



Economic Development Recovery Strategy

18 Month Plan | June 2022



November 2020

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Executive Summary

The recent COVID-19 pandemic has had a significant impact on the global and local economy. The Economic Development Recovery Strategy identifies a series of actions to support the local business community to rebound from the pandemic over the next 18 months.

The Strategy has been informed by the Western Business Leaders COVID-19 Taskforce, Western Adelaide Visitor Sector Round Table and the Charles Sturt Business Survey.

The key issues identified through engagement to support the recovery included:

1. Local activation and events
2. Clear and regular communication
3. Support for digital marketing and adapting business models
4. Collaboration and networking opportunities
5. Advocacy – promoting liveability of the west, investment attraction and regional promotion.

Analysis of the COVID-19 Impact in the City of Charles Sturt has highlighted that the Council area has a relatively high percentage of businesses that have accessed JobKeeper, 44.1 percent as at June 2020. The City of Charles Sturt will be continuing the Business Support Helpline until mid-December 2020 to support and assist businesses to transition from JobKeeper and to get back on their feet.

Other initiatives support skills development and entrepreneurialism to assist people to acquire new skills and adapt to new roles.

The scope of the review includes the following:

- / A review of the key sectors to guide the strategy
- / A review of the vision
- / A summary of key trends and emerging issues
- / Engagement with key stakeholders to identify the key issues for the strategy and focus for the recovery.

The strategy has identified an updated approach, focussing on the following key areas to guide economic development and the recovery.



A key element of supporting the recovery is communicating positive messages to the business community to build confidence and inspire businesses to adapt and reposition. This will be achieved through utilising Council communication channels including: social media, the Western Business Leaders Newsletter, website and business events to communicate with businesses.

Another key element of the recovery strategy is to capture the local spend that is set to be boosted by income tax cuts. This is being addressed through a buy local and shop local initiatives encouraging business to business supply opportunities and to assist main street businesses to evolve their offering through a shop local campaign in key precincts. The key actions to support the recovery are outlined in the Recovery Actions.

A new vision has been created to guide economic development and the recovery.

The City of Charles Sturt is recognised as a place for business investment with a growing local economy focused on urban development, tourism, health, advanced manufacturing and defence sectors.

A new list of Core Services actions aligned to the key focus areas has been prepared to implement the strategy. A key outcome of the strategy is to bring energy to the recovery over the next 18 months.

In order to track the effectiveness of the economic development program, a number of measures of success have been created. The measures of success include:

- / Satisfaction with Council's level of support for business and business confidence
- / Growing employment and investment
- / Increasing new business start-ups.

Introduction

On Sunday, 22 March 2020, National Cabinet announced the first round of business closures from 12 noon the following day in response to the COVID-19 pandemic. This included all pubs, clubs, cafes and restaurants (excluding takeaway), gyms, indoor sports venues, cinemas and entertainment venues. Further restrictions were announced two days later including the closure of food courts, play centres and beauty services and a ban on international travel.

These restrictions had a significant impact on the hospitality, tourism, retail, personal services, arts and culture, sport and recreational businesses in the City of Charles Sturt and effected over 9,200 businesses in some way and put at risk over 42,000 local jobs. Their immediate future and that of their employees was shadowed with uncertainty as the numbers of COVID-19 cases in South Australia and Nationally continued to climb.

The Australian Government's announcement of the \$130 billion Jobkeeper package at the end of March provided a safety net to avoid mass unemployment and irreparable damage to the national and local economy.

At a local level, Council's operations and the Economic Development Strategy were under review. Face to face economic development events and workshops were cancelled and there was an urgent need to provide support and assistance to businesses that were facing unprecedented and extremely challenging conditions. The initial response by the Economic Development Team was to create a Business Support Helpline to provide immediate assistance.

The challenges of the situation and Council's response is further outlined in Section 1 – Context of the Review.

The Economic Development Recovery Strategy identifies a series of recovery actions to support the local business community to rebound from the pandemic.

The Strategy has been informed by the Western Business Leaders COVID-19 Taskforce, Western Adelaide Visitor Sector Round Table and Charles Sturt Business Survey.

The scope of the review includes the following:

- / A review of the key sectors to guide the strategy and the recovery
- / A review of the vision
- / A summary of key trends and emerging issues
- / Engagement with key stakeholders to identify the key issues for the strategy and focus for the recovery.

1. Context of the Review

This medium term economic development strategy supports the recovery and repositioning of the local economy. The strategy has been prepared in response to the impacts from the COVID-19 pandemic, a summary of the wider and local economic impacts are outlined below along with Council's response through the Economic Support and Stimulus Package.

Economic Impact of the COVID -19 Pandemic

The COVID-19 pandemic has resulted in unprecedented and catastrophic health and economic impacts globally and locally. The global spread of the pandemic and the economic fallout have impacted the demand for Australia's exports and the availability of inputs into domestic production and imported consumption goods. There is still some uncertainty around the ongoing implications of restricted international and domestic travel and the movement of goods.

Australia's economic position heading into the crisis had been stronger than many other countries. The International Monetary Fund and the Organisation for Economic Co-operation and Development have forecast Australia to grow faster than comparable economies including the UK, Canada, Japan, Germany and France.

The Federal Government provided a series of initiatives and grants to provide support for businesses and the community in response to the impact from the pandemic. The key initiatives have been the JobKeeper and JobSeeker payments which at the peak, were accessed by more than 5 million Australians. The JobKeeper payments for eligible fulltime employees were reduced on 28 September 2020 from \$1500 / fortnight to \$1200 and will be further reduced on 4 January 2021 to \$1000. JobKeeper is due to finish on 28 March 2021. It is expected that these support packages will cost the national budget around \$86 billion.

South Australia's unemployment rate was 7.1 percent in September 2020, and 5.1 percent in Charles Sturt in March 2020, comparatively, the SA figure for March 2020 was 6.2 percent. Nation-wide over 1.472 million people were receiving JobSeeker as at 22 May 2020 (Australian Bureau of Statistics - ABS).

The ABS unemployment figures only capture those that are actively seeking work. People that are receiving JobSeeker and not looking for work are counted as not in the labour force rather than unemployed. This means that the actual number of people that are not employed is much higher than the reported unemployment rate. The JobSeeker program is due to be reviewed in December 2020 and is likely to be continued into 2021. It is anticipated that the other Federal Government stimulus initiatives will further kick start the economic recovery and reduce the impacts for people relying on the income support when it is wound down in 2021.

The Federal Government's \$74 billion JobMaker Plan is a key element of the Government's Economic Recovery Plan for Australia, designed to support a stronger economic recovery and bring more Australians back to work.

Creating jobs and boosting the skills of Australians to help them get back into work is at the heart of the Government's Economic Recovery Plan. The JobMaker Plan seeks to boost

economic growth, create jobs, invest in our future industries and skills, remove red tape, guarantee essential services and restore confidence in a stronger recovery.

One of the other key initiatives in the 2020/21 Federal budget is income tax cuts that have been backdated to stimulate spending in the economy. The package includes \$50 billion in tax relief over the forward estimates, including around \$9 billion in tax relief in 2020/21 and an additional \$32 billion in 2021/22.

Reducing the personal income tax burden and supporting business investment, through the temporary full expensing and loss carry-back measures, are estimated to boost GDP by around \$6 billion in 2020/21 and \$19 billion in 2021/22 and create around 100,000 jobs by the end of 2021/22.

The Federal Government are seeking to stimulate the economy by giving people more money to spend. It is forecast that people will then spend the money in the local economy on local services such as restaurants, cafes, hotels, bars, retail and personal services which will assist in the recovery. The opportunities to capture the anticipated additional spend in the local economy will be enhanced by the ongoing promotion of the Shop Local campaign in key precincts in the City of Charles Sturt (Business Growth - Action 5).

The State Government has provided a number of initiatives and grants to support local business and the community following the pandemic. Two new funds were established to support business, jobs and community organisations through the \$300 million Business and Jobs Support Fund and \$250 million Community and Jobs Support Fund.

