



CONFIDENTIAL ORDINARY COUNCIL MEETING

CONFIDENTIAL MATTERS

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Released 28 November 2018

16.1 NAWMA BOARD MEMBER APPOINTMENT

Contact Person: Ms Rachel Paterson

Why is this matter confidential?

Subject to an order pursuant to Section 90 (3) (a) of the Local Government Act 1999, this matter is confidential because the information provided in the attachment is an assessment made by the selection panel regarding individual applicants' suitability to represent Council on the NAWMA Board. People who nominated for the position have provided detail of their expertise and personal history. It would be unreasonable to publicly disclose this level of personal information.

A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

No action – this motion passed in the open section

B. THE BUSINESS MATTER

16.1 NAWMA BOARD MEMBER APPOINTMENT

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff

Purpose

The purpose of this report is to appoint a member to the NAWMA Board on behalf of the City of Playford.

SELECTION PANEL RECOMMENDATION

1. As recommended by the selection panel (as per Confidential Attachment 1), that Mr. Paul Sansome be appointed as member of the NAWMA Board for a period of two years, until 30 November 2017.
2. With no other applications eligible for nomination, Council endorses _____, as Deputy member on the NAWMA Board, for a period of two years, until 30 November 2017.

Relevance to Strategic Plan

Strategy 5. Building our capabilities

Outcome 5.1 Highly performing organisation

Relevance to Public Consultation Policy

Council has no specific legislative responsibility to consult with the community regarding this information.

Background

The Northern Adelaide Waste Management Authority (NAWMA) is a regional subsidiary of the City of Playford, City of Salisbury and Town of Gawler, providing kerbside waste collection and associated services to its Constituent Councils. Following the passing of Mr. Ron Watts earlier in the year, the City of Playford has a vacancy on the NAWMA Board with its other representation currently being filled by Cr Carol Muzyk and Mr. Sam Green.

Mr. Shaun Kennedy previously held the position of Deputy Member on the NAWMA Board but is no longer employed by the City of Playford. As he is not currently a City of Playford resident, this position is also now vacant.

The NAWMA Board forms part of Council's corporate governance framework and is responsible for the administration affairs of NAWMA.

On 21 July 2015, the Services Committee of Council endorsed a process for filling the vacancy to represent the City of Playford on the NAWMA Board with the following motion:

1. *Council endorse that a panel be established to make recommendations to the Council on appointment of a NAWMA Board member following the selection process outlined in the paper.*
2. *The panel will be comprised of the following:*
 - *The Mayor*
 - *A Staff representative (appointed by the CEO)*
 - *The Presiding Member of NAWMA*

This process has now been undertaken, with an advertisement being placed in the Messenger on 2 September 2015. In line with above Panel members:

- Glenn Docherty, Mayor, City of Playford
- Brian Cunningham, Independent Chairperson, NAWMA Board
- Andrew Nesbitt, Manager Health & Regulatory Services, City of Playford

Based on the panel consideration of the applications, the recommendation for appointment is outlined below.

The NAWMA Charter stipulates a maximum term of appointment of 2 years. It should be noted that the current City of Playford representatives, Cr Muzyk and Mr. Green, were appointed in July 2012 and at that time the term of appointment was for 4 years, ending in June 2016. Therefore this presents an opportunity to appoint a new member for a term of 2 years and have a staggered approach for new members once Cr Muzyk's and Mr Green's term comes to an end in 2016. A staggered approach will ensure some continuity of knowledge as membership changes over.

Analysis of Issues

Members of the NAWMA Board have a primary focus on the business affairs of NAWMA and are not necessarily representing Council's views on the Board. Hence, decisions of the Board that impact directly on its constituent Councils and are not included in approved business

papers, or other approved documentation, are still required to be endorsed (often unanimously) by the constituent Councils.

To achieve the goals and objectives of NAWMA, appropriate skills are required for the operation of NAWMA as a business entity in a dynamic and aggressive waste industry.

In order to meet the requirements of the NAWMA Charter with regard to skills and knowledge, a formal appointment process to the Board has been followed. Namely,

1. The Executive Officer of NAWMA provided input on skills and knowledge sought on the NAWMA Board.
2. A call for nominations from City of Playford residents, Elected Members and staff for appointment to the NAWMA Board occurred in September.
3. The Selection Panel assessed the nominations to the NAWMA Board based on criteria set out in the NAWMA Charter and as per the needs in (1).

Following the call for Expressions of Interest by the City of Playford, ending on the 28th September, two applications were received, both being from City of Playford employees.

The two applicants were;

- Shaun Kennedy – (formerly) General Manager, City of Playford; and
- Paul Sansome – Financial Strategist, City of Playford.

Since that time, Mr. Shaun Kennedy has left the organisation and is no longer employed by the City of Playford. As he is not currently a City of Playford resident, his application is no longer eligible, and his position currently held on the NAWMA board as Deputy member is also now vacant.

Therefore, the following assessment was made by the panel for Mr. Paul Sansome.

Criteria	Relevant Experience	Panel Comments	Recommended
<p>In line with the NAWMA Charter; knowledge, skills and/or experience in any of the following:</p> <ul style="list-style-type: none"> • Marketing/Public Relations • Finance • Legal/Governance • Business Administration • Local Community 	<ul style="list-style-type: none"> • Financial Management and Strategy • Experience in Procurement, including logistics, governance and risk management • Over 30 years State & Local Government experience 	<p>Very strong background in State and Local government, and believe that relevant experience in financial management and procurement will fill a skills gap on the Board and be of great benefit to NAWMA</p>	<p>YES</p>

Options

Option 1

1. As recommended by the selection panel (as per Confidential Attachment 1), that Mr. Paul Sansome be appointed as member of the NAWMA Board for a period of two years, until 30 November 2017.
2. With no other applications eligible for nomination, Council endorses _____, as Deputy member on the NAWMA Board, for a period of two years, until 30 November 2017.

Option 2

Council does not support the recommendation of the Section Panel and requests that the selection process be undertaken again to seek a suitable candidate.

Analysis of Options

Option 1

With the evolution in the complexity of the issues facing the NAWMA Board, it is imperative that Board members have exceptional business skills to make decisions on the challenges faced by NAWMA.

As per the Selection Panel summary Document (Attachment 1), Paul Sansome is recommended as a suitable member for appointment to the NAWMA board based on the having the relevant knowledge, skills and experience as detailed in the table above.

With no other eligible applications, this option allows Council to appoint a further member to the Board as Deputy in lieu of the vacant position left by Mr Shaun Kennedy. The NAWMA charter gives an option for Council to appoint.

Option 2

This option indicates that the process followed did not result in a suitable candidate and that the advertisement and selection process require review prior to being carried out again. This will result in a delay in appointment of a person to represent Council on the NAWMA Board. However, it may result in a pool of candidates considered more suitable to the role.

Option 3

This option supports an alternative appointment to the NAWMA Board. This manner of appointment sits outside the process endorsed in July and may result in procedural complaints against the Council by applicants.

Financial Implications

There are no sitting fees associated with membership on the NAWMA Board for Elected Members and staff of Council. An independent member is entitled to a Sitting Fee, which will flow on to Council via NAWMA's budget. However, either way, the financial implication to Council will be either non-existent or minimal.

Preferred Options and Justification

Option 1 is the preferred option. Mr. Paul Sansome is considered by the panel to hold the appropriate skills and experience to sit on the NAWMA Board. Council and the community can then be confident that their waste, recycling, and environmental concerns are considered, and the investment that Council allocates to NAWMA for its services is consistent with our strategic direction and aligned with the approved Service Level Agreement and Budget.

C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 16.1 IS TO BE KEPT IN CONFIDENCE

Purpose

To resolve how long agenda item 16.1 is to be kept confidential.

STAFF RECOMMENDATION

That pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999 the Council orders that the following aspects of Item 16.1 be kept confidential:

- All aspects of Item 16.1, including the reports, discussion or decision, until NAWMA have been notified in writing of Council's Decision.

Options

Option 1

That pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999 the Council orders that the following aspects of Item 16.1 be kept confidential:

- All aspects of Item 16.1, including the reports, discussion or decision, until NAWMA have been notified in writing of Council's Decision.

Option 2

The Council/Committee determines that no aspects of agenda item 16.1, including the reports, discussion or decision, are to remain in confidence.

Analysis of Options**Option 1**

This item is excluded from the public on the basis that it relates to Section 90 (3) (a) of the Local Government Act 1999, and that depending on the discussion and decision made by Council, the disclosure of this information could concern the personal affairs and reputation of a person.

However, following the decision of Council the Report may be released as it does not contain any significant personal information which would compromise the personal affairs or reputation of a person.

Option 2

As above, the Council may determine that, depending on the discussion and decision made, that no aspects of agenda item 16.1 remain in confidence.

16.2 NORTHERN ECONOMIC PLAN

Contact Person: Mr Sam Green

Why is this matter confidential?

Subject to an order pursuant to Section 90 (3) (j) of the Local Government Act 1999, this matter is confidential because the information provided to Council by the State Government was on the basis that it remained confidential until the public release, expected in mid-December.

A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

No action – this motion passed in the open section

B. THE BUSINESS MATTER

16.2 NORTHERN ECONOMIC PLAN

See Attachment No: 1. Draft Northern Economic Plan

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff

Purpose

Council has been requested to endorse a draft of the Northern Economic Plan, prior to the release by Premier in December 2015. The following provides background to the development of the Northern Economic Plan.

