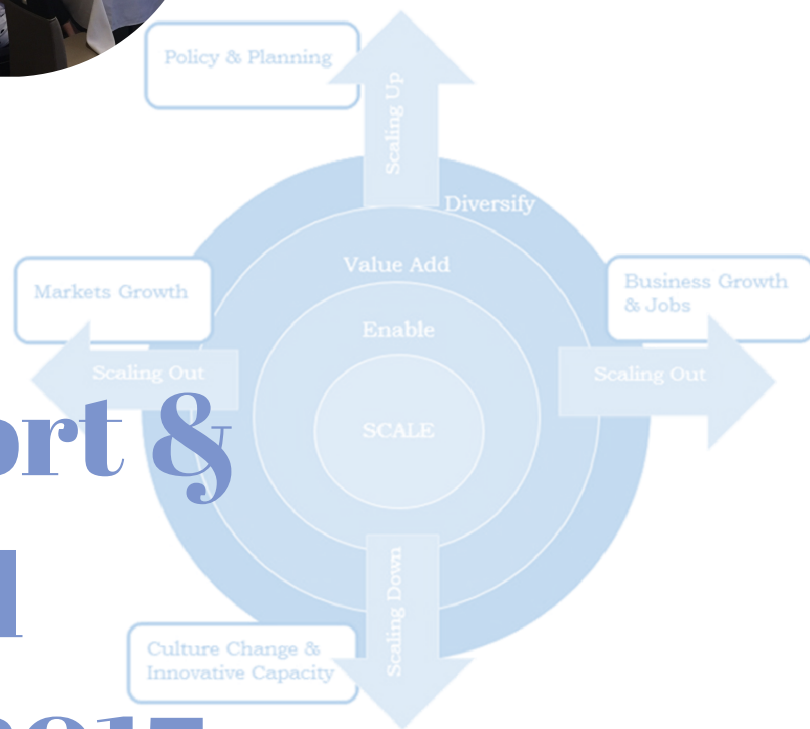




Annual Report & Regional Statement 2017



An Australian Government Initiative





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November 2017



Headlines 2016 – 2017

Infrastructure Investments tracked - \$507.7 mill

Pipeline Investments identified— \$98.8 mill

Additional Jobs identified – 420

Construction Jobs projected – 482

Jobs advertised – 709

Investment Opportunities - \$8.7 mill

Potential Non-residential - \$22.6 mill

What is Regional Development Australia Barossa? We are a regional economic development organisation that undertakes local economic development aligned with Federal, State & Local Government priorities.

In collaboration with industry, community and governments we facilitate regional economic activation and jobs growth. We offer assistance for business investment, business growth, exports, advocacy and business case development for regional infrastructure, career development and skills training access.

Services & Initiatives:

- Investment Attraction and Regional Information
- Investor Assistance
- Access to Business services and growth support
- Export Assistance / Markets access
- Career Development and Human Resource planning
- Workforce planning and skills development
- Advocacy and business case development for regional infrastructure and investment
- Community engagement
- Long Term Strategic Planning

Our staff have strong networks across industry and government and experience in working with government programs. They also have extensive private sector experience and support business and investors with growth strategies, collaborations and partnerships and new investment projects.

More information available at www.barossa.org.au

To

Local Government (Barossa Region)

Mayor Karen Redman Town of Gawler	Mayor Tony Flaherty OAM Adelaide Plains Council	Mayor Bob Sloane The Barossa Council	Mayor Bill O'Brien Light Regional Council
---------------------------------------------	-----------------------------------------------------------	------------------------------------------------	-----------------------------------------------------

The Government of South Australia

Hon Jay Weatherill MP Premier of South Australia.	Hon John Rau MP Deputy Premier Attorney-General Minister for Justice Reform Minister for Planning Minister for Industrial Relations Minister for Child Protection Reform Minister for the Public Sector Minister for Consumer & Business Services Minister for the City of Adelaide.	Hon Geoffrey Brock MP Minister for Regional Development Minister for Local Government.	Hon Kyam Maher MP Minister for Employment Minister for Aboriginal Affairs & Reconciliation Minister for Manufacturing & Innovation Minister for Automotive Transformation Minister for Science and Information Economy.
Hon Tom Koutsantonis MP Treasurer Minister for Finance Minister for State Development Minister for Mineral Resources and Energy.	Hon Ian Hunter MP Minister for Sustainability, Environment and Conservation Minister for Water & the River Murray Minister for Climate Change.	Hon Leon Bignell MP Minister for Agriculture, Food and Fisheries Minister for Forests Minister for Tourism Minister for Recreation and Sport Minister for Racing.	Hon Martin Hamilton-Smith MP Minister for Investment & Trade Minister for Small Business Minister for Defence and Space Industries Minister for Veterans' Affairs Minister for Health Industries.
Hon Chris Pictons MP Minister for Police Minister for Correctional Services Minister for Emergency Services Minister for Road Safety.	Hon Zoe Bettison MP Minister for Communities and Social Inclusion Minister for Social Housing Minister for the Status of Women Minister for Multicultural Affairs Minister for Ageing Minister for Youth Minister for Volunteers.	Hon Susan Close MP Minister for Education and Child Development Minister for Higher Education and Skills. Hon Stephen Mullighan MP Minister for Transport and Infrastructure Minister for Housing and Urban Development.	Hon Katrina Hildyard MP Minister for Disabilities. Hon Peter Malinauskas MP Minister for Health Minister for Mental Health and Substance Abuse.

Australian Government

The Hon Malcolm Turnbull MP Prime Minister.	The Hon Scott Morrison MP Treasurer.	The Hon Steven Ciobo MP Minister for Trade, Tourism and Investment.	Senator the Hon Nigel Scullion Minister for Indigenous Affairs.
The Hon George Brandis QC Attorney-General.	The Hon Darren Chester MP Minister for Infrastructure & Transport A/g Minister for Regional Development	Senator the Hon Arthur Sinodinos AO Minister for Industry, Innovation and Science.	The Hon Christopher Pyne MP Minister for Defence Industry.
Senator the Hon Michaelia Cash Minister for Women Minister for Employment.	A/g Minister for Local Government and Territories.	The Hon Greg Hunt MP Minister for Sport Minister for Health.	The Hon Kelly O'Dwyer MP Minister for Revenue & Financial Services.
Senator the Hon Simon Birmingham Minister for Education & Training.	Senator the Hon Mitch Fifield Minister for Communications Minister for the Arts A/g Minister for Regional Communications.	The Hon Josh Frydenberg MP Minister for the Environment & Energy	Senator the Hon Matt Canavan Minister for Resources and Northern Australia.

In accordance with the provisions of the following agreements:

- Operational Funding Contract Variation with the Australian Government dated 05/04/2016,
- Funding Agreement with the Government of South Australia dated 02/07/2015 and Local Government in the Barossa Region dated 02/08/2016.

We present the Annual Report of Regional Development Australia Barossa Inc. for the financial year 2016-2017.



Ivan Venning Chair

Chair's Report: A Regional Overview



The Barossa Gawler Light and Adelaide Plains region has presented a wealth of opportunity in 2016 – 17 which will continue to be realized in the coming year. Highlights of some of the investment in the region which will deliver income and regional jobs of substantial proportion include:

- The announcement of the Northern Adelaide irrigation Scheme with financial backing from state and federal governments
- The commencement of the Northern Connector to expedite freight and tourism transport to Port and Airport
- The increase in direct flights into Adelaide, a boon not just for tourism but for cruise related services and demand for food and wine products
- The substantial retail development in the Barossa by the community owned cooperative, Barossa Coop
- Substantial retail development in Gawler including Bunnings, Aldi and Coles
- The Gawler Connect Project which will activate heritage civic buildings and incorporate a gig city innovation hub for emerging businesses
- Substantial housing development in Gawler Two Wells Roseworthy Freeling and Nuriootpa with some of South Australia's fastest growing communities in this region
- Orora Glass Expansion
- Ahrens Group import replacement project of grain silos production
- Australian Grain Exports near Dublin
- Further Expansion of High Tech Horticulture by Perfection Fresh
- Expansion of slaughtering and boning capability by Prime Valley Pastoral near Two Wells
- Substantial upgrades and new development of first class cellar door facilities in the Barossa and Light region
- Opening of new quality restaurants in the Barossa to expand the growing culinary tourism economy
- Expansion of packaging and processing facilities at Bilyara Winery
- The opening of premium wine experience and restaurant "St Hugo" by Pernod Ricard Pacific

These investments and the jobs created are underpinned and at times catalysed by the operations of RDA Barossa including investment attraction, investor assistance with site, planning issues and local connections, business development, skilled workers and skilling workers, business networks and events. Our work in attracting and welcoming business trade delegations, including from China, has resulted in a number of significant export contracts supporting further business growth and jobs creation.

An important element of RDA work is to understand the local economy and the opportunity within and then to identify government policy and programs, including grant funds, which will help unlock or activate that opportunity and try to ensure that the benefits of those government policies and programs land in the region. We have negotiated a Tradestart officer based in our premises, a Country Arts, Arts business development program, Jobs brokerage and skills training, Career Services all working with RDAs economic development staff in growing business, jobs, exports and investment for our businesses and our community.

We acknowledge, gratefully acknowledge, the continued support of Federal, State and Local Governments in all contributing to joined up economic development through the RDA framework. We try very hard to support the work of agencies, assisting them to connect with relevant business and opportunities, issues and challenges that we know about because we are on the ground. We also acknowledge the valuable collaborations with industry and industry bodies, notably Barossa Grape & Wine Association but many others as well, and commend them for recognising the leverage for their members in working closely with RDA and its skilled and experienced staff, for the benefit of their members and their industry. It is amazing what we can achieve when we all work together, pulling, or jumping, in the same direction.

Importantly also I acknowledge the contribution and commitment of the RDA Board: Deputy Chair Alex Zimmerman, Rolf Binder, Tony Clark, Andrew Morphet, Victoria McClurg, Sarah Goldfinch, Annabel Mugford, Henry Inat, Brian Carr, Martin McCarthy, Lynette Seccafien and imminently James Miller. This is a Volunteer board, they are not paid for the work they do or the time lost from their own businesses in attending to RDA Business. They contribute energetically and support RDA CEO and Staff in achieving the very best outcomes they can for our region.



Ivan Venning, Chair
November 2017.



CEOs Introduction & Overview



This Annual Report is presented to you as a scorecard of achievement in the following Structure:

- What we do: The Regional Economic Plan
- Why we do this: Regional Analysis
- RDA's role: Our Strategy
- How we have implemented the Strategy this year: **Impact Projects.**
 - Each impact project is presented as a Scorecard of results for 2016-17, A summary of current activities and initiatives under this project umbrella and a few cases studies by way of example of RDA Outcomes. These studies are representative, not comprehensive. To include total activity and achievements for the year would create a very heavy volume indeed.
- How we resource this activity: Our audited financial accounts
- Who we are: RDA Board member profiles
 - RDA staff member profiles
- How it all fits together: Our organisational chart.

These Impact projects are designed to deliver on one or more of our mandated outcome areas: A Regional Plan, Critical Issues Reporting, Priority Activities that drive Economic Development, develop Project Proposals for Funding and Promote Government Programs. They also advance and deliver on the objectives of the new RDA Charter for Stronger Regions.

I thank Chair Ivan Venning and the Board for their excellent counsel, support and guidance during the year and for their contribution to RDA business including representation and presentations on the regional economy and opportunities. I acknowledge and thank RDA staff for their commitment and efforts during the past year as we battle against sluggish global economic conditions and play our part in galvanising the regional economy.

Our funded programs are cyclical in nature and require some flexibility in our staffing arrangements. In 2016 – 17 we farewelled Felicity Trinne and Stephen Birch after many years of excellent work for our skills training programs and career service respectively. Thank you Felicity Trinne and Stephen Birch. Charlotte Williams and Chelsea Broadhurst also moved on to “higher office” and remain ambassadors for the work of RDA. They will all be missed.

The impact of regional economic development is reflected in strong investment and export results for the region, low unemployment and new industries development. At a local level, we are able to harness the best and most relevant of government policy and programs at state and national level and connect with industry to ensure our regional businesses get maximum benefit from those policies and programs on the ground.

Stronger connected local economies improve state and national performance as well: there are common goals, that is why we all work together for effective economic development.

The following Scorecards and Case Studies for each Impact project reflect achievements and outcomes for our region and our Stakeholders for the 2016 – 2017 year.

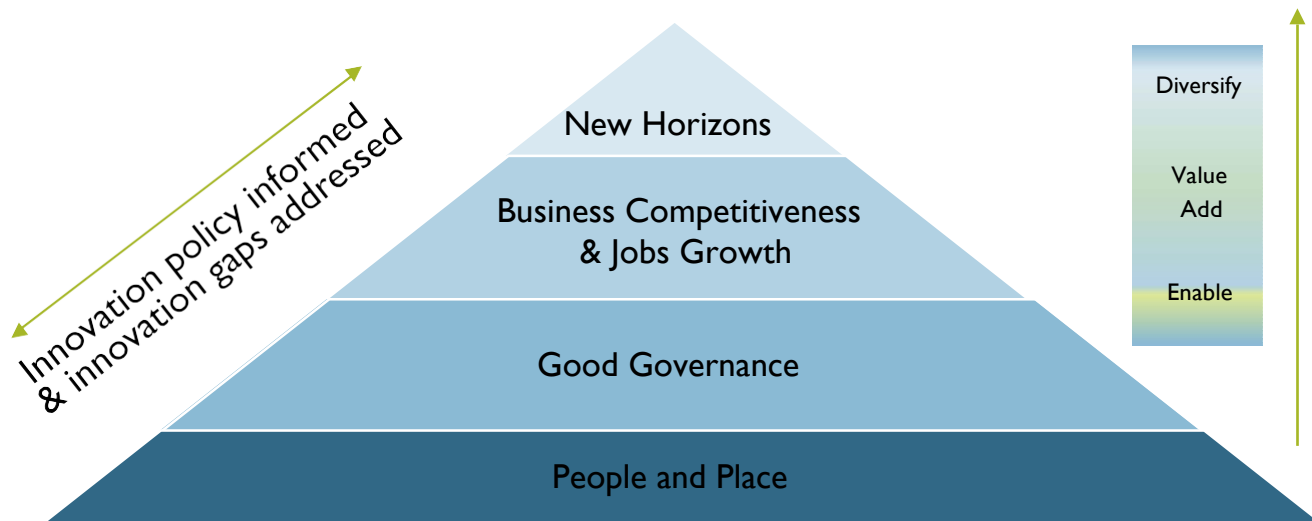
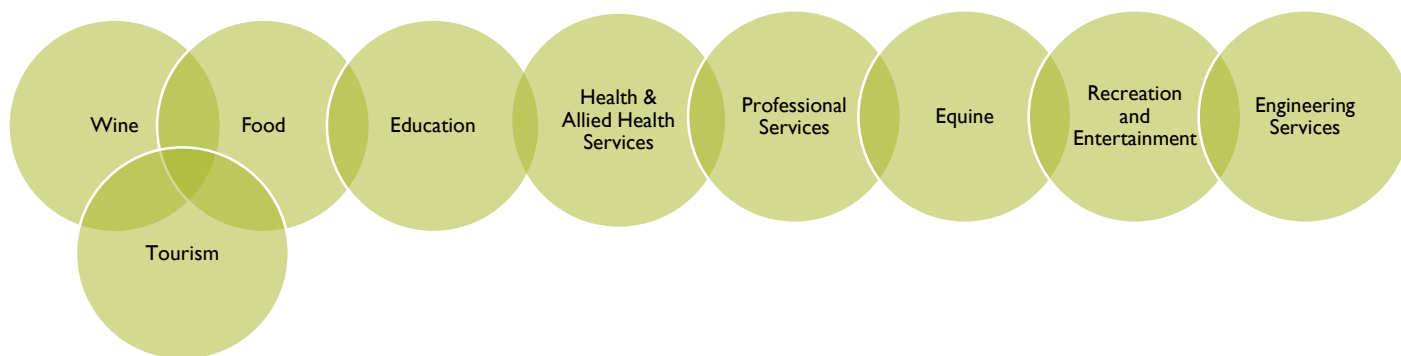
Anne Moroney, CEO

A handwritten signature in black ink, appearing to read 'Anne Moroney', with a stylized, flowing script.

