



# Regional Development Strategy

**Engagement Report**



## Minister's Foreword

In recognising the vast contribution of regional South Australia to our state, the Marshall Liberal Government is committed to ensuring people – the lifeblood of our regions – are supported in their decision to live and work in regional South Australia. The formation of a state-wide Regional Development Strategy is imperative for a more prosperous future for our regions which already contribute about \$25 billion to the state's economy.

With the release of this Engagement Report, we are a step closer to creating a Regional Development Strategy to better guide, prioritise and coordinate the Government of South Australia's long-term investment in South Australia's regions and support key regional development drivers. Not only to strengthen our regions, but to build them and arrest the population decline.

Our regions face some challenging population trends and demographics, however they also have a competitive advantage over the city and have

many success stories to prove it. This consultation process has started a conversation on how we can share and replicate these stories across regions in complimentary ways.

I thank the independent Community Advisory Panel for their unwavering commitment to this process, and for the many hours they have spent undertaking a state-wide consultation process and distilling the feedback received from hundreds of stakeholders to create this Report. I wish the Panel all the best as they now

turn their efforts to formulating a draft Regional Development Strategy for the Government's consideration and I look forward to sharing this with you all in the new year.

I also thank the many stakeholders and community members for sharing their views and ideas on regional South Australia. Together we will continue to support regional South Australia in attracting people to live, to create business and investment growth, and offer meaningful career opportunities.

# Foreword

South Australia's 500 plus country towns are a proud, diverse and highly productive network of regional communities.

Our regional communities are home to incredible assets which present significant opportunities to grow and sustain this great State. These assets include our people and natural resources, which support rich environments that create an amenity all South Australian's enjoy. Regions have a strong sense of community, identity, and uniqueness that through support and development is ready and open for business.

This Engagement Report is the culmination of two months' work gathering feedback on the Regional Development Strategy Discussion Paper through face-to-face consultation and via the YourSAy website and written submissions. The Engagement Report paints a picture of the issues and challenges influencing regional development in South Australia— population growth, skilled workforce shortages, digital connectivity, transport infrastructure and health service delivery, among many others.

In visiting every region of South Australia, we have had frank conversations about regional development, State Government services and what can be actioned by the State Government to better support and enable its regions.

This process has been the most significant public engagement which the State Government has undertaken on regional development in recent history.

Many regional communities have been struggling with these challenges for a long time, however regional communities are resilient and innovative and have adapted and embraced change. The success stories in this Engagement Report highlight some of the innovative ways regional communities have addressed their challenges. It is clear there are many and varied opportunities in regional South Australia – the key is to find ways to make them happen and work collaboratively to support South Australia's regions to continue to grow and thrive.

We are very pleased with the number of people who participated in the consultation process and also those who submitted their input and feedback. As with any public engagement of this kind, we have received a vast array of differing opinions and suggestions on how we can strengthen and support regional development for the future.

Regional South Australians are engaged and committed to working to build better regional communities for themselves and future generations. This Engagement Report reflects that and we have continuously heard from regional communities they want "a hand up, not a hand out" and are willing and able to work with all levels of government to drive regional growth and development for the benefit of the whole state.

The information we have gathered will contribute to the creation of the Regional Development Strategy. We look forward preparing the Regional Development Strategy for the Minister for Primary Industries and Regional Development's consideration.

## On behalf of the Regional Development Strategy Community Advisory Panel



**Mark Sutton**  
Chair, Regional Development Australia,  
Far North



**Bill Spurr AO**  
Member  
Premier's Economic Advisory Council



**Jeremy Conway**  
CEO  
Infrastructure SA



**Maree Wauchope**  
Member  
Training and Skills Commission



**Sam Telfer**  
President  
Local Government Association



**Tony Vaughan ASM**  
CEO  
Royal Flying Doctor Service



# Introduction

## Why do we need a Regional Development Strategy?

Currently there is no strategic, whole-of-government approach to State Government investment in regional South Australia. Formation of a Regional Development Strategy will reform how the Government of South Australia coordinates and prioritises support and investment in regional South Australia, to ensure regional South Australia maintains and grows its economic capability and supports people in their decisions to live, work and play in regional areas.

## Regional Development Strategy - Discussion Paper

A discussion paper was developed to provide the framework for community consultation on the Regional Development Strategy. The Regional Development Strategy Discussion Paper proposed fifteen questions of the community which focused on:

- **Service Provision**
- **Investment in Infrastructure; and**
- **Regional Enablers.**



### Service Provision

The services provided in a regional area are a key factor in the livability of a location. All South Australians should have access to key government services, including healthcare, schools, police and emergency services even though the method of delivery of these services may be reflective of the size and population of an area.



### Investment in Infrastructure

Investment in infrastructure is a primary factor in attracting investors to regional South Australia and may be a key consideration as to whether a regional location is suitable for business or industry sectors to invest or grow. Regional communities also need safe roads and adequate digital network to support connectivity.



### Regional Enablers

There are opportunities to strengthen all regional communities through strategic investment in priority economic drivers which support sustained regional development. With a focus on key enabling drivers, a regions social and economic outlook can be transformed. Three regional enablers have been identified in the Regional Development Strategy Discussion Paper: regional population, capability development, and attracting investment, innovators and entrepreneurs.

# The Engagement Process

The engagement process enabled individuals, communities and stakeholders to have input into the formation of the Regional Development Strategy. The engagement process for obtaining feedback on the Regional Development Strategy Discussion Paper was led by an independent Community Advisory Panel appointed by the Minister for Primary Industries and Regional Development.

# Community Advisory Panel

A six person independent Community Advisory Panel was appointed to ensure the engagement process effectively canvassed feedback on the questions posed. The Panel also has responsibility for the development of the Regional Development Strategy for the Minister's consideration. The members of the Community Advisory Panel for the Regional Development Strategy are as follows:



Minister for Primary Industries and Regional Development with members of the Regional Development Strategy Community Advisory Panel.

## Mark Sutton (Panel Chair)

Mark Sutton is the current Chair of the Regional Development Australia Far North Board. Mark has lived and worked in regional South Australia for many years, specifically with a focus on community and economic development in remote areas, as well as experience in emergency management. Mark is also the Director of the Outback Communities Authority. Mark is a resident of regional South Australia, residing in the Far North.

## Mayor Sam Telfer

Mayor Sam Telfer is the current President of the Local Government Association of South Australia and a previous board member spanning five years. Sam has been an elected member of the District Council of Tumby Bay since 2010, and the Mayor since 2014, providing him with expert knowledge of regional areas and the issues they face. Sam is a farmer and resident of regional South Australia, residing on the Eyre Peninsula.

## Jeremy Conway

Jeremy Conway is the Chief Executive of Infrastructure SA where he is responsible for producing the State's first 20-year Infrastructure Strategy. Prior to his current role, Jeremy has worked across the transport and infrastructure portfolios in government. Jeremy's vast commercial and business experience comes from having worked in property development at Places Victoria, and in private equity at CVC Capital Partners in London.

## Tony Vaughan ASM

Tony Vaughan has been the Chief Executive of the Royal Flying Doctor Service since November 2018, and prior to that was Deputy Chief Executive with the Royal Flying Doctor Service since 2014. Tony was previously the General Manager of MedSTAR Emergency Medical Retrieval Service and has an extensive background in paramedics working in both country and metropolitan operations. Tony has extensive leadership experience within health and emergency services. Tony is a resident of regional South Australia, residing in the Barossa.

## William (Bill) Spurr AO

Bill Spurr has a strong background in tourism and education and is a current member of the Premier's Economic Advisory Council. Bill is currently Chair of the Adelaide Venue Management Corporation, is an Adjunct Professor of Tourism Flinders University and is a member of the Zoos SA Board. Bill was also previously the Chair of Education Adelaide, Board Director of the Sealink Travel Group and Chief Executive of the South Australian Tourism Commission.

## Maree Wauchope

Maree Wauchope is a current member of the Training and Skills Commission, South Australia. Maree has extensive experience working in the public sector focusing on transport and infrastructure in metropolitan and regional areas of South Australia. Maree is currently working in the private sector providing services in the areas of infrastructure, transport, planning, environment, property and management. Maree is a resident of regional South Australia, residing on the Yorke Peninsula.

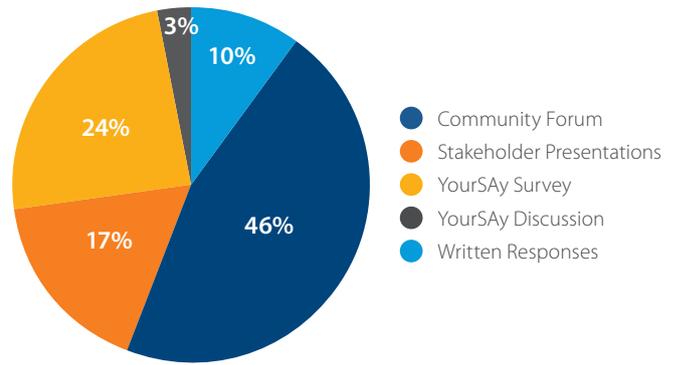
# Community and Stakeholder Engagement

Individuals, community and stakeholders were provided with several ways to respond to the Regional Development Strategy Discussion Paper. The engagement process was opened on Thursday 23rd May 2019 and closed Friday 26th July 2019.

