

# Regional Development Strategy



Government of South Australia  
Department of Primary Industries  
and Regions



**Our Regions  
Matter**





## **Regional Development Strategy**

Information current as at April 2021

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# Foreword

South Australia's regions matter.

Our regions are the backbone of our state and the economic powerhouse that drives prosperity for all South Australians. The regions contribute around \$29 billion per year to the state's economy and are home to key farming, fishing, mining, manufacturing and tourism industries.







Photo credit:  
South Australian Tourism Commission



Our diverse and unique natural environment helps define the culture of our state. The River Murray, Flinders Ranges, our pastoral lands, the gulfs and coastal waters all underpin the regional way of life.

This is the first time the Government of South Australia has developed a comprehensive Regional Development Strategy to work positively and strategically with communities to grow our regions.

The Government of South Australia has consulted extensively with regional communities on what is needed in a regional development strategy to improve opportunities for those who live and work in the country.

We have listened to what regional communities have said. We are responding to the sense of isolation regional communities say they have experienced over past years when it comes to decisions of government.

We understand a one-size-fits-all approach will not work in such geographically and economically diverse regions. This is why the State Government will work with communities to address the priorities they have identified.

I thank the Community Advisory Panel for the significant work they have done consulting regional communities and providing recommendations to the government. The Panel identified five strategic focus areas for government:

- Regional Voice
- Regional Connectivity
- Regional Leadership & Skills
- Regional Services
- Regional Investment

Since the panel consulted and released its Engagement Report, our regions have been impacted by bushfires, COVID-19 and a fourth year of drought. These experiences have led to a strong government focus on recovery in our regions.

This strategy outlines how the government will work with communities to spur regional development across the whole state, support communities to be resilient to challenges and drive improved prosperity into the future.

**Hon David Basham MP**  
Minister for Primary Industries and  
Regional Development



# Context

Since the release of the Regional Development Strategy Engagement Report in November 2019, South Australia has faced unprecedented challenges. Some of these have been felt state wide such as the COVID-19 pandemic and bushfires, but some have had particular impacts in regional South Australia such as drought.

The Coronavirus pandemic has had a devastating impact on South Australia and on the nation as a whole. The restrictions have ceased business operations in nearly all parts of our economy, resulting in job losses, business closures and a radical change to the way we live our lives, working from home, learning from home and limiting our interactions with the people we love. The flattening of the curve and the easing of restrictions nationally and in South Australia is giving some hope, however there remains challenges ahead for many businesses, government and communities especially where changing global impacts will continue to be felt by the Australian economy.

The summer's catastrophic bushfires dealt another blow to already struggling regional businesses and communities. The ferocity and duration of the fires had never been seen before and resulted in significant loss of homes, property, businesses, infrastructure, livestock, natural vegetation and our unique wildlife.

The drought across many of the state's regions has impacted not only the agricultural sector, but rural communities as well. As farmers deal with the financial losses, the flow-on effects have been significant, creating downturns for other businesses in regional towns and affecting

community life in schools, sports clubs and volunteer associations, and in the very important area of personal wellbeing and mental health. Recent good rains across large areas of the state have provided an encouraging start to the sowing season for many broadacre farmers, as well as feed for livestock producers, but the drought is not over and will continue to impact the state in the long term.

The Government of South Australia is providing support to individuals, businesses, industry sectors and communities affected by these challenges. In March 2020, the \$21 million Drought Support Program was expanded, the State Government has partnered with the Commonwealth Government to offer financial assistance under Disaster Recovery Arrangements to those impacted by bushfires in South Australia via the Small Business Bushfire Recovery Grant, and in response to the COVID-19 pandemic the Government of South Australia has established a \$1 billion stimulus package. The State







Government is aware of how much the economy of this state is hurting and is taking steps to protect people and jobs, and rebuild industries and livelihoods.

As South Australia rebuilds and recovers from these events that have had severe impact on people's wellbeing, livelihoods and the South Australian economy. Where possible, regional development and investment must be considered in multiple arenas, meaning that alignment of industries, service sectors and community support requirements remains optimum to attract people to regional areas and provide growth. Regional South Australia has been hit hard, but crises catalyse change and, while acknowledging the negative impacts, there may be some positives or emerging opportunities, such as the ability to facilitate increased uptake of connectivity to support remote working in regional areas that were previously inhibited from wider potential employment opportunities.

The tourism industry, severely impacted by the restrictions imposed by COVID-19, could see a considerable revival, as Australians are encouraged to explore their own back yard. The over \$900 million that Australians spend annually on overseas holidays may be directed back into domestic tourism in the short and potentially long term. This gives hope to the South Australian tourism industry to attract a share of domestic visitors to aid in the recovery of this important growth sector, while we wait for international tourists to return.

There is also the very real possibility the COVID-19 pandemic may catalyse a resurgence in the Australian manufacturing industry. Already we have seen companies transform to produce ventilators and personal protective equipment to provide the health sector with vital resources. Australian industry has always been innovative and responsive to emerging opportunities and Australian made may be something that becomes more important in the future.

Finally, COVID-19 restrictions have proven without a doubt that, with a strong digital network, people can work from anywhere. This broadens the opportunity for people to engage differently with businesses, opens regional employment opportunities like never before, and encourages people to take up the lifestyle factors and living arrangements that may be favoured over urban living but that are not as accessible without good digital connectivity.



# South Australian Regions Snapshot

## Regional industries



Mining



Agriculture



Fishing



Tourism

contribute  
**\$29 billion**  
to the state's economy

## Population



**378,074**  
Regional SA<sup>1</sup> population  
**27%**  
of the state's total population



**45**  
Median age of regional South Australia's population

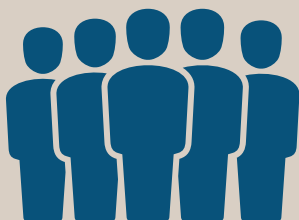
Population in regional South Australia



**50.4%**  
Male



**49.6%**  
Female



Young age  
(up to 25 years)

**28%**  
Regional South Australia

Working age  
(15-64 years)<sup>2</sup>

**60.4%** **65.1%**  
Regional South Australia Greater Adelaide

Retirement age  
(65+ years)

**21.8%**  
Regional South Australia

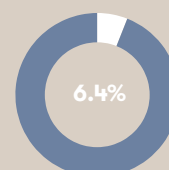
## Employment

### Main employment industries in regional South Australia

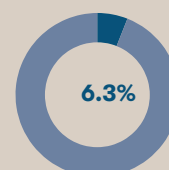
Health and community/social services  
Agriculture  
Forestry and fishing  
Retail trade  
Manufacturing  
Public administration and safety

Just under  
**150,000**  
people are employed  
in regional South Australia, in full time and part time work.

### Unemployment<sup>3</sup>



Regional South Australia



Greater Adelaide



## Social demographic



**Residents born  
in Australia**

**81%** **68.2%**  
Regional South Australia Greater Adelaide



**Family households  
without children**

**47.8%** **38%**  
Regional South Australia Greater Adelaide



**Single or lone person  
households**

**30.3%**  
Regional South Australia



**University bachelor  
degree or above**

**9.3%** **21.2%**  
Regional South Australia Greater Adelaide



**Year 9 school level qualification or  
below or no educational attainment**

**12%** **8.7%**  
Regional South Australia Greater Adelaide

**15,530**

**Aboriginal and/or  
Torres Strait  
Islander people  
reside in regional  
South Australia**

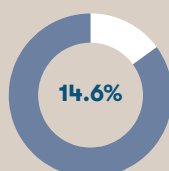
## Business



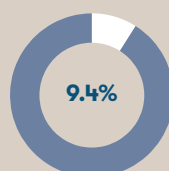
**36,083**

**Number of businesses  
as at the 30 June 2018<sup>4</sup>**

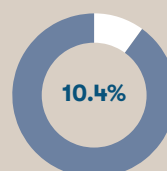
**The industry of employment –  
proportion of employed persons 2016 census<sup>5</sup>**



