



Regional
Development
Australia

BAROSSA • GAWLER • LIGHT • ADELAIDE PLAINS

2021-2022

Annual REPORT



An Australian Government Initiative



The Barossa Council



Government of South Australia
Primary Industries and Regions SA

Gawler



Light
Regional
Council



Adelaide Plains
Council



Regional Snapshot

The RDA Region

The Barossa Region covers 4 local government areas (LGA): Barossa, Gawler, Light and Adelaide Plains

Barossa – Australia's most famous wine region and tourist destination.
Land area 89,354 ha. Population 25,569

Light – Viticultural and agricultural region with a rich mining heritage and premier farming.
Land area 127,684 ha. Population 16,083

Gawler – Heritage town, Population, Education, Retail and Service Centre.
Land area 4,109 ha. Population 26,472

Adelaide Plains – Significant South Australian food bowl – horticulture, broad acre and grazing; coastal area.
Land area 93,470 ha. Population 9,977

Population is growing in this region twice as fast as the state average.



GRP
\$3.98 billion

NIEIR 2021



Population
76,933

ASB ERP 2021



Local Jobs
29,080

NIEIR 2021



Largest Industry
Manufacturing

NIEIR 2021



Local Businesses
5,749

ABS 2021



Employed Residents
38,273

NIEIR 2021



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What we Do

RDA Barossa Gawler Light Adelaide Plains works across the region with community and business to attract business investment and to support the conditions, services and capabilities that enable businesses to grow, employ, invest and export.

We do this in collaboration with all three levels of government and coordinate Federal, State initiatives aligned with regional priorities.

We analyse data and trends, identify new opportunities and challenge barriers to economic growth and wellbeing.

Our objective is to increase scale and scope in the local economy and “put oxygen in the water” that helps businesses thrive, grow and employ.

Our goal is to develop economic resilience and regional competitive advantage.



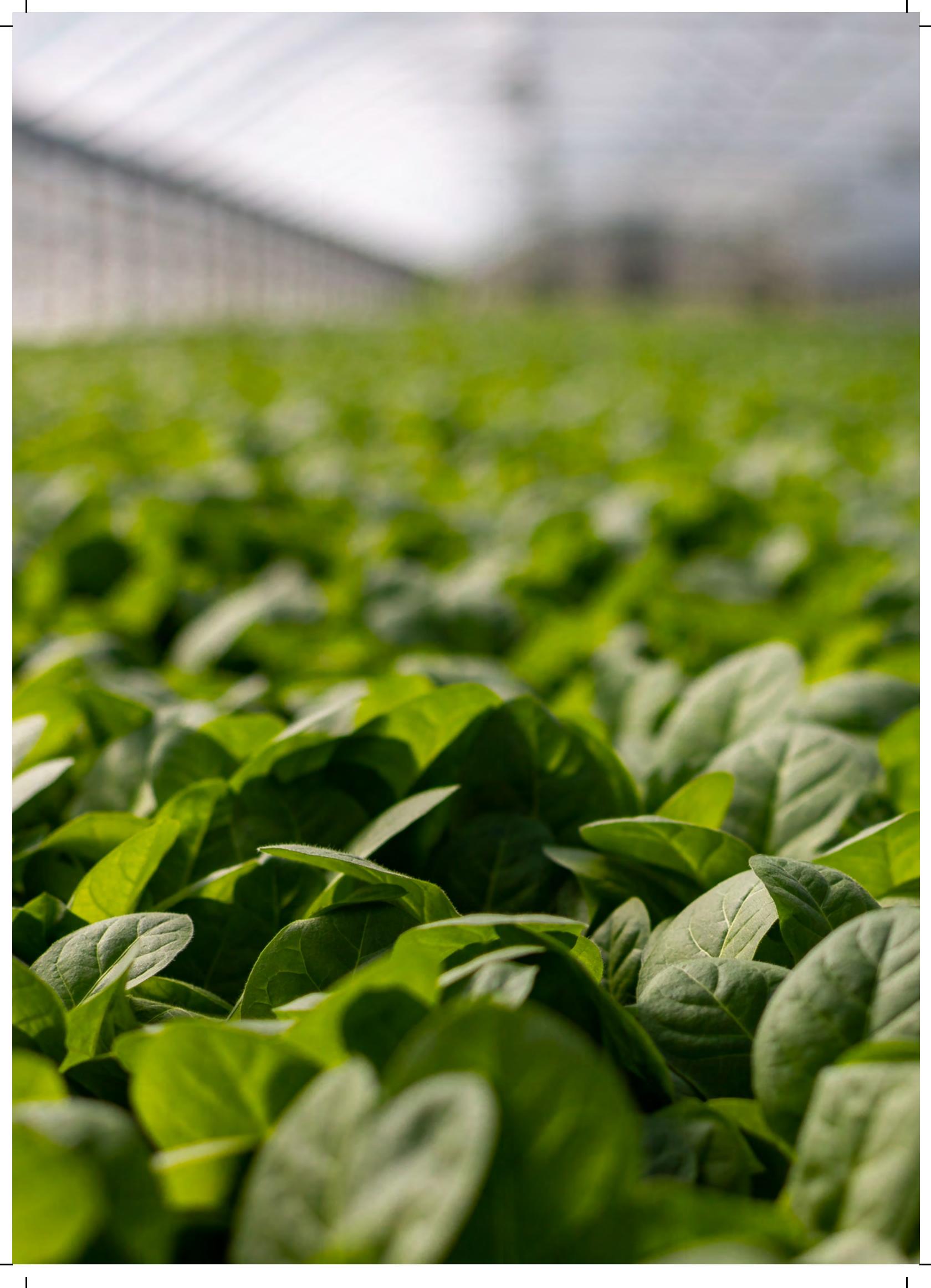
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Who we are

RDA: Connecting all levels of government and industry with place-based opportunity





Chair's Report 2022



"As an organisation, that is in a position of respect, we are highly qualified to provide advice to all three levels of government on critical issues affecting our region."

Rolf Binder, Chair

What makes the RDA network strong is our unique tripartite partnership between the Australian and SA Governments, and the Local Government Association of South Australia on behalf of its members. We are in the unique position to and will lead in matters to strengthen our resolve for the region, working across all areas to provide the 'behind the scenes thinking and process to make our region great for future generations. This may involve us being forthright and perhaps stressing the point of absolute logic in an area where other parties create an overly safe environment to tip-toe forward, whilst not moving.

As an organisation, that is in a position of respect, we are highly qualified to provide advice to all three levels of government on critical issues affecting our region. We can be criticised for often having a 'multi laned highway' approach by electing to take on numerous tasks, with our attitude being that we are on a divergent path that is moving forward, and it is the sum of the parts not the spanner in the works.

As Anne Moroney would say, 'Wickered' problems don't have simple solutions – then we have to ask ourselves, not what does each level of government want or expect and how does business meet challenges but what are the ingredients – the wickered problem, that enhances and ensures all opportunities become reality. Now is the time that we need more clarity for all levels of government and desire to avoid duplication with councils. The input interests are vast, but once analysed all will be distilled to a few themes to the benefit of all.

