



*The***Barossa**Council

BAROSSA
VISITOR CENTRE

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BAROSSA LOCAL ECONOMIC DEVELOPMENT PLAN 2022-2027

Barossa Local Economic Development Plan

April 2022



1. Introduction

1.1 Background and purpose

The Barossa Council has lead the preparation of a Local Economic Development Plan (LEDP) for its community. The region is nationally renowned with clear strengths in wine production and agriculture. Beyond these sectors the economic performance of the region has been unspectacular, with relatively low growth in regional output. Therefore, the LEDP needs to provide a pathway to growing regional output and productivity, supporting the growth of new economic and employment opportunities.

There are two primary outputs achieved from this planning process. The first is an **overarching economic vision and set of strategic guidelines**, reflecting Council's key economic objectives, both current and prospective. This will act as a guide to the economic development directions for stakeholders inside and outside of Council.

Secondly, a five-year Action Plan with a sharper focus on Council's investment, planning, facilitation, and marketing activities has been produced. The Strategies and associated Actions complement the strategies of the Barossa Community Plan 2020-2040.

Approach to the task

SGS Economics and Planning worked with Council to develop the LEDP. Economic development within The Barossa Council can, and should, be about attracting investment and expenditure from outside of the LGA, but it also has to be inclusive and cross-sectoral. It must build and sustain the strength of local businesses and develop strong local supply chains locking wealth into the community.

At the core of SGS's vision for the project was a spine of stakeholder involvement to genuinely engage stakeholders in the region's economic future.

Co-design is an important policy development process that is used extensively by government and industry. To co-design means to design in a collaborative way with key stakeholders.

Co-design has two benefits:

- First, it leads to crucial stakeholders being involved in a deep and meaningful way to shape the LEDP with Council while it is being drafted, not as reviewers of a finished document.
- Second, co-design acknowledges that The Barossa Council is an enabler but is not equipped to implement all the Actions needed to transform the regional economy into the future. The Council needs partners and the energy of local actors to develop and implement this LEDP. The co-design process builds these essential partnerships.

This document is built upon the information gleaned from a co-design forum held at Nuriootpa on the 30th of August 2021, attended by more than 30 individuals and representatives with a stake in the region. Participants identified the policy priorities to best meet Council's aim to create:

"A thriving and diverse economy that attracts investment and generates inclusive local employment".

Other inputs in drafting this Plan include SGS’s background economic analysis on the drivers of economic development, including direct stakeholder interviews.

The Plan emerging from this process has the hallmarks of rigorous economic analysis and also carries a clear licence from stakeholders, delivering a Plan which is both innovative and practical. It delivers priorities for the short, medium, and long-term that are targeted, realistic, and achievable. Moreover, it is a Plan that Council can drive with confidence, knowing that stakeholders have been in the room during its development.

Structure of the Plan

The pyramid figure outlines how the Plan is structured and linked together, from the high-level vision and aims down to the strategies and partnerships that will deliver Actions to create an economy that strives to achieve the vision, aims and targets by 2027.



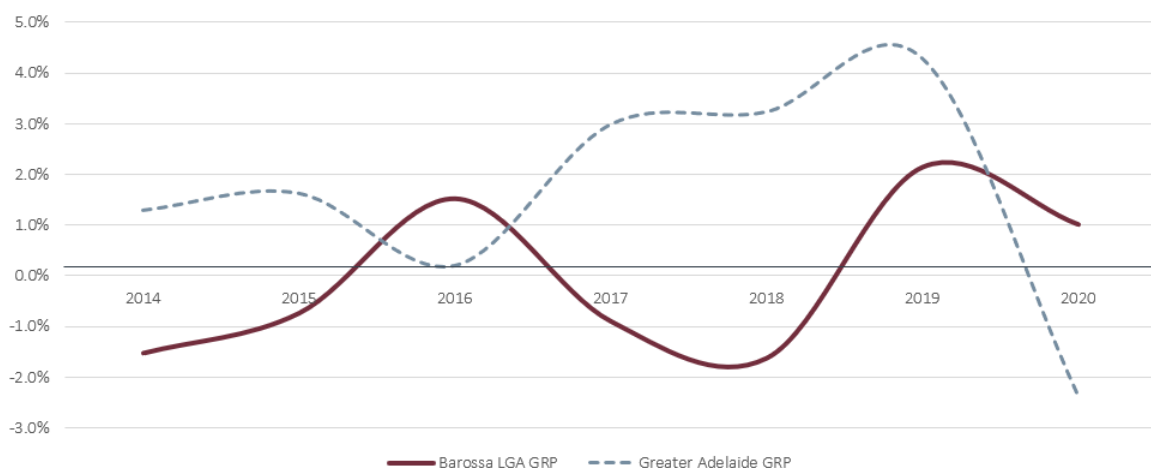
2. Economic development issues and themes

2.1 Overview

The LEDP is the result of a significant amount of economic analysis and community consultation. These concurrent processes facilitate the delineation of the primary economic issues facing the community. A number of key themes emerged through this process that were integral in shaping this document. Some of the more prominent of these themes are discussed below.

