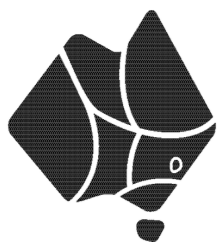


2018-2019 ANNUAL REPORT



Regional
Development
Australia

BAROSSA • GAWLER • LIGHT • ADELAIDE PLAINS

Published:

Regional Development Australia Barossa Gawler Light Adelaide Plains
PO Box 767
TANUNDA SA 5352

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Printed:

Leader Print
The Leader Newspaper
34 Dean Street
ANGASTON SA 5353

Photo Credits:

Alixandra Bell Designs

December 2019

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2018-2019 ANNUAL REPORT

Part I

RDA Governance

GOVERNMENT OFFICIALS

Local Government			
Mayor Karen Redman Town of Gawler	Mayor Mark Wasley Adelaide Plains Council	Mayor (Bim) Lange The Barossa Council	Mayor Bill O'Brien Light Regional Council
The Government of South Australia			
Hon Steven Marshall MP Premier of South Australia	Hon Vickie Chapman MP Deputy Premier Attorney-General	Hon Tim W hetstone MP Minister for Primary Industries & Regional Development	Hon John Gardner MP Minister for Education
Hon Rob Lucas MP Treasurer	Hon David Ridgway MP Minister for Trade, Tourism & Investment	Hon Jacqueline Lensink MP Minister for Human Services	Hon David Pisoni MP Minister for Innovation & Skills
Hon Stephen Wade MP Minister for Health & Wellbeing	Hon Dan Van Holst Pellekaan MP Minister for Energy & Mining	Hon Rachel Sanderson MP Minister for Child Protection	Hon Corey Wingard MP Minister for Police, Emergency Services & Correctional Services
Hon Davis Speirs MP Minister for Environment & Water	Hon Stefan Knoll MP Minister for Transport, Infrastructure & Local Government Minister for Planning		
Australian Government			
The Hon Scott Morrison MP Prime Minister Minister for Public Service	The Hon Michael McCormack MP Deputy Prime Minister Minister for Infrastructure, Transport & Regional Development	The Hon Alan Tudge MP Minister for Population, Cities & Urban Infrastructure	The Hon Ken Wyatt AM MP Minister for Indigenous Australians
The Hon Josh Frydenberg Treasurer	The Hon David Littleproud MP Minister for Water Resources, Drought, Rural Finance, Natural Disaster & Emergency Management	Senator the Hon Mathias Cormann Minister for Finance	The Hon Bridget McKenzie MP Minister for Agriculture
Senator the Hon Marise Payne Minister for Women Minister for Foreign Affairs		The Hon Christian Porter MP Attorney-General Minister for Industrial Relations	The Hon Paul Fletcher MP Minister for Communications, Cyber Safety & the Arts
Senator the Hon Simon Birmingham Minister for Trade, Tourism & Investment	The Hon Peter Dutton MP Minister for Home Affairs	The Hon Greg Hunt MP Minister for Health	The Hon Stuart Robert MP Minister for NDIS Minister for Government Services
Senator the Hon Michaelia Cash Minister for Employment, Skills, Small & Family Business	The Hon Karen Andrews MP Minister for Industry, Science & Technology	Senator the Hon Matthew Canavan Minister for Resources & Northern Australia	The Hon Angus Taylor MP Minister for Energy & Emissions Reduction
The Hon Sussan Ley MP Minister for the Environment	Senator the Hon Linda Reynolds Minister for Defence	Senator the Hon Anne Ruston Minister for Families & Social Services	The Hon Dan Tehan MP Minister for Education

ABOUT RDA

Regional Development Australia Barossa Gawler Light Adelaide Plains Inc

RDA Barossa Gawler Light Adelaide Plains works with and across Industries, Universities and all levels of government to promote regional strengths, to attract business investment and to support the conditions, services and capabilities that enable business to grow, employ, invest and export.

We analyse data and trends, identify new opportunities and challenge barriers to economic growth and wellbeing. Our goal is to increase scale and scope in the local economy and “put oxygen in the water” that helps businesses invest, thrive and employ.

With a mixture of catalyst projects, services and long term issues planning, we try to create the building blocks and ecosystems that encourage innovation, entrepreneurial business and strong community and social capital.

RDA works with long term vision, each year adapting for change and building on the long term strategy with ongoing strategies and shorter term initiatives to assist the region to perform at its best.

RDA CHARTER

Strong, Confident and Vibrant Regions A Charter for Regional Development Australia

Regional Development Australia (RDA) is a national network of Committees made up of local leaders who work with all levels of government, business and community groups to support the economic development of their regions.

RDA Committees have an active and facilitative role in their communities and a clear focus on growing strong and confident regional economies that harness their competitive advantages, seize on economic opportunity and attract investment.

Working in close partnership with fellow RDA Committees, all levels of government, and the private sector, RDA Committees will:

- Collaborate with relevant stakeholders to identify economic opportunities and leverage private and public sector investment to the regions;
- Connect regional businesses, councils and industry sectors with international trade partners, financial markets and potential investors;
- Promote and disseminate information on Australian Government policies and grant programs to state and local governments and industry, business and community sectors;
- Support community stakeholders to develop project proposals to access funding;
- Develop and maintain positive working relationships with the local government bodies in their regions;
- Facilitate public and private sector decentralisation;
- Assist in the delivery of Australian Government programs, where relevant and where requested by the Minister;
- Engage with regional entrepreneurs and emerging business leaders to explore new opportunities to grow local jobs in their regions;
- Provide information on their region's activities and competitive advantages to all levels of government, industry, business and community sectors; and
- Provide evidence-based advice to the Australian Government on critical regional development issues positively and negatively affecting their regions.

Minister for Regional Development
August 2017

2018 - 2019

BOARD MEMBERS

Ivan Venning
Chairman

Born in Crystal Brook, Ivan is a 4th generation farmer, was elected to State Parliament in 1990 and served as the Region's local member until 2014. Prior to his election, he was involved with Local Government, agricultural advisory boards and the State Board of the RSL.

Rolf Binder
Deputy Chair

Rolf Binder is an iconic name from the Barossa Valley, known amongst true wine collectors and connoisseurs as a producer of rich Shiraz of cult status. Rolf is a strong believer in place and people, and in the value of the Barossa region and its future generations.

Tony Clark

For over thirty years, Tony has been involved in the operational and general management of large fast moving consumer goods manufacturing, from plastics to the growing, processing and packaging of food, to the making of concrete roof tiles. He is highly experienced in business change, restructuring and strategic planning. Tony has worked worldwide exporting Australian product and know how.

Andrew Morphet

Andrew is an experienced businessman in Financial Services and Hospitality Management. Andrew is also a grazier and current co-owner of Anlaby Station, the Australian mainlands oldest continuously operating Merino stud.

Stephen Balch

After careers spanning finance, marketing, training, tourism and NT Parliament, Stephen now operates a business consultancy. Stephen is an accomplished executive with extensive senior management experience in strategy, corporate governance, financial management, internal audit and risk management.

Belinda Cay

Belinda is a science communicator and educator with a passion for primary production. She has 15 years' experience in using colour, fun and credibility to communicate science to non-scientific audiences – and has received national accolades for her work.

Amanda Longworth

Amanda is Brand Strategy Manager for Barossa Grape and Wine Association, the region's peak industry body. Amanda comes to the board with substantial strategy and branding experience in Asia Markets, including nine years in Hong Kong in the International Wine Trade. Amanda has also worked in project management and infrastructure. Amanda is keen to drive greater innovation in regional business with more collaborative, cross-industry sectors.

Martin McCarthy

Martin was appointed as the CEO of The Barossa Council in 2012 and brings a wealth of experience in state and local government in finance, economics and business management at senior management level.

2018 - 2019

BOARD MEMBERS

Brian Carr

Brian has extensive local government leadership experience and is currently CEO at Light Regional Council. Brian has previously provided consulting services to the public and private sectors within South Australia and was recognised and appointed a Business Ambassador for the State of South Australia.

Henry Inat

Henry was appointed Chief Executive Officer of the Town of Gawler in early 2013. Over his 20 year career he has worked at seven Councils and two State Government agencies, including Planning SA and the Department of Treasury and Finance.

Robert Veitch

Robert is the General Manager – Development and Community at Adelaide Plains Council. His role includes ensuring Council's statutory obligations in a development and regulatory sense are adhered to. He presides over Development Services, General Inspectorate, Environmental Health, Compliance, Community Services and Development, Community Event Management and Libraries.

Retirements during 2018 - 2019

Alex Zimmermann

2009 - 2018

Annabel Mugford

2015 - 2018

Sarah Goldsmith

2015 - 2018

Lynette Seccafien

2015 - 2018

Victoria McClurg

2015 - 2018

7

Board Meetings

4

Board Workshops

2018 - 2019

STAFF MEMBERS

Anne Moroney

Chief Executive & Director of Regional Development

With a prior career in both private and public commercial legal practice, Anne brings a commercial perspective of risk and structure to economic development strategy and implementation. Her responsibilities with RDA include working with the Board for overall direction of the organisation, developing regional strategies and plans, and finding ways to enliven opportunity for scale and scope in the economy. Anne is first point of contact for RDA and its many initiatives.

Craig Grocke

Planning, Infrastructure and Investment Executive

Craig has a career background in town planning, tourism development, recreation planning, project management and urban design having previously worked in government in Australia and New Zealand. Craig's role in economic development involves facilitating partnership projects between government, business and community, working with grant programs and industry research. Craig is a part-time PhD candidate at the Institute for Regional Development based at the University of Tasmania, Australia.

Sarah Treasure

Innovation and Agri Industries Executive

Sarah recently joined RDA from State Government, having had a varied career working in creative industries, collecting institutions, and most recently responsibility for project management and delivery of a range of grant programs focussed on innovation, science and technology. With experience in grants management, program design and project management Sarah works closely with business and collaborators to turn an idea into an application and deliver the project successfully. Sarah is responsible for site management of Barossa Campus and delivery of innovative and creative initiatives across the region. Sarah holds a Diploma in Project Management, Bachelor in Government & Public Management.

Trevor Taylor

Entrepreneurship, Business Growth Strategist Executive

With an MBA and extensive experience in business marketing and customer engagement, and a qualified assessor and trainer, Trevor is well placed to assist business owners to develop their capabilities & business knowledge. Trevor held previous roles as Marketing Manager & State Sales Manager of national and international organisations and is a former Chairman of the Australia Marketing Institute (SA). Trevor's role with RDA is to support business establishment, growth and employment. He manages the B2B Professional Services program coordinating 40 business professional providers to offer subsidised business development services to the region's 4,800 businesses. Trevor hosts regular monthly business breakfasts & networking events with local businesses, helping develop a connected ecosystem that enables innovation and collaboration.

2018 - 2019

STAFF MEMBERS

Leah Blankendaal

Arts & Cultural Facilitator/Arts Business Development Coordinator

Leah has had an extensive career as a journalist, broadcaster and music professional. Her role with RDA focuses on the economic development in the creative industries. This includes assisting arts practitioners to develop sustainable business practices and facilitating models for the ongoing employment and entrepreneurship in the creative sector. A key area of interest for her is how the arts can contribute a creative and economically resilient community. Leah holds degrees in Music and in Communication.

