



EYRE PENINSULA LOCAL GOVERNMENT ASSOCIATION

Corporate Plan 2016 - 19

Adopted 24 June 2016

THE PRESIDENT'S FOREWORD



Enabling Eyre Peninsula councils to excel, innovate, and thrive

The Council Mayors and Chief Executive Officers of the Eyre Peninsula Local Government Association (EPLGA) have contributed to the development of this Plan. It was clear from responses to our 2015 survey that the member Councils placed great importance on:

- *Advocacy (and Representation) – the EPLGA being the principal regional advocate for Local Government in the region*
- *Governance – continuing to ensure that our business is conducted in accordance with the law and proper standards*
- *Member Services – the EPLGA to continue to provide member support services as they are needed*
- *Outreach Services – Connecting Councils with desirable services offered by the LGA of SA*

Recognising that regional strategic and economic plans are being jointly developed by RDAWEP, EPNRM and EPLGA to set out longer term strategies - through which the EPLGA will be responsible for a wide range of actions - this Plan focusses on the EPLGA's key leadership and advocacy roles and will enable positive, value-adding and timely action on emerging strategic issues.

I look forward to working with all member Councils in implementing this Plan and enjoying the successes it brings to our regional local government association.

On behalf of the Executive Committee can I thank the member Councils for their contribution to the development of the EPLGA Corporate Plan 2016 – 19.