A Strategy and a Plan

Background to 2016-17 Program

What We Do: A Regional Economic Plan



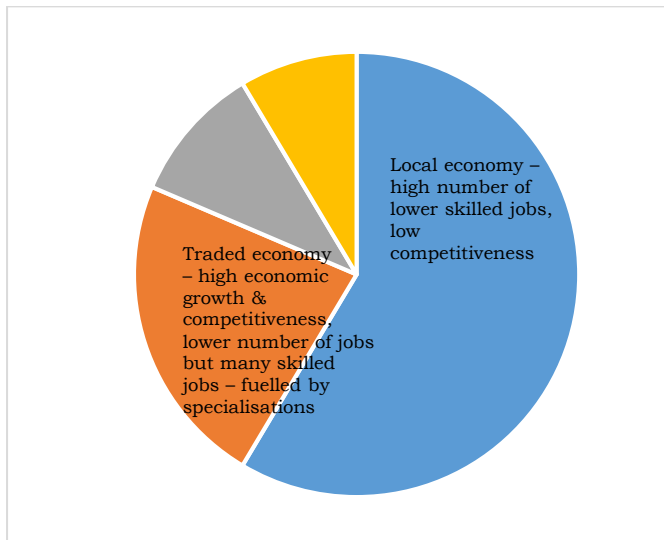
CollectiveVision: Creative, Innovative, Skilled, Culture Driven, Design Led, Entrepreneurial, Future Focus.

What is included?

People & Place	Good Governance	Business Competitiveness	New Horizons
<ul style="list-style-type: none"> Natural Resources Planning Infrastructure Built Environment People Skills Creativity Institutions Safety Public Health 	<ul style="list-style-type: none"> Integrated Design Processes Structures Organisation Information Consultation Decision making Collaboration Partnerships 	<ul style="list-style-type: none"> Innovation gaps Capabilities Skills Knowledge Relevance Research Innovative capacity Entrepreneurship Support services Technical know-how Education Cluster Development Specialisations 	<ul style="list-style-type: none"> New Investment Investor Information Research Global connections New Markets knowledge New Markets readiness Start ups Diversification at the edge of regional specialisations Site Selection Investor Assistance Social Enterprise

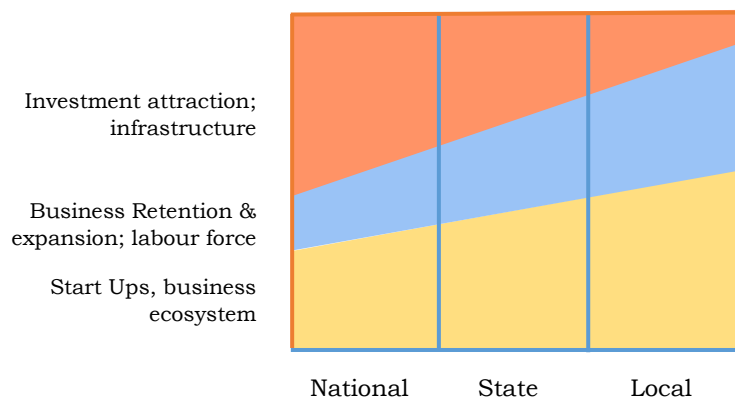
Why We Do It:

Economy Structure & RDA Focus

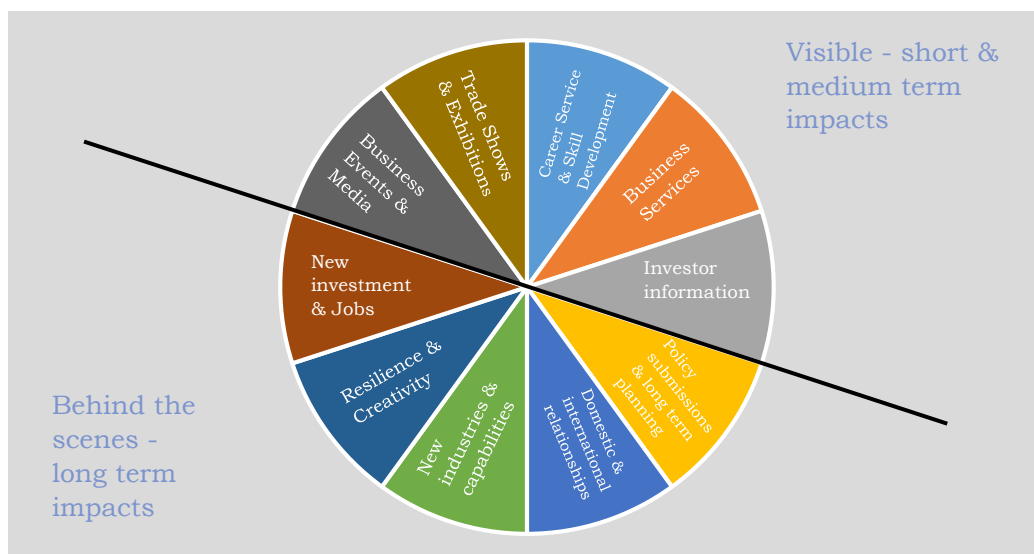


RDA will focus on growing the traded economy and transitioning business from the local economy to the traded economy. Growth in the traded economy will also drive job growth in the local economy.

Working with State & Federal government



Connectivity and collaboration between these roles will lead to more effective results – RDA provides that coordination.



Why We Do It:

Regional Competitive Analysis

Strategic Location

- * 60km to Adelaide, Port & Adelaide Airport
- * Direct highways to Sydney, Melbourne & Perth
- * 8 local airports for private & commercial aviation with growth potential, Barossa helicopter park
- * Unique climate suitable for premium viticulture.



Economics

- * \$3.05 billion in Gross Regional Product
- * \$548 million GRP from wine industry
- * Population growth by 141% to 2040.



Population

Total Population - 70,640

- * Gawler - 22,618
- * Adelaide Plains - 8,750
- * Barossa - 24,256
- * Light - 15,016

Labour Force - 34,309.

Key Industries

- * Wine (viticulture, winemaking, supply/service)
- * Food (agriculture, horticulture, artisan food production, food service, restaurants)
- * Tourism
- * Education
- * Retail.



Emerging Industries

- * Equine
- * Weddings & Events
- * Professional Services
- * Health, Wellness & Community Services
- * Art/Music/Design
- * Advanced Manufacturing & Technical Services.

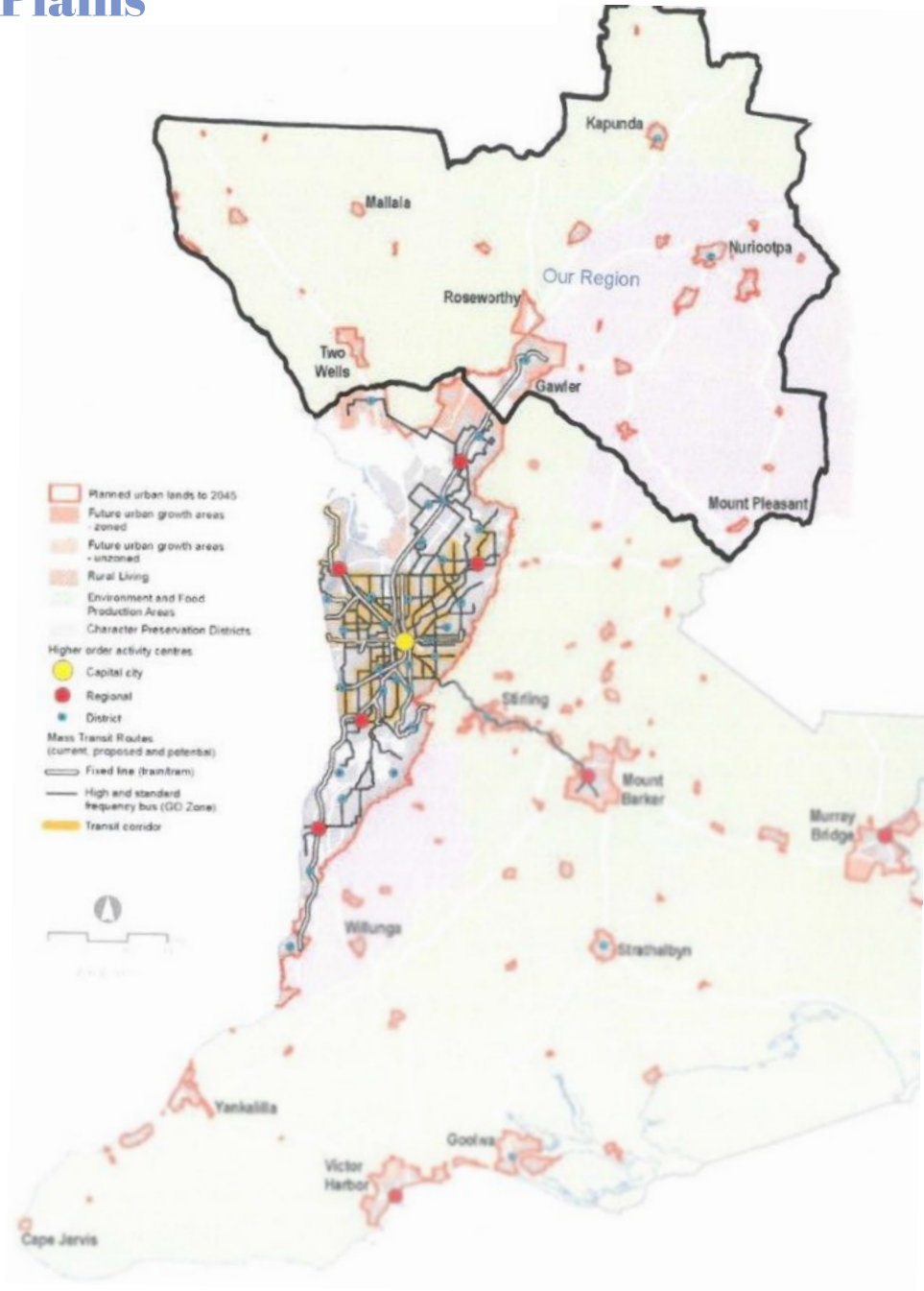


Capabilities

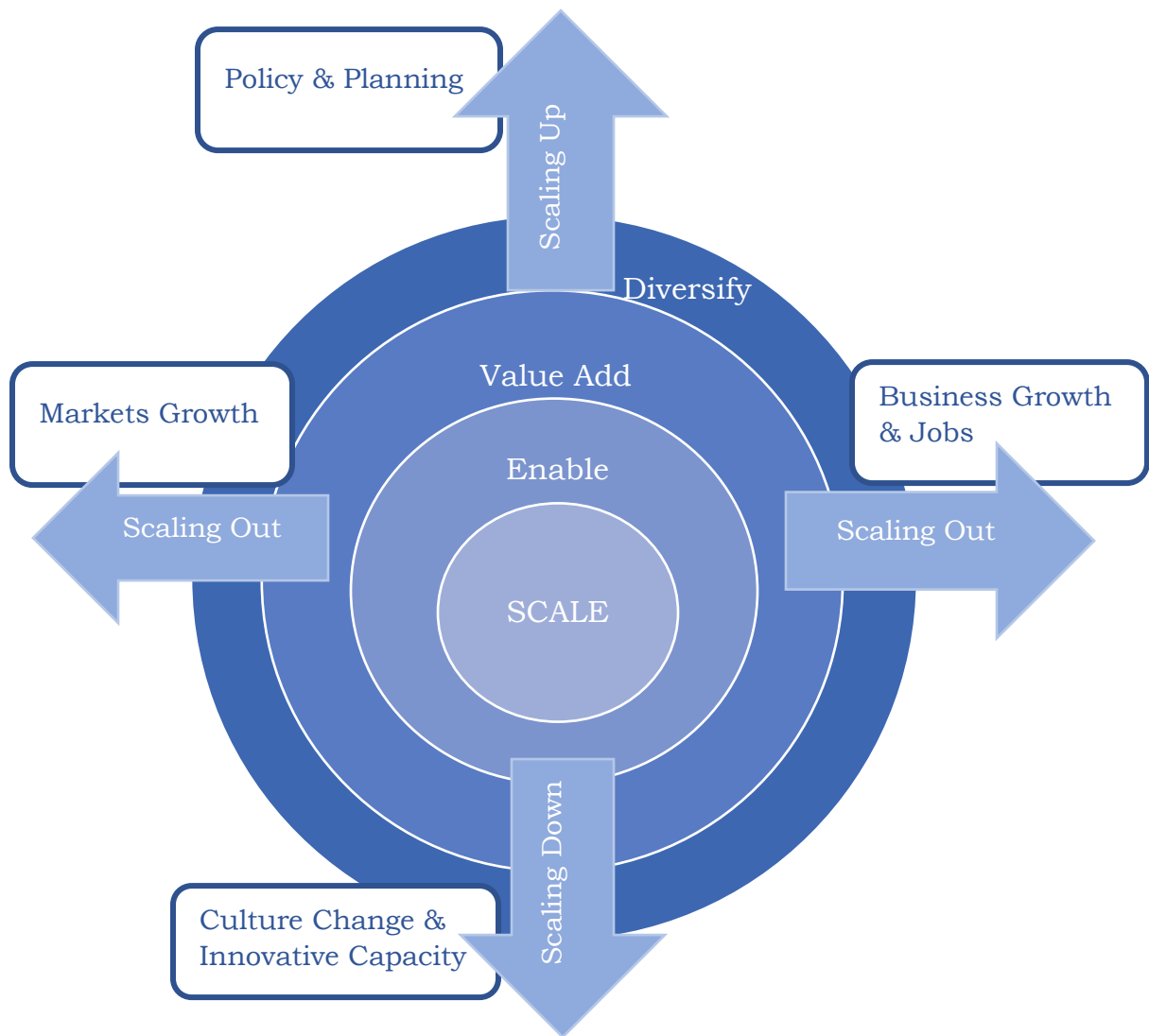
- * Affordable land & housing
- * Strong business support network
- * Wide range of government & RDA services for investors
- * Skilled workforce
- * World famous regional Brand
- * Large on-going investments in water, gas & transport infrastructure.

