

Southern Barossa Alliance

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Introduction

Southern Barossa Community Alliance proposal is about creating an Incorporated Association as an administrative centre for grants and a coordination point for community events and regional initiatives covering the Southern Barossa Region. The 'Alliance' becomes a central point for Barossa Council to work with southern communities on various interest in the Southern Barossa such as the Tour Down Under and the investigation in the proposal for a Southern Barossa Recreational Hub. The Committee of the Alliance can be made up of representatives from each interest group, many of which operate as a volunteer group or Council. Residents and businesses can choose to become members of the Alliance and can choose to support the Alliance through volunteering or sponsorship.

Executive Summary

The purpose of this project is to provide an insight into the benefits of forming an alliance in the Southern Barossa to benefit businesses, individuals, community and tourists through sharing a common goal and advocacy of the region.

The aim of this report is to demonstrate the region's diversity and to highlight the opportunities in giving the region an identity.

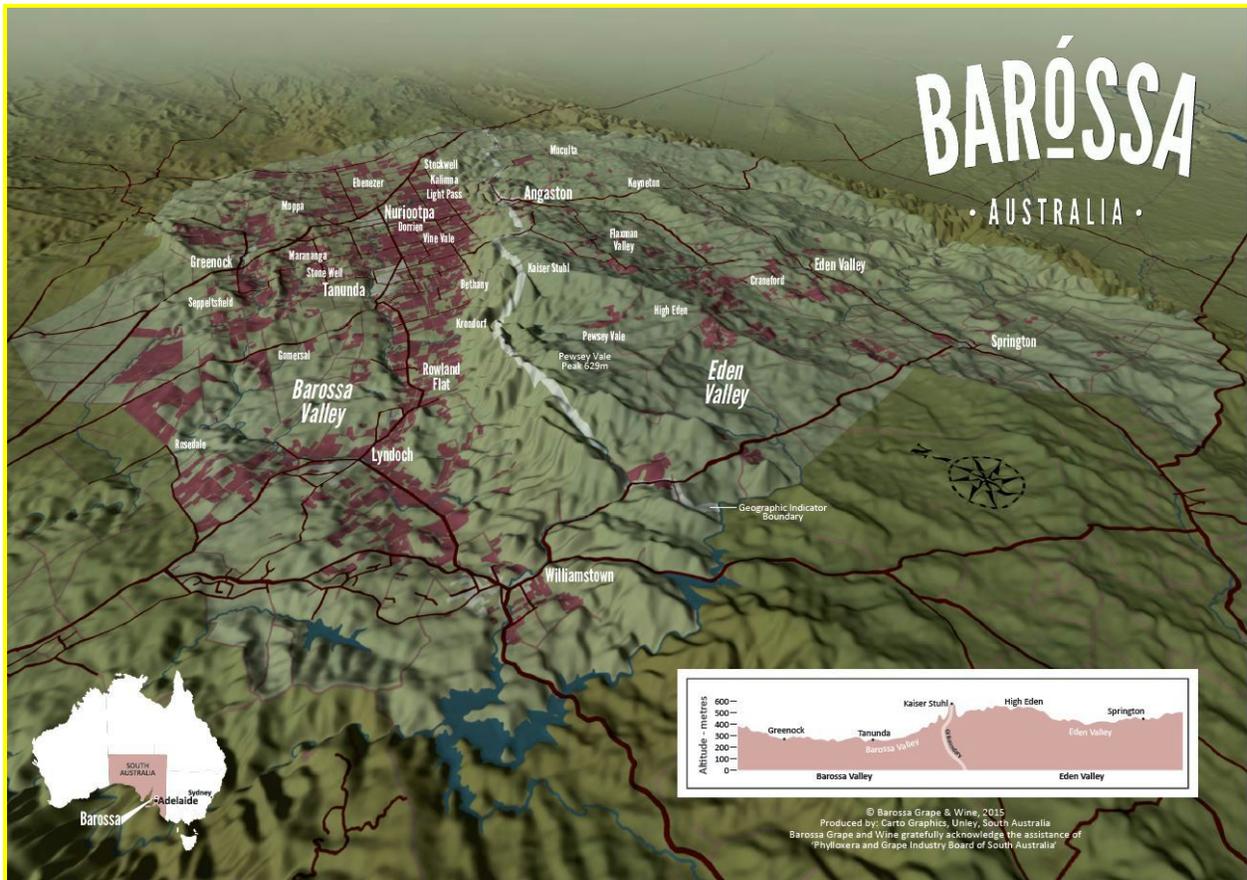
The project has been formulated based on the results of a number of review and consultation activities, including a substantial body of research, carried out over a period of six weeks by the project group.