Angie Kruger

Barossa Campus Student Support Coordinator

Angie is responsible for the day to day coordination of Barossa Campus and student services. This includes pastoral care, skills development, career and training pathways linkages. Angie has an extensive background in career coaching and recruitment within the region. She sits on the steering committee of the Barossa Area Human Resources network and has developed and delivered several workforce projects for the RDA. Angie holds a Certificate IV in Career Services.

Sue Merry

Finance and Executive Services

Sue has extensive Administration experience having worked closely all management levels. Sue possesses financial management skills; project management experience and event management skills. She has extensive experience Reporting to Government Entities. Sue's role is to manage budgets, financial processing and reporting, payroll functions and to provide executive services to the CEO and Board. Sue has an Advanced Diploma in Accounting.

Meagan Stapleton

Administration and Barossa Campus Support

Meagan undertakes Reception duties and provides administrative support to RDA staff and the Barossa Campus. Previous roles include Jobs and Skills Project Officer and Administration Trainee with RDAGLAP. Meagan has a Certificate III in Business Administration.

Caroline McInnes

B2B Support and Events

In addition to performing reception duties, Caroline coordinates the many workshops and networking events run by the RDA in supporting and growing local businesses. Working with the organisers, presenters and venues, Caroline is the go to person to ensure a smooth and trouble free event.

Daniel Bailey

IT Support and Digital Projects

Daniel underwent an IT traineeship with the RDA. Upon completion he received a Certificate III in Information, Digital Media and Technology. Now he assists with the various Websites, Investment Map and makes sure the office and Barossa Campus IT runs smoothly.

ORGANISATIONAL STRUCTURE

RDA Barossa Gawler Light Adelaide Plains Inc.

BOARD

7 Industry Representatives, 4 Local Government Representatives,
 Chair – Hon. Ivan Venning
 Deputy Chair – Rolf Binder

CEO & Director of Regional Development

Anne Moroney

Administration, Events and Finance

Executive Assistant/Finance
 Suzanne Merry

Administration
 Meagan Stapleton (.5)

B2B Administration & Events
 Caroline McInnes (.6)

IT & Projects
 Daniel Bailey (.3)

Investment, Export, Business Growth & Expansion

Investment Assistance & Infrastructure
 Craig Grocke

Business Growth
 Trevor Taylor

Innovation & Agri Industries
 Sarah Treasure
 (from March 2019)

Projects
 Angie Kruger
 (from December 2018)

Industry & Investment
 Elena Shchepina
 (to 31st December 2018)

Arts Business Development
 Leah Blankendaal & Ali Devitt-Lansom
 (to 30 June 2019)

Asia Export Consultant
 Jade Liu

Barossa Campus (from 1st January 2019)

Sarah Treasure
 Angie Kruger (.8)
 Meagan Stapleton (.5)
 Daniel Bailey (.3)

A sunset over a field with a wire fence and tall grasses. The sky is a mix of orange, red, and blue. The fence is made of several strands of wire, and the grasses are silhouetted against the bright light of the setting sun.

2018-2019 ANNUAL REPORT

Part II

Chair & CEOs Reports

CHAIR'S MESSAGE



I am pleased to report that it has been yet another year of achievement for Regional Development Australia Barossa Gawler Light Adelaide Plains.

A highlight of the year has been the launch of Barossa Campus, a regional universities Centre to connect and support students from across the region in achieving their goals in tertiary education. Barossa Campus has opened a new window of opportunity for regional students and regional business is set to benefit from a pipeline of relevantly qualified staff and new blood into the region. The Campus has immediately become a site to attract thought leaders and universities to the region, and leverages RDA's strong networks with industry and community to offer relevant services and courses to prime future readiness.

A number of new significant investment projects have been supported by our RDA including an export logistics hub, a number of upscale tourism accommodation proposals, local government lighthouse projects and state of the art co-working spaces to act as a catalyst for new business initiatives.

The opening of the Gawler Innovation Hub was supported by RDA with a pitch session which saw us prepare local businesses and engagement business leaders as 'judges' to pitch ideas ready for finance and growth. This hub, situated within the newly refurbished Civic Centre (made possible with an Australian Government Regional Development Grant) is important central infrastructure in a fast growing area.

Our region has a population growth rate at twice the state average, and this requires intensive attention to jobs opportunities, infrastructure, spatial planning and connectivity. Working across councils and growth centres, RDA opens up a broader conversation about the relationship between these developments and how the whole can be greater than the sum of its parts.

It has been another growth year for our celebrated wine industry and its exports with the export value of bottled wine leaving the Barossa showing a \$9 per litre premium over the next most valuable region in this state.

CHAIR'S MESSAGE

To sustain this value trajectory, RDA is collaborating with our wine, food and tourism industries for value adding culinary tourism expansion and security of water resources to counter a drying climate. Water is the number one priority for this region, and is likely to remain so. We are fortunate that there are solutions available and we are working with industry and government to build the case for quality recycled water to be reticulated where it will generate the most benefit to the economy and the country.

A number of committed and long serving Board Members retired during the year. I thank Victoria McClurg, Annabel Mugford, Lynette Seccafien, Sarah Goldfinch and most particularly retiring Deputy Chair, Alex Zimmermann for their commitment and passion for the region.

I thank Deputy Chair, Rolf Binder and our outstanding Board Members for their professionalism and dedication to regional development and our capable staff for a year of achievement.

Ivan Venning, Chair.



CEO'S OVERVIEW



RDA works within a long term vision, each year adapting for change and building on the long-term strategy a combination of long and shorter term initiatives to assist the region to perform at its best. In 2018 – 2019 a number of proactive initiatives coupled with responsive assistance to business and investors have continued to develop the scale and scope of the regional economy.

Business Competitiveness

Our first priority is to monitor and contribute to a positive and more competitive business ecosystem, that is, the operating environment for business. We know that improving the fundamentals of our business operating environment improves the performance of our regional economy and the social capital that drives it – these are the catalysts for new investment and jobs. The entire business environment becomes important, including resources and environment, people, infrastructure, skills and financial capital. To be competitive, every business should have a purpose and a value for their customers, and a good plan as to how they will deliver this whilst making a profit and reinvesting in their business. Through the B2B Services, which coordinates local specialist business services providers helping other small businesses, we help businesses be competitive. We want business owners to keep improving their knowledge and skills and keep true to the business purpose. We now work with over 40 local professional service providers connecting them with up to 300 local businesses each year, with some outstanding results. We measure new businesses, new jobs created, new investment and international success of our businesses. Other initiatives to improve business competitiveness this year included networks development, business breakfasts and networking events, introducing local business to potential business collaborators and assisting business to access finance, grants and skilled employees.

The Gawler Business Innovation Hub and Workspace Barossa are exciting new facilities to support business start ups and early stage businesses to reach their potential and are important to the regional business ecosystem.

Big ticket infrastructure items are the backbone of the business ecosystem that will open up new opportunity. Exciting infrastructure projects this year include the Northern Connector and the Northern Adelaide Irrigation Scheme. There is substantial new housing around Gawler, Roseworthy and Two Wells, supplemented by housing growth across the region. The electrification of the Gawler Rail line and improved arterial roads around Gawler will also be significant. Road infrastructure, such as the Truro bypass, will shift and shape opportunities for businesses, as well as for the freight transport that benefits from the easier navigation. Passenger transport solutions could be improved, but with connections to the Gawler-Adelaide train, and evolving technologies and new platforms, new options will emerge. The coming year will see the Government of South Australia trial a new “on demand” bus service in the region. Other infrastructure initiatives in 2018-19 include collaborating with regional SA RDAs to publish the South Australian Priority Regional Infrastructure report, submissions to State and Federal government on infrastructure needs, particularly telecommunications and water, and updating the regional freight demand and gap analysis.

CEO'S OVERVIEW

Infrastructure projects still to be realised include better water treatment for fit for purpose quality water and water distribution of reuse water with joined up systems that offer better efficiencies in infrastructure, a new hospital, a serviced airstrip for higher end tourism, filling gaps in mobile phone coverage and more universal access to high speed broadband, first mile/last mile road sealing for important economic routes, improved community facilities that support greater tourism opportunities (including sporting and cultural facilities). As noted, viable solutions to intra-regional transport that facilitate access to jobs and education and reduce isolation is a work in progress.

Regional Competitive Advantage

Competitive businesses contribute to and benefit from collective regional competitive advantage. To build regional competitive advantage, RDA identifies and promotes the region's industry specialisations, connects businesses and help them work cooperatively and/or collaboratively for leverage and mutual benefit. With regional competitive advantage, businesses earn a premium from regional identity. That advantage is only sustained if everyone understands what the regional competitive advantage is and builds upon it. A good example is the Barossa wine industry and its success in having common goals and working together. With this momentum, the region can then attract new markets, new industries and new investments that benefit from existing strengths. Regional Competitive advantage may be measured in the \$9 per litre premium (over the next Australian region) for export bottled wine Barossa wines attract. 2018-19 saw a regional leadership group, Barossa Partnership, work to bring this momentum together beyond the wine industry and include tourism and food, working with

local government and RDA. This work has continued and looks to restructures within industry in 2019-20.

Regional competitive advantage is not static and must be worked on. Improved infrastructure is important, improved skills and specialisations and new attributes – including creativity and innovation – contribute to pushing up the dial on competitive advantage. Promoting that advantage is a collective effort, again dependent on a cohesive vision of the advantage. RDA publishes a regional opportunities bulletin with essential regional data, strengths and opportunities for further investment. Local Government and industry, particularly wine and tourism, also have responsibility for regional promotion and in 2018 – 19 RDA has variously led and supported collective work with these sectors to better align messages, agree on priorities and pool resources for maximum effect in promotion and markets attraction.

Economic Diversity

With an economy dominated by wine, and markets dominated by Asia, Economic diversity brings a variety of jobs and a variety of sources of regional income and contributes to a resilient economy that is not vulnerable to a shock in one industry. There are some good business opportunities in the region – including in tourism. Everyone in business is in tourism in some way – telling the stories, sharing great experiences with the visitor and offering the quality of welcome and stay that the visitor to a global wine region looks for. Staying in touch with global trends, competition and consumer preferences is made easier through the Government of South Australia's membership of the Great Wine Capitals of the World network and participation in the annual global meeting and benchmarking.

CEO'S OVERVIEW

Education is another opportunity for community and stimulus for economy. Barossa Campus is a new initiative of RDA BGLAP, thanks to the Regional university centres Program of the Australian Government. Students in the Barossa and wider region may now stay in the region to study, with 24 hour access to a purpose designed student hub for tertiary students at Beckwith Park. Roseworthy Campus of Adelaide University, Flinders University, University of South Australia, and TAFE SA now all have a footprint in the region and linkages through the hub and spoke network of co-working spaces and business hubs across the region support the skills and knowledge development of local workers. We have the essential infrastructure for attracting interstate and international students. Investment in student accommodation is an emerging opportunity.

Equine industries employ a lot of people and contribute to our economy in many ways, through equine, retail and hospitality value chains. A proposed international equine facility to host national and international equine and other events, education and training could be another new window for the economy, if we are successful in this project.

Creative Industries is a growth sector globally yet people often overlook the opportunity for careers in the arts, music, events and digital gaming technologies - or the opportunity to employ creativity and technologies to enhance business performance. Improving opportunities for creative and digital arts has spillover benefits for regional communities and job aspirations of young people.