The question now is what does this RDA do differently, that makes it stand out – we define the gaps, we are strategic thinkers for the whole region and advocate for regional initiatives. This leads to our path forward where we will continue to collaborate with relevant stakeholders to identify economic opportunities and leverage private and public sector investment to their regions. Our mission must also be to connect regional businesses, councils and industry sectors with international trade partners, financial markets and potential investors. This can only be achieved by our continued interaction with community leaders to identify required funding sources and develop project proposals to support economic growth.

If I can summarise and comment on the scope of our most important pillars, we know we can have an influence on policy issues;

- **Skilled migrations** – it seems to be the want of higher bodies to blame the failures of a previous government, due to the fact that what they may have done is not to the liking of their current belief. The solution is simple, identify our gaps and recruit to those opportunities. Our nation and regions attract these skilled people due to a belief that we can provide a solid future, plus respecting the intelligence being provided. If I can also add we have to replace a mindset and bring to the forefront an emphasis on skilling from within. The problems of today are not an instant consequence of a pandemic but have been a subliminal underlay for quite a while due to the lack of attention paid to bring all skills through the system.
- This brings up the **Housing** situation. I can understand the rationale for consideration, but Councils have a huge part to play in the success of the future of housing. It is not just putting up bricks and mortar, councils have to provide the emotion and liveability scenario with a large amount of future thinking to create what will be right for the next generations. From my understanding, the cheapest way of building is to build up with a density of living space. We have marvelled at what China has done with high-rise apartments, which I do not want to see, but very few people talk about the enormous open, developed green living space that is associated with this development.

Chair's Report 2022



"The future is not chasing the specific but chasing new skills and knowledge to help us build and shape what we will create...."

Rolf Binder, Chair

- Tourism is not one place, one stone or one grain of sand. Tourism is everything that a region has to offer from a point of people's desire to have an experience. Tourism does not have a boundary, nor does it have a playbook. The greater diversity we can offer, that is of a superior class, the more people we attract. Why are we so stuck on offering what we believe people want! A wise older tailor will tell you "never mind the width, feel the quality" – let's "premiumise" what we have over the region, collaborating from within to provide unforgettable experiences. Is our next step to go on a progressive journey of developing a Region Public Policy for Tourism or do we put our resources to train our destinations to deliver a region wide offering of the highest quality?
- The ongoing issue of **Water** to enhance the economic viability of the region is sadly progressing at a slow pace. I understand it is a big decision and has to have a correct outcome, as it will influence the ongoing viability of the horticultural and wine-growing regions. It is a time for action now as we may be in a current period of sufficient rainfall to sustain production of viticulture and horticulture, but as the apt Australian expression is uttered; It rains then it doesn't. The issue of water goes beyond the supply, as we have a long and sustainable opportunity to develop an industry around water, develop enhanced efficient use and possibly third-time recycling.

The future is not chasing the specific but chasing new skills and knowledge to help us build and shape what we will create; Progress only happens at the speed of change, hence we have to bring logic, results and vision to the process of doing, not talking.

Thank you to the Board for your guidance, collaboration and ability to work for the goals of a region that is progressive and forward-thinking. I would like to thank the staff for all the hard work, dedication and initiative provided to make our RDA a successful unit that is looked upon as a leader in the field. Finally, to Anne Moroney our CEO, this is your last Annual Report as our leader. What an amazing and brilliant enrichment you have given us all, as individuals and to the region. I believe you have single headedly help create what will be a very positive future and I know you will go on to give amazing devotion to what you choose to do. Your incredible breadth of knowledge, insight into our region and your unquestionable determination to achieve the best is a role-model of the highest inspiration.

Finally Anne, if I can adapt a quote from Robert Bault – "We will be grateful for the little things you have done, for one day we will look back and realise they were the big things."



RDA Board



Rolf Binder
Chair



Tony Clark
Deputy Chair



Steve Balch
Treasurer



Andrew Morphett
Secretary



Henry Inat
Board Member



Amanda
Longworth
Board Member



Kieren Chappell
Board Member



Rachel Brdanovic
Board Member



Darren Starr
Board Member

RDA Charter

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 to support the economic development of their regions.

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

Collaborating with other RDA Committees, all levels of government, and the private sector, RDA Committees will:

- a) Facilitate regional economic development outcomes, investment, local procurement and jobs.
- b) Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research.
- c) Improve Commonwealth regional policy making by providing intelligence and evidence-based advice to the Australian Government on regional development issues.
- d) Co-ordinate the development of a strategic regional plan, or work with suitable existing regional plans that will align with the Commonwealth's regional priorities.

Who:

- Local business & industry board
- Resourced through contributions by three levels of government

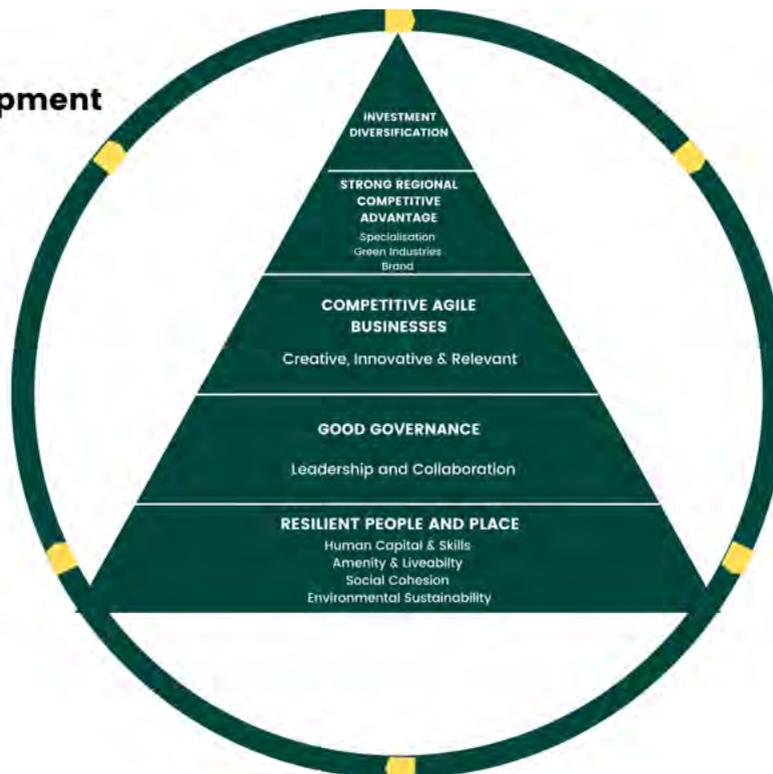
Why:

- Develop long range regional strategy
- Synthesize Regional Priorities
- Identify and action economic opportunity
- Connect opportunity, with resources and capacity
- Help local business access government policy and programs
- Join up industry & government initiatives

How:

- A systems approach to economic development – targeting gaps and opportunities to help the systems work better;
- Strengthening regional competitive advantage
- **Help create new value in the regional economy**