Where we do:

RDA Barossa Gawler Light & Adelaide Plains



RDA Purpose: Scale the Economy



Adapted from work of Darcy Riddell and Michele-Lee Moore (Oct 2015)



Summary Scorecard 2016-17

Economic Plan Reference	Action Area	Investment - % of budget	Impact	
			Short/Medium Term	Long Term
New Horizons	Trade and Export development	35%	Connect business with new investment to grow and new market opportunities and prepare them for export Value add and expand business at the edges New capabilities to grow the future economy	New markets developed for regional products based on strong relationships New industries and new business models fuel a strong and sustainable regional economy
	Investment Attraction and Investment Support			
	New Industries & the purpose economy			
Business Competitiveness & Jobs Growth	Promoting Government Programs to Business	40%	Awareness of Government initiatives & Access to funding Commercial opportunities for Artists Musicians and Designers Businesses share ideas and develop partnerships Businesses find skilled workers	New Industries, new investment Innovation centred region The region is known for its strength in Art Music& Design Business innovation and Cluster development An adaptive skilled workforce to fuel future industries
	Business Development – ArtMusicDesign			
	Business Support and B2B Services			
	Business Networking and Events			
	Critical Skills and Jobs Connect			
Good Governance	Cross Regional projects and Collaborations	15%	Efficient effective use of resources Building regional reputation and awareness Effective processes for projects and initiatives Good accountable governance across the board	The region moves fast, grasps opportunity and is resilient to challenge and change Globally connected and relevant
	Global networks and Connections			
	Good processes and regional decision making			
	Networks, collaborations, knowledge			
People and Place	Infrastructure Identification and priorities	10%	Informs Government priorities Builds culture of capacity, innovation and resilience, Regional knowledge, pride and connection – strong mental health profile.	Quality of life surrounded place creative community
	Local networks, collaborations & Place Development			
	Regional Marketing			



Scorecard

Summary of Export & Trade Activities

Investment	Action	Outcomes	Impact
\$3,600	Suite of translated investor and trade information: regional booklets, investment map highlights, exhibitor's information, SASD profiles, marketing materials	Extensive demand for materials. Communication tool for regional business in China as well as RDA and local government at investment and trade expos and meetings	Targeted investment in accommodation and tourism facilities Attraction of International Students Prioritising Barossa as a "must visit" destination
\$3,064	Hosting delegations and significant investors	Promotion of Region and Regional investment and trade opportunities; relationships and contacts established. Linking local business with China business without middle persons. \$8M export deal between local winery and China distributor.	Investments and trade sanctioned and encouraged by Chinese government. Australian position improved by Chinese government backing. Trust established. Local business have stronger presentation for the international market.
\$9,200	Working with and through industry bodies, associations and government to develop required materials, opportunity and portals and package regional proposition; networking	Offer single point of contact for industry and go to regional contact for government vis a vis Chinese interests. Established networks and support channels.	Support industry with pipeline of opportunities and export partners. Sustainable investment.
\$10,000	Working with business 1/1 and in groups to present opportunities and market access information	Developed understanding for Chinese markets and how to access them. Knowledge of marketing and digital platforms in China. Confidence building.	Business readiness for export into China and North Asia. Ease of access, good knowledge and partners into new export markets. Business expansion.
\$5,400	Attending in market delegations and events	Relationships developed. Official approval for Chinese to do business here. Markets knowledge and contacts. To date upwards of 50 specific trade and investment enquiries as a result of visit.	Strong export trade. international students into the region. In market support for local business

Current China Export and Trade Activities

Sister-city relationships, Mou signing	Industries for investment and export	Outbound mission, business visits and expos in china	Domestic expos and events	Regional promotion
City of Penglai – with RDA Barossa Economic Cooperation agreement on behalf of region; potential sister city with Gawler on	Wine: <ul style="list-style-type: none"> Investor's support/verification of information Promotion of trade opportunities via organising local trade shows Bringing trade and investment delegations Targeted local producers support 	China Business Mission 9-18 May, Shandong, Shanghai, Guangzhou	<ul style="list-style-type: none"> Inbound China Mission and related events , hosting delegations in the Region Working with China facing businesses 	<ul style="list-style-type: none"> Regional Investment Prospectus in Mandarin Investment Projects Portfolio in Mandarin Regional information (targeted) in Mandarin
City of Luzhou- Economic Cooperation agreement with RDA Barossa on behalf of region; Sister City MOU by Barossa Council on behalf of region.	Aged Care: <ol style="list-style-type: none"> Investment in retirement villages Export of expertise – aged care consultancy for China facilities, Aged care resource/programs Elderly travel/ medical groups (independent living) Elderly travel / culture exchange groups 	CIADe Alcoholic EXPO 2016, featured country – Australia, 17-22 March Speaking at the Investment Seminar, Luzhou	<ul style="list-style-type: none"> Invest in Regional SA EXPO Trade and Investment Fair for Business Migrants Barossa Mini-EXPO Barossa Valley and Northern District Trade event 	<ul style="list-style-type: none"> 57 FILMS Chef exchange new season Hop the Wall
City of Yibin – the proposal is on hold	Tourism: <ol style="list-style-type: none"> Luxury /inexpensive accommodation Sports /travel agencies Elder people travel/ medical agencies 	MOU signing ceremony with the City of Penglai	<ul style="list-style-type: none"> ACBC China Ready education program China Business Export Program China Ready to Export program 	SASD Connect – SACHina Connect English/Mandarin profiles for 16 businesses
All	Food /Agriculture trade opportunities: <ol style="list-style-type: none"> Wine/juice Grain Hay Livestock 	Visit to the Aged Care facilities new site (construction stage) near Shanghai Visit to Aged Care facilities Luzhou	<ul style="list-style-type: none"> ACFDA delegation- trade and investment and Business Forum Premium wine buyers delegation visit and tasting event 	Hosting delegations and private visitors with investment and trade interests
All	Education: <ol style="list-style-type: none"> High / primary school students exchange / long term study with student visa Vocational education programs export Education consulting (building a system) Import of international students (schools and Roseworthy) Wine related education 	Chengdu Food and Drinks Fair, March 2017, Cheng Du Hangzhou Business Migrants and Investors – presenting opportunities	Visit by Landbridge VP – at this request following meeting in Luzhou	Promoting regional investment opportunities to the Chinese investors through all dedicated authorities: Investment SA, ACBC, LGA, Immigration SA, DSD international engagement department
All	Equine: <ol style="list-style-type: none"> Equine education at Roseworthy Horsemanship school at Gawler race course Investment in International horse centre in Roseworthy Equine events 	Meeting with Sky Immigration to establish relationship for ongoing collaboration – regular business migrants visits directly to the Barossa	<ul style="list-style-type: none"> 73 businesses participated in RDA Barossa led and facilitated China expos and trade shows. At least 3 business referrals (contracts) from Business Migrants event Gallery Australia made 3 connections via the Barossa Farmers Market for the Australian Experience Centre in Shandong 14 business connections made on Barossa mini-expo 	<ul style="list-style-type: none"> Guest at opening of new Chinese Wine facilities Chinese wine winery Vintage Dinner and CCTV filming

2017 CASE STUDY

CONNECTING BUSINESS MIGRANTS WITH LOCAL OPPORTUNITIES

Issue or Opportunity

One of the ways to attract investments to Regional South Australia is through the business migration. Business Talent Visa subclass 132 is very popular among Chinese business people willing to relocate to Australia. The issue is that it is quite difficult for the migrants willing to do business with Australian partners, or export Australian products, to find relevant reliable partners among Australian businesses. RDA Barossa is collaborating with one of the largest Chinese Migration Agencies “Sky Immigration” and Australian government bringing other groups of business migrants for the Business Migration events, and is regularly introducing local businesses with trade and investment interests to the groups of 132 visa holders and potential business migrants. For this purpose, RDAB is organising local showcases, host migrants’ delegations, facilitate participation of local businesses in the relevant state events, and provide direct links connecting interested parties.

Project Outcome

Trade deals directly with local wineries, more Chinese business owners and new residents in the Region. Business migrants recognise the Barossa region and demonstrate interest to trade, invest and become residents. Migrants meet businesses in personal and develop partnerships.

Impact

Stronger regional economy regularly fuelled by ongoing export and investments. Prospers multicultural community.





2017 CASE STUDY

CHINA READY, CHINA CONNECTED

Issue or Opportunity

China is Australia's number one export market, our largest source of international students, our most valuable tourism market, a major source of foreign direct investment and our largest agricultural goods market. ChAFTA – China-Australia Free Trade Agreement allows export of more than 86 per cent of Australia's goods exports to China duty free. Australian small producers have to build their export capabilities and become China ready. RDA Barossa is connecting market opportunities with relevant producers, and helps producers become export ready. China related activities included exhibitions and trade events, premium wine tastings, hosting

government and industry delegations, participating in outbound and inbound business missions as the Region's ambassadors and industry advocates; educating businesses on export matters and product performance.

Project Outcome

Increased interest to export; export readiness; real deals with wineries signed up; producers redesign their products for export market; some understand that Chinese market is not their target, and focus on the domestic market.

Impact

The RDA Barossa region on the world map and regional products are sold within Asian markets.





2017 CASE STUDY

NORTH ASIA TRADE ENGAGEMENT

Issue or Opportunity

South Korea is the third largest market for Australia but knowledge about it is quite limited. This is a hi-tech country, focused on a modern, highly effective ways of doing business. The Korean business culture is different from China and Japan but this makes Korea, to some extent, an easier export destination.

1. Educate businesses on North Asia – Japan, Republic of Korea and Taiwan:
 - Special workshop on South Korea hosted by Uni SA - March 2017
5(five) Barossa businesses (winery, cheese, small goods, wool, services) and RDA Barossa participated in the workshop.
 - North Asia information session and panel discussion for the Barossa and Clare businesses organised by RDA Barossa in July 2017. Session provided specific information on countries, markets, FTAs and government trade mission to North Asia in October 2017. 32 businesses registered for the session.
2. Promoting opportunities for collaboration with North Asia – Business Mission, Preparation sessions from DSD, video conferences with Australia Korea Business Council on agriculture, infrastructure and financial services.
3. RDA Barossa is supporting school exchange programs with Korea and Japan.

Project Outcome

1. Growing knowledge base about North Asia - markets, culture, economics.
2. 5 (five) regional businesses participating in the North Asia Business Mission in October 2017.
3. 2 businesses gained an export permit to South Korea (small goods and wine).

Impact

Diversified high value markets for our regional premium products and tourism established.





2017 CASE STUDY

INTERNATIONAL AND CULTURE EXCHANGE TO UNDERPIN TRADE RELATIONSHIPS

Issue or Opportunity

RDA Barossa supported local schools in organising Student Exchange with South Korea. The sister-state relationship between South Australia and Republic of Korea was formed in 1999, with Chungcheongnam-Do Province. RDA Barossa supported local public schools in introducing the opportunity and encouraging them to host a study group of South Korean kids. The main issue was lack of homestay families, the reason why during last two years schools rejected exchange programs with Japan which ran successfully before. RDA Barossa met with the International Education Department to clarify conditions and requirements to the homestay program, and launched an initiative “Open Barossa to the World” seeking for homestay families in the region. RDA Barossa used its networks and communication channels to encourage and source host families to participate. RDA Barossa received 12 expressions of interest to become homestay families for international exchange students. This homestay opportunity gave schools confidence that they will be able to find enough homestays for the upcoming groups. The decision to host a group of 13 Korean students was made.



Project Outcome

As a result, starting from 25 July 2017 3 local schools – Angaston Primary and Nuriootpa Primary and Nuriootpa High -hosted a group of 13 Korean kids. Students stayed in the Barossa for 3 weeks, and their visit will follow a reciprocal visit in January 2018 funded by Korean government. It will be an opportunity for local students and teachers to visit South Korea in January 2018.

Impact

- Established cultural connections with target trade markets underpinning export opportunities.
- Local community educated about different cultures; developed cultural awareness
- International students to become new Barossa global ambassadors
- Expanded international education activities from hosting short term study groups to full-time paid international students studying in the Regional schools and colleges



Photography by Barossa Grape & Wine Association

Scorecard

Summary of Investment Attraction Activities

Investment	Action	Outcomes	Impact
\$3,000	Development of investor information: investment prospectus in English and in Mandarin, investment map, investment opportunities presented on the map, investment project portfolios, regional marketing materials	Investor information is used to support communication with investors and provide valuable data about the Region, current investment opportunities and regional attractions.	Facilitation of decision making process for the investors Making collaboration with the Investment Attraction SA and Austrade easier as we supply them with relevant information and proposals
\$2,000	Hosting delegations and significant investors	Promotion of Region and Regional investment opportunities; relationships and contacts established. Linking local business with investors directly. Investors delegation: China (Luzhou), (Yuibin), China Chamber of Commerce, private investors from China, Hong Kong, France and Brazil	Open opportunities for both sides – local businesses and entrepreneurs, and overseas/interstate investors. Direct connections lead to new projects. Provided a complex picture of the region and diverse opportunities.
\$1,000	Working with local businesses and entrepreneurs to develop investment projects portfolio	Detailed project information to attract investor's attention and provide initial data for starting negotiations. Local proponents to better understand ways of dealing with investor and real value of their proposition	Targeted attraction investments for diverse projects.
\$4,000	Participating in the domestic and international events promoting regional investment opportunities	Contacts and connections. As a result of this activity our Region is having an ongoing stream of international delegation and individual visitors with trade and investment interests. Business migrants delegations now visit Barossa on a regular basis.	Recognition of the Barossa region on the international arena. New business opportunities.
\$4,000	Investment map	Comprehensive information about the region, infrastructure, industries, businesses. Valuable tool to promote region on the international market.	More confidence about the regional opportunities. Well prepared background for the investment decisions.

Investment Attraction Activities

Working with Government	Investor information	Investment Portfolios	Hosting delegations and individual investors	Regional promotion
Investment Attraction SA – collaboration towards promoting the Barossa region as the first choice for the investors coming through Investment Attraction SA Hosting investor’s delegations brought by Investment Attraction SA.	<ul style="list-style-type: none"> Regional investment prospectus in English(updated) Regional investment Prospectus in Mandarin (updated). 	<ul style="list-style-type: none"> Selecting investment opportunities relevant to the Portfolio Developing portfolio of opportunities in English Develop Portfolio of opportunities for Chinese investors in Mandarin. 	<ul style="list-style-type: none"> Business Migrants delegations coming via government channels (Investments SA, Immigration SA, Austrade, DSD) Sky Immigration Agency visits with the delegation of business migrants. 	CIADE Alcoholic EXPO 2016, featured country – Australia, 17-22 March Speaking at the Investment Seminar, Luzhou Chengdu Food and Drinks Fair, March 2017, Cheng Du Hangzhou Business Migrants and Investors – presenting opportunities.
Austrade and DSD, China and North Asia engagement – close collaboration regarding business missions, trade and investment events, hosting the delegations.	<ul style="list-style-type: none"> Investment Projects booklet for Chinese Investors in Mandarin (updated) Investment Projects portfolio in English. 	Deliver information about the investment projects in the form of portfolio or special presentation (e.g. Brazil investors))	<ul style="list-style-type: none"> Delegation form City of Yibin Delegation form City of Luzhou and ACCFDA Delegation form the China Chamber of Commerce. 	Speaking at the Investment seminars at the Business Migration event in Hilton in 2016. Presenting at the Investment Seminar during the Inbound China Mission September 2017.
Australia China Business Council – close collaboration in building connections with China business by participating in the China related events and SASD Connect (now SA China Connect) – linking Australian and China business.	Various presentation highlighting investment opportunities in the region: <ol style="list-style-type: none"> General Education Aged care Accommodation. 	Working with local businesses, entrepreneurs and land owners on the investment proposition	<ul style="list-style-type: none"> Private investors` visits from China, France and Brazil – looking for particular opportunities in tourism accommodation. 	SASD Connect – SAChina Connect 5 investment and 16 trade opportunities registered on the website.
Immigration SA – regarding visits of Business Migrants` delegation to the region and events organised by RDA Barossa for business migrants Participation in the Business Migration Month events.	Investment Map <ul style="list-style-type: none"> general information about the Region, infrastructure, planning, etc industry information investment opportunities (updated once a fortnight) relevant presentations about the industries in English and Mandarin titles and highlight for the layers in Mandarin. 	Key areas for the investment portfolios: <ol style="list-style-type: none"> Accommodation (luxury, SPA and wellness resort, 5 star) – several sites Equine Centre Culinary Institute Various tourist attractions Aged Care Special cases (e.g. Mezhar Furniture site, Gawler bypass motel) Business expansion and diversification (e.g in beverage production) 	Business Migrants` Events: <ul style="list-style-type: none"> Participating in the State events Organising Barossa events to promote trade an investment opportunities. 	Business Migrants` Events: <ul style="list-style-type: none"> Participating in the State events Organising Barossa events to promote trade an investment opportunities.
Local Government – collaboration with local Councils regarding site selection, zoning, development application approvals, public-private partnership models. LGA – Shandong working group.				Promoting regional investment opportunities to the Chinese investors through all dedicated authorities: Investment SA, ACBC, LGA, Immigration SA, DSD International engagement department.