2.2 Low regional productivity

Regional output has tended to underperform relative to Greater Adelaide, with The Barossa Council economy recording year-on-year declines in Gross Regional Product (GRP) more often than not over the past seven years. This is linked to suboptimal economic performance, signifying that growing productivity should be a key area of focus within the region.



Understanding issues as they relate to subcomponents of the productivity concept is a useful first step in generating solutions.

There are a number of **labour market** issues presently being experienced by local businesses. The region has a low unemployment rate, with the 'shallow' pool of surplus labour making it difficult and costly for local businesses to secure appropriately skilled labour. In addition, the relatively low skill base of the local labour force means workers generate less wealth on average for the business owners that employ them.

There is also a role played by **fixed capital and production processes** in driving productivity. In general, the more these systems and processes embrace and embed innovative technologies and processes, the

less costly it becomes to produce a unit of output, with increased productivity of capital translating to increased regional output and wealth generation.

There is also a **land use** perspective that should be considered when addressing regional productivity. Studies show that increases in dwelling densities are associated with improvements in productivity¹, while 'clustering' (i.e., minimisation of the physical distance between businesses in a region) is also linked to productivity improvements. These facts demonstrate the potential role of land use planning in supporting a more productive Barossa region.

2.3 Need to attract and retain economic activity

Every additional economic transaction occurring within a locally-owned business is associated with an increase in regional wealth. With any Economic Development Plan, it is therefore important to consider approaches to maximising total expenditure accruing to local businesses, whether through retained local expenditure, expenditure drawn in from other regions, or approaches to promote local procurement.

In regard to centres, the greater the quality of their physical attributes and diversity of services and retail on offer, the more local residents will be induced to shop locally, leading to a greater share of expenditure that will be retained within a region. Similarly, these factors play a role in attracting visitors, and inducing them to remain longer and spend more.

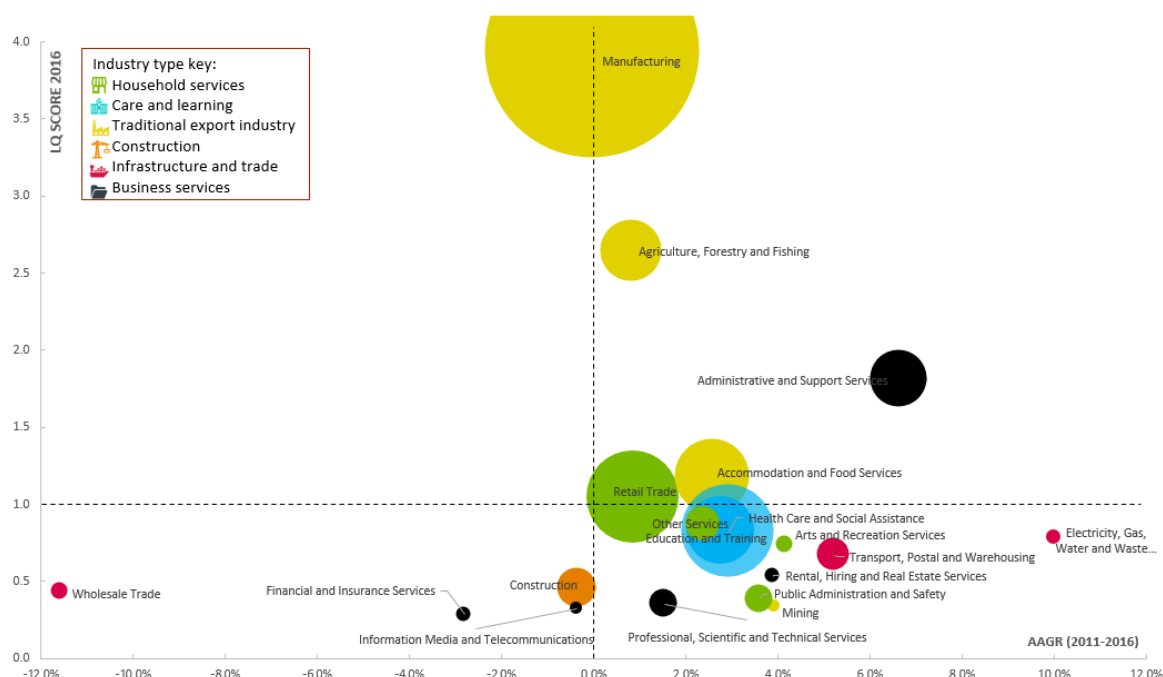
To retain the benefits of economic activities within the local region, it is important to ensure that (within reason) local businesses procure from other local businesses. Some regions looking to implement Community Wealth Building (CWB) initiatives have sought to engage with large local employers to make them more aware of the role of procurement decisions in ensuring that as much wealth as possible is retained in the hands of local residents.