STAFF RECOMMENDATION

1. Council receives the draft Northern Economic Plan and confirms Council commitment to working in partnership with State Government, Community and Industry to achieve the Vision of the Plan.
2. Council seeks the State Government guarantee that the Northern Economic Plan Coordinator role is granted appropriate authority to resolve any “road blocks” and broker timely delivery of projects.
3. Council endorses the CEO to finalise and the Mayor to sign a suitable Memorandum of Understanding.
4. Council financial support for the Northern Economic Plan will be via the funding of specific projects, and as such does not support the \$100,000 contribution for funding of the Secretariat.

Relevance to Strategic Plan

Strategy 4. Securing Playford's future in the global economy

Outcome 4.1 Key economic drive of the State

Relevance to Public Consultation Policy

Council is not required to consult on this decision under the Public Consultation Policy. However, Council administration has actively promoted the various consultation activities of the Minister and Northern Economic Plan team carried out in preparation of the plan.

Background

The decision by General Motors to cease assembling Holden vehicles in Australia is a significant blow to the Playford, Northern Adelaide, South Australian and Australian economies. As well as direct employment impacts, it has impact on supplier companies in the Region and State, as well as potential flow on impacts on other businesses in the economy.

Shortly after this announcement, representatives of the Cities of Playford and Salisbury, the University of Adelaide (Australian Workplace Innovation and Social Research Centre (WiSeR)), Northern Connections, Department of State Development and the Automotive Transformation Taskforce started to meet regularly to advance discussions on how the northern economy would transition to a post Holden business environment. Representatives of the University of South Australia and City of Port Adelaide Enfield joined these meetings during 2014. These meetings have continued through to June 2015.

On 1 December 2014, the then Minister for Manufacturing and Innovation and Minister for Automotive Transformation, Susan Close wrote to the CEO's of Cities of Playford, Salisbury and Port Adelaide Enfield and advised that she would be leading the development and implementation of a five year economic plan for the northern suburbs, with the plan focusing on job creation and improving skills and business development within a wide range of short-, medium- and long-term initiatives.

In mid-January 2015 the Minister organised a fact finding trip to the United Kingdom to understand responses and learnings from a similar automotive closures in Birmingham in the United Kingdom. The CEO of Salisbury and Acting CEOs of Playford and Port Adelaide Enfield attended this trip.

In February 2015 the Minister met with Mayors and Chief Executives of the Northern Adelaide Councils. She advised that the next steps would be to:

- establish a steering group of stakeholders to guide the plan;
- develop the overarching strategy;
- develop a process for industry and community engagement;
- establish project teams in areas of immediate focus/action;
- have government agencies and councils identify projects that can be accelerated or brought forward, and new projects that support economic growth and job creation in the region; and
- have the Department of State Development play a co-ordinating role, with Sandy Rix as the contact point.

Shortly after this meeting the Hon Kyam Maher MLC replaced Susan Close as the Minister. In February 2015 he released a document Northern Economic Plan – An overview.

The Governance Structure for the Plan development has had the Council being represented at both the Community Leaders Group (by the Mayor) and Implementation Group (by the CEO). Local business leader Erik Bosch, General Manager of Scholle IPN Industries has been appointed as an industry representative. The first Community Leaders Group was held in 27 March 2015, when Governance Structure, Terms of Reference, Memberships and Operations of the groups were discussed and agreed at that meetings. Meetings of these Groups have occurred during 2015.

Since that time, Council administration contributed to the many requests for information from the project manager developing the plan, including information on the City of Playford lighthouse projects and suggestions on how northern businesses should be engaged. During the process a Northern Economic Plan marketing and communications group and a data modelling group was also established. Council administration participated in these groups.

On 25 May 2015, the South Australian Government released "A shared vision for northern Adelaide – Directions paper" on the yourSAy.sa.gov.au website. Council's was briefed on the release of the discussion paper at a Closed Informal Gathering 9 June 2015 and process of responding to the discussion paper via a joint submission by the three Councils CEOs. This consultation was originally expected to close on 3 July 2015, but was extended a number of times, with the on-line consultation closing on 18 October 2015. A total of 32 original comments were submitted on-line.

On 2 September 2015, an Industry Engagement breakfast event was held at the Central Districts Football Club. The event was attended by over 250 with many of the northern Adelaide business leaders attending. Council promoted this event to the businesses in our region. Notes from the workshop conducted at this breakfast were distributed

On 13 October 2015, the Premier and Minister Maher conducted a 72 minute "tele town hall" event from the Adelaide Convention Centre. The event involved fielding calls from northern Adelaide residents, as well as having 48,000 phone numbers called to listen to the conversations. Reports advise that 6,890 contacted remained on the line to listen to the event.

Analysis of Issues

Council has been involved in the preparation of the draft Northern Economic Plan through the engagement of the Mayor on the Community Leaders Group, the CEO participation on the Implementation Group and other staff involvement on technical working groups. The State Government has pulled together the final document.

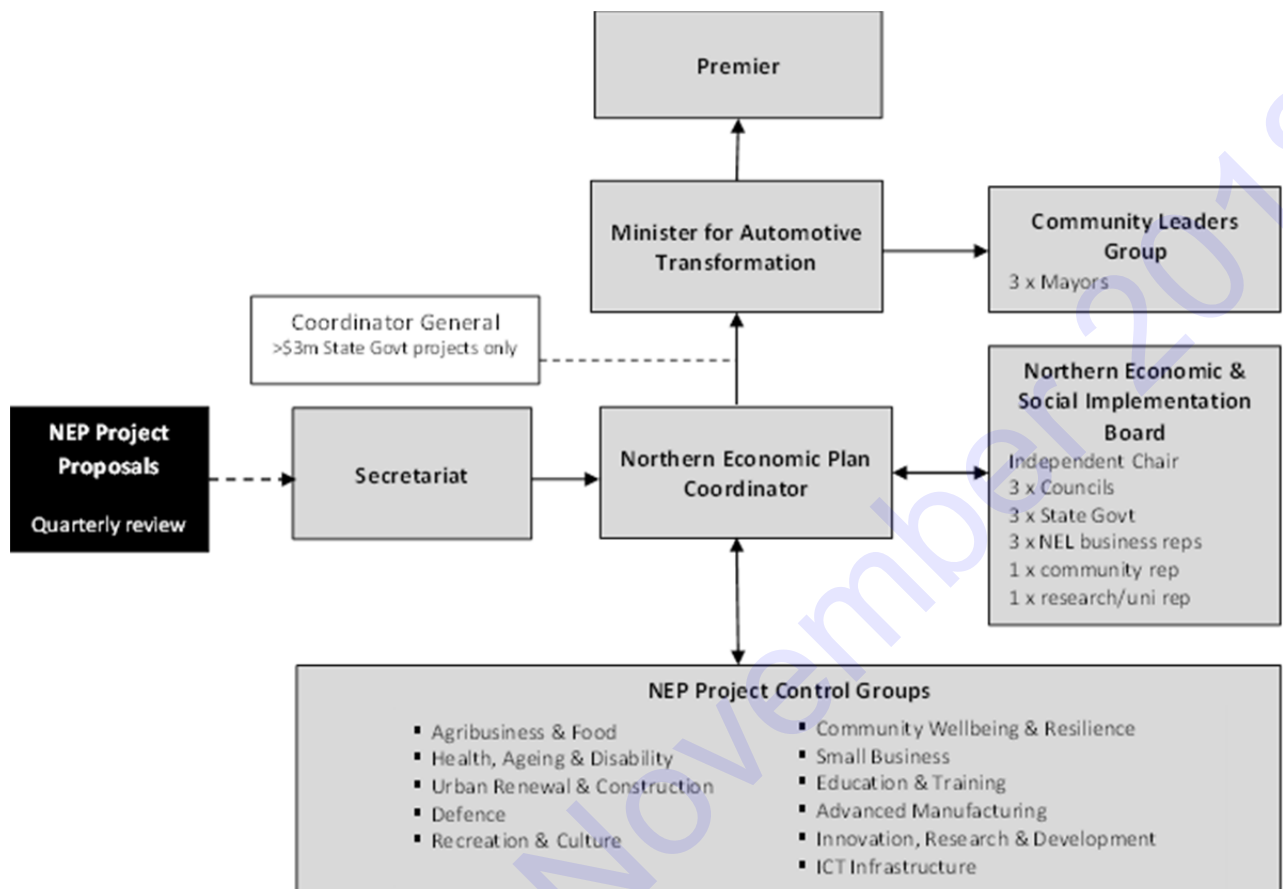
The NEP outlines the following Vision and Objective:

VISION: Northern Adelaide. Strong foundations, creating jobs, confident community and improving lives.

OBJECTIVE: The Northern Economic Plan provides a clear pathway and direction for economic and social transformation over the next 10 years. Through an active and ongoing partnership between businesses, industry, the community and all levels of government and non-government sectors, the plan builds on regional strengths to map directions to a prosperous future.

The plan aims to identify opportunity to create jobs and attract new investment and priorities the things the north does well, such as food and defence manufacturing, building and construction, and health industries. It identifies the opportunities and what steps are needed to realise the Vision. The plan identifies projects that are currently underway, in the planning and needing greater definition as part of the catalysts to drive the northern Adelaide's economy.

The key success for the achieving the Plan is the governance arrangements, ensuring long term commitment from Government, Community and Industry. The governance structure is outlined below:



The partnership model is underpinned by a Memorandum of Understanding between the three councils, the State Government and northern business leaders. Council will be represented by the Mayor on the Community Leaders Group, Chaired by the Minister for Automotive Transformation and by the CEO on the Northern Economic and Social Implementation Board.

The Economic Plan Coordinator has oversight of the Northern Economic Plan projects, support resolution of project delays/barriers and provide a conduit to state and local governments and connect Project leaders with other potential partners. The Coordinator will report the Minister for Automotive Transformation. The Minister will be accountable for monitoring and annually reporting on economic and social progress to the Premier and the three Mayors.

