

# MURRAYLANDS REGIONAL DEVELOPMENT BOARD

## STRATEGIC PLAN

2003/2008

Incorporating Economic Development  
and Employment Plans for the  
Murraylands Region of SA – *'the Region of Opportunity'*.





The **Murraylands Regional Development Board Inc (MRDB) Strategic Plan** is an initiative of the MRDB, in consultation with its key stakeholders funding partners and community and business representatives.

This Strategic Plan was developed for the period July 2003 – June 2008.

This Strategic Plan was last revised in May 2007 and is due for a comprehensive review in June 2008.



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# Strategic Directions 2003 - 2008

## **Introduction**

This Strategic Directions Plan for the five years to 2008 is a key part of the Murraylands Regional Development Board's role in providing direction to its own operations, based on the requirements and wishes of its regional stakeholders.

The plan fulfills the requirements of the Board's funding partners for the Board to meet regional needs and ensure the resources provided to the Board are used in an effective and efficient way.

The Board hopes that businesses, individuals, Government agencies and community organisations make use of this plan in setting their own directions for the future.

## **The Murraylands Region**

The broad outlook over the next five years is likely to include:

- Fewer primary producers producing greater volumes;
- Growth in intensive farming;
- Increased opportunities for higher value and higher quality products from the region;
- Increasing pressure on the dairy industry for sustainable irrigation;
- Pressure on the current water allocation to Murraylands primary producers due to climatic changes, and water scarcity across Murray Darling basin; and
- Changing population dynamics due to migration and retirement patterns.

## **Medium to long term prospects for the region**

These include:

- Emerging opportunities will come from food industries through value adding within the region;
- Potential growth in the recreational boating industry;
- IT will enable smaller businesses to compete for markets, produce higher product quality and consistency, and lower overhead costs;
- The regional culture will become more entrepreneurial with greater levels of export/import activity; and
- Direct Government involvement in business activity will decline.
- Increasing reliance on migration to augment workforce needs.

## **Short term prospects for the region**

These include:

- Inflation at historical lows assists agribusiness industries;
- Continued international importation (strength of the Australian \$ weakens the attractiveness of export);
- Price of infrastructure services including electricity, gas, roads and communications are expected to rise in regional areas;
- New regional financing models may be needed because of infrastructure privatisation;
- Water will be the critical issue that determines the Murrayland's future; and
- Growth in regional tourism in South Australia.





# Vision

The Murraylands Region will be a prosperous, fulfilling and dynamic place to work and live.

## ***Purpose***

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The Murraylands Regional Development Board exists to facilitate sustainable business development and business education, and involvement in employment skilling, jobs growth and economic development, that takes into account the social and community needs of the Murraylands region.

## ***Mission***

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With regional partners, the Murraylands Regional Development Board will strive to retain, expand and initiate business enterprises and other organisations in response to opportunities from within and outside the Murraylands region.

## ***Values***

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The Murraylands Region is made up of people who value:

- Customer focus.
- Community responsiveness.
- Professional excellence.
- Performance to exceed stakeholder requirements.
- Economic growth linked to social and community growth so that business development encourages people to work and live throughout the region.



## Promoting Opportunity

The Murraylands Regional Development Board prepared a comprehensive Strategic Plan in 2000 following a thorough business and public consultation process, including the Directions Forum 2000.

In 2003 and again in 2004 the Murraylands Regional Development Board refined the 2000 Plan following a series of workshops with Board staff and Board members, representing a wide cross-section of the Murraylands community, including local government representation.

A final review of the Strategic Plan was undertaken in 2007. It is anticipated that a comprehensive review will be undertaken in 2008 to coincide with the establishment of a new resource agreement.

The Plan focuses on the Board's key role and funding obligations under the headings of:

- Providing Business Opportunity
- Stimulating Community Economic Development.
- Employment Development
- Resourcing for Regional Development
- Facilitating opportunities for investment attraction
- Proactively identifying opportunities for economic growth and development.

A series of strategic initiatives have also been developed which have been identified as critical issues and/or opportunities within the Murraylands. Implementation of the Strategic Initiatives will be

contingent on availability of resources and funding.