These included the emergency \$10k grant that was provided to businesses and was available until 1 June 2020. Other initiatives included: Job Accelerator Grants, payroll and land tax relief, water relief grant for sporting clubs, and waiving of fees and charges.

There is a well established body of research that supports local spending and the positive impacts that it has on the overall level of economic activity, paying more salaries, creating jobs and building the local tax base to reinvest in the community and improve well-being.

There is further opportunity to support the recovery of local business by promoting business to business (B2B) supply opportunities, and opportunities to supply goods and services to the State and Local Government through meet the buyer events. This is supported by Business Growth Action 4 in the Action Plan.

COVID-19 Impact on the Local Economy

The impact of COVID-19 pandemic on the local economy has been significant. At a higher level, the challenges for business have included cash flow, forward orders and accommodating the Federal Government restrictions. This has resulted in reduced revenue streams, difficulties in maintaining staff and increased debt levels.

At a local level the most impacted sectors by job losses since March 2020 have been:

- / Retail Trade -298 jobs (5.3 %)
- / Accommodation and Food Services -119 jobs (4.2%)
- / Education & Training -111 jobs (3.3%)

The Arts and Recreational Services sector was highly impacted in the early stages of the pandemic, shedding 52 jobs (5.5%) in the first two months after the outbreak.

By contrast the least impacted sectors by job losses have been:

- / Manufacturing 0.4%, -19 jobs
- / Public Administration & Safety 0.4%, -7 jobs
- / Healthcare & Social Assistance 0.6%, -50 jobs
- / Professional, Scientific and Technical Services 0.6% -9 jobs.

Note that JobKeeper figures are excluded from the job loss figures above.

Further statistical analysis of the economic impact of the pandemic are included in Section 3.

Charles Sturt Economic Support and Stimulus Package

In response to the impact on local businesses and the community from the COVID-19 pandemic and lock down, the City of Charles Sturt released the Economic Support and Stimulus Package (ESSP) in May 2020 to provide assistance and bring energy to the recovery. The package complemented the assistance that was being provided by Commonwealth and State Government.

The \$99 million package, to be delivered over two financial years, includes the following:

- / Financial support provisions \$1 million
- / Infrastructure investment with a focus on local procurement support and stimulus \$97.4 million.
- / Business support and stimulus \$176.5 k
- / Arts and cultural support and stimulus \$271 k
- / Sports and recreation support and stimulus \$100 k

A more detailed breakdown of the package is included below.

Financial Support

- / Waiving of rent and lease fees for clubs and business upon application for 4th quarter 19/20 (\$107,328) and until 31 August 2020 (\$70,392) total: \$177,720
- / Waiving of food inspection and food auditing fees for 4th quarter 19/20 (\$18,750) and until 2nd quarter 20/21 (\$37,500) total: \$56,250
- / Waiving of Public Space Occupation fees the 1st and 2nd quarter 20/21, \$90,000
- / Waiving of outdoor dining fees for all CCS based outdoor dining businesses for all of 20/21, \$48,000
- / Reduced income of 19/20 4th quarter parking revenue, \$486,000
- / Waving all fines and interest to allow ratepayers extra time to pay the 4th quarter instalment without penalty interest and fines with a tailored payment plan. No application form required. All debt collection suspended, \$81,000
- / For 2020/21 Fines and interest will continue to be waived until 31 October 2020 and time for those on a payment plans to address rates due and in arrears. No application form required, \$130,000
- / COVID-19 hardship application for both business and residents directly affected by COVID-19 through restrictions and/or loss of income to put in place a tailored payment plan with no penalty interest and fines until June 2021.

Infrastructure Investment

Building for Tomorrow and local procurement stimulus over the next two years will inject \$97.4m into capital works for the local economy, partnering with the State Government to deliver stimulus packages to our community.

/ All tenders assessed with a 10% local supply criteria.

/ All tenders advertised on LinkedIn leveraging western region networks and businesses.

Business Support and Stimulus

/ The Business Support grants program and stimulus to improve online marketing, eCommerce and business innovation and development. Establishment of the Adelaide Business Hub Business Support Helpline, \$111,500

/ The #shoplocal Campaign assisting businesses to bring energy to their COVID-19 recovery targeting customer attraction and events grants as restrictions ease, \$45,000

/ Online Precinct Marketing Campaigns to assist traders at Henley Beach and Hindmarsh, \$20,000

Arts and Cultural Support and Stimulus

/ Creative Cities Program supporting the vibrant and diverse cultures and artists, awarding cash grants to energise creative outcomes that assist our economic recovery, \$72,000

/ Live Music Initiative supporting our live music scene, partnering with venues both online and on location as restrictions ease, \$80,000

/ Reactivation of Woodville Town Hall Program of Events to celebrate live events through a dual online and on location program, \$119,000

Sports and Recreation Support and Stimulus

/ Recovering Clubs in COVID-19 Program to assist local clubs to host events, increase and maintaining membership and volunteers, and supporting their digital marketing and social media skills. These measures will assist in increasing cash flow for the clubs, \$72,000.

/ Professional Development Program has been refocused to assist in recovery and to collaborate across council areas delivering shared webinars, \$15,000.

/ School Holiday Sports will be repurposed to assist clubs in the recovery, \$13,000

Key issues

1. The winding down of the JobKeeper and JobSeeker support mechanisms and the impact that it may have on unemployment.
2. Capturing the local spend from recently introduced income tax cuts.
3. Supporting the highly impacted sectors: retail trade, accommodation and food services, art and recreational services and other services sectors are in need of support in the recovery phase

How they are being addressed

1. JobKeeper - The City of Charles Sturt will be continuing the Business Support Helpline until mid-December 2020 to support and assist businesses to transition from JobKeeper and to get back on their feet.
Other initiatives support skills development and entrepreneurialism to assist people to acquire new skills and adapt to new roles. Defence job opportunities (Defence and Advanced Manufacturing, Action 3), Health job opportunities (Health, Action 4), Promote and grow entrepreneur ecosystem and local skills development (Business Growth, Actions 2 and 3).
2. Capturing local spend - there is further opportunity to support the recovery of local business by promoting business to business (B2B) supply opportunities, and opportunities to supply goods and services to the State and Local Government through meet the buyer events (Recovery Action 6). Also refer to shop local below.
3. Key sectors needing support – the Charles Sturt ESSP is providing targeted support to the sectors most needing assistance in the recovery phase. The sectors are also being supported by the shop local (Recovery Action 7). The Tourism Sector is being supported by Tourism Actions 1 to 3 and Recovery Actions 2 to 4, 7 and 9.

Strategic Context

State and Federal Government Economic Priorities

The State Government is engaging with the nine identified growth sectors to understand what they need in order to grow as they develop specific strategies for their respective sectors.

The Growth Sectors form part of the State Government's Growth State agenda which aims to achieve an increase in Gross State Product (GSP) to an average annual rate of three per cent per annum.

The development of sector strategies is a comprehensive process designed to identify the issues and roadblocks that are most impacting growth. The government has been working with each sector to develop a discussion paper with the goal of stimulating conversation about the long-term targets for the industry and where government can best assist in achieving accelerated growth.

The Growth Sectors are outlined below along with the current Strategic Sector Plan.

Nine Growth Sectors

1. Tourism - South Australian Visitor Economy Sector Plan 2030
2. International Education - International Education 2030 Sector Plan
3. Defence Industry - Defence Industry and Workforce Skills Strategy 2018-22
4. Food, Wine and Agribusiness – South Australia Food, Wine and Agribusiness Growth Sector Plan - Oct 2020
5. Hi-Tech - Federal Government *Manufacturing Strategy* – Sept 2020
6. Health and Medical Industries - Health and Medical Industries Sector Plan 2020 to 2030
7. Energy and Mining – Building on our Strengths - South Australia's Energy and Mining Strategy – Oct 2020
8. Space Industry - Space Innovation and Growth Strategy Action Plan for South Australia 2016-2020
9. Creative Industries - Creative Industries Discussion Paper – Oct 2019

An analysis of the growth sectors plan strategic priorities has been undertaken to identify key opportunities and identify alignment with the Charles Sturt Economic Development approach and actions.

A summary of the analysis is included in *Appendix 1*.

