



**SOUTHERN FLINDERS RANGES
DEVELOPMENT BOARD INC.**

Southern Flinders Ranges Development Board Inc

STRATEGIC DIRECTIONS

2008 – 2010

June 2008

www.sfrdb.com.au



CHAIRMAN'S MESSAGE

Southern Flinders Ranges Development Board has a mission to achieve sustainable wealth creation and employment growth.

Our organisation is one of 13 established to provide regional development services throughout regional South Australia. In pursuit of our mission we focus on working with industry and the Southern Flinders Ranges community to deliver tangible economic development outcomes and we acknowledge the ongoing support of our State and Local Government owners.

This Strategic Directions Statement briefly outlines the Board's key Objectives for the next three years and reflects the expectations of our owners and funding providers. This document is supported by more detailed Action Planning and target settings which are developed and reported on an annual basis.

Southern Flinders Ranges Development Board is a small organisation but maintains an excellent record of achievement. It does this by retaining a team of professional staff and adopting an approach that emphasises the importance of collaboration and a commitment to results.

The reader is encouraged find out more about the Board, its activities and achievements through our website at www.sfrdb.com.au.

Jeff Burgess

CHAIRMAN

OUR MISSION

“Contribute to an improving quality of life in our region through sustainable wealth creation and employment growth”

SOUTHERN FLINDERS RANGES

The Southern Flinders Ranges includes the city of Port Pirie located 225 km north of Adelaide in South Australia. The region extends from Wilmington in the North and Yacka southwards. Other rural towns include: - Jamestown, Spalding, Melrose, Wirrabara, Laura, Booleroo Centre, Gladstone, Crystal Brook and Redhill.

The Southern Flinders Ranges incorporates a diverse landscape extending from the shores of Upper Spencer Gulf eastwards through the southern part of the Flinders Ranges and productive farming areas. Land use patterns reflect the region's historical role as prime farming land. Port Pirie, the regional centre and site of Nyrstar's world class lead smelter, hosts a range of key services and retail activity.

The Southern Flinders Ranges population of 25,000 is engaged in a range of industries with agriculture and minerals processing remaining as the basis of our regional economy. A diverse range of businesses and services have developed to support agriculture and the resource sector. Emergence of viticulture, tourism and community services have helped broaden our economic base in recent years.

ABOUT SFRDB

Southern Flinders Ranges Development Board (SFRDB) is a not-for-profit organisation constituted under the Associations Incorporation Act of South Australia. Governed by a board and managed by a small team of professional staff, SFRDB provides a range of services focused on economic development.

SFRDB was created in 1998 as a city based organisation and expanded to its current regional form in 1993. Core funding is derived via 5-year Resource Agreements with the South Australian Minister for Regional Development, Port Pirie Regional Council, District Council of Mount Remarkable and Northern Areas Council.

The SFRDB board is drawn from a mix of State and Local Government nominees and individuals chosen for their experience in local industry and community affairs. The

Board structure ensures that SFRDB maintains the right mix of skills and industry experience to guide the organisation.

KEY ISSUES AND PRIORITIES

In forming its Strategic Directions for the period 2008 to 2010 the Board has drawn on the expectations of owners; current economic conditions and emerging trends. The following statements briefly outline issues and priorities that have shaped our strategic direction.

- Macro economic conditions remain buoyant with the Australian economy continuing to experience strong growth.
- Demand for commodities, particularly agricultural products and metals, is strong and likely to remain so during at least the first half of our planning period.
- South Australia is experiencing an exploration boom which is expected to translate into significant and sustained mine development over the next decade. The proposed Olympic Dam Mine expansion is the largest example identified at this point.
- The region and particularly Port Pirie will gain spin-off opportunities from resource sector growth albeit in competition with other regional centres and capital cities.
- Small business investment levels have increased steadily since 2005. This is most apparent in the retail sector and business services; however, there is also evidence of growth in engineering services, tourism, hospitality and transport.
- Small and medium size firms are increasingly looking to export as a means to grow. Value added food and beverages and non-food manufactured products are examples where new exports have been achieved.
- Population estimates indicate that a long period of population decline has ceased and real prospects for population growth are possible during the planning period.
- The labour market has changed significantly in recent years with increasing labour demand exposing skills shortages in the trades and other specialised occupations. Anticipated resource sector growth is expected to further compound skills shortages.
- Workforce planning for a high growth environment is now a core expectation of owners and industry stakeholders.