The initiatives include:

- Economic development from both river and ground water sources.
- Growth of food production, food manufacturing, transport, export and allied industries.
- Infrastructure development
- Promote and market regional opportunities
- Services for a healthy ageing population.
- Strategic initiatives for youth.

The Strategic Plan recognises the issues and opportunities impacting on the region and recent strong growth in the regional economy. This is evidenced by the 2006 release of the *Job's & Investment Survey* commissioned by the Murraylands Regional Development Board. However, at the 2007 review, the **region acknowledges that the full impact of water scarcity is being felt** in the Murraylands.

The Strategic Plan acknowledges the key industry sectors, being:

1. **Agribusiness.**
2. **Manufacturing and small business.**
3. **Services.**
4. **Infrastructure.**
5. **Retail.**
6. **Tourism.**

These sectors determine the structure of the Board and direct how it tackles issues of the region.

Agribusiness is currently, and is likely to remain, the largest sector in the Murraylands Region.

Agribusiness production, processing and manufacturing has increased from \$300m in 1995 to \$930m of the State's gross food revenue coming from this region. Board directions are to facilitate increases to this value adding



component. Over 55% or almost 7,000 jobs in the region are linked to agribusiness.

Much of manufacturing and small business is also linked to the agribusiness sector with dairy factories, abattoirs, agricultural machinery and equipment being significant industry contributors.

Services and infrastructure have been separated because of changes in the nature of industries and the way these sectors have changed over the past 3 years. Deregulation has changed the way infrastructure is managed with the unraveling of Government monopolies and the formation of a number of industry companies. This creates a number of challenges for business and the impact on regions is important, as the government and community service obligations of the past will be reduced and may lead to reductions in infrastructure services. – This is also putting greater pressure on local government in both the infrastructure and service sectors.

The Service sector has also changed with significant growth. Government services have continued to change although the reductions of the past 8 years have leveled out. The challenge is to ensure that the services now provided meet the needs of the community. Changes in expectations for services in the education, health and aged care sectors have placed significant pressure on this region. With pressure to provide world class care and facilities, regional people expect more. Attracting skilled management and staff to regional areas is made more difficult as these expectations are far higher than previously was the case. Education choices have also put pressure on regional schools as more students travel to city schools. Attracting and keeping management and staff in regional environments is

made more difficult by the rising standards of alternatives that offer choice and special services. The Board is committed to facilitating the Murraylands as one of the smart regions in SA.





## Core Responsibilities

We foster economic development by:

### **C.1 Providing Business Opportunity**

*We provide opportunity for new and existing businesses within the region by providing access to a range of business development activities and programs.*

#### **Actions**

- C1.1 Encourage, guide and assist new and established businesses to maximise opportunities within the region.
- C1.2 Develop an export culture with local businesses.
- C1.3 Match enterprise needs with support from a range of programs.
- C1.4 Assist the region to capture new opportunities, ideas and processes by embracing creativity and innovation.
- C1.5 Facilitation of remote business education.
- C1.6 Assist all sectors of the community to actively explore business opportunities by facilitating business development programs.



#### **Performance Targets by 2008**

- **Facilitation of 500 businesses assisted annually.**
- **Facilitation of 250 job outcomes annually.**
- **Report and monitor the economic impact of investment within the Murraylands region on an annual basis.**
- **Delivery of business education.**





## Core Responsibilities

We foster economic development by:

### **C.2. Stimulating Community Economic Development**

*We support the establishment and implementation of economic development plans together with local government.*

#### **Actions**

- C2.1 Engage communities in planning processes that inspire local action.
- C2.2 Facilitate the implementation of community economic development plans, that include consideration of quality of life issues (sport and recreation and safe and healthy environments).
- C2.3 Establish and maintain formal contact with community economic development groups within the Murraylands region.
- C2.4 Encourage the inclusion of succession planning objectives in all community economic development plans, with a particular emphasis on leadership development and volunteerism.



