



ECONOMIC STATEMENT AND ACTION PLAN

2013–2020



Wakefield Regional Council





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INTRODUCTION

The Wakefield Regional Council encompasses 346 square kilometres, extending from the northern Mount Lofty Ranges in the east to the Gulf St Vincent and the Hummocks and Barunga Ranges in the West.

The Wakefield region is characterised by a diverse environment, economy and community. The region is part of the Yorke and Mid North Region of South Australia and boasts some of the most productive farming land in the state, with grain and hay production as well as commercial fishing and intensive animal husbandry (poultry and pig farming).

The region is recognised as an attractive residential location with a major commercial centre at Balaklava surrounded by the smaller townships of Owen, Hamley Bridge, Blyth, Brinkworth, Snowtown, Lochiel and the coastal town of Port Wakefield.

Wakefield is also an important gateway to the Yorke Peninsula, a popular intrastate tourism destination which features a wide range of beaches, coastal settlements and excellent recreational opportunities including fishing, boating and camping.

The region hosts one of the state's largest wind farms at Snowtown, together with the largest Australian inland road/rail intermodal facility at Bowmans.

This Economic Statement and Action Plan presents the Wakefield Regional Council's plan of action to help build the prosperity and sustainability of the Council region. The Plan provides Council with a framework to guide the business and industry development that is required to underpin and improve the vibrancy and diversity of the area. The Plan seeks to establish partnerships with all levels of government and the private sector as well as foster regional collaboration.

This Plan is focussed on supporting existing attributes of the Council area to develop a competitive advantage and foster growth so that businesses are retained in the area and opportunities for new businesses are created. In this way the existing and future population of the Council area is supported and future opportunities are created.



ROLE OF THE COUNCIL IN ECONOMIC DEVELOPMENT

The Wakefield Regional Council has a key role to play in fostering economic development in its area. It has the ability to lead, influence and promote opportunities through a wide range of networks, and to facilitate development through appropriate zoning and support.

In particular, the Council needs to ensure it can:

- assist in building positive relationships between different sectors;
- work collaboratively with all levels of government and regional entities to build opportunities;
- provide supportive governance structures and decision making forums to assist in fostering economic growth, including appropriate planning processes;
- facilitate appropriate infrastructure to facilitate development of businesses and industry;
- support regionally significant events to promote the area; and
- facilitate communication and information aimed at supporting opportunities and addressing any 'road blocks'.

The Wakefield Regional Council is committed to supporting economic development and innovation throughout the Council area and maintaining sustainable investment to support local communities.

It will seek to establish:

- a diversified and resilient economic base which underpins community wellbeing;
- a positive business and development environment that supports strong local business culture and opportunities;
- a positive attitude toward growth; and
- a supportive learning environment with education and training opportunities.

In doing so, it will:

- work in collaboration and maintain regional partnerships with adjoining local government regions, and key stakeholders including the State and Commonwealth Governments and Regional Development Australia;
- seek to ensure good decision-making and appropriate development decisions;
- ensure our communities remain well informed to assist them in their decision making and investment in the region;
- respect the livability of its urban centres and advantages of the country lifestyle; and
- respect the environmental qualities of the region.

ECONOMIC DEVELOPMENT REGIONALLY

The Wakefield Council sits within the Federal seats of Wakefield and Grey.

Economic development is typically measured in terms of the number of businesses established and the employment and income profile of the residents. However, other factors such as social wellbeing, educational opportunities, access to health services, and the environment are equally important indicators of a prosperous region. Through balancing a focus on economic growth with community prosperity, the Wakefield Regional Council seeks to ensure a holistic approach to supporting the future of the region.

The Council's Strategic Management Plan seeks to provide sustainable assets that support the needs of our residential and business communities together with identifying, fostering and supporting existing and new activities that will facilitate the growth of our economy in conjunction with regional, state and national partners.

Key issues for our communities include:

Infrastructure

- The ability to provide and maintain quality sustainable infrastructure assets within available resources and capabilities.

Housing

- Advocacy for sustainable and diverse residential development that meets growing community need.

Services

- Attracting, maintaining and supporting business and industry to enhance economic growth that promotes sustainability of our towns.
- Accessing services such as communications, public utilities and transport that meets the needs of our community.

Community

- Attracting families to build strong and resilient communities with meaningful employment, recreation and lifestyle opportunities.

Natural Resources

- Supporting and encouraging natural resource management that aims to ensure the sustainability of the environment.
- Recognising the needs of agriculture, food production and the fishing industry whilst balancing natural resource management.

Whilst typically councils have worked independently of each other to promote their advantages for economic development, in 2004 the Council embraced a collective approach to positioning economic development through becoming a member of the Wakefield Group.

The Group comprises the seven Council Mayors and CEOs located in the Wakefield electorate and was established as a collaborative entity to work with the Federal Government on a range of significant projects to facilitate regional economic, environmental and community sustainability.





The Wakefield Group is committed to developing, planning and delivering projects that extend beyond the scope of any one individual community or council. It is able to provide a single point of contact for government and through a participative leadership program, provide the direction needed to break down political barriers and competition that can undermine significant opportunities.

The Wakefield Group's simple vision, to improve the lives of its people, recognises that local communities are the single greatest asset of any one council area. Sustainability of these communities is critical and the Wakefield Group seeks to foster development that has a long lasting and positive impact on people living and working in the region.

The Council is also a significant member of the Yorke Peninsula Alliance, a group comprising the Mayors and CEOs of the district councils of Wakefield, Yorke Peninsula, Barunga West and Copper Coast. This was established in 2007 and has developed a charter to work collaboratively at the local government level to facilitate opportunity, ensure best use of resources and drive efficiencies in local government.

The Yorke Peninsula Alliance works closely to promote the regions tourism assets and businesses, and has successfully positioned the region with the State Government in response to the management of commercial and recreational fishing. The Alliance was also successful in its application for funds to establish a shared services portfolio focussed on supporting community sport and recreation.





CONTEXT

This Economic Statement and Action Plan is focussed on promoting Wakefield Regional Council as a place to do business, a place to live, and a place for recreation.