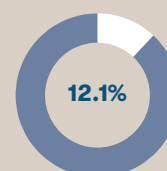
Agriculture,  
forestry and  
fishing



Manufacturing

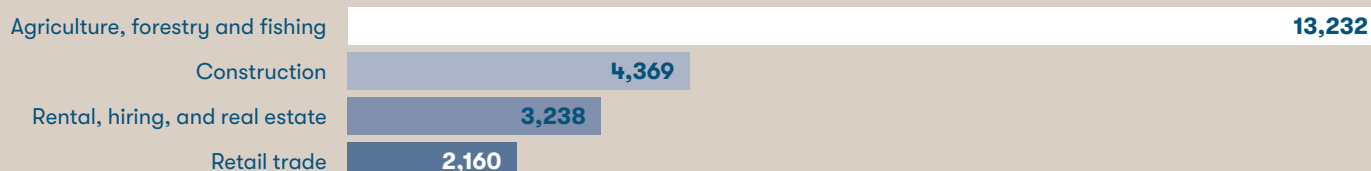


Retail trade



Health care and  
Social assistance

**The largest number of businesses by industry as at 30 June 2018<sup>6</sup>**



<sup>1</sup> Australian Bureau of Statistics 2016 Census Quick Stats defines Regional South Australia as Rest of SA i.e. South Australia minus Greater Adelaide (Greater Adelaide includes Gawler, Mt Barker and McLaren Vale)

<sup>2</sup> Australian Bureau of Statistics 2018 Census Quick Stats

<sup>3</sup> Department Treasury and Finance monthly Labour Force summary for April 2020

<sup>4</sup> ABS Regional Data Summary for Rest of SA

<sup>5</sup> ABS Regional Data Summary for Rest of SA

<sup>6</sup> ABS Regional Data Summary for Rest of SA



# South Australian Regional Economies

The South Australian regions are home to a variety of major industries that contribute to the state and national economy. The presence of these industry sectors is vital to future growth and development of key regions as these industries are major employers that contribute to the recognition of regional “hubs” of economic development.

Many of the priorities of the regions include developing these economies and accordingly, the supports and services to support people living in these communities.

**The major industries of the South Australian regions include:**



## Tourism

Visitor expenditure in regional South Australia reached

**\$3.55 billion<sup>#</sup>**  
(by December 2019)



## Energy and Mining

Contributes

**\$9.2 billion<sup>^</sup>**  
**or 8.3%**  
to our economic output



## Defence

Contributes

**4.5% or**  
**\$2.6 billion<sup>\*</sup>**  
to the state's  
Gross State Product



## Fisheries, Food, Wine and Agribusiness

Directly contributed over

**\$7.6 billion<sup>#</sup>**

to the state's

Gross State Product

in 2019-20



## Health and Medical Industries

Economic contribution to South Australia of

**\$2.3 billion<sup>~</sup>**

(October 2020)

<sup>#</sup>State Budget 2020-21 <sup>^</sup>Energy and Mining Strategy Oct 2020 <sup>\*</sup>South Australia Growth State Defence Sector Strategy 2030

<sup>~</sup>HMI Sector Plan 2020-2030

These sectors also have dedicated Sector Plans under Growth State

# Why develop a Regional Development Strategy?

South Australian communities in our regions are crucial to the future prosperity of our state. The objective of this strategy is to define key focus areas that can drive government investment, decision making and alignment in service delivery and that reflect the clear priorities of each unique South Australian region through the recent consultation.

This Strategy will provide a basis for collaborative development of initiatives that deliver key outcomes to our regions. This Strategy seeks to:

- provide strategic direction and focus for industry, community and government on priorities and needs of regional SA
- enable direct alignment of Government investment and service delivery in areas of regional priority with those presented in the State's Growth State Plan and the supporting 9 Industry Sector Plans
- provide a focus for dialogue when bringing together regional representatives to focus on key opportunities, priorities and needs of their regions
- support collaborative dialogue with the RDA committees on the ongoing implementation of their local strategies and plans
- support the implementation of existing regional development and regional economic plans that are already developed or underway
- promote the regional development priorities of the regions established through the consultation process
- communicate the future opportunities for regional development in a clear and coordinated way.

A dedicated strategy to encourage focussed dialogue on developing our regions is also important given the impacts of COVID-19 will be felt on the state economy for some time. There is an ongoing need to continually drive South Australia's investment and service delivery in key priority areas across our regions both now and into the future. This approach will enable a stronger economic recovery and support pursuit of the long-term ambition of raising growth to 3% per annum, as well as direct alignment with the South Australian Growth State initiative and the current involvement of industry and business in the underpinning sector-based plans.

This strategy will deliver a government plan for future investment, support and priorities to shape the future of the state's regions over the long term, as well as a mechanism to regularly engage regional representatives and consider

both immediate and future priorities over time. This strategy seeks to support the ongoing dialogue between all levels of government towards collaboration, co-investment and delivery with businesses and the community. It is intended that this strategy support other key government initiatives and plans particularly Growth State.

For regional South Australia, growth and development must be targeted in ways that make our communities stronger and more resilient, therefore alignment with state strategies (identified below) will also facilitate these outcomes. Key guiding principles supporting this strategy include:

- Continual focus on building trade and sector economic contribution - a large proportion of the regional economy that is focussed on major industries including agriculture and mining.
- Skills development and migration - These will become more important as more skilled workers are demanded by regional businesses, accompanied by a shift in family-owned businesses such as farms being bought by international companies.
- Continued development of Adelaide and Greater Adelaide - the ability for regions to grow and develop is also directly related to the ongoing success of South Australia's largest city.
- A focus on South Australia's Growth State targets - directing investment in regional centres that are forecast to grow will prioritise efforts and cement those regional centres as hubs in alignment with State priorities and strategies.
- All levels of Government working together - this Regional Development Strategy will underpin the Growth State initiative, noting that a number of activities towards growth and development of the regions are underway in the Growth State enabling platforms and the nine sector plans.
- Governments and industry working together - engaging business and community in government decision-making to enable local knowledge and input for better outcomes.
- Indigenous economic participation - supporting participation and opportunities for Aboriginal people to create jobs and employment, lift education and skills, and activate regional economic potential.



# Strategic Alignment



# Alignment with whole-of-government initiatives

The South Australian Government has been focussed on identifying areas of growth and how government can assist in unlocking and accelerating business expansion and job creation. The government's role is to foster sector wide growth by establishing and maintaining a competitive business environment.

## Growth State

Growth State is a partnership between the South Australian Government and industry to accelerate our economy through business expansion and innovation.

Growth State aims to achieve an increase in Gross State Product (GSP) to an average annual rate of 3% per annum.

Nine priority sectors have been identified with substantial prospects for growth to achieve this target. These include: defence; space; hi-tech; food, wine and agribusiness; international education; tourism; energy and mining; health and medical industries and creative industries.

This goal is reflected in the State's major initiative, the Growth State initiative, aimed at achieving 3% annual growth for South Australia.

These sectors are intrinsic to our regions – providing significant contribution to regional communities.

Sustainable growth will come from a coordinated government and industry commitment to shared goals and targets, collaboration and co-investment to drive practical actions.

Growth State will have a focus on export areas across four streams of action – trade and investment, skills and innovation, infrastructure, and land, water and the environment.

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Growth State comprises four enabling platforms for which government will drive growth:

### Trade and Investment

Lifting private sector investment from both inside and outside the state and increasing exports is essential for economic growth and to improve business competitiveness. Business needs to have the confidence to take risks – on new markets, new products, and new production/delivery methods, and government needs to reduce barriers to investment in the state and to promote South Australia to the world. Given the significant industries, enterprises and businesses in the regions, this platform is highly relevant to the priorities of regional South Australia.

### Skills and Innovation

Encouraging businesses and entrepreneurs to start, innovate and grow their companies in South Australia, and to collaborate with researchers and other businesses to build commercial opportunities remains critical. A highly skilled and responsive workforce will provide businesses with ready access to the right mix of trained employees needed to drive innovation, improve productivity and take up new opportunities in global markets. Skills and capability development, including leadership development are a key ongoing priority for all regions in South Australia.

### Infrastructure

By considering the long-term benefits for South Australia, the government is investing in productive infrastructure, with importance placed on directing capital to projects that drive economic activity and growth, boost productivity and enhance liveability and land value, as well as address constraints including digital connectivity. This platform is highly relevant to the priorities of regional South Australia, with the consultation demonstrating the importance of both infrastructure, critical services and digital connectivity.

### Land, Environment and Water

The global move towards 'clean and green' products, the world-wide climate-transition, a record level of tourists looking for new experiences and shifts in international and national waste policy, provide South Australia with new opportunities to drive our state's growth. Our iconic wine regions, unique wildlife, pristine marine and fisheries resources, and rich mineral and energy resources are just some of our state's environmental assets that are essential to our export sectors and to the regional communities where they are located.

As these strategies evolve, the government will continue to listen and commit to policies, programs and projects collectively designed to lift the state's competitiveness and attract investment. These strategies, and the enabling platforms of the Growth State initiative, will also inform the delivery and implementation of regional growth and development priorities.



