



An Australian Government Initiative



Regional  
Development  
*Australia*

YORKE AND MID NORTH

# Business Plan

2023 - 2024

July 2023



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### **Acknowledgement of country**

Regional Development Australia Yorke and Mid North would like to acknowledge the Nukunu, Ngadjuri, Nharangga and Kurna people of whose ancestral lands and waters we live and work from, and pay our respects to their Elders, past, present and emerging.

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# The Board



**Bill Vandeppeer**  
Chair  
Owner, Manoora Seeds Pty  
Ltd  
*Manoora*



**Brenton Vanstone**  
Deputy Chair  
Mixed farming business owner  
Chair of Spencer Gulf Uni Hub  
*Wandearah*



**Paul Thomas AM**  
Treasurer  
Gardiner, Hall & Co  
Rotary District 9510  
Governor  
*Walleroo*



**Gail Bartel**  
Secretary  
Director of Bartel Designed  
Communication Pty Ltd  
*Walleroo*



**Peter Ackland**  
Board member  
CEO, Port Pirie Regional Council  
*Port Pirie*



**James Black**  
Board member  
CEO, Perks Accountants & Wealth Advisors  
*Adelaide*



**Lindsay Crouch**  
Board member  
Company Director, Pringles Ag  
*Crystal Brook*



**Cr Philip Heaslip**  
Board member  
Councillor District Council of Mount  
Remarkable  
*Wirrabara*



**Lyndsey Jackson**  
Board member  
Business owner, Ag tech,  
*Moonta*



**Vivienne Lambert**  
Board member  
Media & Communications  
*Port Victoria*



**Dr Helen Macdonald**  
Board member  
CEO, Clare & Gilbert Valleys Council  
*Clare*



**Cr Malcolm May**  
Board member  
Executive Chairman, Bowmans Rail  
Councillor, Wakefield Regional Council  
*Balaklava*



**Tom Rosewarne**  
Board member  
Director Rosewarnes, Kadina  
*Kadina*

# Chair's Message

The Yorke and Mid North region is one of incredible natural beauty and productivity, hosting a diverse set of landscapes and industries that underpin communities of more than 78,000 residents and a regional economy generating more than \$4.1 billion in gross regional product annually.

Our communities comprise a significant number of small townships and villages, alongside a small number of larger regional centres. These townships and centres play a crucial role in supporting our regional populations living on primary production land spread across the entire breadth of our geographic region. It is the people who live and work in these communities that make the Yorke and Mid North region what it is.

The regional economy is built around its traditional strengths in primary production (broadacre cropping, grazing and livestock production, and viticulture) and value add manufacturing (including in metals refining and fabrication, food and wine). In more recent years, tourism and renewable energy have become increasingly important sectors of the local economy, supported by our favourable natural environments locally and proximity to key infrastructure and population centres.

The purpose of Regional Development Australia Yorke and Mid North (RDA Yorke and Mid North) is support, facilitate and enable future growth in prosperity and liveability in this incredible region by supporting innovation in these traditional sectors and encouraging industry, governments and communities to embrace new opportunities into the future. We do so in pursuit of our vision of leveraging our regional advantages to deliver and grow a resilient, attractive and secure future for our communities in the Yorke and Mid North.

RDA Yorke and Mid North's primary role in fulfilling this purpose and achieving this vision is to bring facts, evidence, expertise and relationships together in working with partners (across government, industry and community) to grow the economic prosperity and improve the liveability of our communities.

Our approach in delivering this role is shaped by the Regional Development Australia [Charter](#) (currently under review) and the Board's own [Strategic Plan](#), as well as the policy priorities and frameworks of our funding partners in the South Australian Government and eleven local government partners.

This approach is reflective of both the strategic priority areas set out in the Australian Government's *Regional Investment Framework* and the regional focus areas adopted in RDA Yorke and Mid North's Strategic Plan.

## Regional Investment Framework priority focus areas

- Investing in people
- Investing in places
- Investing in services
- Investing in industries and local economies

## RDA Yorke and Mid North regional focus areas

- People with the skills to get the job done
- Great infrastructure and technology
- Growing a diverse population
- Economy built on value adding and innovation

RDA Yorke and Mid North's Annual Business Plan for 2023-24 sets out how our organisation will deliver positive outcomes in these priority areas over the next 12 months in accordance with the broader Strategic Plan, by working in partnership with our stakeholders across governments, industry and communities.