The plan has been developed in the context of the:

- South Australian Strategic Plan;
- State Government's 7 Strategic Priorities;
- the Yorke and Mid North Region's Regional Development Australia (RDA) Roadmap;
- Council's Strategic Management Plan;
- South Australian Government's Yorke and Mid North Planning Strategy; and
- the Yorke Peninsula Destination Action Plan (or 'tourism plan').

All of these documents have the major theme of community sustainability, improved regional collaboration, a sustainable natural environment, innovation and diversification of the economy.



DEMOGRAPHIC AND ECONOMIC PROFILE

Before considering the strategies and actions that could be employed by the region to address economic development issues and opportunities, it is important to examine the region's demographic and economic profile.

Population

The population of the Wakefield Local Government Area (LGA) has increased steadily over time as shown by the graph below. However, with the downturn in the overall economy and the global financial crisis there has been a significant decline since the peak of development in 2010. Notwithstanding this, it is anticipated that the community and economic development opportunities in Wakefield Regional Council will result in further residential growth, albeit potentially not at the pace previously experienced.

Annual Change in Estimated Resident Population (ERP)

Source – ABS*

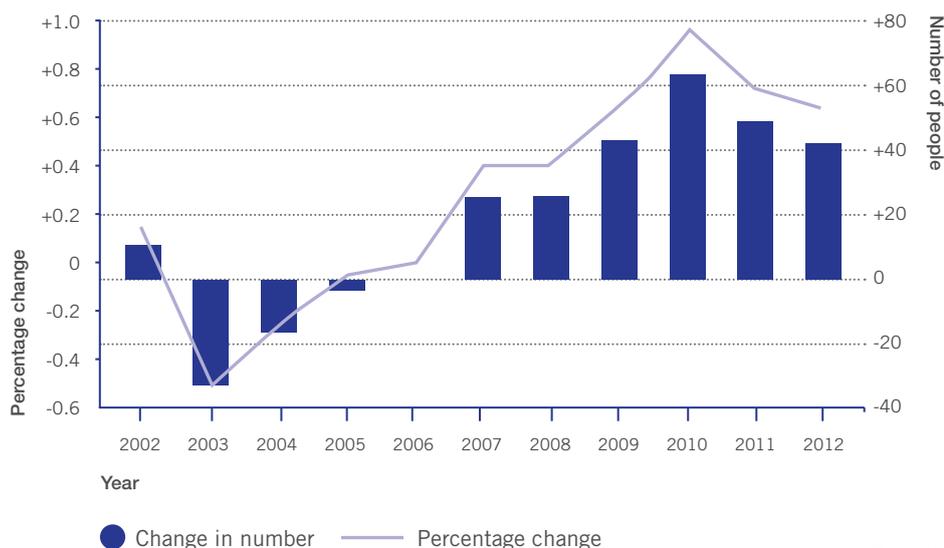


Figure (1)

The current population (2011 Census) for each of the region's larger towns is:

Balaklava	1,827
Hamley Bridge	633
Port Wakefield	556
Snowtown	400
Blyth	377
Owen	272
Brinkworth	188

The median age of Wakefield residents is 42.

*Information current at time of surveys

Employment and Labour Force

The following statistics provide an overview of the employment and labour force in the Wakefield LGA.

Occupation of Employed Persons

The majority of people employed in the Wakefield LGA can be described as Managers, Labourers and Technicians or trade workers – the latter professions are indicative of the type of industries that exist in the region.

Occupation	Percentage of total employed persons (2010)
Managers	28.3%
Labourers	18.1%
Technicians/Trade Workers	12.1%
Professionals	9.1%
Clerical and Administrative Workers	8.9%
Community and Personal Services	8%
Machinery Operators and Drivers	8%
Sales Workers	5.6%
Other	1.9%

These people are employed in the following industries:

Employment x Industry

Source – ABS

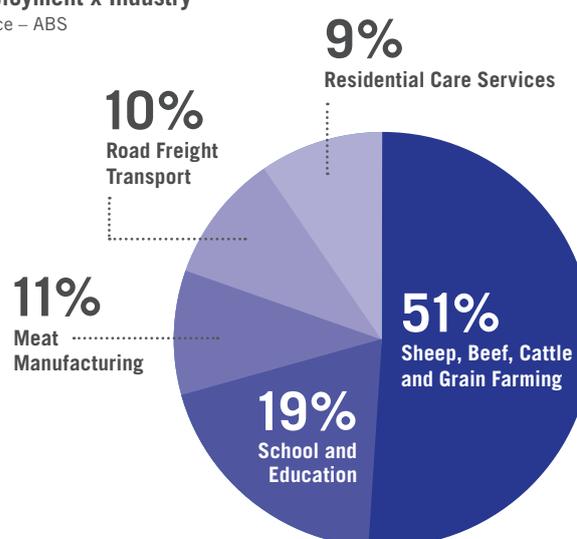


Figure (2)

*Information current at time of surveys

Employment Location

Journey to work data shows how many residents work locally, and how many commute out of the area and where they commute to. There is a very high proportion of the community working within the Wakefield LGA with only 26.7% of the Wakefield Regional Council's working residents travelling outside of the area to work. Those that do commute, do so generally to the northern suburbs of metropolitan Adelaide or to centres in adjoining council areas.

Employment Location of Residents (2011)

Source – ABS

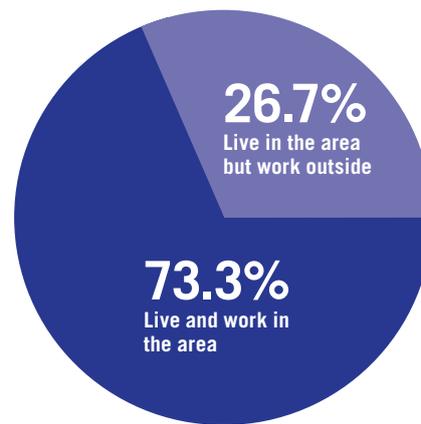


Figure (3)

Average Wage

Analysis of individual income levels in the Wakefield Regional Council in 2011 compared to Regional SA shows that there was a lower proportion of persons earning a high income (those earning \$1,500 per week or more) and a higher proportion of low income persons (those earning less than \$400 per week).