2.4 Diversification, whilst respecting existing strengths

The Barossa Council economy is relatively undiversified, with strengths in winemaking and agriculture. This is in many ways a good thing, reflecting the Barossa region's status as Australia's premier wine-growing region. That said, reliance on one or two sectors does expose the regional economy to the risk of major events or economic shocks in a way that regions with more balanced economies are not. In this case, The Barossa Council economy is highly exposed to the detrimental impacts of climate change, as well as natural weather events and variations in climate. The region's reliance on global markets also represents a significant risk.

Location quotient analysis confirms the lack of diversification, with manufacturing (i.e., winemaking) by far the largest sector, with relative overrepresentation of this sector confirmed by its position on the Y-axis. The chart also shows that The Barossa Council economy has been undergoing a process of diversification, with most sectors undergoing growth in share of output (as indicated by their position on the right half of the chart).

¹ Productivity and Agglomeration Benefits in Australian Capital Cities: Final report (apo.org.au)



Economic development strategies should always be based on a realistic appraisal of local strengths and weaknesses. In the case of The Barossa Council region, this would involve ensuring that existing regional strengths in wine making and agriculture are recognised and reinforced, whilst at the same time seeking to promote growth in related and supporting industries. This would include the creation of opportunities in tourism, visitation and events, as well growing opportunities for activities ‘upstream’ and ‘downstream’ in winemaking and agriculture value chains.

2.5 Fostering economic growth, whilst protecting and conserving what makes The Barossa Council region special

Consultation revealed that The Barossa Council region is one whose landscape and cultural values are much prized by local residents. These include:

- Local township character, with residents valuing the small-scale and compact nature of townships;
- Regional landscape character, with the agricultural and bushland character of large swathes of the LGA considered worthy of retention and enhancement; and
- The distinct and unique local community culture, which has been shaped by a unique history and is valued by both long-standing and incoming residents.

SGS’s regional economic development experience shows that there is often a trade-off between economic growth and retention of many of these values set out above. It is therefore important that an economic development plan exists as a document within which the heritage, culture and values of the local community are recognised and embedded.

3. Vision and aims

The Barossa Council's economic growth has been slow in recent years, with the rate of economic expansion in the region lagging significantly behind that of metropolitan Adelaide. The regional economy has experienced a series of challenges, including the COVID-19 pandemic and associated restrictions on tourism, the restriction of wine exports to China, as well as climate and weather challenges. At the same time, broader shifts in terms of Australian economic drivers have also been occurring, with a growing consumer preference for 'experience' driving a shift away from the consumption of goods and towards services such as tourism.

Setting out an approach that addresses these challenges at the same time as it leverages emerging trends is a key focus of this Local Economic Development Plan.

Economic development will put an emphasis on curating, sustaining, and developing the existing business community, focusing on the importance of place and growth from within. Economic development will extend to job quality, training and career pathways, innovation, economic inclusivity, and local wealth building. This will ensure long-term, sustainable, and inclusive growth.

Council will partner to deliver, or to support delivery of, projects and programs and monitor outcomes. Maintaining and expanding cross-sector relationships for investment, business development and jobs growth are central to this.

Based on the community vision, the economic analysis of the regional economy, and community inputs to the process, the broad economic development aims for the region can be summarised as:

- A more **competitive** local economy
- Stronger **partnerships** between business and Council
- Enhanced **affordability** for residents
- A regional economy **set up for growth**
- Matching the skills of the local **labour force** with the needs of the economy
- Shift to a more diverse local economy through creation of **new economic opportunities**

The Barossa Council economy has underperformed in recent years and has faced a number of significant challenges. That said, the region has tremendous strengths that should be both leveraged and protected as the local economy transitions to the future.