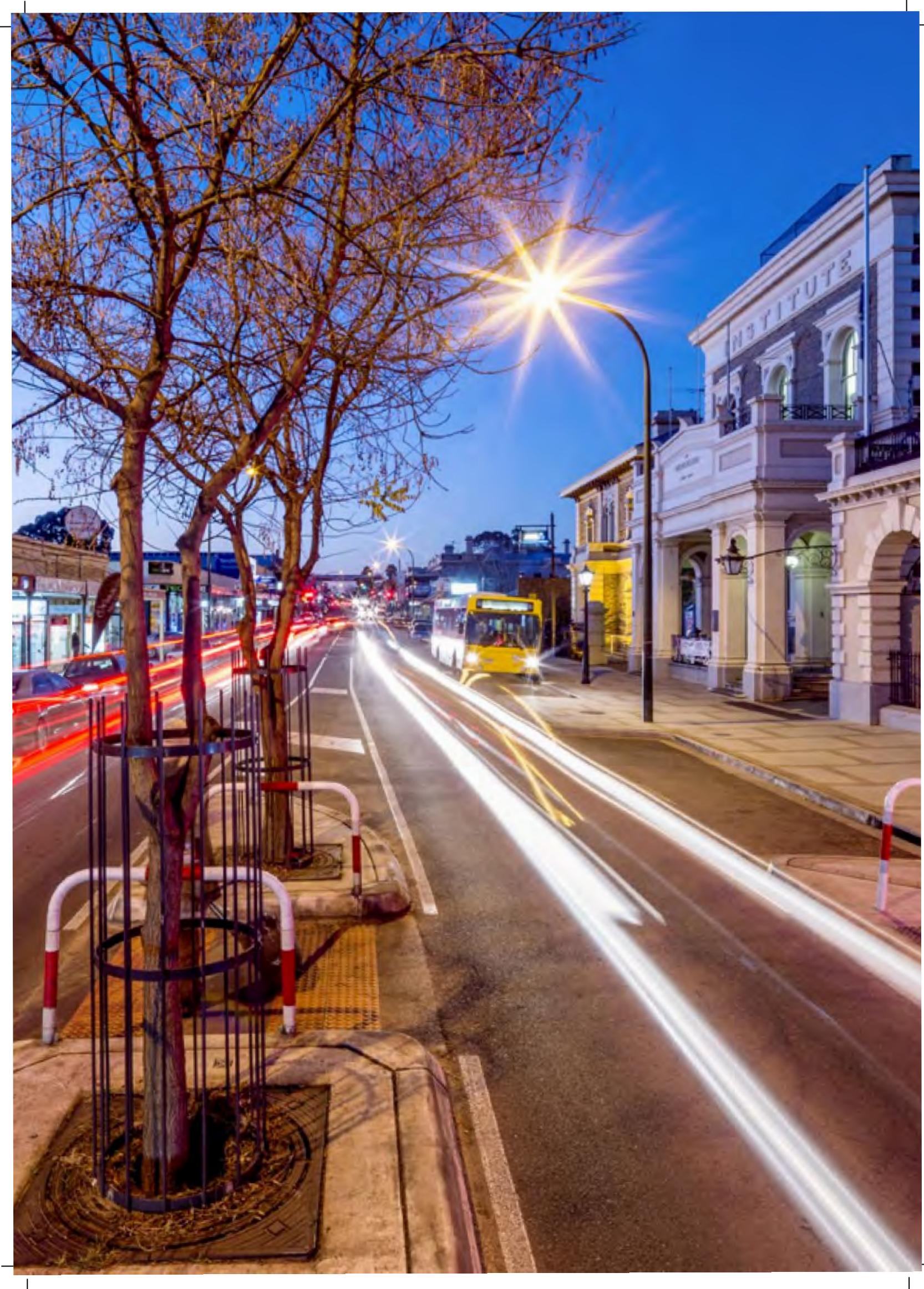
Economic Development Goals



Regional Competitive Advantage:

- Brand
- Specialisation in key industries
- Strong value chains
- Industrial symbiosis and circular economies
- Place based strengths
- Geographical connectedness between sectors
- Clarity in planning and investment policy
- Creative context
- Open Opportunity

Objective: Local value, global reach



CEO Overview



"Highlights of 2021-2022 include a mixture of successful ongoing initiatives and new projects that open up new opportunities."

Anne Moroney, CEO

As Australia and the world emerges from COVID induced paralysis, 2021 – 2022 has demanded new understanding of the different step changes that occurred during this time, the different settings with which we work and the different ambitions and opportunities for businesses in our region. With slowly emerging Census data, already outdated, new ways of understanding and interpreting our world have been required. We must also try to navigate changes that are transitory and changes that are likely to be long-term. These are new challenges for regional development. Add to this, two changes of government at state and national level and recent local government elections, it has been a year of massive change and disruption.

Nonetheless, RDA continues to work with business, investors, labour market and the community to drive change for good and improved business conditions. The disruptions of the last 12 months have again demonstrated the inherent value in RDA – we keep the wheels turning regardless of global and national changes, independent of electoral cycles and driven by local needs and opportunities.

Highlights of 2021-2022 include a mixture of successful ongoing initiatives and new projects that open up new opportunities. In the ongoing toolbox, our B2B business services program, (primarily supported by local government) has undergone a refresh and targets assistance to businesses to innovate and access opportunities. There is a greater emphasis on support for start-ups and exploring supplementary sources of capital for business. The increasing need for knowledge of and adoption of updated technologies has seen RDA increase its digital capabilities and recruit business help with digital marketing and customer connection along with agricultural technologies and software development. Our emphasis on the importance of networking connections as a driver of innovation has remained strong assisted by our additional communications capacity.

Barossa Campus, our Regional University Centre (resourced through the Commonwealth Regional University Centres program) was successful in winning its second term of funding and has settled into a known and accepted education and business infrastructure in the region. Barossa Campus capabilities increased to include a podcast studio again building capability for the digital and creative economy. Plans for an outreach centre at Gawler progressed, supported by local government and offering access to suitable space in the Civic Centre in the heart of town.

Our Regions SA agenda aims to progress the regional priorities with particular resource allocation to Food Agriculture and Wine and those value chains. Water as the no wine priority was further supported by state government investment in a Water Strategy for the Barossa and a feasibility study for Barossa New Water. This follows investment and ongoing expansion under the Northern Adelaide Irrigation Scheme, still requiring some tweaking of quality and cost to reach its full potential.

Establishment and growth of the Northern Adelaide Plains Food Cluster is the cornerstone of our development work on the agricultural plains and includes local government areas of Gawler, Light and the Adelaide Plains. A rich network of vegetables, nuts, grains, pulses, poultry and livestock producers is being assisted to connect and work together to address common challenges with joined-up solutions and access opportunities through economies of scale. The future for value creation in this area is enormous. It was rewarding for RDA to be named as a finalist in the National Economic Development awards for our work in the establishment of the NAP Food Cluster. Other work in food and ag has been in workforce programs, a livability and jobs report, a Barossa branded meat project and advancing the case for a food manufacturing centre with incubator capacity. Tourism and Wine industries have come together for a super (cluster) association to collectively drive brand salience and leverage destination marketing. This is addressing some of the challenges of recent markets disruptions, but more is needed on new markets growth before the sector is again finding its boom feet. RDA is collaborating on a new Destination Marketing framework for the Barossa.