The Economic Development Strategy is consistent with strategic direction and opportunities identified by the State Government's growth sector plans and Federal Government policy.

Charles Sturt Draft Community Plan 2020-27



Council's Community Plan was endorsed for consultation in August 2020.

The Draft Community Plan contains five themes, including 'Our Economy'. A list of the outcomes and measures of success under the heading are included below.

Goal An economically thriving City

Outcomes

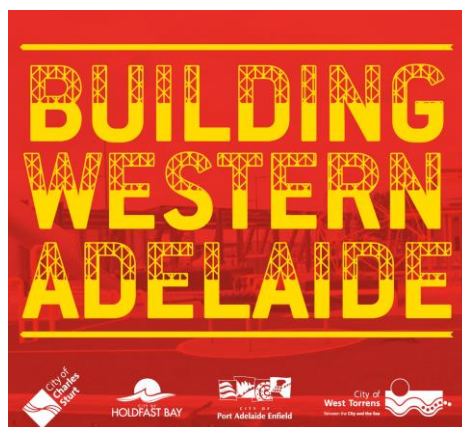
- / The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community
- / Local businesses and entrepreneurial activities flourish through the support, engagement and relationships that are developed and maintained
- / Businesses and industry sectors continue to grow and diversify
- / Our businesses and community have the skills for success to realise job opportunities

What does success look like?

- / Our strategic alliances are supporting the growth of our economy
- / Our local businesses are consistently growing
- / Our industry sectors are diversifying
- / Our skills and qualifications are growing

The Economic Development Strategy is consistent with the Draft Community Plan.

Building Western Adelaide – Western Regional Strategy



In 2015, the Cities of Charles Sturt, Holdfast Bay, Port Adelaide Enfield and West Torrens formed an alliance for economic development matters and signed a MoU.

The *Building Western Adelaide Strategy* was endorsed by the four Councils. The purpose of the strategy is to highlight and promote mutually agreed current and future projects to create significant employment opportunities in the Western Region over the next 10 to 15 years.

The Strategy highlighted that there are almost \$13 Billion of investment in major developments or key infrastructure projects that are either underway or in the pipeline.

The Building Western Adelaide Strategy and Action Plan provides a framework for a regional approach to economic development. The Strategy and Action Plan is under review and will have a renewed focus on supporting the recovery, the Western Regional approach is further discussed in Section 7.

Charles Sturt Place Making Framework

Place making is defined as a process, underpinned by collaboration, where local communities, businesses and other stakeholders work together to deliver rejuvenated public spaces that people love to visit, live or do business in.

Place making plays an important role in economic development by engaging local businesses, encouraging activation and vibrancy of public spaces which contributing to a healthy business environment and community.

To support and guide place making, the City of Charles Sturt has prepared a Place Making Framework. A team of Place Leaders focus on key precincts and support local business through local business groups.

The role of place making and place based activation plays a particularly important role in the recovery and repositioning process for businesses and the community.

Charles Sturt Smart City Plan

The Charles Sturt [Smart City Plan 2018-2025](#) is a strategic planning document that helps guide Council, stakeholders and partners towards a smart and innovative future.

The plan assists and guides the creation of a smarter and more innovative city. This helps to maximise opportunities as they are presented in areas of technology, advanced manufacturing, the digital economy and creative industries.

The Smart City Plan seeks to improve liveability, sustainability and economic diversity. It will help to ensure our future city has effective and integrated public transport, nurtures a creative and vibrant community and features best-practice energy and water efficiency.

Smart City Vision

Charles Sturt is a leading smart city that uses information and technology to better respond to its community and business needs.

By 2025 we will be:

- / a city with a strong and connected community using emerging smart technologies enabling everyone to participate
- / a liveable city that uses smart technology in its public places that connects people and uses technology-enabled infrastructure

- / a city that applies technology and innovation to overcome future environmental challenges
- / an economically thriving city that has access to digital infrastructure and leverages it to support business growth, investment and sustainability across priority sectors
- / provide transformational leadership that fosters collaboration across government, industry and business.

In the coming months and years smart technology and solutions are critical for business and the community to be able to better connect and grow their businesses in a safe and sustainable way.

The continuation of the digital literacy program for residents and businesses, (Business Growth Action 7) is an example of a key program to assist local people.

Key issues

_ Linking the Charles Sturt Economic Development Recovery Strategy to the State & Federal Government policy.

How are they being addressed

_ An analysis of State & Federal Government policy is included in *Appendix 1* and identifies the links and opportunities to coordinate with the strategic direction.

2. Economic Development Achievements

The notable achievements from the Economic Development Strategy 2017-20 under the key sector headings include the following:

Urban Development

- / Urban Employment Zone Development Plan Amendment (DPA) - increased flexibility to allow land uses within the zone that generate employment opportunities, 2017.
- / Seaton Mixed Use (Residential and Commercial) DPA - 2.6 ha rezoned from Urban Employment Zone to a Suburban Activity Node Zone to facilitate higher residential density and mixed use outcomes delivering up to 245 dwelling units, 2018.
- / Bowden-Brompton Mixed Use (Residential and Commercial) DPA - 11.45ha of Urban Employment land was re-zoned to Urban Core to facilitate residential and mixed use development, delivering up to 1500 dwelling units, 2019
- / Grange Road, Findon DPA – Rezoning to facilitate retail development, 2019
- / Findon Road, Kidman Park (North) Mixed Use DPA - 7.8ha rezoned from Urban Employment Zone to Mixed Use Zone, delivering up to 190 dwelling units, 2020.
- / Connection of the Hendon Innovation Precinct to the GigCity Network, 2018.
- / Urban Employment Strategic Land Review, 2019.
- / Significant value of residential, industrial and commercial development approvals 1/7/16 to 30/6/20: residential \$1.14 billion, industrial \$167.26 million and commercial \$51.23 million.
- / Council staff have facilitated an integrated and streamlined approach to deliver improved development outcomes for major development sites for Bowden Village, West, Woodville West and St Clair developments, (refer to table below), 2017 and ongoing.

Project	Timeframe	Value	Estimated Jobs (direct / supply chain)
Bowden Village	2013-22	\$1 billion	1990 / 2957
The Square, Woodville West	2012-20	\$130 million	259 / 384
St Clair	2010-17	\$500 million	995 / 1479
West Development, West Lakes	2015-27	\$1 billion	1990 / 2957
	Total	\$2.63 billion	5234 / 7777

Tourism

- / Western Region Tourism Destination Action Plan, 2017
- / Leverage and promote the Australian Women's Golf Open hosted in Western Adelaide through the annual WBL breakfast events 2017, 19 and 20.
- / Launch of Adelaide Beaches Visitor Website, Feb 2018
- / Charles Sturt Visitor Economy Strategy, 2018
- / Woodville Town Hall branding and website launch, 2018

- / Installation of banners to promote Adelaide Beaches and visitor experiences along West Beach Road, 2018
- / Facilitating visitor sector workshops to assist businesses to improve their digital marketing and customer engagement 2018-20
- / Establishment of the Western Regional Tourism Network Events, 2019
- / Excellence in Cross Council Collaboration LGMA SA Award Winner and National Finalist, 2019
- / Visitor Sector Round Table, June 2020.

Health

- / Formation, support and growth of Ageing Well International, 2017-20
- / Support of Healthy Living Precinct Welland including launch of Viva Mutual Care Cooperative, 2018-20
- / Support for Woodville Health Precinct Development, 2018-20
- / Design and implementation of Western Adelaide Workforce Development Projects delivering 100 employment, traineeship and learning pathway outcomes, 2018–20
- / Creating a Local Market Place Conference – Innovation in Health & Wellbeing, 2019
- / Preparation of Woodville Health Precinct Activation Report, 2019
- / Excellence in Local Economic Development - LGMA Award Finalist, 2020
- / Delivery of the Ageing Well International Market Development Program, 2020
- / Securing of five years research funding via University of South Australia for the *Healthy Choices* initiative, 2020
- / Preparation of report by Torrens University Australia - Western Adelaide Health, Ageing-Well and Disability – Sector Development Opportunities, 2020.