Overall, 5.2% of the population earned a high income, and 42.4% earned a low income, compared with 7.1% and 40.8% respectively for regional SA.

Weekly Individual Gross Income

Source – ABS*

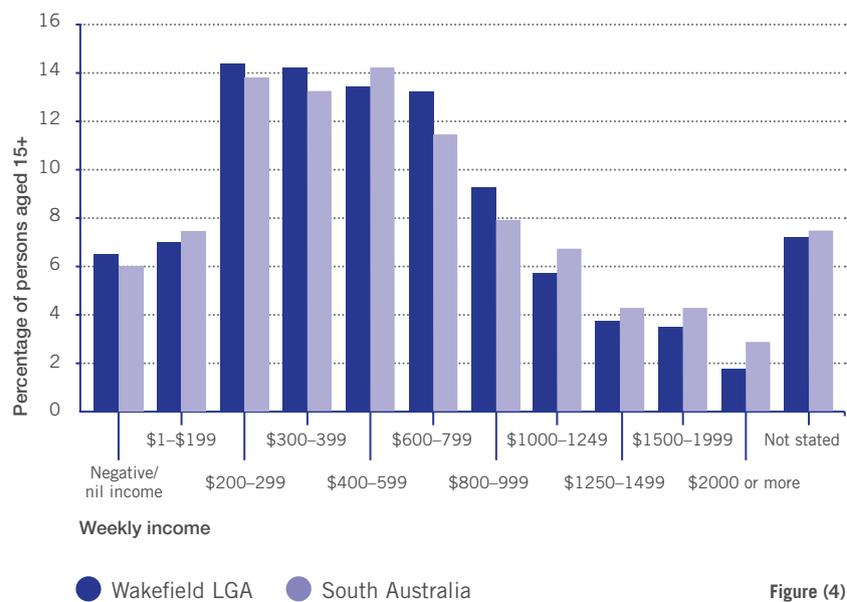


Figure (4)

*Information current at time of surveys

Unemployment Rate

The average unemployment rate for the region over the last 5 years between 2006 and 2010 was 3.2%, which was nearly two points below the state average.

Analysis of the employment status (as a percentage of the labour force) in the Wakefield Regional Council in 2011 compared to Regional SA shows that there was a higher proportion in employment, and a lower proportion unemployed. Overall, 95.3% of the labour force was employed (53.3% of the population aged 15+), and 4.7% unemployed (2.6% of the population aged 15+), compared with 94.6% and 5.4% respectively for Regional SA.

The labour force participation rate refers to the proportion of the population over 15 years of age that was employed or actively looking for work. "The labour force is a fundamental input to domestic production. Its size and composition are therefore crucial factors in economic growth. From the viewpoint of social development, earnings from paid work are a major influence on levels of economic well-being." (Australian Social Trends 1995).

Analysis of the labour force participation rate of the population in the Wakefield Regional Council in 2011 shows that there was a lower proportion in the labour force (55.9%) compared with Regional SA (57.3%).

Unemployment Rate (%)

Source – ABS*

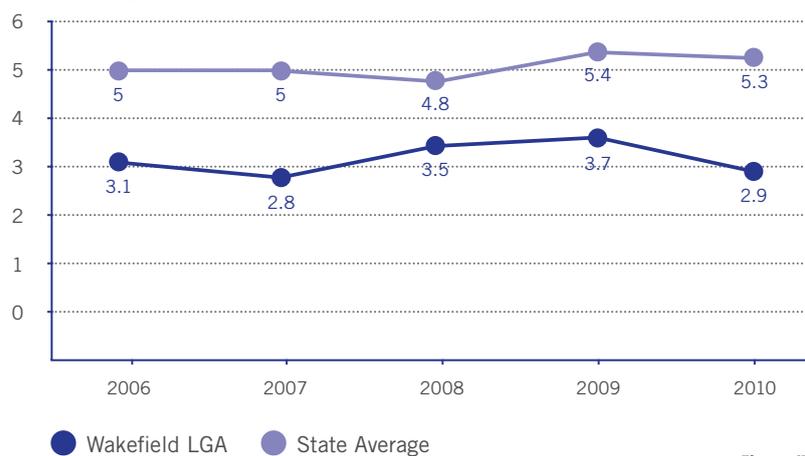


Figure (5)

*Information current at time of surveys



Building Approvals and Value

The number and value of residential building approvals issued in a LGA can provide an indication of confidence in the future prosperity of the region. The graph opposite (Fig. 6) shows the number of dwelling approvals issued per year. There is a marked decline in the number of residential buildings approved from 2008 to 2011/2012, linked to the overall decline in the state economy. The total value of buildings in the region also decreased from the peak in 2008–2009 (Fig. 7).

Residential Building Approvals

Source – ABS*

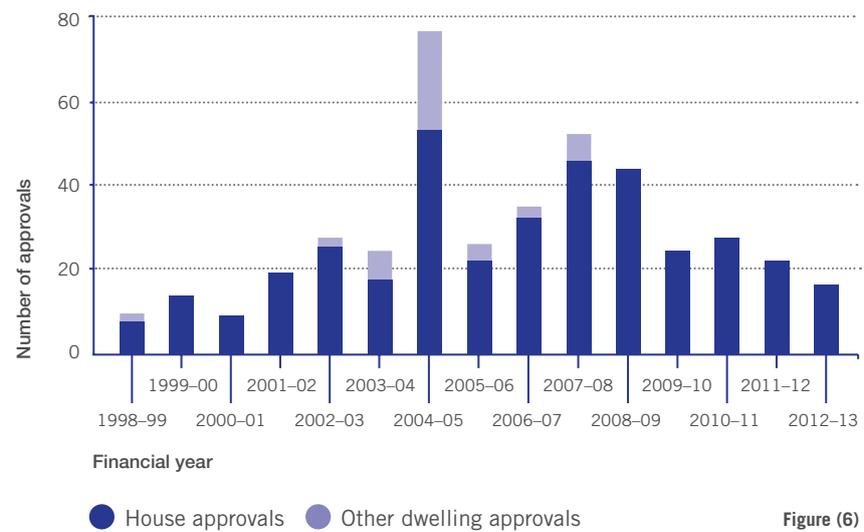


Figure (6)

