

# 2021-2022 ANNUAL SUMMARY BUSINESS PLAN

1ST JULY 2021

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## MESSAGE FROM THE CHAIR

I would like to begin by thanking the Hon. Nola Marino MP and everyone within the Department of Infrastructure, Transport, Regional Development & Communications for the tremendous support that they have provided the RDA Committees across Australia by committing funding until June 2025. It is really appreciated.

The new RDA Charter and the mandate for Capital City RDAs that was released in October 2020 reinforced the role that we had begun to undertake. This enables us to open new conversations across our network and with key stakeholders to establish our key priorities and business activities to help shape this Business Plan.

The relationship between RDA Adelaide and the SA regional RDAs has never been stronger, and as a result we are being asked to undertake a number of activities on behalf of the network to put a spotlight on the excellent work that is being undertaken here in South Australia, and to support and enable the collaboration of projects across regions. Examples include:

- supporting the development of a shared database across all 8 SA RDA's
- creating and delivering an annual SA RDA Summit
- creating a joint Strategic Plan including detailing each region's plan
- developing a statewide investment pipeline report of all projects from concept to shovel ready

We have taken the opportunity to refresh our Board and added 5 new members in the last 12 months bringing a diverse range of experience to enable our work. I'm proud of the skills and genuine enthusiasm and commitment that our Board brings.

As Chair I am focussing RDA Adelaide to deliver in three key areas:

- Engagement and collaboration between regions and capital city stakeholder for regional economic growth.
- Delivery of projects that directly support the SA regional RDAs.
- Supporting and disseminating Australian Government policies, funding programs and initiatives, and, actively contributing to providing input and information as requested.

With our CEO RDA Adelaide is also an active contributor to a new working arrangement between all of the 5 Capital City RDAs to share relevant experience and work that we are each undertaking, and, to seek opportunities to collaborate across State & Territory boundaries.

It is fair to say that there has been considerable change in the past 12 months and RDA Adelaide is excited about the year ahead.

Whilst we are actively working to adopt and embody the new mandate, we also want to use this year to test and develop priorities and activities with our 7 regional RDA counterparts to ensure that we add the best value for regional South Australia.

This will help shape a longer term strategy.

Jan Turbill  
Chair - Regional Development Australia  
Adelaide Metropolitan Inc.



## Strong, Confident and Vibrant Regions



### CHARTER

Regional Development Australia (RDA) is a national network of Committees made up of local leaders who work with all levels of government, business and community groups to support the economic development of their regions.

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

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

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

### Capital City RDA's

The role of Capital City RDA Committees has also been refocussed with the mandate to:

- Support economic development of regions by advocating for pro-regional policy, planning and decentralisation opportunities, influencing state capitals and city based businesses on regional issues
- Implementation of strategic plans to help align effort across government to identify key regional priorities and catalytic projects to support economic growth of regions

# BOARD PROFILES

## BOARD



### Jan Turbill - Chairperson

An experienced marketing and research practitioner, Jan was GM of Young & Rubicam, owner of her own marketing agency Bottomline and now founder and MD of Intuito Market Research. She has held numerous high-profile board directorships including Australian Major Events, Australian Grand Prix, the Racing Industry Development Authority, Adelaide Convention Centre, South Australian Motorsport Board and the South Australian Tourism Commission. She is a current director of Eldercare, Kain Foundation, The Postgraduate Advisory Board of the University of South Australia, and is the Chief Commissioner of Scouts Australia (SA Branch).



### Chris Sampson - Deputy Chairperson & Treasurer

Chris has 35+ years' experience as a technology and innovation consultant and conceptual systems and platform design specialist, across industry and government sectors. He was appointed as an Adjunct Professor in the School of Computing and Information Systems at the University of Tasmania in 2010 and is an Associate at the Institute for Sustainable Futures, University of Technology Sydney. Chris is the Founder and Director of Future Earth Systems and Director of Digital Society Foundation.



### Daniel Adams - Board Member

Daniel is the Economic Development Manager at City of Prospect. He brings specific experience in identifying and developing key economic development opportunities, creating social media strategy, driving funding proposals such as for Smart City and Suburbs initiatives, and creating regional wireless networks. He has also driven agri-tourism policy development, economic research and analysis, project management and stakeholder engagement.