CEO Overview



"Workforce strategy and Workforce development are critical regional development work now and into the future."

Anne Moroney, CEO

Two additional project opportunities were offered by Regions SA this year. One in the critical area of workforce development and the other to inspire Community Leadership.

With both, building on RDA's bank of knowledge and connection, we were able to unlock some of the challenges and find opportunities for our businesses and communities. Workforce strategy and workforce development are critical regional development work now and into the future.

Attracting and assisting new investment in tourism and the structural issues of social and environmental resilience, skills and land use planning dominate the allocation of commonwealth assigned resources. The development of a new regional strategic plan amidst all this disruption is a challenging task as new census data trickles through. Meanwhile, we are reinvigorating our geospatial information system as a tool for potential investors ready to go live by the end of the calendar year.

These endeavours are all designed to build the business investment and innovation ecosystem, to allow business to thrive and do well, to employ; for workers to choose our region to live, work and play. On behalf of the region and its people, we thank all contributing funding partners for their confidence in RDA's continuing capability and commitment to delivering exceptional value for public investment.

The injection of new talent and skills in the RDA team has ensured we are fit for purpose as a regional development organisation to address current challenges and opportunities. I thank all staff, and the Board, for their ongoing commitment and tireless efforts for the benefit of the region.



RDA Staff



Anne Moroney
CEO & DRD

Industry & Investment



Zac McCrindle
Investment & Value Creation



Mark McNamara
Food Projects



Graeme Crook
Agriculture & Sustainability



Kavya Manjanna
AgTech Projects

Operations & Finance



Bridget Kennelly
Executive Services



Suzanne Merry
Finance & Operations Manager



Rhia Daniel
Communications



Caroline McInnes
Adminsitration

Business Services



Zac McCrindle
Start-ups & Business Strategy



Anita Mariani
Business Excellence & Networks



Caroline McInnes
B2B Program Support

Barossa Regional Campus



Angie Kruger
Student Services



Kavya Manjanna
STEM Mentor

Danika King
Student Support



Graeme Crook
Research to Industry



Jade Lui
International Student Support

Special Projects

Leadership



Bridget Kennelly
Project coordinator



Anita Mariani
Events coordinator & facilitator

Workforce



Angie Kruger
Workforce Projects



Bridget Kennelly
Projects coordinator



Mark McNamara
Hospitality Workforce & projects

Key Outcomes

Strategy & Investment

- \$2,345m pipeline investments tracked
- 1 skills uplift projects to find workers for businesses
- 18 start up businesses assisted
- 2 leadership programs to develop future leadership in the region
- 6 industry analyses to understand gaps and opportunities
- 7 new food businesses to establish
- 1 submission on regional priorities and policy to national and state government
- Continuous consultation with business and community on priorities and opportunities
- Progressing the establishment of a Barossa chapter of the Southern Business Angels



Barossa Regional University Campus

- 330 registered students from 40 Tertiary & Higher education institutions
- 59 new registrations
- 3,000 visits 2021 - 2022
- 50 individual student exams
- 20 opportunities for students to extend their learning to connect with mentor, colleagues and industry
- 15 specialised education sessions for local business
- Participated in 3 Career and Education Expos
- Podcast hub established
- STEM Mentoring introduced
- Improved technology capability
- MOU between Barossa Australia & University of Adelaide



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B2B Business Services

- 7 Networking Events with 159 attendees
- 117 Businesses assisted
- 148 businesses assisted with a growth opportunity
- 3 businesses assisted to address a barrier/constraint/threat
- 33% services with Marketing/Digital/Social
- 16% services for financial assistance
- 7% services for IP protection

RDA Governance

- 6 Board Meetings
- 2 Board on Workshops Governance & Strategy
- 1 Workshop for deeper dive on important issues
- Regular meetings with elected representatives
- Cross-sectional collaboration through NAP Food Cluster & WAFTL
- 5 RDA statewide (RDSA) meetings to share information and insights
- First Nations collaborations & knowledge through the Aboriginal Engagement Committee coordinated by the Northern & York Landscape Board

Case Studies

2021 - 2022

Presenting activity, numbers and project milestones can be somewhat meaningless to those not directly involved in the delivery. Instead, we put together some case studies to give simplified summaries highlighting the work we have done in the course of 2021-2022 by way of illustration more than anything.

Whilst our activity has been broader than the case studies presented, we have chosen these to illustrate focus areas for 2021-2022.

Industry Development: Food and Agriculture

Workforce and Skills: Barossa Campus and Traineeships

Competitive Business: Start-ups and new business

Regional Coordination: Barossa Think Tank update

2021 - 2022 CASE STUDY

Industry Development: Food & Agriculture



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Business Support: Disaster recovery following fire

A business premises in Angaston, Barossa were destroyed in a major fire event, rendering plant and equipment unusable, staff unemployed and the business unable to fulfill orders and trade.

? Issue

Without suitable facilities there was the very real prospect that this well established and iconic Barossa bakery would be unable to rebuild the custom space they lease. Facing financial ruin of the 20 year old business also meant 4-6 long term employees would need to find new work or relocate.

➔ Response

We were able to make several introductions to enable the business to continue at a very reduced capacity. We put four proposals forward for potential solutions and acted as a conduit between the prospective lessee and facility management.

✓ Outcome

Fortunately, with the approach made by RDA BGLAP, the site manager of Jacobs Creek Visitor Centre was able to take this proposal to Pernod Ricard management where the proposal was approved following further action by RDA assisting in navigating red tape for a successful community minded outcome. Importantly, in this outcome was a win, win situation. The bakery only lost 2 weeks revenue, staff have kept their jobs, productivity and cash flow has returned and a corporate business has newfound respect in the community. This shows the benefit that RDA has in bringing parties together for economic and social benefit and the benefit of community minded corporates like Jacobs Creek & Pernod Ricard.



2021 - 2022 CASE STUDY

Industry Development: Food & Agriculture



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Destination Tourism: supporting new marketing concepts

A new Food Festival called "A little more Barossa" (ALMB) was launched in mid 2021 with the aim of replacing the Barossa Gourmet weekend. RDA BGLAP were approached by event organisers to help facilitate the engagement of Barossa Cooks and Chefs via the group Chefs of Barossa.

? Issue

Organisers envisaged engaging local chefs in two elements of the event, requiring the coordination and commitment of restauranteurs to the program. RDA was able to assist with the organisation, promotion and delivery of the concept.

↪ Response

"Give a little more", was targeted to raise funds for the homeless in the Barossa while the Festival workshops aimed to show the passion of Barossa Chefs and showcase their skills and concepts. Working with Barossa Australia we bought together two groups of chefs to focus on the workshops.