AIMS AND TARGETS



Competitive

The Barossa Council region's package of exports will be among the most competitive of all Australian regions, with continued growth of produce, tourism and other exports attracting wealth into the region

2027 targets:

- Rate of growth in regional exports in excess of the South Australian average
- Growth in economic output (as measured by GRP) in excess of recent historical rates

Role of Council: Leader, Advocacy, Facilitator/ Partner



Partnerships

Council will work closely with the local investment and business community to support economic development and to foster the growth of new and existing businesses in the region

2027 targets:

- Growth rates for establishment of new businesses in excess of historic rates

Role of Council: Facilitator/ Partner, Leader, Provider/ Regulator



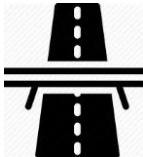
Affordability

Council will work to support affordable lifestyles within local townships

2027 targets:

- Year-on-year increases in the share of affordable housing within The Barossa Council.

Role of Council: Advocacy, Provider/ Regulator, Facilitator/ Partner



Set up for growth

Council will play an important role in supporting a low-cost business environment by promoting upgrades to physical infrastructure and affordable and reliable access to utilities

2027 targets:

- Secure infrastructure grants with an annual value in excess of historic rates

Role of Council: Advocacy, Facilitator/ Partner



Labour force

Council will work towards alignment of the local skills base with the needs of the local economy

2027 targets:

- Reduction in local employment vacancies rates compared to historic rates

Role of Council: Leader, Facilitator/ Partner



New economic opportunities

The Barossa Council region will grow its existing wine and agriculture reputation, whilst supporting economic diversity through expansion of other sectors

2027 targets:

- Increase in the share of total economic activity attributable to businesses outside of (wine) manufacturing and agriculture

Role of Council: Leader, Advocacy, Facilitator/ Partner, Provider/ Regulator

4. Strategies

4.1 Overview

The following pages capture the strategic areas of priority, including the economic logic as to why they were chosen, the Strategies identified in co-design, and the associated Actions. The Strategies all work towards achievement of the overarching Aims and Targets listed on the previous page.

The Strategies are:

1. To ensure adequate and affordable provision of utilities and infrastructure
2. To promote amenity within the region's commercial areas
3. To be a 'business-friendly' Council
4. To pursue economic diversification
5. To support skill development and the attraction of key workers
6. To recognise the role of the regional housing stock in supporting growth

4.2 Structure of Action Plan

In the next section, six Strategies are set, with a set of Directions supporting each. The link between the LEDP and the Community Plan is also specified, with reference to specific Community Plan Goals. A set of Actions associated with each of these Strategies is also identified, with these forming the basis of the Action Plan.

For each Action, the Plan sets out the following:

- The Direction/s to which the Action is most closely associated.
- Whether the Action seeks to reinforce a process already underway or represents something 'new'.
 - 'Business as Usual' (or BAU) Actions are those that represent a general continuation of existing Council activities
 - The second category refers to Actions that represent a 'new' approach for Council.
- The priority or importance of each Action (low, medium, high).
- The role of Council in delivery of the Action as one of the following:
 - **Leader** - Council leading the community as part of broader regional networks or sector development initiatives. Setting the direction and encouraging outcomes.
 - **Provider/Regulator** - Council responding to community needs through the delivery of practical and advisory services such as community transport, waste management, transport infrastructure, library, recreational or regulatory services.
 - **Advocator** - Council making representations or lobbying on behalf of the community and negotiating with key decision makers of other tiers of government, private sector or other sectors for improved outcomes.

- **Facilitator/Partner** - Council developing, collaborating and participating in networks to address issues, opportunities and shared interests and respond with operational or strategic direction and support the work of others.
- The external groups with whom Council should seek to partner for delivery of the Action.
- Whether the Action is linked to opportunities for grant funding.

STRATEGY ONE: TO ENSURE ADEQUATE AND AFFORDABLE PROVISION OF UTILITIES AND INFRASTRUCTURE



Overview

Support the local economy by working to ensure adequate and affordable provision of utilities and infrastructure to support local economic development.

Economic logic

Ensuring sufficient quantities of affordable utilities and sufficient supporting infrastructure is vital in creating a framework within which The Barossa Council economy can grow.

Insufficient provision of utilities and substandard infrastructure imposes a 'fixed' cost on local businesses that undermines their competitiveness. These costs effectively reduce profit margins, restricting the ability of local businesses to compete on price, and limiting the potential for growth and expansion. Enhanced utility provision and infrastructure therefore has an important role to play in increasing economic output.