#### **Performance Targets by 2008**

- **On an annual basis report the MRDB's participation on all Working Parties.**





# Core Responsibilities

We foster economic development by:

## **C.3. Employment Development**

*We provide regional access to Employment and Skill Development*

*Programs with a direct link to employment opportunities.*

### **Actions**

- C3.1 Research employment growth and demand in partnership with regional stakeholders.
- C3.2 Proactively support business to expand sustainable employment opportunities within the region.
- C3.3 Match specific opportunities for skill development to relevant program and the skills to provide training.
- C3.4 Facilitate the inclusion of all sectors of the labour market in employment and skill development programs.
- C3.5 Actively seek out opportunities to increase the importation of skilled labour to the region, particularly in the areas of skill shortages.
- C3.6 Facilitate and support the Murraylands Employment and Skills Formation Network.



### **Performance Targets by 2008**

- **Annually measure, monitor and report on the delivery of training hours and new employment outcomes within the region in accordance with relevant contractual agreements.**





# Core Responsibilities

We foster economic development by:

## **C.4. Resourcing for Regional Development**

*We facilitate access to resources to support regional development.*

### **Actions**

- C4.1 Facilitate the development of submissions and research that underpin growth for the Murraylands region.
- C4.2 Identify opportunities for further strategic initiatives for the region.
- C4.3 Monitor the impact of local, state and federal strategic directions on the Murraylands Region Strategic Plan.



### **Performance Targets by 2008**

- **Facilitation of the development of at least 12 funding submissions annually to assist in promoting regional development.**





## Core Responsibilities

We foster economic development by:

### **C.5. Facilitating opportunities for Investment Attraction**

*We facilitate opportunities for those who wish to invest in our region.*

#### **Actions**

- C5.1 Assistance with planning and development advice.
- C5.2 Provide information regarding existing and future infrastructure.
- C5.3 Proactively market the region to potential investors.
- C5.4 Liaise with a range of investment attraction programs.
- C5.5 Establish and market a regional investment prospectus.
- C5.6 Identify a set of priority investment areas for the region.
- C5.7 Facilitate business reinvestment within the Murraylands region.
- C5.8 Facilitate industry development opportunities for existing industries.
- C5.9 Facilitate an audit of former dairying land and identify opportunities for re-investment, renewal or diversification.
- C5.10 Actively pursue investment within the region via the Murraylands web site.



#### **Performance Targets by 2008**

- **Development of a Regional Investment Prospectuses with regional partners.**





## Core Responsibilities

We foster economic development by:

### **C.6. Proactively identifying opportunities for economic growth and development.**

*In partnership with our key stakeholders, we facilitate, gather, disseminate and act on information about future growth*

#### **Actions**

- C6.1 Develop an Economic Development Strategy for the Murraylands region that re-inforces the information contained in the Regional Prospectuses.
- C6.2 Ensure that the Economic Development Strategy for the Murraylands region maximises opportunities for all community members.
- C6.3 Facilitate industry development programs with a particular emphasis on value adding and supply chain enhancements.
- C6.4 Utilise the Regional Economic Modelling (REM Plan) software to maximum advantage.
- C6.5 Continue to disseminate information about workforce development opportunities to both the internal and external labour force.



#### **Performance Targets by 2008**

- **Launch and disseminate the Regional Investment Prospectuses with regional partners by 2007.**
- **REM Plan software integrity is maintained to 2008.**





# Strategic Initiative 1.

*Obtain the maximum, environmentally sustainable economic development from both river and ground water sources.*

## **Actions**

- S1.1 Facilitate, with project partners, a detailed study that examines the development of new industries that could best utilise the allocated water within the region.
- S1.2 Establish a strong working relationship with the relevant water agencies.
- S1.3 Engage with key stakeholders and recognised experts in the management of water for sustainable development to address and advise the Board.
- S1.4 Facilitate support for sustainable industry water use.
- S1.5 Proactively identify the finite water resources available to the Murraylands region and work towards best practice models of water use and reuse.
- S1.6 Explore and facilitate options for the delivery of further education and training in water management and conservation.
- S1.7 Facilitate initiatives that support water industry based tourism.