✓ Outcome

These events were delivered at the Barossa Cellar, the new home of Wine in the Barossa. Both events were fully subscribed and based on the success and subsequent demand for further events, this initiative has seen a further iteration and further editions are planned for ALMB MKII to be run later in 2022. The development of these combined skills, showcase wine and expand our regional Food Tourism offerings, beyond the cliched degustation dining experience, to include a more connected, immersive, and genuinely memorable experience that focuses on people, produce, place and skills.



2021 - 2022 CASE STUDY

Industry Development: Food & Agriculture



Highlighting regions: Gawler's growing food scene

Following conversations with numerous Gawler residents including people within local government the message conveyed almost universally was that food was not an important element in the economic makeup for Gawler and that the town was not for "Foodies."

? Issue

There was clearly a need to provide a platform to highlight and celebrate the food sector in Gawler and stimulate further growth and investment in this area, given the town's growth in population and an aspirational new demographic.

→ Response

Following a survey of food business with data provided by The Town of Gawler and PIRSA we identified core food businesses from within the Town of Gawler area. The targets ranged from Food and Beverage service venues, catering operators, farmers, niche food retailers, butchers, bakers and any business that provided a quality and/or original food offering that contributed to the liveability, visitation attraction and or economic benefit to the town. We then set up an Instagram account under the name "Gawler Food Detective" with the aim of posting images and stories to highlight the depth and breadth of this sector and to secure some civic pride in the food amenities the Town of Gawler has to offer.

✓ Outcome

Since launching in mid April an organic following has developed from the targeted posts, with the engagement doubling almost every post. This interest now exceeds the number of businesses followed. Posts have attracted a high level of engagement, with feedback from targeted business and loyal customers, grateful for the recognition and promotion they have received. This site is continuing to grow and it is planned to start running interactive surveys on where to find the best coffee, best cocktail, best butcher in coming months.



2021 - 2022 CASE STUDY

Industry Development: Food & Agriculture



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Agricultural Tech: Barossa, Adelaide Plains

SA AgTech Advisory Group was formed in 2019 with the aim of encouraging greater adoption of AgTech solutions in the state's agriculture sector by:

- helping to build on South Australia's advantages
- showcasing businesses and organisations developing or using new technology
- increasing productivity and quality in our primary industries.

PIRSA has established a series of AgTech Hubs around the state which highlight technologies for production systems relevant to the site's location, with five sites from the south-east to Eyre Peninsula. In early 2022, the state government announced the AgTech Growth Fund to supplement adoption through the funding of suitable projects involving an industry partner. This is currently on hold due to the change of government and the review of all funding.

? Issue

Ensure that the agricultural sector within the region incorporate the appropriate technologies to maximise the sustainable outcomes for their businesses, industries, communities and environment.

→ Response

AgTech Hub for Horticulture

To complement the Viticulture Demonstration site in the region, and the Australian Grain technologies hub also in the region, RDA proposed a demonstration site that supports the horticultural production systems in the surrounding area, including demonstration of the effectiveness of new forms of climate resilience greenhouses. We met with innovative growers to find the right host for a demonstration site that would inform the rest of the grower community of the benefits of adopting more recent technologies.

✓ Outcome

- Using a Proof of Concept model to demonstrate the capability of the technologies, there will be opportunity for producers and service companies to participate in Pilot Field trials to enhance the value and to stimulate adoption of the technologies.
- A change in government has delayed the implementation of this work here but RDA works outside electoral cycles and we are persevering with the new government for funding support for the demonstration site to lead faster uptake of emerging technologies in horticulture



2021 - 2022 CASE STUDY

Industry Development: Food & Agriculture



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Food Waste recycling: Black Soldier Flies

One third of all food produced is lost or wasted, around 1.3 billion tonnes of food and costing the global economy close to \$940 billion each year as well as accounting for up to 10% of global greenhouse gases. Black Soldier Fly Larvae (BSFL) or *Hermetia illucens* have proven to efficiently convert organic waste into high-quality nutrients for pet foods, fish and poultry feeds, as well as produce a residue, 'frass', which is an effective soil improver. The process is an excellent opportunity to gain value from a wasted resource and provide social and environmental benefits to communities.

? Issue

A Barossa business, Mobius Farms, established to take advantage of the opportunity and manufacture sustainable pet food and soil improver. They had used own capital to start the business and their own intellectual property as engineers and researchers. In the past two years Mobius Farms have been shortlisted for the Taronga Conservation Trust Hatch Accelerator Program, finalists for the SA Premier's Food & Beverage Industry Awards in the Emerging Business and Sustainability Categories and were awarded the Pank Family Trust Social Enterprise Scholarship, gaining acceptance into the UniSA Venture Catalyst program from which they graduated in June 2022. They are currently engaged in a research project with University of Adelaide, funded by Agrifutures to study different drying processes for insect protein. They had now moved beyond proof of concept stage and now sought to expand production, which also meant a new site and the need for capital.

Response

RDA assisted in a number of ways: we helped them develop a pitch that demonstrated an economic model which will provide a scaleable, repeatable and affordable solution to the food waste and protein supply issues. We assisted them with site selection and to prepare for private equity capital raising.

✓ Outcome

RDA were able to introduce them to a different kind of waste management facility with space and complementary activity from a planning perspective. The waste management facility is run by disadvantaged youth and had expanded its capacity through another RDA coordinated project on winery waste. The sharing of resources achieved benefits for both parties and has prevented Mobius Farms from leaving our region in search of an appropriate location for their business activities.

2021 - 2022 CASE STUDY

Industry Development: Food & Agriculture



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Hailstorm Event: Adelaide Plains

The Northern Adelaide Plains is Australia's largest area of covered horticulture. The sides and ceiling of a glasshouse are glazed extensively so that the plants receive natural light for most of the day. The conventional glazing material has been glass, however plastic films made of polythene or polyvinyl are also widely used, as is fibreglass. This covered structure is a resource efficient method of food production, using one fifth of the water of traditional market gardening, maximising sunlight, protection from extreme weather and provides a context for low or zero chemical use. They can also grow plants year round.

? Issue

The enormous storm that devastated the region in October 2021, left the growers with long-term infrastructure damage causing disruption in vegetable production resulting in increased demand as well as market price. 20,000 glasshouses (old infrastructure) were completely smashed, ruining the crops in the glasshouses with shards of glass and pulverising.

Another area of concern was the collection and recycling of the damaged infrastructure material generated by the hailstorm including glass and poly plastics, which incorporates approximately 4000 tonnes wastage.



✓ Outcome

Growers who were impacted by storms received funds for disaster recovery of up to \$10,000. The jointly funded Commonwealth-State Disaster Recovery Funding Arrangements (DRFA) are used to provide aid. Storm assistance was arranged immediately as an initial assistance to organize the hazardous waste collection from Adelaide Plains vegetable and horticultural growers whose fields and glasshouses were affected.