I commend RDA Yorke and Mid North's Annual Business Plan 2023- to you and look forward to working with you in delivering this plan and these outcomes for our region.



**Bill Vandeppeer**  
Chair  
RDA Yorke and Mid North

# Table of Contents

<b>The Board</b>	<b>3</b>
<b>Chair's Message</b>	<b>4</b>
<b>Our organisation</b>	<b>6</b>
<b>Approach to working with partners and stakeholders</b>	<b>7</b>
Funding and delivery partners	7
Regional partners	7
Industry partners	7
<b>Activities in 2023-24</b>	<b>8</b>
<b>Financial strategy in 2023-24</b>	<b>10</b>

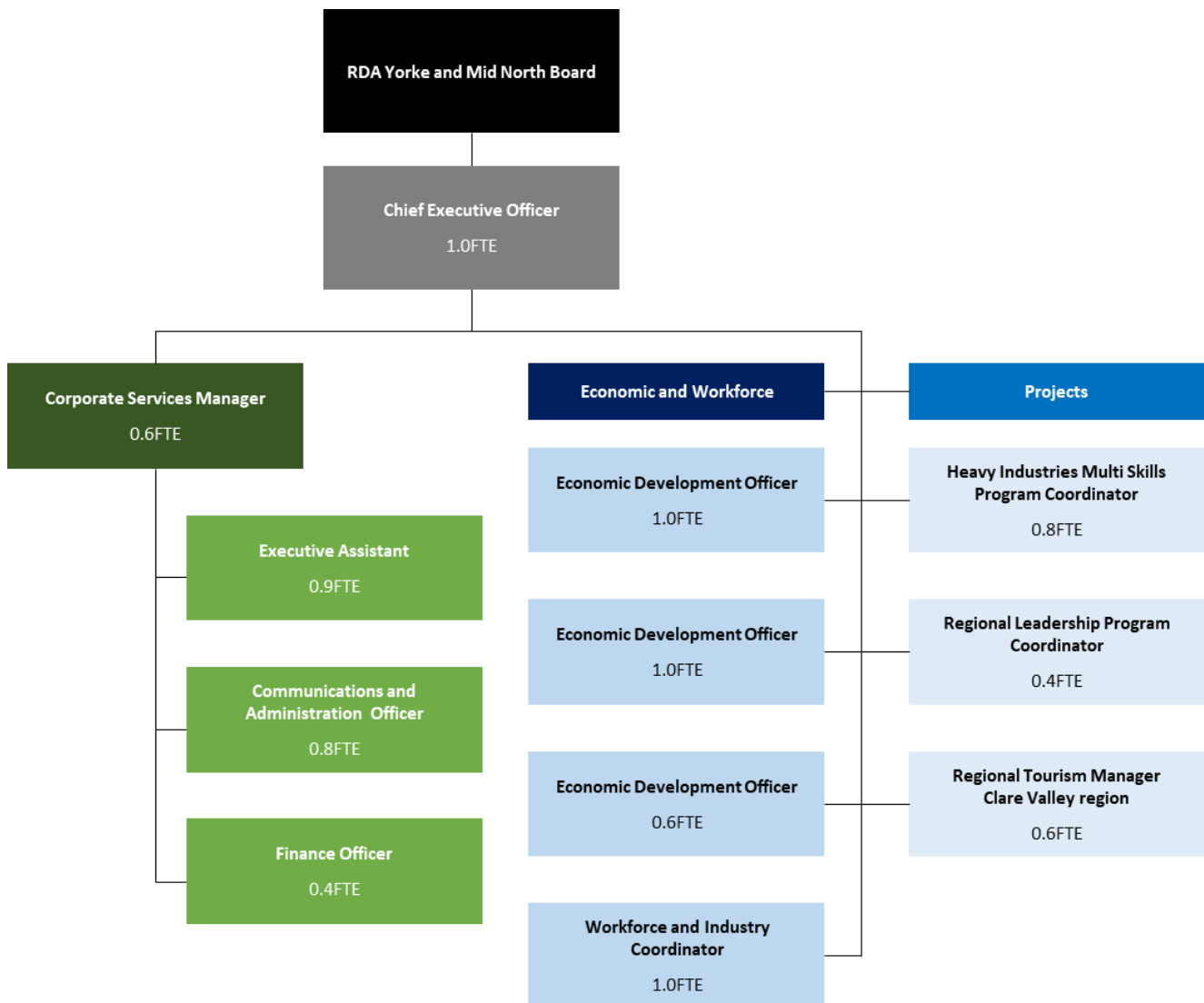
## List of Figures and Tables

Table 1: KPIs adopted through 2023-24 Annual Business Plan	8
Table 2: Activities included in the Annual Business Plan 2023-24	9
Figure 1: RDA Yorke and Mid North Operating Statement 1 July 2023 - 30 June 2024	10

# Our organisation

Our organisation is led by an independent, skills-based board with members drawn from across geography, sectors and industries in the Yorke and Mid North region (and beyond), led by Bill Vandeppeer as Chair.