The following methods of engagement were implemented to gain feedback to the discussion paper:-

- Community Forums
- Stakeholder Presentations
- YourSAy website
- Written response via email/mail

**Graph 1: Percentage of feedback responses received, categorised by each engagement method.**



## Community Forums

Community forums were conducted throughout the state of South Australia as a deliberate strategy to allow for maximum participation in the community forums and the opportunity for communities to discuss issues specific to their region.

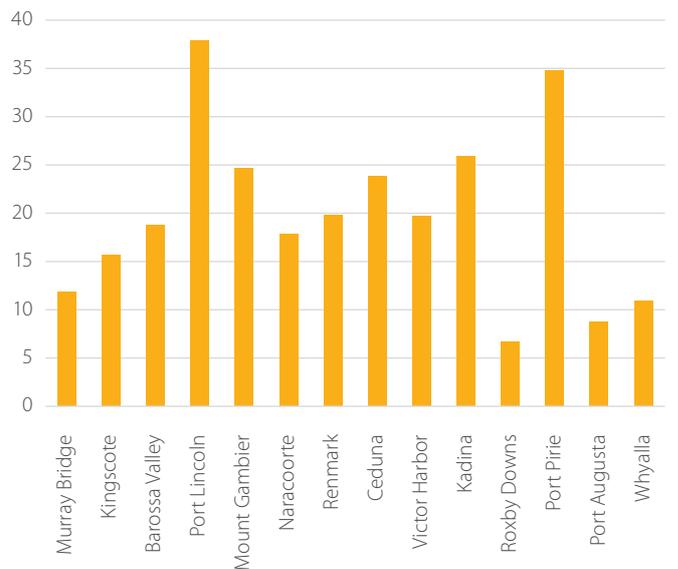
Forums were promoted widely through regional newspapers, social media and distributed through key regional networks.

Community forums were well attended by key regional decision makers including Members of Parliament, Mayors, local government Chief Executive Officers and Councillors, local business owners, industry representatives, members of community groups and members of the public



**280** people attended  
**14** Community Forums

**Graph 2: Number of people who participated in each community forum**

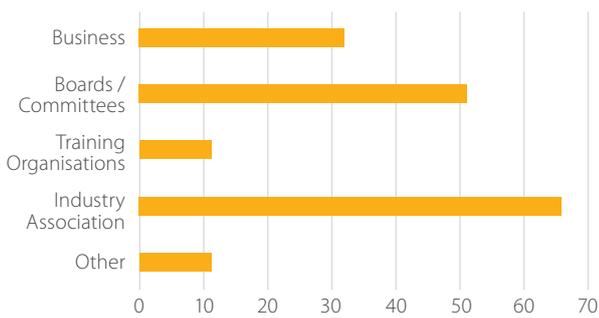


## Stakeholder Presentations



**Over 100**  
individual Stakeholder  
Engagement sessions  
led by the Community  
Advisory Panel in  
**15 locations**  
across the State

**Graph 3: Number of organisations who participated in stakeholder consultation**



Individual stakeholders were invited to present to the Community Advisory Panel and were selected on the basis they had a broad knowledge of the region, were a major regional industry representative, a major regional employer, major education and training provider, or a major health and social service provider.

## Written Responses



**63 written**  
submissions received

## YourSAy Survey and Discussion Forum



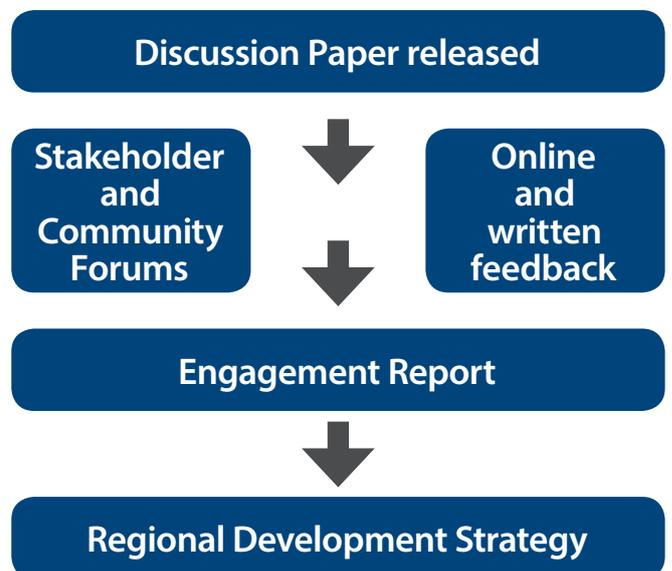
**149 responses**  
via the YourSAy website

A YourSAy survey was hosted on the YourSAy website ([yoursay.sa.gov.au/regional-development](http://yoursay.sa.gov.au/regional-development)) outlining the fifteen questions in the Regional Development Strategy Discussion Paper.

Three discussion forums under the headings of Service Provision, Infrastructure and Regional Enablers were also hosted on the YourSAy website. A total of seventeen responses were received.

## Key Formation Stages of the Regional Development Strategy

There are four key phases in the process to prepare the Regional Development Strategy. With the release of the Discussion Paper and completion of the consultation on the Discussion Paper and Engagement Report, we have now finalised the first three phases. Through these phases the panel has heard and received feedback and collated it to formulate this Engagement Report. The Panel will now consider the key issues raised through the consultation and prepare the Regional Development Strategy, which will be submitted to the Minister for Primary Industries and Regional Development for consideration.





# Regional Attributes

Regions are a significant contributor to the State's economy, with regional South Australia representing 96,519 businesses, employing 184,922 people and generating \$54,732 million in gross regional product statewide.

Community and Stakeholder engagement was conducted across the seven regions of South Australia. Each region has its own unique attributes, industries and opportunities. These attributes have influenced the feedback received in each region (see attached *Appendix 1, Issues Summary of Community and Stakeholder Forums*). An industry overview is provided of each of the seven non-metropolitan State Government regions below.

## Regional South Australia Attribute Data



**501,976**  
population

**184,922**  
employment

**6%** unemployment rate (non-metro July 2019)

**96,519**  
businesses



## Summary of Regional Industry Overview

### Adelaide Hills

#### Regional Industry Overview

- The economy of the Adelaide Hills includes livestock, broadacre farming, horticulture, viticulture and forestry industries, complemented by a very strong tourism-related sector that contributes 6% of the state tourism expenditure.
- The region has a very high level of people who commute to the city for work.

Area (Ha)	<b>138,894</b>
Population Size	<b>75,279</b>
Economy (GRP) \$ million	<b>\$5,914</b>
Local Employment (Employed Residents)	<b>21,378</b>
Unemployment Rate <sup>1</sup>	<b>4.3%</b>
Local Business Entities	<b>19,216</b>

### Fleurieu and Kangaroo Island

#### Regional Industry Overview

- The economy of the Fleurieu Peninsula and Kangaroo Island includes livestock, broad acre farming, horticulture, viticulture and forestry industries, complemented by a very strong tourism related sector.

Area (Ha)	<b>1,541,083</b>
Population Size	<b>52,684</b>
Economy (GRP) \$ million	<b>\$3,869</b>
Local Employment (Employed Residents)	<b>14,997</b>
Unemployment Rate <sup>2</sup>	<b>4.4%</b>
Local Business Entities	<b>11,265</b>

Date taken from REMPLAN, SA Government Regions data, March 2019  
 1 2018/19 Budget Paper, Regional population and labour force data

### Barossa, Gawler, Light, Adelaide Plains

#### Regional Industry Overview

- Wine production dominates the economy and exports. The region has a diverse Primary Production sector that includes broadacre cropping, grazing, horticulture, and intensive livestock husbandry.
- It has a strong tourism sector and the region is known for its Artisan food production as well as its wine.
- Innovative Horticulture is a growing sector. The Northern Adelaide Plains Irrigation scheme will provide an additional 12GL of high security recycled water from Bolivar to the region, which will drive a key growth opportunity.

Area (Ha)	<b>373,530</b>
Population Size	<b>73,224</b>
Economy (GRP) \$ million	<b>\$6,987</b>
Local Employment (Employed Residents)	<b>24,349</b>
Unemployment Rate <sup>2</sup>	<b>4.5%</b>
Local Business Entities	<b>13,990</b>

### Far North

#### Regional Industry Overview

- The Far North is home to some of the richest mining resources in the world attributing 57% of the state's developing mineral projects and 83% of the state's operating mines.
- The southern part of the region has two major renewable energy projects (Bungala Solar Farm and Nexif Wind Farm) currently under construction and a further four waiting for development approval.