Defence & Advanced Manufacturing

- / Industry Capability Network (ICN) workshops 2017-20
- / Introduction to Defence workshops, 2017-20
- / Industry briefings: Attack Class Submarines Naval Group, 2018 and Submarine Dry Dock Facility Laing O'Rourke, 2019
- / Osbourne Site Tour – Western Business Leaders Executive, 2019
- / Collaboration with Adelaide Business Hub on the creation and facilitation of a defence ready program for local businesses, 2019
- / Preparation of Economic Activation of Precincts Report – Supporting Growth of Advanced Manufacturing Sector, Flinders University - Australian Industrial Transformation Institute, 2020.

Small Business

- / Entrepreneur program launch and scholarships 2017- 20
- / Small business mentoring program 2017-19
- / Growth of the Western Business Leaders membership 2017-20
- / Design and delivery of Western Business Leaders networking & professional development Program of events 2017-20.
- / Launch of the Grant Guru Grant Finder website, 2018
- / Business Support Grants Program and Economic Stimulus Package, 2020

- / Western Business Leaders COVID Taskforce, April to May 2020
- / Western Adelaide Business Support Helpline and webinars, 2020.

Events

- / Over 5,600 people have attended over 110 Charles Sturt and Western Regional business engagement events and workshops between 2017-20.

Review of Economic Development Approach 2017-20

In addition to the above, the following outlines the successes and learnings from the economic development approach over the past four years.

- / Business engagement around projects has improved with the implementation of CRMS (business contacts database) and broader business engagement through regular newsletters and business Facebook and LinkedIn pages.
- / Sharing local business success stories via the website, social media and newsletter.
- / The Western Alliance for Economic Development has worked well to identify linkages in what we are collectively doing.
- / The coordinated Western Alliance regional response to the COVID-19 pandemic was swift and effective in setting up the business helpline and taskforce. The established relationships allowed it to happen quickly.
- / The formulation and launch of the Economic Stimulus Package to support impacted businesses was targeted and assisted business to position themselves for the future.
- / The Place Leaders increased involvement in assisting businesses in the key precincts has been effective in increasing engagement between Council and business.
- / An evidence based approach to decision making has been enhanced through the use of the Remplan economic profile.
- / The Woodville Town Hall rebrand, growth in awareness and increase in number of both high-profile programmed events and community events which have activated Woodville Road.
- / The conscious strategy to regionalise the Western Business Leaders needs to be reconsidered. (refer to Business Growth, Action 6)

Key issues

1. Continue, grow and improve the successful elements of the economic development approach outlined above.
2. Review of the ongoing role of the Western Business Leaders to ensure that it meets the needs of the business community and Council.

How are they being addressed

1. Successful elements of the economic development approach are incorporated into the Action Plan including the continuation of the Western Alliance approach for economic

development to progress regional projects and business support - Business Growth, Action 5.

2. Exploring the ongoing role and function of the Western Business Leaders network, Business Growth, Action 4.

3. COVID-19 Impacts and Emerging Trends

This section outlines the impacts from the COVID-19 pandemic, key statistics and emerging trends in the City of Charles Sturt and Western Adelaide Region.

COVID-19 Economic Impacts

JobKeeper

Businesses eligible for the Commonwealth Government's JobKeeper payments have experienced a decline in revenue of at least 30%.

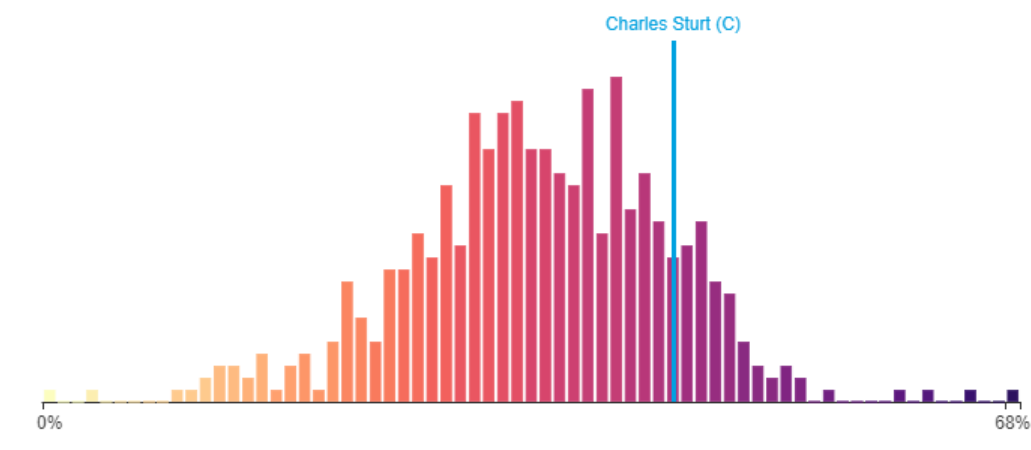
Higher levels of JobKeeper applications are a likely indicator of greater negative economic impacts from COVID-19.

In the City of Charles Sturt it is estimated that **44.1%** (June 2020) of local businesses have applied for JobKeeper support as a percentage of total local businesses.

Comparatively the City of Charles Sturt is ranked 75 out of 535 Local Government Areas (LGAs) in Australia for the highest percentage of businesses that have applied for JobKeeper. 75 LGAs in Australia have a higher percentage of applications and 459 have less. In South Australia, Charles Sturt is ranked 5 out of 69 LGAs.

The graph below shows where Charles Sturt sits compared to other LGAs in Australia.

Percentage of Businesses applying for JobKeeper – National LGAs



The table below shows that Charles Sturt has a level of JobKeeper application that is consistent with Western Adelaide, yet higher than Greater Adelaide and South Australia. This is potentially due to the local economy having a higher concentration of those sectors that have been impacted by COVID-19.

Charles Sturt and SA Businesses Receiving JobKeeper - April to June 2020

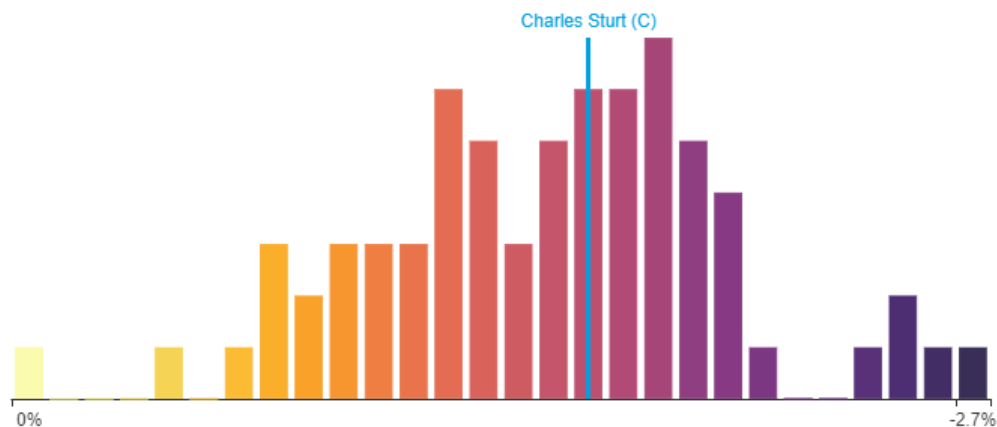
	April % job keeper	May % job keeper	June % job keeper	% increase April to June
Charles Sturt	40.8	43.2	44.1	3.3
Western Adelaide	38.8	41.4	42.2	3.4
Greater Adelaide	36.7	39	39.8	3.1
South Australia	29.6	32.1	33.1	3.5