Future Benefits: Reinvigoration of the Northern Adelaide Plains Food Cluster as a relevant and proactive organisation for the horticultural sector in Adelaide Plains and Playford Council regions. Initiation to plan, design and test the new infrastructure materials for greenhouse to build resilient operation incorporating digital technology in a way that prepares for the increasing incidence of events such as bushfire, flooding, drought, heatwaves or severe storms.

→ Response

Crisis Response through Northern Adelaide Plains Food Cluster, RDA and City of Playford.

A Disaster response committee was established the day after of the event and regular meetings informed the co-ordination of recovery action, hosted a primary industries help team and connection with support and urgent and targeted political advocacy. RDA quickly prepared proposals for "building back better" with climate resilient high tech structures that would withstand future hail storms and presented this to growers, manufacturers of the greenhouse structures and Primary Industries SA recovery team.

2021 - 2022 CASE STUDY

Workforce & Skills



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Hospitality Workforce: Job Ready Pool

The Barossa started to understand the enduring effects of the Covid pandemic, especially in the hospitality/tourism sector, employers advised that the sector had lost numerous experienced hospitality employees who weren't returning to the sector.

? Issue

The aim was to help back fill basic hospitality positions allowing for more flexibility in teams with experienced staff able to move into more critical roles and providing career launch points for a new cohort of hospitality workers.

➔ Response

Following our guidelines and minimum skills requirements, we advertised a 2-week intensive industry-based hospitality skills program. Through our networks, and social media channels, we invited school leavers, long-term unemployed and career changers to apply for the course that combined both accredited and non-accredited modules.

Trainers from the hospitality industry, mentored and taught students industry-specific skills in a range of community settings including the Barossa Campus, Barossa Farmers Market, Ember Pizza, The Louise, Fino at Seppeltsfield, The Novotel, and Barossa Cellars. This course was provided at no cost to the participants.

✓ Outcome

The course commenced with an introductory session, which 12 attended and 6 completed all the training satisfactorily. Subsequent follow-up found 4 of the 6 participants had gained positive employment outcomes and another graduate seeking school based traineeship opportunities.

In regards to effectiveness of the training, 50% of applicants completed the course and 83% achieved employment outcomes. In Summary by involving industry in direct training of basic skills that our industry partners identified as critical for job starters, we were able to return an 83% in a high intensity 2 week program with minimal funding or red tape.



2021 - 2022 CASE STUDY

Workforce & Skills



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Barossa Campus: Virtual Open Day

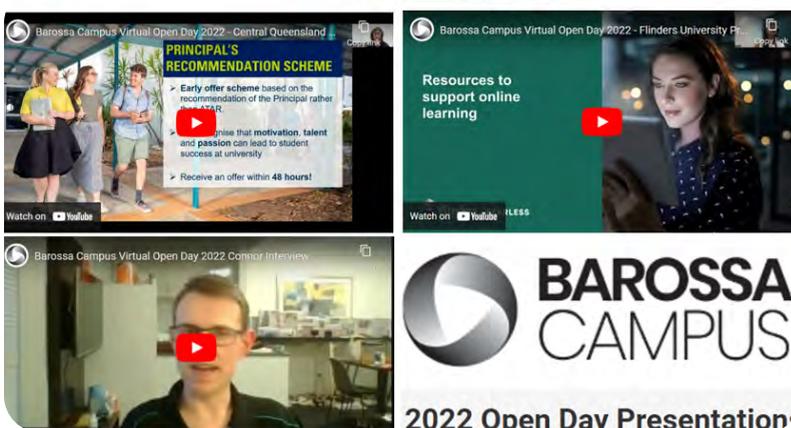
Each year Barossa Regional University Campus hosts an Open Day, for university representatives and potential students to connect and offer the opportunity to discuss pathways to university and courses of interest.

? Issue

Due to the COVID-19 pandemic, there were restrictions on densities. Considering the potential for an open day to exceed Barossa Campus' capacity restrictions, an alternative was needed to hold the event to stay within guidelines.

➔ Response

A technology solution was considered. Video-conferencing technology was already available at the Campus for students to attend lectures and tutorials remotely. Most homes also have access to online meeting technology as this had become much more prevalent during Pandemic Work from Home periods. With the addition of a 360degree Camera, we were able to provide a virtual tour of the Campus area, its facilities and ambiance, so suited to study. Our presenters from the Universities and RDA were able to present online throughout the day and take questions and meet with prospective students. We also offered workshops such as coding in python as a taste of Barossa Campus life.



✓ Outcome

An Open Day using the cloud-based conferencing system to host university representatives. These representatives discussed various aspects of studying at the university they represented. All presentations were recorded with the representative's permission and uploaded onto the Barossa Campus YouTube page, where subtitles were added for accessibility. The videos were then made accessible on the Barossa Campus website for those who couldn't attend in real time. We overcame the challenges of COVID restrictions to give the best opportunity possible to regional students to have access to course and mode of study information.

2021 - 2022 CASE STUDY

Workforce & Skills



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Skills to Employment: Care Sector Program

The growing demand for workers in the care sector, combined with the shrinking supply of available workers entering the field, highlights a future workforce crisis. Throughout the pandemic, the care sector has faced increasing challenges: lockdowns, understaffing, wage stagnation & casualisation of the workforce. The aged care commission findings did nothing to improve the attractiveness of the industry for workers. RDA have been working with the sector, assisting employers to address these shortages and found that Apprenticeships and Traineeships in the region have been under-utilised.

? Issue

As with most regional areas, our region has a high ageing population & increasing demand for aged care. Our community aged care providers suffer from the same workforce crisis as experienced nationally and are competing with hospitality for customer service workers. Addressing this shortage of suitable work-ready jobseekers is an urgent issue. Employers in the care sector were unaware of the process to engage a trainee and the current federal and state government incentive and benefits. They reported being unsure of how to go about it, the difficulties, how the financial incentives worked and what their obligations were.

↪ Response

RDA hosted an online information session directly targeting care sector employers which provided key contacts and further information links. RDA & regional aged care operators then co-designed Skills to Employment training, in collaboration with TAFE, to create a work ready group of employees for the sector. We then implemented an employer-led introduction to the care sector training program which included accredited training in required certified skills.

✓ Outcome

There was great feedback from employers as this was a program based on required workplace skills rather than a curriculum that employers deemed as incomplete and in parts, irrelevant. Following the Traineeship information session, 3 aged care providers engaged with the Career Employment Group to discuss traineeship opportunities. This led to 5 new employment traineeships and 8 upskill opportunities. We continue to receive enquires on incorporating traineeships into workforce planning with increased understanding and acceptance of apprenticeships and traineeships in this sector.



JOB VARIETY, CAREER PATHWAYS, PERSONALLY REWARDING



**BAROSSA
JOBS FAIR
29 MARCH
TANUNDA**



2021 - 2022 CASE STUDY

Workforce & Skills



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Australia**

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Barossa Jobs Fair

Two industries are struggling for employees: hospitality and aged care. Throughout the pandemic, these industries have faced many challenges: lockdowns shutting down businesses, understaffing, wage stagnation and chronic casualisation of the workforce. There was a staffing shortage before the pandemic, there is now a staffing crisis. RDA has been repeatedly approached by hospitality businesses for help with staffing, and aged care homes have been vocal about a lack of qualified applicants. In response, we developed the Skills to Employment training, in collaboration with TAFE. The Skills to Employment Training would go through 10 accredited learning modules in safe work practices and providing care, relevant to both industries in crisis.