Area (Ha)	<b>62,966,946</b>
Population Size	<b>26,937</b>
Economy (GRP) \$ million	<b>\$6,448</b>
Local Employment (Employed Residents)	<b>14,693</b>
Unemployment Rate	<b>8.5%</b>
Local Business Entities	<b>3,041</b>

## Limestone Coast

### Regional Industry Overview

- The Limestone Coast is abundant in natural resources which support its traditional agriculture based activities such as livestock, dairy, viticulture and forestry.
- Its reputation for a clean green product supports export markets in dairy, sheep, beef, wine, seafood and timber products.

Area (Ha)	2,343,070
Population Size	66,863
Economy (GRP) \$ million	\$8,490
Local Employment (Employed Residents)	29,725
Unemployment Rate	3.7%
Local Business Entities	13,188

## Murraylands and Riverland

### Regional Industry Overview

- In the corridor around the Murray River, irrigated horticulture is the dominant form of agriculture, while in the Mallee broadacre agriculture dominates the landscape. Towards the Victorian border, quality water from underground aquifers has seen growth in the horticulture sector.
- Rural based communities throughout the area share a common interest in agriculture / horticulture, with towns primarily servicing the farming and horticultural communities and supporting a growing tourism sector.

Area (Ha)	5,471,7909
Population Size	72,339
Economy (GRP) \$ million	\$7,783
Local Employment (Employed Residents)	28,500
Unemployment Rate	5.7%
Local Business Entities	11,396

## Whyalla and Eyre Peninsula

### Regional Industry Overview

- The Whyalla and Eyre Peninsula region has many competitive advantages including well established industries, premium food and agricultural product, magnificent natural resources, high quality mineral resources, vibrant communities, and a quality lifestyle second to none.
- The regional economy is primarily driven by the agriculture, manufacturing, fishing, tourism and mining industries. While these industries are well established, aquaculture, food, renewable energy, and health and community services are fast developing as major sources of employment and revenue generation.

Area (Ha)	26,243,569
Population Size	57,823
Economy (GRP) \$ million	\$7,233
Local Employment (Employed Residents)	23,525
Unemployment Rate	6.5%
Local Business Entities	11,337

## Yorke and Mid North

### Regional Industry Overview

- A diverse economy of existing mature industries including agriculture, viticulture, tourism and food manufacturing, mineral smelting, commercial fishing, with new emerging industries such as renewable energy production, make the Yorke and Mid North a leading region for the attraction of investment.
- Renewable energy initiatives, including expanding windfarms and energy storage systems, such as Tesla's world's largest battery installation at Jamestown, provide existing and future opportunities for renewable energy developments across the region.

Area (Ha)	4,991,189
Population Size	76,827
Economy (GRP) \$ million	\$8,008
Local Employment (Employed Residents)	27,755
Unemployment Rate	7.6%
Local Business Entities	13,086

# Key Issues Identified from Engagement Process

South Australia's 500 plus country towns are a proud, diverse and highly productive network of regional communities. The Community Advisory Panel heard through feedback presented, a strong sense of optimism throughout regional South Australia.

The agriculture, horticulture and viticulture industries, in general, are trending towards a sustainable and positive direction. However, there are still areas in the State that are continuing to face the challenges of long-term drought.

Future development opportunities exist through numerous sustainable energy projects such as solar, wind and battery power and there are positive signs from the mining, oil and gas operations in the far north.

Employment opportunities being presented with the rebuild of Thomas Foods' meat processing facility at Murray Bridge, the GFG Whyalla steelworks development and the Nyrstar restart at Port Pirie are generating cautious but positive optimism in these areas of the State.

Each region we consulted with as part of the engagement process brought with them their own uniqueness to key issues raised in response to the Regional Development Strategy Discussion Paper however there were also distinctive similarities between regions.

The following is a list of key issues and opportunities which were consistently raised at engagement sessions across the regions and can comfortably be described as key themes. The themes have been categorised in accordance to key subheadings outlined in the Regional Development Strategy Discussion Paper.

Some themes may impact multiple subheadings and therefore have been listed twice i.e. regional public transport was identified as a key service to be provided but also influences a person's decision to relocate and live in an area making regional public transport also a regional enabler.

Themes of the Regional Development Strategy consultation process do not appear in priority order and are not limited to those listed in table 2.



**Table 2: Themes identified through the engagement process**

Service Provision	Priorities for Investment in Infrastructure	Regional Enablers
<p>“We have no public transport options in our region, this is a significant disadvantage for our youth accessing employment and community members accessing medical and health care.”</p> <p>“There are significant gaps in regional health care delivery which are yet to be solved with policy or funding. This ranges from GP and nursing shortages through to a lack of specialist visitations and services.”</p> <p>“We don’t have options for childcare, this in turn limits our employment options”</p> <p>“There is little support from the SA government to partner with local government to fix the waste management issue in regions.”</p>	<p>“The random allocation of grant funding has resulted in various levels of infrastructure, for example paths, parks, toilets, school halls, libraries and road upgrades, across regional South Australia reflecting individual council’s capabilities in grant writing and politics particularly in marginal seats.”</p> <p>“State and Federal governments’ investment in telecommunications has been inconsistent, meaning many regional communities have no reliable mobile phone coverage and no access to quality broadband internet, however solutions exist that just need regional awareness to connect and the State’s willingness to think outside of ‘silos.’”</p> <p>“Road maintenance and investment planned and delivered by SA government has been inconsistent, and in most cases excludes local contractors.”</p> <p>“There is no local input into the decision making around investment in regional infrastructure.”</p> <p>“You can’t close a railway line without it having an impact on the roads.”</p> <p>“There is a shortage of housing in those regions that offer seasonal work.”</p> <p>“There is a challenge to attract sufficient loan funding from financial institutions for housing and business development.”</p>	<p>“A state-wide regional development strategy - one size fits all solution - for regional South Australia needs to respect the individuality of each unique region.”</p> <p>“The regions do not have a strong voice within the government bureaucracy and there is generally poor coordination across government in service provision, investment and engagement.”</p> <p>“The regions are treated as ‘second rate’, when in fact we have much to offer.”</p> <p>“Young people are encouraged to leave the regions by schools and parents promoting careers that require university pathways.”</p> <p>“Decisions by SA government bureaucracies are made in isolation of local leaders.” (Councils and RDAs)</p> <p>“There is a disconnect between schools, parents, and students on the career and learning pathways and opportunities that exist in our regions.”</p> <p>“There is a real difficulty in sourcing labour to capture the opportunities presented in regions.”</p> <p>“A real barrier to employment and economic growth is the inability of employers to attract local employees as a result of drug and alcohol issues.”</p> <p>“There is no or little support for innovation and entrepreneurship in our regions when compared with examples in the metropolitan area.”</p> <p>“SA government doesn’t support regional leaders to be part of SA government governance models with a model which effectively values their time and input.”</p> <p>“SA government agencies make it challenging for people to transfer their employment to the regions.”</p>

# Regional Success Stories

The community and stakeholder engagement process not only identified key themes that are currently impeding regional progress but several examples of how communities were implementing innovative ways to address challenges, resulting in positive regional development outcomes.

Collaboration between community leaders, government, industry associations, and regional stakeholders is often the key to regional communities determining the most effective solution for the issue that may be impacting on them.

The following case studies highlight examples where through collaboration, significant regional outcomes can be achieved:

## **Limestone Coast Economic Development Group**

Local government and the community working together to develop a united strategic direction for the region rather than competing against each other.

## **Barossa Campus – a regional student hub**

By providing higher education opportunities located in the region, the University hub approach assists in skilling regional people, providing regional people with the opportunity to remain living in the region while undertaking a higher education qualification, and retaining youth in regional South Australia.

## **Ceduna Aboriginal Corporation**

Through Arts Ceduna and the Far West Languages Centre, the Ceduna Aboriginal Corporation is providing a focal point for Aboriginal people to development social and economic opportunities while building pride in who they are and where they come from.

## **Upper North Farming Systems**

Innovative and entrepreneurial primary producers working with agronomists and researchers to ensure they are at the leading edge of industry progress.

## **Whyalla TAFE SA**

TAFE SA is working with schools and industry to provide an education to career pathway which addresses regional skill gaps while also integrating programs into the school system to provide students with established career path options.

## **Buy Local Initiatives**

Companies such as Nyrstar, BHP and Global Maintenance have adopted "Buying local" strategies to enable local businesses to capitalise on opportunities to provide goods and services to leading employers in the region.

## **Jobs 4 Murraylands Training Program**

Jobs 4 Murraylands was developed and delivered by Regional Development Australia Murraylands and Riverland in partnership with the Murraylands Food Alliance. This highly successful program is more than assistance to find work for the long term unemployed, it works with people to ensure they possess skills required to be "work ready". This support includes personal coaching, mentoring and even gym sessions.

## **The Champions Academy**

Champions Academy utilises and enhances the leadership potential that exists within sporting clubs to teach young people to recognise their potential and gain skills and confidence to become leaders, advocates and change agents for their communities.

## Limestone Coast Economic Development Group

The Limestone Coast Economic Development Group (LCEDG) has been operating since 2012 and its membership has included the region's Local Government Association, the seven local councils, Regional Development Australia, Natural Resources Management Board, Tourism Management Group, and State and Commonwealth Government agencies.