Value of total building approvals

Source – ABS*

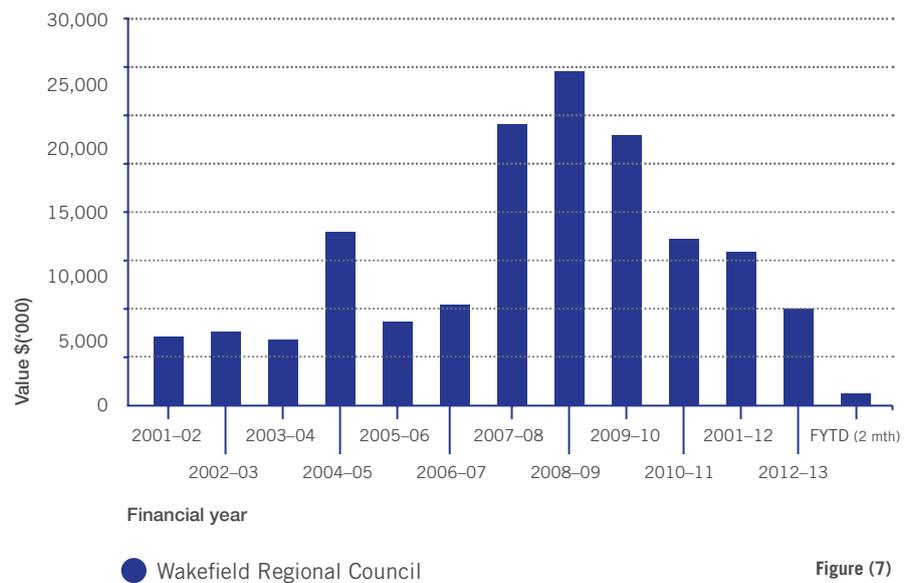


Figure (7)



CURRENT ECONOMIC CLIMATE

Globalisation

When considering the economic future of the Wakefield LGA it is necessary to examine the operating environment that Council, the community and local businesses are working in. One important factor that must be taken into consideration is globalisation.

Globalisation is the integration of various markets (including financial and commodity markets) in the economy.

Advances in communication technology has accelerated the growth of the global economy as has ease of trading conditions. While globalisation presents opportunities for local businesses it also makes them more susceptible to downturns in the economy. This is particularly true for commodity exporters who rely on the global economy to deliver a favourable price.

A major imperative of this Plan is to ensure local businesses are supported locally to compete nationally and where possible, globally. There are already a range of businesses undertaking global activity, and there is significant opportunity to expand this across the region as a whole and have a higher percentage of economic activity as part of the global market.

Australia's Economic Performance

According to the Reserve Bank of Australia, as published in their 2012 report on 'The Recent Economic Performance of the States', Australia is experiencing the following trends and conditions:

- investment spending by the business sector in resource rich states has made a large contribution to growth in total spending across Australia;
- strong growth in global energy demand coupled with high commodity prices has driven a sharp increase in import prices;
- private non-residential building investment is subdued compared with the period before the global financial crisis;
- trade-exposed firms in Australia face challenging business conditions. South Australia is more exposed to weaknesses because of a heavy reliance on the government and the manufacturing and agricultural sectors for employment and exports; and
- conditions in the housing market can be described as weak, demonstrated by falling approvals for new dwellings and lower house prices across the board. Housing investment is being weighed down by tight access to credit for developers, lower expectations of capital gains and general household caution.





Economic Activity at a State Level

The following table shows South Australia's Gross State Product (GSP), population, employment and exports share relative to the other states:

	NSW	VIC	QLD	WA	SA	TAS
GSP	31.3	22.6	19	15.5	6.4	1.8
Population share	32.3	24.9	20.3	10.4	7.3	2.3
Employment share	31.3	25.4	20.4	10.8	7.2	2.1
Exports share	20.6	11.4	19.6	40.1	4.5	1.2

Source: ABS, 2010/2011.

It is fair to say that as a result of the economic climate, development in the Wakefield LGA has not progressed as quickly as was planned prior to the global financial crisis.

This is the time to ensure the strategy to facilitate economic growth and change is on track, so that when there is a positive trend, the region and Council can take advantage of it quickly and with some surety that it is the direction desired.

The Wakefield Regional Council's key industry sectors are:

- Agriculture (including intensive animal production, hay and grain)
- Clean energy (wind)
- Transport and logistics
- Fishing (commercial and recreational)
- Health
- Education

The success factors of these sectors lies in the close proximity of the Council area to metropolitan markets and access to the major sea ports of Port Pirie and Port Adelaide. An improvement in transport and telecommunications infrastructure would contribute to a positive business climate for these industry sectors.

KEY INDUSTRIES

Agriculture (including intensive animal production, hay and grain)

The region is recognised for the quality of its grain harvest, hay and pulse production and poultry farming.

Viterra manages 6 sites across the Council area, receiving grain from the wider mid north region of the state. This is transported from farm gate to three strategic grain storage sites at Balaklava, Snowtown and Bowmans, and three general sites at Owen, Hamley Bridge and Brinkworth. The Australia Milling Group is located at Bowmans where it processes 75,000 tonnes of legumes per annum. Commodities processed include lentils, beans, chickpeas and casper peas. San Remo is situated close to Balaklava processing grain for pasta production.

Hay processing is undertaken at Balaklava (Gilmac) and at Bowmans (Balco) where hay is stored and processed for export across the country and into the Middle East and Asia including Japan, Taiwan, Korea and China.

Primo Smallgoods has established a major abattoir and processing/packaging centre at Port Wakefield, focussed on pigs which are sourced from the region. It employs more than 380 people with over 100 employees from China, Korea and the Philippines. Primo provides quality product nationally for Coles supermarkets, and processes in excess of 10,000 pigs per week for use nationally and export to 24 countries in South East Asia and the Pacific, including China and India. The Council area is also a producer of quality sheep and wool, and beef cattle.

Poultry production is playing an increasing role in the region with a significant number of sheds operating.