The use of appropriate analytical methods have formed the base of the strategy.

In summary, the project will show that the following key areas stand out in terms of major importance for the Southern Barossa Community Alliance, namely:

- Business Opportunity
- Market Strategy
- Profit/Cash projections
- Investment need

BAROSSA MAP



The Southern Barossa covers the following townships and regions:

- Lyndoch
- Williamstown
- Sandy Creek
- Rowland Flat
- Kalbeeba
- Cromer
- Mt Pleasant
- Rosedale
- Pewsey Vale
- Concordia
- Cockatoo Valley
- Altona

(Map, Barossa Grape and Wine, 2015)

Background of SBA

Southern Barossa Alliance was originally formed to showcase the Southern Barossa as a place to visit, stay and enjoy events. SBA began as a business alliance but it has recognized that it needs to be both a business and community alliance.

SBA has operated as a user-pays structure, where members can opt in or opt out of events, and participation. Members have collaborated over the past two years in developing the SBA and now the members see opportunity for change to effectively continue to represent the area.

Currently the majority of the committees in Southern Barossa are made up of S41 or volunteer committees with some Incorporated groups such as some of the sporting groups in the area. Council is addressing the need to redefine the way it interacts with the community committees. S41 committees will be dissolved at the end of this year thus creating a much greater need for collaboration between community and council.

SBA will offer itself as the incorporated organization through which council and community can migrate the section 41 entity and its structures. SBA will use this opportunity to refresh its constitution to encompass the greater needs of the community.

Current situation of SBA

On 17th September 2015 the SBA committee stood down and voted to change the constitution to allow business and community groups to become members of the SBA - This was membership previously only available to business groups. SBA existing committee members will vacate positions and all of the people approved under the new constitution will be permitted to stand for election and to become office bearers.

Under these circumstances SBA will become a community alliance rather than the existing business alliance structure under which it began its existence.

A key requirement of an Incorporated Association is preparing a three year Strategic Plan for the Southern Barossa Community Alliance which:

- 1) Outlines the objectives and strategies for the Southern Barossa. This includes some of the southern regions strategic priorities.
- 2) Details who will be involved in driving each strategy. This may involve partnerships.
- 3) Financial plan to support the operation of the association and to deliver actions.

What does it mean to be and Incorporated Organisation?

- Greater autonomy

- Ability to control assets & finances from previous S41 committees.
- Increased compliance and responsibility.
- Increased access to grants and corporate support.
- Council could contribute up to \$5k/year for insurance/accounting/other associated costs.
- People will be able to choose when to be / not to be involved.
- It needs to be run as a business entity ie: AGM, regular meetings, constitution etc.
- Opportunity to be able to promote the area as a whole and as a complete destination to go to as well as being able to target individual draw cards to the area.
- To be a soundboard for the community.

Current Climate:

- As of the 17th September when the previous committee stood down, the SBA held approximately 50 members
- Current committee has struggled with finding ongoing support within the community.
- Current committee are divided on how to drive and gain community Memberships.
- There is an opportunity to identify the regions strength to align the community over the next 3-5 years.
- Within the next 6 months the key regional strengths need to be identified.
- Once the key strengths have been identified a strategic plan needs to be created and implemented over the next 3 to 5 years.
- We have also seen that Southern Barossa and its development is a relevant topic with the Barossa Council and Regional Development Australia - Barossa. This would be a great opportunity for the SBA to work as an advisory board to assist with the ongoing work, surveys and community feedback that the council are currently working on.
- The Barossa council is currently undertaking a Feasibility study into the Southern Barossa Recreational and Sporting hub - a multi-purpose shared facility.