2017 CASE STUDY

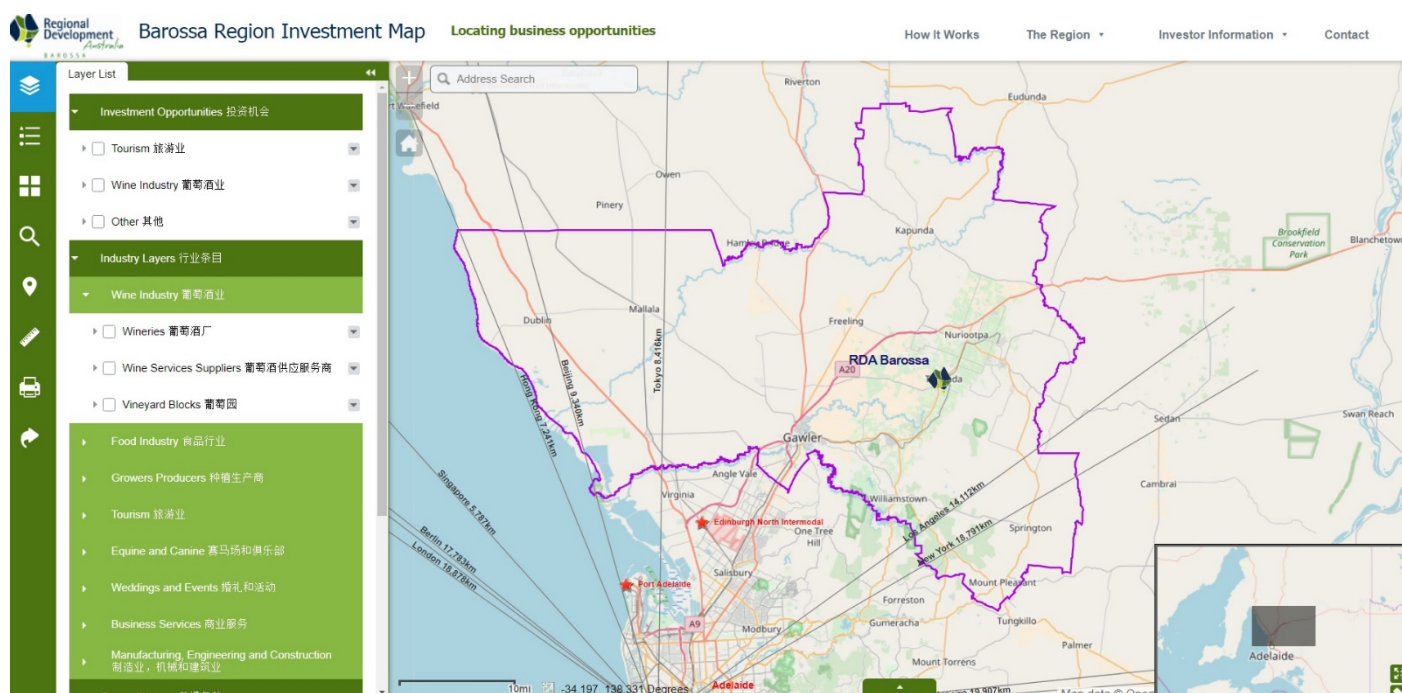
INVESTMENT MAP

Issue or Opportunity

The Investment Map addressed the issue of there being a lack of deep information about the Region concentrated in one source. There was no resource which provided data for all 4 Council areas in the same place. RDA Barossa developed the Barossa Region Investment Map which is a snapshot of the Region highlighting strengths and comparative advantages. It is a web-based GIS map showcasing existing and prospective investment opportunities as well as social, economic and geographical advantages of the region. It displays main industries and clusters, emerging opportunities, key infrastructure (utilities, roads, land) including social. For each displayed site, information with pictures and a weblink can be accessed (in the pop-up window). The layers are regularly updated and Mandarin translations have been done for selected areas.

Project Outcome

The Investment Map is a comprehensive tool used by people searching for information about the region and regional infrastructure, as well as our government partners working with the investors. Each layer group is capturing about 20,000 - 30,000 visits per year.



Impact

Information support for the decision-making process for game changing projects. Allocation of investment proposals to this region.



2017 CASE STUDY

INVESTMENT ATTRACTION

Issue or Opportunity

The investment attraction activity in South Australia is led by the Investment Attraction SA (IASA). What regions and regional opportunities are presented to potential investors by the IASA depends on how much information about the region is available and how well it is packaged for the investor. RDA Barossa developed products which help to communicate regional investment opportunities with the potential investors, and support Investment Attractions SA and other relevant departments with the detailed information: Barossa region Investment Map; Regional Investment prospectuses in English and Mandarin; Investment projects portfolio and presentations of targeted investment opportunities.

Project Outcome

RDA Barossa works closely with IASA, DSD, Austrade and regularly host investors' delegations coming to South Australia through Government channels. After genuine interest from the investors we continue working with them directly.

Impact

Information support for the decision-making process for game changing projects.

1 Abbotsford Country House – Key Facts

Abbotsford Country House is an 8 hectare old, Colonial Georgian style country property. Featuring a grand hall, the house sits on a 50 acre site. As well as being a home and farm, Abbotsford is also a venue, suitable for recreational, social, corporate, and business events.

After 14 years since its opening, Abbotsford has all the necessary and unique local trade and service facilities to attract a wide range of visitors. It is a unique blend of the Barossa's and South Australia's unique landscape and heritage.

Built to a standard and not a price, Abbotsford is a valuable investment property and a venue for a wide range of events. The property is well maintained and is a valuable investment property. It is a unique blend of the Barossa's and South Australia's unique landscape and heritage.

Unsurpassed in regional and national purchase is the opportunity to own an income producing asset in the heart of the property's future development.

Land area 50 acres	Year of construction 2002
Sharing	
Location Council zone Primary Production zone	
Location Located in the heart of the Barossa Valley, on top of the hill, surrounded by vineyards and bushland. The property is a 50 acre site, situated around 210 Kilburn Drive, Lyndoch SA 5501.	
Landmark Features Abbotsford Country House is one of Australia's top 20 historic houses. The property is a 50 acre site, situated around 210 Kilburn Drive, Lyndoch SA 5501.	
Location Located in the heart of the Barossa Valley, on top of the hill, surrounded by vineyards and bushland. The property is a 50 acre site, situated around 210 Kilburn Drive, Lyndoch SA 5501.	
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1 Abbotsford Country House – Premises and Location

Located next to Yalata Drive and in close proximity to the tourist facilities, the property is a 50 acre site, situated around 210 Kilburn Drive, Lyndoch SA 5501. The property is a 50 acre site, situated around 210 Kilburn Drive, Lyndoch SA 5501.

60 km to Adelaide Airport
10 km to Lyndoch
15 km to Tanunda
14 km to Gawler

5 luxury suites
Guest house lounge, library, dining room, kitchen, bar, private cellar, storage room, terrace, private 4 bedrooms apartments.
Outdoor: picnic area, rose garden, hobby vineyard, parking.

Abbotsford Country House. Investment.

Relax at Abbotsford

1 EXTRA-ORDINARY EVERY DAY BAROSSA

1

1

Why Barossa?

Barossa is a world-class wine region, known for its exceptional wine and food. The region is a unique blend of the Barossa's and South Australia's unique landscape and heritage.

1 Abbotsford Country House – Proposal

Abbotsford Country House is a perfect opportunity for a small boutique hotel/retreat development. Unique site features allow investor develop various types of projects.

1

1

Abbotsford Country House – Gallery

Asking
Negotiate
Partner

The owner/partners have interest in the property. The property is a 50 acre site, situated around 210 Kilburn Drive, Lyndoch SA 5501.

Scorecard

Summary of Investor Assistance

Investment	Action	Outcomes	Impact
0.5 FTE Plus	Advice on planning and development process; identify policy impacts; grant funding advice and application assistance.	Informed and confident investment decisions; engaging professional consultants (i.e. B2B referral); project initiation.	Investment growth supporting local business, increased employment and export; structural adjustment to global forces to retain or gain market share.
\$1,000	Site selection; market intelligence; zoning policy; grant program assistance.	Informed and confident investment decisions; engaging professional consultants (i.e. B2B referral); project initiation or business case development.	Targeted investment in tourism infrastructure, new products and improved visitor experiences to match market demand.
-	Site selection; zoning policy requirements; intelligence on infrastructure access; grant funding advice; connections to Government business development programs.	Purchase of existing business; development of a new business; investment in an existing business; development of new products or expansion in production capacity.	Growth in production capacity and new products increasing demand for raw products supporting the supply chain. Growth in jobs and support for investment in innovation.
-	Site selection; market intelligence; zoning policy; development assessment process; grant program assistance; advocacy.	Small business start up support through to major projects bringing significant investment and product choice.	Regional competition for affordable goods and services; jobs growth; regional investment; regional diversification.

Current activities – Investor Assistance

Projects & Collaboration	Activities	Objective	Timeframe	Strategy / Agency
Government Grants	Promote grants suitable for business and community within the RDA Barossa Region; review draft applications.	Attract support funding with professional applications	Ongoing	Australian, State And Local Government
RDA Investment map and portfolio of investment opportunities	Keep investment map and portfolio of opportunities up to date. Investment intelligence for key industry types.	Accurate investor intelligence	Ongoing	DSD, PIRSA, Austrade, Tradestart
Link business to trade events and investor network events	Invest SA , Austrade and Trade Start type opportunities linking business and events that connects investors and markets	Increase Export, Foreign Investment and build Trade links	Ongoing	DSD, PIRSA, Austrade, Tradestart
Planning and Development Assistance	Portfolio of information on Planning and Development System in South Australia. Advice and advocacy for site specific development proposals	Timely and effective planning and development assessment supporting sound investment decisions	Ongoing	Planning, Development and Infrastructure Act; Council Development Plans/ DPTI, Councils of Barossa, Light, Gawler and Adelaide Plains



2017 CASE STUDY

INVESTMENT ASSISTANCE

Issue or Opportunity

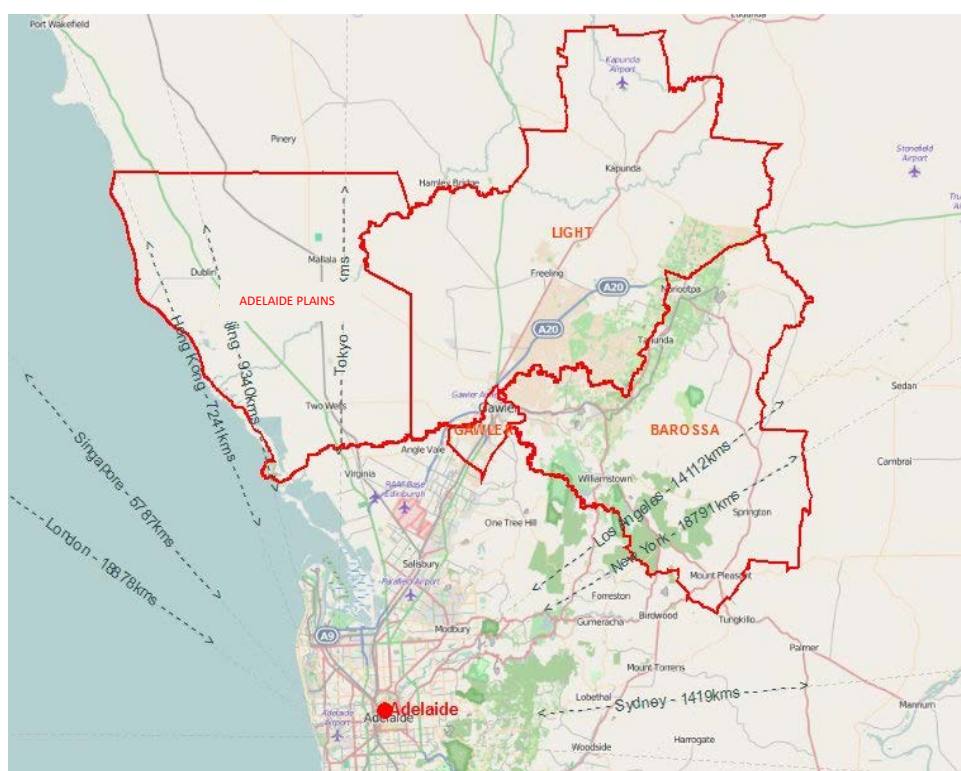
Existing businesses and investors outside the region seek information to help guide their investment decisions. Most often this includes finding suitable property or land to purchase, information on the planning and development system, land use policies, and regional socio-economic data for major industries or council areas. The challenge is locating information or finding expertise to assist in the assessment of investment opportunities. RDA Barossa coordinates investor information and provides preliminary advice to guide investors in the assessment of investment opportunities. The process includes working Invest SA or consultants working with overseas investors who don't have local knowledge or local contacts to find out more detailed information. RDA's Investment Map, Investment Prospectus and Economy ID platform are all important tools to perform this function. Investors look at many regions across Australia and to remain competitive in gaining investment and investor confidence, RDA Barossa prepares information to guide investors and follow up detailed queries with Real Estate agents, land use information with Council, or industry support through the State Government.

Project Outcome

The Primary benefit is facilitating more investment and helping investors choose our region for their project. When added to our suite of investment attraction material, this support drives investors to liaise with RDA Barossa regarding their project. This builds reputation and allows RDA Barossa to channel the right investment into the right location. It also allows RDA to improve investor information to cater for diverse areas of interest. One example is publishing a regional investment guide in Mandarin to meet the needs of Chinese investors.

Impact

The right investment in the right place can assist local businesses to grow, brings in new capital to the local economy and assists to build export relationships for local commodities. Collectively the South Australian economy and the local community benefit from the flow-on effects of that investment.



Scorecard

Summary of Promoting Government Programs to Business

Investment	Action	Outcomes	Impact
0.2 FTE Government investment in Business Development and Capital Investment Grants: Cellar Door Grants; Advanced Manufacturing; Regional Development Grants etc.	Provide advice, regional intelligence and review application to meet program guidelines. Provide letters of support and liaise with State Government on potential participants. Engage B2B program and other professionals to improve the standard of applications.	Successful applications leading to increased investment in infrastructure and improvements in products, services of business.	Growth in employment and flow on economic activities for supply chain industries. Increase in regional exports; improved food and wine tourism experiences for visitors
Government investment in Community Grants: Places for People, Open Space, Recreation Facilities, Public Art, Events etc.	Provide advice, regional intelligence and review application to meet program guidelines. Provide letters of support and liaise with State Government on potential projects. Engage B2B program and other professionals to improve the standard of applications. Facilitate applications from multiple parties	Successful applications activating local government investment, engaging community social capital and private sector sponsorship and investment	Improved public spaces and facilities supporting the health and wellbeing of community and business.

Current activities – Government Programmes and Supporting Business

Projects & Collaboration	Activities	Objective	Timeframe	Strategy/ Agency
Business Grants	Wine Industry Grants; PIRSA Cellar Door Grants; Regional Development Fund; Advance Manufacturing; Export Assistance; Agribusiness Growth Program; Entrepreneurs Programme; Cluster Programmes- as examples	Improve international visitor experience and export competitiveness, development of new products and services ,grow jobs and investment	Ongoing	Various
Community Partnership Grants - large	Building Better Regions Grant – Regional Cycle Tourism Network	Collaboration to facilitate significant public and business investment	June 2018 – Submission (TBC)	Various
Community Partnership Grants - small	Fund my Neighbourhood; Council Community Grants – as examples	Support collaborations and investigations required to make submission.	Ongoing	Various



2017 CASE STUDY

PROJECT DEVELOPMENT & COLLABORATION

Issue or Opportunity

RDA Barossa works with its member councils and business to contribute to cross-regional opportunities that require collaboration and shared commitment to drive 'game changer' projects. This includes industry support and advocacy for significant commercial projects driven by the private sector.