Executive leadership is provided by our Chief Executive Officer, Daniel Willson, who leads our dedicated team across our Port Pirie, Clare and Kadina offices. The organisational structure of our small but dedicated team is illustrated below, comprising 12 staff in 9.1 full-time equivalent (FTE) positions.



# Approach to working with partners and stakeholders

RDA Yorke and Mid North works extensively with a range of different stakeholders and partners in delivering our program of work. The vast majority of what we do is done in partnership with other organisations to deliver outcomes for the region together.

Our approach in this regard involves working with partners to complement and leverage each other’s respective strengths to maximise impacts achieve for local communities, businesses and industries. We deeply value our relationships with these stakeholders and partners and acknowledge the importance of these relationships (and their contributions) in achieving outcomes for the Yorke and Mid North region.

## Funding and delivery partners



## Regional partners



## Industry partners

RDA Yorke and Mid North gratefully acknowledges the relationships with, and contributions made by, the hundreds of businesses, industry and representatives groups we work with on a daily basis in delivering our program of work across the region.

## Activities in 2023-24

The RDA Yorke and Mid North Board has endorsed the Annual Business Plan for 2023-24 as shown overleaf in Table 2. The plan adopts a strategic focus on collating data and information gathered through our regional intelligence activities in ways that provide insights to stakeholders in a number of different areas, for a range of different purposes. This focus on information is consistent with, and supportive of, the priority and regional focus areas being pursued through both the *Regional Investment Framework* and RDA Yorke and Mid North Strategic Plan.

The intent is to provide a clear sense of the region's priorities and to enable stakeholders to make better-informed decisions via place-based approaches, while also delivering on our core functions of supporting businesses, community groups and (local) government to investigate, plan and deliver projects, and to promote and facilitate engagement with government programs.

The outcomes being sought through the implementation of the Annual Business Plan will be measured through the key performance indicators (KPIs) listed in Table 1 below.

**Table 1: KPIs adopted through 2023-24 Annual Business Plan**

KPI	Measure	Target
<b>1. Investment</b>		
1.1	Investment facilitated	\$10 million
<b>2. Business cases</b>		
2.1	Transport business cases supported	2 project
2.2	Other infrastructure business cases supported	9 projects
<b>3. Telecommunications</b>		
3.1	Telecommunications projects supported	1 project
<b>4. Technology adoption</b>		
4.1	Organisations supported to adopt new technologies	60 organisations
<b>5. Businesses assisted</b>		
5.1	Businesses assisted with development projects	500 unique businesses
<b>6. Growth programs</b>		
6.1	Leaders and entrepreneurs supported in growth programs	25 participants
6.2	Regional Leadership Program	24 participants
<b>7. Employment and skills</b>		
7.1	Workforce program participants supported into programs	80 participants
7.2	Facilitated skills and capability initiatives	2 programs
7.3	Job seekers connected with opportunities	75 job outcomes
<b>8. Using data to help inform decisions</b>		
8.1	Economic briefing sessions hosted	4 sessions
8.2	Submissions prepared to help to inform decision making	2 submissions
<b>9. Contracted deliverables</b>		
9.1	Investment pipeline reports prepared	4 reports
9.2	Investment prospectus prepared	1 prospectus
9.3	Local procurement supported	10 projects