Interests of Southern Barossa Alliance:

- Health and wellbeing
- Eco-tourism
- Strategic projects / new initiatives
- Advocacy
- Town planning
- Public amenity
- Cultural activity
- Destination promotion (Tourism)
- Business Opportunities
- Community facilities
- Education services

Facilities and highlights of the Southern Barossa

- Helicopter flights
- Wineries
- Whispering Wall
- Caravan Parks
- Public Swimming Pool
- Restaurants / Pubs
- Walking Trails
- Jack Bobridge Cycle Track
- Supermarket / Pharmacy / Bakery / Doctors
- Public Library
- Utilities / Petrol Station
- Recreational Oval
- Bowls Club
- Golf Course
- Rotunda Picnic Area
- Ample Parking
- Lavender Farm

Projects that would involve the SBA:

- Tour Down Under
- Southern Sporting Hub
- Southern Recreation Hub (Including Warren Reservoir)
- Southern Barossa Age Care Hub
- Youth Facilities
- Community Plans
- Tourism
- Economic Development Plans
- Southern Barossa Men's Shed
- Historical Societies
- Education / Schooling

Activities that would remain with volunteer community and sporting groups:

- Working bees for each community facility
- Local events and markets
- Local sports
- Fundraising activities for specific facilities and activities using those facilities
- Remaining responsible for their own assets

Aims, Objectives and Benefits

The aim of the Southern Barossa Alliance is to create an Incorporated Association to be an administrative centre for grants and a coordination point for community events and regional initiatives covering the Southern Barossa Region.

Vision:

Coalescence of residents, businesses and other community organisations to form a cohesive, vibrant, resilient, sustainable, safe and pleasant community.

Mission:

The mission of the Southern Barossa Alliance is to encourage, support and celebrate regional collaboration and initiatives that will improve the economic development and quality of life in the Southern Barossa Region.

Objectives:

- Provide marketing, networking and business development programs and services
- Support the development of the region.
- Strengthen regional presence and awareness.
- Turn problems into opportunities.
- Working together to better serve the business community in the Southern Barossa Region.

Benefits:

Achieving communal synergy.

The 'Alliance' becomes a central point for Barossa Council to work with southern communities on various interests in the Southern Barossa. Creating a central platform and bringing the community together while promoting the region as a whole will achieve communal synergy, advocacy and progression.

- Interest groups can focus on their core interest while also having a high level Association who can support their activities, particularly in seeking grants
- Greater synergy and improved coordination on regional issues and opportunities.
- Increased engagement of local knowledge and expertise from a broader business and community audience.
- Allows a degree of independence from Council and ability to source capital from many sources including private sector.
- Builds a stronger regional identity and community pride.
- Being able to engage with similar groups in the Barossa to help each other improve.

Analysis

Our analysis reviews the benefits of forming an alliance, the significance to business and community and how the alliance can add value and awareness to the Southern Barossa.

SWOT

Structured planning methods and analysis are required to achieve effective objectives of a project or business venture. SWOT analysis is based on the strengths, weaknesses, opportunities and threats involved in a project or business venture.

Strengths:	<ul style="list-style-type: none"> ● Regional Diversity ● Advocacy ● Sense of community ● Common goal ● Collaboration ● Sustainability
Weaknesses:	<ul style="list-style-type: none"> ● Lack of cohesion / commitment ● Lack of members ● Lack of community interest and awareness ● The initial concept was too broad ● Lack of structure and board ● Lack of focus
Opportunities:	<ul style="list-style-type: none"> ● Potential for the SBA to market their region ● Increasing visitation to the region ● Business and community growth ● Ability to control common assets ● Capacity to commonly reach for grants ● Having all of the benefits of being an incorporated group ● Opportunity to give the region an identity
Threats:	<ul style="list-style-type: none"> ● Conflict of interest ● Shifts in direction from council / Government agencies ● Inefficiencies ● Lack of funding ● Negativity coming from groups who are opposed to change

In a recent (2014) Forbes article, Kimberly Whitler reports on a study conducted by the Chief Marketing Officer (CMO) Council. The study indicated 85% of respondents viewed partnerships and alliances as essential to their business, however the estimated failure rate for alliances was 60% or higher. *(Kimberly Whitler, Forbes article, 2014)*

How do we ensure the alliance works efficiently and will not face failure?

Clearly define the structure of the alliance:

In order to clearly define the roles and to determine the tasks, responsibilities and authority of the development group members for the SBA the RASCI method has been considered.