Project Outcome

Two examples demonstrate RDA Barossa's role to assist regional investment and collaboration. The first example is the current Regional Cycle Tourism Project to link South Australia's Clare, Barossa, and Adelaide Hills wine regions through cycling tourism networks. RDA Barossa supports the project through updating the Barossa Regional Cycle Tourism Strategy and developing an Inter-regional map showcasing the cycle tourism network.

A second example is assisting a developer funded Development Plan Amendment (DPA) for an expanding business operation. RDA Barossa provided data to inform the design and demand modelling for the project as well as advocate State Government Ministers to support the DPA process.

Impact

The first project is focussed on a comparative advantage through capitalising on previous infrastructure investment and growing consumer interest in cycling to explore food and wine destinations. As a diversification strategy it provides opportunity for business to tap into a cross-regional tourism collaboration, and adds value to existing State Government investment in the Epicurean Way.

The second project has the potential to increase tourism trade and to increase competitiveness of local exports. The DPA has potential to support \$12M in direct infrastructure investment and create 94 jobs.





2017 CASE STUDY

GOVERNMENT GRANT PROGRAMS

Issue or Opportunity

State and Australian Government grant programs are an opportunity for business and community to seek investment support to grow jobs. The challenge for a busy business operator is to stay abreast of programs and identify relevant opportunities. RDA helps promote the programs and connects a business with opportunities. Another challenge for many applicants is access to regional data to support a grant or having access to expertise to review an application for completeness. Here RDA also assists.

RDA Barossa is an agent for such support and finding the right grant opportunity for the project proposed. This may include liaising with grant program coordinators or facilitating collaboration between stakeholders for regional applications.

Recent support and success has assisted a number of organisations including the Mount Pleasant Men's Shed, Michael Hall and Riesling Freak Wines, Dutschke Wines, Chateau Tanunda, Barossa Bushgardens and the Mt Lofty Ranges World Heritage Bid.

Project Outcome

Facilitating regional investment through grant programs assisting business to accelerate growth, capture new markets or provide community infrastructure and services that improve community wellbeing.

Impact

Stimulates further investment in jobs.



Michael Hall Wines & Riesling Freak - Cellar Door Grant

Photography by: Craig Grocke



Scorecard

B2B Program: Business Services

Investment/Resources	Action	Outcomes	Impact
0.5 FTE Plus The RDAB2B Program: SME Services Provision \$30,000	An RDA staff member identifies where the new business has opportunities and barriers, and works out, how best to assist the business owner with over 36 B2B providers/ consultants. Subsidised referral provides specialist advice to SMEs in the region.	<ul style="list-style-type: none"> 139 individual B2B appointments with businesses in the region. 36 B2B Service Providers engaged in business development and markets growth. 	Growth in Professional Services Sector Growth and Jobs Creation in SMEs Succession Planning, HR Planning, IT Protection, Digital Marketing, Financial Management, Export Growth expertise imparted to businesses with related business competitiveness improvements.
\$2000	B2B Networking the network, supporting the Network	B2B Providers Networking and knowledge Share	Improved Framework for B2B; Skills development B2B Providers



2017 CASE STUDY

BUSINESS TO BUSINESS SUPPORT

Issue or Opportunity

In our Region 92% of employment is within the small business sector. Strong small business performance supports large business and the economy in general. The B2B program coordinates regional professional services providers in the delivery of specialist business services to SMEs. RDA Barossa “front ends” the service delivery with business analysis and marketing support as well as supporting businesses with finding skilled staff.

Project Outcome

For the financial year, the RDA B2B service providers, conducted 139 individual appointments with businesses in the region. This excellent business support assists new businesses and strengthens their platform for operating in a competitive business environment. Here are just two examples:

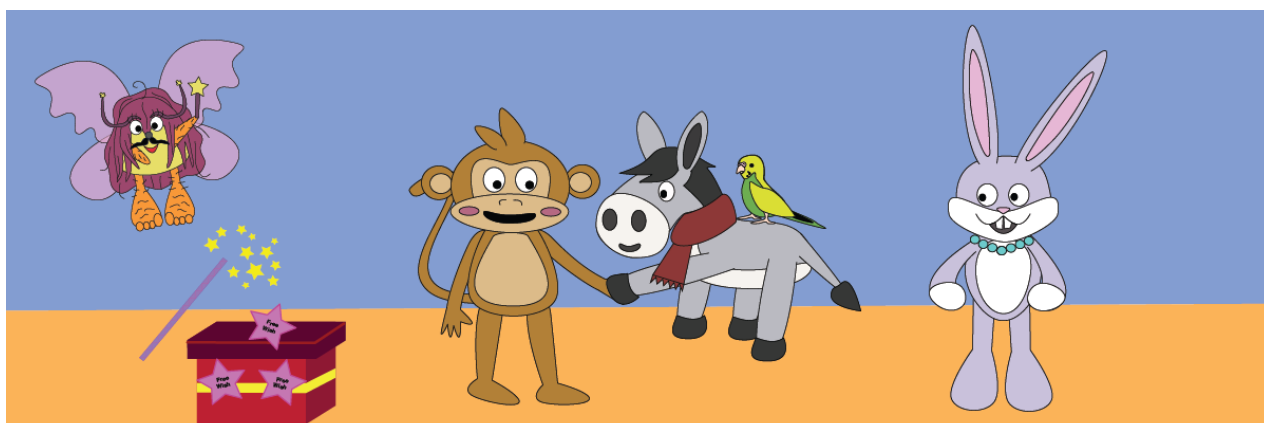


Fleur Social, a new concept business inspired by living in Vancouver, has employed 5 staff members in the community, supporting employment growth in our region since it opened.

10¹⁰ Clever Speller

Phonics Fun with Stories and Play
Learn to Spell Sounds in More Than One Way

A recent finalist in the Winnovation Awards (Elevating South Australia’s Innovative Woman), this is a new business which created an innovative story based App that teaches children to spell using story based learning.





2017 CASE STUDY

CONNECTING THE ARTS AND BUSINESS

Issue or Opportunity

Artists within the Barossa, Gawler, Light & Adelaide Plains region struggle to connect with economically viable work & projects. There is a disconnect between artistic business and other forms of business practice. This said, many community and business leaders recognise the enormous potential of the arts as an economic driver: feeding cultural tourism, creative problem solving, and innovation. RDA has worked with both the business and the artistic communities to address this disconnect and bring the artistic community closer to the broader business community. In early 2017 RDA was approached to assist in finding art that would hang in a new building development. Through consultation with the RDA Arts & Cultural Facilitator, the business was able to secure the services of local Indigenous artist.



**Bush Kitchen,
Scott Rathman
2017**

Project Outcome

The business will commission approximately 40 new art works and the artist will gain a large scale commission that will sustain his practice, whilst the business will gain a series of unique pieces of high quality art that will improve their market differentiation, increase their connection to the cultural landscape, and develop their standing as tourism leaders within the Barossa region.

Impact

A demonstrable example of how the arts can successfully pair with local business to create a community that is rich, diverse, and economically vibrant. The creative vision of the Barossa Weintal, coupled with the expertise of RDA Barossa, created a sound economic opportunity for a local artist that in turn will have direct impact on the broader cultural landscape of the region.





2017 CASE STUDY

BE A DESIGNER FOR A DAY

Issue or Opportunity

The Barossa's world-renowned reputation as a wine and food destination is one of the key drivers of visitors to the region. Local, national, and international tourists come to visit the Barossa for its diverse offering and luxury experiences. This said, tourism data indicates that many visitors to the region are not aware of its cultural offerings. This is despite the Barossa, Gawler, Light & Adelaide Plains regions having a diverse and multifaceted arts community. This project aims to connect that arts community with a growing demand for cultural tourism that matches the wine and food industries. 'Be a Designer for a Day' connects local designers and cultural. The idea is simple: tourists wishing to engage in an 'authentic' or 'makers' experience will partner with a local designer for a unique behind the scenes look at the creative Barossa lifestyle. Barossan designers of all mediums have been invited to propose their own ideas for the project and to interpret the theme as suits their own practice. Ideas for activities may include, but are not limited to, behind the scenes tours or DIY workshops for beginners.

Project Outcome

This project has reached the end of the first phase: design & community consultation. The outcome of this has been a full feasibility study completed by the Barossa Future Leaders into how this project might be executed. RDA mentored the Barossa Future Leaders through this process, assisting them to develop an understanding of design-led thinking. The next outcome, due for completion in 2018, will be the roll out of a pilot program based on the recommendations of the Barossa Future Leaders program, RDA's Arts & Cultural Facilitator, and broader stakeholders within the Barossa community.

Impact

Thus far, the learnings & benefits of the RDA intervention have been greater community and business awareness of arts and arts practice within the Barossa region. By pairing this project with leaders outside of the artistic community, RDA has begun an important conversation about the place of local artists within the cultural tourism industry. This outcome, which should not be underestimated, feeds the broader RDA objective of developing a diverse, resilient and creative community.



Photography by:
Craig Grocke

Scorecard

Summary of Business Events

Investment/Resources	Action	Outcomes	Impact
0.5 FTE \$20,000 net from sponsorship and ticket sales	Transforming Business 2017-Each year RDA stage a major event for businesses engaging globally recognised speakers to address, one specific issue for Transforming Business 2017. The theme for 2017 was "Smart Technology and how it can affect a business". The conference was held on the 10 th August 2017.	<ul style="list-style-type: none"> RDA had positive feedback from attendees on the business content shared at the event. The event allows regional business owners to upskill their knowledge and work smarter in their business. Excellent networking opportunities. Strengthens RDA Profile in the region and SA Community. 	<p>The primary benefit was the transformative business content shared at this event and at each workshop, which is beneficial in driving our regional economy by making sure that SMEs and employees have the latest skills and business information to operate effectively and profitably in our region.</p> <p>The secondary benefits include long term sustainability of the regional business economy and employment . Provides an opportunity for a number of businesses to adopt new strategies and business models, to compete competitively within the global business market.</p> <p>RDA, positions itself at the cutting edge of business competencies.</p>
\$3,500	Each year RDA implement an event plan which includes 12 x b2b breakfasts and sourced all speakers for free. The theme of the presentations are around business, marketing and media strategies .	<ul style="list-style-type: none"> The b2b events allows regional business owners to upskill their knowledge and work smarter in their business. Excellent networking opportunities. Strengthens RDA Profile in the region and local Community. 	<p>Provides an opportunity for a number of businesses to adopt new strategies and business models, to compete competitively within the global business market and network with other business owners.</p> <p>RDA, positions itself at the cutting edge of business competencies</p>
\$2,000	RDA implemented 19 workshops in the region. The workshops vary from TafeSA, "Understanding Business Contracts" to ATO workshops on "Tax Essentials" etc.	<ul style="list-style-type: none"> The b2b workshops allows regional business owners to be trained and upskilled in specific business areas. Excellent networking opportunities. Strengthens RDA Profile in the region and local Community 	<p>Provides a number of business owners and employees to learn and update their skills in specific business areas.</p> <p>RDA, positions itself in supporting business with specialised skills and provides business with much needed core business competencies.</p>

Business Events and Networking

Business Breakfasts	Workshops & Regional Partners	ATO	Educational Events: TAFESA	Government Events: DSD & FIAL
<p>In today's ever changing business environment, with the advent of new technology, business models and marketing communication, the monthly b2b business breakfasts assist businesses owners to keep up-to-date with the latest business strategies been used within their Industry.</p> <p>This is an excellent networking event for business owners to grow their existing businesses.</p>	<p>In collaboration with a number of government and educational institutes RDA were able to run workshops to assist with strategic training in specific areas or needs.</p>	<p>In collaboration with the ATO, RDA was able to assist business owners with learning skills in Tax Essentials and Record Keeping.</p>	<p>In collaboration with the TAFESA, RDA was able to assist business owners with a certificate in small business operations. We have built up an excellent relationship with TafeSA, which allows us to hold specific courses such as understanding, Software programmes like MYOB and Business contracts etc.</p>	<p>In collaboration with DSD and FIAL, RDA was able to assist with specific food workshops such as Understanding Food and Retail Business and Market Diversification.</p> <p>This allows regional food business and specific retail outlets to strategies better and work smarter in their respective industries.</p>





2017 CASE STUDY

TRANSFORMING BUSINESS

Issue or Opportunity

Each year RDA stages a major event for businesses engaging globally recognised speakers to address one specific issue for Transforming Business. The theme for 2017 was “Smart Technology and how it can affect a business”. The conference included 10 speakers and 3 interactive workshops.

Project Outcome

The conference was very successful with 192 attendees, 22 sponsors, and RDA covered all the costs of the event with no allocated budget.

- RDA had positive feedback from attendees on the business content shared at the event
- The event allows regional business owners to upskill their knowledge and work smarter in their business
- Excellent networking opportunities
- Strengthens RDA Profile in the region and SA Community.

Impact

The primary benefit was the transformative business content shared at this event and at each workshop, which is beneficial in driving our regional economy by making sure that SMEs and employees have the latest skills and business information to operate effectively and profitably.

The secondary benefits include long term sustainability of the regional business economy and employment. Provides an opportunity for a number of businesses to adopt new strategies and business models, to compete competitively within the global business market.

RDA positions itself at the cutting edge of business competencies.





2017 CASE STUDY

B2B EVENTS & WORKSHOPS

Issue or Opportunity

In today's ever-changing business environment, you sometimes need to take a break from your "work" to sharpen your skills. With our various RDA business breakfasts, workshops and conference, attendees leave with new ideas and business strategies that make them more effective and efficient in their business.

These events are designed to give attendees an abundance of usable content on a variety of relevant business subjects so that they can keep up-to-date with the latest changes that are occurring within their industry.

Networking is one of the best marketing tools and at all these events we give attendees time to network and build new business relationships. Most business owners prefer to do business with someone they know or have met rather than randomly search for a stranger to assist their business.

Project Outcome

In the financial year FY17 the RDA, in collaboration with the State Department, ATO and TafeSA have organised:

- 18 Training and Upskilling Regional Workshops & business events.
- 12 Business Networking Breakfasts.
- 1 Major Conference.

The business content shared at these events and workshops supports our regional economy by making sure that business owners and employees have the latest skills and business information to operate effectively and profitably in our region.



Impact

Our business events introduce new ideas, new information, new technology to small businesses, the owners of which are often too busy to undertake formal professional development. They also present excellent networking opportunities and peer to peer support. These business events play an important role in promoting the RDA brand and role of RDA regionally. The RDA have strengthened their connection with regional business area.



2017 CASE STUDY

SALES & CHINESE CULTURAL WORKSHOP

Issue or Opportunity

The Barossa Wine region, is one of Australia's iconic tourism destinations and attracts thousands of Chinese Tourists as well as opportunities for Cellar Doors to make thousands in sales of wine products to tourists. Feedback from several attendees at previous workshops, indicated a demand for Sales and Chinese Culture training, so RDA Barossa organised a workshop. The training workshop day ran from 9.00am to 3.30pm, and was split up with the morning session focused on sales training and the afternoon session on understanding the Chinese culture. The primary target market was "Cellar Door" employees in the regional wine area who required Sales Training and Chinese cultural understanding in their respective employment.

Project Outcome

We had an excellent turnout from attendees with a large workshop of 41 attendees on a Tuesday the 25th July 2017. Here is the positive feedback we received.

Michelle Gerber: GM of Chateau Tanunda. "Trevor, I had great feedback from my team on the Chinese Culture and sales course. Thank you so much for putting it together. They were really energised and eyes wider opened for going on the course."

Denise Hearl: Grant Burge Wines. "The whole workshop (Chinese & Sales Training) was very interesting. We need to have them more regularly".