New value also lies in developing (and adopting) new agricultural technologies. There are exciting ways in which technologies from other sectors are being applied in agriculture and farmers are very much in the business of technology. Maybe the best way to spend your life with gaming technologies is to become a farmer? As well, value adding to our farm products through selection, packaging for niche markets and marketing is another new face of agriculture. Australia's reputation for safe quality food and consumers' (globally) thirst for provenance and authenticity in their food is changing the way people shop and eat. There is a need though for greater facilitation of value adding in the planning system, and an appetite for innovation.

The agricultural systems that use and benefit from technologies have scope to develop in the region. With high quality grain and livestock, but little value adding, RDA looked to test capacity through an Agripreneurs program this year, engaging the next generation of farmers in the value adding and micro business potential of the family property. As a balance to mass production new interest has emerged not only in local, safe and quality food production. With the Australia EU Free Trade Agreement negotiations exploring the potential for protected regional designations of origin, this could present a substantial value adding opportunity for the Barossa and wider region.

On a larger scale the expansion of the Bolivar recycled water distribution to the Northern Adelaide Plains and beyond is facilitating substantial investment in large scale high tech horticulture development. Whilst an income and employment opportunity, it is also an opportunity for

CEO'S OVERVIEW

investment in new technologies, services and supply chain logistics for this industry. RDA has collaborated with state and local governments and industry in the establishment of a Northern Adelaide Plains Food Cluster to drive not only industry potential but skills, jobs, employment and community outcomes too.

The interest in provenance and artisan production is not only relevant to food but also in craftsman furniture, shoes, knives, leathers goods tableware and clothes for niche and high value markets. The quality must be there, the authenticity must be there, but contemporary artisan craft is enjoying a rebirth. Creative and cultural industries also add value to the wine and tourism industries.

There is cause for optimism in our regional economic potential. Access to capital for small business, is one of the biggest rate limiters to new businesses starting and growing. It is one of the things we would like to explore in 2019-2020.

Within each local government area there are significant investments led and supported by local government. The level of RDA support for these projects will vary with the nature and stage of the project. RDA is a committed action partner of our member local councils. We offer specialist expertise, state local and global connections, resources, capability and know-how, including leveraged know-how, for the benefit of community and the councils. By working with industry and on a regional level, synergies and collaborations present themselves and councils are supported to achieve greater value for their residents than they would working alone.

A series of think tanks across the region in 2019 – 2020 will inform a new roadmap for

the region and set out our ambition to 2030. Regional Australia thrives on collaboration and community. When we need to attract the attention in a crowded global space, we must work together for a louder voice. Economic development should produce a higher quality of life for residents – working together and building community will help ensure that is the case.

A very big thank you to Chair Ivan Venning, Deputy Chair Rolf Binder and our Board Members whose knowledge, insights and support have steered RDA to many successful outcomes. And I join Ivan in acknowledging and thanking former Deputy Chair Alex Zimmerman, board members Victoria McClurg, Annabel Mugford, Sarah Goldfinch and Lynette Seccafein for their contributions to successful regional development initiatives.

With so many opportunities, there is a lot to be done and a lot is demanded of RDA staff; I acknowledge and commend to the community their energy and commitment to the region. In a fast moving world with challenges and opportunities to be responded to, and multiple demands upon us, it takes resilience to stay on track and see the outcomes through. I also thank Elena Shchepina who moved interstate this year, her professionalism, insights and work for the region and its businesses is missed. Most importantly I acknowledge the engagement and participation of regional industry, business and local government in 'getting the job done' without which our work would be much harder and less effective.

Alone we go fast, but together we go far.

Anne Moroney
CEO and Director of Regional Development

2018 - 2019 CASE STUDIES

Addendum to CEOs Report

Whilst schedules of reporting and audited financial statements are important to monitor contract performance and alignment with Charter, summary case studies are prepared to help readers of this report gain a better understanding of the kind of issues and the nature of the solutions on which RDA takes action.

Examples are taken from activities to assist business with development and implementation of a new idea and investment, resolve a growth barrier, employ more people, gain new capabilities, access skills and higher education, enliven innovation, activate assets or find investment partners and appropriate site selection for investment.

These are by no means comprehensive, but a selection across the board to demonstrate some of the value adding activity that RDA undertakes. If there is an overall theme to these case studies it is that RDA's ongoing analysis and understanding of the region's strengths, opportunities and gaps contributes to better investment and growth outcomes for the many businesses and investors seeking support from RDA.



2018

2019

CASE STUDY

Rocland Estate – Freight Export & Highway Service Centre

BACKGROUND

In 1999 Franc Rocca and family converted a former cow paddock into a state of the art winery, to be known as Rocland Estate. The winery has grown to export to Canada, China, Denmark, England, Hong Kong, Ireland, New Zealand, Singapore, South Korea and the United States. The winery undertakes both contract wine processing and its own production.

ISSUE

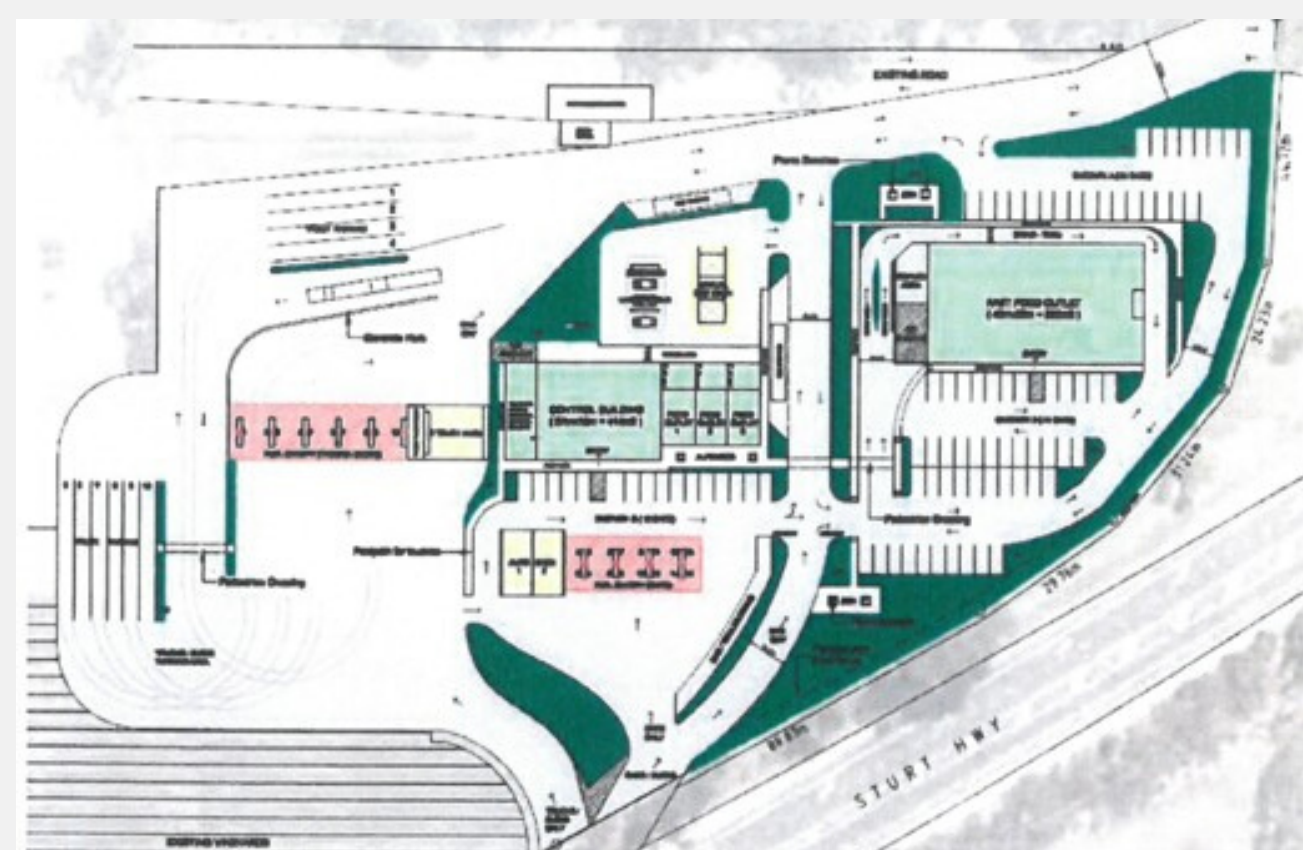
Franc Rocca identified an opportunity to utilize vacant land on the site to establish a highway service centre, to service north travelling traffic on the Sturt Highway, the main route between Adelaide and Sydney. There was a service station that serviced south travelling vehicles, but for heavy vehicles in particular, turning across the traffic created road safety and traffic management issues. Franc understood that the service centre could be much more than just a service station and sought RDA assistance to work through various options and take the vision through to implementation.

RESPONSE

RDA BGLAP had recently coordinated a regional freight forum and synthesised a report noting a number of priority freight logistics issues. One of these was the need for a drop off point for trailers before vehicle entered the Northern Expressway to Adelaide, Adelaide Airport and Port of Adelaide. The Rocca site was ideally situated for this. RDA worked through this and other opportunities with Franc and assisted him to develop both his proposal and business case for the investment. RDA then supported the Development Plan Amendment submission and assisted consultants to prepare a grant funding application to the South Australian Regional Growth Fund.

OUTCOME

The project was successful in attracting grant funds and has now been approved to proceed. RDA continues to work with Franc for the Highway Service Centre to maximise opportunities to provide local jobs, improve road safety and support services and anchor the tourism and freight logistics centres in the Barossa and South Australia.



ADDITIONAL BENEFIT

The Export Hub will create systemic and sustainable change with long term economic impacts for the wine industry. It will enable more than 150 wine producers in the Barossa and surrounding regions who process fruit and bottle wine in the region to engage in and benefit from high demand export markets, create local jobs and build a stronger regional economy. The Hub will be the first, large-format freight facility located strategically on the National Highway outside of metropolitan Adelaide. It will provide efficient, safe and productive transport to more than three million heavy freight vehicles who use the National Highway between Adelaide and Sydney per year and freight services for wine producers who challenged by last-mile access for A and B Doubles and Road Trains to manage bulk freight.

CASE STUDY

Sandy Creek Resort- \$38M Regional Investment

BACKGROUND

Established in 1904, the Sandy Creek Golf Club is located in the World famous Barossa Valley wine region, just 50 minutes from the Adelaide CBD. The picturesque 18-hole, par 72 course provides the complete golfing experience, with superbly manicured greens, lush fairways and several holes featuring well positioned water hazards and bunkers. The golf course is recognized for having some of the best putting surfaces in South Australia and in 2017 & 2016 was named the Regional Club of the Year (small).

ISSUE

Sandy Creek Golf Club management approached the RDA seeking support in preparing to find an investor or Grant Funding for an estimated \$38M development at the Golf Course. The Club wanted to create a nationally recognised Southern Barossa Golf Resort.

RESPONSE

In a meeting at the RDA Office, Estilo Group Directors met and discussed the possible new development and requested RDA’s collaborative support around this large Investment project. RDA assisted the General Manager with the structure of an Information Memorandum and the promotion of the Resort as a new potential Investment Project in the Regional area. The RDA B2B Program assisted by engaging an independent consultant who, with RDA staff, briefed senior council planners on this future development and its draft plans.



This process created understanding between the developers, planners and the RDA before any official plans were submitted for approval. RDA was able to assist the investor with local knowledge, brand values, demand and visitor data as well as partnerships & planning limitations.