RASCI Matrix

Responsible; the people who do the work to achieve the task and owns the problem.

Accountable; the people who have the final authority and accountability to any given task.

Supported; the stakeholders that provide resources and supports the tasks.

Consulted; the people consulted and taken advice from before and during performing a task.

Informed; the people who are informed after a task is completed.

In order to have a successful alliance there needs to be a body of people that can make core decisions (responsible and accountable). As by the suggested structure this will be represented by the SBA board. In order for the SBA board to make informed decisions they need to have a group supporting the board, filtering priorities and giving advice to achieve the best results (supported and consulted). Also the advisory group will act as a sounding board for the regional committees. The members of the SBA, the community and the council then need to be informed.

It will also be important that a member of the board is paid to manage the financial part of the alliance - this may only be 1-2 days a month but is vital to ensure proper accounting procedures for the alliance and to allay any fears that the ex S41 bodies may have of what is happening with their funds

Set clear guidelines:

PLACING LESS EMPHASIS ON.....& MORE EMPHASIS ON
Defining the right business arrangement	Developing the right working relationship
Creating ends metrics	Creating means metrics
Eliminating differences	Embracing differences
Establishing formal alliance management systems and structures	Enabling collaborative behaviour
Managing the external relationship with partners	Managing your own internal stakeholders

Creating rules of Communication:

As it stands there has been no clear direction as to what forms of communication have been used by the alliance.

Communication within the alliance:

It is important that within the alliance the SBA practices vertical communication. In order for communication to work effectively and efficiently within the alliance, common rules and common ground needs to be set.

The advisory board needs to be the central point for all communication between all parties involved. The SBA board will need to meet on a quarterly basis. The advisory board will need to meet on a monthly basis. The members of the SBA will communicate freely on a closed Facebook group.

Below is suggested guidelines to be communicated between the board and the advisory group.

“We agree to escalate issues jointly, rather than unilaterally up our own management chains.”

“We agree to share information regarding internal strategic [and] business environment changes, so we can discuss their potential impact on the alliance.”

“[When discussing challenges] we will present possible solutions, not just problems.”

“We will use objective criteria to decide among multiple possible options—criteria that set good precedent for solving problems going forward.”

Communication within the Barossa infrastructure:

It is with great importance that the SBA links its relationship between groups at a local and state government level. The horizontal communication approach will allow for enhanced effectiveness within the Barossa infrastructure.

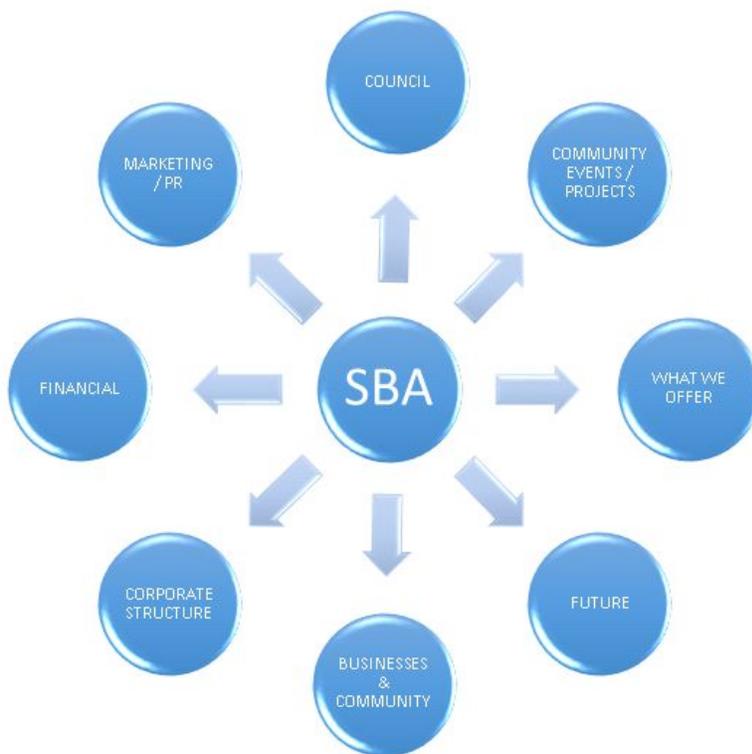
Doing things differently:

- Focus less on defining the business plan and more on how you'll work together.
- Develop metrics pegged not only to alliance goals but also to alliance progress.
- Instead of trying to eliminate differences, leverage them to create value.
- Go beyond formal governance structures to encourage collaborative behavior.

