



Preliminary Resources Industry Strategic Plan For South Australia

Vision

**“The minerals and energy industries will contribute
50% of South Australian exports by 2015.”**

Mission

**To achieve and promote the growth of a
safe, enduring and profitable resources industry
in South Australia.**

Strategies

As a result of a generally increasing global demand for minerals, petroleum and energy, a supportive State Government and a successful surge of exploration in South Australia, the South Australian mining and energy industries are poised for enormous change and potentially great success. At this crucial time, the industries face a range opportunities – and challenges in helping the State realise its mineral potential.

SACOME has identified eleven key areas for development over the next seven years that will help bring the State’s resources potential to realisation in a safe, effective and sensitive manner.

This preliminary plan is focussed on the 2008-2009 period and is to be expanded through industry consultation to identify further actions to take the plan out to 2015.

The director responsible for implementation of each strategy is identified by title along with each strategy.

Strategy 1: Industry/Government Relations

(Dir., Industry Development)

The industry recognises the importance of a healthy regulatory regime to provide a secure and receptive environment for industry activities. This requires the industry to fearlessly represent industry issues in relation to any legislation affecting industry. SACOME's preference is to work collaboratively with the regulators to ensure all parties understand their respective requirements. The industry values the supportive approach of the government towards the industry and aims to stay in close communication with the relevant government departments to further enhance communications.

The industry considers it important that the regulator be properly resourced to be effective. Expansion of the industry needs to be matched by expansion of the relevant government departments. The government needs to be able to coordinate and facilitate infrastructure in response to increasing industry requirements and to develop the social infrastructure that supports the changing population demographics.

Aim

The industry aims to share a collaborative working relationship with the regulators and government departments to ensure they understand the priority areas for the industry and so the industry can identify problem areas and work with government to solve them.

Primary action		completion
P1.1	The industry will measure/monitor performance of key departmental/government activities in order to highlight areas of excellence and/or deficiency. (such as average approval time) on an annual basis (KPI – An annual report is provided to the SACOME Council with KPIs on the performance of key government activities with clear recommendations as to any actions which may arise)	August 2009
P1.2	Lobby government where deficiencies are identified with a view to overcoming inadequate resourcing or other barriers to effective regulation.(KPI – Provide a submission to the State Government's budget process to support PIRSA in their bids for adequate resources)	Feb 2009
P1.3	Work with Federal Government on implementing industry investment incentives, such as a flow-through taxation benefit scheme. (KPI – Identify at least one industry investment incentive for approval by the board)	Feb 2009
Secondary action		
S1.2	Communicate with government, and lobby where necessary, on timely delivery of social infrastructure. (KPI – Meetings held with key Ministers and Chief Executives to ensure that each relevant Government department understand the impact of the resources sector on their area of responsibility)	June 2009
S1.3	Communicate with State and Federal government, and lobby where necessary, on government's support of the growth of mining industry (KPI – Meetings held quarterly with the State Minister for Resources and Bi-annually with the Federal Resources Minister)	June 2009

Strategy 2: - Workforce Development

(Dir., Skills and Education)

The increased demand for commodities and other factors are causing a world-wide shortage of professional employees to deliver key mining, engineering, geology and other services for the South Australian Resources sector as well as related industries. The total South Australian demand for more than 300,000 skilled employees by 2027 combined with insufficient natural growth to replace retirees, could be a significant impediment to industry growth.

To develop, attract and retain skilled employees, the mining industry aims to increase its support of education and training of South Australians and become more effective at attraction and retention of skilled employees from a range interstate and overseas.