Opportunities exist to expand this sector with free range hatcheries now the focus producing over a million chickens every quarter. The establishment of a major water main from the upper Wakefield storage west of Auburn to Port Wakefield in 2013/2014 is a catalyst for the further expansion of this sector.

The region is recognised for its horse racing and other related events. Balaklava is home to the Balaklava Racing Club which holds regular horse racing meetings across the year. The Balaklava Races, held annually in September, is the largest country thoroughbred racing event in South Australia. In excess of 13,000 people attend the Balaklava Cup with over 60 corporate and private marquees. In addition, local horse arena events focussed on show jumping and dressage are also facilitated at Owen and around the Council.



Clean Energy (wind)

Snowtown hosts one of the state's largest wind farms, with 48 turbines currently producing an annual average output of 101 megawatts of energy which powers approximately 70,000 homes per year. The wind farm is an essential part of the state's commitment to sustainable energy production.

The wind farm is currently expanding with the construction of Stage Two, which will result in a further 90 turbines coming on line. When completed, the wind farm will generate 371 megawatts of renewable energy from its 138 turbines, generating more than 10 per cent of the state's total annual electricity supply. Overall it is anticipated the wind farm will power 240,000 homes in the state.

The Snowtown site has an excellent wind resource and is in close proximity to the transmission network. Stage 1 has achieved an annual average capacity factor of approximately 42%, ranking it amongst the best performing sites in Australia. TrustPower forecasts that when Snowtown 2 is complete, SA will produce more than 35 per cent of its electricity from wind – and this is expected to increase to more than 40 per cent before 2020, making Snowtown the wind farm capital of South Australia.

TrustPower, a New Zealand company, is investing in the local community as part of its development of the wind farm, with support for such developments as a new skate park, utilising local businesses through the construction phase and providing employment opportunities for local residents.

Transport and Logistics

Wakefield Regional Council is a key transport hub for the mid north. It is ideally positioned with access to Highway One at Port Wakefield and the Main North Road and Sturt Highway via Hamley Bridge, linking it to the eastern states. The Adelaide to Darwin railway crosses the Council area, linking it to the national rail network.

There is a significant road/rail intermodal facility at Bowmans, catering for 30,000 containers per year, together with a significant trucking sector at Balaklava. Principle products being transported are hay for the export market, grain and wool. Mining companies have also expressed interest in using the site for storage and handling of dangerous goods and general freight.

Fishing (commercial and recreational)

A commercial fishing sector operates at Port Wakefield focussed on whiting (including yellow fin), garfish and snapper. The sector supplies fish locally and for the Adelaide metropolitan market.

Port Wakefield is one of SA's most historic maritime settlements and is also well recognised as a recreational fishing destination, being within one hour of the metropolitan area of Adelaide and providing an upgraded 24 hour access boat ramp to the head of Gulf St Vincent. Port Wakefield is also known as a great destination for crabbing with a focus on blue crabs.

Health

Many of the towns provide localised health services through a network of hospitals and medical centres. The Balaklava Hospital and Health Service is part of the Yorke and Lower North Health Service. The 44-bed hospital offers care and minor surgery services for inpatients as well as palliative care for an ageing community. A 24 hour accident and emergency service is provided.

Other hospitals in the Council area are situated at Hamley Bridge (private) and Snowtown and both provide aged care and palliative care services.

Education and the Arts

The education sector is a key employer in the Council area and underpins the future opportunities for our community. Educational facilities include primary schools in each of the towns as well as a public and private high school in Balaklava. The regional public high school caters for 450 students from year 8 to 12 whilst Horizon Christian School is an inter-denominational school with approximately 400 students from Reception to Year 12. Both schools have a significant focus on providing a wide educational choice for their students and music is a key element.

The Balaklava Eisteddfod is an important music competition held annually in Balaklava, attracting individuals and bands to compete in a wide program from across the Yorke and Mid North region as well as from the metropolitan area of Adelaide and other regional centres in South Australia. Commencing in 1997, the Balaklava Eisteddfod Society was established as a subcommittee of the Balaklava Community Arts Inc, which encourages and supports visual and performing arts.



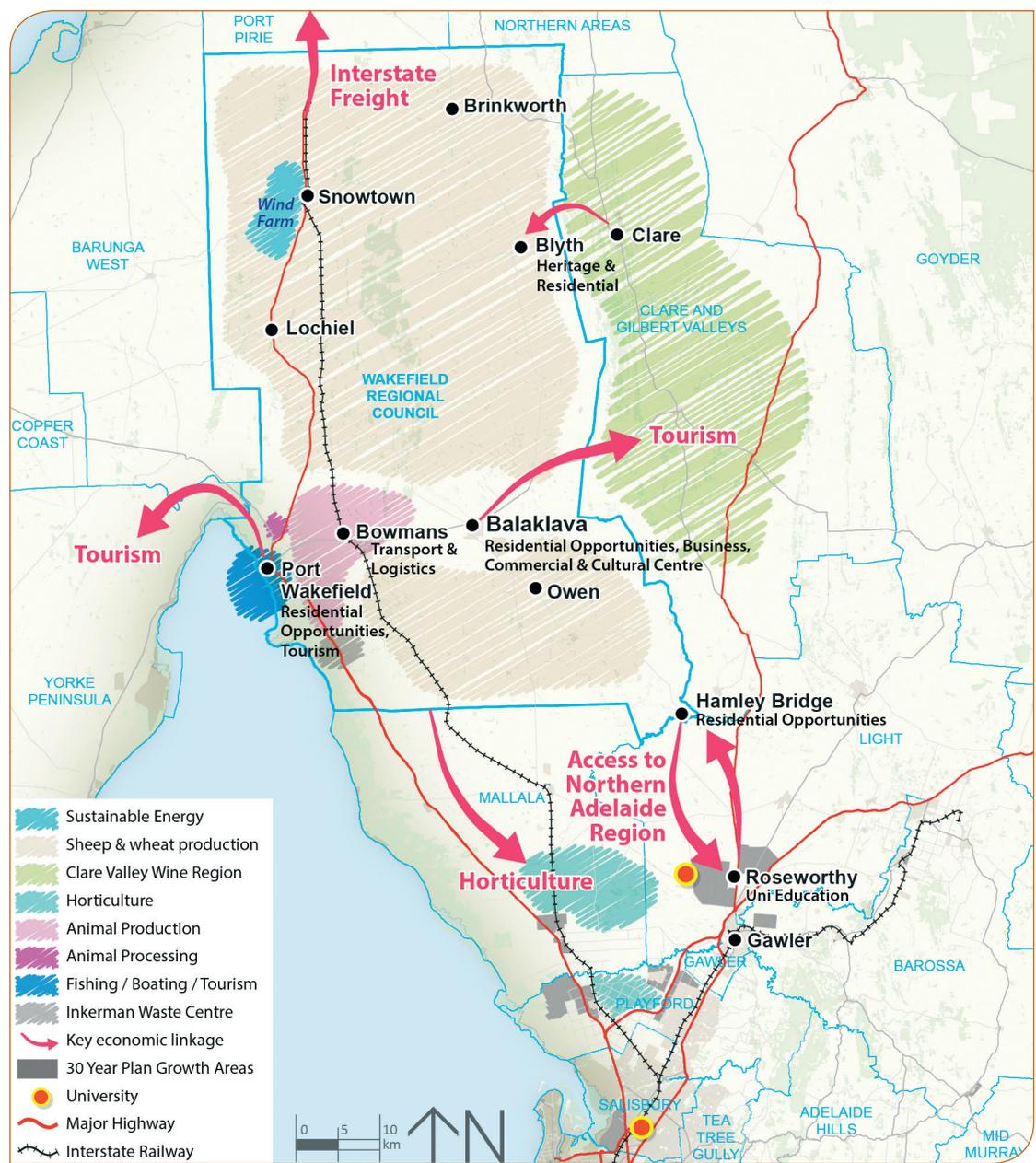
There is also the annual Balaklava Courthouse Gallery Art Competition and Prize and associated awards attracting large scale interest and entries from around South Australia.