PESTEL (Political, Economic, Social, Technological, Legal, Environmental)

The importance of completing a Pestel Analysis when launching a new concept or idea is that it can track the whole environment from many different angel's.

To understand stakeholders and the vast diversity of the region we have put together a mind map outlining the key points between the alliance and the stakeholders.



<p>Council: Financial Services, Insurance, Advisory Services, Potential Educational Services</p>	<p>Community Events / Projects: Tour Down Under, Recreational Water Hub, Sporting & Community Events, Improved Signage</p>
<p>What we offer: Financial Stability, Unity / Advocacy, Common Goal, Promotion of Southern Barossa, Governance, Community Growth</p>	<p>Future: Southern Regional Hub, Information Centre, Revamp the Whispering Wall site, Cafe, Family Friendly, Sporting Opportunities, (Sailing, Rock Climbing, Flying Fox, Equipment Hire, Eco Accommodation)</p>
<p>Business & Community: Accommodation, Wineries, Eateries, Leisure, History, Libraries, Sporting, Arts, Community Services, Facilities, Agriculture, Retail</p>	<p>Corporate Structure: The board, the filters, all parties involved, Council</p>
<p>Financial: We will be accountable for community funding and grants, we are responsible for council/committees funds, we are a funds advisory, memberships/varying structures, sponsors</p>	<p>Marketing / PR: Research and Development, hosting international guests, improved communication, social & digital media, advertisement/publications</p>

Marketing and PR

As a first step the SBA needs to promote themselves as an alliance for the greater community.

SBA need to drive interest and commitment to their alliance. Once the SBA is structured and established each activity that they are engaged in will create its own marketing and PR strategy.

Due to the infancy of the SBA activation of the SBA is primary. As there is no funding the community needs to drive the formation.

We believe that the selected members of the board need to be skilled professionals that meet a high criteria in expertise. The members of the advisory group should represent great diversity, passion and drive. Diversity should be represented by inviting people from different industries, experiences as well as regions.

Future

Once the SBA has established its position with board and committee personnel there will be a drive for local community groups and businesses to join as SBA members which will begin as the platform to strengthen the region's future and acknowledge the needs to ensure economic growth. There are many beneficial reasons as to why Southern Barossa businesses, societies, identities and groups should be a member of the SBA, some reasons are:

- A strong sense of community and a growing family friendly vibe
- A modern strategy is in place to guide the SBA accordingly
- More than 20,000 homes will be built closely surrounding the Southern Barossa perimeter in the next 10 years
- Innovative plans are currently being made to ensure the SBA see's exposure on an international level i.e. Lyndoch is the finishing town for stage 1 of the Tour Down Under 2016 on January 19th.

The Southern Barossa is already excited with near future plans to build a cafe and revamp the signage and fencing at the Whispering Wall site. There is a strong passion existing within the SBA that will only continue to facilitate bigger and better opportunities for the community, such as the proposed plans for the "Southern Barossa Regional Hub".

The "Southern Barossa Regional Hub" is a project that will home many events and sporting, leisure and adventure opportunities for SBA members, locals and tourists. A proposed site is already in talks with council that will hopefully be able to coincide with the opening of the Warren Reservoir for water sports.

The Southern Barossa Regional Hub will:

- Provide new jobs and opportunities for locals
- Put a new emphasis on the region for being "the Adventure Destination of the Barossa"

- Provide the region with more diversity
- Act as a “hub” for local sporting groups
- Contribute to local town and business growth financially, through visitation and residential population expansion
- Introduce a new family friendly way of visiting the Barossa
- Supply the region with sustainable resources to encourage more accommodation, food and adventure opportunities

Funding

The SBA has a reserve fund of \$2,300.00.

Initial administrative costs involve:

- Stationery
- IT - Laptop, printer, phone, software
- Advertising
- Miscellaneous funds, i.e petrol, food & bev
- Membership - BGWA, SA Tourism
- Wages - There will be a need for at least 8-16 hours per month for financial administration (alternative is to find sponsorship for financial services)

Given that the SBA only has \$2,300.00 to start with the most effective way to pay for these costs is through sponsorship. For those who are sponsors an administrative fee of \$60 per year will be waived but for those who wish to be a part of the SBA but not be involved in sponsorship this will be applicable per /business/incorporated group/ex S41 committee.