## South Australian Infrastructure Strategy

The 20-Year State Infrastructure Strategy suggests some initiatives for infrastructure and services development in our regions, including the formation of regional hubs to provide a more efficient, modern and complete range of regional services. The State Infrastructure Strategy builds on and takes account of all of the key infrastructure related initiatives across government relating to infrastructure, renewable energy, trade, tourism, skills development, innovation, wellbeing, environment, natural resource management, education, health and transport and serves to guide, prioritise and coordinate long-term investment in infrastructure across both metropolitan and regional South Australia.

## Regional Blueprint Local Regional Strategic Plans

Regional Development South Australia (RDSA) is a unique model within Australia with tripartite partnership across Federal, State and Local Government and the eight South Australian Regional Development Australia (RDA) representative entities. Recently, all of the eight South Australian RDA's have been working both across regions and within their own to develop strategic plans to drive economic recovery and growth.

These plans each detail specific industries and sectors, key themes, and investment opportunities, underpinned by analysis and statistics. These plans have been developed with extensive consultation across all levels and particularly local government, business and industry associations and private investors, for each RDA to have the support and mandate to deliver them.

The RDSA have developed the South Australian Regional Development Blueprint, an over-arching strategy that encompasses the individual RDA priorities and strategies, and that also takes account of national and state regional development priorities, including those integrated with the Growth State and the South Australian Infrastructure Strategy. Underpinning the blueprint is a fully scoped and detailed project and investment pipeline, starting at conceptual through to shovel ready projects. The priorities of the blueprint and related regional strategies and plans have been taken into account when developing this strategy.









# Regional Development Strategy





# Consultation and development processes

In May 2019, the Regional Development Strategy Discussion Paper was released and opened the consultation period on the formation of a state wide Regional Development Strategy. Throughout June and July 2019, a Community Advisory Panel, supported by PIRSA, undertook 14 regional and one metropolitan consultations.

The Community Advisory Panel met with over 100 individual stakeholders and over 280 members of the public attended the community forums held in the regional centres.

The members of the Community Advisory Panel for the Regional Development Strategy were:

- **Mark Sutton** (Panel Chair) – current Chair of the Regional Development Australia Far North Board and Director of the Outback Communities Authority.
- **Jeremy Conway** – Chief Executive of Infrastructure SA
- **William (Bill) Spurr AO** – has a strong background in tourism and education and is a current member of the Premier’s Economic Advisory Council
- **Mayor Sam Telfer** – is the past President of the Local Government Association of South Australia Mayor of the District Council of Tumby Bay
- **Tony Vaughan ASM** – is the Chief Executive of the Royal Flying Doctor Service
- **Maree Wauchope** – is the is Chief Executive Officer for the Barunga West Council and Chairperson of the Construction, Industry and Training Board

Parallel to the face-to-face engagement process, feedback was also sought via the YourSAy website and written submissions received by email or mail. 149 responses were received via the YourSAy website and 63 written submissions were received that assisted in determining the key strategic focus areas for regional development. On 1 November 2019, the engagement report was released, which summarised the consultation process and presented the broad themes identified during the engagement.

Alongside the consultation with industry sectors for the Growth State initiative, several regional priorities for South Australia were identified. This Regional Strategy takes account of both of these significant consultation and engagement processes to form five strategic pillars that will provide government clear direction on the priorities for future growth and development.



# South Australian Regional Development Strategy

There are clear priorities that both government and industry can collectively work together to achieve for regional South Australia.

These areas include infrastructure, connectivity, workforce development, business resilience, manufacturing and the development of social, transport, energy, telecommunications, education and health related infrastructure alongside actions that enhance community affordability, access to resources and general liveability.

This Regional Development Strategy identifies five strategic priorities that will guide government priority setting and engagement with regions, as well as enable clear alignment with the South Australian Growth State initiative.

Through the regional engagement process, we know that working in collaboration across regions derives the greatest benefit. This Regional Development Strategy, under the auspices of the South Australian Growth State initiative, provide a framework to identify future priorities that can be implemented across regions, businesses and industry.

Many of these priority areas are also recognised in the Growth State initiative and also enablers that would facilitate the aims of each region being delivered upon in a way that would maximise benefit to regional communities.

Details of how these five priority areas will be progressed is provided in the following sections.

## The priorities are as follows:

### Regional Voice

Engaging regional stakeholders, businesses and communities to share values, identify local solutions and contribute to identifying and implementing the priorities for development and growth in South Australia.

### Regional Connectivity

Identifying and enhancing digital connectivity through telecommunications and data infrastructure solutions in partnership with all levels of Government, RDAs and local stakeholders. Ensuring that major infrastructure programs, including transport network solutions, engage representatives for local intelligence at the point of development and design.

### Regional Leadership & skills

New and emerging leaders in the regions are engaged and have access to the professional and personal development opportunities that will enable their participation. Strategies are in place to support worker shortages and seasonal worker demand.

### Regional Services

Identifying and addressing regional service gaps and establishing solutions, including hub and spoke models, for the implementation of critical services for community safety, wellbeing and liveability.

### Regional Investment

Continued focus on the development and delivery of initiatives that result in increased trade, productivity, profitability, sustainability and growth.

# Regional Voice

Engaging regional stakeholders, businesses and communities to share values, identify local solutions and contribute to identifying and implementing the priorities for development and growth in South Australia.

## The challenges

Regional communities seek clear opportunities to share their values and priorities and to be part of the process to shape their regions future. Importantly, regional communities want to play a key role in contributing to strategies and initiatives that will benefit their region and address local issues. There is an increasing need for local ideas and local solutions, as well as ensuring the community can participate, grow and develop these ideas to achieve a successful outcome. More can be achieved through collaboration and cooperation, with a clear agreed direction and leadership for the region as a whole, and a unified approach to engaging with government, industry and investors. However, this engagement is not always clear nor simple for regional stakeholders to get involved.

## The opportunities

Regional stakeholder engagement in government priority setting will help to shape the design, development and implementation of projects and investments to maximise the benefits in the specific region. The establishment of the Regional Development Australia has facilitated greater engagement with the regions and the ability to focus discussions with whole of government.

A joint governance process, that links the major government agencies with the Regional Development Australia annual strategic planning processes, is essential to enable regular engagement on priority setting and strategy development for regional South Australia. There is a clear opportunity for government to engage regional stakeholders directly through jointly facilitated twice yearly meetings with the Regional Development Australia committees to consider dialogue on future priorities in context of the Growth State initiative, this strategy and the Regional Development Australia Blueprint and regional plans.





## Achievements to date

- Regional Development Australia's (RDA) 4-year funding commitment.
- Reforming Local Government discussion paper completed.
- Regional Affairs Committee established.
- Regional Development Australia Plans established.
- The Regional Development Australia Blueprint established including project pipeline.
- Assistance programs developed and implemented in regions to respond and recover from adverse events (including COVID-19 and bushfires).
- Actively engage the voice of our Indigenous Nations in projects, policy and programs.
- Encouraged regional representation on government board and committees to ensure SA's regional population is appropriately represented.
- The Department for Education's 10 year Aboriginal Education Strategy will support our students to thrive academically, culturally and socially throughout their learning.

## What success looks like

- Regional businesses, stakeholders and communities are engaged in the development and implementation of programs and initiatives on behalf of their region and the development of local solutions.
- There is regular engagement between regional representatives, through the RDAs, with Government agencies annually to determine and discuss focus areas and programs for future development, investment, service delivery and communication.
- Agencies utilise regional impact assessments in their decision making for regulatory reform and/or significant Government-led programs.

## Future priority actions

- Commencement of the joint whole-of-government and RDA twice yearly engagement meetings for regular dialogue on priorities and opportunities, with consideration of Growth State Sector Plans, the Regional Development Australia Blueprint, this Strategy and local regional strategic plans.
- Regional Impact Assessments to be included in the assessment processes for evaluation and development of major regulatory reforms intended for consideration by Cabinet.
- Whole-of-government session on regional priorities held twice yearly with invited stakeholders and RDAs to present on key priority topics.
- Major government-led programs or initiatives, such as workforce development, skills and training, regional infrastructure, health, aged care, education services and/or social development programs, involve representation of and consultation with, regional stakeholder representatives.

# Regional Connectivity

Identifying and enhancing digital connectivity through telecommunications and data infrastructure solutions in partnership with all levels of government, RDAs and local stakeholders. Ensuring that major infrastructure programs, including transport network solutions, engage representatives for local intelligence at the point of development and design.

## The challenges

Digital connectivity provides a real-time avenue to connect with the world in business, education, service delivery, social interaction and many other areas. Improved connectivity can assist to grow some regional areas through fostering entrepreneurialism and new industry development in regional areas. Consequently, digital connectivity can play a significant role in attracting investment and population into regional South Australia.