- The region is experiencing the economic and social effects of sustained drought. This and the longer term implications of climate change will impact on our region throughout the planning period.

OUR OBJECTIVES

OBJECTIVE 1 – INVESTMENT

Increase levels of investment and re-investment by new and existing enterprises.

OBJECTIVE 2 – EMPLOYMENT

Maximise employment opportunities arising from business growth

OBJECTIVE 3 – WORKFORCE

Ensure workforce skills and labour supply match the needs of industry.

OBJECTIVE 4 – POPULATION

Achieve and maintain population growth in line with the South Australian growth rate.

OBJECTIVE 5 – INFRASTRUCTURE

Facilitate expansion and renewal of private and public infrastructure

OBJECTIVE 6 – EXPORTS

Increase exports in volume and gross value terms

OBJECTIVE 7 – INNOVATION

Increase the level of innovation in our region and particularly within business

OBJECTIVE 8 – BUSINESS CAPABILITY

Enhance business capability as a foundation for growth and sustainability

OBJECTIVE 9 – REGIONAL LEADERSHIP

That SFRDB be recognised as an effective regional leader in areas related to its mission

OBJECTIVE 10 – CORPORATE DEVELOPMENT

That SFRDB continues on a path of continuous improvement and is recognised as well governed, well managed and highly effective.

ACHIEVING OUR OBJECTIVES

OBJECTIVE 1 – INVESTMENT

Increase levels of investment and re-investment by new and existing enterprises.

How will we achieve this objective

- Offer professional case management services at an enterprise and industry level
- Promote the region as a location for investment
- Work with and through targeted industry groups to achieve industry and sector level growth.

We will measure our success by: -

- The value of new investment cases where SFRDB has made a difference
- The number of cases where SFRDB has provided professional support

OBJECTIVE 2 – EMPLOYMENT

Maximise employment opportunities arising from business growth

How will we achieve this objective

- Support initiatives that lead to new job creation and job retention
- Maximise employment opportunities associated with new investment

We will measure our success by: -

- The number of new jobs created (measured as full time equivalent positions) where SFRDB has made a difference.

OBJECTIVE 3 – WORKFORCE

Ensure workforce skills and labour supply match the needs of industry.

How will we achieve this objective

- Coordinate and deliver employment and skills development services on behalf of Government
- Lead the development of integrated labour market interventions in the region
- Promote increasing uptake of skills within the labour market
- Attract new residents with skills that match industry needs
- Identify and respond to emerging skills issues in partnership with industry

We will measure our success by: -

- The total hours of accredited training delivered through SFRDB activities
- The number of individuals participating in training and employment programs
- The number of individuals finding employment as result of programs managed through SFRDB

OBJECTIVE 4 – POPULATION

Achieve and maintain population growth in line with the South Australian growth rate.

How will we achieve this objective

- Promote the region as an attractive location for new residents including overseas migrants
- Retain existing residents and school leavers by linking training and new job opportunities.

We will measure our success by: -

- The number of new migrant arrivals
- Retaining our share of the State population using 2006 as our base year.