## **Performance Targets by 2008**

- **Water allocations are maintained and enhanced where possible or efficiency practices adopted where possible.**
- **New and expanded existing industries utilising sustainable water allocations in the region.**





## Strategic Initiative 2.

***Support the growth of the food industry sector (production; processing; high end value adding, retail and export)***

### **Actions**

- S2.1 Work to attract and maintain major food processors within the region.
- S2.2 Promote the development of improved transport and distribution within the region.
- S2.3 Successfully advance the *Exporting the Murraylands* program to the succession phase, being a self funded exporters network.
- S2.4 Through the *Exporting the Murraylands* program, specific primary industries will be targeted to increase value adding in the region.
- S2.5 Explore opportunities for the establishment or delivery of higher order food processing training and research and development facilities.



### **Performance Targets by 2008**

- **Employment in value added food processing and food manufacture has increased by 10%.**
- **Increase exports by 10% by using the Regional Scorecard as a measure.**
- **Contribute to targets identified by the South Australian State Food Plan 2004-2007**
- **Murraylands has a regional brand that is building a reputation for excellence in export markets.**





## Strategic Initiative 3.

*Infrastructure development to capitalise on opportunities for economic development.*

### **Actions**

- S3.1 Contribute to the State Infrastructure Plan by submitting identified regional needs.
- S3.2 Encourage investors to develop where infrastructure is currently located.
- S3.3 Lobby Government to continue to provide regional infrastructure funds.
- S3.4 Identify the scope of demand for broadband, telecommunication and strategic transport services.
- S3.5 Work with Government to ensure that providers of infrastructure provide timely reports and advice in keeping with their customer service obligations.
- S3.6 Work with local government authorities and investors to assist with the provision of affordable housing to meet the needs of workforce.



### **Performance Targets by 2008**

- **Maximise infrastructure (identified by the Regional Investment Prospectus) through increased investment by 2007.**
- **Greater private sector investment in infrastructure.**





## Strategic Initiative 4.

*Promote and market the opportunities of the region.*

### **Actions**

- S4.1 Establish an integrated portfolio of investment opportunities across the region.
- S4.2 Develop a marketing and promotion plan.
- S4.3 Facilitate broad marketing of the advantages and opportunities within the region through the Murraylands Regional Investment Opportunity.



### **Performance Targets by 2008**

- **Murraylands is recognised as an investment destination.**
- **Implementation of the marketing and promotion plan to support investment in the Murraylands.**





## Strategic Initiative 5.

*Facilitate the development of services for a healthy ageing population.*

### **Actions**

- S5.1 Develop investment strategies with the relevant councils to seek to attract housing and related infrastructure services into the region that are consistent with the needs of retirees.
- S5.2 Encourage the development of healthy ageing initiatives.
- S5.3 Grow the skill development programs focused on services for the elderly.
- S5.4 Grow the skill development program to support workforce development in the healthy ageing industry sector.
- S5.5 Help create a demand for part-time employment for the 55 – 75 year old population.
- S5.6 Provide assistance to the Murray Mallee Division of General Practice to effectively lobby for new GP's within the region.
- S5.7 Assist the Hills, Mallee, Southern Health Service to access, train or recruit nursing and allied health staff.



### **Performance Targets by 2008**

- **Murraylands has well-established retirement destinations as a realistic alternative to other destinations in South Australia.**
- **The services for the population aged 55 and above are comprehensive and accessible across the region.**





## Strategic Initiative 6.

*Facilitate the development of services to enable young people to actively participate in community, social, sporting, employment and training activities within the region.*

### **Actions**

- S6.1 Facilitate succession planning, training and support for community organisations within the region.
- S6.2 Facilitate access to business development programs for young people.
- S6.3 Facilitate access to career development and mentoring services for young people.
- S6.4 Monitor and strategically address the lower levels of full time participation for Murraylands youth.
- S6.5 Facilitate a broad range of employment, skills development and training opportunities for young people.
- S6.6 Encourage the development of healthy lifestyle choices by supporting efforts to provide infrastructure and services for youth.