OUTCOME

The resort proposal is advancing to take advantage of the Internationally famous wine and premium food experiences on offer. In addition to the true “On course” accommodation experience the proposed resort's plan features restaurants, bars, swimming pools, conference facilities and meeting rooms. This resort will add scale and scope to the region's tourism assets. It is estimated that 220 jobs will be created.



CASE STUDY

Konzag Grains - Gracewood

2018

2019

BACKGROUND

Konzag Grains is a multi-generation family farming business at Mallala on the Adelaide Plains. Forty hectares of their farm on the edge of the township was rezoned for future residential redevelopment. This presented the family with a development opportunity and potential to consider how they could contribute to grow and support the Mallala community as well as grow their own agri-business.

ISSUE

Residential land development requires expertise and Konzag Grain needed assistance to find a balance in addressing development plan policy, infrastructure provision requirements to service a new population and creative ways to use open space buffers to provide a fire safety for the community while retaining a productive use of the land.

RESPONSE

RDA assisted Konzag Grains by connecting them with information and expertise in land development services which allowed them a choice as to the degree they could be involved in guiding the design of their development - Gracewood.

This included providing region data and intelligence on regional development opportunities that could support residential development that best matched the needs of the current community and augment future community opportunities. RDA also provided information on grant opportunities to consider in the future in a partnership approach with Adelaide Plains Council, particularly around public space design and development.

OUTCOME

Traditional approaches to residential development for a land owner is often to sell the land outright to a developer. By managing the process themselves the family had the opportunity to tailor a residential development to leave a legacy for the Mallala community and take a more innovative approach in building community wellbeing.



ADDITIONAL BENEFIT

Konzag Grains saw the opportunity to capitalise on the value of their land to buy farming land elsewhere to expand their business and remain true to their expertise in broadacre farming. To do this required support and expertise in land development which wasn't their traditional business. There was also an opportunity to expand the residential population to sustain local retail businesses and the services in Mallala which needed growth to remain sustainable.

2018

2019

CASE STUDY

Father's Farm Social Enterprise -
Recycling

BACKGROUND

The Father's Farm is a social enterprise run by volunteers who also work with young students who are at risk with learning difficulties. They provide flexible learning options and practical skills in the workplace and build student confidence. They support this project through funding from operating a small scale e-waste collection centre.

ISSUE

Providing an e-waste solution in the Barossa region was limited by the current site not having development approval for waste collection and categorisation. Over 80 vehicles a month were arriving to drop off computers, TVs and printers for recycling, and this was expected to grow with an increase in products with built in redundancy. The Council required development approval for the activity to continue. My Farmer's Farm hasn't the knowledge or resources to do this.

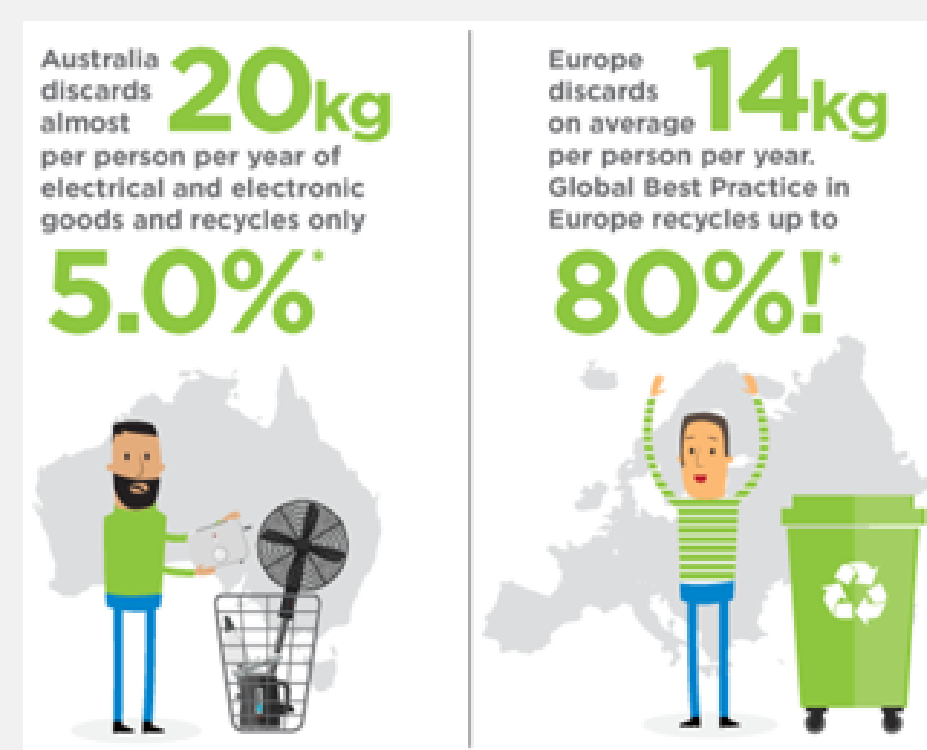
RESPONSE

RDA assisted Fathers Farm with the development approval process. As a small social enterprise they could not afford a consultant to prepare the statement of intent and statement of effect needed to process a non-complying development application.

RDA also worked with the adjoining Council and YCA Recycling to look at options to trial a plastics collection point to create the volumes needed to justify a weekly or fortnightly pick service by a recycling business in Adelaide. This helps to improve recycling options for business in the region.

OUTCOME

The approved operation of e-waste collection facilities which also provided an opportunity to trial a soft and hard plastics recover facility to support small businesses and wine growers looking to recycle plumbing fittings, packaging and irrigation pipe. The trial is to run in partnership with Barossa and Light Councils.



ADDITIONAL BENEFIT

Having a dedicated site to run this program, funded through a recycling scheme is a win for community and business. Working with the wine industry to provide collection points for soft and hard plastics also encourages the sector to reduce its impact on the environment. To be able to recycle this waste stream when a vineyard is replanted or the irrigation is upgraded has a positive regional impact for the agriculture sector.

2018

2019

CASE STUDY

Red Centre Enterprises and Lyndoch Hill,
Barossa

BACKGROUND

Red Centre Enterprises, established in 2014, is an agribusiness that works to give Indigenous communities access to commercial markets for farmed and gathered produce, and to generate employment; they also grow their own commercial crops of Australian native plants.

ISSUE

With the number of business opportunities that Red Centre Enterprises have identified, a number of business issues arose and the owners have looked to RDA for support and assistance to manage these opportunities. Whilst the owners are entrepreneurial they did not have all the skills and experience required to execute their ideas.

RESPONSE

RDA introduced Red Centre Enterprises to the owners of Lyndoch Hill as both businesses had future growth prospects which could benefit through collaborating on a number of Food, Tourism and Wine Projects that would add value to both enterprises. The businesses each assessed the opportunities and identified the best opportunities for collaboration. RDA then supported implementation through the B2B program. New branded products and nature Food events during wine and food festivals have been the result.



OUTCOME

The collaboration of Red Centre Enterprises draws on expertise and resources of partners supporting mutually beneficial business outcomes. In December 2018 they were announced the winners of the Dreamtime Award for Business of the Year.



ADDITIONAL BENEFIT

Red Centre Enterprises was recently awarded the contract to operate the Social Enterprise Café for Gawler Council. This café has been named Niina Marni. The partnership with Lyndoch Hill has enabled Red Centre to gain experience in Customer service and Menu selection. Their mentorship has been invaluable in assisting the Café to expand to the catering of Civic Centre functions.



CASE STUDY

Agri-accelerator Program

2018

2019

BACKGROUND

The Barossa Valley wine and tourism area has a global reputation for food and wine and a rich food centric culture which underpins the region. As social licence issues around alcohol increase, an increased emphasis on food is sustaining a more balanced approach to wine and culinary tourism.

ISSUE

Barossa/Light has a strong tradition of food culture and of food production but to fully develop the opportunity of “Food and Wine” rather than just “wine”, and to support export markets, more is required on the way of local food products and agri-tourism experiences at a regional level.

RESPONSE

RDA hosted 3 round table discussions to better understand the industry, barriers to growth and new entrants and feasibility of new businesses. RDA then designed a program, (successful) applied for funding through the South Australian Business Excellence fund, and delivered the Agri-Accelerator program.

The objective was to generate new businesses producing specialty food and experiences for farmers markets, restaurants and tourists with a view to successful businesses moving on to export markets.

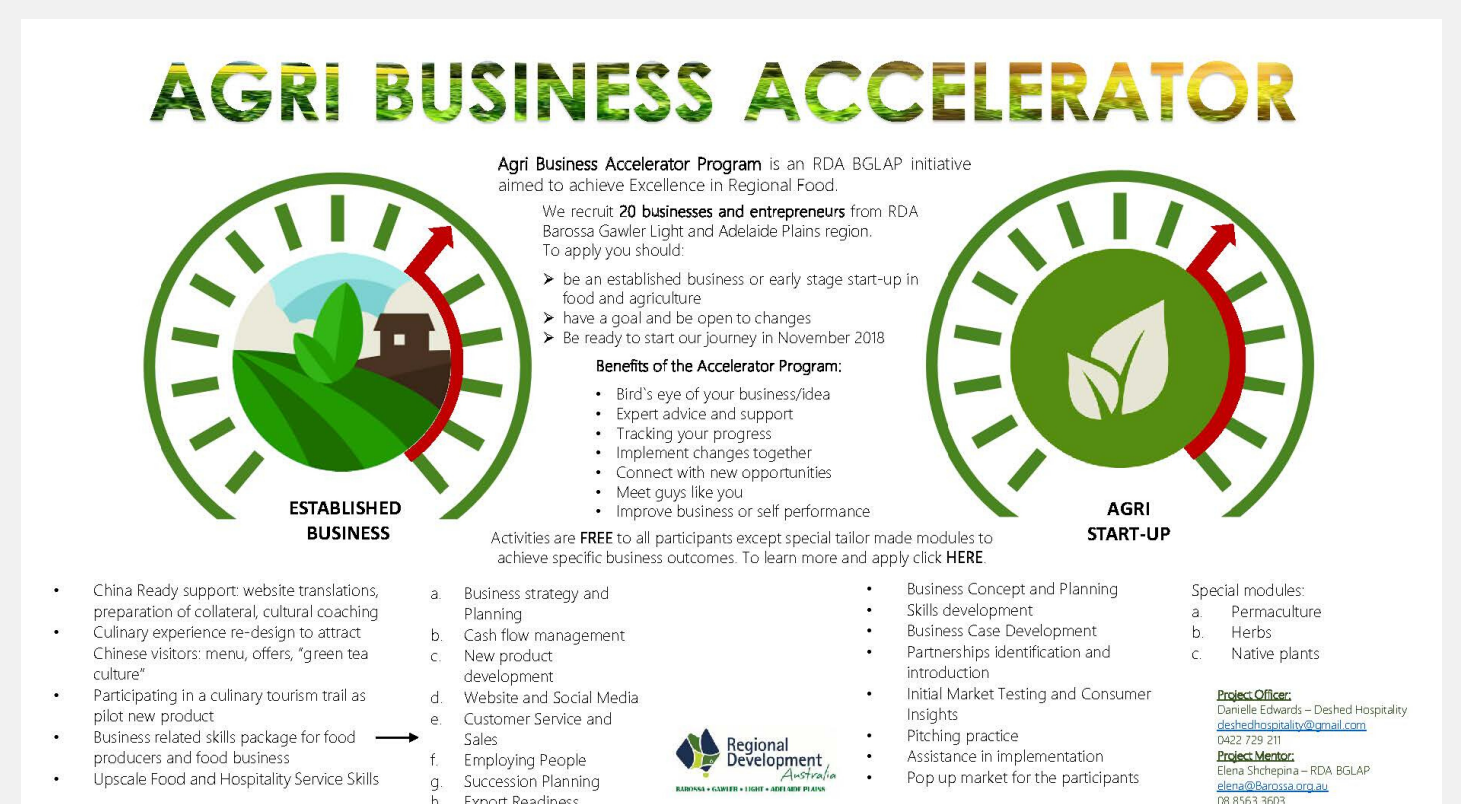
RDA brought together a number of resources including industry experts and mentors and the program covered organic vegetable growing and all aspects of food and agri-business, including succession planning. Associated tourism experiences were assisted to better understand the engage the Chinese tourist.