**Table 2: Activities included in the Annual Business Plan 2023-24**

Priority focus area	Regional focus area	Activity	Linked KPIs
Investing in industries and local economies	Economy built on innovation and adding value	Case management program (encompassing general business support)	1.1;5.1
Investing in industries and local economies	Economy built on innovation and adding value	Business Advisory Groups	5.1;7.3
Investing in industries and local economies	Economy built on innovation and adding value	Grants bulletin (encompassing general grants support)	1.1;5.1
Investing in industries and local economies	Economy built on innovation and adding value	Supporting local chambers of commerce	7.3
Investing in industries and local economies	Economy built on innovation and adding value	Supporting regional and local tourism organisations	6.1; 7.3
Investing in industries and local economies	Economy built on innovation and adding value	Regional Tourism Organisation - Clare Valley <sup>^</sup>	5.1
Investing in industries and local economies	Economy built on innovation and adding value	Occasional series - Economic briefing series	8.1
Investing in industries and local economies	Economy built on innovation and adding value	Occasional series - Technology specials	4.1
Investing in industries and local economies	Economy built on innovation and adding value	Local government economic development plans and strategy <sup>LG</sup>	2.1;2.2;6.1
Investing in industries and local economies	Economy built on innovation and adding value	Australian Cornish Mining Sites World Heritage Bid <sup>LG</sup>	1.1;2.2
Investing in people	People with the capabilities to get the job done	Industry outreach program <sup>SG</sup>	5.1
Investing in people	People with the capabilities to get the job done	Jobs board program <sup>SG</sup>	5.1;7.2;7.3
Investing in people	People with the capabilities to get the job done	Jobs and Skills Network	7.3
Investing in people	People with the capabilities to get the job done	Regional Workforce Connector and Collaboration Program <sup>^</sup>	6.1;6.2
Investing in people	People with the capabilities to get the job done	Regional Leadership Program <sup>^</sup>	6.2
Investing in people	People with the capabilities to get the job done	Attract-Connect-Stay pilot	7.3;7.1
Investing in people	People with the capabilities to get the job done	Solving Skills Shortages - HIMS program <sup>^</sup>	7.3
Investing in people	People with the capabilities to get the job done	Small Business Fundamentals - B2B program <sup>^</sup>	7.3; 6.1
Investing in places	Great infrastructure and technology	Infrastructure asset register	9.1
Investing in places	Great infrastructure and technology	Investment prospectus and quarterly investment pipeline <sup>SG</sup>	9.1; 9.2
Investing in places	Great infrastructure and technology	Enabling Infrastructure Program <sup>SG</sup>	2.2;5.1
Investing in places	Great infrastructure and technology	Grant programs support	2.2;5.1
Investing in places	Great infrastructure and technology	Business cases, cost benefit analyses and feasibility studies <sup>LG</sup>	2.1
Investing in places	Great infrastructure and technology	Copper Coast Agri-freight taskforce <sup>LG</sup>	5.1
Investing in places	Great infrastructure and technology	Early Childhood Education and Care business cases/program support <sup>LG</sup>	1.1; 2.2
Investing in places	Great infrastructure and technology	Port Pirie South West Drainage Scheme <sup>LG</sup>	2.2
Investing in places	Great infrastructure and technology	Phoenix Park Wetlands <sup>LG</sup>	7.1
Investing in places	Great infrastructure and technology	Port Pirie entrance ways <sup>LG</sup>	7.1
Investing in places	Great infrastructure and technology	Clare Valley Water Supply <sup>LG</sup>	2.2
Investing in services	Growing a diverse population	Development land register	1.1
Investing in services	Growing a diverse population	Wakefield housing initiative <sup>LG</sup>	2.2

