



South Australian Chamber of Mines & Energy Inc.

Strategic Plan 2015 - 2018

**Leading growth and prosperity for South Australians
through a strong resources industry**

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MESSAGE FROM THE PRESIDENT

The Strategic Plan for 2015-2018 received considerable input from The South Australian Chamber of Mines & Energy (SACOME) Council and staff in order to reflect changes within the business environment and the needs of the resources industry during what has become a challenging period for a number of SACOME member companies.

To ensure there is a keen focus to SACOME's activities over the coming years, the Strategic Plan has three key pillars - Policy, Community and Members. Through these pillars, SACOME will engage with all levels of government and a growing number of stakeholders and collaborators to benefit the resources industry, build support for the sector and create greater value for our member companies.

The actions derived from the Strategic Plan have set a demanding program for the period ahead, which will stretch the financial and human resources of SACOME. To assist SACOME staff in their endeavours, the SACOME Councillors have pledged their individual support to help achieve these objectives.

Stakeholders will see immediate changes to the way SACOME is interacting with community, government and members. Early examples of this include the revised SACOME magazine focus with a substantially larger distribution and closer working relationships with government bodies. The underlying aim that member companies are supported and well represented by their key industry body is maintained as a core principle in the Strategic Plan 2015-2018.



Terry Burgess (SACOME President)

MESSAGE FROM THE CHIEF EXECUTIVE

A downward cycle in the industry brings its challenges but more importantly opportunities. SACOME has been reviewing its activities over the past year to ensure that our finances are put where they are of most benefit to our members.

This new Strategic plan reflects what staff and Councillors have heard from our members since the current cycle started and have incorporated those priorities throughout the extent of the plan, both in the pillars and also within the actions contained herein.

The strong ownership by both Council and staff is a testament to the likelihood of success. This is, however, a living document and your input at any time is not only appreciated, but highly valued as we continue to tailor our efforts to the needs of members.

Our three new pillars are relatively obvious in our choice:

- Our members are the backbone of the organisation and the reason for our existence
- We must maintain a healthy working relationship with all three levels of Government, with the agencies, ministries and their opposition counterparts to forward the objectives of the resources sector
- The community is pivotal to our success on so many fronts. Whilst we enjoy high overall support from the community at large (which we cannot take for granted), there are individuals and community groups not always so keen to see a project in their own backyard

Everything we consider and do must in some way support these three pillars.

Already we have turned some of the challenges we and our industry face into opportunities, such as redefining the SA Mines & Energy Journal with the new publication “resourcing sa” and finding new ways to increase membership which has already attracted an additional 25 new members at the time of writing.

I commend the plan to you and would appreciate your feedback at any time throughout the life of the plan to myself or any SACOME representative.



Jason Kuchel (SACOME Chief Executive)

OUR COUNCIL MEMBERS

Core Industry Specific

Core Industry Specific	Current representatives
Minerals sector (x1)	Cr Andrew Cole - OZ Minerals
Petroleum sector (x1)	Cr Mike Flynn - Santos
Exploration sector (x1)	Cr Alice McCleary - Archer Exploration
Energy (x1)	Cr Wendy Roxbee - Senex Energy
Energy, Geothermal & Renewables (x1)	Cr Terry Kallis - Kallis & Co
Extractive Minerals sector (x1)	Cr Jonathon Glew – Gypsum Resources Australia

Core Industry General

Core Industry General	Current representatives
Core Industry, general (x6)	Cr Andrew Stocks – Iron Road
	Cr Jacqui McGill - BHP Billiton
	Cr Greg Hall – Rex Minerals
	Cr Chris Jamieson – Beach Energy
	Cr Terry Burgess – Iluka Resources
	Cr John Roberts - Mithril Resources

Service Industry

Service Industry	Current representatives
Service industry (x2)	Cr George McKenzie – Finlaysons
	Cr Alison Snel – Flinders Port Holdings

SACOME STAFF

Jason Kuchel	Chief Executive
Jonathon Forbes	Director, Projects
Nigel Long	Director, Policy & Community
Megan Andrews	Director, Membership & Communications
John Cocks	Director, Strategy & Governance
Dayne Eckermann	Senior Policy Analyst
Bridget Fardon	Project Officer, Women in Resources
Yelena Koerner-Heinjus	Policy Officer Environment & Communities
Melissa Becirevic	Events Coordinator
Stephen Batten	Communications Officer
Margaret Donaldson	Finance Officer
Victoria Webster	Executive Assistant
Chloe Jansen	Receptionist/Administration Trainee

EXECUTIVE SUMMARY

This document is a three-year Strategic Plan supported by the Council which outlines the vision, mission, values and strategic themes of SACOME. This strategic plan will be reviewed annually to reflect the progress towards our goals together with changes in the environment in which we operate.