RESPONSE

A highlight of the program was a residency by Canadian Culinary Tourism expert Eric Pateman. Participants were case managed to a business plan or growth plan.

OUTCOME

5 business plans were developed and implemented. One business has signed up for the SME Food Export Hub program. Two new agri-tourism experiences were developed.



AGRI BUSINESS ACCELERATOR

Agri Business Accelerator Program is an RDA BGLAP initiative aimed to achieve Excellence in Regional Food.

We recruit **20 businesses and entrepreneurs** from RDA Barossa Gawler Light and Adelaide Plains region.

To apply you should:

- > be an established business or early stage start-up in food and agriculture
- > have a goal and be open to changes
- > Be ready to start our journey in November 2018

Benefits of the Accelerator Program:

- Bird's eye of your business/idea
- Expert advice and support
- Tracking your progress
- Implement changes together
 - Connect with new opportunities
 - Meet guys like you!
 - Improve business or self performance

Activities are **FREE** to all participants except special tailor made modules to achieve specific business outcomes. To learn more and apply click [HERE](#)

ESTABLISHED BUSINESS

- China Ready support: website translations, preparation of collateral, cultural coaching
- Culinary experience re-design to attract Chinese visitors: menu, offers, "green tea culture"
- Participating in a culinary tourism trail as pilot new product
- Business related skills: package for food producers and food business
- Upscale Food and Hospitality Service Skills

AGRI START-UP

- a. Business strategy and Planning
- b. Cash flow management
- c. New product development
- d. Website and Social Media
- e. Customer Service and Sales
- f. Employing People
- g. Succession Planning
- h. Export Readiness

Special modules:

- a. Permaculture
- b. Herbs
- c. Native plants

Project Officer:
Doreen Edwards – Dished Hospitality
dished@regionaldevelopment.com.au
0423 729 011

Project Mentor:
Elena Shepina – RDA BGLAP
elena@barossa.org.au
08 8563 3603

Regional Development Australia

ADDITIONAL BENEFIT

A community of agri-preneurs has been established to collectively create further momentum for food businesses – and RDA was nominated for a National Economic Development Award for the program.

CASE STUDY

Employment Growth through Strategic Co- Location

2018
2019

BACKGROUND

For over 38 years Steiny's has been a 100% South Australian authentic family business that uses small batch artisan crafting techniques to make exceptional quality mettwurst with a distinctive flavour that is all about the Barossa Valley.

ISSUE

In 2018, the Owners wanted to increase their brand exposure, positioning and improve overall product sales. They felt they had outgrown their current business premises situated in Tanunda behind a residential home and which was not adding the value they required to increase sales of their premium products. They struggled to find suitable premises and sought assistance from RDA.

Steiny's was finding it difficult to locate suitable business premises that met their business needs. RDA then assisted them to identify strategic locations. Through the RDA and the RDA B2B Program, the business has strengthened their business Strategy and marketing model. They were confident that they now had the correct vision in place to take the next step in finding a larger new business premise with a stronger brand, retail and tourism appeal.

RESPONSE

RDA first identified that a clearer strategy and intent for growth was required and engaged in Business Planning for future growth with the owners.

OUTCOME

Moving into the new premises at Provenance in Nuriootpa, situated next to the World Famous PENFOLDS Cellar Door, the business immediately experienced a positive increase in foot traffic and sales. They now have employed 5 extra staff in the last financial year, which is an excellent outcome of the RDA assistance.



ADDITIONAL BENEFIT

The business now has a clear vision and plan for future growth and sustainability.

CASE STUDY

Regional Universities Centre

2018

2019

ISSUE

The Barossa Gawler Light Adelaide Plains region has consistently reported low levels of qualifications. With global industries, this is a rate limiter for business. Moreover, whilst there is a high proportion of young people up to the age of 18, between 18 and 25 there is a severe dip as people leave the region to pursue study and work opportunities and often never return. Successive leadership programs have identified the need for a “Barossa University” to meet the needs of younger people in the region.

RESPONSE

When the Commonwealth Regional Study Hubs Program funding round was announced in 2018, RDA BGLAP seized the opportunity and developed a business case for a Study Hub in this region. University partners committed and the opportunity was highlighted. The application was successful and from the announcement of the successful funding in December, the study hub was open for business within the financial year.



OUTCOME

Within 2 months of opening more than 70 students are registered users of the Hub with 4 Universities collaborating with in Hub activities and Hub course delivery. Courses targeted for delivery are relevant to industry and the future growth opportunities of the region. Students have access to business and employment opportunities and a range of “value added” activities to engage them and encourage successful completion of their studies.



Barossa Campus offers individual, group and lecture spaces, high speed internet, live streaming webinars, online connectivity to your university and more. On site you have the opportunity to build a network of students for study and social interaction. The Campus is strategically embedded in Beckwith Park, the largest, most flexible regional industry and business park in South Australia to open opportunities to partner and engage with industry and regional business and employment opportunities.

CASE STUDY

Barossa Campus & Elder Conservatorium

2018

2019

ISSUE

Education activities form a vital part of building the creative sector in the Barossa. These activities form part of the scaffold that provide students with the requisite skills to seek a career in the music industry.

Audience development and communication continues to be an issue when establishing new projects and ideas.

RESPONSE

Partnership between Adelaide University's Elder Conservatorium and the Barossa Campus, with the purpose of increasing music education events in the greater Barossa region.



OUTCOME

Education and professional development opportunities provided for students and music teachers in the Barossa region, increasing the skill levels of both. A combination of State Education and private enefactor funding invested by the Elder Conservatorium into further events in the region.

An MOU between the Barossa Campus and Elder Conservatorium to provide continued Music education events throughout 2020.



RDA Barossa Gawler Light Adelaide Plains led this project from inception to delivery and has secured a long term plan for engagement in the Barossa region.

CASE STUDY

A Civic Space

2018

2019

BACKGROUND

We have created high quality arts experiences that not only join with our regional brand but which tell our cultural heritage narratives, and strengthen the naturally occurring cohesion within our Wine Food Tourism cluster.

ISSUE

'A Civic Space' sought to modernise the arts brand of the region a whilst retaining its links to heritage and history, through a performance work created in conjunction with artist Julian Day.

Engagement was slow to start because the project represented change.

As such, many community members were hesitant to engage early on, particularly those holders of legacy arts heritage.

RESPONSE

RDA led this project from inception to delivery and has created an online space which presents the Barossa arts community on a global platform. RDA worked with the artists of the region to make a space that is representative of the region, its art and its makers.



OUTCOME

More than just an art performance, 'A Civic Space' was a highly successful placemaking and branding exercise that demonstrated the quality of the artistic product produced by the Barossa. In doing so it aligned the arts brand of the Barossa with its wine and food counterparts, building the reputation of the region as a destination for quality arts experiences.



ADDITIONAL BENEFIT

Continued outcomes in the 2020 Adelaide Biennial demonstrate the value placed on this project by a broad range of stakeholders.

2018

2019

CASE STUDY

Great Wine Capitals of the World
Annual Meeting & Conference

BACKGROUND

South Australia is a designated UNESCO City of Live Music and also a member of the Great Wine Capitals of the World network.

The 2018 Great Wine Capitals Annual Meeting and Global Conference were held in Adelaide and regions, presenting an opportunity to highlight Adelaide and Barossa's credentials.

ISSUE

The UNESCO City of Live Music designation and Great Wine Capitals membership were "siloeed" within different Government agencies. RDA identified an opportunity to bring the two together during the global conference for mutual benefit and to promote Adelaide's music credentials to the Great Wine Capitals international delegates.

RESPONSE

RDA brought together relevant interests in The Department of Primary Industries and Regions South Australia, Arts SA, The Live Music Office and regional musicians to align cultural tourism and live music. UNESCO collateral and promotion was included in delegate bags, such as information on Spotify playlists of SA music, live music featured at major GWC events and Barossa GWC events.



OUTCOME

The GWC events were great because they included live music, making an impact on international delegates. The alignment of cultural tourism and wine tourism in the Barossa elevates the creative industries and offers additional incentives for tourism in the region. The musicians had paid engagements and new audiences.



ADDITIONAL BENEFIT

"As someone who predominately makes a living in the music industry, I think it's fantastic that RDA consider live music and local musicians to be an part of their events. RDA have always shown that music and the arts are a vital part of this community." – Jamie Blechynden GWC performer

2018

2019

CASE STUDY

Growing the Regional Knowledge Industries sector

BACKGROUND

Australia is transitioning from a production economy to a knowledge, services based economy. The sector is huge but underrepresented in regional areas.

ISSUE

The wine industry is a dominant industry in the Barossa. It supplies almost 40% of employment opportunity in the region, predominantly in viticulture, cellar and warehousing positions. A resilient economy should be less reliant on one industry. RDA identified knowledge services as a sector with potential growth in the region. An analysis of demographics indicated a strong cohort of professional and qualified people in the region. Nonetheless, they were not well profiled and were underutilised by the small business community.

RESPONSE

Collaborating with a few lead professional services providers, RDA developed a framework for B2B services, professional services delivered by a regional professional services provider to a local business, whereby services to resolve a problem or enliven an opportunity were offered via RDA "triage" with all participants contributing: the SME looking for assistance, the business professional and RDA. This service is now in its third year and offers over 40 professional services to local SMEs. After each professional service delivery, the provider may make recommendations to RDA of further help required by the business.

OUTCOME

The professional services sector is supported in business development and markets development through the B2B program, with more than 30 jobs created in the services businesses since the commencement of the program. Regular network and professional development sessions support growth and partnering opportunities for these businesses. 250 businesses are each year area assisted to access a growth opportunity or address risks and barriers to the business. The activities of the framework have developed regional South Australia's largest networking group.

ADDITIONAL BENEFIT

The B2B services framework has now been expanded to neighbouring regions to support SMEs to do better and grow the customer pool for the professional services providers.



BAROSSA • GAWLER • LIGHT • ADELAIDE PLAINS

2018

2019

CASE STUDY

Growing Business Capacity

BACKGROUND

The BGLAP region has only 18 businesses employing more than 100 people. The vast majority of employment – circa 94% - is in small and micro enterprise. The performance of these businesses has a big impact on the local economy.

ISSUE

Up until 2009 regional development organisations in South Australia received state government funding for business advisors. Once this program was discontinued, it was apparent that the need for such services had not discontinued. Small business owners needed direct assistance to improve their business knowledge and performance. An ad hoc service was provided by RDA CEO but the demands on this service grew to the point that a new approach was required.