### David Singe - Board Member

David is a career economic development practitioner, strategic and regional planner, and Adelaide University graduate. A long-serving CEO of the WA Wheatbelt Development Commission, he was also Director of Strategy and Partnerships in WA Planning. He is a past President of the Australia New Zealand Regional Science Association International. He also chairs a non-profit primary health board, worked in advocacy for General Practice, and has professional interests in transport, strategic planning and project delivery. He also has a deep understanding of the regions of South Australia.



### Andrew Cooper - Board Member

Andrew has more than 30 years in senior executive positions with major ASX listed companies and global manufacturers, and spent considerable time working internationally as Country Director for major subsidiaries. He is the former Director for Future Industries and Advanced Manufacturing for the South Australian Government's Investment Agency within the Department for Trade, Tourism and Investment (DTTI) focussed on bringing investment and the establishment of international businesses into the State.



### Michelle Christie - Board Member

Michelle Christie is the South Australian Director of Global Recruitment Firm Robert Walters. With over 20 years' experience working within the job market in South Australia, Michelle has a depth of experience and knowledge of the employment landscape across both the public and private sector and a passion for working with local, national and global organisations to grow their South Australian footprint. During her career Michelle also managed the Talent Acquisition function for Elders Rural Services and worked across Australia assisting the agribusiness source talent. Michelle is a proud South Australian having lived, worked and completing schooling throughout country SA before settling in Adelaide.



### Sam Mill - Board Member

Sam is Assistant Director, Commercial Management, Department for Health and Wellbeing at Health SA. She has a Master of Business Administration and over 8 years' experience in the South Australian public sector, and her specific areas of expertise include finance, business performance and corporate governance.



### Sam Crafter - Board Member

Sam is a Director at Woods Street Partners, a company he co-founded in July 2019. He has extensive career in commercial strategy, project implementation, public affairs and reputation management in both the public and private sector, with a focus on the energy and resources industries.

# RDA ADELAIDE STAFF & RESOURCING

## STAFF



### **Karen Raffen - Chief Executive Officer**

Karen is an experienced Chief Executive Officer and Board member, with a focus on strategy development, brand management and communications, having worked across numerous industry sectors including manufacturing, FMCG, government, real estate, finance and NFP's. Her last 18 years have been spent as CEO of Brand South Australia, Perks Accountants and Wealth Advisers and Toop&Toop Real Estate. She is currently a Board member of McLaren Vale Grape Wine & Tourism Association, and Adelaide Horse Trials Management Inc. and has previously chaired the University of Adelaide Media Advisory Board, been a member of the Adelaide Great Wine Capital Global Network steering committee and a prior board member of the Children's University.

## RESOURCING

### **Contractors - As required**

RDA Adelaide will utilise external contractors to assist with the delivery of work and projects as required.

# RDA ADELAIDE VISION & MISSION

RDA Adelaide believes it plays a unique role within South Australia and its regions. The State (or colony) was founded with the underlying principle that it would provide a new and better way of life. These principles remain true today as the underlying belief of the State, and RDA Adelaide is very strategically seeking to contribute to this original vision.



# COMMUNICATIONS STRATEGY

With its new mandate front and centre in planning for FY22 RDA Adelaide has developed a two pronged communications strategy.

- A consistent branding and delivery strategy across all of the 8 SA RDAs building on the marketing and brand plan that was completed in FY21 (see Appendix One). This work will be used to inform the work that RDA Adelaide does in its own right as well as for all of the RDAs in the State
- A communications strategy that RDA Adelaide will deliver for all of the 8 SA RDAs to promote and create greater awareness for the work that they are delivering. (See Appendix Two)

RDA Adelaide is focused in the 2021-22 financial year on broadening reach, growing its database of highly relevant contacts and building key sustainable communications means. It will use these tools to support the Australian Government in promoting its policies, funding programs and initiatives.