For industries for whose output prices are 'externally set' (such as wine and agriculture), a reduction in fixed costs ultimately results in an increase in consumer surplus, or profits, accruing to business owners. Where businesses are locally owned, this will result in more money flowing through local businesses.

In more 'price competitive' markets, such as tourism and visitation, access to utilities and supporting infrastructure will mean local competitors are better equipped to compete with producers and service providers outside of The Barossa Council region.

Related Community Plan Goals

- #3 We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management.
- #6 The Barossa Council maintains and develops infrastructure that meets the needs of the region and is efficient.
- #7 Community infrastructure planning is aligned to both current and future needs of the community.
- #8 To have a connected and safe transport network that meets the needs of our community.
- #13 The Barossa Council is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.

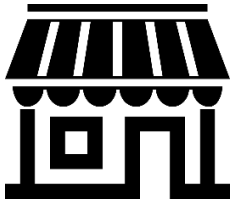
Directions for The Barossa Council economy

- A. Secure sufficient water supplies for the region to remove constraints to the future success of local businesses, producers and manufacturers
- B. Support efficient water usage among local businesses and households
- C. Support efficient usage of gas and electricity among local businesses and households
- D. Support uptake and integration of digital technologies into the regional economy
- E. Facilitate investment in new and expanded economy-boosting infrastructure

Action	Associated direction/s	Business as usual (BAU)/ new initiative	Priority/ importance	Council role in delivery of Action	Potential partners	Grant opportunity
Continue to advocate for water security in the region, working with government partners to ensure sufficient supply to support key activities into the future	A, B	BAU	High	Advocacy	Dept. of Env. & Water Landscape Board, Water Project Partners, Council	
Continue to pursue The Big Project initiatives as part of efforts to boost regional infrastructure, including projects such as the Great Australian Wine Trail and town entry signage	E	BAU	High	Facilitator/ Partner	State Government, RDA	✓
Investigate approaches to ensure new homes are built to ensure efficient utility use, including a review of the role of State Planning Policies, Regional Plan, Design Review Panels and the Planning and Design Code	B, C	New	Moderate	Leader	State Planning Commission, Development industry, external consultants	
Recognise the importance of embracing circular economic principles in continuing to support new economic opportunities and reduce business overheads	B, C	BAU	Moderate	Facilitator/ Partner	GISA, Legatus Group	✓
Carry out a comprehensive assessment of the capacity of the energy network to support future growth, including an assessment of opportunities for alternate energy sources	B, C	New	High	Leader	External consultants	
Develop a Smart Regions Strategy to support uptake and application of new technologies in the region	D	New	High	Leader	External consultants	✓

Review possibilities for funding linked to programs such as the Regional Connectivity Program	D	New	Moderate	Facilitator/ Partner	Council, RDA	✓
Identify key gaps in road infrastructure and advocate for funding to be made available	E	BAU	High	Advocacy	RDA, State Government	✓

STRATEGY TWO: INVESTMENT IN TOWN CENTRE AMENITY



Overview

Recognise the role of quality town centres in attracting and retaining retail and service expenditure.

Economic logic

Town centres play an important social and cultural role, providing open and public spaces where community members are able to meet and interact. In this respect, any policy that induces more people to visit centres, and to linger longer within them, has the potential to generate a social benefit.

On top of this, increased centre visitation also has the potential to yield economic benefits, with longer and more regular visits to town centres associated with increased expenditure in local businesses. This applies equally to locals and visitors. Growth of expenditure in local businesses increases revenue and profits, which are in turn shared among local businesses. In addition, a larger pool of available expenditure generates opportunities for existing businesses to expand, and for new ventures to commence. This contributes to the development of an enhanced range of local services, which in turn serves to make 'local shopping' a more attractive proposition.

One way in which Council can promote local expenditure is to foster the growth of town centres that meet the needs of locals, as well as the expectations of visitors from Adelaide, intrastate, interstate and overseas.

Town centres across Australia are also under threat from the loss of expenditure online, which provides a convenient and usually cheaper way to access goods and services. This poses a serious threat to town centres, which must compete on the basis of a superior 'experience'.

Related Community Plan Goals

- #2 The history of our region including aboriginal sites is reflected in our streetscapes, and our historic buildings are maintained for future generations.
- #4 The Barossa Council fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.
- #11 The Barossa Council region has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.