The Northern Economic and Social Implementation Board will be responsible for maintaining consistent direction, endorsing NEP project proposals to proceed, and reviewing and reporting on progress of Northern Economic Plan projects.

The Coordinator will be supported by a Secretariat. The State Government has proposed to be jointly funded by the State Government and the three Councils.

The NEP provides a solid foundation to deliver economic growth in Northern Adelaide; however for this to be successful, new innovative approaches in driving the NEP is required. The role of the NEP Coordinator is pivotal in this, and needs to be given the appropriate authority to circumvent "Road Blocks" and broker successful outcomes. There currently is not enough information provided to determine the nature of the role of the Coordinator and this clarity is required to be provided to all partners in the NEP.

The delivery of the NEP will be the first time where the State Government, three Councils, Industry and Community will work together to achieve a common goal. The long term success of the partnership and delivery of the NEP will be the commitment shared between all partners, a true partnership relationship, and commitment to resource the proposed governance structure.

Options

Option 1

1. Council receives the draft Northern Economic Plan and confirms Council commitment to working in partnership with State Government, Community and Industry to achieve the Vision of the Plan.
2. Council seeks the State Government guarantee that the Northern Economic Plan Coordinator role is granted appropriate authority to resolve any “road blocks” and broker timely delivery of projects.
3. Council endorses the CEO to finalise and the Mayor to sign a suitable Memorandum of Understanding.
4. Council financial support for the Northern Economic Plan will be via the funding of specific projects, and as such does not support the \$100,000 contribution for funding of the Secretariat.

Option 2

1. Council receives the draft Northern Economic Plan and confirms Council commitment to working in partnership with State Government, Community and Industry to achieve the Vision of the Plan.
2. Council seeks the State Government guarantee that the Northern Economic Plan Coordinator role is granted appropriate authority to resolve any “road blocks” and broker timely delivery of projects.
3. Council endorses the CEO to finalise and Mayor to sign a suitable Memorandum of Understanding.
4. Council endorses in principle to support part funding of the Secretariat, being \$100,000 pa for 3 years, allocated either through a budget review or the Annual Business Plan process.

Analysis of Options

Option 1

Council is demonstrating its commitment in growing economy of Northern Adelaide and the importance of the NEP in driving the growth. There is a public commitment to the plan, governance arrangement and funding of the delivery of the plan through the delivery of individual projects, such as Regional Sports Precinct and Playford Central, the Northern CBD. The State Government commitment for Northern Adelaide should include the funding of the Secretariat to support in the delivery of the NEP.

The role of the Coordinator is key to success in delivering the NEP, as such the Council is seeking from the State Government confirmation that appropriate authority will be given to

the Coordinator role to ensure “road blocks” can be circumvented and projects can be progressed in a timely manner.

Option 2

Option 2 demonstrates a clear commitment to the NEP and the governance arrangements and direct funding of the Secretariat, in addition to the funding of individual projects.

Financial Implications

Council is contributing significantly funding to a range of projects to reposition the City of Playford and drive economic growth in Northern Adelaide. This includes the Regional Sports Precinct, Playford Central - the Northern CBD, and the Health precinct. On this basis, Option 1 does not support the additional Council funding for the Secretariat and seeks State Government to fully support the Secretariat.

Option 2 supports the State Governments request seeking from each Council a contribution of \$100,000 pa for 3 years to fund the Secretariat. Initial indications, is that this contribution from local government would approximately a 3rd of the annual cost of the Secretariat, with the State Government funding the remainder and the Coordinator Position. Council would need to allocate this funding from either a budget review, and/or through the annual Business Plan process.

Preferred Options and Justification

Option 1 is the preferred option as it clearly demonstrates Council's commitment to creating jobs and ensuring a prosperous future for the City of Playford and northern Adelaide.

Look North: The Northern Economic Plan

Draft Version 2 – as at 15 November 2015

Inside Front Cover:

We acknowledge the Aboriginal people as the first peoples and nations of South Australia. We recognise and respect the Kurna people's cultural connections as the traditional owners and occupants of northern Adelaide, and that the Kurna people have made and continue to make a unique and irreplaceable contribution to the area.

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Released 28 November 2018

FOREWORD

Northern Adelaide has for decades built world class cars; while that won't be a future industry for the region, there is a positive future ahead. Northern Adelaide produces clean green food, develops new life-saving technologies and has an outstanding track record on delivering Australia's high technology defence capabilities – these are all strong platforms from which to create more jobs locally and improve lives.

The Northern Economic Plan identifies opportunities to create jobs and attract new investment and prioritises the things the north already does well, such as food and defence manufacturing, building and construction, and health industries. It identifies the opportunities and what steps we all need to take to realise this future.

To create a successful plan for northern Adelaide, we sought information and ideas from the people who know the area best – local people and local businesses. This feedback has driven the plan, from the projects selected to the indicators we will measure the plan against.

We understand the need to create jobs for both today's workers, and tomorrow's. This means investing in growing sectors, like our investment in a food park at Parafield. It also means making it easier for businesses to get on with their work, cutting red tape and reducing compliance costs.

This plan sets out the economic pathway for northern Adelaide, however many of the problems facing Adelaide's north have social causes. Creating safer, healthier and more confident communities is also integral to increasing employment participation.

We are committed to doing all that we can to ensure the best possible future for a diverse and resilient northern economy.

This plan is not the end of the process; it sets out the path to success. This will require a commitment from governments, local industry, researchers and the community to work together in a meaningful way to support northern Adelaide realise its full potential.

Jay Weatherill MP
Premier

Kyam Maher MLC
Minister for Automotive Transformation
Minister for Manufacturing and Innovation
Minister for Aboriginal Affairs and Reconciliation

Glenn Docherty
Mayor, City of Playford

Gary Johanssen
Mayor, City of Port Adelaide Enfield

Gillian Aldridge
Mayor, City of Salisbury

Erik Bosch
General Manager, School Industries

Simon Kennedy
Managing Director, Smart Fabrication

Kelvin Trimper
Co-Chair, Northern Economic Leaders

EXECUTIVE SUMMARY

Redraft to be included in next draft (due 19 Nov) – high level pitch of new partnership approach rather than summary of plan chapters

XXXX

XXXX

XXXX

XXXX

“The types of jobs that our grandchildren have will be entirely different to what our grandfathers did.

For more than half a century we’ve been a leader in heavy manufacturing – but that’s changing – what we have built in the past is going to be very different to what we build, make and do in the future”.

VISION: *Northern Adelaide. Strong foundations, creating jobs, confident community and improving lives.*

OBJECTIVE: The Northern Economic Plan provides a clear pathway and direction for economic and social transformation over the next 10 years. Through an active and ongoing partnership between businesses, industry, the community and all levels of government and non-government sectors, the plan builds on regional strengths to map directions to a prosperous future.

Released 28 November 2018

CONSULTATION

Adelaide's northern citizens are proud of their roots and maintain lifelong ties to the region. Businesses are forecasting solid jobs, investment and export growth over the next five years.

Between May and October 2015, almost 700 people and businesses across northern Adelaide shared their thoughts on the region's strengths, challenges and future opportunities through a series of forums, individual discussions and online feedback. Some 6980 residents also participated in a telephone forum with the Premier and Minister for Automotive Transformation. This is a summary of what you told us.

You, the community, value open meeting places including shopping centres, parks, recreational hubs and sporting facilities. Many appreciate housing affordability and believe that new housing developments are having a positive impact on the region. Localised services for mental health, drug and alcohol abuse and food relief are highly regarded, as are other initiatives to link up youth and isolated groups particularly Club 84, Northern Sound Systems and the local Men's Shed.

You appreciate the history and social fabric of the region and support the diversity emerging in the region. You want us to continue to promote opportunities for active lifestyles including through volunteering, exercise, lifelong learning and community event participation.

Improving transport links to move freight more efficiently and ease traffic congestion was raised as a key issue by both the community and business leaders. You want greater and safer public transport between town centres and suburbs to improve employment opportunities and access to services. Urban renewal ideas are plentiful with suggestions on street lighting, train stations, pathways and bike lanes in centres and suburbs.

You are concerned about the imminent economic and social impacts arising from the closure of GM Holden and some of its suppliers. You want a coordinated approach to grow employment, leverage industry strengths and support small business. You recognise the region's strengths in defence, food and horticulture and education.

Northern business leaders see a bright future in the region. Collectively, the 70+ businesses interviewed are planning new investment worth \$247 million and 1160 new jobs over the next 18 months in their operations. We appreciate the universal willingness of northern businesses to openly discuss their concerns and issues, and understand that some sectors present great potential while others will struggle over the next few years.

Education is a recurring theme for everyone. Companies want to partner with government on strategies to train or attract professionals and highly skilled tradespersons. Parents and students need more information on new industries and upcoming skills in demand.

REGIONAL PROFILE

Northern Adelaide is currently defined as the Playford, Salisbury and Port Adelaide Enfield local government areas. The region is home to 346,000 people (21 percent of South Australia's total population) and has an economy worth \$15.5 billion per year (16.5 percent of Gross State Product).

The region has well-established suburbs and innovative new developments such as Mawson Lakes and Playford Alive. Suburbs on the urban fringe are also growing. To the west the area is bound by the beaches from Semaphore to North Haven, Outer Harbor, then the Barker Inlet and the northern coastal areas up to Gawler River. The area to the east is bound by the northern Adelaide foothills, while the northern and southern boundaries are defined by administrative lines rather than natural features.