Income will be driven predominantly through sponsorship. Historically there was a ‘one off’ fee to join as a member to the SBA for approximately \$150. This was ineffective and to entice membership the fee was waived.

As this is an alliance of the local community in the Southern Barossa it will be favourable to approach local businesses to help with the initial administrative costs. Examples are:

- Stationery - Secure sponsorship from Office National
- IT - Secure sponsorship from Kodo Technologies for IT services, software and hardware. Secure sponsorship from Yourtech Services for printing software, hardware and support.
- For Miscellaneous spending such as petrol, food etc, gain local council funding for the first year.
- For wages it is recommended to approach a local accounting firm to sponsor/donate the hours needed for financial administration.

Income

Income for the SBA will be predominantly driven through sponsorship.

The initial setup and administration will come from the above strategy. Once the the SBA is fully operational a Financial Management process will need to be activated to manage each individual group within the SBA - Once again this can be achieved initially through sponsorship of a local accounting firm or book keeping services.

Grants

We advise that a submission is put forward to council for a once off injection to get started and/or a recurrent allocation to cover basic administration and insurance expenses.

Council will also look favourably at matching \$ for \$ through fundraising initiatives.

Sponsorship

Previous attempts to drive membership have failed as there was no real incentive to be a member. We can utilise local businesses and government bodies to be able to sponsor/donate products and services to make an attractive sponsorship package to join the SBA. For example look at 'win win' - sponsorships that can offer a service as their sponsorship rather than a \$value, ie: a financial company could provide financial services as their sponsorship.

Sponsorship Packages

Below is a proposed sponsorship package to market to community and businesses in the Southern Barossa.

Platinum Package - \$6,000

- 3 Advertorials in the Leader per year- Total \$2,220
- 1 Barossa Living feature per year- \$3,380.00
- Priority SBA Website placing
- Priority Social Media linking
- 4 dedicated features on BBB FM per year relevant to sponsor \$500
- Paid representation at 1 expo per year for relevant to sponsor i.e. paid spot at the Melbourne Good Food & Wine Show
- 4 invites per year to training sessions such as Business Planning, marketing, staff motivation

Gold Package - \$5,000

- 2 advertorials in the Leader per year
- 1 group Barossa Living Feature per year
- 2nd tier website placing
- 2nd tier social media linking
- 2 dedicated features on BBB FM per year relevant to sponsor
- 2 invites per year to training sessions such as Business Planning, marketing, staff motivation

Silver Package - \$2,000

- 10 hours advice on advertising/marketing
- Website placing
- Regular social media mentions
- Group advertisement on BBB FM
- 1 invitation to a training session such as Business Planning, marketing, staff motivation

The aim of these packages is to approach larger organisations to help fund the higher cost items such as the representation at an expo and to secure funding from RDA for the training aspects of the package so that the only cost to be covered will be the advertising.

It is also the aim that the Platinum Package is the most attractive package available.

Total investment, when and how much?

Each project will require a budget and this will indicate what level of funding they will need. This can be done at the advisory level so that it can go back to the Alliance board to determine how the funding will come about - Sponsorship, corporate funding, council or government funding and grants.

An amount for membership will need to be determined as this will help for the initial setup and ongoing administrative costs. The financial position in the board will be crucial to the alliance as they will be responsible for all of the ex S41 funds.

How will funds be used?

As directed by the Alliance Board

Conclusion & Recommendation

A key requirement of an Incorporated Association is preparing a three year Strategic Plan for the Southern Barossa Community Alliance which this document will form the basis for.

The final strategic plan needs to involve:

- Confirmation by voting in the proposed structure
- Elected SBA board members
- Elected Advisory Group
- Re-engage pre-existing members
- Involve existing community groups by circulating relevant information
- Once SBA is formed, contact S41 committees
- Initiate funding and marketing plan

The SBA in its infancy has struggled to gain momentum, direction and members.

With a clear direction and purpose and by utilising the strategic plan provided we believe the SBA will bring increased opportunities for the Southern Barossa Region.