Directions for The Barossa Council economy

- A. Ensure acceptable levels of amenity and place quality across local town centres
 - B. Ensure that growth objectives and town centre strategies recognise the differences in role, function and potential of townships and plan accordingly
 - C. Ensure that town centres are adequately planned to ensure they meet the existing and future needs / expectations of residents and visitors
 - D. Ensure that amenity objectives are adequately reflected in local planning and policy documentation
-

Action	Associated direction/s	Business as usual (BAU)/ new initiative	Priority/ importance	Council role in delivery of Action	Potential partners	Grant opportunity
Complete Urban Design Frameworks for the region's townships to ensure the needs of local communities are reflected in planning. This would include development of new Urban Design Frameworks (UDF) for some townships, and reviews of existing UDF for others	A	New	High	Leader	External consultants	✓
Develop funding plans/ strategies for town centre infrastructure gaps, including through Council's Asset Register, through The Big Project initiatives, as well as external sources	A	BAU	High	Facilitator/ Partner	State Government, RDA	✓
Carry out Town Centres/ Commercial Land Study to understand the implications of retail and commercial trends, local expenditure, visitation, and population growth on demand for town centre floorspace across the LGA into the future. This would include development of a formalised centre framework to assist with investment of resources across the LGA, and to ensure development of each centre in line with a defined 'centre vision'	A, B, C, D	New	High	Leader	External consultants	✓
Based on the outcomes of UDF and Centres Strategy process, review planning provisions within and adjacent to town centres to support activated and functional centres	B, C, D	New	High	Leader	External consultants	
Review potential for community members to come together and support vibrancy objectives in less prominent centres	B	New	Moderate	Facilitator/ Partner	RDA	

Review approaches to strengthening / reframing the role of local trader groups in key centres, ensuring that these groups are run in ways that directly drive economic benefits in town centres	B	New	Moderate	Facilitator/ Partner	Existing trader groups, broader business community, RDA	
Ensure that public space impacts are adequately considered in development assessments in town centres	A, D	BAU	High	Facilitator/ Partner	Local development sector, Council	
Reposition the Barossa Bushgardens as a destination for visitors	A	New	Moderate	Provider/ Regulator	-	✓

STRATEGY THREE: BUSINESS-FRIENDLY COUNCIL



Overview

New businesses will be assisted and welcomed into the region and existing businesses will be supported to grow and innovate.

Economic logic

The health of businesses and their ability to grow, employ people and develop products is of critical importance to Council's economic development aspirations. Economic growth can come from positive change in current firms who can become larger, more innovative, and productive, or increase their markets. Council services need to be utilised and valued by businesses in their growth journey.

The emergence of new local firms is also critical, as is reducing the loss of existing firms who may not be financially sustainable in their current state. New firms include businesses moving in from outside the region (aided by business attraction and facilitation); start-ups and new entries borne locally through entrepreneurship, plus social enterprises and community projects.

Council is well-positioned to assist. Council officers hear first-hand of the challenges local businesses face and can assist through a range of business support programs and planning and development advice.

Related Community Plan Goals

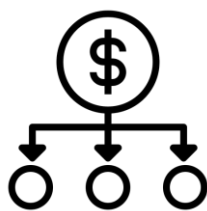
- #13 The Barossa Council region is competitive and in a strong position to attract both private and public investment in the development of new and existing businesses, services and industry.
- #14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.

Directions for The Barossa Council economy

- A. Ensure that Council is adequately staffed to support economic development objectives
 - B. Build networks to bring key parties together and capitalise on opportunities
 - C. Work to better inform local businesses in regard to local economic and planning issues
 - D. Provide direct support to local businesses
-

Action	Associated direction/s	Business as usual (BAU)/ new initiative	Priority/ importance	Council role in delivery of Action	Potential partners	Grant opportunity
Create an Economic Development Officer role to 'facilitate' the LEDP, including being responsible for development of the implementation plan and achievement of delivery targets, as well as to act as an 'industry liaison' between Council and local business	A, B	New	High	Provider/ regulator	-	
Work with the RDA to provide inputs to their regular newsletter, ensuring local stakeholders are adequately informed of Council policy work, upcoming events, training and networking opportunities, grants opportunities, etc	B, C, D	BAU	Moderate	Facilitator/ Partner	RDA	
Assess the potential for a regular local business and economic update for local businesses, potentially including a dashboard of relevant statistics	B, C, D	New	Moderate	Leader	RDA	
Partner with landholders of vacant properties in commercial centres to help activate vacant buildings and town centres	B	New	Moderate	Facilitator/ Partner	RDA, local landowners	

STRATEGY FOUR: ECONOMIC SPECIALISATION AND DIVERSIFICATION



Overview

Promote the growth of underrepresented sectors in The Barossa Council region.