The achievements of the last seven years include:

- Hosting the implementation and digital marketing campaign for the Limestone Coast Regional Brand "Unearth our Treasures".
- Supporting the establishment of the Limestone Coast Red Meat Cluster to facilitate collaboration across the value chain. The commitment is to increase the value of the red meat industry through capacity building, research and extension projects.
- Implementing the Limestone Coast Leadership Program. With funding from the Commonwealth and State Governments, and \$70,000 of scholarships secured from regional businesses and organisations, the LCEDG will deliver the program annually over the next three years. The intention is to develop a more diverse cohort

of leaders that better represent the diversity of the community, and ensure they have emotional intelligence, cross-sector collaboration skills, and abilities to work with and influence others for the benefit of the region.

- Partnering with Flinders University's New Venture Institute to develop eNVision Limestone Coast – a collaborative community for businesses, start-ups and entrepreneurs of all sectors and industries. Based at Mount Gambier High School, businesses participate in programs, attend events and join a regional network. eNVision offers the resources to grow businesses, develop scale and connect to new local, national and international markets.

To guide the ongoing work of the LCEDG, the members have developed the Limestone Coast Regional Growth Strategy, which prioritises the region's key strategic projects to drive and achieve future growth.

The LCEDG is a prime example of collaboration reaping benefits. With a unified approach, the group works beyond industry or sector constraints and provides a strategic direction for regional development, promoting economic, social and community objectives.

---

## Barossa Campus – a regional student hub

Barossa Campus is a regional study hub delivering industry relevant courses, supporting students with tutorials and workshops, and providing a workspace for those studying online. Drivers of Barossa Campus included the persistently low regional qualifications attainment, low innovation ranking on the Regional Australia Institute index, and the challenge of retaining youth. Barossa Future Leaders and Young Ambassadors identified that a Barossa University would meet the needs and ambitions of the region's youth.

RDA Barossa received a grant from the Commonwealth Regional Study Hubs program to establish Barossa Campus in Nuriootpa. The Study Hub almost immediately justified the investment, in less than four weeks of operations 40 students registered as users.

Barossa Campus has been successful for a number of reasons:

- RDA Barossa as a delivery organisation offers industry connection and line of sight to regional employment and business opportunities; provides strong, trusted and connected regional support; and actively fosters student connection and industry engagement.

- Key has also been the identification of a relevant site. Barossa Campus is in an industry park and therefore industry-embedded. With quality social spaces nearby, it connects the education space to both industry and the community.
- Barossa Campus has had industry partners from the beginning. It has targeted courses for delivery relevant to local industry, providing work experience and internship opportunities, as well as mentoring and career pathway potential to students at all stages of their educational journey.

The identified demand and potential to develop new capacity and opportunity are being realised. Barossa Campus demonstrates the positive impacts of accessing higher education within a region. Enabling regional students to remain within their familiar environment while being supported in their studies is reaping rewards. It also builds regional skills and creates linkages between education and employment, enabling businesses to access a skilled workforce and communities to thrive.

## Ceduna Aboriginal Corporation

Ceduna Aboriginal Corporation (CAC) is the leading Indigenous body advocating for and delivering social and economic development opportunities for Aboriginal people in the region. CAC assists in the relief of social and economic disadvantage through facilitating training and employment outcomes, promoting economic benefits for Aboriginal organisations and their members, strengthening cultural, artistic, social and other wellbeing initiatives, and fostering respectful relationships between Aboriginal and non-Aboriginal communities. CAC coordinates several programs to support these objectives, including land management, a youth hub and provision of municipal services to Aboriginal communities.

A key program managed by CAC is Arts Ceduna, which sells artwork on behalf of 144 artists, and provides economic, artistic skills development and community cultural development opportunities to Aboriginal artists of the Far West.

The Far West Languages Centre (FWLC) is the only Aboriginal language centre in South Australia and was set up to provide assistance and resources to the endangered languages of the

region. It is working to reverse the decline in fluent speaking of local languages, and revitalise and restore local Aboriginal languages through community engagement and on-country cultural activities.

CAC is a member of the Far West Aboriginal Leadership Group, a group of five Aboriginal communities that meets monthly to discuss economic and social issues. CAC has contributed to the development of a Far West Coast Aboriginal Strategy, which represents collective thinking for communities in the region and a shared future vision across different cultural groups.

CAC is a great example of how one organisation can become the catalyst for change within a community. By enabling Aboriginal communities to access training and employment opportunities, and building identity and cultural pride through indigenous art and preservation of language, CAC is actively working to create change and achieve economic and social benefits for its community.

---

## Upper North Farming Systems

Formed in 2001, the Upper North Farming Systems (UNFS) Group conducts research trials and provides extension and networking opportunities for farmers, agronomists, researchers and primary industry. Its primary objective is to facilitate capacity building and empowerment of the agricultural community across the region.

The UNFS Group undertakes regular events for its members and the broader agricultural community in the region, including workshops, crop walks and Hub events, including the annual members' expo. Events facilitated by UNFS focus on all aspects of farming enterprise management, including business planning, precision agriculture, farming in a tough climate, pulse adoption and running a mixed farming enterprise profitably and sustainably. Recent highlights for UNFS include a range of agronomic trials aimed at improving profitability across cropping and grazing enterprises through a diversified feed base and improved management in-crop in a highly variable and challenging climate, including time of sowing trials, mixed species and pulse pasture options, micro-nutrient application trials and barley grass management options.

UNFS is managed by a diverse and engaged group of volunteers and employs four part-time staff to implement projects and coordinate events. It partners with research and advisory professionals across the region, state and country to facilitate effective and appropriate research and extension activities, and foster networks and knowledge-building.

UNFS is another example that points to the success of working in a spirit of collaboration. UNFS aims to build knowledge for its farming community and shares that knowledge across all enterprises, enabling farmers to grow profitability and maintain sustainability by adopting the newest and best practices based on sound scientific research and practical trials. Working across primary producers, agronomists, researchers, government and industry, the UNFS Group is a focus point for innovation, development and extension so that everyone benefits to progress farming in the region.

## Whyalla TAFE SA

TAFE SA's Whyalla Campus is piloting a pre-vocational "multi-trades" program as part of a fresh start and new direction for TAFE SA. TAFE SA is working to increase training, improve access, listen to communities and industry about training needs, and enact its social obligation to regional areas. Whyalla TAFE will be the case study and provide the blueprint for campus redevelopment in other regions.

Whyalla TAFE is delivering training focussed on skills shortages in areas with growth predictions, such as nursing, disability and aged care, trades and education. It is encouraging VET in schools, strengthening pathways from school to TAFE and university with exit points and strong job outcomes throughout, and streamlining apprenticeship / traineeship processes. A 'Pastoral Project' for station owners across the Far North is offered at Whyalla TAFE as a direct response to peak industry body, Livestock SA, and Whyalla TAFE continues to develop industry partnerships and share its facilities.

Whyalla TAFE has a strong relationship with Edward John Eyre High School, currently offering 16 programs to 200 students through week-block model delivery, which enables students

from across the region to access face-to-face learning. The proposed new secondary school provides an opportunity to develop an 'Education Precinct' collaborating with schools, universities and the council to meet current and future industry needs and avoid duplication.

TAFE SA is a great example of how a new vision and focus can reinvent an organisation. Appropriate and affordable training provides choices and pathways for young people to enter careers and remain in regions. It also delivers a pipeline of skilled workers, giving industries and businesses the confidence to expand or capitalise on new opportunities knowing they can harness the necessary skilled workforce. Whyalla TAFE is leading the way to create a model that, with local adaptation, can be delivered across regional South Australia.

---

## Buy local Initiatives

"Buying local" strategies enable local businesses to capitalise on opportunities to provide goods and services to leading employers in the region. Some local procurement initiatives include:

- Nyrstar Port Pirie established its Local Business Priority Program to make it easier for suppliers and small businesses to competitively bid for supply opportunities through a streamlined procurement process that prioritises local enterprise. It presents an avenue to promote community growth, strengthen the economy and provide more opportunities for individuals and businesses to grow and prosper, capitalising on the \$60 million Nyrstar already injects into the local economy. The program merges procurement, supply chain, and corporate social responsibility to create the platform for a thriving local community and vibrant lifestyle that will attract and retain talent and new business opportunities to the area.
- Recognising the challenge for smaller businesses to engage as a supplier of BHP, the Local Buying Program was established to support eligible local businesses in South Australia to competitively tender for supply opportunities released by Olympic Dam. The program encourages local businesses with fewer than twenty employees to bid for small work packages worth millions of dollars. Dedicated Business Development Advisors and partners throughout the region support, engage and mentor suppliers registered with the program. The initiative supports BHP's business development to drive sustainable growth in local townships and communities.
- Global Maintenance USG Inc seeks to establish recognition for the Upper Spencer Gulf as a regional centre of excellence for the provision of advanced manufacturing and maintenance services to the local, national and global resources sector. It works to promote these regional suppliers as capable, innovative, competitive and commercially successful, contributing to the region's economic growth and community strength. The Upper Spencer Gulf Global Maintenance Conference brings together some 520 contractors and suppliers in the energy and mining industries every two years to maximise supplier participation from the region.