Isabel Stevenage: Hermann's Restaurant 1847 Wines. "It was all great and extremely helpful, (Chinese & Sales Training) but would like to do it again with all staff."

Louise Everett: Penfolds Cellar Door. "Enjoyed the storytelling, I think the workshop (Chinese & Sales Training) was spot on"



Impact

The training included Sales Behavioural Training and Chinese Culture and how to engage correctly with the Chinese Consumer. The Workshop was succesful in upskilling regional employees engagment in these strategic areas. This provided employers with upskilled and trained frontline staff. The long-term impact would be seeing an increase in overall regional cellar door sales and an increase in Chinese visitation in the region as Chinese consumers are better engaged by staff trained about their culture and expectations.



Scorecard

Summary of Critical Skills Investment

Investment	Action	Outcomes	Impact
1 FTE plus \$32,200	Creating Hospitality industry specific training	From 23 participants completing the training there were 11 employment outcomes and 4 that went on to further study in the industry	Supporting the hospitality industry in training staff to increase the quality of customer service and knowledge in the region
\$11,250	Partnering with Barossa Grape and Wine Association to deliver the Barossa Wine School	From 15 participants completing the training there were 7 employment outcomes and 5 that went on to further study in the industry	Strong endorsement from the wine industry to keep the program going for more knowledgeable staff. RDA positioned itself in supplying training in needed skills.

Critical Skills

What was the issue	What did we do?	Why did we do this?	Outcome	Impact
Regional Development Australia Barossa had been approached by restaurateurs asking for help in finding highly skilled staff for their business	<p>RDA worked in partnership with some of the top restaurants in the region to apply and deliver 'Delivering the Finer points of Luxury Service in Hospitality'. This training program was best suited for industry's needs.</p> <ul style="list-style-type: none"> The project was aimed at participants within the Barossa region who were unemployed or underemployed. The successful participants would be connected with industry at the end of the training to gain employment. 	To support industry by training up participants that meet their skill needs.	From 23 participants completing the training there were 11 employment outcomes and 4 that went on to further study in the industry	Supporting the hospitality industry in training staff to increase the quality of customer service and knowledge in the region
Regional Development Australia Barossa had met with some of the top restaurants in the Barossa including Fino, Hentley Farm and Appellation to discuss the needs for training. This resulted in identifying the need for wine knowledge in skilled staff.	<p>Regional Development Australia Barossa worked in partnership with Barossa Grape and Wine Association to apply and deliver The Barossa Wine School in Australia for the first time. This training program was best suited for industry's needs.</p> <ul style="list-style-type: none"> The Barossa Wine School is a training program to increase participants understanding of wine styles, history, viticulture and winemaking in the Barossa. The project was aimed at participants within the Barossa region who were unemployed or underemployed. The successful participants would be connected with industry at the end of the training to gain employment. 	It was identified by the wine industry there was a skill shortage in the region	From 15 participants completing the training there were 7 employment outcomes and 5 that went on to further study in the industry	Strong endorsement from the wine industry to keep the program going for more knowledgeable staff.



2017 CASE STUDY

CRITICAL SKILLS – BAROSSA WINE SCHOOL

Issue or Opportunity

In Australia's most important wine region any job seeker with Regional knowledge and an understanding of wine will add more value to a business and therefore have an advantage in applying for work. RDA Barossa met with some of the top restaurants in the Barossa including Fino, Hentley Farm and Appellation to discuss their needs for training. This identified the need for staff who had skilled wine knowledge. The Barossa Wine School, an initiative of Barossa Grape and Wine Association, is a training program to increase participants understanding of local wine styles, history, viticulture and winemaking in the Barossa. RDA Barossa applied to the state government for funding to deliver the Barossa Wine School to job seekers.

Project Outcome

The programme was oversubscribed, and all 16 places were filled. Out of 16 participants in the project we have so far tracked 7 into jobs and 5 that went on to further study in the industry. With RDA Barossa's Career Service and our years of experience and knowledge we were able to provide a service that was designed to best suit the industry and employer requirements and grow this highly valued area of skill, and guide people into jobs.



Photography by:
The Herald

Impact

RDA leveraged its strong connections in the wine industry, to support business in training staff to improve their knowledge and customer service skills. Knowledgeable, skilled staff improve business performance and support brand delivery through consistent messaging. The net outcome is more jobs.

Scorecard

Summary of Job Ready, Jobs Connect

Investment	Action	Outcomes	Impact
<p>1 FTE</p> <p>RDA invest into the Barossa Career Service to assist in developing individuals within the region to become more employable through the refinement of resumes, application writing and interview presentation skills. The service also assists individuals to increase their employability through workshops and career planning.</p> <p>The costs are covered by DSD and the service is general free for individuals who are unemployed or underemployed</p> <p>\$90,000</p>	<p>Individually assist and empower individuals strive towards their employment and career goals.</p> <p>Present free workshops throughout the regions relating to increasing, enhancing or informing about employment opportunity and skills.</p> <p>This past financial year the following workshops were delivered:</p> <ul style="list-style-type: none"> Transferable Skills Enhanced Career Service NDIS Steps to Success Dress for Success 	<ul style="list-style-type: none"> 172 Individual assisted Individuals learn the skills to: <ul style="list-style-type: none"> - Present a professional resume, application or cover letter - Job search - Prepare for Interviews - Understand and develop career plans and pathways Entering into meaningful training Gain general employment and industry knowledge Networking opportunities 	<p>Empowering individuals to improve their skills and create career plans through education, training and practical applications gives a hire calibre of employee, who in turn may reduce skill shortages.</p> <p>The individuals are often more confident with a clear career focus and greater growth potential.</p> <p>Workshops provide insight into different industry types and industry expectations.</p>

Current activities – Career Services

Un and Underemployed	The Career Service	Why do we do this	Outcomes	Impact
<p>Individuals were identified having a shortage of skills in being work ready without any further support in the regions which could give assistance to them.</p>	<p>RDA Barossa identified the need to offer an opportunity for individuals and so the Career Services was created to offer professional guidance and assistant to those who would like to improve their employability through education, training and practical application.</p>	<p>To increase the individuals chances of obtaining employment and retaining their skills within the region. Further education and training enriched the region</p>	<p>172 Individuals were assisted.</p> <p>35 found/increased employment</p> <p>2 entered into volunteering</p> <p>24 entering into further Study</p>	<ul style="list-style-type: none"> Confidence gain by individuals Employability opportunities increased Calibre of application increased Higher calibre of individual Networking opportunities between businesses and future employees
<p>Flexible Learning Opportunity (FLO) students required a local career coach or equivalent to approve suggested training to ensure It is suitable match.</p>	<p>RDA Barossa Career Service interview and administer career quiz to ensure suitability and discuss employment pathways to students.</p>	<p>To ensure the FLO student is entering into a training program they are suited for and understand the impact of the training and career implications.</p>	<p>26 Flexible Learning Opportunity participants we seen.</p>	<ul style="list-style-type: none"> Participants entered into suitable training options.
<p>A lack of workshops in the region that could support the needs of individuals and groups to increase awareness and employment opportunities with local businesses or upcoming training.</p>	<p>Present workshops throughout the regions. Content included information on resumes, marketing, transferable skills, interviewing and presentation and information regarding the NDIS.</p>	<p>To attract a large number of individuals which can provide relevant information and promote the individual career service.</p>	<p>26 participants attended over the four workshops</p>	<ul style="list-style-type: none"> Networking opportunity Increased numbers into the individual service Informative to individuals and groups with skills gained to improve current situation.
<p>Lack of knowledge in local business's needs in employment and training opportunities.</p>	<p>RDA Barossa identified a networking opportunity for businesses to come together and talk about opportunities and challenges in their industry and developed Barossa Area Human Resources Networking and are a part of the steering committee.</p>	<p>To increase the knowledge of the challenges and trends that are happening in each individual the industry and the region, whilst supporting each other in development.</p>	<p>34 members in the region</p>	<ul style="list-style-type: none"> Employment opportunities for individuals in the area that may not be otherwise known Growth for businesses Networking opportunities Improvement to businesses in regards to processes, benefits and supporting other local businesses by working together



2017 CASE STUDY

BAROSSA CAREER SERVICE

Issue or Opportunity

Sue was unemployed, struggling financially and feeling frustrated. Sue had spent 15 years within the same industry and left as she was feeling burned out. Sue needed a change. She had undertaken Resources and Infrastructure training with the aim of working in the mining industry however without a targeted resume she was not getting any positive results.

"... I'm just sending this now because ... you are about the only shining light I've seen this year. I never ask for help I always get up and do things for myself but it's the 'wording presentation and precision' that's needed these days in a cv/resume, not just to get a job but to get one in the mines that's needed. I don't have a computer, printer, or fax that's needed for this either, I know I should never rely on anyone but I actually have to with this ... Thanks Stephen appreciate your time, and knowledge"



Project Outcome

Stephen offered Sue the support and guidance she required but he also empowered her and in doing this Sue now has this knowledge to use for the remainder of her life. With the new resume and application letter Sue applied to all the companies that hire for the mining industry. She instantly secured interviews with two companies and subsequently gained employment within a very short time frame.

"I could actually pick and choose who I wanted to work for, due to your words and professionalism at resumes. I really can't Thankyou enough, you were the only light left at the end of the tunnel for me, and you couldn't have shone any brighter."

Impact

With your encouragement getting this far as been do-able and will set me up for having more goes. Humungous Ta.

-Jill

Thank you again for all of the help you have provided me over the last few weeks. I have certainly learned quite a bit about better presenting myself both in person and on paper.

-Cheryl

I just wanted to let you know how appreciative I am, as I have since moved on to greater opportunities.

-Andree

Thank you for your help with the resume as I do think it made a big difference knowing how to do eg the criteria.

-Paula

Thanks again for your help the other day - I think following your suggestions to put more passion into my cover letter got me a spot on the Wine Course!

-Shelly

I would like to thank you for your assistance and guidance in getting a resume together. I found it very helpful and enjoyable and getting me to think about my strengths and work experiences.

-Michael

I'm really happy with the Resume, great job! Since our last appointment, I have managed to secure some work

-John

I got a job! Starting today. Apparently, they saw my resume and knew they had to have me. I credit a lot of that success to our work on my resume, and your efforts in bringing out the best of me on paper. Thank you so much for our sessions and our work together on making such a successful document! I probably would not have even been invited around for an interview if not for your help.

-Trisha

Your motivation and positivity has been really important today.

-Anthony



Scorecard

Summary of Local Networks, Collaborations, Place Development

Resource	Action	Outcomes	Impact
0.5 FTE Plus Regional Collaborative Leadership Group \$3,500	Strategic activity for Branding, Cluster Development and understanding Value Chains	Improved intelligence supporting strategy, communications and partnerships	Collaborative leadership for effective use of resource to maximise impact
Community and Business Alliances \$5000	Support and provide advice for partnership projects that support business and community.	Capitalise of social capital, networks and resources in partnership projects supporting business and community development.	Build viability, liveability and resilience across the region. Improve capacity for endogenous place management and development
Industry Groups \$2,000	To collaborate in partnership projects and programs for key industry sectors covering wine, tourism and agriculture	Developing industry capability, knowledge and capacity to remain competitive in a global market	Skilled and adaptable industry sectors to grow exports; gain regional investment and grow demand for local products and services
Local Government In Kind	Collaboration in policy development, investment in public infrastructure and advocacy to State and Australian Government.	Fit for purpose policy and projects supporting community and business development.	Build viability, liveability and resilience for community and business.

Current activities – Networks, Collaborations & Place Development

Projects & Collaboration	Activities	Objective	Timeframe	Strategy /Agency
Cycle Tourism - Building Better Regions Grant	Inter-regional project collaboration to invest in infrastructure and tourism development	Diversification of tourism opportunities; improved transport options	2017-2019	Barossa Cycle Tourism Strategy/ The Barossa Council, Light Regional Council, Clare and Gilbert Valley Council, Adelaide Hills Council, Mt Barker Council, RDA Barossa.
Barossa Partnerships	Collaboration of organisations charged with projects and programmes of common interest with the aim to find synergies between complementary activities.	Sharing knowledge, resources and networks through regional collaboration	Ongoing	RDA Barossa Regional Roadmap/ The Barossa Council, Tourism Barossa, Barossa Food, RDA Barossa, Barossa Grape and Wine.



2017 CASE STUDY

BAROSSA PARTNERSHIP

Issue or Opportunity

The wine industry is the region's economic base accounting for some 40% of employment across the region. In 2008 RDA Barossa supported the wine industry in establishing a peak regional body to drive collaborative efforts for excellence and markets growth. The wine industry is performing well globally and recognises that continuing growth and development of its global profile requires a cohesive regional approach to brand proposition and delivery. Working with three peak bodies for Wine Food and Tourism, the Barossa Arts Council and the local governments of Barossa and Light, in 2015 RDA Barossa facilitated joint planning and policy development for the region including rate limiter analysis which identifies gaps and barriers to improved performance across the three sectors. This collaborative forum enabled the group to propose a joint submission to Country Cabinet on needs, particularly around planning reform for food producing and value adding and brand extension activities for deep understanding of brand value articulation.



Project Outcome

The Government of South Australia has made a special purpose grant available to the network, matched by local government, to facilitate prioritised activities, reducing the reliance on RDA resources and facilitating achievement in priority projects.

Impact

A cohesive voice for the common ground of wine food and tourism in the region and the beginnings of a cluster based approach to connected industries development.



Photography by Barossa Grape and Wine Association

Scorecard

Summary of Global Networks and Connections

Investment	Action	Outcomes	Impact
Mt Lofty Ranges World Heritage Bid RDA investment numbered 0.1 FTE	Project collaboration across local government and researchers from across the global world heritage assessment community to progress National and World bid research and documentation. Budget Administration and participation on the Project Management Group	Destination awareness and greater understanding of outstanding universal value of Mt Lofty Ranges as a working agrarian landscape influenced by systematic colonisation since first settlement	Place branding and marketing, creating appeal to investors and visitors seeking authentic destinations and experiences with a unique story. Promoting excellence in business and products to deliver on the expectation of World Heritage status
Extraordinary Everyday Barossa \$5,000 0.05 FTE	Development of people and place media stories focussed on food, wine, art and local personalities who do extraordinary things. Chris Sands, UK expert on Place Branding and Marketing was engaged to commission the story with assistance of RDAB staff.	Digital stories were used to attract investment, promote the region's unique selling points and to showcase successful business start ups. Project was presented at the Institute of Place Management Biennial International Conference.	The stories won an National Economic Development Award and have been used for destination marketing for the Barossa. The businesses in the stories have also used their story to promote their business to consumers. The stories have received global attention on social media.
Great Australian Wine Capitals of the World \$4,000 0.05 FTE	Support the State Government and Wine and Tourism industries in their investment in the Great Wine Capitals Network. Represent the Barossa Region in this network at the AGM and Conference and contribute to the development of opportunities through this network. Support and encourage participation in the Australian and Global Best of Wine Tourism Awards.	Barossa businesses continue to dominate the Australian Awards and Australian success in the Global Best Wine Tourism Award. Stronger networks with the other global pre-eminent wine regions represented. Build Barossa's reputation for excellence. Contribute to a best ever GWC Conference in Adelaide & regions in 2018.	Taking the Barossa to the forefront of the State's investment in Great Wine Capitals network, reinforcing the region's pre-eminence as a Global Wine Region.

