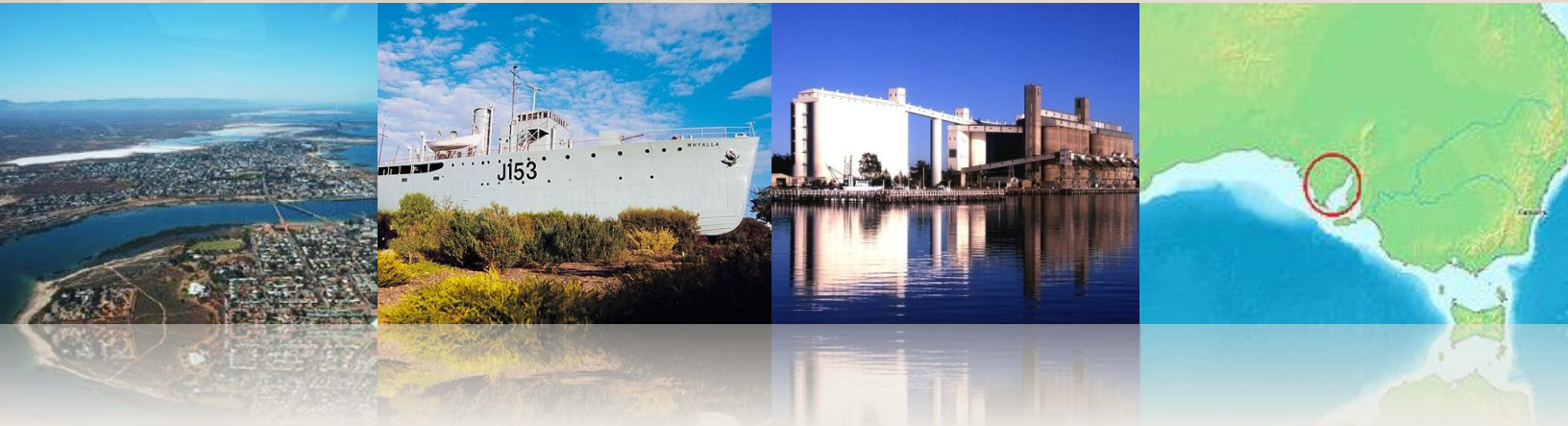




Upper Spencer Gulf Common Purpose Group Inc.



Strategic Plan
2010-2015

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Background

The Upper Spencer Gulf Common Purpose Group (USGCPG) is a collaborative not-for-profit association which brings together the cities of Port Pirie, Port Augusta and Whyalla on a united front to improve the quality of life of our residents through addressing key economic and social issues and opportunities.

The region has experienced a significant resurgence over the previous few years which has seen many economic indicators shed a much more positive light on the region. The resurgence of the region has been largely achieved through the continual growth and development of the mining and resource processing industries, of which the USG region is geographically central to supporting new and existing mining activity in the North and West of the State.

However, there is still much work to be done in order to ensure that the USG region capitalises on the opportunities presenting themselves. This will be a far more positive approach to building our region, which previously required responses to address often negative issues and outcomes.

As such, the Strategic Plan seeks to position the region for growth and prevent economic leakages into the future.



Scope of the USGCPG

The USGCPG, as a collaborative effort between the three (3) USG cities, influences issues and delivers projects which are:

- Of importance to the USG region as a whole;
- Strategic;
- Outside of the role of individual Council's/RDAs;
- Require collaborative effort to achieve outcomes.

Our Vision & Mission Beyond 2010

These guiding principles outline the approach and focus of the USGCPG:

Vision:

“ *The Upper Spencer Gulf continues to experience strong population growth driven by new industry, and provides an enviable lifestyle for its residents due to the social infrastructure, heritage and natural assets it contains. The region is recognised nationally as a premier location for education and services to the mining and mineral processing sector.* **”**

Mission:

“ *The USGCPG will provide leadership and guide local action to ensure sustained economic growth beyond 2010.* **”**

Key Objectives

Key objectives of the USGCPG can be defined within the following areas:

1. Economic Infrastructure Development;
2. Social Infrastructure Development;
3. Investment Attraction;
4. Skilled Workforce Development;
5. Maximise Social and Economic Dividends from Industry Growth;
6. Regional Leadership and Advocacy;
7. Marketing and Promotions.