Primary actions		completion
P2.1	Create a comprehensive resources industry workforce development plan with full industry support, that identifies the responsibilities of SACOME, company, Government, Resources & Energy Skills Alliance (RESA) and other providers. (KPI – Plan has been developed with input of all stakeholders, early funding commitments provided and is ready for printing and launch)	June 2009
P2.2	Undertake an industry survey identifying the top 20 critical skills required (including numbers of each people required and when) per year over the next 5 years. (KPI – Results of survey compiled and provided to SACOME Council for use with assisting in the targeting of the skills plan)	March 2009
Secondary actions		
S2.1	Increase the number of employees entering the South Australian resources industry on 457 visas by lobbying the Federal Government to lift age restrictions and reduce English speaking requirements. (KPI – The Federal Government has made a commitment to lift age restrictions and reduce or eliminate English speaking requirements on 457 Visas)	June 2009
S2.2	Promote careers in the resources sector (KPI - to a minimum of 8000 students and 100 teachers per year.)	June 2009
S2.3	Identify pathways for non-industry personnel to obtain the necessary skills to enter the resources industry (KPI – Produce information for publication on website)	December 2009
S2.4	Work with a range of registered training organisations to create continuing professional development opportunities to meet the needs of industry. (KPI – The first annual CPD program is advertised to our members)	June 2009

Strategy 3: - Indigenous Relations

(Dir., Indigenous Relations)

The South Australian Government aims to resolve 75% of native title claims by 2014 and the resources industry, both minerals and energy, supports this objective.

The industry aims to participate with South Australian Indigenous communities and the State and Federal governments in using and further developing native title resolution processes with a view to resolving native title claims to the benefit of all the interested parties.

Indigenous Land Use Agreements (ILUAs) are a valuable tool for formalising the relationship between Indigenous communities and mining and exploration companies. The industry supports the use of ILUAs and would like to see an increase in both the number of agreements and their uptake by industry.

Indigenous Australians are underrepresented in the workforce, even when industry is operating in or near Indigenous communities. With appropriate training, recruitment and employment practices, industry can help to increase Indigenous employment rates in, or associated with, the mining and energy sectors, their contractors and suppliers. Industry recognises the benefit that can result to workforce numbers as well as the economic and social benefit to communities within which it is working. Industry recognises the valuable role it can play in the health and welfare of Indigenous communities.

This industry aims to increase its contribution to the health and welfare Of Indigenous South Australians through the following actions.

Primary action		completion
P3.1	Secure funding for all SA Native Title Resolution (SANTR) parties, namely the SA Native Title Services (SANTS), the State Government and SACOME to negotiate Indigenous Land Use Agreements (ILUA's) on behalf of the minerals and petroleum sectors as a participant in the SANTR process (KPI (1) – State and/or Federal Government provide sufficient funds for SANTS to participate in at least 2 minerals ILUA negotiations for 2009/10; KPI (2) - 75% of Native title resolution by 2014)	June 2009 (KPI (1)) 2014 (KPI (2))
P3.2	Develop an industry-wide, uniform approach to Indigenous engagement through partnerships with governments, Indigenous groups and non-government organisations which addresses the recognised inhibitors to Indigenous workforce participation (KPI - All parties agree to collaborate together and a minimum of one industry wide program is in place)	June 2009
Secondary action		
S3.1	Continually promote industry participation in Indigenous engagement through ongoing programs. (KPI – A single portal exists through which industry can obtain information and support for its indigenous engagement programs from State and Federal Governments)	December 2009
S3.2	Lobby government to gather and report on Indigenous employment rates to enable improved engagement. (KPI – State or Federal Government agrees to collect data and report on indigenous employment rates)	February 2009

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| S3.3 | Encourage the minerals and petroleum sectors to take up pre-negotiated ILUA's in preference to alternative procedures (KPI – An additional 4 resources companies uses ILUAs instead of Part 9B Agreements each year) | June 2009 |
| S3.4 | Encourage industry to require compliance with its own standards for Indigenous engagement, of its contractors and suppliers (KPI – Contractors and suppliers are participating in the indigenous engagement programs/standards of the industry) | June 2010 |

Strategy 4: - Environment and Sustainability

(Dir., Environment and Sustainability)

The industry is increasingly taking on responsibility for environmental issues, above and beyond what is required by regulation. The South Australian industry aims to be a leader in environmental practices, setting an example for other states and industries to follow. Native vegetation, heritage issues and rehabilitation are some areas where considerable effort is being made.