The community also accesses TAFE facilities in the Yorke and Mid North region with the closest campuses at Clare and Kadina, as well as Gawler, Nuriootpa and Roseworthy. In addition, the Roseworthy Campus of the University of Adelaide is an internationally renowned centre for educational excellence in dry-land agriculture, natural resource management and animal production. It attracts students from across Australia and further investment from the University is ensuring its place in providing university education in the region.



INTER-REGIONAL CONNECTIVITY

The following diagram broadly outlines the Wakefield LGA's overall key elements and its relationship with the adjoining regions.



DOING BUSINESS IN WAKEFIELD

Competitive advantages within the Wakefield Regional Council area are centred on its location, access to major freight routes and land availability. The townships offer a country lifestyle that is accessible to the more highly serviced northern metropolitan suburbs and there are good choices of education, health services and community based activities centred on sport and recreation. Housing is affordable and there are employment opportunities in a range of sectors.

Advantages and Strengths	Challenges
<ul style="list-style-type: none"> • Stable population with opportunity for growth • Country lifestyle advantages • Accessible from the metropolitan area of Adelaide • Geographic location with road and rail links interstate • Good educational facilities with limited access to higher education and university • Renewable energy sector investment • Good labour supply with access to a young rural workforce • Opportunities for development of industry clusters focussed on agricultural production and transport and logistics • Available industrial zoned land in and around Balaklava and at Bowmans • Sport and recreation facilities in all major urban centres with a focus on football, tennis and netball 	<ul style="list-style-type: none"> • Transportation costs • Limitations of existing broadband connection – the telecommunications service is sporadic but of high importance for doing business • Skills shortages – potential workforce needs training, particularly for the grain sector and meat processing • Availability of affordable housing for workers with limited housing for rent • Quality of infrastructure – significant investment is required in the road network • Access to a broad range of higher educational services



Future Growth Opportunities

Industry Sector	Opportunity
Agriculture, Horticulture, Animal Husbandry	<ul style="list-style-type: none">• Intensive animal keeping and production; value adding (processing and packaging)• Hay and grain production and export• Horticultural industries such as mushroom production, composting and hydroponics• Horse racing and arena events
Mining	<ul style="list-style-type: none">• Support for mining on Yorke Peninsula and in the Mid North and beyond with services and skilled labour
Transport	<ul style="list-style-type: none">• Further development of Bowmans as the state's largest inland road/rail intermodal terminal• Investment in transport routes and services
Health and Care Services	<ul style="list-style-type: none">• Retention of surgical procedures at Balaklava Hospital and increased use of facilities for palliative care and recovery across the Council area
Education	<ul style="list-style-type: none">• Better links with University of Adelaide, UniSA and TAFE• Greater support for primary education services and choice



ACTION PLAN

The action plan for the Wakefield Regional Council is structured around key priorities associated with the advantages and opportunities in the region. This builds on what the Council area has to offer, both as a residential destination, and as an affordable place for doing business.

The plan outlines key actions and targets linked with the State Strategic Plan and Priorities established by the State Government to assist regional development across the state. This acknowledges that the State and Federal Governments have a responsibility to support key industries in the Wakefield council region including the agriculture and associated export industries, employment, skills development, transport and logistics.

The Council is committed to regional collaboration. Through working closely with Regional Development Australia Yorke and Mid North, and the Wakefield Group at a federal level and the Yorke Peninsula Alliance at the local level, it is anticipated the region will receive the focus on investment required to drive local growth.

The plan has four pillars:

1. Sustainable business growth through supporting established and emerging Industries
2. Workforce development
3. Infrastructure development
4. Supporting communities

Sustainable Business Growth Through Supporting Established and Emerging Industries

Establish and attract ongoing development of domestic and export businesses to diversify the current economic base of the region. A priority is placed on innovation and wealth generation that brings resources into the area, resulting in a growing, sustainable and prosperous regional economy.