Key Strategies

Objective	Strategies	Priorities for Action	Expected Outcome (s)
<p>1. Economic Infrastructure Development</p> <p><i>Economic Infrastructure provision in the USG supports sustained economic growth</i></p>	<p>1.1 Identify and facilitate infrastructure development that addresses priority issues and opportunities affecting economic growth.</p> <p>1.2 Work with infrastructure providers, project proponents and State and Federal Government's to address market failure in the provision of infrastructure.</p>	<ul style="list-style-type: none"> ➤ Develop an USG Regional Infrastructure Plan drawing on previous work and existing RDA and Local Government plans. ➤ Provide input into the Strategic Infrastructure Plan for South Australia (SIPSA) based on an USG Plan and monitor implementation of SISPA to ensure local outcomes. ➤ Facilitate discussions between the private sector, Governments and USG communities to achieve infrastructure outcomes. ➤ Pursue immediate priorities for increased natural gas supply; long term water supply planning; and provision of power generation and transmission capacity. 	<ul style="list-style-type: none"> ➤ Ensure that USG infrastructure capacity and impediments are understood and reflected in regional and state infrastructure planning. ➤ The Strategic Infrastructure Plan for South Australia encompasses key USG priorities and is a trigger for increased infrastructure investment. ➤ Infrastructure provision in the USG region meets community and industry needs.

Objective	Strategies	Priorities for Action	Expected Outcome (s)
<p>2. Social Infrastructure Development</p> <p><i>Social infrastructure, including key services, is available and at a standard that matches our aspiration for regional growth.</i></p>	<p>2.1 Identify and facilitate social infrastructure development that addresses priority issues and opportunities affecting economic growth.</p> <p>2.2 Work with social infrastructure providers, project proponents and State and Federal Government's to address market failure in the provision of social infrastructure.</p>	<ul style="list-style-type: none"> ➤ Focus on streamlining links between schools, training organisations and universities to improve the capacity of the region to offer localised options for vocational and higher education. ➤ Support State and Federal agencies to increase the effectiveness, and if necessary the number of, social infrastructure programs and facilities particularly in the education and health priority areas. 	<ul style="list-style-type: none"> ➤ Demonstrated change is evident within institutions and supports greater integration of education and training systems and education which meets the needs of region. ➤ Social infrastructure and services, particularly education and health, that matches local needs.

Objective	Strategies	Priorities for Action	Expected Outcome (s)
<p>3. Investment Attraction</p> <p><i>Industry investment and reinvestment increases through proactive local support and assistance.</i></p>	<p>3.1 Work closely with State and Federal Government and regional agencies to identify and facilitate major project development in the USG.</p> <p>3.2 Identify and actively target projects where the USG has a competitive advantage.</p> <p>3.3 Promote the USG as a competitive location for business and investment.</p>	<ul style="list-style-type: none"> ➤ Contribute to the USG Manufacturing Hub Study in partnership with State Government. ➤ Invite BHP Billiton to utilise the USGCPG as its primary reference point for regional engagement on matters relating to the Olympic Dam Expansion (ODEX) ➤ Pursue targeted opportunities via media, industry gatherings and other forums to promote the USG ➤ Invite key industry representatives to engage with the USGCPG through public events, briefings and participation in formal CPG meetings. 	<ul style="list-style-type: none"> ➤ Manufacturing Hub Study accurately reflects opportunities within the USG and is used as a tool for targeting investment opportunities ➤ BHP Billiton is engaged with the region via the USGCPG to maximise outcomes for the region as a result of ODEX ➤ Competitive advantages of the USG are understood and actively promoted to project proponents ➤ Key industry leaders are aware of the work of the CPG and are actively engaged to implement initiatives that encourage industry growth.

Objective	Strategies	Priorities for Action	Expected Outcome (s)
<p>4. Skilled Workforce Development</p> <p><i>We will maximize the benefits of resource sector growth by linking our people to jobs through workforce skills, productivity and worker mobility.</i></p>	<p>4.1 Increase engagement with government and industry on education, skills development and labour supply.</p> <p>4.2 Promote the USG as a key source of skills and labour for a growing resource sector</p> <p>4.3 Better align employment and training effort among Federal, State and Regional stakeholders</p>	<ul style="list-style-type: none"> ➤ Perform the role of Keep Australia Working Advisory Committee for DEEWR (to 2013) ➤ Implement key elements of the USG Regional Employment Plan ➤ Establish an USG Workforce Development Group as a sub-committee of the CPG with a role to coordinate labour and skills supply for the Resources, Energy and Engineering sectors. ➤ Review the capacity of local airports and air services to provide fly-in-fly-out solutions for remote worksites. 	<ul style="list-style-type: none"> ➤ Report progress and outcomes against the USG Regional Employment Plan ➤ The WDG is appointed under an agreed Terms of Reference ➤ Evidence of coordinated training and pre-employment program delivery ➤ Measurable employment outcomes linked to the resources, energy and engineering sectors ➤ Review of FIFO capacity completed, including a plan to increase air service links to remote mine sites.