## Jobs 4 Murraylands Training Program

Jobs 4 Murraylands was developed and delivered by Regional Development Australia Murraylands and Riverland in partnership with the Murraylands Food Alliance (MFA), a group of the region's biggest food producers, processors and manufacturers.

The program addresses the region's disconnect between demand for suitably skilled and motivated workers, and high unemployment. In a 2016 study, members of the MFA estimated they could expand by 20-30% if they could recruit a sustainable local workforce with the right skills and motivation.

Jobs 4 Murraylands prepares job seekers for employment in the food industry through an intensive 16-week program during which participants attend a mix of workshops, training, mentoring and gym sessions 2-3 days per week. The program goes beyond upskilling. Each participant overcomes individual employment barriers through personal coaching and mentoring, prepares physically for the labour-intensive nature of food industry work, receives accredited and skills training tailored to industry needs, and is matched with potential employers for consideration in future recruitment.

The program's purpose is to create graduates who are committed, resilient, skilled and ready to work, and the visible presence of committed partner employers demonstrates there is a genuine job prospect at the end of the training. Potential employers know these graduates have the precise skillsets they need, and the motivation and mindset to match. Over the six program intakes, Jobs 4 Murraylands has expanded to provide pathways beyond the food industry and place graduates into various local employment opportunities.

The innovative, multi-award-winning program has had life-changing results for 140 graduates, with 70% having transitioned into sustainable paid employment, and raises workforce participation of socially disadvantaged people, providing real pathways to jobs and industry growth. It demonstrates how a simple solution tailored to a region's needs can have powerful long-term outcomes for individuals, businesses and communities.

---

## The Champions Academy

Returning to her hometown on the Eyre Peninsula after a decade, Sarah Powell was distressed to see the decline of the once thriving community. Recognising that sporting clubs are indicators of a rural community's health, incubators of leadership and the hubs of community participation, Sarah established the Champions Academy to teach young people to recognise their potential and gain skills and confidence to become leaders, advocates and change agents.

The program piloted in the Ports Football and Netball Club on Eyre Peninsula in 2015, with financial support from the Club and the District Council of Cleve. Sarah's grassroots initiative matches young adults with a personal mentor working alongside them as they undertake a cutting-edge learning experience over the course of two sports seasons. The program is underpinned by elements of social-cognitive neuroscience and is delivered through six development workshops that include governance training, problem-solving, guest speakers, a virtual community and public events, to generate social and economic benefits into the community.

Champions Academy has successfully transitioned to a paid membership structure, with five sporting clubs in the region taking up the opportunity so far. The program now employs five staff (all graduates) and has expanded into schools, with a pilot in its first year of operation at Port Lincoln.

Champions Academy builds confidence, motivation, leadership and life skills, while creating positive role models and encouraging participants to become actively involved with their local community. The program has a 93% success rate of participants taking on key volunteer positions within their club / community. Anecdotal evidence also suggests a positive impact on responsible alcohol consumption, having benefits for family and work life.

The aim is to deliver Champions Academy programs around Australia to reinvigorate rural regions, empower communities to thrive from within, and encourage the next generation of rural leaders to step up. The program showcases the benefits of locally-led initiatives that support young people to grow into future community leaders.

# Appendices

# Appendix 1

## Issues Summary of Community and Stakeholder Forums

Forum Date
Wednesday, 12 June 2019
Forum Location
Murray Bridge
Attendance No. at Community Forum
12
Stakeholder Presenters
5
Key Issues Raised
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Strong support of the hub and spoke model for essential services with all agreeing that Murray Bridge is the best positioned town in the region to act as a hub.</li> <li>• Increased need for adequate transport services required i.e. bus service. Transport is limiting people's ability to obtain work. There was also support for GlobeLink/Truro Bypass.</li> <li>• There was encouragement of investment support from both State and Federal Government as well as opportunity to seek private investment to implement future services and infrastructure projects.</li> <li>• Preference for regionally based training to address current skills gaps and the need to activate unemployed to fill job gaps.</li> <li>• Small business skills gap – opportunity for a mentorship type program.</li> <li>• Supportive of the Designated Area Migration Agreement (DAMA) and see this as a way of addressing skills gap.</li> <li>• Need to promote the positives of the area to encourage investment and to assist in retaining current population.</li> <li>• Promotion of availability of higher skilled positions and business success stories.</li> </ul>

Forum Date
Tuesday, 18 June 2019
Forum Location
Kingscote
Attendance No. at Community Forum
16
Stakeholder Presenters
8
Key Issues Raised
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• There is a need for better ferry access to KI: a reliable and affordable service that considers the needs of residents, such as availability of tickets at short notice, varying prices for passenger tickets and differentiation between cost of freight and passenger vehicles. Those managing the contract need to understand KI issues. Current contract is restricting businesses and KI growth.</li> <li>• Tourism services on KI are vital. Need visitor amenities – toilets, viewing platforms, etc., as well as road safety and signage, marinas and port infrastructure. National parks are an asset – should develop experiences. Also develop local towns for leisure and tourism.</li> <li>• There was support for a coordinated, holistic approach to infrastructure and economic development across KI's major industries, e.g. transport, ports, etc. for agriculture as well as tourism. Should cooperate with Federal Government on infrastructure development and investment.</li> <li>• Strong support for embedded school-based apprenticeships and traineeships in main economic areas on KI - agriculture and tourism. Align education with job opportunities and create pathways for students to jobs with skills shortages on KI. Address school campus issues and attraction of teachers.</li> <li>• Digital connectivity is a major issue impacting on growth.</li> <li>• Community leaders on KI are divided as to the vision for the future of KI.</li> <li>• Potential gap in leadership around regional economic development once the Commissioner for KI role is finalised. Council may not wish to step into the void and the RDA involvement on KI is currently minimal.</li> </ul>

<b>Forum Date</b>
<b>Thursday, 20 June 2019</b>
<b>Forum Location</b>
<b>Barossa</b>
<b>Attendance No. at Community Forum</b>
<b>19</b>
<b>Stakeholder Presenters</b>
<b>7</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Transport to and within the Barossa is a barrier for the region – limiting access for residents, elderly and tourists. Includes not just freight (GlobeLink) and produce to market, but also public transport and access to connect with Gawler and Adelaide. Transport for tourists to cellar doors.</li> <li>• Water is a major issue in the region: water infrastructure, efficient delivery mechanisms, different treatment levels for vineyards and horticulture.</li> <li>• Need to build on the Barossa Campus study hub and attract more higher education, focussing on study areas with a direct line to industries in the region, eg hospitality, tourism, horticulture and viticulture. Build pathways from schools to further education. Connect education, skills and industry.</li> <li>• Discussion around delivery of health services. Currently have three regional hospitals - options to consolidate into one hub hospital offering all services to the whole region or develop a system model where each one focusses on certain specialisations. Outreach programs to deliver other services.</li> <li>• Need more regional leaders – through mentoring, knowledge sharing, connect young innovators with experienced agripreneurs.</li> <li>• Need to develop tourism infrastructure and experiences to cater for tourists: nature-based tourism, adventure tourism, food and wine tourism, and indulgence tourism. Has to be supported by human resources, therefore skills development.</li> <li>• Lot of comment about and support for keeping planning issues local and building flexibility into planning legislation, so that regional areas are able to preserve vital farmland, balance population growth, housing and infrastructure provision, yet maintain the unique character of their own towns / region.</li> <li>• Support for regional decision-making.</li> </ul>

<b>Forum Date</b>
<b>Monday, 24 June 2019</b>
<b>Forum Location</b>
<b>Port Lincoln</b>
<b>Attendance No. at Community Forum</b>
<b>38</b>
<b>Stakeholder Presenters</b>
<b>6</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Health is a major issue across the EP. Communities are struggling to attract and retain doctors, locums and registrars. Doctors on the EP are constantly on call and burn out. Training and mentoring of registrars is an issue. Port Lincoln Hospital is underutilised – could consider it as a teaching / training hospital.</li> <li>• There was a call for more investment in road improvements and upgrades, as more freight will come onto EP roads with the closure of the rail. Impacts on local business and tourism of more trucks entering Port Lincoln. Last mile issues.</li> <li>• Education is not providing pathways for students to tertiary education. Need to attract VET and unis to Port Lincoln and provide programs that align with regional industries, such as petroleum geology, marine biology, agribusiness, nursing, aquaculture. Links between schools, higher education, traineeships, apprenticeships and regional industries. This will keep youth in the region.</li> <li>• Agreement that lack of digital connectivity is impeding growth on the EP.</li> <li>• Tourism is a major industry in the region and has potential for growth. Need more 4-star accommodation, more experiences, and links to indigenous tourism.</li> <li>• Call for the State Government to step in and make a decision regarding ports on the EP. Should not let the market decide, as this is not working. Government should intervene to ensure the best outcomes for the region.</li> <li>• Strong support for regional governance – speaking together as one regional voice, with one clear direction and leadership. Feed EP regional strategy into what the State Government is doing and provide local solutions to problems. Also enables regions to preserve what they value.</li> </ul>