SACOME is focused on the South Australian minerals, energy and associated industries, which are collectively defined in this plan as the minerals & energy resources industry, (the Industry).

We will deliver on our vision, mission and strategic pillars by engaging with our stakeholders, listening and responding to the evolving needs of the Industry, ensuring the benefits to our State are sustainable and achievable.

We recognise that we will need to continue to evolve and innovate as the industry faces new challenges and opportunities.

We value the relationships with all our members, stakeholders and the community, and understand the importance of collaborating to achieve growth and opportunity.



OUR VALUES

PASSION

We are passionate in our pro-active advocacy for our industry, members and stakeholders.

RESPECT

Respect and the value of people is at the heart of everything we do.

INTEGRITY

We will apply the highest level of ethics and honesty in all things.

CREATIVITY

We will seek creative ways to tackle our challenges and improve outcomes.

EXCELLENCE

We will strive for excellence by continually reflecting, improving and aspiring to the highest standards in everything we do.

OUR VISION

Leading growth and prosperity for South Australians through a strong resources industry.

OUR MISSION

To work with our members to deliver a safe, enduring, valued and profitable resources industry for South Australia.



SAFE

Safe environments to work and live in for everyone



VALUED

Valued relationships with South Australian Communities



ENDURING

Future, creating certainty and opportunity for all



PROFITABLE

Profitable outcomes for the State, Industry, Communities and Employees

OUR STRATEGIC PLAN

Our strategic plan is based on three pillars which outline what we want to achieve and incorporate three key strategic priorities each. These are supported by specific actions in our business plan to enable us to meet the aim of each pillar.



OUR STAKEHOLDERS

STATE AND COMMUNITY BENEFITS

SACOME recognises the long-term contributions of the minerals and energy industries within South Australia and the industries' extensive interactions with its diverse stakeholder groups. The resources landscape has changed dramatically over the past few years. These changes have necessitated significant variations to our strategic plan, including our interactions and engagement with a large variety of stakeholders, as we focus on sustainably building the minerals and energy sectors in South Australia to create greater value for our members and stakeholders within the South Australian community.

EXTERNAL STAKEHOLDERS

- Community (landholders and regional residents and groups, indigenous peoples, special interest groups and educational institutions)
- Government – State, Federal and Local (Ministers, Opposition, minor parties, Councils, bureaucrats)
- Investors
- Media

MEMBERS

- Core Industry (Minerals and Energy explorers and producers)
- Service Industry (the full spectrum of companies that make the industry possible)
- Potential Members

SACOME COUNCIL

SECRETARIAT

SACOME BUSINESS PLAN

POLICY

Strategy 1	Pro-actively advocating for and supporting Government policies and legislation that promote the growth and sustainability of the South Australian Resources sector	
1.1	Improve communication on SACOME's involvement in policy matters.	On going
1.2	Respond to State and Federal Government proposals, legislation and regulation relevant to the resources industry.	On going
1.3	Develop and advocate policies that will improve the regulatory environment for resources development in SA.	On going
1.4	Develop and advocate industry platforms for state budgetary considerations and election commitments.	On going
1.5	Work with Government to promote the growth and sustainability of the resources sector through:	On going
1.5.1	Maintain effective and regular contact with Ministers, Ministerial advisors, senior departmental/agency officials;	On going
1.5.2	Work with Government to deliver on the initiatives of the Resources Strategy and the Unconventional Gas Roadmap;	On going
1.5.3	Work with Government to maximise access to natural resources across the state;	On going
1.5.4	Work with the Mining Industry Participation Office (MIPO) to maximise the development of the supply chain for the benefit of the core industry and service industry members alike.	On going
Strategy 2	Working with Government to identify opportunities for Government engagement in key multi-user infrastructure	
2.1	Work with members based in the Cooper Basin to advocate for Government to seal the Strzelecki Track.	
2.2	Continue to work with the Government to ensure one multi-user cape size vessel capable port is built in South Australia.	On going
2.3	Raise awareness of the benefits and establish a forum to develop a 275kV power line built on the Eyre Peninsula:	On going
2.3.1	Forum established;	Nov 2015
2.3.2	Strategy developed.	Dec 2016
2.4	Identify and report on the key infrastructure requirements for the resources industry and work with bodies like RMIT and RESIC.	On going