The following tools will be our main mechanisms for communication:





# STAKEHOLDER ENGAGEMENT MODEL

To enable RDA Adelaide to deliver on its focus, (page 5) it must have strong stakeholder relationships across the State (as identified in the graphic below) and with the Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) as its funding agent. South Australian stakeholders recognise that the direct relationship that RDA Adelaide has with DITRDC is immensely valuable to them.

RDA Adelaide participates in fortnightly teleconferences and monthly face to face meetings with its regional RDA counterparts; meets regularly with key State stakeholders, such as: Regions SA, Dept of Primary Industries & Regions SA, Dept of Innovation & Skills, Committee for Adelaide, AusIndustry, LGA, Educational Institutions, Job Network Providers, and key industry bodies. and aims to facilitate meetings between all levels of government and stakeholders to achieve both its business plan outcomes and to support the economic development of the regions.



# TOP 5 STRATEGIC PRIORITIES

RDA Adelaide's top 5 strategic priorities have been driven by broad consultation across the South Australian RDA network, within the regular CEO meetings and at the Quarterly Chair and CEO Regional Development South Australia meetings.

The RDA Adelaide Chair & CEO have also presented at two of the 7 regional RDA Board meetings and have requests to continue these presentations across the network in the coming year.

When setting the strategic priorities for RDA Adelaide it has also been a key consideration to ensure that they deliver to the new RDA Charter and they also tie back to the new Outcomes Tables, Better Business Guide and KPI's as outlined in the funding agreement.

The close working relationship that RDA Adelaide has with the seven regional RDA's within the State is enabling strong collaboration across the entire network and a genuine will to develop shared platforms where relevant, identification of State priorities and development of cross regional initiatives and programs.

It is also important that all of the key stakeholders across both the three levels of government and in the private, industry and educational sectors understand the work that this network is delivering.



# TOP 5 KEY BUSINESS ACTIVITIES

## 1 Explore the opportunity to develop a Regional Deal for the entirety of Regional South Australia

The regional deal for regional SA would assist in delivering key initiatives to stimulate regional economic and population growth by guiding policies and investments for transport, telecommunications, energy generation (including renewables), education, labour, and health, and investment in high quality transport links for supply chain efficiency.

## 2 Deliver projects which strengthen the SA RDA network and its role in South Australian economic development, incl. the RDSA Regional Blueprint and Investment Pipeline

As per the new RDA Charter requiring regional plans to be developed by each RDA, RDA Adelaide will coordinate, create and release a consolidated statewide regional plan (encompassing each of the 7 regional RDA plans) into an updated Regional Blueprint document every six months. This Blueprint will also encompass a comprehensive pipeline of potential investment projects from concept to shovel ready with potential economic impact and job creation

## 3 Deliver the Annual RDA SA Summit

To promote the key regional issues and engage stakeholders in the development of place based solutions, including feeding into Federal Government policy and program frameworks, RDA Adelaide has agreed to coordinate, create and deliver an annual summit for the RDA SA network

## 4 Deliver a Regional Workforce Strategy

The SA RDA's delivered in June 2021 a Strategic Workforce Paper, identifying the complex and interconnected barriers that are impeding an available and skilled regional workforce. RDA Adelaide has been asked by the RDA SA Boards to work with the identified public and private stakeholders to develop a strategy paper identifying resourcing and activity plans with assigned stakeholder responsibilities to implement agreed recommendations.

## 5 Assist to raise the profile and perception of the RDA SA Network

RDA Adelaide to deliver a communication strategy to promote the outcomes achieved regionally and assist in increasing strong metro and regional stakeholder engagement to enable economic development within regional South Australia.

# CONTACT

Chairperson

Jan Turbill

E: [jan.turbill@rdaadelaide.com.au](mailto:jan.turbill@rdaadelaide.com.au)

M: +61 418 844 301

Deputy Chairperson

& Treasurer

Chris Sampson

E: [chris.sampson@rdaadelaide.com.au](mailto:chris.sampson@rdaadelaide.com.au)

M: +61 438 338 028

Chief Executive Officer

Karen Raffen

E: [ceo@rdaadelaide.com.au](mailto:ceo@rdaadelaide.com.au)

M: +61 412 300 119



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