

UPPER SPENCER GULF

“A TRI-CITY ALLIANCE”



Upper Spencer Gulf – Some Statistics

- Three main centres – Port Augusta, Port Pirie, Whyalla
- 53,000 people - 3.4% of South Australia's population
- 22,000 workers and 2,000 small businesses
- History and capability in industrial manufacturing, resource processing, electricity generation and as service centres for rural hinterlands
- 3 cities now economically connected through business trade services, labourers and contractors
- Growth in renewable energy, defence, arid agriculture and innovation, e-waste processing and marine based industries
- Healthy mix of cooperation and competition across businesses
- Below average in the share of technical, scientific and professional enterprises



Upper Spencer Gulf Common Purpose Group Inc.

- 1998 - Port Augusta, Whyalla, Port Pirie Councils agree to form an alliance to coordinate effort to reverse economic and social decline.
- Incorporated body established to focus on establishing competitive advantage for new investment.
- Original membership - 3 Councils and local economic development boards.
- Links to and support from State Government Taskforce – but regional control.
- Implementation Team to develop policy and action plans to support political advocacy.
- Scepticism by outsiders in ability of region to maintain unity for the long-term.
- 20 years later the alliance still exists.

Why success over 20 years ?

- 1) Owned by three cities - crisis interventions by Government only short term.

- 2) Regular review and restructure to maintain relevance.
 - *Membership has expanded and contracted to address issues - Trade Unions, Chambers of Commerce, TAFE, University, Dept Education, Independent Chair.*
 - *Committees as relevant - skills/training, renewable energy, biodiversity, climate change, event tourism, research and development, Mayors & MPs, Local Government collaboration.*
 - *Refocus issues and approach as relevant - Industrial relations, investment attraction, unemployment, telecommunications, landuse planning, rebranding, industry clusters.*

- 3) Recognition by civic leaders that the three cities are stronger together.

Strategic Alliances – Success Factors*

(* from "The Science of Alliances" – pwc; www.pwc.com.au)

Common Pitfalls	Success Factors
1. Breakdown in trust	1. Build alliance capability
2. Destructive behaviour	2. Start with a strategy, not a partner
3. Mindset of partner as competitor	3. Invest time in early, collaborative planning
4. Misalignment of people at operational level	4. Plan the end
5. Politics	5. Start small
6. Hidden agendas	6. Keep track