Source: Remplan Jobkeeper Explorer, Oct 2020

Employment Impact

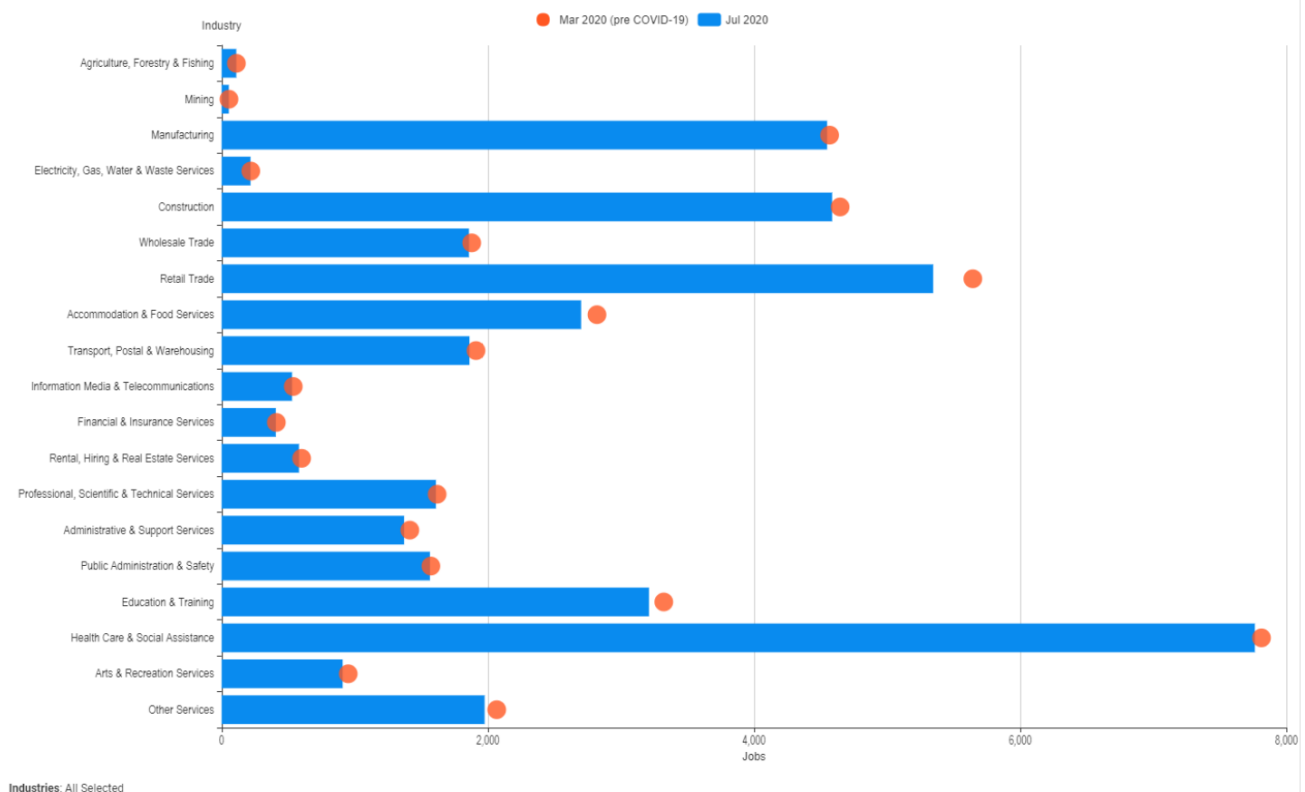
In the City of Charles Sturt, prior to COVID-19 and the introduction of social lockdown measures to manage the pandemic, total employment across all local industry sectors was estimated at 42,162 jobs. For September 2020, total employment is estimated at 41,504 jobs, a fall of 1.6%, the state average is - 1.5 %. This has improved in Charles Sturt from the peak of 3% in May 2020 and is anticipated to keep improving with the Government stimulus measures and support provided by the Council actions in the Recovery Strategy.

The graph below shows where Charles sits compared to other LGAs in South Australia relating to percentage of job loss, ranked 34 out of 69.



City of Charles Sturt COVID 19 Impact on Employment by Sector, March to July 2020

COVID-19 Impact on Employment



Source: Remplan C19 Impact Analysis, 2020

The most highly impacted sectors by job loss numbers in Charles Sturt are:

/ Retail Trade -298 (5.3 %)

/ Accommodation and Food Services -119 (4.2 %)

/ Education & Training -111 (3.3%)

By percentage, the other highly impacted sectors include Art & Recreational Services and Other Services 4.4 %.

By contrast the least impacted employment sectors by percentage are:

/ Manufacturing 0.4 %, - 19 jobs

/ Public Administration & Safety 0.4 %, -7 jobs

/ Healthcare & Social Assistance 0.6 %, - 50 jobs

/ Professional, Scientific and Technical Services 0.6 % - 9 jobs

The table outlining the employment impact by sector is included in *Appendix 2*.

Economic Output Impact

COVID -19 Impact on Economic Output (\$ billion)

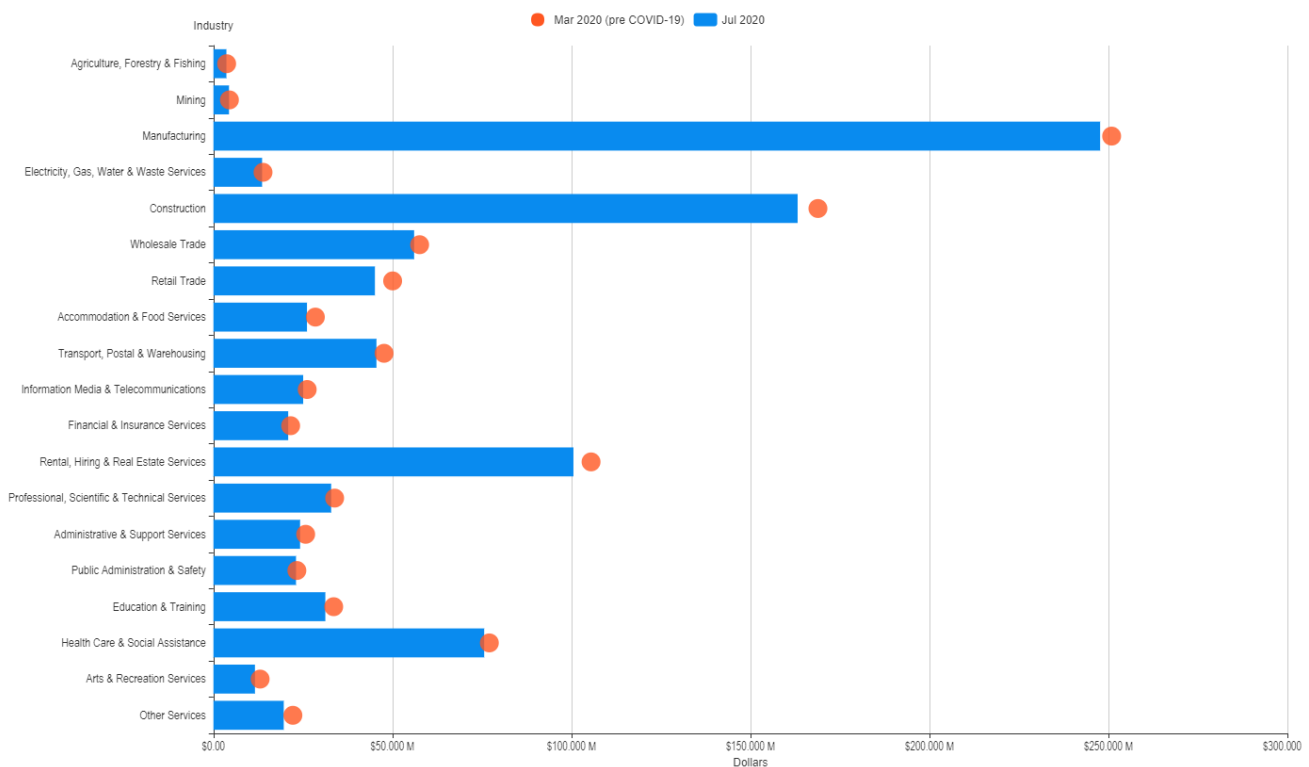
	Pre COVID-19 Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Impact (-)	% decline
Charles Sturt	1.007	0.977	0.957	0.958	0.970	0.038	3.8
Western Adelaide	4.503	4.372	4.280	4.280	4.330	0.173	3.9
South Australia	18.405	17.862	17.496	17.499	17.699	0.705	3.9

Source: Remplan COVID-19 Impact Analysis, 2020

The Charles Sturt economy experienced a decrease in economic output of \$38 million between March and July 2020, a loss of 3.8 % which is slightly less than the Western Adelaide Region and South Australia (3.9 %).