Regional map to be inserted

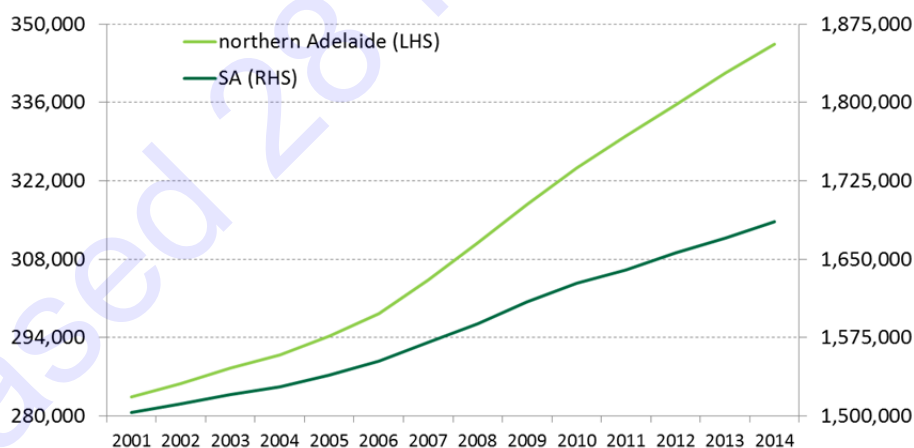
People

The region is part of the traditional lands of the Kurna people and is home to around 7500 people who identify themselves as Aboriginal, proportionally higher than Greater Adelaide overall (2.2 percent compared to 1.3 percent). Northern Adelaide also has a rich history of welcoming new migrants and over the past five years, the largest groups have come from India (21.9 percent), China (9.1 percent), Afghanistan (8 percent), Philippines (6.5 percent), and England (4.2 percent).

Northern Adelaide's population has grown at an average annual rate of 1.7 percent over the past thirteen years, higher than South Australia's average (0.9 percent) over the same period. It continues to be one of the most rapidly growing areas in the state.

A diverse mix of affordable housing is available in northern Adelaide, which is why the region has remained attractive for first home buyers, people on low incomes and new arrivals. Almost half of Adelaide's new residential land supply is located in northern Adelaide.

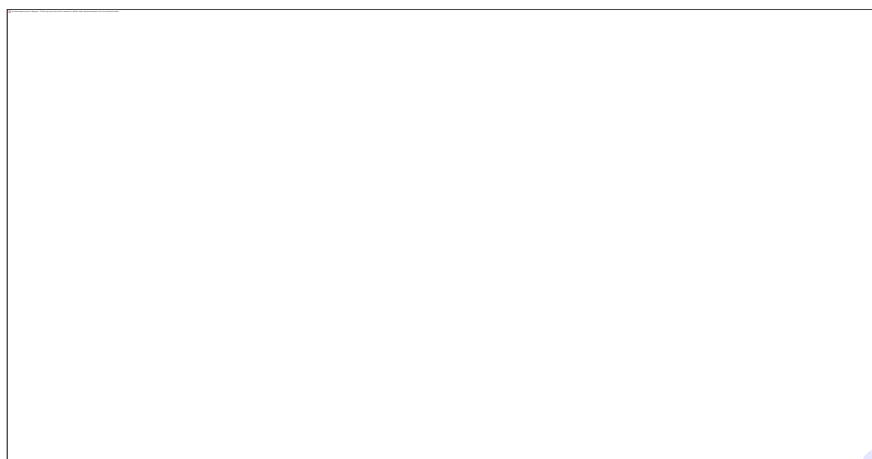
Estimated Resident Population



Note: source required

The proportion of tertiary educated residents in the region continues to rise, mirroring the trend across the greater Adelaide. However, there are more residents without any post school qualifications, and less people completing Year 12, when compared to the state averages.

Proportion of 15 to 64 Year Olds: Year 12 Completed and Highest Post-School Qualification Residents in Northern Adelaide and South Australia (2014)



Note: source required

The region has long been home to some of the most disadvantaged suburbs in Australia and includes South Australia's highest concentration of social housing. Relevant measures of disadvantage, including the *Socio-Economic Indexes for Areas (SEIFA) Index of Relative Socio-Economic Disadvantage* and *Dropping off the Edge* consistently rate Playford as the highest disadvantaged urban area in South Australia, with Port Adelaide Enfield and Salisbury ranking not far behind. On the SEIFA Index, Playford is the fifth most disadvantaged region in South Australia. Port Adelaide Enfield and Salisbury are ranked 14 and 17 respectively.

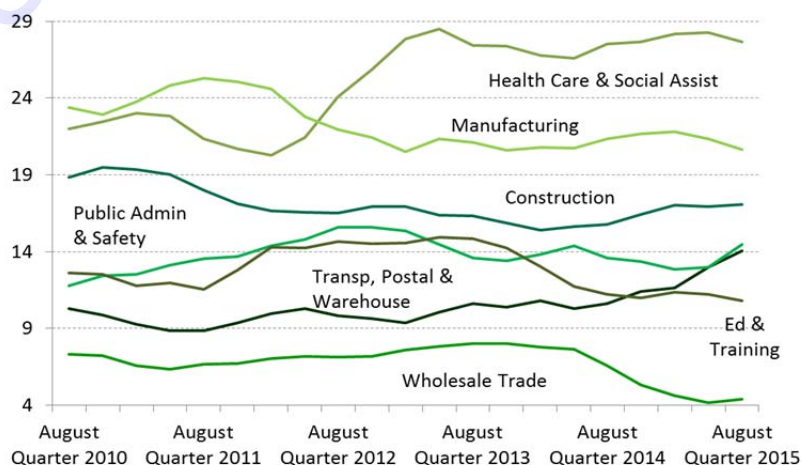
30.6 percent of all families in the Playford Council area are jobless and typically are experiencing unemployment inter-generationally. This compares with 14.7 percent for the state and 13.3 percent for Australia.

Work

The number of employed residents in northern Adelaide has been growing faster than the state average, at an average annual rate of one percent over the past four years. Around 150,000 residents across the three council areas are currently employed, accounting for 19 percent of all persons employed in South Australia.

The largest increases in employment over the past five years have been in: health care and social assistance; transport, postal and warehousing; public administration and safety; agriculture, forestry and fishing; accommodation and food services; and mining.

Employment by Industry



Source: ABS Labour Force Survey, Department of State Development

The regional unemployment rate has also risen, due to employment opportunities not keeping up with the increasing regional population. The unemployment rate in northern Adelaide was 10.2 percent in the June quarter 2015, above the State average of 6.9 percent. There is also large variance in the unemployment rate in different suburbs of northern Adelaide, ranging from 2.3 percent to 32.9 percent.

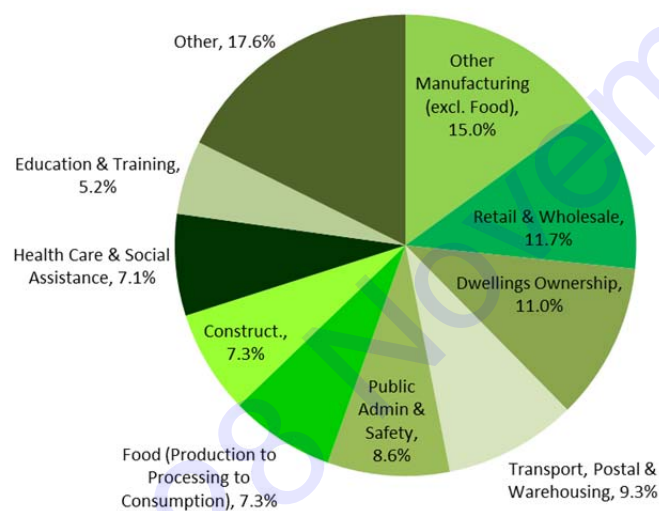
Insert un/employment graph here

Business

Northern Adelaide is home to a range of globally focussed firms as well as around 16,700 actively trading small businesses. Services to small businesses within in the region are provided by the Polaris Business and Innovation Centre and the Adelaide Business Hub.

Despite the decline of the manufacturing sector, it remains the most significant contributor to the regional economy, followed by retail and wholesale trade. Other regional strengths include primary production, food and beverage processing, health care and defence. Although the region has a diverse industry base, it is exposed to cyclical downturns in manufacturing, retail and transport sectors.

Gross Regional Product Generated in Northern Adelaide by Industry (percent), 2012-13



Source: Department of State Development, EconSearch 2015

(note: possible R&D para here (BERD/Higher Education/Government datasets - 8104, 8109, 8111, if ABS can provide disaggregated data by SLA) – may reflect higher innovation with UniSA, and DST Group)

There is a large supply of industrial land in the region including at Greater Edinburgh Parks, Direk, Salisbury South, Para Hills West, Gillman, Osborne, Regency Park, Cavan/Pooraka, Regency Park and Parafield Airport. The region is well supplied with infrastructure including the Northern Expressway, Port River Expressway, future Northern Connector, Port Adelaide Freight Terminal, Penfield Intermodal, Parafield Airport, RAAF Base Edinburgh, freight and public rail lines, Epic Energy and Sea Gap Pipelines and the Bolivar Treatment Plant. The National Broadband Network is currently being rolled out to parts of the region which will bolster its high speed communication capabilities which to date have focussed on Sabrenet.

“How government, industry and the community approach and deal with the coming changes will have a big influence on how quickly Adelaide’s north can bounce back.”

IMPERATIVE FOR CHANGE

Adelaide's northern community have always been resilient, and the strength and solidarity of the community will be needed to support affected auto workers and community members.

With the closure of the automotive manufacturing sector in 2017, Adelaide's northern suburbs will experience some big challenges.