Objective	Strategies	Priorities for Action	Expected Outcome (s)
<p>5. Maximise Social and Economic Dividends from Industry Growth</p> <p><i>The region will maximise social and economic benefits associated with growth within the USG and Outback.</i></p>	<p>5.1 Work with major project proponents to ensure USG businesses capitalize on business and community opportunities.</p> <p>5.2 Encourage collaboration among USG businesses and support business capability development to enhance participation in major projects.</p> <p>5.3 Lobby State Government and project proponents to gain commitment for local content and community benefit.</p> <p>5.4 Lead local effort to ensure the USG gains direct social benefits; including improved employment, amenities and services.</p>	<ul style="list-style-type: none"> ➤ Invite major project developers to engage with the CPG, RDAs and GMUSG to help facilitate local business participation. ➤ Support GMUSG to drive collaboration and increase local business participation in major projects. ➤ Promote the capability of the USG to deliver on major projects. ➤ Seek agreements or indenture commitments from project developers for local content provision. ➤ Work with governments to ensure local services and municipal infrastructure matches demand. ➤ Work with employers and project developers to maximise opportunities for local employment. 	<ul style="list-style-type: none"> ➤ Measurable local content is evident and reflected as increased local business participation. ➤ USG businesses collaborate and develop capacity to win work on major projects using vehicles like GMUSG and RDAs. ➤ Commitments gained from project developers for local content. ➤ Project developers in the USG provide for, and adhere to, committed local content and employment. ➤ Local services and local amenity improves in line with growth and demand. ➤ Local employment grows as a direct consequence of industry growth.

Objective	Strategies	Priorities for Action	Expected Outcome (s)
<p>6. Regional Leadership and Advocacy</p> <p><i>USG interests are represented by a strong and compelling voice.</i></p>	<p>6.1 Demonstrate strong leadership to USG communities through a united voice on issues where there is an agreed common purpose.</p> <p>6.2 Lobby Government's on issues and opportunities affecting the USG region.</p> <p>6.3 Coordinate support at an industry sector level thereby adding value to localised enterprise development effort.</p> <p>6.4 Support individual City specific issues where broader influence is required to achieve an agreed outcome.</p>	<ul style="list-style-type: none"> ➤ Proactive and regular engagement with local and State media to communicate common USG messages and views. ➤ Develop a position for the Upper Spencer Gulf in relation to a return on mining royalties to the region. ➤ Host at least one Information Day and a promotional event for key stakeholders and Adelaide each year. The aim of these events is to inform members and influence Government and industry leaders. ➤ Deliver targeted presentations to industry and Government's on issues and opportunities for the USG region. 	<ul style="list-style-type: none"> ➤ The USGCPG is recognized as a key voice for the USG region and is regarded as a point of contact for private sector project developers and Governments. ➤ Awareness across industry and government of returning benefit to region. ➤ Information days are held and a clear understanding of the region and its capabilities is entrenched in the minds of decision makers. ➤ City specific issues of importance are supported by the USGCPG where required.

Objective	Strategies	Priorities for Action	Expected Outcome (s)
<p>7. Marketing and Promotion</p> <p><i>The USG is recognised as one of Australia's important and productive regions</i></p>	<p>7.1 Actively market and promote the USG region at relevant conferences, trade shows and investment expos to enhance recognition of the USG as the location of choice for new investment.</p> <p>7.2 Develop marketing and promotional materials that highlight investment opportunities in the USG</p> <p>7.3 Further develop the USG "brand" and encourage utilization by the State Government and other stakeholders</p>	<ul style="list-style-type: none"> ➤ Represent the USG through presentations and trade booths at key conferences and events. ➤ Distribute, and potentially develop, key promotional materials to market the region. ➤ Commission research into the development of an USG brand including a communications strategy for implementation. ➤ Review the name and branding of the Common Purpose Group. 	<ul style="list-style-type: none"> ➤ The USG is recognized as the premier industrial service centre and resource processing location in South Australia. ➤ Update and maintain currency of quality print and digital marketing materials which are actively used by the three USG cities. ➤ The USG "brand" is established and recognised nationally.

Key Indicators for the Upper Spencer Gulf

A brief regional profile and time series on key economic and social indicators (see 2000 and 2003 Strategic Plans) to be prepared and shifted to the rear of the Plan.

A comprehensive study undertaken by the South Australian Centre for Economic Studies in 1998 concluded that the Upper Spencer Gulf cities were performing poorly compared with other provincial cities in South Australia. The study looked at socio-economic measures including population, unemployment, employment growth, household income and welfare dependency. The studies highlighted a trend of decline in population and employment which was evident throughout the region for two decades. As a result the USGCPG was established in the year 2000 to seek to address many of these issues.