- Regional collaboration
- Planning and governance
- Digital economy
- Information and communication

Regional Collaboration

Action	Outcome	Timeframe	Responsibility/Partnerships
Support the RDA Yorke and Mid North to achieve collaboration and ongoing commitment by the Federal Government to the Council area	Successful funding applications with the Federal Government	Ongoing	Businesses Community groups Wakefield Regional Council
	Increased investment in infrastructure and community projects	3–5 years	
Work with the RDA Yorke and Mid North to facilitate industry collaboration and develop a cluster culture between businesses to establish a positive business climate and welcome new investment	Industry clusters focussed on: <ul style="list-style-type: none"> • agricultural production • education • tourism 	1–3 years	Businesses Community groups Wakefield Regional Council Business SA
	A supported local economic development advisory group	1–2 years	
Ongoing development of key regional relationships and partnerships with the public and private sectors	Increased profile of Wakefield Regional Council through forums, events, project delivery	1–3 years	Wakefield Regional Council Businesses Community representatives
	Local representation on Boards and key regional bodies to ensure 'our voice – our direction'	Ongoing	

Planning and Governance

Action	Outcome	Timeframe	Responsibility/Partnerships
Provide efficient and effective government services and a supportive planning and operational environment through State Government	Up to date planning policy that ensures development can occur in a timely way	Ongoing	Wakefield Regional Council DPTI
	Partnered projects with DPTI and other State Government departments	Ongoing	
	Efficient planning assessments and processes	Ongoing	
Facilitate good governance and decision making by Council and foster positive attitudes towards business development	Informed Council members who support new development enterprises and investment in existing activities	1–3 years	Wakefield Regional Council Businesses
	An informed business community through ensuring accurate information and resourcing of planning/building advice	1–2 years	
Provide information updates about business activity and regional economic development opportunities to Council	Yearly review of economic statement and action plan as part of the Annual Plan and reporting	Annual	Wakefield Regional Council Businesses RDA Yorke and Mid North SA Tourism Commission
	Comprehensive annual Council wide tours with all elected members	Annual	
	Engaged RDA and tourism development officers with Council and businesses	Ongoing	

DPTI: Dept. of Planning, Transport and Infrastructure

RDA: Regional Development Australia

Digital Economy

Action	Outcome	Timeframe	Responsibility/Partnerships
Advocate with the public and private sector providers to address gaps, needs and opportunities in establishing the broadband network	Implementation of the network regionally	3–5 years	Wakefield Regional Council NBN Co.
	A widely connected community	3–10 years	Federal Government
Develop an online action plan to establish Council as a leader in online service delivery in the region	Appropriate resources and partnerships established to increase online interaction	1–3 years	Wakefield Regional Council
	Up to date Council website that demonstrates best practice	1 year	
	Provision of ongoing information to businesses and the community about online services and how to use them	1–3 years	
Develop and promote online training opportunities	A connected business community able to offer training and development to its employees and the wider community	2–5 years	Businesses Community Management Committees Schools



Information and Communication

Action	Outcome	Timeframe	Responsibility/Partnerships
Profile activity and development occurring in the region, including key opportunities through the Council newsletter and other forms of communication	A regular community newsletter which is valued and has a wide distribution	1–2 years	Wakefield Regional Council Community Businesses
	An informed community	1–2 years	RDA Yorke and Mid North
	Success is promoted and valued	1–5 years	
Develop and publish a marketing plan for the region that provides an investment prospectus/investment profile for the region, outlining its advantages	Investment attraction	1–5 years	RDA Yorke and Mid North Businesses
Maintain up to date information on skills needs and employment priorities in partnership with key agencies through workforce needs analysis	An established economic and employment profile for the region outlining economic issues, needs, priorities and confidence	1–5 years	Wakefield Regional Council Businesses RDA Yorke and Mid North SA Tourism Commission
Build relationships between Council and the business sector through engagement	A well attended annual Mayoral business breakfast	Annual	Wakefield Regional Council Businesses
	Mayoral and Council member attendance at annual Celebration of Employment awards	Annual	Community
	Regular information forums and networking opportunities	1–3 years	
	A business network that meets quarterly and is connected through social media to stay in touch	1–2 years	

RDA: Regional Development Australia



Workforce Development

Ensure the ongoing supply and development of industry relevant workforce to facilitate continuing business growth both in the knowledge economy and domestic industries. A priority focus is placed on making sure local jobs are available for the local community.

- Employment recognition and achievement
- Workforce planning and analysis (including skilled migration and retention)
- Local career pathways

Employment Recognition and Achievement

Action	Outcome	Timeframe	Responsibility/Partnerships
Support Yorke and Mid North employment awards	Awards promoted and business community engaged	Ongoing	Businesses Wakefield Regional Council RDA Yorke and Mid North
	Increasing number of nominees	Ongoing	
	Local businesses are highlighted and recognised	1–5 years	
Recognise local educational achievement of community members	VET awards supported annually	Ongoing	High Schools Community groups Wakefield Regional Council
	Increasing number of nominees for VET and academic awards	Ongoing	
Identify training needs in the region and develop collaborative relationships to promote opportunities	Skill training that is tailored and linked to potential job opportunities.	1–5 years	RDA Yorke and Mid North Businesses Schools
	Training that is available for multi businesses and focussed on customer services as well as generalised skills	1–5 years	DFEEST TAFE
	Schools connected with major employers and understand local needs	1–3 years	
	Regular ‘business culture’ workshops that promote a range of good business practices and customer service	2–5 years	

DFEEST: Dept. of Further Education, Employment, Science and Technology

RDA: Regional Development Australia

Workforce Planning

Action	Outcome	Timeframe	Responsibility/Partnerships
Support the development of a mentoring program linking employers with school students	Facilitated information sessions between employers and schools	1–3 years	Schools Businesses
Support skilled migration applications through letters of support and advocate if necessary for support of applications	An increased migrant community employed in the region	1–5 years	Wakefield Regional Council Businesses
	Information packages outlining the Council and services and facilities within it	3–5 years	
Establish welcome program for new migrant families	Improved community integration	2–5 years	Wakefield Regional Council Businesses
	A 'New Resident Welcome Program' which provides opportunity for cultural events, festivals and engagement days to bring the community together	3–5 years	Community Groups Schools
Establish community information programs and engagement strategies to equip communities with skills to assist migrants moving to the region	Community engaged with migrants through strategies, migrant networks and events	2–5 years	Businesses Community groups Schools
	A migrant liaison project officer assisting the community and council to stay in touch with migrant needs and opportunities	3–5 years	