Current activities – Global Networks and Connections

Projects & Collaboration	Activity	Objective	Timeframe	Strategy/Agency
Mt Lofty World Heritage Bid	Expert workshops and Digital Knowledge Hub development. National and International Experts	Research based evidence and information portal for stakeholders	2017-2018	Building Better Regions Fund/ Project Management Committee
Extraordinary Everyday Barossa	Stories and Workshop for Community Philanthropy and Partnerships Week. Chris Sands – UK experience in community philanthropy	Innovative Partnerships and Projects	2017-2018	Foundation Barossa ; supported by Foundation for Rural and Regional Renewal, RDA Barossa.
Great Wine Capitals of the World	Represent the Barossa Region in this network at the AGM and Conference. Contribute to a best ever GWC Conference in Adelaide & regions in 2018.	Taking the Barossa to the forefront of the State's investment in Great Wine Capitals network, reinforcing the region's pre-eminence as a Global Wine Region.	2018	Work with BGWA, SAWIA and the State Government to develop an impact program and effective Barossa elements.



2017 CASE STUDY

MT LOFTY RANGES WORLD HERITAGE BID

Issue or Opportunity

UNESCO World Heritage listing of the agricultural landscapes of the Mount Lofty Ranges is an opportunity to put South Australia on the world stage for the long-term benefit of South Australia's food, wine and tourism industries. The pre-requisite for this is National listing in support of World Heritage listing. Both submissions required the formation of a larger inter-regional partnership to drive the project, including extensive consultation, research and financial administration.

Regional Development Australia Barossa (RDAB) partnered with the project upon its inception and took a role on the Project Management Group and a role as an independent third party to manage project finances on behalf of six local government partners. RDA Barossa is also active in promoting the project to industry through hosting world heritage experts and associated events. Industry engagement is essential.



Photography by: Craig Grocke

Project Outcome

The project collaboration was aimed at progressing the National and World bid to reveal how South Australia's globally significant colonisation system and its associated utopian views has shaped the contemporary landscape and community values including cultural diversity, agricultural entrepreneurship and resilience to the Australian climate. RDA Barossa continues to provide financial administration of the project and participation through the Project Management Committee. The project has successfully engaged research and documentation supporting the National bid process and RDA Barossa continues its role in supporting regional collaboration and industry consultation. RDA Barossa accepted consortium partners with a successful application to the Building Better Regions Fund of the Australian Government to develop a Digital Knowledge Hub.

Impact

Increase in Global tourism (and its economic value) to celebrate and support the financial performance of our farmers and tourism businesses, and ensure realistic premiums are achievable post character preservation framework being established. Support government in giving meaning to character preservation areas. The longer term benefit of the commitment to inter-regional collaborations over many years is fostering new partnerships so that industry opportunities can inter-link across regions and new knowledge and practice can be shared. This is key to innovation through regional and inter-regional clusters around World Heritage listing.

Scorecard

Summary of Local Government & Regional Collaborations

Resources	Action	Outcomes	Impact
0.4 FTE Regional Planning - Extreme Weather response - Transport & Logistics - Planning, Development & Infrastructure Act - In Kind	Investigate strategic and collaborative action to respond to change in policy, practice and projects that impact the Barossa region	Intelligence to guide action or advocacy to influence resourcing to deliver actions	Adaption to change in government policy, regulation and best practice
Community Development In Kind	Strategic planning to guide investment in community development programs to improve the capacity for community-led action or government led response to a community need.	Community support programs (NDIS, Arts, Health, Education, Recreation)	Healthy and sustainable communities
Public Infrastructure Investment In Kind	Strategic planning and research to guide public infrastructure investment projects	Fit for purpose public infrastructure to support active communities, tourism and events	Community wellbeing, infrastructure to support tourism and encourage business investment
RDSA \$7,500	Effective across the region collaboration for advocacy and joint projects.	New effective organisation of area shared interested projects.	Improved 1 volume for the region SA impact submission to support the area.
EDA \$700	Economic development across local government and improved skills		Shared Knowledge, improved skills

Current activities – Local Government Collaboration

Project & Collaboration	Activity	Objective	Timeframe	Strategy/Agency
The Barossa Council 'Big Plan'	Support and participate in the community consultation process for investigating future investment options for high use community recreation infrastructure.	Strategic Recreation and Community Infrastructure Planning	2017/2018	Barossa Council Strategic Plan, Barossa Region Open Space, Recreation and Public Realm Strategy/ The Barossa Council
Cycle Tourism - Building Better Regions Grant; Barossa Region Cycle Tourism Strategy; Barossa By Bike Map	Inter-regional project collaboration to invest in infrastructure and tourism development	Diversification of tourism opportunities; improved transport options	2017-2019	Barossa Cycle Tourism Strategy/ The Barossa Council, Light Regional Council, Clare and Gilbert Valley Council, Adelaide Hills Council, Mt Barker Council, RDA Barossa.





Scorecard

Summary of Infrastructure Identification and Priorities

Investment	Action	Outcomes	Impact
0.2 FTE Plus RDA SA Regional Infrastructure Plan \$1,000	Summarise and advocate for priority infrastructure projects	Game-changer projects to be submitted to the Australian Government and Infrastructure Australia	Public and private investment and political support and funding for significant regional projects
Barossa Regional Infrastructure Review \$10,000	Outline infrastructure types and investigate opportunities and limitations of infrastructure across the RDA Barossa region and links to networks across South Australia	Regional intelligence on infrastructure types to inform investment, policy and advocacy to Government and infrastructure providers.	Fit for purpose and cost effective infrastructure supporting business and community.
Regional Transport Logistics \$3,000	Investigate the nature and limitations for the transport industry including road infrastructure, policy on compliance and future efficiency gains or limitations. Support DPTI/PIRSA 90 day action plan	Regional intelligence on transport industry to inform investment, policy and advocacy to Government and infrastructure providers.	Fit for purpose and cost effective infrastructure supporting business and industry growth and viability.
Telecommunications and Digital Infrastructure In Kind	Investigate digital connectivity, future investment and limitations	Regional intelligence on digital infrastructure to inform investment, policy and advocacy to Government and infrastructure providers.	Ability to do business in a global community and sustain a network that services communities and visitors. Improve emergency communication technologies.

Current activities – Infrastructure Identification & Priorities

Projects & Collaboration	Activities	Objectives	Timeframe	Strategy / Agency
Barossa Council-Big Plan Agenda	Participate in The Barossa Council review of regional infrastructure investment supporting community and tourism.	Strategic Investment in Regional Recreation Infrastructure	June 2018	Barossa Council Strategic Plan; The Barossa Council
Community Energy Cooperatives	Support community, government and business investment in Community Energy Cooperatives	Sustainable Energy options to mitigate energy risks	Ongoing	Barossa Climate Change Adaption Plan
Barossa Region Cycle Tourism Strategy	Identify strategic projects and communicate intelligence on the cycle tourism economy	Coordinated investment in cycle related infrastructure, products and services	December 2018	DSD- The South Australian Bike Economy; South Australian Trails Strategy/ RDA Barossa, The Barossa Council, Light Regional Council, Town of Gawler, Tourism Barossa
Road Infrastructure Capability Reviews - Legatus Demand Modelling for Regional Transport - RAA Regional Road Assessment (Barossa)	Investigate and review road infrastructure to identify issues and regional priorities for investment	Improve road efficiency, safety and fit for purpose use	December 2018	State Infrastructure Plan/ Legatus, RAA, Barossa, Light, Adelaide Plains and Gawler Councils, DPTI, RDA Barossa



2017 CASE STUDY

INFRASTRUCTURE

Issue or Opportunity

The Regional Australia is challenged by aging infrastructure and structural change in industries that both challenge infrastructure provision. Understanding the capacity and limitations of regional infrastructure needs to be considered alongside changing demands from business and change in government policy. This position requires a regional approach to understanding the infrastructure required in the future, the impediments and priorities for infrastructure investment by government and the private sector. RDAB audits infrastructure provision and the changing demands of local industries. RDA Barossa advocates for strategic investment and facilitates or supports regional collaboration in the delivery or investment in new infrastructure. For local business to remain competitive and manage risks from limited access to electricity, water, telecommunications and road infrastructure, requires RDA Barossa to partner with Government, business and industry groups to plan for infrastructure provision and improve capability to use existing infrastructure and resources more effectively.

Project Outcome

The Barossa Region is experiencing a growing population and growth in exports in the food, wine and agriculture commodities. This growth can be sustained by improvement in road infrastructure, investment in water reuse schemes and expansion of telecommunications and local embedded energy systems.

Impact

The right infrastructure investment improves competitiveness and resilience to the impacts of climate change. It also attracts future investment which collectively supports jobs growth and economic prosperity.



Photography by:
Craig Grocke

2017 CASE STUDY

CYCLE ECONOMY



Issue or Opportunity

The Barossa Region is a desirable cycling destination, attracting visitors drawn to its landscape, climate and cultural heritage mixed with a rich and authentic food and wine history. This comparative economic advantage is showcased each year with the Tour Down Under bringing thousands of cyclists and supporters into the region. It has been further bolstered the past decade by significant government investment in the regions shared path network and supporting infrastructure including a regional bike hub and bike hire. Overall, the investment in these activities is increasing the popularity of cycling as means to experience the region's food and wine hospitality. What is needed is better tourist information and further improvement in cycling infrastructure to make the Barossa Region known as a cycling-ready destination.



RDAB works with member Councils and Tourism Barossa to deliver the Barossa by Bike Map to communicate to visitors the opportunity to explore the region by bike. RDA Barossa also assists by providing intelligence on what cycle-minded tourists want in terms of infrastructure and experiences. Visitors to the Barossa are looking for healthy holiday experiences which also allows them to explore lesser known parts of the region. The Barossa by Bike brochure and regional maps highlight the opportunities including local bike hire and recommended cycle routes.

Project Outcome

The Barossa Region is experiencing growth in cycling from both dedicated cyclists and tourists who prefer to engage food and wine experiences by bike. Cycle tourism is a diversification strategy that assists the Barossa to remain a compelling tourism destination, and supports community health through providing active transport and leisure options.

Impact

A vision for Cycle Tourism in the Barossa Region is to provide outstanding cycling lifestyle experiences for the benefit of visitors and residents. The benefit is broadening the appeal of the Barossa as a cycle tourism destination to grow tourism spending by increasing the length of stay and repeat visitation.



Scorecard

Summary of Regional Marketing

Investment	Action	Outcomes	Impact
Barossa.com promotion \$2,500 0.1 FTE	Development of Barossa.com Cycling Kit for consumer purchase and support for revised branding guidelines	Cycling Clothing designed and branded to promote the Barossa locally, interstate and overseas. Business awareness and use of regional brand	Residents and visitor awareness of the Barossa.com brand and call to action through consumer websites.
Extraordinary Everyday Barossa \$5,000 0.1 FTE	Site selection; market intelligence; zoning policy; grant program assistance.	Informed and confident investment decisions; engaging professional consultants (i.e. B2B referral); project initiation or business case development.	Targeted investment in tourism infrastructure, new products and improved visitor experiences to match market demand.
Be A Tourist in your Own Backyard \$1,500 0.05 FTE	Engage visitors and residents to explore local businesses and attractions	Local spending and greater awareness of local attractions.	Build a foundation for local spending and increasing visitation locally through the Visiting Friends and Relatives Market

Current activities – Regional Marketing

Projects & Collaboration	Activity	Objective	Timeframe	Strategy/Agency
Extraordinary Everyday Barossa	Develop further stories on food, wine, innovation and partnerships.	Destination Marketing: Investment Attraction	2017/18	RDA Barossa/ Chris Sands
Barossa Brand Review	Support the review and rollout of a revised Barossa Brand	Regional Place Branding	2017/18	Barossa Grape and Wine Strategic Plan/ Barossa Grape and Wine, Tourism Barossa, Barossa Food, RDA Barossa.
Great Wine Capitals of the World	Represent the Barossa Region in this network at the AGM and Conference. Contribute to a best ever GWC Conference in Adelaide & regions in 2018.	Taking the Barossa to the forefront of the State's investment in Great Wine Capitals network, reinforcing the region's pre-eminence as a Global Wine Region.	2018	Work with BGWA, SAWIA and the State Government to develop an impact program and effective Barossa elements.
Be a Designer for a Day!	Engage visitors in local experiences with artists and artisan trades	Diversify tourism experiences to increase appeal and visitation	2017/18	RDA Barossa, Country Arts SA
Regional Investment Promotion	Regional investment prospectus in English(updated) Regional Investment Prospectus in Mandarin (updated).	Selecting investment opportunities relevant to the Portfolio. Developing portfolio of opportunities in English, Develop Portfolio of opportunities for Chinese investors in Mandarin.	2017/18	Investments SA, Immigration SA, Austrade, DSD & Sky Immigration Agency



2017 CASE STUDY

EXTRAORDINARY EVERYDAY BAROSSA

Issue or Opportunity

The issue is that when people consider the Barossa Region as a place to live, to set up a new business or a place to invest, they rarely get to understand what makes the Barossa a vibrant and prosperous rural community. Every place has its local distinctiveness and best kept secrets which can be hard to find for outsiders such as tourist, new residents and business investors. What was needed was an insight into the Barossa as a place to business, a place with a sense of community and a place to invest. RDA coordinated a project in partnership with Chris Sands, founder of Brands, People and Place, to curate stories about people, places and the extraordinary things locals do and why they choose to them in the Barossa region.

Project Outcome

A series of visual podcasts was curated to understand the everyday life of Barossa people, the food, wine, local culture, and artisan trades which are often seen as extraordinary to people visiting from outside the region. This point of difference is what is captured and has appeal for visitors and investors. For samples of the stories go to www.extraordinaryeverydaybarossa.org The stories provided a broad suite of content for marketing and communications and complement's RDA's Investment Prospectus, the RDA Website and cooperative marketing with other agencies. The portrait photographic style also drew attention in the review of Barossa's Place Branding Guidelines and supported a greater focus on story-telling by the wine and tourism industry. The project was a feature exhibition at the 2017 Barossa Vintage Festival and in 2016 won a National Economic Development Award for Marketing and Promotion from EDA Australia.

Impact

The key impact is the appeal the stories have for investors and the potential to use the stories to drive a conversation about local business and community culture. The stories also motivate

people to start a business that is an extension of their hobbies, interests and expertise.



Photography by:
Craig Grocke

Accountability

2016 – 2017

Financial Statements

Regional Development Australia Barossa Inc.

Profit & Loss Statement

for the year ended 30 June 2017

	<u>Note</u>	<u>2017</u> (\$)	<u>2016</u> (\$)
<u>Income</u>			
Funding - RDA Barossa	2	1,184,642	1,510,681
Bank Interest		5,433	10,526
Sundry Income	3	140,975	179,212
Total Income		1,331,051	1,700,419
<u>Expenses</u>			
Employment Expenses	4	866,504	808,683
Depreciation		11,738	9,507
Projects		254,093	606,158
Rent & Outgoings		47,001	47,471
Other Operational Expenses	5	160,550	145,869
Total Expenses		1,339,885	1,617,689
<u>Net Surplus / (Deficit)</u>		(8,834)	82,731

Regional Development Australia Barossa Inc.

Statement of Financial Position

as at 30 June 2017

	<u>Note</u>	<u>2017</u>	<u>2016</u>
CURRENT ASSETS		(\$)	(\$)
Cash & Cash Equivalents	6	671,804	721,546
Trade & Other Receivables		311,008	552,587
TOTAL CURRENT ASSETS		982,812	1,274,133
NON CURRENT ASSETS			
Plant & Equipment @ WDV	7	19,705	20,868
TOTAL NON CURRENT ASSETS		19,705	20,868
TOTAL ASSETS		1,002,517	1,295,001
CURRENT LIABILITIES			
Trade & Other Payables	8	437,032	678,628
TOTAL CURRENT LIABILITIES		437,032	678,628
NON CURRENT LIABILITIES			
Provision for Long Service Leave		33,826	40,010
TOTAL NON CURRENT LIABILITIES		33,826	40,010
TOTAL LIABILITIES		470,858	718,638
NET ASSETS		531,659	576,362
MEMBERS FUNDS			
Retained Surplus		540,493	493,631
Current Surplus / (Deficit)		(8,834)	82,731
TOTAL MEMBERS FUNDS		531,659	576,362

Regional Development Australia Barossa Inc.