? Issue

We secured funding to deliver the program but struggled to attract the required numbers. Our Skills to Employment 11-week course needed a minimum enrolment of 12 people to commence. We had 8 people enrolled. With 8 people enrolled and willing to attend the program, we did not want to delay or cancel the program if this could be avoided.

↪ Response

We identified the Barossa Jobs Fair as an opportunity for recruitment of participants. The Barossa Jobs Fair was hosted by the Local Jobs Program Barossa Mid North, as an initiative of the Department of Education, Skills and Employment. The premise was that jobseekers could meet employers face-to-face, discover what skills and qualifications they need for various careers, and possibly even get offered a job on the spot. The Hon Stuart Robert MP, Minister for Employment, Workforce, Skills, Small and Family Business, said that each of the employers attending had active job vacancies to fill. Our organisation set up a stall, with two staff members appearing on two discussion panels.

✓ Outcome

77 jobseekers attended, significantly fewer than expected. No clear reason for this was given by the event organisers or staff but may have to do with the low unemployment in the region or the less than ideal timing during Vintage which we alerted the department to when it was first mooted. However, we managed to attract the additional participants required and were able to proceed with our course which led to about half entering employment.



2021 - 2022 CASE STUDY

Competitive Business



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B2B Program: Business Support

One of the important elements of economic development is business retention and growth.

The B2B program is made up of a group of professional service providers from our region who accepted the opportunity to give back to the community and offer business mentoring. The program is designed to build the capabilities of our region's businesses by giving them the tools to reach the next growth stage. Whether it be, for example getting them started with a bookkeeping system they can run themselves or helping them to create a social media plan. In turn, this supports our local service providers by giving the businesses an understanding of the value in engaging this type of service.

? Issue

Since COVID first hit, businesses have faced new challenges or opportunities but have not been quite sure where to get started. Without assistance, this can result in poor business performance or a missed growth opportunity. Common challenges we have been working through recently with our regional businesses include:

- Marketing and digital strategy as the importance of an on-line presence becomes much more valued
- Accounting while businesses restructure and reassess their costs
- HR and workplace culture strategies with new ways of working being introduced and changing employee expectations.

Response

Through the RDA B2B program, we have offered businesses the opportunity for an initial consultation with RDA staff to establish their current position and future goals. During this meeting we often uncovered challenges and ways of addressing them, whether it be offered from within the RDA pool of expertise or by specialised assistance from one of our program's service providers.

A co-investment model is in place where the business, the service provider and RDA all contribute towards a three-hour appointment. A great deal of time is spent in each case, preparing the businesses for these service provider appointments so that they result in a valued outcome.

Addressing the cash flow issues that these businesses have been facing and response to the complex challenges offers robust support for more competitive businesses.



B2B Program: Business Support (cont.)

2021 - 2022 CASE STUDY

Competitive Business



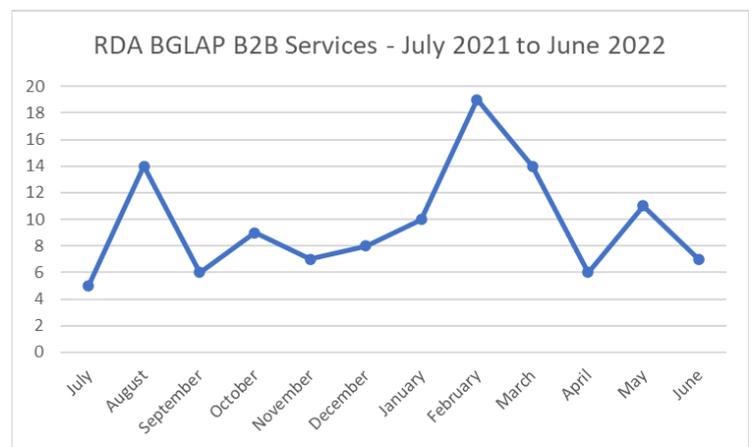
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Response (cont.)

With the re-evaluation of employee motivations, a number of start-ups emerged as professionals started to explore the opportunity of turning their passions into a business. We have worked with start-ups and continue to support in:

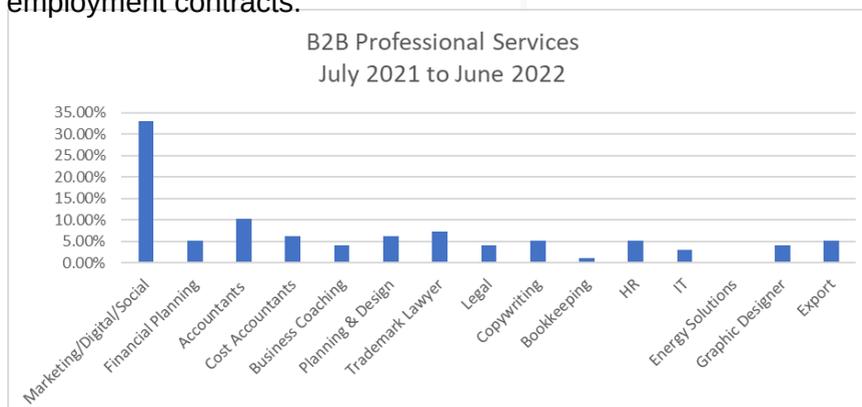
- Agri-businesses
- Professional organising
- Allied health
- IT and New technologies
- Food manufacturing, tourism and hospitality
- Renewable Energy
- Finance and administration services
- Regulatory services



Outcome

Examples of outcomes include:

- Mobius farms acquired the skills to pitch to the Southern Angels and the confidence to scale
- Early-stage food business, Barossa Nourish took up a local farmers market stall as a market testing opportunity
- Micro businesses coordinated into a business model around The Angaston Country Market which now also offers tourism product
- Assisted to connect Innovator in water treatment, Enviro Australis with potential customers (local procurement)
- A local products store struggling with fluctuating foot traffic, Makers and Merchants, transitioned to an on-line store, complimented with pop-up stores only with improved profitability
- Growing winery, Purple Hands Wines was assisted with market advice for the Japanese market (successfully)
- Assisted a growing business, Barossa Valley Icecream Company, to employ and have fair work compliant employment contracts.



2021 - 2022 CASE STUDY

Competitive Business



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VISUAL MERCHANDISING
STORE VISIT + ACTION PLAN

B2B Events:

Upskilling our region's businesses to encourage improved productivity

One of the foundations of RDA's B2B program is to offer upskilling opportunities to address common challenges and themes that we find whilst working with local businesses. We arrange regular events in multiple locations which broadens the reach across the region and gives businesses the opportunity to expand their networks and relationships.

? Issue

With the restrictions faced during Covid lockdowns, businesses were finding it difficult to find opportunities to upskill in a face to face setting and broaden their professional networks.