Road infrastructure is also vital in ensuring that regional communities are able to move people, products and services in and out of regions. Roads are the cardiovascular system of the economy and regional society. Connections direct to consumers or to ports and airports are usually by road and the state's road infrastructure must be constantly maintained to support the demand for regional product.

## The opportunities

Ensuring affordable access to first-rate digital infrastructure is a clear opportunity that stands to benefit every corner of our society and economy. Its importance has been demonstrated by the enforced isolation brought on by the pandemic, the need to remote access resources, and the need to lift productivity and enterprise in the face of adversity. This disruption has significantly changed the way we work and learn, but brings opportunity, particularly for regional enterprise seeking to boost capacity, scale and productivity, for communities seeking to access resources, including remote education, and for remote working to open up a wider array of potential employment opportunities, not to mention the importance of uplifting systems that support and protect public safety.

Safe, reliable and productive transport networks are particularly important for regional areas for export markets. As tourism is a major economic driver in regional South Australia, improving the road network also has flow-on effects with the visitor economy.





Photo credit:  
South Australian Tourism Commission

## Achievements to date

- Continuing to work with Industry and regions on the implementation of the Mobile Black Spot Program (\$10 million).
- Royalties for Regions Program developed.
- 20-Year Infrastructure SA Strategy developed with clear regional infrastructure focus.
- Implementation of high speed Internet in public schools and preschools (SWiFT – Schools With internet Fibre Technology).
- Facilitated Gig City development at Whyalla and Mt Gambier.
- Improved telecommunications and digital connectivity in regional SA communities to deliver economic and social benefits to residents and businesses.
- Build on the capabilities and partnerships established between SA Government, Industry and research organisations to further to consider satellite based natural resource and hazard monitoring across South Australia.
- Actively engaged regional communities to inform the development of South Australia's Road Safety Strategy.

## What success looks like

- Regional businesses, stakeholders and communities are engaged in the prioritisation processes for regional infrastructure, utilities and services and their implementation.
- There is a process to identify priorities for regional digital connectivity improvements that considers the priorities and needs of the regions and their communities.
- There are regular updates provided to regional communities on the priorities for infrastructure, connectivity, social infrastructure and business and service related deliverables by Government.

## Future priority actions

- Commencement of Round six for the Mobile Black Spot Program.
- Work with communities to understand areas of greatest mobile phone coverage need, prioritising areas that align with the Commonwealth's Mobile Blackspot Program.
- Develop a strategic approach to improving digital connectivity across regions.
- Harness the SWiFT network to enable industry and government connectivity.
- Continue planning and engagement process to identify road transport maintenance and upgrade priorities for future investment in line with the 20-year Infrastructure Strategy.
- Continue engaging regional communities on South Australia's Road Safety Strategy.
- High Productivity Vehicle (HPV) Route Network Development - investigate possible expansion of the HPV network to improve land transport capacity, efficiency and reliability and improve access to freight nodes.
- Southern Fleurieu and KI Connections - A network strategy to identify improvements for safety, capacity for growth and productivity.

# Regional Leadership and Skills

New and emerging leaders in the regions are engaged and have access to the professional and personal development opportunities that will enable their participation. Strategies are in place to support worker shortages and seasonal worker demand.

## The challenges

While many of South Australia's current regional leaders hold multiple leadership positions, in volunteer organisations, on boards, in councils, business and communities, there remains a need to ensure the next generation of leaders are engaged, involved and have access to the opportunities that will further them as regional leaders in their communities. There is a need to develop the community of future leaders who can set and achieve the economic strategies of the future, identify opportunities for growth and diversification, innovate, engage with others, and foster community participation.

Growing and maintaining a skilled regional workforce are major concerns across the state. Difficulties with attracting the necessary skilled labour required to fill positions can restrict the ability of regional South Australia to grow and expand businesses and industries.

Understanding pathways from school to gain regional employment needs greater clarity. Regional communities are eager to see school curricula content that supports the main economic base of regions and ensure that higher education and educational pathways are made available to them in regions.

## The opportunities

New and emerging leaders need access to the available forums, mentorship and leadership development in both professional and personal attributes so that they can contribute effectively towards the communities they intend to serve. The development of local leadership skillsets and experiences provides a group of invested individuals who can contribute the momentum to get things done and that inspire others to take similar steps towards driving change in their regions and sectors. Encouraging the development of leadership skills across a broader cross section of our regional communities so that our leaders reflect our diversity leading to better outcomes across regions.

Developing strategies to attract and maintain a skilled regional workforce remains a key priority and ensuring the access to education, on the job training, skills development resources is key to this. Attracting and retaining the residents and workers needed to support economic growth will help to address a shortfall in labour and skills required to deliver major infrastructure and build industry and enterprise, which in turn, supports liveability. However, in sectors like resources and defence, many of the skills need to be imported. This calls for a renewed focus on education, skills development and training to develop local talent and ensure that higher education and career pathways are made available especially to school leavers.



## Achievements to date

- Flexible Industry Pathways for school students have been developed and endorsed by industry and are being introduced across South Australia to meet industry needs.
- Progressing the Mobilising Seasonal and Regional Workforce program, and to explore opportunities to stabilise workforce supply and facilitate access to Commonwealth Government support.
- Work with primary producers and industry leaders to build resilience to adverse events, such as drought and bushfire.
- Continue to support farm families, local businesses and rural communities dealing with drought conditions, including mentoring and business support services.
- South Australia's Regional Designated Area Migration Agreement to provide the opportunity for local employers in industries important to regional South Australia, to sponsor skilled overseas workers in situations where they are unable to source workers from the local labour market.
- The Clontarf Academy trial is located in 4 Regional communities with the intended outcome of developing clear post school employment pathways for Aboriginal students.
- Development of an Aboriginal education workforce plan that will inform future staff strategies and targets including attraction and retention of Aboriginal staff into rural and remote schools.
- Established Orbis which delivers exemplary learning for educational leaders and teachers, that achieved country participation of 50% in 2019 in its launch year.

## What success looks like

- Regional communities have access to resources for skill and capability development.
- Career pathways, resources and support are available to school leavers and others seeking career development advice;.
- There are clear pathways for enterprises to engage locally to seek support for attracting and retaining workers, providing worker support programs and accessing skills development programs.
- There are strategies put in place to align new business development initiatives with skills development initiatives, where innovation hubs and other programs are being established, these are supported by skills attraction initiatives that build local capability in the region.
- Regular benchmarking of regional skills needs enables strategic workforce skills development planning and the establishment of programs that meet current and emerging needs.
- There are programs established that support new and emerging leaders in the regions, and that address succession planning challenges.

## Future priority actions

### Leadership

- Development of a regional leadership capability development program in alignment with the cross-jurisdictional and bespoke Rural and Regional Leadership program of the Australian Rural Leadership Foundation.
- Increasing regional representation on whole-of-state initiatives and committees, particularly in regional infrastructure and social service program implementation.
- Work with business and industry to drive innovation and entrepreneurialism through whole-of-government engagement in the state sector plans.
- Development of a 10 Year Education Workforce Strategy for Educational Leaders and Teachers under development in 2021, with focus on strengthening country workforce, including initiatives that support attraction to and retention in the regions.

## Workforce and skills development

- Work with regions to develop workforce strategies within industry and across a region, commencing with the seasonal worker program in agriculture and tourism.
- Deliver skills-based training in regional areas to ensure accessibility and ensure that resources are in place to extend skills programs in regional areas.
- Improve information provision on industry skills needs, options for transitioning to available training and skills development programs to businesses and schools.
- Provide career counselling support to regional schools so that students in regional communities are aware of the career options available to them in their local region.
- Work with RDAs to be a coordination point for job network information across the regions and work with RDAs, government departments and training providers to ensure fit for purpose regional training solutions are established for critical economic sectors.
- Establish regional hubs for further education or university support, including digital hubs for remote and distance learning, to support people wanting to continue education.
- Continue benchmarking the demographics and uptake of education and skills services regionally to inform future investment decision making.
- Consider support mechanisms for secondary school students to understand the opportunities under the VET Program that drives transitions to skilled careers and better meets the needs of industry for underpinning strong economic growth.
- Evaluate the Flexible Industry Pathways pilot to inform full implementation, planned for 2022.





# Regional Services

Identifying and addressing regional service gaps and establishing solutions, including hub and spoke models, for the implementation of critical services for community safety, wellbeing and liveability.