Local Career Pathways

Action	Outcome	Timeframe	Responsibility/Partnerships
Support career advisory services for young people and those re-entering the workforce provided through the RDA Yorke and Mid North	Increased employment levels of local community	2–5 years	RDA Yorke and Mid North DFEEST
Promote university and tertiary education opportunities linked to local employment opportunities	University of Adelaide and TAFE linked with local enterprises	2–5 years	University of Adelaide DFEEST
	On line training and education opportunities available to a wide cross section of the community	3–10 years	TAFE Businesses Farm enterprises
Establish a youth network targeted at matching skills with opportunity	Youth Advisory Committee engaged in forums with employers	1–5 years	Wakefield Regional Council Businesses Farm enterprises
	Established sporting and school networks which are engaged with local and regional businesses that promote opportunities in the region	1–5 years	DFEEST TAFE

RDA: Regional Development Australia

DFEEST: Dept. of Further Education, Employment, Science and Technology





Infrastructure Development

The planning and provision of economic infrastructure is essential to provide a conducive and attractive environment to enhance and enable competitive business growth within the region.

- Maintenance of industrial and commercial land and development opportunities
- Regional transport infrastructure
- Sustainable development

Maintenance of Industrial and Commercial Land and Development Opportunities

Action	Outcome	Timeframe	Responsibility/Partnerships
Actively participate in development of the regional Yorke and Mid North Planning Strategy and advocate for identification of development opportunities	Regular participation and advocacy in planning forums	1–5 years	Wakefield Regional Council DPTI
Guide development to ensure land use conflict is minimised	Up to date and relevant Development Plan	1–5 years	Wakefield Regional Council DPTI
	Agricultural land is safeguarded	1–5 years	
Promote opportunities for warehousing, freight activities, manufacturing, and value adding services	A vibrant industrial and commercial sector based in a number of centres across region	1–10 years	Wakefield Regional Council Businesses DPTI

DPTI: Dept. of Planning, Transport and Infrastructure



Regional Transport Infrastructure

Action	Outcome	Timeframe	Responsibility/Partnerships
Implement upgrades and investment in state owned road infrastructure and local roads through a comprehensive and affordable asset management plan	Increased maintenance of road network	1–5 years	Wakefield Regional Council DPTI
	Rationalisation of roads used for commodity and freight in order to ensure high levels of maintenance on an agreed network	2–5 years	
Realignment of Port Wakefield Road to facilitate major road transport movements whilst minimising impact on the local community	Reduced heavy vehicle movements in the town and improved intersection operations	5–10 years	DPTI Businesses
Facilitate regional public transport linking the Wakefield region with adjoining regions and the metropolitan area	Public transport networks established linking towns with metropolitan area	3–5 years	Transport SA Private bus operators Mid North Passenger Transport Network
Support development and expansion at Bowmans intermodal facility	Land zoned appropriately for development	1–2 years	Wakefield Regional Council Businesses
	Appropriate access provisions implemented to facilitate road transport needs at Port Wakefield	1–2 years	DPTI
	Development approved and instigated	1–5 years	

DPTI: Dept. of Planning, Transport and Infrastructure



Sustainable Development

Action	Outcome	Timeframe	Responsibility/Partnerships
Promote water recycling and conservation in development	An integrated water management system in towns including Balaklava, Hamley Bridge, Port Wakefield and Snowtown utilising stormwater and recycled water	Ongoing	Wakefield Regional Council Developers Community groups Northern and Yorke NRM
Support the renewable energy sector and the development of the Snowtown wind farm together with encouraging solar energy use in development	Snowtown Wind Farm generating 371 MW of energy	Ongoing	TruEnergy Wakefield Regional Council Developers
Facilitate marine conservation while balancing commercial and recreational fishing needs	Appropriate marine parks and fishing provisions	1–5 years	PIRSA
Facilitate waste management options and appropriate land fill practices	Recycling that matches the state average	1–5 years	Zero Waste Wakefield Regional Council
	Minimised volumes of waste to landfill	Ongoing	

NRM: Natural Resources Management
PIRSA: Dept. of Primary Industries and Regions





Supporting Communities

Building a sustainable community is essential to support the economic growth of a region. This requires an ongoing focus on growth opportunities and services to meet community needs and demands including comprehensive healthcare and educational services.

- Township sustainability and community engagement
- Community services

Township Sustainability and Community Engagement

Action	Outcome	Timeframe	Responsibility/Partnerships
Identify key opportunities for township growth and foster relationships with the development sector and Community Management Committees to facilitate projects	Urban design master plans for towns delivered	1–3 years	Community management committees
	Improved town amenity, visitor stops and information bays	1–10 years	Community groups Wakefield Regional Council
	Communication and collaborative working relationships between businesses and community management committees are established to foster development	2–4 years	
	Supported cultural festivals and community events that promote townships including music, cycling, traders, art etc	3–5 years	
Support a range of housing projects to meet a wide range of needs	Greater variety of housing including affordable housing in all of the primary towns, such as hostel accommodation, worker housing and community housing	1–5 years	Wakefield Regional Council Developers Housing SA Businesses
Maintain and improve tourist facilities and foster tourism accommodation opportunities (such as expansion of caravan accommodation)	Increased domestic overnight and day trip visitation as well as increasing yield	1–5 years	SA Tourism Community Management Committees
	Tourist facilities to meet the needs of travellers such as a range of tourist accommodation options including motel, BandB, well maintained caravan parks and camping areas, RV dump points, car parking areas, parks and recreation areas	1–5 years	Community groups

Community Services

Action	Outcome	Timeframe	Responsibility/Partnerships
Advocate for retention of community health centres and hospitals and education services	Hospital services retained	1–5 years	SA Health
	Increased investment in existing and new services to meet community needs and demands including rehabilitation services, mental health services and specialists	3–10 years	Country Health SA Wakefield Regional Council Mid North Health Hospitals DECD
	High quality education facilities retained and strengthened	1–10 years	School Councils

DECD: Dept for Education and Child Development



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