### **Performance Targets by 2008**

- **The services, employment opportunities and training for young people (15-24 years) are comprehensive and accessible across the region.**





## Outcomes 2008

- 500 businesses assisted annually.
- 250 job outcomes annually.
- Annual reporting and monitoring of the economic impact of investment within the Murraylands region.
- Delivery of business education.
- Annual reporting of the MRDB's participation on all Working Parties.
- Annual measurement, monitoring and reporting on the delivery of training hours and new employment outcomes within the region.
- Facilitation of the development of at least 12 funding submissions on an annual basis.
- Development of Regional Investment Prospectuses with regional partners.
- Launch and dissemination of a Regional Investment Prospectus by 2007.
- REM Plan software integrity is maintained to 2008.
- Water allocations are maintained and enhanced where possible or efficiency practices adopted where possible.
- New and expanded existing industries utilising sustainable water allocations in the region.
- Employment in value added food processing and food manufacture has increased by up to 10%.
- Exports increased by up to 10%.
- Contribution to targets identified by the South Australian State Food Plan 2004-2007.
- Murraylands has a regional brand that is building a reputation for excellence in export markets.
- Maximise infrastructure through increased investment by 2007.
- Greater private sector investment in infrastructure.
- Murraylands is recognised as an investment destination.
- Implementation of the marketing and promotion plan and achievement of the key performance measures in this plan.
- Murraylands has well-established retirement destinations as a realistic alternative to other destinations in South Australia.
- The services for the population aged 55 and above are comprehensive and accessible across the region.
- The services, employment opportunities and training for young people (15-24 years) are comprehensive and accessible across the region.





# Nexus with the State Strategic Plan

South Australian Strategic Plan Reference	Murraylands Strategic Plan Reference	Comment
<b>Growing Prosperity</b>		
Economic growth T1.1	C.3, C.4, C.5, C.6, S.2, S.3, S.6,	
Competitive business climate T1.2	C.1, C.3, C.4, S.2	
Credit rating T1.3	-	Not applicable
Industrial relations T1.4	-	Limited opportunity for influence
Business investment T1.5	C.1, C.4, C.5, S.3, S.4, S.6	
Labour productivity T1.6	C.3, S.5, S.6	
Performance in the public sector – customer & client satisfaction T1.7, 1.8, 1.9	-	Not applicable
Jobs T1.10	C.1, C.3, C.5, S.6	
Unemployment T1.11	C.3, C.6, S.6, S.2	
Employment participation T1.12	C.3, C.6, S.6, S.2, S.5	
Employment in the defence industry T1.13	-	Not directly applicable
Total exports T1.14	C.1, C.4, S.6, S.2	
Tourism industry T1.15	C.3, C.5, S.6, S.2	
Share of overseas students T1.16	-	Limited influence
Minerals T1.17, 1.18, 1.19	S.3, C.4, C.5	Some opportunities through Australian Zircon investment
Defence industry T1.20	C1	
Strategic infrastructure T1.21	C.2, C.4, C5, S.3	
Total population T1.22	C3	
Interstate migration T1.23	C3	In part influenced by the activities of the MRDB
Overseas migration T1.24	C3	In part influenced by the activities of the MRDB
Population fertility rate T1.25	-	Not applicable
Aboriginal unemployment T1.26	C.3, C.6, S.6	





# Nexus with the State Strategic Plan

South Australian Strategic Plan Reference	Murraylands Strategic Plan Reference	Comment
<b>Improving Wellbeing</b>		
Smoking T2.1	C.2, S.6	In part influenced by the activities of the MRDB
Healthy weight T2.2	C.2, S.6	In part influenced by the activities of the MRDB
Sport and recreation T2.3	C.2, S.6	Some influence
Healthy South Australians T2.4	C.2, S.6, S.5	In part influenced by the activities of the MRDB
Aboriginal healthy life expectancy T2.5	C.2	Limited influence
Chronic diseases T2.6	C.2	Limited influence
Psychological wellbeing T2.7	C.2, S.6	In part influenced by the activities of the MRDB
Statewide crime rates T2.8	C.2	In part influenced by the activities of the MRDB
Road safety T2.9, 2.10	C.2	Limited influence
Greater safety at work T2.11	C.1, C.3	Supported through business education
Work-life balance T2.12	C.2, C.3, S.6	In part influenced by the activities of the MRDB
<b>Attaining Sustainability</b>		
Lose no species T3.1	C.2	Limited influence (facilitate volunteer networking)
Land biodiversity T3.2	C.2, S.1	Limited influence (facilitate volunteer networking)
Soil protection T3.3	C.2, S.1	Limited influence (facilitate volunteer networking)
Marine biodiversity T3.4	S.1	Limited influence
Greenhouse gas emissions reduction T3.5	-	Limited influence
Use of public transport T3.6	S.3	
Ecological footprint T3.7	S.1	
Zero Waste T3.8	S.1, S.3	
Sustainable water supply T3.9	S.1	
River Murray T3.10, 3.11	S.1	
Renewable energy T3.12	S.3	
Energy efficiency T3.13, 3.14	-	Limited influence
Aboriginal lands – access & management T3.15	-	Not applicable
<b>Fostering Creativity &amp; Innovation</b>		
Creative industries T4.1	C.1, C.3	
Film industry T4.2	-	Not applicable
Cultural engagement T4.3, 4.4	-	Not applicable
Understanding of Aboriginal culture T4.5	-	Not applicable
Commercialisation of research T4.6	C1	