## The challenges

Liveability is a measure of the attractiveness of a region to people and is the sum of the factors that add up to a community's quality of life including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreation possibilities. Services that contribute to liveability, are significant to all South Australian regions, including the necessary access to all government services, such as healthcare, education, police and emergency services. However, regional areas recognise that it is not always possible to offer all services directly in every regional town and centre, and that innovative methods to ensure services can be delivered may occasionally be required, as well as embracing the well-known 'hub and spoke' delivery models or other solutions in order to gain wider access to services.

## The opportunities

Regions are resilient and creative and willing to work collaboratively with all levels of government to drive regional solutions that meet local needs. Effective regional service delivery ensures that regional residents are supported in their decision to live in regional areas and that regions are able to prosper by offering the liveability that is key to community life. Informing future policy and programs through cross-border opportunities, working together with neighbouring states, local governments and communities, will deliver to improving a better service outcome.



Photo credit:  
South Australian Tourism Commission

## Achievements to date

- Address public school digital connectivity to improve academic outcomes by connecting, collaborating, creating, and accessing online resources more readily.
- Provided significant capital funding and investment to improve the infrastructure across South Australian schools and pre-schools.
- Reform of the local health network governance structures completed.
- Landscapes SA reform implemented.
- Community based drug rehabilitation program in Riverland developed.
- Entrepreneurial Schools Program delivered.
- Family and Business mentors for drought and fisheries management service provision.
- Supporting Country Arts SA through the Arts Strategy.

## What success looks like

- There are clear pathways for Regions to work collaboratively with government to drive regional solutions.
- Regional communities are thriving with increases in regional population and services to support the expansion.
- There are policy and programs deliver the service outcomes in regional communities.

## Future priority actions

- Considering the decentralisation of services from Government where there is a distinct advantage to achieve the outcomes required.
- Identify more secure public sector jobs available to regional employees to empower local decision making for government programs, services and initiatives.
- Ensure that the enabling platforms of the Growth State initiative take account of regional priorities when establishing new programs and services on behalf of government.



# Regional Investment

Continued focus on the development and delivery of initiatives that result in increased trade, productivity, profitability, sustainability and growth.

## The challenges

The timely and targeted deployment of infrastructure and other economic development projects offers a compelling means of facilitating regional growth and development. Infrastructure investment is not confined to economic infrastructure; social and other infrastructure is fundamental to a fair, skilled, healthy, sustainable and productive community.

Fostering innovation is also essential in a large state with a relatively small population. It is particularly pertinent to development in the regions. A range of investment priorities are already documented under the auspices of the Growth State initiative for South Australia. The focus will continue to be on those projects which enhance productivity, growth, profitability, and competitiveness and spread the investment geographically. Regional Grants programs are also a mechanism for accelerating small-to-medium projects, as well as larger state and federally-funded projects that are a solid co-investment.

## The opportunities

There are clear opportunities to drive growth and development in the regions across the major economies that currently support our communities. Already there are sector plans for the major economies of agriculture, energy and mining, health and medical, tourism and education as well as clear identification of infrastructure, social infrastructure, water, skills and development and trade opportunities for South Australia. Furthermore, there are opportunities to attract new investment, leverage investment and build on the growth strategies across individual regions for multiple development initiatives that lend to boosting state revenue and also that result in developing the region, providing greater liveability opportunity and attracting people to the area for employment and lifestyle.

Achieving the above will require ongoing commitment to the Growth State targets and the priorities already quantified, as well as ensuring that stakeholders and government continue to work together to achieve these aims.



## Achievements to date

- Developed the 20-year State Infrastructure Strategy to support economic and population growth.
- Regulated to lift the Genetically Modified Food Crops Moratorium on mainland South Australia to provide economic benefits for our industries.
- Commenced opening of reservoirs providing new recreational and tourism opportunities .
- Invested \$10 million into the Queensland Fruit Fly Sterilisation Program for biosecurity response.
- Responded to fruit fly detections and implemented eradication measures to maintain South Australia's fruit fly freedom status.
- Invested major funding for infrastructure development in waste industry to continue to increase landfill diversions.
- Pest control measures to prevent, reduce and eradicate feral animals and pests.
- Supported the development of the South Australian Grain Industry Blueprint for industry to harness strengths to capitalise on opportunities.
- Developed the South Australian Planning Strategy includes plans for seven regional areas of the state, as well as The 30-Year Plan for Greater Adelaide.
- Supported the Wine Business Growth Program which assesses and supports improving profitability and potential growth for small to medium winemaking businesses.
- Implemented the Agriculture Technology (AgTech) Strategic Plan to drive growth, productivity and supply chain optimisation in collaboration with industry.
- \$10 million over three years for a program to co-fund greenfield exploration activities to facilitate new major minerals discoveries, driving further mine developments and stimulating growth, investment, exports, jobs and innovation in the South Australian mineral resources sector.
- \$15 million annual Regional Growth Funding to support projects in regional South Australia to drive economic development.
- Under the Parks 2025 Strategy – build the capacity of parks across our state to conserve our natural landscapes and wildlife, activate nature-based tourism, boost the state economy and strengthen local communities.
- Assess future market opportunities for and develop an investment attraction strategy around the utilisation of excess renewable energy generated in South Australia to attract new energy intensive business to the State.
- Investigate the expansion of aquaculture zones for emerging industries to increase aquaculture investment and production.
- \$7.5 million to support industry productivity and strengthen biosecurity in the red meat and wool sectors.
- Developing the sport and recreational Infrastructure Plan.
- Develop the SA Jetties Strategic Plan to identify a sustainable approach to the future management and prioritisation of investment for SA jetties.
- Housing and homelessness Strategy
- Once-in-a-generation \$25 million rebuild of the 1,600km South Australian Dog Fence.
- Growing the Grains Export Sector to establish an Oat Breeding Centre of Excellence to accelerate, commercialise and extend the oat breeding activities undertaken in South Australia.
- Growing the Grains Export Section to expand pulse breeding by supporting a Pulse Cooperative Research Centre, which will deliver market focused varieties suited to South Australian condition.
- An investment of \$20 million has been made over four years from 2018 – 2022 to develop and implement a Rural Health Workforce Strategy. The Rural Medical Workforce Plan and the SA Ambulance Workforce Plan were released in 2019 and 2020 respectively. The Nursing and Midwifery Plan and Allied Health Plan are currently out for consultation and work has commenced on the Aboriginal Health Workforce Plan.
- A Rural Generalist Training Network was established in 2020 to grow and support the medical workforce across country South Australia.
- The Rural Health Undergraduate Scholarship program provides scholarships up to \$20,000 for a range of health courses. Scholarships are also available for existing employees in regional Local Health Networks for Certificate and Postgraduate level studies.



## What success looks like

- New investments in regional communities enhance economic and regional development across all regions.
- Employment in regional communities prosper with security and longer-term career opportunities.
- Regional business are profitable and provide the services to support the communities.
- Investment opportunities are delivered through the relevant mechanisms to provide a focus on productivity, growth, profitability and competitiveness.

## Future priority actions

- Reporting on progress against this Strategy and the RDA strategies, through the Building Better Regions website.
- Continuing to examine mechanisms to address worker shortages and the ability to attract and secure seasonal workers for agricultural harvest.
- Establish innovative solutions to workforce challenges by engaging with local representatives, communities of interest, cooperatives and enterprise clusters.
- Facilitate opportunities in new or emerging markets and trade; develop ways to maximise the value of the supply chain.
- Work with regions to strengthen the transport network and identify constraints.
- Engage with Government on ways to minimise unnecessary red tape burdens.
- Continue to deliver the Regional Growth Fund program.
- Continue to deliver the Mobile Black Spot program.
- Ensure that regional priorities are integrated with the priorities of the Growth State initiative.
- Encourage students studying a range of health courses in regional South Australia to apply for scholarships worth up to \$20,000, as part of the RSS Rural Health Undergraduate Scholarship program.
- Support for permanent employees at a regional LHN or RSS studying or intending to study at Certificate or Postgraduate level in a range of disciplines with \$4,500 for one year of their studies.
- Deliver the \$42.8 million health infrastructure stimulus package which includes:
  - a new \$4.3 million ambulance station at Port Augusta
  - a \$4 million boost for Strathalbyn Aged Care Lifestyle facilities to further support the soon-to-be constructed facility
  - completion of the Kalimna Hostel redevelopment for use as a community health facility (additional \$2 million; total of \$3 million)
  - a \$15 million expansion of the Gawler Hospital emergency department
  - a \$10 million boost for regional health sustainability works including country hospital.
- Examine both land-based transport infrastructure and ports to identify the latent capacity in current infrastructure and the incremental investments that would optimize supply chain efficiency for sectors or producers.