It is estimated that over 7500 South Australian workers in the automotive sector – including suppliers - will ultimately lose their jobs, including up to 5000 in northern Adelaide, with more losses expected across the economy as a result of the GM Holden closure in 2017. (Note: cited figures based on previously used Uni Adelaide research for Automotive Taskforce – differs from the unpublished jobs loss table previously referred. Productivity Commission numbers also differ and were cited in direction paper: 8400 jobs across SA in 3600 across the north).

Some of these workers will be able to find new employment with their current skills (note: insert case study re retrained worker). However many workers will need additional training, and may have to transfer to an industry very different to their current work. Unfortunately some workers are not going to find work immediately and the unemployment rate is expected to rise.

We know however that there are major opportunities within existing industries such as food production, health industries, building and construction, and defence manufacturing with each having potential to grow and create new jobs. The region is also home to centres of research excellence and a growing food processing and distribution sector.

Northern Adelaide has higher than the state average levels of social and economic levels of disadvantage. There are also pockets of the population where there are very high levels of unemployment and hardship. It is important that these communities are supported and that available resources are targeted to address these issues.

If we don't also tackle these social issues, the region will suffer from increased rates of poor physical and mental health, family violence, loss of human capital, lower life time earnings, and the under use and underdevelopment of skills and social exclusion. We know extended periods of unemployment can result in detrimental behaviours and higher rates of mortality for both men and women.

Children growing up in jobless families are also at a higher risk of becoming parents at an early age, leaving school early, and becoming highly welfare reliant themselves when compared to children raised in working households.

The challenges facing the northern Adelaide region are those facing South Australia and the nation generally, in the post-mining boom, post-auto manufacturing environment. We need to work on clever strategies, that don't require a lot of new money that we don't have, to build on our commercial strengths, stem the jobs flow and lift our most vulnerable communities.

This is not just an economic plan. Investing in communities will create safer, healthier populations that will help deliver the economic goals set out in this plan

STRATEGIC DIRECTION

Over the past nine months the State Government, the three local councils, members of the local business community and the University of South Australia have participated on an Implementation Group to guide development of this plan. All partners are firmly committed to building a stronger and more confident northern Adelaide and most have identified initiatives that can start now.

Through our consultations, business leaders have told us they are growing and want a greater level of interaction with government on land management, skills initiatives and infrastructure plans. Manufacturing businesses believe greater communication with government and the universities will lead to innovative new products and markets. The community are deeply engaged and want to be part of the solution and we know there is already a significant and active volunteering culture in northern Adelaide. Government partners are scoping a range of policy reform and program approaches to achieve best outcomes for the region.

But there is no single project on the horizon which can transform the region.

We need to harness the many initiatives already in the pipeline or early stage development in a new active partnership between the State Government, the northern councils, the University of South Australia, northern businesses, and the community to maximise economic and social outcomes. There are many things which we have always done and while change is not easy, more of the same will not deliver the scale of the change needed.

Collaboration and Partnership

Past attempts to establish a lasting and consistent approach to boosting prosperity in the north have not survived for reasons including unwieldy bureaucratic structures, lack of focus, poorly coordinated resources, and lack of accountability. We know from the international experience that regions with collaborative governance structures are most likely to be successful in economic rejuvenation.

At the heart of this Plan is a new partnership model which combines the resources of state and local government, businesses and communities to seek accelerated economic and social outcomes through project delivery. We agreed on the need for a new partnership model that was flexible to cope with a diversity of participants but provided a focus for coordinated and complementary effort.

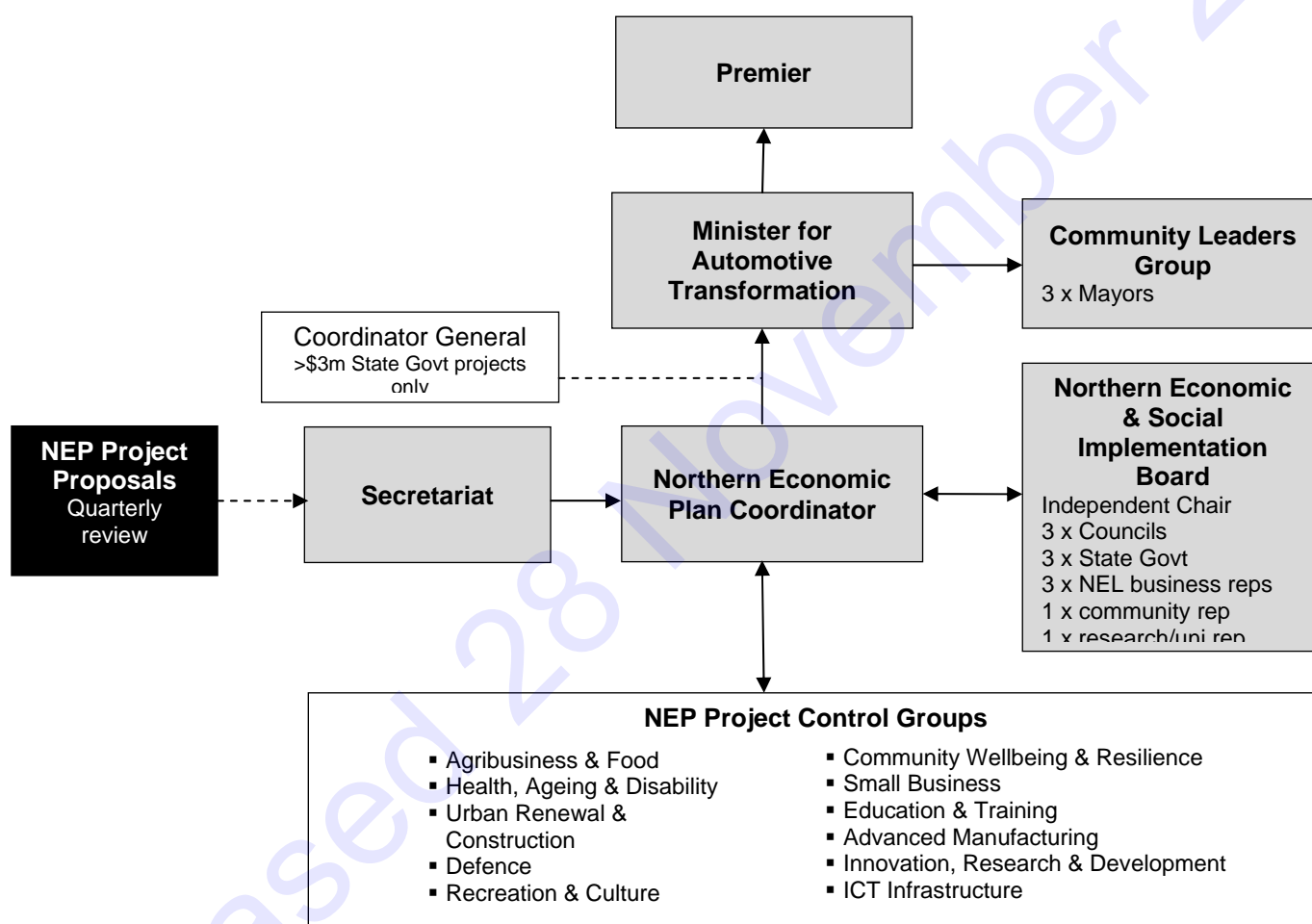
(note: partnership concept as at 13 November)

A new Northern Economic Plan Coordinator will approve and oversight Northern Economic Plan projects, support resolution of project delays/barriers and provide a conduit to state and local governments as well as connect Project Leaders with other potential partners. The Coordinator will report to the Minister for Automotive Transformation, who in turn will be accountable for monitoring and annually reporting on economic and social progress to the Premier and the three Mayors (via the Community Leaders Group).

The Coordinator will receive direction from a multidisciplinary Northern Economic and Social Implementation Board who will be responsible for maintaining consistent direction, endorsing NEP project proposals to proceed, and reviewing and reporting on progress of Northern Economic Plan projects. The Implementation Board will be comprised of representatives from state and local government, the community, business and research sectors. We agreed that collective support to get a forward schedule of high value projects delivered now was imperative to success of this approach.

The Coordinator will also be supported by a Secretariat, jointly resourced by the State Government and the three councils. The Secretariat will provide administrative and data support to each Project Control Group, coordinate northern economic communications and events, and develop and maintain contacts, project and geographical databases. The Secretariat will be hosted on an annual rotating basis by one of the three councils, establishing in the first instance at the Stretton Centre in the City of Playford. The Department of State Development will provide interim support to starting projects until the Coordinator is recruited and secretariat formally established on 1 July 2016.

The partnership model is underpinned by a Memorandum of Understanding between the three councils (Cities of Playford, Salisbury and Port Adelaide Enfield), the State Government (represented by the Minister for Automotive Transformation) and northern business leaders.



High value projects to create jobs and social outcomes

We agreed that enduring partner involvement and committed activity over the next 12 to 24 months was critical to ensure success of this plan. Through our many discussions with partners, business and the local community, we identified a range of candidate initiatives that would benefit from a collaborative and inclusive approach. Some, like the Northern Connector, are transformative and will deliver distinct and lasting regional benefits. Others are modest proposals to improve government processes and policies or build resilience.

Every project, big or small, delivered under the banner of the Northern Economic Plan, must have a Project Leader who can drive successful delivery and set economic and social outcomes for each initiative.

Some of these projects have commenced but could be leveraged for more regional economic and social gain. Others are either about to commence or require further planning before delivery. Each project requires collaboration.

Open and transparent opportunities to evolve the forward project calendar will progress on a quarterly basis – anyone with a good idea and the ability to lead project delivery is welcome to submit their proposal to the Secretariat.