Statement of Cash Flows

for the year ended 30 June 2017

	<u>Note</u>	<u>2017</u> (\$)	<u>2016</u> (\$)
<u>Cash Flows from Operating Activities</u>			
Funding & Other receipts		1,657,981	1,361,060
Payments to suppliers and employees		(1,697,149)	(1,763,025)
Net cash provided by / (used in) operating activities		(39,168)	(401,965)
<u>Cash Flows from Investing Activities</u>			
Payments for Plant & Equipment		(10,575)	(8,759)
Net cash provided by / (used in) plant & equipment		(10,575)	(8,759)
<u>Cash Flows from Financing Activities</u>			
Proceeds from Borrowings		-	-
Repayment of Borrowings		-	-
Net cash provided by / (used in) financing activities		-	-
Net increase / (decrease) in cash held		(49,742)	(410,724)
Cash and cash equivalents at beginning of financial year		721,546	1,132,270
Cash and cash equivalents at end of financial year		671,804	721,546

The accompanying notes form part of these financial statements.

Who We Are

RDA Board Members



Ivan Venning - Chairman

Born in Crystal Brook, Ivan Venning is a 4th generation farmer who finished his formal education at Prince Alfred College. Ivan was elected to State Parliament in 1990 and served as Shadow Minister, Party Whip, Chairman – Environmental Resources & Development Committee and on the State Public Works Committee until his retirement in 2014. Prior to his election he was involved with Local Government for District Council of Crystal Brook - Redhill, the Agriculture Bureau, Advisory Board of Agriculture, Rural Advisory Council, State Board of the RSL and served for two years National Service. In 2015 Ivan was elected as President of the SA Parliamentary Wine Club and Captain of the SA Parliamentary Bowling Club.



Alex Zimmermann – Deputy Chairman

Alex Zimmermann is a member of the South Australian Police Force and is currently the Officer in Charge of the State Community Engagement Section. Immediately prior to this, Alex served as the Local Recovery Coordinator for the communities devastated by the Pinery Fire in November 2015 and before that, he was the Local Service Area Commander for the Barossa region. Alex is the Chairman of the Police Credit Union Board, and also Workskil (an employment services provider). He has successfully completed the SA Governor's Leadership Foundation program conducted by the Leaders Institute of SA (Fellow status), which has provided him with a strategic overview of the issues facing the South Australian and broader Australian community into the future. Alex holds a Graduate Certificate in Business Administration and is a Fellow of the Australian Institute of Company Directors.

As the Barossa Local Area Service Commander and Local Recovery Coordinator, Alex has extensive experience of working in partnership with local stakeholders including local government organisations, service organisations and community groups. Alex was also a member of the Marion City Council for eight years.



Rolf Binder

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. With his sister Christa, Rolf has built up Rolf Binder Wines through consistently high standards and uncompromising wine quality. Rolf is a keen supporter of the Arts having housed a number of exhibitions, SALA events and live music events including a series of recorded concerts for ABC Classic FM at the winery. 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.

His company COCO consults to family business and another, PPM, develops digital media software systems.

Tony is a former Chair of the State Horticulture Board, member of the Premiers Food Council, Certified Practicing Manager and Graduate of the Australian Institute of Company Directors.



Victoria McClurg

Victoria McClurg is the head cheesemaker and owner of Barossa Valley Cheese Company in Angaston. A national and international award winning producer of artisan cheese, Victoria is committed to the integrity of the Barossa Valley and its primary producers.



Andrew Morphett

Andrew Morphett 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.



Sarah Goldfinch

Sarah Goldfinch moved to the Barossa Valley 3 years ago to manage the Novotel Barossa Valley Resort. Sarah has extensive hotel management experience contributing 17 years within the International Hotel Industry. Sarah studied a Hotel Management degree at the Blue Mountains Hotel Management School, upon completing her studies travelled considerably thorough out Europe & Asia while working with Starwood Hotels in London. During her tenure Sarah has achieved Accor Pacific Award for Planet 21 Property of the Year in 2013 for Sustainable Development practices around Health & Wellbeing, Local Contribution, Energy & Climate, Natural Resources, Innovation, Corporate Social Responsibility & Governance. Sarah aims to maintain her passion for Tourism and Hospitality as a board member.



Annabel Mugford

Having worked in the wine and food industries for more than 25 years, you could say that wine and food are in Annabel's blood. Annabel currently works at the Barossa Grape and Wine Association partnering with wine producers promoting the Barossa region to the world, including managing the Barossa Wine School and the Barossa Wine Chapters Auction 2015. Annabel has previously worked at Wine Australia, PIRSA, Adelaide Hills Regional Development and a number of wine companies, always looking for ways of creating value and "wow" experiences for consumers and helping producers to deliver these. She studied Wine Marketing at Roseworthy Agricultural College in the 1980's and then completed an MBA, majoring in strategic

marketing, graduating in 2000. In the quest of continuously building on my knowledge of wines from around the world I have completed the Wine Spirit Education Trust Level 3 Certificate in 2014.



Lynette Seccafien

Lyn has a significant background in community and sporting organisations on a volunteer level, having served on many of the local committees. Lyn grew up in the district and has been involved in a voluntary capacity with community and sporting groups for over 30 years. Her role as governing chairperson of the Two Wells Kindergarten in the late 1990's oversaw the development and construction of the Two Wells Community Childrens Centre. Currently Community Development Officer in Local Government, Lyn is passionate about collaborative approaches to community and economic development, advancement and achievements.



Brian Carr

Brian has held the position of CEO at the councils of Wakefield Plains, City of Elizabeth, City of Tea Tree Gully and Liverpool City Council, NSW, before taking up his current position of CEO at Light Regional Council. During 2003 - 2007, Brian had been providing consulting services to the public and private sectors within South Australia. A fellow of Local Government Manager's Australia and an inaugural chair of the CEO network LGMA. He has been recognised and appointed a Business Ambassador for the State of South Australia.



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.



Henry Inat

Henry was appointed Chief Executive Officer of the Town of Gawler in early 2013. Prior to this he worked as General Manager at the City of Charles Sturt. 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.

Henry holds post Graduate Qualifications in Business Management and Regional Planning and a BA in Town Planning.

Adelaide Plains Council (to be formalised in 2017)

RDA Staff Members

RDA Barossa has a staff of 7 Full Time (including trainees) and 5 part time staff. Along with 1 specialist contractor for China specific business.



Anne Moroney

Chief Executive Officer

With a background in commercial law and relevant studies in Law, Economics, Economic Development, Mediation, Accountancy and Governance, Anne is responsible for organisational performance and working with the Board to develop and implement regional strategic vision. Anne has lead responsibility for Good Governance agenda in the region and overall responsibility for delivery of programs and projects. Anne liaises with the three levels of government and regional industry. Her goal is to influence sustainable, design led growth and adaptive industries.



Suzanne Merry

Executive Assistant/Finance

Sue brings to the role extensive Administration experience having worked closely with Chairs, CEOs and Managers. Sue possesses financial management and project management skills including contract and scholarship management and event organisation.

Sue welcomes the opportunity to work within the regional community to assist and enhance its future development and well-being of its residents. Sue's qualifications include an Advanced Diploma in Accounting and Corporate Governance.



Elena Shchepina

Investment Attraction and Export

Elena has extensive experience in Economic Development and Investment attraction in Russia. Her specific interests are Start-ups, Entrepreneurship, Industry Clusters and Investment attraction.

Elena's qualifications include medicine, business and consultancy.



Craig Grocke

Place, Planning and Infrastructure

With a background in urban and regional planning, tourism development and urban design, Craig is responsible for RDA's role in Spatial Planning (including tourism trails and freight movements) and Place. Craig has had a career in Local & State Government working for the Dept of Planning and Local Government, the SA Tourism Commission, the Dept of Conservation and Land Management in WA and Dunedin Council in New Zealand. Craig's qualifications include: B.A. Planning, Grad. Dip. Recreation Planning and Management; M. Appl. Sci. in Parks, Tourism and Recreation Management. Craig is a Fellow of the Institute of Place Management.



Trevor Taylor

Business Growth & Strategy

Trevor has a wealth of business experience, having held a number of positions in his career such as Chairman of Australia Marketing Institute(AMI) in South Australia, Marketing Manager Gaming at Adelaide Casino, State Sales Manager of Sony, Business and Marketing Consultant, Senior Steward of Thoroughbred Horseracing and recently Business Manager, Telstra Business Centre North; assisting Telstra with the recent launch of NBN in Port Augusta, working closely with the RDA Far North on benefits of NBN. He managed the Telstra Business Centre North B2B and Telesales Team and did a lot of sales training, which resulted in record sales been achieved.



Charlotte Williams (until August 2017)

Industry Networks

Charlotte brings to the team knowledge and experience in urban and regional land use planning, and strategic projects at both state and local government levels, in both South Australia and Victoria. Her role at RDAB is to work with business and industry to identify and design skills training for current and future job demand. Charlotte also coordinates regional networks, including Young People in Ag, Industry Leaders Group and B2B Providers.

She holds a Bachelor of Business (Tourism Management) and a Graduate Diploma in Social Science (Environment and Planning).



Stephen Birch (until July 2017)

Career Coach

Steve brings a positive, enthusiastic and passionate approach to helping people succeed. He has had a diversified administrative career within the Manufacturing, Tertiary and Local Government sectors, where he has undertaken a variety of roles including: Career Planning, Human Resources Management, Internal Quality Auditing, Rehabilitation and Payroll/Remuneration.

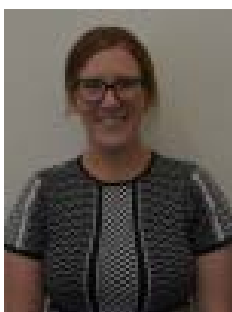
Steve's qualifications include; Diploma of Human Resources Management, Certificate IV in Career Development, Certificate IV in Business and the Vocational Graduate Certificate in Career Development.



Meagan Stapleton

Jobs & Skills Project Officer

Meagan undertook a traineeship with RDA Barossa working closely with the workforce projects and DSD programs. This experience has given her the skills to step up into this new role working to design and deliver skills training programs with jobs outcomes.



Leah Blankendaal (commenced October 2016)

Arts & Cultural Facilitator

Leah joined RDA in 2016 as the newly appointed Arts and Cultural Facilitator, in partnership with Country Arts SA. She comes with experience as a performing musician, composer, broadcaster, and teacher. Leah's experience as a practicing musician has included winning one of three major commissions at the 2016 Sound stream Emerging Composers' Forum. In 2017 she will represent the Australian delegation in the Classical: Next Fellows Program in Rotterdam.



Caroline McInnes

Administration

In 2014-15 RDA Barossa was able to offer a return to work placement for Caroline McInnes. Caroline has made a wonderful contribution to the team in administration support for economic development projects including coordinating an extensive survey of local business to identify investment and jobs opportunity. Caroline has stayed on in a part time role providing scheduling and administration services.



Daniel Bailey

IT Guy and Projects

Daniel's skills are applied to investor and business information, mapping investment in the region and supporting new businesses with online presence. He also supports RDA Administration with IT services including website updates.

RDAB took advantage of a Regions SA and LGA (SA) program for subsidised traineeships and is supporting two trainees in jobs ready skills and experience:



Chelsea Broadhurst (until January 2017)

Admin Trainee

Chelsea undertakes general administration duties and desktop publishing and worked 0.5 with the Barossa Career Service and 0.5 in business support projects.

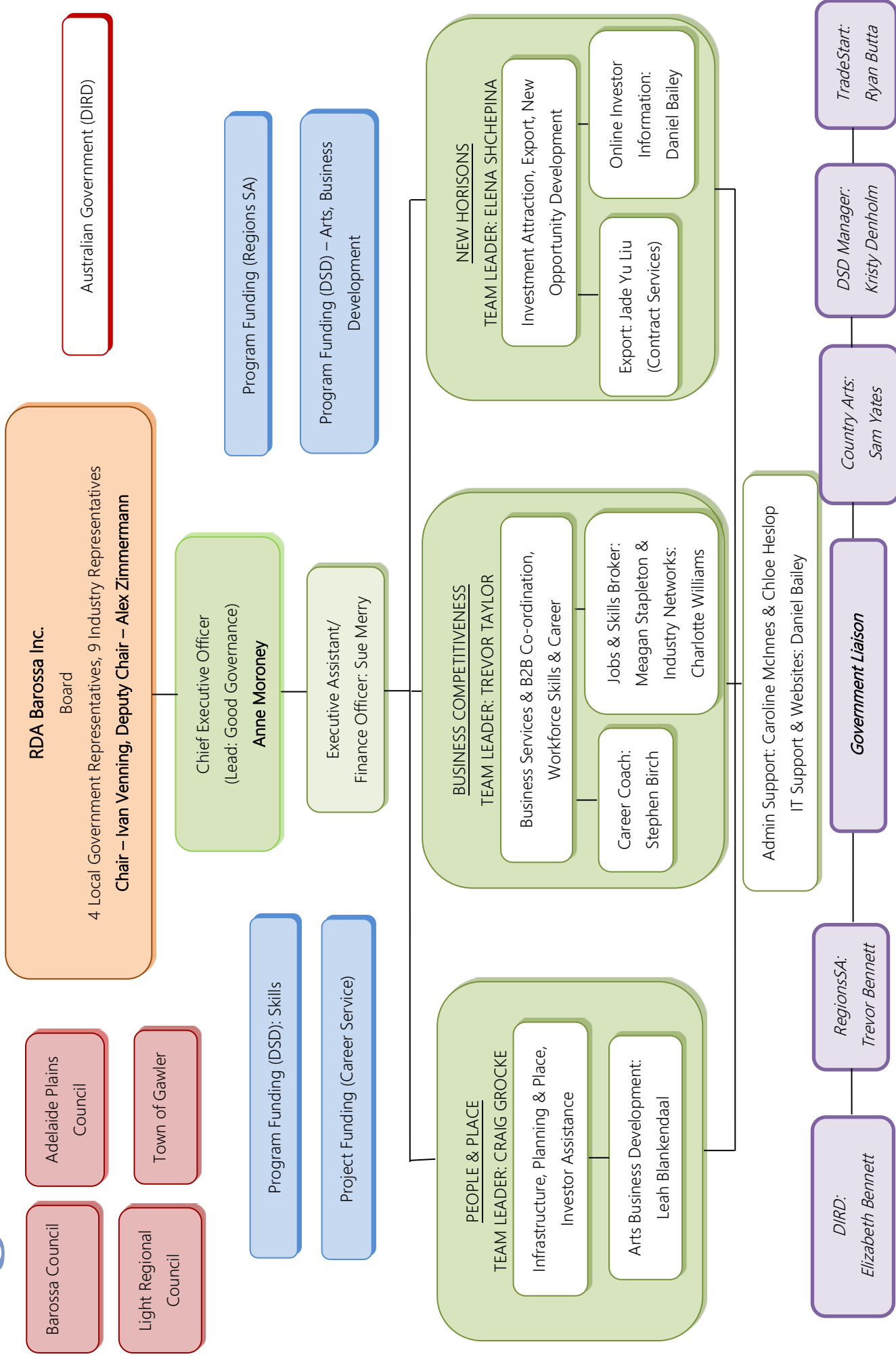


Chloe Heslop (Commenced March 2017)

Admin Trainee

Chloe is undergoing a traineeship with RDA Barossa. On completion she will receive a Certificate III in Business Administration.

Organisation Structure 2016 - 2017



Whats Coming



Australian Government



STRONG, CONFIDENT AND VIBRANT REGIONS

A NEW 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:

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

Senator the Hon Fiona Nash
Minister for Regional Development

August 2017



An Australian Government Initiative



Supported by
**Government
of South Australia**

Primary Industries
and Regions SA



Gawler