The industry aims to become more innovative in finding solutions to its increasing demand for resources such as water and energy and is increasingly sensitive to its environmental impact and preparing for possible carbon trading. While the industry's requirements are increasing, the environmental footprint can be reduced through continually improving practices and applying new technologies.

Aim

The industry aims to do its part to meet the Kyoto target of reducing emissions from 1990 level by 60% by 2050 by reducing emissions from mining and energy production and creating significant environmental benefits.

Primary action	Completion	
P4.1	Creation of a credible, balanced energy framework to meet the Federal Governments Greenhouse Emissions reduction target by 2050 (In SA) (KPI(1) – An industry supported position paper is submitted to SACOME Council) (KPI(2) – A submission is made to the Federal Government with respect to their proposed emissions trading scheme) (KPI(3) - An industry supported balanced energy framework is released)	May 2009 (KPI(1)) June 2009 (KPI(2)) November 2009 (KPI(3))
P4.2	Prepare an issues paper that explores better water management options with a view to developing and implementing new measures for water management. (KPI – A submission is made to the State Government with recommendations on better water management including equitable access as it relates to the resources sector)	April 2009
P4.3	Identify opportunities for industry to better utilise the significant environmental benefit (SEB) provisions in State Government legislation more directly (KPI – Projects have commenced by one or more companies or a group of companies)	June 2009
Secondary action		
S4.2	Respond to all Government proposals, legislation and regulation in relation to parks, reserves, native vegetation and environmental matters. (KPI – All government requests are responded to within the time frame required by Government)	Ongoing

Strategy 5: - Industry Promotion

(Dir., Industry Marketing)

The industry recognises there is misunderstanding in the media and public about the nature of mining and energy industries, the processes used and the cost and benefits to the State and nation.

With the increasing role of the industry in the State, a good public understanding is even more important. In addition to the broad public, key audiences include:

- Local communities
- Students
- Potential workforce
- Government.

By raising the profile of SACOME as the peak industry body, the industry will increasingly be able to rely on a unified and credible voice that speaks on behalf of the industry.

Aims

The industry aims to strengthen the position of SACOME as the voice of the industry and via SACOME, engage more actively in media and public to raise awareness and improve the perception of the industry.

Primary action		completion
P5.1	Develop a concise industry marketing plan to be implemented by SACOME (KPI – Marketing Plan adopted by SACOME Council)	February 2009
P5.2	Assess and raise the standard of SACOME communication tools (such as member communication, marketing items, promotional materials), which will communicate its position in the sector as a sophisticated and effective source of information and views. (KPI(1) – A quarterly magazine is commenced) (KPI(2) – A full new member kit is developed and introduced)	October 2008 (KPI(1)) December 2008 (KPI(2))
P5.3	Increase the strength of the SACOME brand through the production and distribution of uniformly professional communication materials. (KPI – A style guide is adopted administratively and all staff are educated in its use)	March 2009
P5.4	Increase community education/awareness (KPI - Editorial, information sessions or other activities are produced for public consumption at least four(4) times per year)	June 2009
Secondary action		
S5.1	Ensure regular, topical and timely industry communication (KPI – The SACOME fortnightly email communication is delivered)	Ongoing
S5.3	Ensure media responsiveness (KPI - Average of 20 media hits achieved per month)	June 2009
S5.4	Improve community acceptance of the resources sector (KPI(1) - Distribute four (4) positive stories about the resources sector that are printed or broadcast in mass media) (KPI(2) – Average 15 media hits per month)	June 2009 (KPI(1) & KPI(2))
S5.5	Facilitate communication within the industry such as timely information on projects (KPI – Quarterly publish a list of projects and their progress)	June 2009
S5.6	Optimise website to disseminate information to members, stakeholders and target audiences. (KPI(1) – Upload appropriate website content within five (5) days of it becoming available or being altered) (KPI(2) – Website is reviewed monthly for up to date and relevant content)	June 2009 (KPI(1 & 2))

Strategy 6: - Land Access

(Dir., Industry Development)

Successful expansion of the industry depends on timely and appropriate land access for exploration and development.