Economic logic

The local economy is dominated by winemaking and agriculture. In a very important sense, this is not all a bad thing, with the dominance of these sectors reflecting the global competitiveness of winemaking in particular.

That said, there are downsides to dominance of a small number of sectors in a regional economy. Firstly, the more reliant a region is on a single sector, the more vulnerable its local economy is to 'shocks' (e.g., those linked to climate, weather, the economy, international trade, etc).

One way to build a greater level of resilience into the local economy is to work to grow 'non-traditional' parts of the economy. It is important that this growth does not come at the expense of the region's strengths. Winemaking and agriculture are areas in which the region has a clear competitive advantage, and as such, this should be leveraged as much as possible.

There must, however, be some strategic basis for diversification. Identifying firms with forwards or backwards supply chain linkages to winemaking (e.g., packaging, freight and distribution, marketing, etc.) and, where possible, creating opportunities to bring these into the region is one approach. Another is to recognise and promote activities that can leverage The Barossa Council region's existing attributes and strengths, such as tourism and events.

Related Community Plan Goals

- #11 The Barossa Council region has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.
- #12 We are a visitor destination of choice.

Directions for The Barossa Council economy

- A. Grow sectors linked to existing regional strengths: events, tourism, and visitation.
 - B. Recognise the importance of agglomeration economies (and land use) in driving regional productivity and new economic opportunity
 - C. Grow local population-serving sectors: health and education
 - D. Support the creation of more attractive and appealing centres
 - E. Capitalise on advances in communications technology and remote working trends to grow activity in underrepresented sectors
 - F. Leverage the 'Barossa Brand' to support the growth of new sectors
-

Action	Associated direction/s	Business as usual (BAU)/ new initiative	Priority/ importance	Council role in delivery of Action	Potential partners	Grant opportunity
Review options for the provision of direct assistance to aspirational local businesses, including start-ups, those seeking to expand existing operations, or those diversifying into 'complementary' sectors	A, F	New	Moderate	Provider/ regulator	RDA	
Identify a suitable location and plan for an 'allied health cluster' in The Barossa Council region, noting requirements around catchment populations, visibility, colocation with hospitals, available land, etc.	C	BAU	High	Leader	Local health service providers	
Address the lack of local conferencing facilities by identifying appropriate local sites, and producing an investment prospectus	E, F	New	Moderate	Leader	External consultant, Tourism Australia, RDA	
Explore potential for growth in ecotourism, including analysis of target markets and sector trends, and identification of suitable target areas for ecotourism businesses	A, F	BAU	High	Leader	RDA	✓
Explore opportunities for expansion of active tourism (mountain-biking, bushwalking, water sports, etc.) in the southern Barossa region in particular, with new infrastructure potentially linked to The Big Project	A, F	BAU	High	Leader	RDA	✓
Carry out an Employment / Industrial Land Strategy to determine provision gaps and other issues, as well as potential for existing land to accommodate planned growth	B, C	New	High	Leader	External consultant	

Work with large anchor institutions/ businesses to grow local procurement as a way of supporting the retention of wealth in the local economy	B	New	Moderate	Facilitator/ Partner	Large local employers	
Pursue opportunities for active transport connections linking residents to town centres, potentially to be delivered as part of The Big Project	B, C	BAU	Moderate	Leader		✓
Work with existing tertiary institutions (Barossa Campus and TAFE) to expand their local offer presences	C, F	BAU	Moderate	Facilitator/ Partner	Existing providers, RDA	
Engage with external individuals / businesses, promoting the region to people across the state, nation, and world as a place in which to live, work and run a business	E, F	BAU	High	Facilitator/ Partner	RDA, external consultant	
Recognise potential for locally-based workers to contribute to centre vitality by identifying potential locations and developing a Strategy to establish shared workspaces within commercial centres	B, E	BAU	Moderate	Leader	Council, external consultant, RDA	
Work to re-establish a strong and diverse, year-round local events program as the threat of COVID recedes	A	BAU	High	Facilitator/ Partner	Ba	
Investigate opportunities for the expansion of creative industries in the region (potentially leveraging The Big Project funding), including art galleries, museums, performance spaces, and increased promotion of local history and culture	A, D, F	BAU	High	Leader	RDA	✓

STRATEGY FIVE: SKILLS AND LABOUR FORCE



Overview

To boost the local skill base and ensure the capabilities of the labour force align as closely as possible with the needs of the local economy.

Economic logic

The growth of the regional economy is to some extent constrained by a lack of appropriately skilled labour. To a degree, this is an inevitable problem in a small economy like The Barossa Council's (with access to labour pools the key reason businesses tend to gravitate to the centres of large cities).