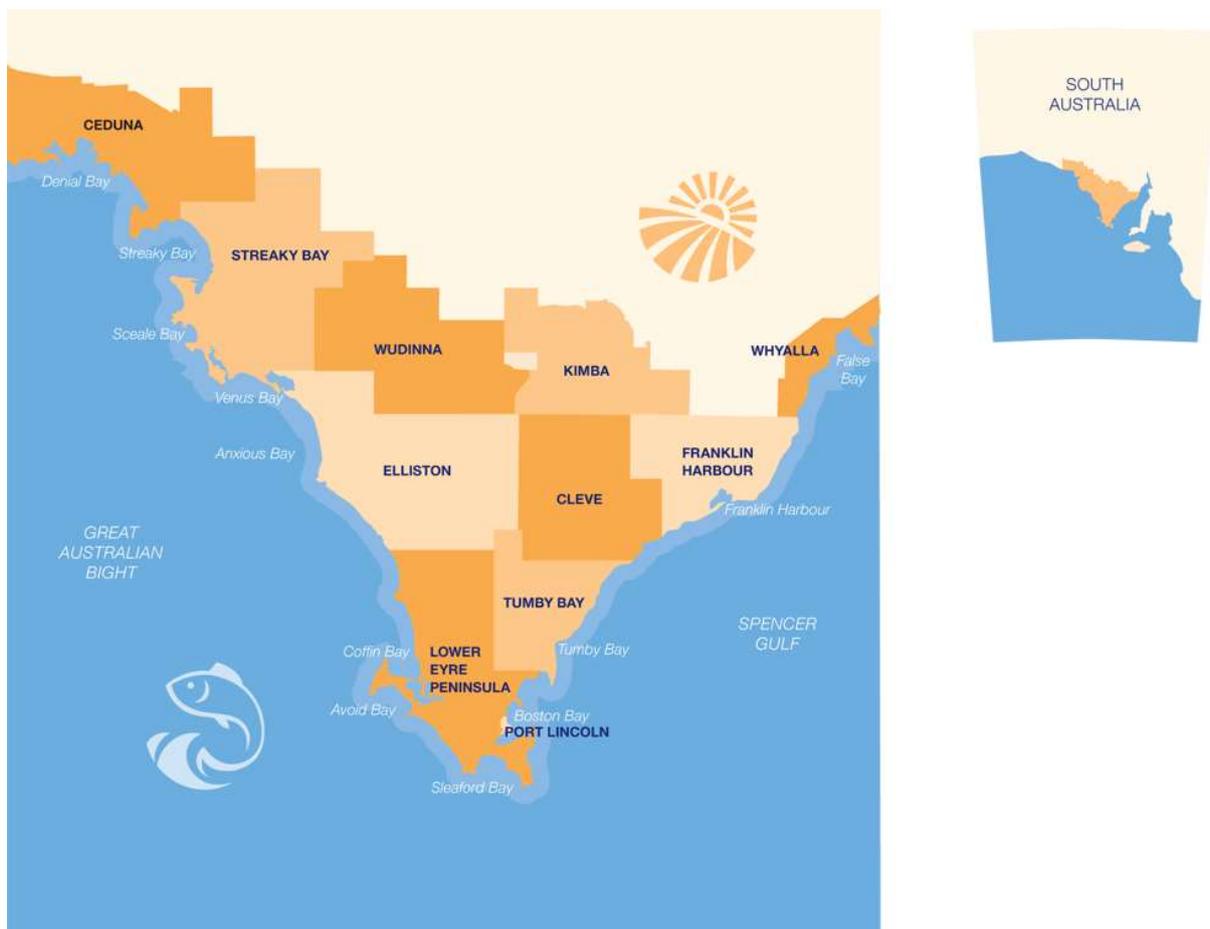
MAYOR BRUCE GREEN

THE EYRE PENINSULA REGION

Population & Land Mass

The Eyre Peninsula region has a coastal and rural environment with approximately one third of South Australia's coastline stretching over 2,000 kilometres. The landscape features a rugged and relatively undeveloped coastline, particularly on the western side of the Peninsula. The coastal and marine environment includes marine and conservation parks, encompassing approximately 250 islands ranging in size from about 180 to 40,000 square metres.

A large proportion of the region has been cleared for agricultural production; but significant areas of native vegetation remain. Vegetation clearance for agricultural purposes ranges from 14% in the far west to 72% in the south. About 15% of the region's grazing area is covered with scattered vegetation.



The region has eleven Local Government Authorities (LGAs); The City of Whyalla and City of Port Lincoln; and the District Councils of Ceduna, Cleve, Elliston, Franklin Harbour, Kimba, Lower Eyre Peninsula, Streaky Bay, Tumby Bay, and Wudinna.

The regional population of 55,651 (ABS 2011 Census) comprises about 3.5% of the South Australian population. The eleven LGAs collectively occupy 43,779km². Most of the population (36,174 people) live in the regional cities of Whyalla and Port Lincoln.

LOCAL GOVERNMENT AREA		
	Km ²	No.
Whyalla	1,032.5	22,088
Port Lincoln	30.4	14,086
Ceduna	5,427.1	3,480
Cleve	5295.0	1,733
Elliston	6,500.0	1,046
Franklin Harbour	2895.0	1,273
Kimba	3,986.2	1,088
Lower Eyre Peninsula	4,771.0	4,916
Streaky Bay	6,232.0	2,102
Tumby Bay	2,615.9	2,586
Wudinna	5,393.8	1,253
Total	43,778.6	55,651

RDAWEP Local Government Land Areas and Population 2011.

Since 2001, the regional population has grown by 4.5% but this is not consistent across the region as a whole.

Regional Economy

The regional economy is extremely diverse, but the industry composition is changing. Based on employment generation, the main industries in 2012-13 were health and community services, retail trade, manufacturing, agriculture, education and training, and construction. Tourism and mining are the region's fastest emerging industries and have significant potential for future growth.

The health care and social assistance industry is the largest employer in South Australia and the largest regional industry. In 2012-13, the industry provided 3,437 jobs or 14.0% of the region's jobs. Due to the ageing of the regional population and increasing demand for aged care services, the aged care sector is expected to grow in future years.

The retail trade industry is an integral part of all regional townships and has the highest concentration in Whyalla and Port Lincoln. The retail sector is the region's second largest industry providing 2,669 jobs in 2012-13 or 10.5% of regional jobs. This sector has experienced steady employment growth of about 7.0% since 2001. The growth and sustainability of the retail sector is largely reliant on the success of the region's major industries; particularly agriculture, manufacturing, mining and tourism. Many retail businesses have been established to directly support and service these industries.

Manufacturing, which includes food processing and the production of metal products, is the region's third largest industry providing 2,552 (10.4%) of jobs in 2012-13. The manufacturing industry experienced modest employment growth of about 3.6% since 2001.