# Regionally focussed priorities, opportunities and achievements to date





# Far North

The Far North is home to some of the richest mining resources in the world, attributing to over 50% of the state's developing mineral projects and over 80% of the state's operating mines. The region covers a vast and diverse landscape, with an area of 799,850 square kilometres, which takes in the sparsely settled country of the north of South Australia and accounts for 80% of the State's land mass.

Mining is undoubtedly the Far North region's most dominant industry and the Far North regional economy will continue to benefit from mining given the potential revealed in exploration programs over the past decades. Over 50,000 km<sup>2</sup> of the outback in the region are under exploration leases with exploration companies prospecting for a diverse range of minerals, with strong interest in copper, gold, nickel, lead, zinc, magnetite, chromium, tin, coal, diamonds, heavy mineral sands, iron ore and uranium.

Renewable energy is also an emerging sector in the region, underpinned by recent large investments.

The Tourism and Defence sectors are fast emerging as important industries for the economic sustainability of the region.

The Far North is home to the Outback and the Flinders Ranges tourism areas, which attract over half a million visitors per year.

## Priorities

- Attraction of renewable and clean technology industries and research facilities
- Value adding to new horticultural production through the expansion of manufacturing industries
- Tourism infrastructure i.e. accommodation and attraction facilities
- The Improving Great Artesian Basin Drought Resilience Program (next iteration of GABSI program) – SA has access to \$9.1 million over five years
- Upgrading water supply to SA Water customers in regional areas - \$9-10 million per annum to SA Water over four year regulatory period.
- Upgrading water supply for select aboriginal communities that are part of Community Service Obligation payment – approx. \$10 million to SA Water over four year regulatory period
- Water and Infrastructure Corridors - \$5.6 million

## Achievements to date

- \$125 million secured to upgrade South Australia's section of the Eyre Highway from Port Augusta to Perth – including \$32 million to upgrade Eyre Peninsula Roads following the closure of the rail line
- Construction commenced on the \$200 million duplication of the Joy Baluch AM Bridge project, partnering with the Commonwealth
- \$10 million to upgrade the 100-year-old Dog Fence to protect our livestock industry
- \$135 million of State funding has been provided toward the capping of the Strzelecki Track
- \$6 million to cap Adventure Way has been completed
- Seven Mobile Black spot locations funded
- \$4.8 million investment in projects as part of the Regional Growth Funding
- \$3.2 million to support environmental remediation activities at Bird Lake in Port Augusta
- \$15 million to upgrade Fregon Anangu School
- \$7 million upgrade to the Roxby Downs Area School
- \$4.6 million upgrade to Port Augusta Secondary School
- \$50,000 for permanent dialysis on the APY Lands
- Drafted and consulted on a new Pastoral Lands Bill which will provide a contemporary and flexible legislative framework that will support the continued economic growth of the state's pastoral industry, while ensuring the sustainable conservation of the rangelands for future generations

- Improve understanding of outback groundwater resources and develop a model for the future provision of shared and cost-effective infrastructure in the Far North of the state for multiple mining and energy developments, as well as for outback communities and other economic enterprises
- \$140 million upgrade of the APY Main Access Road
- Previous rounds of the Great Artesian Basin Sustainability Initiative (GABSI) – to replace, upgrade, repair bores and water delivery structure

## Future opportunities

- Freight corridors and tourism road development and maintenance
- Supporting air access to remote attractions and communities via the state's Regional and Remote Airstrip Upgrade Program (RAUP)
- Digital connectivity in telecommunications and data
- Enhancing access to essential Services in areas of power, water, waste management





# Yorke and Mid North

The Yorke and Mid North region hosts Australia's Largest Inland Port and Logistics Centre and also comprises a significant area of highly productive agriculture and horticultural land.

The Yorke and Mid North region is an area of 34,930 km<sup>2</sup> located 80km to the north of Adelaide.

Primary production dominates the region's economy, with the traditional broadacre farming (cropping and livestock), viticulture and forestry, as well as a healthy fishing industry and the growing industries of intensive livestock and aquaculture. Horticulture and forestry are part of the landscape in the Southern Flinders, while pig and poultry production and lot feeding for sheep and cattle are undertaken across the mid and southern parts of the region where infrastructure and climate are optimal for production. The region's primary production industries are complemented by value-adding processing and finishing, an expanding services sector and strong tourism markets. This region has contributed 43.7% of South Australia's GSP for Grains.

The region is home to the Clare Valley, one of Australia's premier wine regions, and the Southern Flinders is building a strong reputation as viticulture and wine production expands in this area.

The Yorke and Mid North incorporates three tourism regions – the Clare Valley, the southern part of the Flinders Ranges, and the Yorke Peninsula – each different in their tourism offering and visitor profile.

Other economically important industries for the region include mining and resources and their supporting industrial sector, renewable energy (particularly wind turbine generated power). The region has nearly half of South Australia's current wind energy capacity and is expected to grow.

## Priorities

- Value adding to agriculture and manufacturing
- Increasing livestock industry growth and development
- Increasing renewable energy applications
- Upgrading water supply for select aboriginal communities that are part of Community Service Obligation payment - \$10 million to SA Water over four year regulatory period
- Upgrading water supply to SA Water customers in regional areas - \$9-10 million per annum to SA Water over four year regulatory period

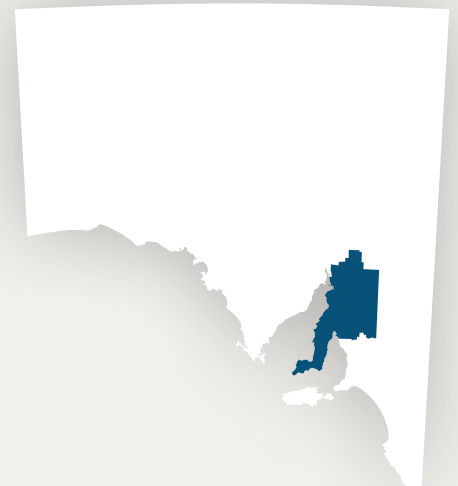
## Achievements to date

- \$62.5 million for Barrier Highway upgrade from Cockburn to Burra – construction works commenced
- \$55 million to upgrade the Horrocks Highway Corridor – construction underway
- \$88.5 million for the Port Wakefield Road overpass and highway improvements – construction underway
- Investing \$5 million to upgrade Clare High School
- Investing \$10 million to upgrade John Pirie Secondary School
- Investing \$3.5 million to upgrade Kadina Memorial School
- Investing \$4 million to upgrade Moonta Area School
- \$720,000 for Ardrossan Hospital upgrades
- \$605,000 to upgrade surgical facilities at the Yorketown Hospital
- \$1 million is provided for Regional Theatre sustainment works, including the Northern Festival Theatre at Port Pirie
- Seven Mobile Black spot locations funded
- \$800,000 investment in projects as part of the Regional Growth Funding
- \$120 000 towards the extension of the Riesling Trail to Auburn

- Expansion of Hornsdale Power Reserve as the first successful project under the Grid Scale Storage Fund
- Draft and consult on a new Pastoral Lands Bill which will provide a contemporary and flexible legislative framework that will support the continued economic growth of the state's pastoral industry, while ensuring the sustainable conservation of the rangelands for future generations

## Future opportunities

- Duplication of the gas pipeline from Whyte Yarcowie to Port Pirie
- Telecommunications and data connectivity
- Potential improvements to the road freight network to improve land transport capacity, efficiency and reliability and improve access to freight nodes
- Examine both land-based transport infrastructure and ports to identify the latent capacity in current infrastructure and the incremental investments that would optimize supply chain efficiency for sectors or producers. (State-wide)





# Adelaide Hills, Fleurieu & Kangaroo Island

The Adelaide Hills, Fleurieu and Kangaroo Island regions combined cover an area of 6,663 square kilometres.

The regional economies are driven by primary production and associated manufacturing. The Adelaide Hills has a strong horticulture industry, while the Fleurieu and Kangaroo Island have sheep and dairy production as important sectors. Viticulture is prominent throughout the region. The two most significant manufacturing sectors in the Adelaide Hills, Fleurieu and Kangaroo Island regions are food products, and wine and spirits manufacturing.

Tourism has been identified as a major driver for economic growth throughout the combined regions. The experiences include arts, crafts and boutique food and wine in the Adelaide Hills, the coastline and beaches of the southern and eastern Fleurieu and Coorong and Lower Lakes, food and wine in the McLaren Vale grape growing region, and the natural wonder that is Kangaroo Island.

There is also strong growth in industries that service growing populations, such as education and health.