<b>Forum Date</b>
<b>Tuesday, 2 July 2019</b>
<b>Forum Location</b>
<b>Mount Gambier</b>
<b>Attendance No. at Community Forum</b>
<b>25</b>
<b>Stakeholder Presenters</b>
<b>6</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Skill training / career transiting and working collaboratively across industry / government(s) / schools /unis. Mount Gambier High School has been chosen to be one of five Entrepreneurial Schools. Development of eNVision. Need better career advice and pathways into industry job opportunities.</li> <li>• Retention of workers and services, in particular allied health. When someone goes on extended leave, do not have the ability to replace the person, so service is not delivered. Difficulties in getting people to move to the area to fill part-time roles. Lack of career development. If want to progress higher, need to go to Adelaide. Decentralise roles.</li> <li>• Building leadership is vital to the region.</li> <li>• Ability to localise solutions, e.g. see new Health Boards as an opportunity to replicate across other services.</li> <li>• Use natural advantages – e.g. food industry is diverse but opportunity exists in value-adding, opportunity to grow adventure tourism.</li> <li>• Exploring how the region can be entrepreneurial. High-speed internet would encourage entrepreneurial hubs to support growth of ideas.</li> </ul>

<b>Forum Date</b>
<b>Wednesday, 3 July 2019</b>
<b>Forum Location</b>
<b>Naracoorte</b>
<b>Attendance No. at Community Forum</b>
<b>18</b>
<b>Stakeholder Presenters</b>
<b>6</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Significant shortage of accommodation / housing to support industry in the region, especially in the Bordertown / Naracoorte area. Only three houses available for rent in Bordertown. This is limiting business expansion opportunities, i.e. JBS. Wanting to encourage private investment into housing but no capital growth opportunities. Need industry to invest in the issue.</li> <li>• Significant lack of suitable childcare / vacation care facilities. Suggestion of utilising facilities / infrastructure at local schools.</li> <li>• Water – use and allocation. Industries such as potato growers moving into the area putting pressure on the resource.</li> <li>• Use of natural resources for growth – area offers good soil and water for agriculture expansion. Opportunities still exist to value-add to agricultural produce. Need to develop local produce branding.</li> <li>• Migration and adequate support. A lack of housing impacts on migration success. Council has a plan to support immigrants to the region, but requires funding to implement. Services are currently being run through volunteers, but need funding to develop and expand available support. Mismatch of funding amongst different classes of visas.</li> <li>• Reduction of TAFE services in the area and having to use external facilities such as football clubrooms as training venues. Reduces the amount of courses etc. which can be offered in the region. Limits skills development and choice. Apprentices have to go to Adelaide or Mount Gambier for training, which affects business. TAFE is not meeting industry skill needs, such as forestry.</li> <li>• Strong collaboration among the seven councils. Have developed their own Regional Growth Strategy. Also conducted soft and hard regional infrastructure audit.</li> </ul>

<b>Forum Date</b>
<b>Friday, 5 July 2019</b>
<b>Forum Location</b>
<b>Renmark</b>
<b>Attendance No. at Community Forum</b>
<b>20</b>
<b>Stakeholder Presenters</b>
<b>14</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Water security – significant increase in water price (both temporary and permanent) due to dry conditions and rapid expansion of permanent plantings across the Murray Darling Basin. Call from industry for a moratorium on issuing water licences across the Basin and greater transparency into the water market to assess the impact of water holders who are using the market for speculation. Industry would also like to see the development of a strategic plan for horticulture development in the Riverland.</li> <li>• Significant cost of power (paying 12% more) which is having an impact on businesses. Businesses are not investing in jobs / expansion etc. because the cost of doing business (such as power) is so great.</li> <li>• Planning reform – remove the 1956 flood plain barrier. Currently being assessed. Offers an opportunity for business development / tourism along the river.</li> <li>• Service centre model – Mildura vs Riverland. Why is Mildura growing in population (currently 60,000 people)? Mildura has one concentrated centre which services other smaller towns (hub and spoke model), whereas the Riverland has a population of 35,000 spread across five main towns. Mildura has similar industries to the Riverland. Mildura sets aside part of its rates for business and regional development. Opportunity to develop tourism market tapping into Mildura flights from Melbourne.</li> <li>• Decentralise government to assist with population growth and increase skills / services within the region.</li> <li>• Career counselling / university campus and services – should there be a regional campus? Examples of working with unis etc., but would benefit from a more coordinated approach.</li> </ul>

<b>Forum Date</b>
<b>Wednesday, 10 July 2019</b>
<b>Forum Location</b>
<b>Ceduna</b>
<b>Attendance No. at Community Forum</b>
<b>24</b>
<b>Stakeholder Presenters</b>
<b>5</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• There was consensus that health is a major issue on the EP – attraction and retention of health professionals, impact on hospitals, keeping clinics open, impact on tourists in the region, lack of dental services. Local councils are paying for health services out of their own funds in order to maintain them in the region. Perception of little support from the State Government.</li> <li>• Marine scale fishing industry is under threat: small business is being penalised in favour of recreational fishing and PIRSA's plans to manage the fishery under the same rules as the Spencer Gulf and Gulf St Vincent fisheries. Will have a huge economic impact on the region if families are forced out of fishing. Want to co-manage the fishery.</li> <li>• Transport is an issue with the wind-up of EP's rail services. Need to invest in road infrastructure as more road trains will enter the system, especially during harvest.</li> <li>• Agreement that there is a lack of investment in regions generally – police, education, training, infrastructure, ports, connectivity etc. Leads to lack of opportunities and consequent decline of regions. State Government needs to step up and invest.</li> <li>• Need to support tourism in the region by offering quality experiences and providing incentives for them to stay.</li> <li>• Need to address ports on the EP. Thevenard is an important port, making money, but on the verge of collapse – needs to be rebuilt.</li> <li>• Strong support for decentralisation and regionalisation of services, people, procurement and decision-making. Local expertise is being ignored and should form the basis of decision-making in the region. Only locally-led solutions are effective. Need to de-politicise decision-making. However, it is important councils stop competing with each other and take a regional approach to issues.</li> </ul>

<b>Forum Date</b>
<b>Wednesday, 10 July 2019</b>
<b>Forum Location</b>
<b>Ceduna</b>
<b>Attendance No. at Community Forum</b>
<b>24</b>
<b>Stakeholder Presenters</b>
<b>5</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• There was consensus that health is a major issue on the EP – attraction and retention of health professionals, impact on hospitals, keeping clinics open, impact on tourists in the region, lack of dental services. Local councils are paying for health services out of their own funds in order to maintain them in the region. Perception of little support from the State Government.</li> <li>• Marine scale fishing industry is under threat: small business is being penalised in favour of recreational fishing and PIRSA's plans to manage the fishery under the same rules as the Spencer Gulf and Gulf St Vincent fisheries. Will have a huge economic impact on the region if families are forced out of fishing. Want to co-manage the fishery.</li> <li>• Transport is an issue with the wind-up of EP's rail services. Need to invest in road infrastructure as more road trains will enter the system, especially during harvest.</li> <li>• Agreement that there is a lack of investment in regions generally – police, education, training, infrastructure, ports, connectivity etc. Leads to lack of opportunities and consequent decline of regions. State Government needs to step up and invest.</li> <li>• Need to support tourism in the region by offering quality experiences and providing incentives for them to stay.</li> <li>• Need to address ports on the EP. Thevenard is an important port, making money, but on the verge of collapse – needs to be rebuilt.</li> <li>• Strong support for decentralisation and regionalisation of services, people, procurement and decision-making. Local expertise is being ignored and should form the basis of decision-making in the region. Only locally-led solutions are effective. Need to de-politicise decision-making. However, it is important councils stop competing with each other and take a regional approach to issues.</li> </ul>

<b>Forum Date</b>
<b>Friday, 12 July 2019</b>
<b>Forum Location</b>
<b>Victor Harbor</b>
<b>Attendance No. at Community Forum</b>
<b>20</b>
<b>Stakeholder Presenters</b>
<b>10</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Agreement that public transport is a major issue, both within the region for residents to move between towns and access services, but also to connect with the public transport system in Adelaide. This applies to connections in the Adelaide Hills, as well as Fleurieu Peninsula. Need better park and ride options. Single ticketing system with Adelaide public transport.</li> <li>• Strong community and stakeholder support for making Victor Harbor Road into a dual carriageway to ease traffic congestion and open up the region to more tourism through faster access. Also strong support for bypass road network through the Adelaide Hills and building of Heysen Boulevard to ease congestion in Mount Barker. Northern Freight Bypass option to link into GlobeLink. Middleton Bypass.</li> <li>• A regional study hub is vital to keep in and attract younger people to the region. Want universities across the country to come in and offer the right programs for students, align with regional job opportunities. In addition, opportunity for university campus to study the effects of climate change right on the oceanfront.</li> <li>• Tourism is a major opportunity, but need to protect and maintain natural advantages – coast, parks, natural environment, and marine wildlife. Need to address the winter down season with strategies to attract visitors outside peak season; keep ongoing jobs. Unique villages. Need 4-star accommodation on the Fleurieu to tap into premium market and conference tourism. Marketing is important.</li> <li>• Digital connectivity is critical. Topography an issue, but safety is paramount.</li> <li>• Recognition of the area as a primary production area – food bowl. Need to pursue paddock to plate opportunities which feed into tourism offerings, through local eateries. Looking for small meat processing opportunities to value-add and connect to wholesale butchers, restaurants etc.</li> <li>• Ageing population on the Fleurieu needs to be supported with appropriate services, but are also an untapped resource for mentoring of young business people, innovators and entrepreneurs.</li> <li>• Keep decision-making in the region.</li> </ul>