COVID – 19 Impact on Output by Sector Charles Sturt, March to July 2020

COVID-19 Impact on Output



Industries: All Selected

Source: Remplan C19 Impact Analysis, 2020

The most highly impacted sectors by output include:

/ Construction -\$5.67 m, -3.4%

/ Retail Trade -\$4.95 m, -9.9%

/ Rental, Hiring & Real Estate Services -\$4.92 m, -4.7%

By percentage other highly impacted sectors include Other Services, -11.5% Arts & Recreation Services -11.1% and Accommodation & Food Services -8.2%.

By contrast, the least impacted sectors include:

/ Public Administration & Safety, -1% -\$241k

/ Manufacturing, -1.3% -\$3.22 m

/ Healthcare & Social Assistance, -1.9% - \$1.44 m

The table outlining the economic output impact by sector is included in *Appendix 2*.

Impact when JobKeeper finishes

JobKeeper has had a significant impact in ensuring that large numbers of people remained employed and kept businesses afloat during and after the pandemic. The Australian Bureau of Statistics (ABS) undertook a survey of businesses in the week ending 23 July 2020 that were currently accessing business support measures such as JobKeeper. The extension of JobKeeper was announced on 21 July 2020.

Businesses expected to take the following actions when the support measures are withdrawn:

- / Defer or cancel investment plans - 16 percent
- / Change quantity of orders of inputs - 14 percent
- / **Reduce their workforce** - 13 percent
- / Change product or services options - 12 percent
- / Seek additional funds - 11 percent
- / **Close the business** – 10 percent
- / Change payment terms with customers or suppliers - 10 percent
- / Increase prices – 8 percent

Businesses in the accommodation and food services sector are the most likely to expect to cut the size of their workforce or close after business support measures are withdrawn.

A Visitor Sector Round Table was undertaken at the end of June 2020 to gain a better understanding of the issues facing businesses and how they can be supported, further details on the Round Table and response are included in section 4.

The City of Charles Sturt will be continuing the Business Support Helpline until mid-December 2020 to support and assist businesses to transition from JobKeeper and to get back on their feet.

Summary of COVID Impact in Charles Sturt

In summary, the most impacted sectors in Charles Sturt by job loss and output are:

Sector	Jobs impact	% (-)	Output impact (-\$ m)	% (-)
Retail Trade	298	5.3	4.95	9.9
Accommodation & Food Services	119	4.2	2.35	8.2
Art & Recreational Services	42	4.4	1.45	11.1
Other Services	91	4.4	2.56	11.5

By contrast, two of the largest sectors Manufacturing and Healthcare & Social Assistance have experienced lesser impacts on job losses and output.

Note: Other Services sector includes: personal services eg hairdressers, nail salons and automotive repair and maintenance.

The City of Charles Sturt has a level of Jobkeeper application of 44.1 % (as at June 2020) by businesses that is on the higher end of the State and National LGA average. The level is consistent with Western Adelaide Councils and slightly higher than the Greater Adelaide average.

The analysis highlights that the retail trade, accommodation and food services, art and recreational services and other services sectors are in need of support in the recovery phase. The Charles Sturt Economic Support and Stimulus Package (ESSP) targeted these sectors for support over the next 18 months through a host of initiatives. The ESSP is further detailed in Section 1.

Key Statistics and Emerging Trends

Economic snapshot

Gross Regional Product \$5.75 Billion

Population: 118,943 [^]

Number of Jobs: 41,504 ⁺

Largest Employment Sectors:

1. Health Care & Social Assistance 7,813 (18.5%)
2. Retail Trade 5,644 (13.4%)
3. Construction 4,647 (11%)

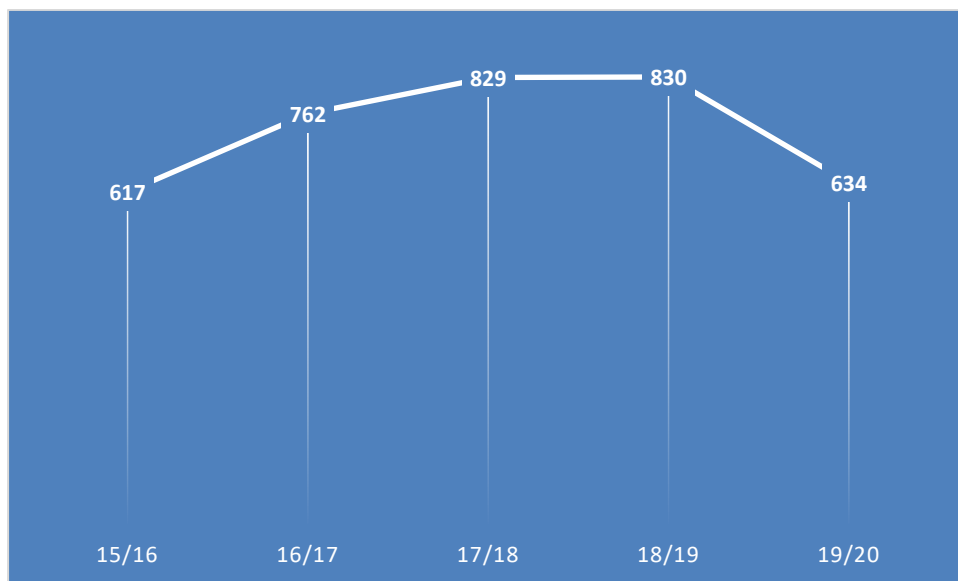
Number of businesses: 9,206

Source: Remplan 2020 data

[^] ABS 2019 Estimated Residential Population

⁺ Remplan Sept 2020 Employment estimate

Charles Sturt Business Start-ups 2015-2020



Source: Remplan ABR data, 2020

The graph shows the annual number of business start-ups minus business exits. The impact of the pandemic in 2019/20 reduced the number of business entries, which has been consistently growing since 2015/16.

Further analysis of the City of Charles Sturt economy and trends including: economic output, employment sectors and jobs trends are included in *Appendix 2*.

Key issues

1. 44.1 % (as at June 2020) of Charles Sturt businesses are accessing JobKeeper, that is on the higher end of the State and National LGA average.
2. The retail trade, accommodation and food services, art and recreational services and other services sectors are in need of support in the recovery phase.

How they are being addressed

1. JobKeeper - The City of Charles Sturt will be continuing the Business Support Helpline until mid-December 2020 to support and assist businesses to transition from JobKeeper and to get back on their feet.
Other initiatives support skills development and entrepreneurialism to assist people to acquire new skills and adapt to new roles. Defence job opportunities (Defence and Advanced Manufacturing, Action 3), Health job opportunities (Health, Action 4), Promote and grow entrepreneur ecosystem and local skills development (Business Growth, Actions 2 and 3).
2. Key sectors needing support – the Charles Sturt ESSP is providing targeted support to the sectors most needing assistance in the recovery phase. The sectors are also being supported by the shop local (Recovery Action 7). The Tourism Sector is being supported by Tourism Actions 1 to 3 and Recovery Actions 2 to 4, 7 and 9.

4. Results of Consultation

In the preparation of this strategy, stakeholder engagement was undertaken with the Western Business Leaders (WBL) Executive, COVID-19 WBL Taskforce, Visitor Sector Round Table and Council Staff. Views were gathered from the broader business community via a business survey.

WBL COVID-19 Taskforce

The WBL COVID-19 Taskforce was established by the WBL Executive and the Western Alliance of Councils (Cities of Charles Sturt, Holdfast Bay, Port Adelaide Enfield and West Torrens) in response to the COVID-19 outbreak and the significant impact on many of our local businesses. Whilst some sectors including Accommodation, Beverage & Food Services, Retail, Construction Services, Arts and Recreation Services have been severely impacted, the impact has been felt across our economy.

The objectives of the Taskforce included:

- a. To develop the Region's understanding of how business at a local and sector level were being impacted
- b. To identify short term actions that could be implemented to support business during the crisis period, aid economic recovery and share good news stories.