RESPONSE

In collaboration with Tracy Smith, a local Business accountant, RDA brainstormed, developed and refined a model that at once offered business development to local professional service providers and met the needs of the small business sector for assistance to improve their business capability, resolve issues and access opportunities. The framework involves inviting qualified and referenced professional service providers: accountants, lawyers, marketing specialists, HR specialists, Information Technology services, business strategists, export advisors, culinary tourism specialists, to offer a 3 hour consultancy to a small businesses whose issue was first triaged by RDA. RDA subsidises this service, the professional services provider contributes some time pro bono and the

SME makes a small co-payment. Each business can only use each service provider once with a general cap on 3 services per business. Where the opportunity or challenge will have a significant impact on the local economy or workforce, then the RDA CEO may exercise a discretion to authorise further assistance. In this way the SME has a low cost experience of the value of experts working on their business, and the business services provider has the opportunity to expand their client base and reputation (see previous case study). This assistance is augmented by a rich program of business seminars and deep and connected networking of business through business breakfasts and other networking events around the region.

OUTCOME

A panel of 40 professional services providers are growing their business and employing people in jobs not normally available in rural areas. Close to 1,000 regional small businesses have increased their business knowledge, capability and have further invested and employed with the assistance of the program. The program has a base in two successful business hubs in the region: the Gawler Business Innovation Hub and Workspace Barossa, offering programming and support to hub members, creating a stronger business community and supporting operators' investment in the co-working hubs.

2018-19 Events

Exporting to Niche Asian Markets with ARTISAN SELECTIONS



Explore the export potential of your authentic barossa products in smaller Asian niche markets. Grant Byrds of Artisan Selections would like you to show you how.

“Come along to this FREE information session”
Click here to register...
Artisan Selections is a South Australian based business dedicated to creating shared value with Australian Food & Wine artisans by offering access to export markets via their international platform to Asian Retail & Foodservice markets.

Regional Business Breakfast Event

The one thing that stopping you from getting what you want!

Click here to register

Capturing Images & Video with your iPhone

(Gawler)

Click here to register

Business Breakfast Event

Click here to register

CRM & Marketing with Malcolm (Gawler)

Click here to register

Regional Business Breakfast Event

Click here to register

CONVERSATIONS THAT MATTER

Click here to register

DO YOU HAVE AN INNOVATIVE BUSINESS IDEA OR DIGITAL BUSINESS PROBLEM?

Click here to register

Are you a small grape grower with a marketing plan?

Click here to register

ANNUAL MEETING & REGIONAL DAY

Click here to register

2019 IS THE YEAR TO KICKSTART YOUR MARKETING

Click here to register

Business Breakfast Event

Click here to register

Confused by marketing? Unsure where to start?

Click here to register

Business Breakfast Event

Click here to register

Learn Design with Canvas

Click here to register

Small Business Development & Innovation on the Adelaide Plains

Click here to register

2019 INSPIRATION - CONNECTION - INNOVATION

Click here to register

Business Breakfast Event

Click here to register

Unemployment Blues?

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2018-2019 ANNUAL REPORT

Part III

Contracts Reporting

SCHEDULE OF CONTRACTS

Third Party Contract	Activity	Contract Partner	Start Date	End Date	\$ per annum	Total Contract Value
DIRDC	Deliver on RDA Charter	Department of Industry, Regional Development & Cities	1 st July 2018	31 st December 2020	\$222,346	\$666,492 in total – provided for in forward estimates to 2022
RegionsSA	Identify and drive priority activities that will generate economic development in South Australia's regional areas, taking into account the resources and aspirations of regional communities as well as the plans of the State, Commonwealth and local governments	RegionsSA- Minister for Regional Development	1 st July 2018	30 th June 2022	\$408,000	\$1,643,000 in total
Local Government Funding Agreement 2019- 2022	To undertake Economic Development in accordance with the RDA Charter and its formative documents across the local government areas of The Barossa Council, Town of Gawler, Light Regional Council and Adelaide Plains Council	The Barossa Council, Town of Gawler, Light Regional Council and Adelaide Plains Council (formerly District Council of Mallala)	1 st July 2019	30 th June 2022	\$156,560 + annual CPI	\$469,680 + CPI in total
Department of Education & Training	Regional Study Hub	Department of Education & Training	5 th December 2018	31 st March 2023	\$436,665	\$1,441,055 in total
Creative Communities Partnership Program	Contribution towards the employment of an Arts & Cultural Facilitator (Facilitator) who will work with Artist Musicians and Writers to improve their business capabilities and business opportunities, including export.	DSD – Country Arts SA	1 st July 2016	30 th September 2019	(\$25K per annum) increased to \$35,000 in 2018-2019	\$90,000 in total

SCHEDULE OF CONTRACTS

Third Party Contract	Activity	Contract Partner	Start Date	End Date	\$ per annum	Total Contract Value
TradeStart Agreement	Serviced office costs in order to link complementary programs and provide an export facilitation service	DSD	1 st August 2016	30 th September 2019	\$10,000	\$30,000 total
Department of Innovation and Skills	Generating Regional Apprenticeships	DIS	29 th April 2019	30 th April 2020	\$57,550	Project fees subject to KPIs
NWBDC	Promotion & coordination of Digital Solutions Program	Adelaide Business Hub	1 st July 2018	30 th June 2021	\$5,000	\$15,000 total
Food SA	South Australia Food and Beverage Export Hub	Food SA	April 2019	30 th June 2022	\$5,000 + \$10,000 x 3	\$35,000 in total (matched)
Third Party Contract	Activity	Contract Partner	Start Date	End Date	\$ per annum	Total Contract Value
TradeStart Agreement	Serviced office costs in order to link complementary programs and provide an export facilitation service	DSD	1 st August 2016	30 th September 2019	\$10,000	\$30,000 total

PERFORMANCE SUMMARY

Achievement against Annual Plans and contracted obligations					
DIRD/Local Government					
<i>DIRD Agreement: 01/01/2018 – 31/12/2020: \$222,346 pa</i>					
<i>Local Government: 01/07/2019 – 30/6/2022: \$156,560 pa + CPI</i>					
Increased economic opportunities and investment in Your Region		Increased trade and job creation		Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes	
Investor assistance with planning and development process	<i>12 projects</i> <i>\$30 million in regional business investment</i>	China Business Engagement	<i>62 Businesses assisted with Export capacity & Knowledge</i> <i>4 International networking events</i> <i>2 Trade Events</i>	Barossa Partnerships – brand alignment, wine tourism market evaluation	<i>8 organisations members across Industry & Local government</i>
Investor intelligence and data on regional economy, infrastructure and community networks or programs	<i>2 publications on investor information</i>	Business Assistance – planning, capital development, workforce, administration marketing	<i>183 Businesses assisted</i> <i>60 new jobs created</i>	Wine Industry Impact Review – Wine Industry audit of trends and issues impacting the sector	<i>Draft Impact Review in Progress</i> <i>20 stakeholders engaged</i>
Policy or Strategy Submissions	<i>13 submissions to government on policy</i>	Business Networking – seminars, workshops, conferences	<i>12 Business Breakfasts</i> <i>36 Events with 1225 attendees</i> <i>1 conference with 161 attendees</i>	Adelaide Wine Capital Cycle Trail Working Group – inter-regional cycle tourism project with Local Government linking wine regions close to Adelaide	<i>8 Local Governments collaborating to develop trail in conjunction with RDA</i>
Grant assistance – support information, partnership development and review of proposals	<i>16 Grant Applications assisted</i>	Economic Development Australia/ RDA SA Annual Conference	<i>Conference held in May 2019</i>	Local Government Economic Development Manager's Group	<i>5 partners, RDA plus 4 LG, in group</i>
		Entrepreneurship Activities	<i>3 programs, 40 entrepreneurs and potential entrepreneurs assisted</i>	Ministerial visits and briefings	<i>3 Ministerial Visits</i>
		Business Leaders assisted	<i>12 Business Breakfasts with 400 attendees</i>	Experts in Residence Workshops: engaging knowledge leaders'	<i>15 workshops</i>

PERFORMANCE SUMMARY

Achieve Government program objectives		Maximise access to Government programs and grants		Advice supports development outcomes	
Barossa Campus – Regional Study Hub	<i>Established Campus and 74 Students registered</i>	Promote and support applications to Australian Government grant programs	<i>9 Applications 17 Organisations assisted</i>	Infrastructure Australia – Stage 1 submissions through RDA SA	<i>9 submissions including DAMA, Mobile Black Spots 13 contributions to Regional Stakeholder project plans & strategies incorporating Commonwealth priorities & opportunities 4 Workshops</i>
Creative Industries – engagement of artists in regions and bringing the arts to the region	<i>3 feature programs including Black Screen 10 businesses assisted</i>	Promote AusTrade Events and Programs	<i>16 Trade related events & promotions</i>	Business & Community Networks nurtured & supported	<ul style="list-style-type: none"> • APC • Gawler • Kapunda • Tanunda • Business Networking
Skills and Workforce Development	<i>3 employment skills programs 82 assisted</i>	Promote Australian Government Initiatives	<ul style="list-style-type: none"> • Regional Study Hub • ASBAS • Food Export Hub • Entrepreneurship Facilitation • Free Trade Agreements • TradeStart 		
Gawler Business Innovation Hub – entrepreneurship in regions	<i>Pitch session; 6 ASBAS "Digital Business" seminars delivered; NEIS promoted & supported</i>				

Barossa Campus

DET: 05/12/2018 – 31/03/2023: \$436,665 pa

Campus Established	Universities Engaged	Registered Student Users
<ul style="list-style-type: none"> • Premises rented Beckwith Park • Fitout completed • Lease executed 	<ul style="list-style-type: none"> • UniSA delivering Business Degrees in Supply Chain Logistics Innovation & Entrepreneurship Tourism & Events • Discussions with U of A • Discussions with Flinders 	<ul style="list-style-type: none"> • 70 local student registered users • 2 Industry relevant events hosted