<b>Forum Date</b>
<b>Monday, 15 July 2019</b>
<b>Forum Location</b>
<b>Kadina</b>
<b>Attendance No. at Community Forum</b>
<b>26</b>
<b>Stakeholder Presenters</b>
<b>8</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Agreement the Mid North is a growth area, but lacks infrastructure and services, such as health, police and roads. Particular service and infrastructure struggles in summer. Opportunity to attract people back into regions as cities become more expensive, but need to facilitate them working remotely – internet connectivity is vital, as well as childcare facilities. Concern of devolving costs to councils, e.g. jetties, walkways, etc.</li> <li>• Co-working spaces present an opportunity; study hub type approach for tertiary education, but look beyond that with technology for business and other organisations. Possible spaces for innovation. Need local drivers. Make it easier for entrepreneurs with less red tape.</li> <li>• Mixed views about youth leaving and need for young people to leave to get experience. Further education opportunities locally to keep youth in regions. Trades do well in regions, but TAFE is underutilised. Need flexibility to tailor regional training, e.g. agribusiness. Better prepare school children with earlier career advice. Bring young people back by eliminating HECS debt for each year they spend in a regional area.</li> <li>• Tourism is growth sector, but have to find new businesses and understand where the future jobs are. Have major tourism attractions in the region – Barossa, Clare, Flinders, Yorke Peninsula, but none have full-time dedicated resources. Penalty rates is impacting ability to offer tourism experiences / services on weekends. Need cooperative marketing for the region funded by SATC.</li> <li>• Loss of volunteers is impacting services. Many women are now working (particularly farmers' wives), so there are less volunteers to participate. People come into communities and use services but don't give back. Also ageing volunteers and not getting youth into volunteering. Goes to viability of small towns.</li> <li>• Consensus that the region is dealing with conflicting industries: agriculture vs mining. Need diversification of industries in regional areas; balance potential jobs with impact of different industries. Needs a regional response.</li> <li>• Commercial fishing in the area impacted by recreational fishing. Need science to back stock numbers – been lost through SARDI. Fish stock not tracked in holistic way. No data on catch by recreational fishers. International long line fishing is allowed out in deeper waters. Ageing professional fisher population. Barriers to licences being passed on within family or sold.</li> </ul>

<b>Forum Date</b>
<b>Wednesday, 18 July 2019</b>
<b>Forum Location</b>
<b>Roxby Downs</b>
<b>Attendance No. at Community Forum</b>
<b>7</b>
<b>Stakeholder Presenters</b>
<b>3</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Town heavily reliant on BHP – limits growth and liveability. BHP governs land release, provides power and water purchased by the Council. Roxby Downs was purpose-built to service Olympic Dam. No growth strategy on the part of the Council. Roxby Downs acts as a regional centre for Woomera, Andamooka and the surrounding pastoral areas, so has potential for growth.</li> <li>• Roxby Downs offers an attractive lifestyle, but workforce attraction tied to employment package and requirements whether they live there. Town geared to young families, with new childcare centre etc. Decision whether to expand Olympic Dam in 2020 will open up opportunities – new airfield, additional workers, smelter rebuild, and new worker camp. Moving to a FIFO model would impact the town's future.</li> <li>• Community keen to see activation of idle government assets. Many commercial sites not being used – could act as an enterprise centre / hub available to home-based businesses. Serviced offices and co-location spaces not being used as much now as previously. Shops and retail being built away from the main street: impacts the town's streetscape and commercial centre.</li> <li>• TAFE campus not closing entirely, but BHP needs to drive the education to work pathway. School-based trainees don't have a clear next step. Trade training centre – has been a good initiative and BHP takes many engineering graduates. Need clearer pathway between education and jobs.</li> <li>• Consensus that health services are an issue. Transient population brings a lot of health issues. Have a good birthing centre, but no specialists or anaesthetists. Research shows mental health issues are associated with mining operations, but there are no services here. Tried some solutions, but couldn't get staff. Violence, drugs, alcohol impact on the hospital; there are no safe places for victims.</li> <li>• Transport into and out of the town is problematic if people do not drive and cannot afford to fly. BHP uses Greyhound bus, so Stateliner has stopped services to the town.</li> <li>• The region offers tourism opportunities, e.g. astro-tourism – astronomy, stargazing. Need to address tourism services, capitalise on mine tours, arid recovery etc. Also leverage Aboriginal culture – exhibition ran through NAIDOC week, strongly supported. Tourism strategy cannot be in isolation of other areas: Andamooka, Roxby Downs need to work together for a united sustainable approach.</li> </ul>

<b>Forum Date</b>
<b>Tuesday, 23 July 2019</b>
<b>Forum Location</b>
<b>Port Pirie</b>
<b>Attendance No. at Community Forum</b>
<b>35</b>
<b>Stakeholder Presenters</b>
<b>6</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Digital connectivity.</li> <li>• Education pathway from school / TAFE / university into job all in region; education provided linked to current and future industry needs. Currently training for apprentices is in Adelaide – loss of time and cost to business.</li> <li>• Roads – better transport routes / heavy vehicle rated / safety / tourism.</li> <li>• Childcare is lacking – prohibitive to both parents working, and attracting and retaining young families. People will move from the region to access childcare.</li> <li>• Decentralised government roles. Increased use of video conferencing / VPN allows people to work from the regions. A lack of high-level government roles based in the region – leads to reduced decision-making from in the region, but also creates a ceiling limit in career progression.</li> <li>• Call for a transport hub in the Spencer Gulf. Goods currently produced in Port Pirie being trucked to Adelaide and then redirected to Roxby mines from Adelaide.</li> <li>• Health care – issues around retaining and attracting GPs and specialists to the region.</li> </ul>

<b>Forum Date</b>
<b>Wednesday, 24 July 2019</b>
<b>Forum Location</b>
<b>Port Augusta</b>
<b>Attendance No. at Community Forum</b>
<b>9</b>
<b>Stakeholder Presenters</b>
<b>6</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Place-based decision-making.</li> <li>• Need to market region to attract people, promote lifestyle, and promote job opportunities.</li> <li>• Education pathways provided regionally. Low levels of tertiary education within the region. Uni SA Hub seen to be a positive for the area.</li> <li>• Digital connectivity needs to be improved.</li> <li>• Decentralised government departments. Lack of decision-making capacity within the region. Feeling the disconnect between Adelaide and the region. Reluctance of government departments to travel to region to understand issues.</li> <li>• Roads – arterial roads need to be duplicated for moving produce, safety, and visitor economy movement.</li> <li>• Health – have two major hospitals in Port Augusta and Whyalla but still have issues in attracting and retaining staff. Lack of community transport scheme between hospitals. Rely on Red Cross.</li> <li>• As a town, Port Augusta is working to diversify industry so it is not reliant on just one. 12 renewable energy projects currently in the pipeline. 3/12 might be successful. Community sceptical –big announcements are made but projects do not eventuate.</li> </ul>

<b>Forum Date</b>
<b>Thursday, 25 July 2019</b>
<b>Forum Location</b>
<b>Whyalla</b>
<b>Attendance No. at Community Forum</b>
<b>11</b>
<b>Stakeholder Presenters</b>
<b>12</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Need a deep-sea cape-sized port – government needs to make a decision but community supports Cape Hardy.</li> <li>• Digital connectivity is vital to attract and retain population: restricting business growth and attracting investment. Gig City project may address current connectivity issues within the city.</li> <li>• Need place-based decision-making, decentralised government departments, such as DTTI to regions.</li> <li>• Marketing regions to attract investors, workforce (and job match), and to improve local pride.</li> <li>• Whyalla could be an education centre. Good example of how TAFE, University Hub and schools are working together to provide regional education choices and career pathways for students. Positivity regarding the new school development.</li> <li>• Safe and productive road networks are essential to the region.</li> <li>• Need levers to attract investment – taxation policy, stamp duty concessions, payroll taxes, and penalty rates. Banks still cautious when lending: certain areas still have a high-risk rating.</li> <li>• Positive time for Whyalla – investing in infrastructure / facilities to match potential population growth from Steelworks, however, looking to diversify. Does not want to be a boom / bust town.</li> <li>• Long term unemployed/drug impact on community/mental health issues – engage with schools to educate zero drug tolerance in the workplace.</li> </ul>