With large costs associated with finding and retaining the right workers, many current (and prospective) local businesses are likely to be prevented from expanding or establishing because of a lack of suitable workers in the local region, with implications for regional economic output.

Increased capacity to find the right workers will contribute to more profitable and proactive businesses with a more diverse range of activities.

Related Community Plan Goals

- #4 The Barossa Council fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.
- #10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community
- #11 The Barossa Council has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.

Directions for The Barossa Council economy

- A. Ensure alignment of local workers' skills and needs of local business
 - B. Grow employment opportunities for younger (18-30yo) residents within the region
 - C. Work to attract workers in low paid (yet essential) occupations
 - D. Attract workers in target sectors
 - E. Reduce the seasonality of local work
-

Action	Associated direction/s	Business as usual (BAU)/ new initiative	Priority/ importance	Council role in delivery of Action	Potential partners	Grant opportunity
Establish partnerships with local business to facilitate the provision of training programs for unemployed or underemployed residents	A, B, D	BAU	High	Facilitator/ Partner	State Government, local businesses	
Facilitate collaboration between local businesses and upper high school students regarding employment and training pathways to address recognised skill gaps	A, B, D	BAU	Moderate	Facilitator/ Partner	Council, local business, RDA	
Review options for the delivery of affordable housing to attract lower paid workers (at the same time improving access for other groups to lower cost housing)	A, F	New	High	Leader	Council, affordable housing providers, external consultant	
Develop an economic prospectus targeting workers in key sectors from other parts of Australia, possibly linked to place marketing efforts	A, D	New	Moderate	Leader	External consultant, RDA	
Ensure events calendar reflects the need to grow visitation over the 'low seasons'	E	BAU	Moderate	Leader	Council	

STRATEGY SIX: HOUSING AFFORDABILITY & DIVERSITY



Overview

A local housing stock with a more diverse offering with affordable options.

Economic logic

There is a general lack of diversity in the local housing stock, with local townships comprising mostly detached housing on relatively large blocks. At the same time, strong demand for housing, combined with constraints to township growth have created a situation where (by regional standards) there is a lack of affordable housing options in the region's townships.

A lack of diversity presents a number of problems. Firstly, a shortage of suitably skilled workers in The Barossa Council region is exacerbated by a lack of affordable housing – a problem which is itself linked to limited housing diversity.

Also, in the context of an ageing population, a lack of 'downsizing options' for older residents means that many relatively large dwellings are occupied by single or dual occupancy households. This results in inefficient use of the housing stock, which puts pressure on existing town footprints, drives property prices up (contributing to lack of affordability), and prevents residents with declining mobility from downsizing to more appropriately sized and located properties.

These housing issues are associated with a range of other problems. Addressing these issues will help to provide opportunities for residents in lower-paying (but vital) sectors to live in The Barossa Council region, promote increases in population density around town centres in particular, and reduce pressure on town footprints by promoting more efficient usage of the local housing stock.

Related Community Plan Goals

- #4 The Barossa Council fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.
- #5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.
- #10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community

Directions for The Barossa Council economy

- A. Ensure that the local housing stock meets the needs of local residents and the regional economy now and into the future.
 - B. Support the emergence of affordable housing options in established centres
 - C. Ensure new housing is developed in line with affordability and diversity objectives
 - D. Review opportunities for the development of non-traditional housing stock within the region
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Action	Associated direction/s	Reinforcing/ new	Priority/ importance	Council role in delivery of Action	Potential partners	Grant opportunity
Develop a Housing Strategy which allows Council to develop a clear picture of what population growth and demographic change is likely to mean for the region's housing needs, in terms of both housing type and location	A, B	New	High	Leader	External consultant	
Reduce pressure on town footprints by considering urban consolidation close to town centres, freeing up housing units in the town and growing township populations	A, D	New	Medium	Provider/ Regulator	Local business, RDA, External consultant	
Engage with the SA Housing Authority and/ or community housing providers to pursue an increase in the number of dwellings available within the region at below-market prices (i.e., 'affordable housing')	A, B, C	New	Medium	Advocacy	South Australian Housing Authority, Attorney General's Dept (PLUS), affordable housing providers, external consultants	
Work with landowners and State Government to negotiate an appropriate inclusionary requirement for affordable dwellings	B, C	New	Medium	Advocacy	State Govt, developers/ landowners, affordable housing providers	
Ensure that planning for Concordia is appropriately diverse, offering a range of housing types	A, B, C, D	New	High	Advocacy	State Govt, developers/ landowners, affordable housing providers	