In all there were 13 business representatives on the Taskforce representing the key sectors across the Region. Economic Development representatives from the four councils also participated. The taskforce was facilitated over three sessions in April and May 2020. The list of the Taskforce attendees is included in *Appendix 3 – part 1*.

Findings

The Taskforce representatives highlighted the key challenges confronting their business, sector and precinct across 6 themes.

1. Financial
2. Workforce
3. Local activation
4. Uncertainty / mixed messages
5. A need to adapt business model
6. Isolation and need for support

The table contained in *Appendix 3 – part 2*, summarises each of these key challenges and the associated actions that the Western Alliance can implement in the short term.

Appendix 3 – part 3, provides further ideas identified by Taskforce members that can be actioned at a Regional and local level. Several of the actions identified have already been implemented such as the Adelaide Business Hub Helpline, recovery webinars, the WBL newsletter and free on-line learning offered via Torrens University; others are being investigated. Individual Councils will have a range of initiatives that they can also implement to support business through this uncertain time.

Summary

The business impact resulting from the COVID-19 pandemic cannot be easily remedied and whilst the support from the Western Alliance and Councils will be of benefit, recovery for

many of our affected businesses will be a long term proposition. Over the coming months the Alliance will work with the WBL Executive to monitor the progress of short term action implementation. They will also develop plans for the coming 12 to 18 months to support business and our economy as it transitions and adapts to the changing market conditions.

Ensuring that our business community continues to shape the Region's short and longer term action is essential as is continued collaboration with our many other regional stakeholders.

Many of the short term actions identified through the taskforce have been implemented. The medium term and ongoing actions have been included in the actions for this strategy.

Western Regional Visitor Sector Round Table

A Visitor Sector Round Table was established by the Western Alliance of Councils (Cities of Port Adelaide Enfield, Charles Sturt, West Torrens & Holdfast Bay) in response to the COVID-19 impacts on the sector and the issues raised in the WBL COVID-19 Taskforce. The round table was held on 29 June 2020 and attended by 16 industry representatives and Council staff from across the Western Adelaide Region.

In the round table session the visitor sector business representatives were asked to outline how they been impacted by the COVID 19 changes. They provided an update on their customers identified, their forward outlook including the key issues that they are facing and challenges or ideas for their business that they thought the Western Alliance of Councils could help address in the short term.

A summary of the attendees and the issues raised is included in *Appendix 4*. Following the round table, an action plan was created by the Western Alliance of Councils and is also included in the Appendix.

The summary of the action plan is included below.

Action Plan six key themes

1. Collaboration – networking events, distribution of contacts list
2. Packaging – themed itineraries
3. Training – digital marketing & repositioning workshop 20 Oct
4. Communications and Marketing – information via WBL newsletter
5. Advocacy – preparation of an updated Western Regional Tourism Destination Action Plan
6. Events – circulate COVID guidelines, explore boutique events.

The implementation of the round table actions is underway. The medium term actions have been incorporated into the action plan for this strategy.

Charles Sturt Business Survey

A business survey was conducted at the beginning of September 2020 for two weeks. Businesses were asked a range of questions around business confidence, current challenges

and opportunities, business support and how Council can assist them. A total of 68 businesses responded to the survey.

A summary of the key outcomes from the survey are outlined below.

- / Over 70% of respondents had been in business over five years
- / 30% of our businesses had accessed business support or attended an event, 75% of these said our performance was excellent or very good.
- / Five of our respondents had worked with the placemaking team of which four said our performance was excellent and one said it was mostly excellent.
- / Businesses felt that their customer was extremely important to them followed by digital disruption, energy costs and access to advice.
- / 56.9% of businesses wanted support in marketing their business.
- / 63% were unaware of the grants that the City of Charles Sturt offered.
- / 57% of businesses were confident that the business climate would improve and 21% felt it would stay the same.
- / 70% were planning to grow but only 39% were confident in their ability to grow.
- / 11% of our businesses were exporting, only 2% were considering it.
- / 66% were planning to innovate and provided further details .
- / 60% of our businesses felt that the liveability of the Western Region was one of the advantages of doing business here.
- / 61% had an awareness of WBL.

The survey results have helped to reinforce and guide Council's and the Western Regional approach to Economic Development.

In these challenging times, it is heartening to see the level of business confidence and that businesses plan to grow by seizing the opportunities created by the crisis.

The high level of interest in digital marketing has been supported by Council's Business Support Grants and there is ongoing support through targeted workshops to assist businesses to grow and connect with their customers.

Key issues

A number of key issues emerged from the WBL Taskforce, Visitor Sector Roundtable and Business Survey including:

1. Local activation and events
2. Clear and regular communication
3. Support for digital marketing and adapting business models
4. Collaboration and networking opportunities
5. Advocacy – promoting liveability of the west, investment attraction and regional promotion.

How they are being addressed

1. Local activation and events - addressed by leveraging recreational and cultural assets to attract events (Recovery Actions 2 and 3)
2. Clear and regular communication – addressed by the WBL newsletter, Business Face book page, social media such as Instagram and LinkedIn, encouraging cross promotion through funding programs like live and local and business support (Business Growth, Action 4)
3. Support for digital marketing and adapting business models – addressed through Business Support grants and other support (Recovery Action 8)
4. Collaboration and networking opportunities through business events – address through the Western Regional Visitor Networking events and WBL events (Tourism – Action 1 & Recovery Action 4 and Business Growth – Action 4)
5. Advocacy – promoting liveability of the west, investment attraction and regional promotion. Address through Living West prospectus (Urban Development – Action 4), investment attraction (Urban Development – Action 5) and regional promotion (Tourism - Action 3).

5. New Vision and Key Focus Areas

Following the stakeholder consultation, the key focus areas have been updated to guide the direction of the strategy over the next 18 months.

Key Focus Area changes:

- a) Smart Cities has been removed as key sector and incorporated into Business Growth.
- b) Small Business has evolved to Business Growth to incorporate the broader focus on Small and Medium Enterprises (SME) and to highlight the various initiatives in place to support and foster the growth of businesses and the local economy.

A Smart Cities approach will be applied across all sectors and initiatives. This involves integrating technology, looking for cross functional opportunities and identifying the best and most efficient way to deliver the outcomes.



Vision

A new vision has been created to guide economic development and the recovery in the City of Charles Sturt.

The City of Charles Sturt is recognised as a place for business investment with a growing local economy focused on urban development, tourism, health, advanced manufacturing and defence sectors.

Key Focus Areas

Urban Development

A number of significant major urban developments are underway in the City of Charles Sturt which are leading the way in creating new and innovative living environments, promoting housing diversity, liveability and sustainability. The Bowden development on the fringe of the CBD and the West development on repurposed Football park land are two such examples of medium to high density development. Redevelopment of ageing Housing SA sites, The Square at Woodville West, offer further opportunities for urban renewal and affordable housing in close proximity to public transport.

The Council area has a diverse range of Urban Employment areas that accommodate a diverse range of industrial and advanced manufacturing businesses. The regeneration and promotion of the Urban Employment precincts is a key opportunity for the City of Charles Sturt and presents an opportunity to attract inward investment and provide jobs growth (refer to Urban Development, Action 3 in the Action Plan). Protecting and enhancing Prime Urban Employment areas from encroachment by more sensitive uses including residential remains a key objective.

Beyond the major development sites urban development opportunities are more challenging to deliver. The 30 Year Plan for Greater Adelaide Strategic Plan promotes a green liveable city, greater housing choice, walkable neighbourhoods and sustainable transport use. Urban development linked to public transport and open space presents the greatest opportunities along road and rail corridors. Facilitating the urban development opportunities will require a collaborative approach involving State and Local Government and the private sector. Refer to Urban Development – Action 2.

Council have staff dedicated to major projects to assist developers to receive an integrated and streamlined approach to deliver significant development outcomes. It is proposed to continue this approach and to facilitate development outcomes that benefit the wider community. Refer to Urban Development – Action 1.

