITY AND LAND USE DEVELOPMENT

Strategy	Methodology	Measurement
<p>6.1 Strategic land use and infrastructure identified and appropriately located</p>	<p>Implement recommendations from USG Model Planning Provisions report</p> <p>Advance opportunities through state planning reforms</p>	<p>Regional USG planning arrangements established</p>
<p>6.2 Improved USG city liveability and sustainability</p>	<p>Prepare list of key civic initiatives in each city along with funding and sequencing to maximize success.</p> <p>Improve efficiency/standard of civic service delivery across the three USG cities</p>	<p>Key civic projects funded in each city</p> <p>Cost savings and efficiencies gained</p>