A series of immediate projects, each with specific northern Adelaide objectives, have been agreed by partners under **three strategic directions**, which in turn are informed by broader state and local government priorities:

1. **Industry Growth**
2. **Empowered Communities**
3. **Engaged Government**

Strategic Direction 1 – Industry Growth

Northern Adelaide business, community and government leaders have consistently identified the same set of industry strengths upon which to build. We recognise the need to harness these competitive and natural advantages to grow jobs and investment. We know you are well aware of the breadth of these industries; the following provides a brief snapshot of each sector and our immediate focus.

Agri-business and Food – the Virginia and the Northern Adelaide Plains (VNAP) horticultural sector supports some 1600 protective croppers (covering the largest area of protective cropping in the country) and employs nearly half of the state's total vegetable industry. The sector contributes around \$250 million to the state's economy. The VNAP horticultural sector has the potential to become a premium national food bowl – one which is green and fresh and distributes produce to expanding global markets. Immediate investment in water and other allied infrastructure is critical to double the gross value of production and has the potential to create more than 1000 new jobs over the longer term. The City of Playford has led investigations to identify opportunities to develop large sophisticated growers and improve the level of technology take up in smaller protective cropping companies.

The region is also a large and growing number of food processing and beverage businesses including 130 manufacturers delivering a wide range of products (Barossa Fine Foods and Bickfords), meat processing (Ingham's), distribution centres (Coles and Woolworths) and related services providers in transport, logistics, storage, and packaging. The State Government has recently announced plans to undertake detailed concept planning and design of a Food Park at Parafield Airport to drive labour and infrastructure efficiencies and attract investment.

Projects
Northern Adelaide Plains Agribusiness Initiative – Irrigation Scheme
Northern Adelaide Food Park

Health, ageing and disability – the Lyell McEwin Health Precinct is home to one of the three main hospitals in metropolitan Adelaide and is undergoing significant redevelopment. New medical, allied health, industrial, technical and supporting services will be incorporated to further serve the region and bolster its role as a major hub for employment, education and training. Health care and social assistance is projected to be the largest contributor to employment growth at the regional level with up to 8000 more jobs. The progressive rollout of the National Disability Insurance Scheme (NDIS) is also expected to double the size of the workforce in the disability sector, creating 6000 new jobs in South Australia, 1500 of which will be in

northern Adelaide. Both the NDIS and aged care industries are linked by a common focus on consumer directed care. There is also considerable scope to support northern Adelaide manufacturers to transition toward new products to help maintain health, wellbeing and community participation including assistive technologies and medical devices.

Pop out case study/testimonial: Mayne Pharma (technology/innovation driven, global reach with research and manufacturing facility at Salisbury, credible growth experience, job opportunities)

Projects
National Disability Insurance Scheme (SA Implementation)
Aged/Disability Care & Training Facility – Lyell McEwin Health Precinct

Urban renewal and construction – substantial residential developments, including social housing renewal and large scale greenfield development is planned for northern Adelaide including at Blake’s Crossing and Playford Alive. All three town centres are being revitalised and various industrial developments are in the pipeline around the region ranging from bulky goods, distribution centres and new supermarkets. Well planned regional land use, transport planning and urban design has already successfully attracted much of the expanded population to the region. The Northern Economic Plan and the 30 Year Plan for Greater Adelaide seeks to drive greater activity and investment through these areas.

Major transport projects include the recently announced Northern Connector, potential Elder Smith Drive upgrading and Gawler East Collector Link Road that will create more efficient road networks and provide immediate and significant construction job opportunities for residents. The construction sector is already one of the major sources of employment for northern Adelaide residents and there are almost 3200 small businesses in this industry in the region.

Pop out text: the northern Adelaide region contains a number of major distribution centres including Coles and Woolworths and other food companies that are reliant on good road networks. The SCT Logistics facility at Penfield is also a major hub for road and rail freight haulage, set to grow with new investment from innovative financing instruments. Future regional opportunities include expansion of logistics services at Port Adelaide in the Gillman Industrial Precinct development which when complete, will include firms in logistics, mining services, small and medium industrial services and waste recovery processes.

Projects
Playford Alive
Housing SA Stock Renewal
Port Adelaide Renewal
Port Adelaide Public Sector Accommodation
Playford City Centre Renewal
Salisbury City Centre Renewal
Northern Connector
Greater Edinburgh Parks Precinct
Northern Educational Facility Upgrades
Northern Adelaide Employment Development Precinct (Elizabeth TAFE)

Defence – Adelaide’s north accounts for over 85 percent of Adelaide’s defence industry activity, delivering on highly complex manufacturing and electronic systems projects including the \$8 billion Air Warfare Destroyer Program, and sustainment of the Collins-class submarine and Orion aircraft fleets. There are

around 5000 highly skilled defence workers in the region including in Australia's largest defence contractor (BAE Systems Australia) and many international subsidiaries (SAAB Systems, Lockheed Martin, Babcock, Ultra Electronics). The Australian Government has recently announced that Techport Australia at Osborne will be the centre of Australia's surface shipbuilding for decades to come with key projects including the Future Frigate Program to be based in South Australia. There are also some 6000 Department of Defence personnel based in and around the Edinburgh 'super base', including key Royal Australian Air Force and Army units, and the Defence Science and Technology Group. We are committed to promoting further defence investment in the region based on existing facilities, industry alliances, land availability and rationalisation of national bases. A renewed direction, *South Australia's Defence Strategy 2025*, was released this year, combining the aspirations of the state and Commonwealth governments and industry.

Pop out case study/testimonial: SAAB (Northern Economic Leaders member, long term commitment to Tech Park, uni partnerships, highly trained skills requirement)

Projects
Naval shipbuilding strategy (note: to be confirmed)
RAAF Base Edinburgh Capital Works (Air 7000 Phase 2B)

Recreation and culture – State government and local councils have made significant recent investment in major sporting assets, including the Adelaide Super-Drome (cycling), State Hockey Centre, and Parks Recreation and Sports Centre. Recent investments have been made in the Port Adelaide State Heritage Area and St Kilda Playground attracting higher tourist visitation numbers. Further coordinated development of recreational and cultural facilities and tourist events in the region is planned.

Pop out case study: The Northern Sound System is a youth and community-focused music centre that provides a pathway for young people to engage with services and programs that address capacity and skill building through the platform of music, supporting the growth and development of young people in the community. By providing training in song writing, lighting and sound engineering, and digital music production, it not only provides a form of recreation and cultural engagement, it also provides a career pathway for young people who have struggled with the more regimented structure of mainstream education. Tkay Maizda is a product of the Northern Sound System, named 'Best New Artist' by Rolling Stone Magazine in 2014 and more recently Best Female Artist in the SA Music Awards, is a shining example. This model is working well in Playford and would likely bring similar benefits across the region.

Projects
Playford Regional Recreation Precinct
Live Music Development Program

Mining equipment and technology – (note: need to regionalise info - currently statewide commentary). There are over 500 companies operating as minerals and energy technology suppliers in South Australia, contributing \$2.4 billion to the state's economy and employing 17,000 workers. Companies in this sector in northern Adelaide include LABSA, IPACS and Century Products. The University of South Australia specialises in research in this area. Through the Industry Capability Network SA, a range of services are available to support northern businesses accelerate commercialisation of new technologies and connect with global opportunities in this growing sector.

Projects
Advanced Modular Solutions Manufacturing Alliance/ Hub
Ridley Dry Creek Salt Fields Future Use
Resource Area Management Plan

Strategic Direction 2 – Empowered Communities

For many, staying active and feeling safe, opportunities for learning, connecting with each other and having a say in decisions that affect their lives underpins their view of a thriving and resilient community. For others, easy access and connected quality services is most important.

We strongly believe that social transformation is equally as important as growing jobs in northern Adelaide. We need to ensure that people have the skills and support to bounce back in the face of challenges – we know that many households in northern Adelaide are impacted by job loss or have experienced long term unemployment. Many residents and community leaders have talked about wanting to play a role in building community wellbeing and connections but are unsure where to start. Celebrating northern Adelaide as a positive and thriving community, and building greater social connections, are fundamental to improving employment and training outcomes.

A small number of priorities have been identified to sharpen our focus about what is important and help create the kind of transformation we all want to see, informed by local knowledge, building on local strengths and implemented with local leadership.

Early childhood development – children in northern Adelaide are among the most developmentally vulnerable in the state according to the Australian Early Development Census. There are a large number of disparate programs in northern Adelaide, delivered by schools, State and Commonwealth agencies, and non-for-profit organisations to support children and their families. The State Government's *Every Chance for Every Child* agenda realises that investing early in children and families will result in a safer community, better health outcomes, less inequality, improved social cohesion and greater opportunities for the next generation. Finding avenues to deliver consistent messages and clear pathways to services and support networks is essential to build confident and skilled children.

note: candidates for pop out case studies inc: Communities for Children Plus; Read, Learn, Succeed (Uniting Way)

Projects
Northern Adelaide Early Childhood Development Strategy
Together in the North
Childhood Wellbeing Practitioner in Schools
Playford Collective Impact Project

Wellbeing and resilience – significant progress has been made since Adelaide Thinker in Residence Professor Martin Seligman delivered his report on positive psychology in 2013; however, rates of psychological distress and poor health in northern Adelaide remain higher than in the rest of the state. In the City of Playford, 16 percent of adults report high levels of psychological stress, compared to 12 percent across metropolitan Adelaide. Almost one-quarter rate their health as fair to poor. Wellbeing and resilience training in schools, workplaces and other community hubs is being managed by Northern Connections, the Centre for Wellbeing and Resilience, local councils and other partners. Particular focus on current and imminent unemployed workers is also important. Building social connections and encouraging active and engaged communities will support the region move forward.