## Nexus with the State Strategic Plan

Business innovation T4.7	C.1, C.4, C.5, S.6	
Broadband usage T4.8	C.1, S.3,	
Public expenditure T4.9	-	Not applicable
Australian Government resources T4.10	-	Not applicable
Business expenditure T4.11	C.1, C.4, C.6, S.6	
Venture capital T4.12	C.1, C.5, S.6	
<b>Building Communities</b>		
Boards & committees T5.1, 5.2	C.2	Limited influence
Members of Parliament T5.3	-	Not applicable
Enrolment to vote T5.4	-	Not applicable
Local government elections T5.5	-	Not applicable
Volunteering T5.6	C.2, S.6	
Aboriginal leadership T5.7	C.2, S.6	
Multiculturalism T5.8	C.2, S.6	
Regional population levels T5.9	C.6	
<b>Expanding Opportunity</b>		
Aboriginal wellbeing T6.1	C.2, S.6	
Early childhood T6.2, 6.3, 6.4	-	Limited influence
Economic disadvantage T6.5	C.6	
Homelessness T6.6	-	Limited influence
Affordable housing T6.7	S.3	Limited influence
Housing stress T6.8	-	Limited influence
Aboriginal housing T6.9	-	Not applicable
Housing for people with disabilities T6.10	-	Not applicable
Participation for people with disabilities T6.11	-	Limited influence
Education (Years 3,5,7) T6.12, 6.13, 6.14	-	Not applicable
Learning or earning T6.15	C.3, S.6	
SACE or equivalent T6.16	-	Not applicable
Science and maths T6.17	-	Not applicable
Aboriginal education T6.18	-	Not applicable
Workforce development & training T6.19, 6.20, 6.21	C.1, C.3, C.6, S.6, S.2	
People with disabilities T6.22	-	Limited influence
Women T6.23	-	Limited influence
Aboriginal employees T6.24	C.3, C.6	





# Nexus with DTED (Department of Trade & Economic Development)

## Strategic Directions - Objectives

Department of Trade & Economic Development Strategic Directions Objectives:	Murraylands Strategic Plan Reference	Comment
Maintain an internationally competitive business environment	C.1, C.3, C.4, C.5, C.6, S.1, S.2, S.3	
Increase business investment and facilitate major projects	C.1, C.4, C.5, C.6, S.1, S.3	
Foster the development of innovative, globally competitive businesses	C.1, C.5, S.2	
Increase international trade	C.1, C.5, S.2	
Develop a vibrant and entrepreneurial small business sector	C.1, C.3, C.4, C.5, C.6, S.1, S.2, S.4	
Ensure the supply of a highly skilled workforce to meet the needs of business	C.3, C.6, S.2, S.3, S.5, S.6,	
Build sustainable communities in regional South Australia	C.1, C.2, C.3, C.4, C.5, C.6, S.1, S.2, S.3, S.4, S.5, S.6	
Deliver highly valued services and advice to government and industry	C.1, C.3, C.5, C.6, S.1, S.2, S.3, S.4, S.5, S.6	
Develop an organisational environment that is consistent with our guiding principles and enables us to do our business in an effective and efficient way	Not directly applicable	



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