Strategy 3	Assisting Government in assessing, identifying and proposing best practice initiatives to attract investment	
3.1	Work with Government to increase SA's profile as an investment destination (Local, Chinese trade mission and PDAC).	On going
3.2	Work with the Government and members to establish resources strategies:	
3.2.1	Magnetite;	June 2016
3.2.2	Copper;	Dec 2015
3.2.3	Uranium (Outcome from the Royal Commission).	Dec 2016
3.3	Work with stakeholders to ensure access to land, Native Land Titles and Aboriginal Heritage is timely, efficient and achieves mutually satisfactory outcomes for all affected parties.	On going
3.4	Work with members and Government to investigate where departmental regulatory processes and approval times could be improved to increase SA's attractiveness and effectiveness for resource investment /development. To get South Australia processes into the top 10 on the Fraser Institute Index.	On going
3.5	Follow two (2) companies (desktop study) through the full approvals process to determine how the system can be improved. Two (2) Exploration and two (2) Mining.	Dec 2016
3.6	GAP – 90% of available funds is expended.	On going
3.7	Work with Government to ensure PACE program continues and is effective. Review and make a submission annually.	Annually

COMMUNITY

Strategy 4	Improving community awareness of the important economic and social role played by the resources sector through positively influencing community leaders and the media.	
4.1	Attend Field Days with member companies to communicate:	Annually
4.1.1	2015 Yorke Peninsula Field Days;	Biennial
4.1.2	2016 Lucindale Field Days;	Annually
4.1.3	2016 Eyre Peninsula Field Days.	Biennial
4.2	Work through the Eyre Peninsula Mining Alliance to align key messages on the Eyre Peninsula.	Annually
4.3	Convene a public relations committee to guide a public awareness strategy of the importance of the resources sector and its corporate responsibility including the management of anti-mining, anti-fossil fuel messages/campaigns.	June 2015 Bi Annually
4.4	Identify community and business leaders to receive key SACOME communications including the new magazine.	Sept 2015
4.5	Meet with key industry associations at least biannually to discuss issues around multiple land access and use (PPSA, GPSA, Livestock SA, Wine industry groups, Dairy etc).	Bi Annually
4.6	Build partnerships with stakeholders (community, local government, regional industry associations and business) in all regions of SA by increased proactive media, more good news stories for industry including opinion pieces and letters to the editor eg. NRM Board, RDA's Local Business Chambers.	Bi Annually
4.7	Produce and distribute the SACOME magazine to 11,000 selected community members or organisations, and SACOME members.	Quarterly
4.8	Produce and distribute a minimum of 12 positive media releases each year.	Monthly
4.9	Maintain community engagement support workshops for SACOME members (CEGA) who are interested in leading practice in community engagement.	Tri Annually
4.10	Build and maintain working relationships with key media, including The Advertiser, Stock Journal, ABC Rural and local newspapers, meeting with key editors and reporters annually.	On going

Strategy 5	Increasing the understanding and awareness of the role and benefits of mined minerals and petroleum and the industry here in South Australia amongst our youth.	
5.1	Increase entries to the Dirt TV competition from: - 9 schools to 15 schools; - Greater than 20 entries.	Sept 2017
5.2	SACOME to participate in National Science Week through the annual event known as Science Alive!	Annually
5.3	Work with the Eyre Peninsula Mining and Oil & Gas Regional Economic Taskforce to encourage regional councils to work proactively and positively with the resources sector.	Quarterly
Strategy 6	Pro-actively working to prevent and, where necessary, to respond to misapprehensions and misinformation about the resources industry.	
6.1	Increase signatories to the Community Engagement Code of Practice by 50%.	June 2016
6.2	Respond to negative media – Interviews and letters to the editor.	On going
6.3	Establish a positive Social Media Strategy (all positive stories).	On going

MEMBERS

Strategy 7	Building a broader and deeper understanding of member's companies and objectives to better service their needs.	
7.1	Establish and monitor a program to ensure each industry member company, and each service member within categories 1E to 1A is met with personally by a SACOME Director or Policy Officer.	Annually, est end July
7.2	Support members through attending their events (physical presence to optimally engage with members).	On going
7.3	Annual survey of members to include preferred priorities on SACOME's activities and lobbying, preferred communication methods, preferred information and events.	March Annually
7.4	Respond within 48 hours to all unsolicited member enquires.	On going
7.5	Liaise with sponsors to ensure benefits are delivered and sponsors are satisfied; customise as possible to best meet their individual needs.	On going
7.6	Engage a larger proportion of employees from member organisations with fifty or more employees receiving SACOME communications through a marketing initiative to communicate the value of broad employee engagement with SACOME to key contacts.	End December
7.7	Prospect, communicate and meet with new and potential SACOME members.	On going
7.8	Follow up on SACOME members at risk.	On going
7.9	Ensure Membership register and database of members are kept up to date and audited annually, with changes actioned within one week of receipt.	On going, audit in May annually
7.10	Manage the annual industry awards for members, commencing with the Women in Resources Annual awards and broadening to include other categories relevant to members.	Mid November
7.11	Address every request for resignation with a phone call within two working days of receipt.	On going