## Priorities

- Value adding in the horticultural, dairy and wine sectors
- Developing tourism opportunities
- Investing \$117 million for the new Aldinga Payinthe College
- Investing \$10 million to refurbish the new Goolwa High School
- Flows for the Future Program – approx. \$20 million commonwealth funding to implement Phase 2 of the program across the Eastern Mount Lofty Ranges
- \$28 million for improving security and water supply to Kangaroo Island

## Achievements to date

- The first stage of Victor Harbor Road duplication between MSR and McLaren Vale, with funding provided in partnership with the Commonwealth replacement of the Granite Island causeway to maintain the important tourist connection between Granite Island and the mainland
- Murray Bridge High School elected as one of the state's first specialist entrepreneurial schools
- Investing \$5 million to upgrade Aldinga Beach B-7 school
- Investing \$2 million to upgrade Willunga High School
- Investing \$6 million to upgrade Mount Barker High School
- Investing \$9.99 million to upgrade Mount Barker Primary School
- Investing \$1.8 million to upgrade Eastern Fleurieu R-12 school
- Investing \$9.8 million to upgrade Mount Compass Area School
- Investing \$5 million to upgrade Victor Harbor R-7 school
- \$500,000 for McLaren Vale District War Memorial Hospital
- \$300,000 for Mount Compass recreation park
- \$11.8 million for Myponga Trunk Main Access Track Upgrade
- Six Mobile Black spot locations funded
- \$4.5 million investment in projects as part of the Regional Growth Funding
- \$6 million for a new day visitor facility along the Great Southern Walk
- \$8.5 million to build a new 24-bed aged care facility at Strathalbyn.

- \$12 million to upgrade the intersection between Old Princes Highway and Woodside Road at Nairne
- \$3.9 million to enable the Metropolitan Fire Service to implement a retained staffed fire station at Mount Barker to the upgrade facilities and expand services at Mount Barker Hospital
- \$24.3 million package and \$10.3 million to connect utilities infrastructure to support the development of the new Thomas Foods International processing plant near Murray Bridge

## Future opportunities

- Transport – Improved accessibility to commercial and labour markets
- Meeting infrastructure needs of rapidly growing regional centres
- Delivering potable water and environmentally appropriate management of waste water
- Power availability and reliability





# Limestone Coast

The Limestone Coast is an area of more than 21,000 square kilometres in the south eastern corner of South Australia. The Limestone Coast region contains a very diverse range of industry sectors which makes for a robust and expanding business community. The region is largely characterised by fertile soils, reliable rainfall and significant groundwater resources.

The Limestone Coast regional economy is driven by agricultural and forestry production and manufacturing associated with these industries. The region provides excellent grazing for livestock and good conditions for cropping, viticulture and forestry and is well known for its dairy production.

Manufacturing in the region is largely based on adding value to agriculture and forestry via processing and packaging forestry, food and wine products. Value added food and beverage processing has been supported by diverse sources of quality produce, leading irrigation infrastructure, strategic transport linkages and a skilled workforce.



## Priorities

- Value adding to significant forestry resources through advanced manufacturing
- Agricultural and horticultural production and value adding
- Developing and expanding the dairy sector
- Developing other premium food products for Asian markets
- Enhancing tourism experiences

## Achievements to date

- Mount Gambier airport improvements completed
- Reviewing water allocations in the Limestone Coast
- \$14 million towards the Naracoorte and Kroemers Crossing roundabouts
- Mount Gambier High School elected as one of the state's first specialist entrepreneurial schools
- Investing \$4 million to upgrade Kingston Community School
- Investing \$5 million to upgrade Naracoorte High School
- Investing \$6 million to upgrade Mount Gambier High School
- Investing \$5 million to upgrade Reidy Park Primary School
- Investing \$7 million to upgrade Grant High School
- \$170 million to deliver safety and productivity upgrades along targeted sections of the Princes Highway
- \$2.1 million for renal dialysis Unit at Mount Gambier
- \$1 million for regional theatre sustainment works, including the Sir Robert Helpmann Theatre in Mount Gambier
- \$130,000 for Naracoorte caves nature playground
- \$100,000 for Great Southern bike trail
- \$14.6 million for Penola bypass
- \$1 million for Lighthouse Lodge Aged care facility upgrade
- Five Mobile Black spot locations funded
- \$11.6 million investment in projects as part of the Regional Growth Funding
- New fire station to be constructed at Yahl

- Manage the South East Forestry Partnerships Program to improve the productivity and sustainability of industry
- Providing ultra-high-speed internet connectivity to eligible businesses in Mount Gambier enabling them to better compete in the digital economy and, in the process, contributing to economic growth, jobs creation and investment attraction
- Upgrade of the Naracoorte roundabouts and the Saleyard junction – for improved freight access
- South East Flows Restoration Project – \$60 million jointly funded by SA Government and Commonwealth Government

## Future opportunities

- Transport (Green Triangle Freight Action Plan)
- South East Drainage Network (maintenance and upgrade)
- Power availability and reliability
- Mobile phone coverage and high speed broadband availability





# Barossa, Gawler, Light, Adelaide Plains

The Barossa, Gawler, Light and Adelaide Plains region includes the Barossa Valley, the town of Gawler, the Northern Adelaide Plains and the Samphire Coast. The population is spread across a diverse region from the sparsely populated coastal areas, across broadacre cropping lands to the fertile and world famous wine producing Barossa Valley. It includes the major township of Gawler, which is home to more than 20,000 people.

The region's economy is dominated by primary production and associated manufacturing – predominantly linked to the wine industry. The uplands of the Mount Lofty Ranges support broadacre and livestock farming. This transforming topography is recognised for its world leading cereal farming, some horticulture and established viticulture. The south eastern ranges predominate as private grazing land running sheep and dairy cattle. The ranges include the Mount Crawford pine plantation and the dam catchment areas protected by Conservation Park. The region's production of smallgoods leads the way for high value-adding food industries, while grape growing is the cornerstone of a world-renowned wine manufacturing industry.

Manufacturing in the region is largely based on adding value to primary production via processing and packaging of food and wine products, production of farming machinery and associated light engineering. The dominance of the manufacturing industry is due to the establishment of large wine producing facilities, some of the largest in the southern hemisphere, which process not only locally grown grapes but large quantities from other grape growing areas

Food manufacturing is a growing industry in the region. The growth of this industry is attributable to the wine industry, with many restaurants co-existing within existing wineries but stand-alone restaurants and eateries have also contributed to the growth.

Tourism is a major industry and the region hosts the University of Adelaide's tertiary education campus, equine hospital and research and education facilities.

## Priorities

- Water reuse treatment and distribution
- Energy distribution and localised alternative energy generation
- Telecommunications and digital connectivity
- Innovation and Entrepreneurship – ‘architecture’
- Investing \$116 million for the redevelopment of the new Riverbanks College B-12 at Angle Vale

## Achievements to date

- Additional \$5 million Explore SA – the Gawler Challenge
- \$11 million for increased Dublin Saleyards access
- One Mobile Black spot location funded
- \$1.1 million investment in projects as part of the Regional Growth Funding
- \$100,000 for a business case for a new Barossa Hospital
- Investing \$10 million to upgrade Gawler and District College
- \$4.34 million to upgrade Balaklava High School
- \$15 million to upgrade Kapunda High School
- \$7.5 million to upgrade Nuriootpa Primary School
- \$4.4 million to upgrade Nuriootpa High School
- \$500,000 provided to the Light Regional Council towards the upgrade of Lyndoch Road.
- Facilitate commercial, industry and government investment proposals such as the water infrastructure Northern Adelaide Irrigation Scheme
- Commence targeted upgrades to South Australian regional transport corridors including Eyre Highway, Barrier Highway and Horrocks Highway
- Transport infrastructure development - Northern Connector completed

## Future opportunities

- Upscaling tourism accommodation
- Establishing further entrepreneurial development in food and beverage
- The establishment of future Ag-tech sites in horticulture, wine and grains
- The development of a centralised business and community engagement hub





# Murraylands Riverland

The Murraylands and Riverland region is an area of 36,720 square kilometres in the central eastern part of South Australia covering the Murray River and adjacent Murray Mallee to the Victorian border.

The region's economy is dominated by primary production (broadacre grains, livestock, horticulture, fruit, nuts and wine grapes). The production and revenue from these industries and the secondary industries that depend on them are closely tied to climatic conditions.

The Murraylands regional economy is dominated by broadacre grain and livestock production. The exception to this landscape is the land adjacent to the Murray River system which benefits from irrigation and supports highly productive horticultural production. The Riverland is dominated by intensive horticulture, fruit, nut and wine grape production.