<sup>^</sup> Denotes activities funded via standalone funding agreement

<sup>LG</sup> Denotes activities primarily enabled via local government funding

<sup>SG</sup> Denotes activity primarily enabled by State Government funding

# Financial strategy in 2023-24

Figure 1: RDA Yorke and Mid North Operating Statement 1 July 2023 - 30 June 2024

<b>INCOME</b>		Project Management	\$0.00	Insurance (Vehicle)	\$0.00	<b>Total Advertising and Promotion</b>	<b>\$6,500.00</b>
DIRD		<i>Other Income Total</i>	<b>\$11,275.00</b>	Repairs and Maintenance	\$0.00	BOARD	
DIRD Core Funding	\$256,360.00	<b>TOTAL INCOME</b>	<b>1,159,956.91</b>	Vehicle Hire Charge	\$0.00	Board Honorarium	\$29,931.69
<b>DIRD Total</b>	<b>\$256,360.00</b>			Vehicle Allowance	\$73,750.00	Directors Meeting Expenses	\$5,371.98
PIRSA Core Funding		<b>EXPENDITURE</b>		<b>Total Vehicle Costs</b>	<b>\$73,750.00</b>	Directors Travel	\$11,126.00
PIRSA Operational Funding	\$487,363.00	STAFF SALARIES		OPERATIONAL		Directors Sitting Fees	\$10,412.64
<b>PIRSA Totals</b>	<b>\$487,363.00</b>	Salaries	\$664,848.20	Amenities	\$2,866.24	Strategic Board Speakers	\$0.00
COUNCILS		Redundancy Payments		Cleaning	\$9,344.68	Board Training	\$1,500.00
Barunga West Council	\$7,491.48	Consultancy	\$15,000.00	Conference and Meeting Expenses (Staff Attend)	\$7,000.00	<b>Total Board Costs</b>	<b>\$58,342.31</b>
Clare & Gilbert Valleys Council	\$58,696.75	<b>Total Staff Salaries</b>	<b>\$679,848.20</b>	Insurance (Building and Contents)	\$3,227.64	<b>TOTAL EXPENSES</b>	<b>\$1,154,278.02</b>
Copper Coast Council	\$39,241.53	EMPLOYEE ENTITLEMENTS		Maintenance (Information Technology)	\$30,830.55		
District Council of Mount Remarkable	\$19,038.36	Long Service Leave Accrual	\$0.00	Memberships and Subscriptions	\$29,546.67	<b>NETT POSITION</b>	<b>\$5,678.88</b>
Northern Areas Council	\$30,944.93	Superannuation	\$72,188.84	Postage	\$200.00		
District Council of Orroroo Carrieton	\$5,140.42	<b>Total Employee Entitlements</b>	<b>\$72,188.84</b>	Printing- Photocopy Costs	\$3,735.66	SALE OF ASSETS	
District Council of Peterborough	\$10,473.78	OTHER STAFF EXPENSES		Printing- Professional	\$2,395.19	Portable and Attractive Assets	\$0.00
Port Pirie Regional Council	\$117,722.21	Corporate Uniform	\$0.00	Publications and Periodicals	\$469.76	ASSET ACQUISITIONS	
Regional Council of Goyder	\$35,828.08	Fringe Benefit Tax	\$0.00	Stationery	\$1,703.80	Portable and Attractive Assets	
Wakefield Regional Council	\$21,171.47	Recruitment Expenses	\$500.00	Telecommunications	\$27,340.00	Office Equipment/ Asset Depreciation Fund	\$5,000.00
Yorke Peninsula Council	\$36,542.70	Staff Expenses	\$6,200.00	Travelling Expenses	\$14,278.00	Capital Purchases	
<b>Councils Total</b>	<b>\$382,291.71</b>	Staff Training	\$5,000.00	<b>Total Operational Expenses</b>	<b>\$132,938.18</b>	TOTAL ASSET ACQUISITIONS	\$5,000.00
RENT		Workcover	\$3,758.81	FINANCIAL, LEGAL AND PROFESSIONAL		CASH BALANCE BROUGHT FORWARD	\$286,042.37
Rental		<b>Total Other Staff Expenses</b>	<b>\$15,458.81</b>	Accounting	\$8,000.00	CARRYOVER NETT POSITION	\$5,678.88
DIS	\$4,612.00	OFFICE LEASE AND OUTGOINGS		Auditors	\$11,250.00	TOTAL SALE OF ASSETS	\$0.00
Aus Industries	\$0.00	Maintenance (Building & Equipment)	\$4,000.00	Legal Fees	\$0.00	TOTAL ASSET ACQUISITIONS	<b>-\$5,000.00</b>
Projects Rental	\$14,555.20	Office Leases		Bank Charges	\$1,000.00	CASH BALANCE AT 30 JUNE	\$286,721.25
Sub-tenants Rental		Clare	\$29,110.41	Bad Debts			
<b>Sublease Total</b>	<b>\$19,167.20</b>	Kadina	\$8,651.90	<b>Total Financial, Legal and Professional</b>	<b>\$20,250.00</b>		
INTEREST		Port Pirie	\$41,239.38	MARKETING, PROMOTION AND EVENTS			
Interest	\$3,500.00	Utilities		Advertising and Promotion	\$3,000.00		
<b>Interest Totals</b>	<b>\$3,500.00</b>	Electricity	\$6,000.00	Events	\$2,500.00		
OTHER INCOME		Water	\$2,000.00	Sponsorship	\$1,000.00		
FROSAT SATC Monies	\$11,275.00	Rates	\$4,000.00				
CV SATC Monies	\$0.00	<b>Total Office Lease and Outgoings</b>	<b>\$95,001.69</b>				
Expense Reimbursement	\$0.00	VEHICLE COSTS					
		Fuel Charges	\$0.00				