Whyalla is the largest industrial city in regional South Australia and the principal centre for manufacturing, steel production and resources processing in the Upper Spencer Gulf. Manufacturing is the biggest employer in Whyalla providing 1,838 jobs in 2012-13, comprising nearly three quarters (72%) of the region's manufacturing jobs. Port Lincoln provided 577 (or 22%) of the region's manufacturing jobs.

Agriculture provided 2,290 (9.3%) of the region's jobs in 2012-13. Census data indicate that agricultural employment has declined by about 16.8% since 2001; largely due to the rationalisation of

farming properties which reduced employment opportunities in this sector. Agriculture is nevertheless a major industry in the region, and is the principal economic driver in some regional townships.

The region is world renowned for its premium seafood product, largely due to the success of the trade mark and brand: *'Eyre Peninsula – Australia's Seafood Frontier'*. However, fishing and aquaculture are small employers in comparison with other industries; providing 250 and 471 jobs respectively during 2012-13.

The region's mining sector is also a relatively small employer. In 2012-13, mining provided 923 (3.7%) of the region's jobs. Mining is nevertheless the region's fastest growing industry, with a substantial 79.2% growth in employment during 2001-2011. This is largely the result of unprecedented mining exploration. The mining impact is expected to grow substantially in forthcoming years as new ventures move from exploration to operation. This will create numerous employment opportunities and further diversify the regional economy. However, major infrastructure investment in ports, roads, rail, power and water is essential for these development opportunities to be realised.

Tourism is also a fast growing industry with considerable development potential, due to the region's unique and diverse nature-based visitor experiences, and premium seafood products. Tourism is important for the regional economy. Visitor expenditure was estimated to be worth \$300 million in 2012-2013 from approximately 616 businesses. New tourism product is continuously being developed, and there is substantial opportunity for further growth through marketing the region as a culinary tourism destination.

A Region of Quality

Diversity is one of the region's greatest attributes and underpins its comparative advantage and competitiveness. Industrial diversity is important for economic growth and sustainability because it gives the region resilience through not being reliant on a single industry or single product for its prosperity.

But the concept of quality is emerging as a distinctive regional attribute. The region is renowned for its premium seafood, high quality grains and the pristine, unblemished nature of its landscapes, seascapes and conservation parks. The region is being lauded for high quality and different nature based tourism experiences – such as swimming with tuna, cage diving with Great White sharks and whale watching at the Head of the Bight.

The region's educational institutions are pursuing research for sustainable farming and renewable technologies. Pilot and demonstration projects are being progressed for the production of biofuels from algae and other feed stocks and the application of wind hydro technology for power generation. Best practice environmentally sustainable production technologies are being pursued by the region's aquaculture industry and world class, advanced technology graphene and interpretive initiatives are being progressed to tap new and emerging international markets.

Coupled with significant and growing capex investment in recent years and yet to be realised export potential in the resources sector, the region is well positioned for long term, sustainable economic growth into the future.

The region's doors are not only open for business but they are marked by branding in big letters stating 'enter here if you want the best'.

EPLGA Member Councils

City of Whyalla, City of Port Lincoln, District Council of Lower Eyre Peninsula, District Council of Ceduna, District Council of Tumby Bay, District Council of Streaky Bay, District Council of Cleve, Wudinna District Council, District Council of Franklin Harbour District Council of Kimba and District Council of Elliston.

EYRE PENINSULA LOCAL GOVERNMENT ASSOCIATION Corporate Plan

Vision:

Enabling Eyre Peninsula councils to excel, innovate, and thrive

1.0 Goal Areas

- 1.1. **Advocacy and Representation** - *EPLGA as the principal regional local government advocate*
- 1.2. **Governance** - *conducting business in accordance with the law and proper standards*
- 1.3. **Member Services** - *efficient and effective member support services*
- 1.4. **Outreach Services** – *connecting Councils with mutually value-adding services from the LGA of SA*

Objectives

- Strategic and focused planning and services provision
- Enhanced communication and engagement with EPLGA members and other stakeholders
- Demonstrable unity in collective decision making
- Highly regarded reputation

Goal Area 1.1 Advocacy and Representation

Core Activities

- 1.1.1 Represent and strengthen the common values of members
- 1.1.2 Represent members and regional objectives in engagement and liaison with key stakeholder agencies – e.g. LGA, DPTI, PIRSA
- 1.1.3 Provide a lobbying platform to promote the interests and issues of member Councils to other levels of government