<b>Forum Date</b>
<b>Tuesday, 30 July 2019</b>
<b>Forum Location</b>
<b>Adelaide</b>
<b>Attendance No. at Community Forum</b>
<b>No community forum</b>
<b>Stakeholder Presenters</b>
<b>10</b>
<b>Key Issues Raised</b>
<p>The following issues were raised as part of the community and stakeholder consultation process for the Regional Development Strategy:</p> <ul style="list-style-type: none"> <li>• Need to think innovatively in service delivery for regional centres, as small populations do not have critical mass; collaborate across organisations, e.g. banking in Post Offices, use of Town Halls, etc. Need flexible transport options for people to access services.</li> <li>• Define growth areas and strategic investment in those areas – transport corridors, ports. Consider population growth projections and map out economic growth / transition areas to develop infrastructure for future needs. Link to state’s growth strategy. Adopt a regional population target in order to plan effectively. Social and liveability infrastructure too. Take a partnership approach across all levels of government and with the private sector; avoid duplication.</li> <li>• Road transport is a major issue. Roads are the cardiovascular system of the economy and our society: productivity, export, human interaction rely on it. Need improvements in road safety, rest areas and safe configurations of heavy vehicles to transport produce. Road maintenance, movement of high productivity vehicles, first and last mile issues.</li> <li>• Several stakeholders raised the issues of safe roads, public transport, digital connectivity, and decentralisation of the public sector. In addition, several mentions of place-based regional decision-making and the need for collaboration across government to better use assets and innovative delivery of services.</li> <li>• Education / training / job pathways – need job opportunities, education, traineeships to keep young people in regions. Reduction in the age for a forklift licence is now a barrier to getting young people into the transport industry: need to remove red tape to facilitate. Local delivery of training.</li> <li>• Funding for infrastructure, services, programs etc. must be long-term and excluded from political cycles; ensure bipartisan support for funding of essential services and infrastructure.</li> <li>• Take a holistic approach to the whole care industry: health, aged care, disability care and child care. Consumer-driven and not system-driven. Consolidate services: greater efficiency to meet supply and demand. Training and development across the whole industry to provide greater flexibility for workers and standardised qualifications.</li> </ul>

# Appendix 2

## Stakeholder Presenters

Fifteen stakeholder presentation forums were conducted, 14 throughout regional South Australia and one day was held in the Adelaide CBD. The following is a listing of all stakeholder presenters who presented to the Community Advisory Panel during the community and stakeholder engagement process. Stakeholders include board/committees, training organisations, business and industry associations.

- Access Training Centre
- Adelaide Hills Tourism
- Agriculture KI
- Australian Forest Products Association
- Australian Grain Export Pty Ltd
- Australian Petroleum Production and Exploration Association
- Balco
- Barossa Grape and Wine Association
- Bedford Group
- Berri Barmera Council, District Council of Loxton Waikerie, Renmark Paringa Council
- BHP
- Bowhill Engineering
- Business Port Augusta
- Business Port Pirie
- Business SA
- Ceduna Aboriginal Corporation
- Ceduna Business and Tourism Industry Association
- Century 21
- Champions Academy
- Clare Valley Alliance
- Coco Consulting
- Department of Trade, Tourism and Investment
- Destination Riverland
- Education and Innovation Precinct
- eNVision Limestone Coast
- EP Football Council
- Exceptional KI
- Eyre Peninsula Agriculture Advisory Group
- Eyre Peninsula LGA
- Flinders Ranges & Outback South Australia Tourism (FROSAT)
- Flinders Ranges Tourism Operators Association (FRTOA)
- Global Maintenance Upper Spencer Gulf (GMUSG) Group
- Hello Friday & George the Farmer
- Horticulture Coalition of SA
- Iluka
- Iron Road
- KI Commissioner, Business KI
- KI Council
- KI Food & Wine Association
- KI Industry & Brand Alliance
- Kilikanoon Wines
- LEGATUS Group - Central LGA
- Limestone Coast Health Advisory Board
- Limestone Coast LGA
- Limestone Coast Red Meat Cluster
- Local Government Association of SA
- MacKillop Farm Management Group
- McLaren Vale Grape Wine & Tourism Association
- Mid Murray Council
- Mount Gambier Chamber of Commerce
- Mount Gambier High School Governing Council
- Office of the Industry Advocate
- Pastoral Board of SA
- Play Your Part
- Point Pearce Aboriginal Corporation
- Port Lincoln Chamber of Commerce and Tourism
- Primary Producers SA
- RAA
- RDA Adelaide Hills, Fleurieu and Kangaroo Island
- RDA Barossa
- RDA Far North
- RDA Limestone Coast
- RDA Murraylands and Riverland
- RDA Whyalla and Eyre Peninsula
- RDA Yorke and Mid North
- Riverland Wine, Jubilee Almonds and Almond Board of Australia
- Roxby Downs District Council
- Rural Business Support
- SA Murray Irrigators, Central Irrigation Trust, Renmark Irrigation Trust
- SA Road Transport Association
- School of Animal and Veterinary Science, The University of Adelaide
- SeaLink
- SJ Cheesman
- Social Work and Rural Practice, University of South Australia
- South Australian Oyster Growers Association
- Southern and Hills Local Government Association
- Southern Launch
- Spencer Gulf Cities LGA
- TAFE SA
- Tatiara Business Association
- The Frames
- Thomas Foods International
- Tourism KI
- Uniting Country SA
- University of South Australia
- Upper North Farming Systems
- Victor Harbor Business Association
- Viterra
- West Coast Professional Fishers Association
- Whyalla Aged Care
- Whyalla and Eyre Peninsula Heavy Industry Cluster
- Whyalla Chamber of Commerce and Industry
- Women in Business Regional Network
- Woolenook
- Woolshed Brewery
- Yorke Peninsula Commercial Fishing Industries
- Yorke Peninsula Tourism

# Appendix 3

## Summary of Written Submission Key Issues

Service Provision	Priorities for Investment in Infrastructure	Regional Enablers
<ul style="list-style-type: none"> <li>• Digital Connectivity</li> <li>• Health-aged care/childcare</li> <li>• Regional public transport</li> <li>• Affordable Housing</li> <li>• Regional education to career pathway</li> <li>• Hub and Spoke model</li> </ul>	<ul style="list-style-type: none"> <li>• Population growth</li> <li>• Industry growth</li> <li>• Diversification</li> <li>• Liveability</li> <li>• Roads-productivity and safety</li> <li>• Affordable Housing</li> <li>• Digital Connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Place-based decision making</li> <li>• Hub and spoke model for service delivery</li> <li>• Promote regional opportunities</li> <li>• Population growth</li> <li>• Industry growth</li> <li>• Diversification</li> <li>• Liveability</li> <li>• Regional education to career pathway</li> <li>• Migration support programs</li> <li>• Digital Connectivity</li> <li>• Childcare</li> <li>• Regional public transport</li> <li>• Affordable housing</li> <li>• Entrepreneurial hubs</li> <li>• Decentralisation of Government Services</li> <li>• Training alignment with industry needs</li> <li>• Red tape reduction/business incentives and support</li> <li>• Mentoring and leadership programs</li> </ul>

# Appendix 4

## Summary of YourSay Survey Key Issues

Service Provision	Priorities for Investment in Infrastructure	Regional Enablers
<ul style="list-style-type: none"> <li>• Health-aged care/childcare</li> <li>• Access to quality education (School, TAFE, University)</li> <li>• Adequate emergency services</li> <li>• Digital Connectivity</li> <li>• Regional public transport</li> <li>• Roads-productivity and safety</li> <li>• Access to essential services e.g power, water</li> <li>• Hub and spoke delivery model</li> </ul>	<ul style="list-style-type: none"> <li>• Population growth</li> <li>• Industry growth</li> <li>• Diversification of industry</li> <li>• Liveability</li> <li>• Roads-productivity and safety</li> <li>• Affordable Housing</li> <li>• Digital Connectivity</li> <li>• Maintain essential services e.g power, water</li> <li>• Creation of education hubs</li> </ul>	<ul style="list-style-type: none"> <li>• Place-based decision making</li> <li>• Hub and spoke model for service delivery</li> <li>• Promote regional employment opportunities</li> <li>• Population growth</li> <li>• Industry growth</li> <li>• Diversification of industry</li> <li>• Liveability</li> <li>• Regional education to career pathway</li> <li>• Migration support programs</li> <li>• Digital Connectivity</li> <li>• Childcare</li> <li>• Regional public transport</li> <li>• Affordable housing</li> <li>• Entrepreneurial hubs and incentives</li> <li>• Decentralisation of Government Services</li> <li>• Training alignment with industry needs</li> <li>• Red tape reduction</li> <li>• Business incentives and support i.e. tax incentives</li> <li>• Mentoring and leadership programs</li> <li>• Opportunity to implement leadership skills</li> </ul>