Strategy 8	Creating partnerships with our members to enable improved effectiveness.	
8.1	Facilitate, manage and promote an annual SA Mines Rescue Competition with at least 6 teams competing.	End June
8.2	Formally develop a program of engagement for Service members, including the establishment of a working group of members.	End November
8.3	Establish a program to encourage the use of the SACOME logo to members.	End November
8.4	Provide, market and sell a diverse range of sponsorship products to meet a variety of member needs, revising annually.	End October - main End Feb - Dirt TV
8.5	Bi-annually bring together all petroleum members to ensure a co-ordinated message for the industry.	End March - End Sept
8.6	Update terms and references for internal committees and encourage member input to these.	End July
8.7	Partner with members on seminars and events, seek collaborations on events where worthwhile for our members.	On going
8.8	Implement the Women in Resources South Australia Strategic Plan.	Annually
Strategy 9	Continually improving processes and communications with members for optimal engagement	
9.1	Hold information forums and workshops of value to members eg. EDI, MRRT.	On going, refer above
9.2	Provide quality networking and information sharing opportunities for stakeholders including lunches, member only breakfasts and dinners.	On going
9.3	Review events program annually to suit changing member needs and external environment.	By end Nov
9.4	Collaborate with businesses and the industry as a whole through our conferences (SACOME/GMUSG & SA Mining and Exploration Conference).	August and December
9.5	Provide communications to keep members and key stakeholders up to date on the resources industry, including, enews and targeted policy communications.	On going
9.6	Implement social media strategies including updating our engagement with existing channels (You Tube, Twitter, DirtTV Facebook) and establish LinkedIn groups and Facebook pages to promote SACOME messages and services.	On going
9.7	Maintain SACOME website as a one stop shop for sector information and SACOME news by keeping it current and up to date.	On going

APPENDIX 1: A SUMMARY OF THE SACOME STRATEGY ELEMENTS

OUR VISION

Leading growth and prosperity for South Australians through a strong resources industry.

OUR MISSION

To work with our members to deliver a safe, enduring, valued and profitable resources industry for South Australia.

SAFE	Environments to work and live in for everyone
ENDURING	Future, creating certainty and opportunity for all
VALUED	Relationships with South Australian Communities
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OUR VALUES

RESPECT	Respect and the value of people is at the heart of everything we do
INTEGRITY	We will apply the highest level of ethics and honesty in all things
EXCELLENCE	We will strive for excellence by continually reflecting, improving and aspiring to the highest standards in everything we do
CREATIVITY	We will seek creative ways to tackle our challenges and improve outcomes
PASSION	We are passionate in our pro-active advocacy for our industry, members and stakeholders

OUR STRATEGIC PILLARS

Policy

We will engage with all levels of government to support and enable future growth of the resources industry through the following strategies:

Strategy 1

Pro-actively advocating for and supporting Government policies and legislation that promote the growth and sustainability of the South Australian Resources sector.

Strategy 2

Working with Government to identify opportunities for Government engagement in key multi-user infrastructure.

Strategy 3

Assisting Government in assessing, identifying and proposing best practice initiatives to attract investment.

Community

We will build support for the South Australian community for the resources industry through the following strategies:

Strategy 4

Improving community awareness of the important economic and social role played by the resources sector through positively influencing community leaders and the media.

Strategy 5

Increasing the understanding and awareness of the role and benefits of mined minerals and petroleum and the industry here in South Australia amongst our youth.

Strategy 6

Pro-actively working to prevent and, where necessary, to respond to misapprehensions and misinformation about the resources industry.

Members

We will help create value for each of our members and recognise the importance of strengthening our relationships through the following strategies:

Strategy 7

Building a broader and deeper understanding of member's companies and objectives to better service their needs.

Strategy 8

Creating partnerships with our members to enable improved effectiveness.

Strategy 9

Continually improving processes and communications with members for optimal engagement.