Strategic Actions

- 1.1.4 Develop effective working relationships between the EPLGA and member Councils and external stakeholder agencies and organisations
- 1.1.5 Develop key EPLGA messages to demonstrate maximum alignment to the State Strategic Plan and Economic Priorities, in particular economic reform and jobs, climate change and renewable energy
- 1.1.6 Develop the understanding of and commitment to mutuality of interests to optimise benefit for member Councils across the region from advocacy and partnerships
- 1.1.7 Lead the completion of the Economic Development Strategy and Regional Strategic Plan, and identify and lead the development of regional strategic responses to key issues as and when required.

Goal Area 1.2 Governance

Core Activities

- 1.2.1 Comply with legislative requirements
- 1.2.2 Identify and pursue the resourcing needs of members
- 1.2.3 Manage EPLGA financial and other resources for maximum member benefit, and based on the principle that recurrent operational expenses must be funded by recurrent operational revenue

Strategic Actions

- 1.2.4 Investigate and identify options to improve local government and regional governance, including alternative governance models, strategic planning and land use planning for the region
- 1.2.5 Assist member Councils in meeting legislative compliance
- 1.2.6 Develop and manage formal alliance and partnership arrangements with partner agencies and entities– e.g. RDAWEP, EPNRM, EPICCA
- 1.2.7 Pursue collaborative initiatives with partner agencies – e.g. joint submissions on strategic issues with RDAWEP, EPNRM, and EPICCA

Goal Area 1.3 Member Services

Core Activities

- 1.3.1 Maintain the cycle of quarterly meetings to enable collective decision-making and enhance member networking
- 1.3.2 Maintain and support members with the coordination of the annual conference
- 1.3.3 Identify resourcing gaps and needs, and pursue resolutions to key issues in liaison with members
- 1.3.4 Facilitate initiatives to attract funding and investment
- 1.3.5 Provide advisory and support services to Elected Members
- 1.3.6 Coordinate strategic meetings and presentations on key issues; including the provision of key speakers to provide information, contact and support services
- 1.3.7 Coordinate delivery of Council-supported training and development initiatives in the region

Strategic Actions

- 1.3.8 Continue to facilitate the activities of the EP Mineral & Energy Resources Community Development Taskforce.
- 1.3.9 Develop value-added services for member Councils, based on collective or regional value and cost-benefit
- 1.3.10 Facilitate and promote the development of shared procurement initiatives
- 1.3.11 Facilitate the development of a regional transport strategy, including the identification of road priorities and road funding proposals
- 1.3.12 Establish and facilitate specialised interest groups, such as Council works managers and compliance staff
- 1.3.13 Maintain communications with member Councils and the regional community through; media releases, website, newsletter and formal means of communication

- 1.3.14 Establish an annual business (work) plan for the Executive Officer to manage and report against

Goal Area 1.4 Outreach Services

Core Activities

- 1.4.1 Participate in the development of an annual outreach engagement program that aligns with Council and LGA priorities
- 1.4.2 Facilitate the delivery of outreach programs and services being provided by the LGA and its entities
- 1.4.3 Liaise with and report to LGA representatives as required about the provision and delivery of the outreach program

Strategic Actions

- 1.4.4 Advocate long-term continuity of the Outreach Services model for optimal effectiveness and efficiency in meeting LGA and EPLGA program objectives, i.e. 3-days per week funded by members and 2-days funded by the LGA
- 1.4.5 Identify key issues impacting on Councils and LGA services desired by Councils, and the support and services required from the LGA to resolve these matters

2.0 Key Performance Indicators

- 2.1 Development of an annual work plan for the Executive Officer (yes/no)
- 2.2 Percentage of Annual Business Plan (EO Work Plan) tasks completed (More is better)
- 2.3 Number of outstanding actions from EPLGA Board Meetings (Less is better)
- 2.4 Operating within annual budget limits (Operating surplus)
- 2.5 Training & development offered in the region (More Sessions is better)
- 2.6 External funding secured to assist operations (At least matching Member Subscriptions)
- 2.7 Successful delivery of LGA Outreach Program (Stakeholders' Satisfaction rating)