Commonwealth owned land for defence purposes, State parks and heritage clearance requirements all present their challenges.

Aim

The industry will work with the State and Federal Government agencies and the Defence Force to ensure respective requirements are understood and worked through to a resolution that optimises the benefits to the interested parties.

Primary action		completion
P6.1	Seek to resolve mining and exploration access to Commonwealth-owned Defence lands in South Australia (Woomera and Cultana) with the Department of Defence (KPI - Department of Defence agrees to engage in early negotiations.)	March 2009
P6.3	Work with stakeholders to ensure heritage clearances are less time consuming and more efficient in their operation (KPI – Representations to the Government and Minister have been made, lobbying for a revision of the Aboriginal Heritage Act)	December 2008
Secondary action		
S6.1	Ensure the Exploration Committee is active and provides value to industry by addressing the issues raised by the committee. (KPI – Ongoing attendance is an average of 15 core industry members per meeting, as success will be measured by outcomes and the continued level of interest in the committee)	Ongoing
S6.2	Work with stakeholders to: resolve overlapping claims; define significant sites; have recorded prior surveys recognised and lobby for State and Federal funding for the documentation of significant sites in SA preferably through a dedicated statutory authority. (KPI – A statutory Authority is established)	December 2009

Strategy 7: Infrastructure

(Dir., Industry Development)

The need for infrastructure is increasing dramatically and requires a coordinated approach between government and industry to plan and implement infrastructure that meets the needs of the industry and other stakeholders. There is the opportunity for nation-building projects with benefit for stakeholders long after completion.

Aim

The industry aims to collaborate with the government on developing a plan for infrastructure development, which takes into account suitability of common-user facilities, shared infrastructure and access regimes.

Primary actions		completion
P7.1	Work with and through the Resources and Energy Sectors Infrastructure Council to ensure relevant infrastructure is provided and coordinated in a timely manner to facilitate the growth of the mining industry (KPI – Lobby to see that Government maps out mineral and energy project locations, timelines and infrastructure requirements)	March 2009
P7.2	Work collaboratively with Government to ensure that a bulk commodities port is built in a timely manner (This is critical to the success of RESIC and will likely determine any and/or all future successes and the resources provided to RESIC by Government) (KPI – A bulk commodities port contract is let by the State Government)	April 2009
Secondary action		
S7.1	Work with the Freight Council, Business SA and other groups to identify and promote broader transport infrastructure to improve and enhance supply chains to the resources industry (KPI – Key transport infrastructure needs worked through with Freight Council and recommended to the SACOME Council)	June 2009

Strategy 8: Community engagement

(Dir., Industry Development)

The industry recognises the importance of having a social licence to operate. Genuine consultation with stakeholders and providing benefit to the community in which an industry member is operating are important activities to help achieve this.

Aims

The industry aims to develop and implement a formalised approach to consultation with a view to strengthening the social licence to operate for industry members and to reduce approval times to only a few months.

Primary actions		completion
P8.1	Establish an agreed industry/government framework for community consultation with commitments from Government to streamline the approvals process (KPI(1) – A joint industry/Government workshop is held and both parties agree to establish a framework) (KPI(2) – A community consultation framework is adopted and agreed between industry and Government)	August 2008 (KPI(1)) February 2009 (KPI(2))
Secondary actions		
S8.1	Support Community Engagement Group Australia (CEGA) by providing office space for the purposes of meeting P8.1. (KPI – Office space is provided at least until P8.1 is met)	February 2009
S8.2	Seek Industry consideration for the implementation of a third party accredited community engagement process to contribute to P8.1 (KPI – This option canvassed and considered by industry in a workshop)	November 2008

Strategy 9: Occupational Health and Safety

(Dir., Industry Development)

The industry leads the world in occupational health and safety practices and aspires to zero harm.