Tourism has traditionally provided an important second source of revenue to the region. It is, however, dependent upon the availability of water for leisure activities particularly along the River Murray system.

## Priorities

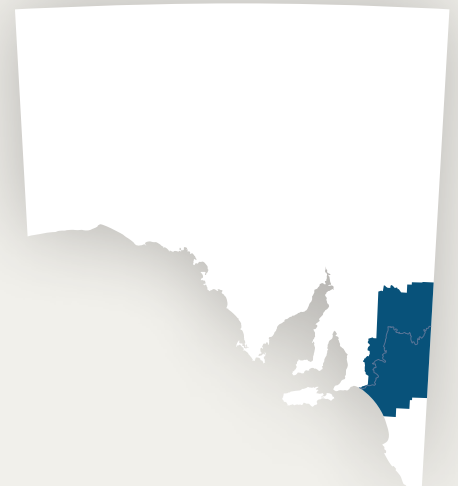
- \$87.5 million secured to upgrade the Sturt Highway from Renmark to Gawler
- \$9.4 million to the South Australian Riverland floodplains integrated infrastructure program
- \$1.5 million to upgrade Yamba quarantine station facilities
- Investing \$17.2 million for the redevelopment of Berri senior campus of Glossop high school
- \$7 million to upgrade the Murray Bridge Soldiers' Memorial Hospital
- \$8.3 million for Tailem Bend Keith pipeline and Coomandook tank additional storage
- \$52.4 million for Murray Bridge wastewater treatment plant relocation
- \$10.4 million for Mannum Adelaide pipeline
- \$10.3 million to connect utilities infrastructure to support the new Thomas Foods International processing plant
- Murray-Darling Basin Efficiency Measures Program grants based on proposed works and water savings
- Investing \$54 million (Commonwealth) into the South Australian River Murray Constraints Measures Project
- Investing \$70 million into Project Coorong (Healthy Coorong, Healthy Basin)
- Investing \$37.6 million (Commonwealth) into Sustaining Riverland Environments Program
- Upgrading water supply for select aboriginal communities that are part of Community Service Obligation payment – approx. \$10 million to SA Water over four year regulatory period

## Achievements to date

- Investing \$5 million to upgrade Renmark High School
- Investing \$5 million to upgrade Loxton High School
- Nine Mobile Black spot locations funded
- \$10.8 million investment in projects under the Regional Growth Funding
- Providing more timely information for River Murray irrigators
- Implement Water for Fodder Commonwealth Program
- Continue with the implementation of the \$90 million Riverine Recovery Program funded by the SA Government and Commonwealth Government
- Final commissioning of the South Australian Riverland Floodplains Integrated Infrastructure Program \$150 million (Commonwealth)

## Future opportunities

- Intensive horticultural production Ag-tech innovation hub
- Increasing production in the dairy sector to capitalise on processing and market opportunities
- Deliver the DiSC® personal assessment tool used to help reduce conflict and improve teamwork, communication, and productivity in the workplace focusing on behaviour and communication styles





# Eyre and Western

The Eyre and Western region is a region with a rural and coastal environment with approximately one third of South Australia's coastline stretching over 2,000 kilometres from the Upper Spencer Gulf to the Western Australian border. The region incorporates 232,781 square kilometres of land in the far west of South Australia (23.6% of the state). The north west of the region incorporates part of the Great Victoria Desert and the Maralinga Tjarutja Aboriginal Lands, and abuts the Western Australian border.

The regional economy is driven by mining, primary production and associated manufacturing. The region has a Mediterranean climate making primary production a major contributor to the region's economy. The region is highly export orientated, exporting on average over 90% of its grain and over 80% of seafood produced in the region.

The region is renowned for its high quality premium grains and sheep production (meat and wool). The commercial fishing and aquaculture industries produce about 80% of South Australia's seafood product.

Mining is one of the largest contributors to the region's economy and include heavy mineral sands, iron ore, gold, silver, kaolin, uranium, nickel, magnetite, hematite, zircon, graphite and gypsum. Large tracts of the Eyre Peninsula are under petroleum exploration licences and mineral exploration tenements targeting iron, base metals, graphite, heavy mineral sands, uranium and diamonds. Whyalla is the principal centre in the region for manufacturing, steel production and resource processing.



## Priorities

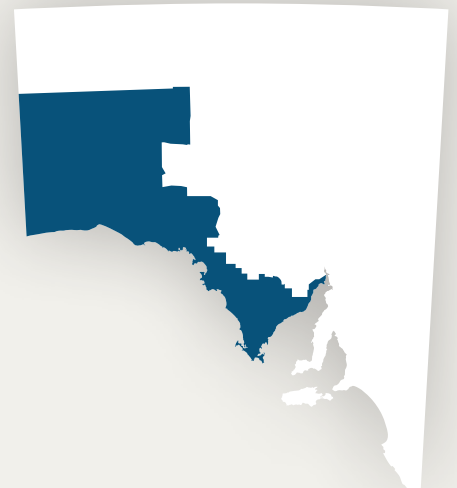
- \$10 billion plus in mining & processing
- Oil & Gas \$3 billion investment in exploration over next 12 months
- Energy production 'home of Australia's most diverse range of future energy resources' (R Garnault)
- Food production, value add agriculture, fishing & aquaculture
- International Tourism, great white dive, swim with tuna and seals, whale watch, Nullabor
- \$100 million for a new secondary school in Whyalla
- Water and Infrastructure Corridors - \$5.6 million
- \$10 million towards upgrading water supply for select aboriginal communities that are part of Community Service Obligation payment

## Achievements to date

- \$1.6 million to support the oyster industry
- \$4 million upgrade to Ceduna Area School
- \$4 million upgrade to Cummins Area School
- \$15 million upgrade to Port Lincoln High School
- Targeted upgrades on the Tod, Birdseye and Lincoln Highways to improve safety and access following the closure of the freight rail service on the Eyre Peninsula
- \$20.5 million for Port Lincoln Wastewater treatment plant
- \$6.2 million for Tod River dam safety
- Eight Mobile Black spot locations funded
- \$750,000 investment in projects as part of the Regional Growth Funding
- Providing ultra-high-speed internet connectivity to eligible businesses in Whyalla, enabling them to better compete in the digital economy and, in the process, contributing to economic growth, jobs creation and investment attraction.
- \$1 million to open Bratten Bridge to road trains higher mass heavy vehicles

## Future opportunities

- Export infrastructure, ports, roads, rail, air
- Power transmission & generation
- Funding secured for the Water and Infrastructure Corridor project





# Implementation of this Strategy





The Regional Development Strategy underpins the South Australian Growth State initiative by providing clear direction towards key priorities for growth and development on behalf of regional South Australia.

This Regional Development Strategy will complement the State's strategic initiatives and provide an aligned governance mechanism that ensures engagement between government and regional representatives towards common goals.

Implementation will involve a Steering Committee with membership from the major government agencies, with a regional service remit, together with the involvement of Regional Development Australia (South Australia) representatives and other key stakeholders. Government representatives will include those agencies with leadership roles in each of the Growth State initiative areas of Investment and Trade, Skills and Innovation, Infrastructure and Land, Water and Environment. The government will focus on areas where there is immediate alignment of Regional Development pillars with Growth State which will include facilitating infrastructure that can enable region wide development and growing leadership and supporting skills and workforce in regions.

The Steering Committee supporting this Regional Development Strategy will meet twice yearly to collate and report on current initiatives and identify key priorities under each of the strategic pillars that align with the respective sector and state strategies.

This approach will enable the implementation of the strategy to address the feedback of the consultation, that advised the need for, and opportunity to, consider partnerships and co-investment between all levels of government and local and private enterprises, as well as greater emphasis on place based decision making to involve and engage regional representatives in priority planning and program development.

The Steering Committee will meet twice yearly with the RDA Boards and other key stakeholders to seek input, advice and support as well as identify new priorities over time, for future opportunities by which regional communities and government can collectively collaborate to implement this Strategy.

## The next steps

To enable the anticipated growth through this strategy, the following key steps will be undertaken in the first year:

- Engagement between government and the RDA to ensure that priorities and actions are established for the RDA workplans that underpin the Regional Blueprint
- Agreement by government that this strategy supports the wider Growth State initiative and for participation with the RDAs in twice yearly steering committee meetings to enable dialogue on priorities and programs
- Respond to the challenges identified for each of the subsectors
- Responding to the challenges identified through COVID-19, supporting growth in key industries to enhance employment and recovery
- Addressing workforce challenges as a key priority through the existing joint government/industry/regions program
- Implementing the regional impact statement process





**Government  
of South Australia**