Collectively, businesses were facing issues such as available resources, innovative selling opportunities, employment law and preparing for global economic changes and expectations.

↪ Response

We liaised with professionals across a number of different disciplines to be able to offer relevant and inspiring presentations.

Attendee numbers declined at the beginning of 2022 due to a lack of confidence so we began the year by offering an on-line event. Engagement was not quite as strong and we soon learnt that businesses were missing the networking aspect of face to face events. We then brought back the in-person option in May with limited numbers, additional space and the opportunity to watch the presentation via zoom for those who didn't have the returned confidence.

✓ Outcome

Events offered included:

August 2021: "How can the Industry Advocate Support your business" with Ian Nightingale

September 2021: "The importance of content marketing in your marketing strategy" with Chanelle Le Roux, Ninki Marketing

October 2021: "Transforming Business Conference" with various presentations throughout the day

November 2021: "Your Workforce in a Vaccinated Economy: Managing Covid-19 Vaccination Requirements with Emily Haar, Piper Alderman Lawyers"

February 2022: "The Global Economy's Influence on the Future of Your Business" with Cedric Hodges from Deloitte Access Economics

May 2022: "Keeping your Business Safe Online" with Brett Moffett from Systematec

June 2022: "Net Zero Carbon for Business" with Rachel Brdanovic from Tandem Energy

2021 - 2022 CASE STUDY

Regional Coordination



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Think Tank: Update

In September 2019 RDA coordinated a regional Think Tank with thought leader Professor Laura Lee, former Adelaide Thinker in Residence. The outcomes of the day were profound, with whole of community commitments to advance the recommendations made by the 165 people in the room. RDA wrote up the recommendations and outcomes in terms of the Sustainable Development Goals cross referenced with the RAI's Indicators of Competitiveness and regional organisations took responsibility for driving the different recommendations.

? Issue

The pandemic rolled in very soon thereafter and the community became absorbed in managing the crisis and finding a new way of living, a new way of doing business. Regional bodies continued to advance the recommendations of the Think Tank.

We wanted to keep faith with the 165 who contributed 2 days to this work in 2019 and assure them that progress was being made. As the pandemic restrictions seemed to be easing, at the end of 2021 we planned to host an event, along with Barossa Australia (formerly Barossa Grape and Wine Association). The plan was to hold a Barossa Reconnect picnic, inviting community members to come together in the massive Tanunda Show Hall, where distancing was possible in a COVID-safe manner to celebrate community and update the community on several issues of mutual importance.

✓ Outcome

The Update recapped on objectives and recommendations identified in 2019, how these have progressed and next steps. Consultation is good, keeping faith with those who contribute is important too.

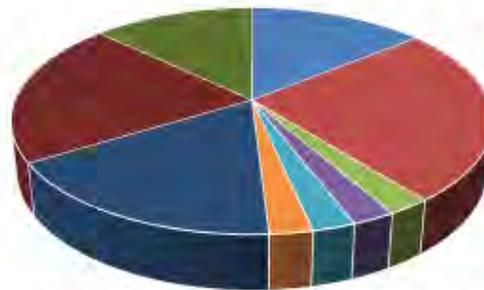
➔ Response

Practiced as we were in the art of pivot by then, RDA quickly reframed the event as a 2 hour update and discussion on outstanding issues to resolve being land-use planning, climate response and IP protection in the name "Barossa". Authorities were engaged on each topic (and they willingly participated at short notice for which we are very grateful) and a panel of local knowledge then commented and contributed. The participating organisations – RDA, Barossa Australia, Tourism Barossa and Barossa and Light Councils then had a quiet BYO picnic with some constructive networking and planning for next stages. Notes were subsequently circulated to all 165 participants in the original workshop.



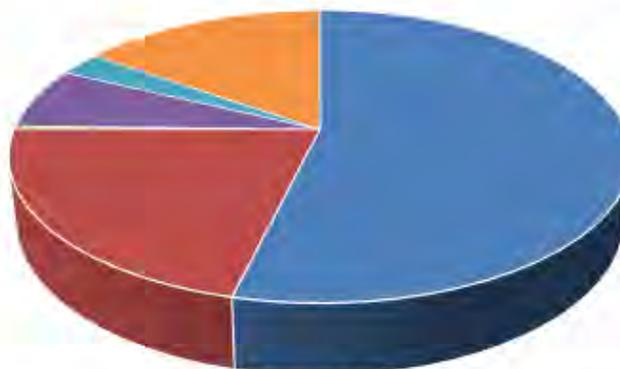
Financial Parameters

Income



- DIRD
- The Barossa Council
- Light Regional Council
- Leadership & Workforce
- Other
- RegionsSA
- Town of Gawler
- Adelaide Plains Council
- Barossa Regional University Campus

Expenses



- Employment Expenses
- Depreciation (RDA Only)
- Rent & Outgoings (RDA Only)
- Barossa Regional University Campus
- Project Expenses
- Other Operational Expenses

Regional Development Australia Barossa Gawler Llight Adelaide Plains Inc.
Profit & Loss Statement
to 30 June 2022

	<u>Note</u>	<u>FY 2022</u> (\$)	<u>FY 2021</u> (\$)
<u>Income</u>			
Funding - RDA Barossa	2	813,834	801,075
Bank Interest		2,272	3,957
Project Income		698,156	526,459
Sundry Income	3	144,689	211,348
Total Income		<u>1,658,951</u>	<u>1,542,840</u>
<u>Expenses</u>			
Employment Expenses	4	1,011,941	863,036
Depreciation	7	5,687	5,470
Project Expenses		260,541	271,574
Rent & Outgoings		41,049	41,646
Other Operational Expenses	5	236,834	237,449
Total Expenses		<u>1,556,052</u>	<u>1,419,175</u>
<u>Net Surplus / (Deficit)</u>		102,899	123,665

Regional Development Australia Barossa Gawler Llight Adelaide Plains Inc.
Statement of Financial Position
as at 30 June 2022

	<u>Note</u>	<u>FY 2022</u>	<u>FY 2021</u>
<u>Current Assets</u>		(\$)	(\$)
Cash & Cash Equivalents	6	1,330,017	1,235,793
Trade & Other Receivables		100,168	112,772
Other		12,637	10,030
Total Current Assets		1,442,822	1,358,595
<u>Non Current Assets</u>			
Plant & Equipment @ WDV	7	113,298	75,917
Total Non Current Assets		113,298	75,917
Total Assets		1,556,120	1,434,511
<u>Current Liabilities</u>			
Trade & Other Payables	8	649,929	638,482
Employee Benefits		98,491	94,176
Provision for Long Service Leave		73,819	70,872
Total Current Liabilities		822,239	709,354
Total Liabilities		822,239	709,354
Net Assets		733,881	725,158
<u>Member Funds</u>			
Retained Surplus		630,981	507,317
Current Surplus / (Deficit)		102,899	123,665
Total Member Funds		733,881	630,981



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An Australian Government Initiative



Government of South Australia

Primary Industries and Regions SA



Gawler