PERFORMANCE SUMMARY

Regions SA		
Regions SA: 01/07/2018 - 30/06/2022: \$408,000 pa		
Project	Actions	Outcomes
<p><u>Barossa Wine Futures</u></p> <p>Strengthen Wine Tourism Cluster with Focus on Culinary Tourism and Water</p>	<ul style="list-style-type: none"> Wine Industry Impact Review Wine Supply Chain Education Business Engagement with China Opportunities Submissions for planning reform for Agri-tourism activities New Markets explored Great Wine Capitals of the World promotion and participation Water prioritized - emphasis on expansion of fit for purpose recycled water & infrastructure 	<ul style="list-style-type: none"> 1st Draft completed of Wine Industry Impact Review Barossa Campus open & 74 students registered 32 Business Assisted with Culinary Tourism for Chinese Tourists, Regional Wechat opened and operated Planning policies in development Indonesian Trade Shows and delegations Great Wine Capitals AGM events in Barossa Submissions, advocacy & regional Stakeholder engagement in water for the future
<p><u>Agriculture & Agri-Technologies</u></p> <ul style="list-style-type: none"> Northern Adelaide Food Cluster Scale Regional food production Value adding 	<ul style="list-style-type: none"> In collaboration with University of Adelaide, propose Barossa Food Lab for innovative food product development. Continue to work with other stakeholders in Northern Adelaide Plains Food Cluster Agri & Agri-Tech Impact Review Agri-Accelerator program developed & Delivered "Food GI" proposal for Australia in context of EU trade deal considered Culinary Asset Mapping Agri-Tech precinct proposal 	<ul style="list-style-type: none"> Multiple Stakeholders now engaged in Food Lab - several models considered Cluster Strategic Planning Funded & underway Data collection stage of Impact Review 12 new Agri-preneurs assisted to launch products & Services Australia suitable GI framework considered by Australian Government Mapping in progress Forming Partnership proposals
<p><u>Creative Strategies Acceleration Strategy</u></p>	<p>Country Arts/RDA Partnership program for the region with Lighthouse projects</p> <ul style="list-style-type: none"> Julian Day/Hill & Son Black Screen China/Australia Arts Collaborations Incorporating Music performers into industry events Developing opportunities for Artists 	<ul style="list-style-type: none"> Local Government investment in Arts facilities prioritised Elder Conservatorium collaboration with Barossa Campus Barossa Performance (Julian Day) selected for Adelaide Biennale 2020 Commercial opportunities for 8 creatives 4 creative careers assisted
<p><u>"Innovative Region" - Networks & Capacity</u></p> <ul style="list-style-type: none"> Networks Capabilities Technologies Ideas 	<p>B2B Business Services Network to open knowledge Sector</p> <ul style="list-style-type: none"> Business Capabilities Workshops & Mentoring Intellectual property protection assistance through B2B Succession planning program Innovation Hubs supported to establish Digital Business Skills Workshops Digital Literacy workshop for creatives Innovation & Entrepreneurship Courses negotiated for Barossa Campus Business networking through 12 networking breakfasts and 36 Business network events "Conversations that Matter" to explore new ideas & expanded thinking 	<ul style="list-style-type: none"> 39 Business professionals assisted to develop their businesses B2B services extended to Clare & Murray Bridge 40 new jobs/\$30 million in business investment 3 Innovation/Businesses Hubs in region 45 Businesses with new capabilities in digital technologies Digital literacy workshops funded & scheduled for 2019-20 UniSA offers additional places to Barossa students in Bachelor of Business - Innovation & Entrepreneurship Rich networks, collaborations & new ventures 6 experts/ thought leaders discuss new ideas with Business & Community

PERFORMANCE SUMMARY

<p><u>Economic Infrastructure</u> <u>Prioritisation & Projects</u></p> <ul style="list-style-type: none"> Water Freight Routes Transport Mobile Black Spots 	<ul style="list-style-type: none"> Regional SA Infrastructure Prioritisation Project Water Opportunities Workshops for RDA Board NAIS investment opportunities promoted Advocacy for regional water expansion schemes Black Spots aggregation Transport & Freight Route options 	<ul style="list-style-type: none"> Prioritisation of Projects Advocacy for priority infrastructure Collaboration with wine industry on Water Solutions Water prioritised by RDA Board as #1 Regional Priority Black spots continuous update Freight routes data applied to support grant applications
<p><u>Investment Attraction</u></p> <ul style="list-style-type: none"> Across all priorities 	<ul style="list-style-type: none"> Identifying Regional Opportunities Barossa Region Investment Map State Regional Development Fund projects developed Submission on investment priorities Planning & Development assistance, partnerships, regulatory frameworks awareness to investors Chinese investment prospectus 	<ul style="list-style-type: none"> \$30 million of Business investment through projects identified Pipeline of investment in the region (\$832m) Infrastructure identification to support investment Roseworthy Equine Facility proposal 3 Hotel development proposals assisted
<p><u>Population & Industry Review</u></p>	<ul style="list-style-type: none"> Data mapped for Population Growth areas of Gawler Concordia Hewett Roseworthy and Two Wells Analysis of potential investment & job opportunities Place Management Conference to inform better Growth outcomes 	<ul style="list-style-type: none"> Work in Draft International Place Management Conference secured for 2019 with Barossa/Gawler focus and access by all Councils
<p><u>Barossa Campus Industry</u> <u>Links</u></p>	<p>Develop Industry links for Barossa Campus</p> <ul style="list-style-type: none"> Internships Course relevance Sponsorships Scholarships Great Wine Capitals leverage 	<ul style="list-style-type: none"> Expressions of interest in Internships 3 Industry relevant courses secured 2 Industry sponsorships Scholarship discussions in progress GWC internships proposals
<p><u>Promote State Programs & Projects</u></p>	<ul style="list-style-type: none"> Submissions for State Strategies Contributions to Policy Briefings on relevant projects Promotion of Grant programs Promotion of Small Business Commissioner 	<ul style="list-style-type: none"> 6 submissions on Policy & Strategy 20 promotional activities for Grant Programs Ongoing promotion of Small Business Commissioner services Assistance with grant applications
<p><u>Project Management</u></p>	<p>Milestones achieved & Reports undertaken</p>	<p>Completed</p>

Regional Development Australia Barossa Gawler Light Adelaide Plains Inc.
Financial Report
for the year ended 30 June 2019

BOARD'S REPORT

Your committee members submit the financial report of the Regional Development Australia Barossa Gawler Light Adelaide Plains Inc. for the financial year ended 30 June 2019.

Board Members

The names of Board members throughout the year and at the date of this report are:

Ivan Venning	Rolf Binder
Brian Carr	Henry Inat
Tony Clark	Martin McCarthy
Andrew Morphet	Stephen Balch (appointed 1/7/2018)
Robert Veitch (appointed 1/07/2018)	Belinda Cay (appointed 21/11/2018)
Amanda Longworth (appointed 21/11/2018)	Alex Zimmermann (retired 30/06/2018))
Sarah Goldfinch (retired 30/06/2018)	Lynette Seccafien (retired 20/11/2018)
Victoria McClurg (retired 20/11/2018)	Annabel Mugford (retired 30/06/2018)

Principal Activities

The principal activities of the Association during the financial year were to provide strategic and targeted responses to economic, environmental and social issues affecting the region.


Significant Changes


No significant change in the nature of these activities occurred during the year.

Operating Result

The Net Surplus /(Loss) for the 2018/19 financial year amounted to \$6,000 (2018: (\$81,472)).

Signed in accordance with a resolution of the members of the Board.



 Ivan Venning


 Tony Clark

Dated this 26th day of September 2019

Regional Development Australia Barossa Gawler Light Adelaide Plains Inc.
Financial Report
for the year ended 30 June 2019

STATEMENT BY MEMBERS OF THE BOARD

The board has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in note 1 to the financial statements.

In the opinion of the board the financial report as set out on the following pages:

1. Presents a true and fair view of the financial position of Regional Development Australia Barossa Inc. as at 30 June 2019 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Regional Development Australia Barossa Inc. will be able to pay its debts as and when they fall due.
3. In accordance with Section 35(5) of the *Associations Incorporation Act 1985* the Board of the Regional Development Australia Barossa Inc., hereby states that during the year ended 30 June 2018:
 - no officer of the Association has, since the end of the previous financial year, received, or become entitled to receive a benefit (other than a benefit included in the aggregate amount of emoluments received or due and receivable by the officers of the Association shown in the financial report) as a result of a contract between the officer or a firm of which his is a member or an entity in which has a substantial financial interest and the Association;
 - No officer of the Association has, since the end of the previous financial year, received directly or indirectly from the Association, any payment or other benefit of a pecuniary value.

This statement is made in accordance with a resolution of the board and is signed for and on behalf of the board by:

Chairperson



Ivan Venning

Treasurer



Tony Clark

Dated this 26th day of September 2019

Regional Development Australia BGLAP Inc.
Profit & Loss Statement
for the year ended 30 June 2019

	<u>Note</u>	<u>FY 2019</u> (\$)	<u>FY 2018</u> (\$)
<u>Income</u>			
Funding - RDA Barossa	2	778,838	949,905
Bank Interest		4,255	4,265
Project Income		309,216	178,368
Sundry Income	3	<u>201,446</u>	<u>162,494</u>
Total Income		<u>1,293,754</u>	<u>1,295,033</u>
<u>Expenses</u>			
Employment Expenses	4	806,051	891,750
Depreciation		7,362	11,436
Project Expenses		242,621	199,677
Rent & Outgoings		42,932	44,727
Other Operational Expenses	5	188,788	228,914
Total Expenses		<u>1,287,755</u>	<u>1,376,505</u>
<u>Net Surplus / (Deficit)</u>		6,000	(81,472)

The accompanying notes form part of these financial statements.

Regional Development Australia BGLAP Inc.
Statement of Financial Position
as at 30 June 2019

	<u>Note</u>	<u>FY 2019</u>	<u>FY 2018</u>
<u>Current Assets</u>		(\$)	(\$)
Cash & Cash Equivalents	6	966,709	720,947
Trade & Other Receivables		76,706	139,305
Total Current Assets		1,043,415	860,252
Non Current Assets			
Plant & Equipment @ WDV	7	67,529	13,328
Total Non Current Assets		67,529	13,328
Total Assets		1,110,944	873,580
<u>Current Liabilities</u>			
Trade & Other Payables	8	598,461	386,493
Provision for Long Service Leave		56,296	36,901
Total Current Liabilities		654,757	423,394
Total Liabilities		654,757	423,394
Net Assets		456,187	450,187
<u>Member Funds</u>			
Retained Surplus		450,187	531,659
Current Surplus / (Deficit)		6,000	(81,472)
Total Member Funds		456,187	450,187

The accompanying notes form part of these financial statements.

Regional Development Australia Barossa Gawler Light Adelaide Plains Inc.
Notes to the Financial Statements
for period ended 30 June 2019

Note 1: Statement of Significant Accounting Policies

The financial statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act 1985 (South Australia). The Board has determined that the Association is not a reporting entity.

The financial report has been prepared in accordance with the requirements of the Associations Incorporation Act (SA) 1985 and the following Australian Accounting Standards:

- AASB 101: Presentation of Financial Statements
- AASB 107: Statement of Cash Flow
- AASB 108: Accounting Policies, Changes in Accounting Estimates and Errors
- AASB 110: Events after the Balance Sheet Date
- AASB 1048: Interpretation of Standards
- AASB 1053: Application of tiers of Australian Accounting Standards
- AASB 1054: Australian Additional Disclosures

No other applicable Accounting Standards, Urgent Issues Group Interpretations or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The financial statements have been prepared on an accruals basis and are based on historical costs and do not take into account changing money values or, except where stated specifically, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted in the preparation of these financial statements.

a. **Revenue and Other Income**

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

Grant and sponsorship income is recognised as revenue in the year of receipt.

If conditions are attached to the grant that must be satisfied before the Association is eligible to receive the contribution, recognition of the grant as revenue will be deferred until those conditions are satisfied.

All revenue is stated net of the amount of goods and services tax.

b. **Cash and Cash Equivalents**

Cash and Cash Equivalents includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

c. **Accounts Receivable and Other Debtors**

Accounts receivable and other debtors include amounts due from members as well as amounts receivable from donors. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

d. **Accounts Payable and Other Payables**

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Association during the reporting period that remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

e. **Economic Dependency**

The Association is dependent on Grants Revenue received from the Department of Infrastructure & Regional Development (Commonwealth Federal Government) and from the Primary Industries & Regions SA (SA State Government) to fund the ongoing operations of the Association. Total Grant Revenue received from government agencies in the 30 June 2019 financial year amounted to \$625,345 (2017/18: \$598,434).