Challenges still exist and the industry perceives a potential safety benefit through improving and/or standardising induction processes, especially for contractors who might otherwise miss out on an organisation's safety program. By leading the way, the industry can be ahead of legislative requirements, reducing the need for regulator involvement.

Primary action		completion
P9.1	Consider the feasibility of an industry-wide induction/OH&S contractor accreditation program as per the Queensland or similar models (KPI – A report with clear recommendations are provided to the SACOME Council)	February 2009
P9.2	Scope out and Seek funding to carry out a project to assist new mining companies with OH&S plan and hazard identification or similar project considered of greater importance by industry. (KPI – Project scoped and funding sort)	December 2008
Secondary action		
S9.1	Collect data to demonstrate/report on high standards that highlights areas where self regulation is more effective than regulation as a means of lobbying government to reduce regulation. (KPI – Report provided to Government)	February 2009

Strategy 10: Research and Development

(Dir., Industry Development)

The industry recognises the increasing role of technology in effective mining, exploration and related activities. The industry embraces new technologies and will need to embrace more technology and innovation as a means of assisting in reducing the need for skilled and experienced staff in the light of projected massive skills shortages

Aim

To maximise the benefits of research and development to assist industry with:

- productivity
- automation
- the maximisation of extraction
- minimising inputs
- innovation
- reduce impact/footprint

Primary action		completion
P10.1	Identify and use persons and companies with experience in mine automation for industry to learn how they may benefit, with a view to assisting in the skills crisis (KPI – A seminar or lunch with industry expert guest speaker(s) talk/promote mine automation)	May 2009
Secondary action		
S10.1	Identify research for industry wide support by working with industry, universities and CRCs (KPI – Establishment of a working group to identify research and development of interest to industry)	Feb 2009
S10.2	Promote R&D Tax Concessions to industry (KPI – A short seminar is held to highlight the options and benefits of the Federal Governments R&D Tax concessions)	April 2009
S10.3	Promote Adelaide as a place to set up and undertake R&D for the mining sector (KPI – Obtain State Government agreement to promote Adelaide as a an ideal location to establish R&D centres)	July 2009

Co-operative Research Centres (CRCs) of relevance to the mining industry in Australia are:

- The Ian Wark Institute
- CRC Mining
- Parker CRC for Integrated Hydrometallurgy Solutions
- The Cooperative Research Centre for Landscape Environments and Mineral Exploration
- CRC for Coal in Sustainable Development
- CRC for Sustainable Resource Processing
- CRC for Greenhouse Gas Technologies
- CRC for Predictive Mineral Discovery

Strategy 11: - United industry (member services)

(Dir., Member Services)

The growth of the industry means new businesses are emerging and existing businesses are expanding. This increased business activity is resulting in a greater need for businesses to network, acquire and share information and resources in order to be effective and exploit emerging market opportunities

Aims

The industry aims to build the number and quality of networking and information sharing opportunities.

Primary action		completion
P11.1	Maximise local supply chain opportunities by providing timely information sessions on resources projects (either separately or with the Industry Capability Network (ICN)) (KPI – Provide a minimum of three (3) briefings to our service industry members)	June 2009
Secondary action		
S11.1	Release an annual service industry directory that is more comprehensive and sophisticated each year, with a corresponding searchable online version. (KPI – Service Industry Directory with new options is produced and sent out to members)	December 2008
S11.2	Introduce targeted President boardroom lunches (KPI - Eight (8) President lunches are held each calendar year and at least four (4) are sponsored to cover costs).	June 2009
S11.3	Explore opportunity or appetite for the introduction of awards or other form(s) of recognition for performance in particular areas (eg. community and environment practices/programs) (KPI – Report on award options with recommendations to SACOME Council)	March 2009
S11.4	Explore opportunities to build relationships between businesses with schemes such as exclusive benefits for SACOME members (KPI – Introduce two (2) highly significant exclusive benefit per year.)	June 2009
S11.5	Provide seminars, workshops, conferences on key topics of interest to industry (KPI – A minimum of three such events are put on each calendar year)	December 2009