Projects
Positive Education
Resilient Futures
Beyond Auto

Connections to work – a 2013 Australian Workplace Innovation and Social Research (WISer) Centre survey found that northern businesses were willing to employ local residents but believed that local people did not have the skills needed (39 percent of employers) or lacked experience (36 percent). Rates of labour market

participation are lower in northern Adelaide than in the rest of the state and there is widespread recognition that disadvantage in the workforce is related to educational achievement – the region has lower than average literacy, numeracy and problem-solving skills.

We are focused on raising career expectations at every step in the education ladder, providing the skills necessary to make local residents workforce ready and addressing personal circumstances that may be a barrier to finding and sustaining a job. This means a more targeted approach from schools, TAFE and other VET institutions and universities to future workforce needs and the individual's capacities. This can only be effective if business and industry representatives are involved. For those facing imminent unemployment in the automotive manufacturing sector, GM Holden, the state and Commonwealth governments are providing dedicated career counselling, skills recognition and training/education opportunities.

Projects
NASSA – Community Learning Centre
Learning to Work
Automotive Workers in Transition Program Review

Building a positive image of the region – despite contributing significantly to the South Australian economy with innovative developments in industry, business, infrastructure, housing and recreation and culture, the northern region is often portrayed in social and economic decline. A repeated and consistent theme among the community is that the poor image of northern Adelaide is a factor that limits their view of themselves, their potential, and their community's potential and external views.

Current promotional programs are usually generated with a local rather than regional emphasis. While these programs are expected to continue, a critical part of the Northern Economic Plan is to further boost investor and community confidence and provide a more realistic picture of a productive, youthful and growing north. We are committed to delivering regular and sustained multimedia stories that highlight economic and social successes in business and industry, universities, schools, councils and community organisations. This campaign will be supported by formal arrangements between partners and delivered through the Northern Economic Plan Secretariat.

Project
Northern Successes Communications Campaign
Geospatial platform to promote investment opportunities

Strategic Direction 3 – Engaged Government

A key role for all levels of government is to ensure the right conditions are provided for sustainable economic growth and for the community to prosper. We are committed to reviewing relevant existing policies, exploring new options and fully utilising the tools government can access. We want to streamline processes and consolidate assistance for both industry and the community wherever possible.

Workforce development and training – is required for growth sectors and specific projects. We need to be linked up to promote new and upcoming job opportunities, match training to growth industries and integrate disadvantaged members of the community in mainstream training and education opportunities. We also need to link employers with schools and other training grounds through expansion of existing work experience programs in schools. There are many future jobs that are not well understood – and therefore ignored - by the community, particularly in high technology industries and disability and aged care.

Programs in Development/Under Review
Talent Community – Jobs Portal for Northern Residents and Auto Workers

Defence Future Skills Analysis Work Experience Program

Industry and small business development – Innovation and research and development support has been a focus for both state government and the local universities. The State Government and councils are placing resources into better mapping the innovation and supply connections between and within industries. In partnership with the Stretton Centre and councils we are also focused on encouraging greater innovation and diversification, particularly in the manufacturing sector. In partnership with University of South Australia's Future Industries Institute research is also being applied in the minerals and resource sector, energy, environmental science and biomaterials and nano-medicine. A proposed Makers Institute will help SMEs to grow through innovation. Support for automotive supply chain companies to pursue diversifications efforts is also being reviewed to provide greater flexibility to companies seeking to sustain their workforce beyond Holden's closure. Mawson Lakes is also home to the region's high technology industry hub (Technology Park) which has the anchor institutions and other elements to readily transform to a regional innovation district.

Projects
Technology Park Innovation District
Transforming Small Business
Innovation Ecosystem Map
Supply Chain Map (by sector)
Automotive Supplier Diversification Program Review
Business Grants Review
Makers Institute

Trade and investment – a vital component of creating a sustainable and prosperous future for northern Adelaide is the ability to attract new investment. The State Government's new Investment Attraction Agency will lead efforts with northern businesses and councils to promote the potential pipeline of opportunities identified through consultation. Continued business and council involvement in trade missions and international market strategy development, to promote regional advantages, will also be essential.

Projects
Northern Adelaide Investment Strategy

Regulation, planning and utility costs – A more strategic, coherent and collaborative approach to planning, utility costs and regulation is required across all levels of government, starting with implementation of the *Planning Development and Infrastructure Bill 2015*. We are exploring options for creating a more competitive business environment in the region by further alignment between key strategic documents, including between the Northern Economic Plan and 30 Year Plan. Business consultation highlights that development approval systems and zoning policy review processes are increasingly responsive but could improve. State regulation requires continual streamlining as it responds to complex development and business environments.

Projects
Regional Infrastructure and Utility Sequencing Plan
Northern Industrial Land Masterplan

Industry participation – the 2015–16 State Budget included \$93 million in new spending across northern Adelaide, investing in our schools, housing, roads and the soon-to-be-built Food Park. All of these projects and the \$985 million Northern Connector will give extra consideration to local jobs when allocating tenders. A new 20 percent minimum Industry Participation tender weighting will be applied to projects connected to the Northern Economic Plan.

Projects
State and Local Government Capital Expenditure and Procurement
Northern Adelaide Industry Participation Policy
Industry Participation Calendar

MEASURING PROGRESS AND SUCCESS

The State Government, local councils and business leaders have agreed on the following targets to measure progress against the Plan. A northern Adelaide scorecard, including monitoring of the following targets, has been developed to support tracking of progress:

1. Job opportunities – grow employment in northern Adelaide by 15,000 to reach 165,000 by 2025
2. Sustained economic growth – maintain northern Adelaide's share of SA's gross state product above 15 percent
3. Skills development – match the State average share of vocational and tertiary qualifications for the working age population by 2025
4. Confidence – Increase northern Adelaide's share of South Australian businesses
5. Community resilience – increase northern Adelaide's employment to population ratio to the State average by 2025
6. Investment attraction – Increase northern Adelaide's share of investment in new South Australian development.

Additional lead and lag indicators are covered within each of the six targets and reporting of progress against the targets will occur.

(note – need Implementation Group agreement on indicators with annual report card vs 10-year targets)

CALL TO ACTION

Together we can reach a new economic and social future for northern Adelaide. The people are the region's strengths; by working together, the Community, Industry, Councils and Government can achieve much more than they can alone. The challenges faced by northern Adelaide can, and will, be overcome by a concerted effort and now is the time to commit.

This Plan provides a blueprint into the future for two broad groups of people in the northern region. One is business, the other community. To ensure the projects, programs and actions which make up the Plan have the best chance of success; we need participation and help from both these groups.

What can I do as a business person?

- Support other local businesses with your trade; employ local people where you can
- For priority projects in your industry sector in which you have a strong interest, you should contact the Northern Economic Plan to register your expertise and capacity to assist.
- You can join the Northern Economic Leaders (NEL) a region wide group of businesses that are passionate about keeping the northern region a major part of the SA economy. The NEL have regular meetings on a variety of topics that are driven by their membership interests and needs. They also lobby strongly with all levels of government and have local government officers as members. NEL will be represented on the Board of the Northern Economic Plan. (insert contact details for NEL)
- You could contact the Stretton Centre, Polaris Business Centre or Dept of State Development if you are intending to expand or transform your business, invest in starting or buying a new business or need help with diversifying your business (Stretton Centre, Polaris Business Centre contact details, DSD contact details.)
- You can contact Dept State development to determine what assistance from State and Federal level may be available for your business or industry sector. (DSD contact details)
- You can help us promote the Northern Economic Plan and hence the northern region by distributing this document and others which inform people just how much is going on in northern Adelaide and why it is an excellent investment location.
- Contact or become involved in the industry specific alliances or collaborations in the region such as
 - Defence Teaming Centre, a collaboration of defence suppliers sharing knowledge and expertise
 - the Horticulture Coalition
 - Polaris Small business Centre at Mawson Lakes
 - Northern Economic Leaders group
- You can make your views known to your political representatives both at a local, State and Federal level. Tell them what YOU believe needs to be done, and what needs to be supported in Northern Adelaide, whether it's in the Plan or not

What can I do as a resident of the northern Adelaide?

- Support local businesses and industries in your everyday buying activity
- Contact Northern Futures Career and Workforce Development Centre for independent career advice on training education and regional job opportunities (insert contact details)
- If your children go to secondary school ensure they are aware of the VET pathways and university pathway information offered by the school VET coordinators and career counsellors in the State and private secondary schools
- Contact council to find out what local groups are active in your neighbourhood or check the local paper, council and service organisations. There are many local libraries and community centres assisted by council

- Access relevant websites including northernadelaide.com and investnorthernadelaide.com for information on economic development and social networks in the region
- Check on local volunteering groups which need assistance through the Council community services sections

If you have a new idea, or want to partner on an existing project, please contact XXXXX or visit <http://www.northernadelaide.com/> to get involved.