Department of Infrastructure & Regional Development agreement expires 31/12/2020.

Primary Industries & Regions SA agreement expires 31/12/2020.

Should the Association not secure funding or a reduced level of funding in future years, it may impact on the ability of the Association to continue operating as a going concern.

f. **Plant & Equipment**

Assets acquired are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including professional fees and all other costs incurred in getting the asset ready for use.

Regional Development Australia Barossa Gawler Light Adelaide Plains Inc.
Notes to the Financial Statements
for period ended 30 June 2019

Note 1: Statement of Significant Accounting Policies (continued)

Non-monetary assets received as grants or donations are recognised as assets and revenues at their fair value on the date of receipt.

Fair value means the amount for which an asset could be exchanged between a knowledgeable buyer and seller in an arm's length transaction.

g. Depreciation of Non current Assets

The depreciable amount of all fixed assets are depreciated over the useful lives of the assets to the Association commencing from the time the asset is held ready for use.

Depreciation is calculated on a straight line basis, using rates that are appropriate to the class of asset. These rates are reviewed each reporting period.

h. Maintenance and Repairs

Maintenance, repair costs and minor renewals are expensed when incurred. This includes IT maintenance charges.

i. Employee Benefits

Employee benefits are accrued on a pro rata basis for annual leave and long service leave up to the reporting date.

No accrual for sick leave has been made because it is non-vesting. The best estimate of the sick leave expense for the reporting period is the actual amount paid for the year.

The superannuation expense for the reporting period is the amount of the statutory contribution the Association has applied to wages and salaries. These entitlements have been paid to the employees' nominated superannuation funds.

The Association has this year recognised all Long Service Leave entitlements as current given they're due and payable. The Association doesn't expect all entitlements to be paid out in the following reporting period. The Comparative information has been adjusted to recognise the liability as current.

j. Investments

Investments are brought to account at cost. Interest revenues are recognised as they accrue.

k. Leases

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

The Association has no finance leases as at reporting date.

l. Grants, donations and other contributions

Grants, donations and other contributions are recognised as revenues when the Association obtains control over the assets comprising the contributions. Control over assets received by way of grant(s) is normally obtained upon their receipt or upon prior notification that a grant has been secured. The timing of control commencement depends upon the arrangement between the grantor and the Association.

The Association is committed to expend all grants received for the purposes for which they are intended by the authorities and institutions providing the funds.

Contributions over which the Association is owed but not received as at the reporting date are recognised as receivables.

m. New Accounting Standards

In the current year, the Association adopted all of the new and revised Standards and interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to the Association's accounting policies.

Certain new accounting standards have been published that are not mandatory for the 30 June 2019 reporting period and have not been used in preparing these reports.

The Association is required to implement AASB 15 Revenue from Contracts, AASB 16 Leases and AASB 1058 Income for Not-for-profit Entities as from 1 July 2019. As at the time of preparing these financial statements, an assessment has not been completed to quantify whether the introduction of the new accounting standards will have a material impact on the Association's accounting policies and future reported financial performance and position.

Regional Development Australia Barossa Gawler Light Adelaide Plains Inc.
Notes to the Financial Statements
for period ended 30 June 2019

	<u>2019</u>	<u>2018</u>
	\$	\$
Note 2: Funding – RDA Barossa		
Primary Industries & Regions SA	403,000	380,000
Department of Infrastructure & Regional Development	222,345	218,434
Councils	153,493	150,040
DSD Career Service	-	105,597
DSD Support Grant	-	67,500
Other Grants	-	28,334
	<u>778,838</u>	<u>949,905</u>
Note 3: Sundry Income		
ATO Referral Services	-	1,573
Other Income	118,476	52,890
Project Management Fees	52,040	72,297
Rent Received	15,625	17,500
Seminars & Forums	15,305	18,234
	<u>201,446</u>	<u>162,494</u>
Note 4: Employment Expenses		
Salaries	625,515	686,458
Superannuation	85,493	86,743
Leave Payments& Accruals	23,996	20,645
Workcover Insurance	2,270	2,568
Other Staff Overheads	13,294	26,731
Motor Vehicle Expenses	55,483	68,605
	<u>806,051</u>	<u>891,750</u>
Note 5: Other Operational Expenses		
Advertising	4,019	8,839
Board Expenses	6,699	10,474
Contract Services	25,986	33,850
Memberships & Subscriptions	10,418	10,902
Repairs & Maintenance	208	1,106
Software Subscriptions	22,231	10,284
Telecommunications	15,080	19,690
Travel & Accommodation	12,211	12,049
Other	91,936	121,722
	<u>188,788</u>	<u>228,914</u>
Note 6: Cash & Cash Equivalents		
RDA Barossa Inc Operating Account	376,098	134,146
RDA Barossa Inc Investment Account	590,211	586,401
RDA Barossa Inc Petty Cash	400	400
	<u>966,709</u>	<u>720,947</u>

Regional Development Australia Barossa Gawler Light Adelaide Plains Inc.
Notes to the Financial Statements
for period ended 30 June 2019

Note 7: Plant & Equipment

Movement in the carrying amounts for each class of plant and equipment between the beginning and end of the current financial year.

	Computers \$	Office Equipment \$	Office Furniture \$	Total \$
Balance at 1 July 2018	5,888	5,333	2,107	13,328
Additions	1,357	7,776	52,430	61,563
Disposals	(343)	0	0	(343)
Depreciation expense	(3,442)	(1,905)	(1,672)	(7,019)
Carrying amount at 30 June 2019	3,460	11,204	52,865	67,529

	<u>2019</u> \$	<u>2018</u> \$
Computers		
At cost	57,023	59,507
Less Accumulated depreciation	(53,564)	(53,618)
	<u>3,460</u>	<u>5,888</u>
Office Equipment		
At cost	22,702	14,926
Less Accumulated depreciation	(11,498)	(9,593)
	<u>11,204</u>	<u>5,333</u>
Office Furniture		
At cost	67,758	15,328
Less Accumulated depreciation	(14,893)	(13,221)
	<u>52,865</u>	<u>2,107</u>
Total Plant and Equipment	<u>67,529</u>	<u>13,328</u>

Note 8: Trade & Other Payables

Trade & Other Payables	15,069	119,889
ATO (GST & PAYG)	23,778	28,501
Bank SA Visa Card	6	(861)
Superannuation Payable	7,012	10,542
Project Funds (3rd Party)	492,346	166,571
Annual Leave Provision	60,251	61,850
	<u>598,461</u>	<u>386,493</u>

(8.1) Project Funds (3rd Party)

	<u>Opening Balance</u>	<u>Monies Received</u>	<u>Monies Expended</u>	<u>Closing Balance</u>
Angaston Trail	1,946	-	-	1,946
Barossa Campus	-	436,665	132,381	304,284
Barossa Future Leaders	9,355	-	-	9,355
Barossa Partnership	69,650	-	2,118	67,532
Broadband	1,426	-	-	1,426
Girl Talk	4,014	-	-	4,014
Place Based Management	500	-	-	500
SA Works *	-	47,968	-	47,968
Social Capital	12,500	-	12,500	-
World Heritage	54,062	77,645	89,304	42,403
YiAg	13,119	-	200	12,919
	<u>166,571</u>	<u>562,278</u>	<u>236,504</u>	<u>492,345</u>
2018 Comparatives	95,944	182,891	112,263	166,571

Regional Development Australia Barossa Gawler Light Adelaide Plains Inc.
Notes to the Financial Statements
for period ended 30 June 2019

* The Association holds cash in its operating bank account for grant funds received from the Department for Industry and Skills (the Department) in relation to unspent project funds received in 2011/12. The Association records a corresponding liability in the Balance Sheet as at 30 June 2019 to recognise that these funds may be required to be repaid. As at 30 June 2019 the Department was still considering whether the underspent funds were required to be repaid. The Department informed the Association to retain these funds until they provide a decision on the matter.

Note 9: Events after the Reporting Period

The Members are not aware of any significant events since the end of the reporting period that are required to be disclosed.





2018-2019 ANNUAL REPORT

Part IV

*Benchmarks - 10 Indicators
of Competitiveness*

THEMES OF COMPETITIVENESS

10 THEMES OF COMPETITIVENESS



Regional Australia Institute has developed a suite of regional indicators of competitiveness. These offer a useful benchmark for the region as a whole and key industries within. Each indicator is ranked from 1-10, with 1 indicating strength and 10 weakness in an indicator theme.

The themes are summarised with ranking for RDA BGLAP:

Economic Fundamentals include measures of the size and relative activity level in the economy. Solid economic fundamentals support local businesses and workers and indicate a region is successfully translating economic potential into activity and growth. **RDA BGLAP Ranking 9.**

Labour Market Efficiency measures how well a region engages its people within the economy. Efficiency suggests a strong matching of workforce size and skills to the needs of local firms. Maintaining efficiency over time suggests adaptability of workforce size and skills to changing needs. **RDA BGLAP Ranking 3.**

Business Sophistication focusses on business mix and strength. A region with a more diverse business community, profitable small businesses and good local access to financial expertise and facilitators of exports, imports and wholesale trade is best positioned to compete in Australia's economy. **RDA BGLAP Ranking 4.**

Human Capital reflects the definition of human capital as the skills and capacities that reside in people and put to productive use. **RDA BGLAP Ranking 4.**

Infrastructure and Essential Services facilitate economic activity. A region that is well connected to external markets and has good access to essential services best enables businesses to compete in the wider economy and the facilitation of new investment. **RDA BGLAP Ranking 6.**

THEMES OF COMPETITIVENESS

Institutional Foundations looks at a regions ability to mobilise local resources. Regions that can achieve this are more likely to be successful than those who submit to the influence of external forces. Formal institutions (such as local government or a major organisation such as a university) and informal institutions (such as local industry or community networks) are important for development as both can work to mobilise resources within and beyond a region. **RDA BGLAP Ranking 8.**

Innovation highlights the growth of vibrant and dynamic entrepreneurial communities in regional Australia and areas where conditions are ripe for innovation. The Innovation index contrasts traditional measures of innovation that focus on Research and Development (R&D) and Science, with Business Dynamo which measures the commercial innovation environment in each region. **RDA BGLAP Ranking 4.**

Technological Readiness is an important facilitator of internal regional growth. The physical location of a person or a product is increasingly less important in the Australian and international business environment than it used to be. **RDA BGLAP Ranking 5.**

Demography describes the size, change, composition and distribution of each LGA and a region's population. While demography difficult to change through regional development, history, wider demographic trends (such as an ageing population) and national trends shape a region's competitive position. Demography is something that each region must work with to succeed. **RDA BGLAP Ranking 7.**

Natural Resources considers the nature of a region's physical endowments, regarding both the access to natural resources and the physical attributes of the region, are hugely influential in many regions' current economies and future opportunities. **RDA BGLAP Ranking 7.**

Whilst all ranking systems engage criteria which need to be understood and evaluated, and some of the assumptions may be questioned, this analysis provides some areas for enquiry in understanding how to build on strengths and address weaknesses in regional competitiveness. RDA BGLAP's 2019 – 2022 Regional Roadmap will identify strategies to address these opportunities to strengthen regional competitiveness which will produce the rising tide which enables all boats to float if they are sound and catch the tide.



An Australian Government Initiative



Supported by
**Government
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Primary Industries
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Gawler