OBJECTIVE 5 – INFRASTRUCTURE

Facilitate expansion and renewal of private and public infrastructure

How will we achieve this objective

- Work with others to plan for expansion and renewal of economic infrastructure
- Provide case management support to business and public infrastructure proposals

We will measure our success by: -

- The value of infrastructure investment where SFRDB has made a difference
- The number of cases where SFRDB has worked with government and industry to address infrastructure needs

OBJECTIVE 6 – EXPORTS

Increase exports by volume and gross value

How will we achieve this objective

- Promote the benefits of exporting to business with a focus on small to medium size enterprises
- Offer facilitation services to businesses seeking to export
- Work collaboratively with government agencies and others who specialise in export development

We will measure our success by: -

- The number of business cases gaining export assistance
- The value of new export sales generated from export assistance cases

OBJECTIVE 7 – INNOVATION

Increase the level of innovation in our region and particularly within business

How will we achieve this objective

- Promote uptake of new technology and new processes as a means to improve business and industry competitiveness
- Provide facilitation services to help businesses access government and other innovation programs

We will measure our success by: -

- The number of business assistance cases involving new products and innovative processes

OBJECTIVE 8 – BUSINESS CAPABILITY

Enhance business capability as a foundation for growth and sustainability

How will we achieve this objective

- Coordinate the delivery of networking, training and other programs that help business operators update management and technical skills
- Offer basic business advisory and mentoring services for new and existing businesses
- Disseminate relevant information to business

We will measure our success by: -

- The number and location of businesses utilising SFRDB services
- The number of individuals attending business events, workshops and training sessions

- The level of client satisfaction with SFRDB services

OBJECTIVE 9 – REGIONAL LEADERSHIP

SFRDB be recognised as an effective regional leader in areas related to its mission

How will we achieve this objective

- Help develop and implement solutions on major regional issues as leader, partner or participant.
- Actively engage in regional and state level forums that relate to our mission
- Provide profession and timely advice to our owners and others on issues related to our mission.

We will measure our success by: -

- Reporting cases where SFRDB has played a regional leadership role

OBJECTIVE 10 – CORPORATE DEVELOPMENT

That SFRDB continues on a path of continuous improvement and is recognised as well governed, well managed and highly effective.

How will we achieve this objective

- Maintain and improve our governance framework to ensure our Board is highly effective and accountable
- Further refine our operations to ensure we maximise outcomes within our resource constraints
- Monitor our performance with a focus on owner expectations; and achievement of outcomes.

We will measure our success by: -

- An independent and external review of SFRDB governance and outcome performance conducted by the owners no later than 2011.
- Annual reviews of governance and operational policies
- Owner and stakeholder satisfaction surveys.

LINKS TO SOUTH AUSTRALIA'S STRATEGIC PLAN (SASP)

South Australia's Strategic Plan 2007 represents the shared aspirations of all South Australians. The plan is expressed through 98 targets covering 5 key objectives including: - Prosperity, Wellbeing, Sustainability, Creativity and Innovation, Communities and Opportunity

Our Objectives reflect the expectations of State and Local Government as expressed in our 5-year Resource Agreement. Each Objective in our plan and the outcomes that flow from our activities either directly or indirectly contribute to South Australia's Strategic Plan objectives and targets.

The table below summarises the linkages between our Plan and South Australia's Strategic Plan.

	Our Plan	South Australia's Strategic Plan <i>"where we will contribute to South Australia's targets"</i>
1	Investment	Prosperity – Economic Growth, Business Investment,
2	Employment	Prosperity – Unemployment
3	Workforce	Prosperity – Aboriginal unemployment Opportunity – Learning or earning, Non school qualifications, Higher Education, VET participation
4	Population	Prosperity –Total population, Interstate migration, Overseas migration Building Communities – Regional population levels
5	Infrastructure	Prosperity –Strategic infrastructure Sustainability –Sustainable water supply, Renewable energy,
6	Exports	Prosperity –Total exports, Tourism industry, Mineral production, Mineral processing,
7	Innovation	Creativity & Innovation – Commercialisation of research, Business innovation, Broadband usage, Business R&D expenditure
8	Business Capability	Prosperity –Competitive business climate

9	Regional Leadership	Prosperity, Sustainability, Creativity & Innovation, Communities, Opportunity
---	---------------------	---