STARTING THE JOURNEY

Northern Economic Plan Projects 2016

The following projects will proceed for immediate implementation over the next 12 months:

*note: indicative project table only, **subject to change** (inc proper timeframes and other details). To be updated and discussed at 19 Nov Implementation Group*

Projects	Outcomes
Underway/Starting now	
Northern Connector (Lead: DSD/Tim Hutchinson)	Establishment of a northern Construction Training Hub, also incorporating social inclusion objectives Industry Participation Plan (20 percent tender weighting)
Transforming Small Business (Lead: City of Salisbury/Greg Ratsch)	Establish the Manufacturing Technology Centre to support small and medium sized enterprises to engage with and adopt new technologies and to collaborate with other businesses and research institutions Maintain and expand training and advice for existing small businesses and establishment of new small businesses, including sole trader operations, covering procurement initiatives, TAFE workshops and capability building Facilitate collaboration and information exchange between local businesses to utilise local business capability, access larger contracts and new markets and understand supply chain and value chain linkages
Advanced Modular Solutions Manufacturing Alliance/ Hub (Lead: DSD/Paul Goiack)	Pilot project to develop new manufacturing capability in modular solutions for mining, linked with commercialisation and enterprise development support, at existing SA mining location.
Northern Adelaide Investment Map (Lead: DSD/ Dani Llewellyn)	A geospatial mapping tool, building on the work of InvestNorthernAdelaide and linked to a Northern Economic Plan website, will be established to identify the location and details of projects. Projects that are endorsed by the NESP Board as NEP projects will be published via this tool. This tool will include Location SA data layers such as roads, transportation and other key infrastructure together with additional information such as land availability all of which will support potential investment decisions.
Technology Park Innovation District (Lead: Renewal SA/Richard Stranger)	Prepare master plan and business case for EOI to market for development of State, and local government land in conjunction with UniSA land/developments for connected mixed use development to attract innovation businesses and institutions at Technology Park
Playford Regional Recreation Precinct (Lead: City of Playford/Sam Green)	Leverage further investment in the Playford Recreation Precinct This precinct, which now includes a training facility for the Adelaide United Football Club, will include high level facilities that cater for state and national competitions as well as community participation opportunities. The facility is expected to include allied health providers and facilities for sporting organisations and clubs.
Jobs Portal (Lead: Stretton Centre/Dermot Cussen)	Connect auto workers with local jobs Connect northern residents with local jobs
Starting Q2 2016	

Projects	Outcomes
Northern Adelaide Plains Agribusiness Initiative (Lead: PIRSA/Scott Ashby)	<p>Extended and secure water supply for the Northern Adelaide Plains.</p> <p>Coordinated regional water management regime that integrates with adjoining networks</p> <ul style="list-style-type: none"> ensures complementary planning alongside major infrastructure projects such as the Northern Connector attracts commercial investment in distribution networks supports council work on horticultural supply chains
National Disability Insurance Scheme (SA Implementation) (Lead: DPC/Madeleine Richardson)	Increased aged care training uptake and improved employment outcomes for northern Adelaide residents.
State and Local Government Capital Expenditure and Procurement (Lead: Industry Advocate/Ian Nightingale)	Local procurement policy for the collective capital expenditure budgets of the Salisbury, Playford and Port Adelaide / Enfield Councils. Extra consideration to local jobs when allocating tenders for the Northern Connector and key projects in the 2015-16 State Budget including the \$93 million in new spending across northern Adelaide, investing in our schools, housing, roads and the soon-to-be-built Food Park. Working with partners to explore ways to better connect young people to the world of work.
RAAF Base Edinburgh Capital Works (Air 7000 Phase 2B) (Lead: Lend Lease/XXX)	Construct ground support and hangar facilities for new surveillance aircraft to be based at Edinburgh
Playford Regional Recreation Precinct (Lead: City of Playford/Sam Green)	Developing a sports precinct accessible to the community for multiple sports including soccer, catering for national and state competitions; using government owned land and buildings
Elder Smith Drive Capital Works Planning (Lead: City of Salisbury/Terry Sutcliffe)	Reduce existing major congestion and delays by widening and extending Elder Smith Drive as a major arterial connector between Main North Road, Port Wakefield Road and the Northern Connector, providing a route from the north-east of the region to the west.
Starting Q3 2016	
Northern Adelaide Food Park (Lead: PIRSA/Stephen Dubrich)	\$2 million (2015–16 State Budget commitment) for site planning and infrastructure provision for initial investors
Housing SA Stock Renewal (Lead: SAHT/XXX)	<p>\$25 million capital works (2015–16 State Budget commitment)</p> <p>Promote further renewal of ageing and unsuitable Housing SA stock in partnership with the NGO community housing sector, including the recently budgeted \$25m program by the State government to assist the northern region.</p> <p>Assist in physically changing pockets of disadvantage, and introducing new residents. Creates jobs in the construction phase.</p>
Northern Educational Facility Upgrades	<p>\$10 million capital works (2015–16 State Budget commitment)</p> <p>Continue the budgeted schools upgrade program in the region building on the \$10m committed in the 2015-16 State budget for upgrading schools and early year facilities including Fremont-Elizabeth High School; Swallowcliffe School P-7</p>
Starting Q4 2016	
Port Adelaide Renewal (Lead: Renewal SA/ Vince Rigter)	<p>Commencing Stage 1 works and ongoing jobs through:</p> <p>New private sector funded waterfront office accommodation tenanted by State employees; sale of waterfront land for residential and mixed use medium rise development; cultural and recreational programs funded jointly by State and Council; improving parking and the public realm.</p>
Fort Largs Redevelopment (Lead: Renewal SA/Paul Bond)	Commencing preliminary site works
Playford City Centre Renewal (Lead: Playford Council/ Mal Hemmerling)	<p>Creating construction and ongoing jobs through:</p> <p>New private sector funded commercial development on Council land proposed to house state, local and federal employees in one location; mixed use higher density development on Council land adjacent to the shopping centre, increasing viability and vitality in and around the centre.</p>

Projects	Outcomes
Ridley Dry Creek Salt Fields Future Use (Lead: Renewal SA/Mark Devine with preferred tenderer)	Commencing preliminary site works in conjunction with Northern Connector works

Candidate projects without confirmed start dates yet:

Resilient Futures (Lead: SAHMRI/XXX)	a comprehensive three year program to measure, build and embed wellbeing and resilience amongst a cohort of 850 disadvantaged young people from across Adelaide; The project aims to achieve improved mental health outcomes, more active participation in the community, increased self-confidence and increased resilience to stressful life events for vulnerable young people.
Social Transformation through Behavioural Insights (DPC/Madeline Richardson)	Market research and data synthesis to determine the social support incentives which will most influence individuals to modify their behaviour, for example in relation to workforce participation and skills training
Building wellbeing and resilience in young people SAHMRI/XXX)	continuation and expansion of the positive education work in northern Adelaide schools, together with the Resilient Futures initiative targeting young people at risk or disengaged from education (which is being led by the Centre for SAHMRI Resilient Futures project
Live Music Development Program (DSD/Karen Marsh)	Establish broader partnerships with local schools, businesses and community organisations to develop an internship program and development of more local live music action plans.
Positive Education (Lead:XXXX)	Expanded program in northern Adelaide schools
Resource Area Management Plan (DSD/Paul Goiak)	The RAMP project aims to ensure the continuity of the operation of quarries particularly in urbanised areas. Whilst these are largely outside the NEP area they have the potential to increase 'commuter' employment in the long term.
Salisbury City Centre (Lead: City of Salisbury/XXX)	Creating construction and on-going jobs through: New private sector funded residential, retail and mixed use development adjacent to the Salisbury rail station on government land and in other infill sites; resolution of the road/rail interface, increasing viability and vitality of the Salisbury Centre.
Aged/Disability Care & Training Facility – Lyell McEwin Health Precinct (Lead: XXXX)	Support the development of new choices of consumer directed aged care which are more efficient and productive; promote assistive technologies for more efficient aged care and monitoring Leverage investment in a hub of complementary health services around the recently upgraded Lyell McEwin Hospital and other key health centres
Greater Edinburgh Parks Precinct (Lead: Renewal SA/XXX)	A collective approach by partners to offer more certainty to investors through planning more detailed and diverse opportunities within the precinct
Northern Adelaide Early Childhood Development Strategy	Collaborative initiative to deliver consistent service provision and resourcing.
Together in the North	Prevention initiative to keep vulnerable children out of the child protection system.
Port Adelaide Public Sector Accommodation	
Northern Adelaide Employment Development Precinct (Elizabeth TAFE)	Jobs through private sector development of part of the existing State owned site for mixed use
Gawler East Collector Link	\$55 million capital works (2015–16 State Budget commitment)
Tax Reform	2015–16 State Budget commitment
Northern Industrial Land Masterplan	Northern Industrial Land Masterplan

Other potential projects for inclusion – subject to further discussions with lead contacts

Naval shipbuilding strategy	Subject to the Defence White Paper, commence training for future job skills associated with naval contracts
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C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 16.2 IS TO BE KEPT IN CONFIDENCE

Purpose

To resolve how long agenda item 16.2 is to be kept confidential.

STAFF RECOMMENDATION

That pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999 the Council orders that the following aspects of Item 16.2 be kept confidential:

- Report for Item 16.2 until the release of the Northern Economic Plan by the State Government
- Attachment(s) for Item 16.2 until the release of the Northern Economic Plan by the State Government
- Discussion for Item 16.2 until the release of the Northern Economic Plan by the State Government
- Decision for Item 16.2 until the release of the Northern Economic Plan by the State Government

Options

Option 1

That pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999 the Council orders that the following aspects of Item 16.2 be kept confidential:

- Report for Item 16.2 until the release of the Northern Economic Plan by the State Government
- Attachment(s) for Item 16.2 until the release of the Northern Economic Plan by the State Government
- Discussion for Item 16.2 until the release of the Northern Economic Plan by the State Government
- Decision for Item 16.2 until the release of the Northern Economic Plan by the State Government

Option 2

The Council/Committee determines a different timeframe for any “in confidence” aspects of agenda item 16.2 to remain in confidence.

Analysis of Options

Option 1

This item is excluded from the public on the basis that it relates to Section 90 (3) (j) of the Local Government Act 1999.

The information associated with this report has been provided to Council on that basis that it remains confidential until it is released by the State Government.

Option 2

The Council may determine that certain or all aspects of agenda item 16.2 remain in confidence.

Council may be of the view that it is in the public interest to release this information, or determine to review the confidential status of the items at a later date than that specified in Option 1.

Released 28 November 2018