Given the longer term nature of urban development projects, the COVID-19 impact on the construction sector has been limited. Construction is the third largest employment sector and is expected to recover in the short to medium term.

Tourism

Tourism makes a significant contribution to the Charles Sturt economy and presents an opportunity to benefit a number of key sectors across the local economy. Collaborating and promoting tourism as part of the Western Region provides an opportunity to develop and grow tourism employment and visitor spending. The Adelaide Beaches Visitor website has been a key driver in promoting all there is to see and do in region to a broader audience. Refer to Tourism – Action 2 in the Action Plan.

The COVID-19 pandemic has significantly impacted the visitor economy, it is likely to be one of the sectors that will take the longest to recover. Visitor businesses have shown their resilience and ability to reposition by embracing the opportunities from local and regional visitors. The Western Regional Visitor Sector Round Table helped to inform the action plan and support will continue to be offered through a regional and local approach. Refer to Tourism – Actions 1 to 3 and Recovery Actions 2 to 4, 7 and 9.

Health

The City of Charles Sturt has a health cluster located along Woodville Road, around the Queen Elizabeth Hospital and the Welland Healthy Living Precinct. The Royal Adelaide Hospital in close proximity to the Council area presents a further opportunity to growth the local health sector. Health Care and Social Assistance is the largest employment sector in Charles Sturt, comprising 18.5 percent of all jobs¹.

¹ REMPLAN, City of Charles Sturt Profile, 2020.

A demographic trend is the increasing proportion of both older adults (55+) and the people living with disabilities in society. Western Adelaide has a greater proportion of these consumers when compared with other areas of South Australia, and South Australia has a greater proportion than other States. The Region also has a high concentration of people with chronic disease. In building the local health economy we can be more responsive to the health and wellbeing needs of our community.

There is potential to grow and develop the health sector through:

- / Supporting the development of local through to global markets for our local service and product suppliers (refer to Health – Action 1 in the Action Plan).
- / Continued support for local health precincts including those at Woodville and Welland (refer to Health – Action 2).
- / Attracting further investment and supporting and promoting local innovation (refer to Health – Action 3).
- / Building the capacity of the local workforce to meet growing service demand (refer to Health – Action 4).

As could be expected the Health Care and Social Assistance sector was one of the least impacted sectors by job loss and reduction in output from the COVID-19 pandemic. The sector is expected to continue to recover on the medium to short term.

Defence and Advanced Manufacturing

The Western Region is benefiting from the significant and sustained investment in the maritime defence projects including the construction of the Attack Class Submarines and Future Hunter Class Frigates. The investment will see a growth in skill development and employment opportunities that have never been seen in South Australia. The opportunities are not limited to the defence sector, there are a wide range of growth opportunities in the supply chain and consumption based businesses (refer to Defence and Advanced Manufacturing – Action 1 in the Action Plan).

There is potential for advanced manufacturing to diversify and engage in the defence sector and supply chain. In the immediate aftermath of the COVID-19 outbreak, manufacturing businesses were impacted by delays in sourcing raw materials and inputs. The supply chain has since improved or alternative suppliers have been sourced. Sovereignty opportunities have been created and will emerge for the manufacturing sector, there is an opportunity to promote and capitalise on these opportunities (refer to Recovery Action 5).

Industry 4.0 and advances in technology present significant growth opportunities for advanced manufacturing businesses to operate more efficiently and to tap into new markets (refer to Defence and Advanced Manufacturing – Action 4).

Business Growth

Small and medium Enterprises (SME) are a critical component and makes a major contribution to the strength of the local economy, 98 percent of businesses in Charles Sturt employ 19 people or less. In the community that it is established, SME brings growth and innovation. It helps to stimulate economic growth by providing employment opportunities for people.

The Economic Development Strategy includes a number of initiatives to grow and foster SME and Entrepreneurs. The COVID-19 pandemic has resulted in the reshaping of the local economy which has resulted in changing working opportunities and in some cases job losses.

Initiatives such as the shop local and buy local campaign have been created to encourage people to support local businesses. Encouraging local businesses to utilise the local supply chain, including in Councils procurement practices can significantly boost the local economy and support local jobs growth (refer to Recovery Actions 6 and 7).

A number of initiatives have been developed to encourage innovation and entrepreneurs which also contribute to the growth of SME. It is anticipated that there will be an increase in the number of small business start-ups and entrepreneurs (refer to Business Growth – Actions 2).

Council's Role in Economic Development

Ideally, government intervention is justified by the failure of the free market to deliver optimal resource allocations thereby maximising growth and employment potential. Sources of market failure include: the existence of externalities, monopoly control of resources, investment scale, existence of public goods and information asymmetries (in which some players in the market possess more power due to superior access to information). While Councils have long dealt with externalities through planning regulations and the existence of public goods through direct service provision eg roads and footpaths, involvement in economic development is justified on the basis of the existence of information asymmetries.

The role is essentially one of deploying the flow of information more effectively and bringing economic development players together to use this information for greater economic benefit. As outlined in the action plan, the role is largely one of facilitator, information provider, advocate and in some cases, leader.

The table below outlines the various roles that Council fulfils in economic development. It also includes a colour scale to identify the intensity of involvement for each of the roles. The intensity of involvement has been included in the action plan.

Role	Description	Intensity of involvement
Leader	Setting a direction for people to follow.	H
Facilitator	Bringing about outcomes by providing indirect or impartial assistance, guidance, or supervision.	H
Service provider	Providing organisations with professional and other services.	H
Funder	Providing funds or financial support.	M
Partner	Taking part with other organisations or bodies to share risks and rewards.	M
Promoter	Engaging with target audience to promote opportunities and positive stories.	M
Information provider	Distributing or displaying information.	L
Advocate	Supporting or recommending a particular approach or policy.	L

6. Strategic Recovery and Repositioning Approach

The COVID-19 pandemic has had a significant impact on the local economy. Some businesses have been highly successful and experienced a boom, while others have struggled, experienced hardship and in some cases have closed.

The Economic Development team has an important role in leading and facilitating the recovery and repositioning approach to bring energy to the recovery. This includes supporting businesses and promoting positive messages. Positive stories about businesses that have repositioned and succeeded are a great way to build confidence and to inspire others.

This section provides a breakdown of the business engagement approach that will be facilitated to support and foster the recovery.

Business Engagement

Our role is to engage with our business community providing meaningful information, and to invite our business community to engage with us in ways that enable them to feel supported and connected. Authenticity and honesty of message will be important as the success of our recovery depends upon trust and instilling a sense of reassurance, inspiring confidence, and uniting our community. With the large amount of information currently being shared, communications will be kept simple, targeted, human, respectful and two-way where possible. Campaigns supporting sector specific programs will be insight-led and focused on our purpose through planned communication strategies.

Messaging will reinforce our commitment to finding creative solutions and leveraging new approaches to help our businesses reposition for the future. Positive news stories offering inspiration of what is possible and calls to action will be used to restore confidence and generate optimism to bring energy to our recovery.

Business Engagement Objectives

- / To restore confidence, foster local business community pride and generate optimism to bring energy to our recovery.
- / To showcase the city as a great place to do business through specific information on business and investment opportunities and inspire through positive stories of success.
- / To showcase the city as a great place to live and enjoy through specific information on city lifestyle, residential benefits, and vibrant and attractive places.
- / Provide information and updates to our community and key stakeholders when business support, events and opportunities are available.

Key Messages

Primary message: Our City is a great place to live, work, play and invest.

Other key messages:

- / Our local businesses and entrepreneurs are engaged and empowered
- / We are committed to building the skills and capabilities of our businesses and community to reposition for the future
- / Our businesses and industry sectors continue to grow, diversify and innovate
- / We collaborate on ways to stimulate our local, state and national economy
- / We have a locally engaged business community
- / Our precincts are vibrant and thriving
- / The City of Charles Sturt is committed to supporting buy local.

Stakeholders

The following includes a list of the key stakeholders for engagement and communications:

- / Large, medium and small businesses in City of Charles Sturt
- / Mayor and Elected Members
- / City of Charles Sturt staff
- / Western Alliance of Councils
- / Western Business Leaders Members
- / Adelaide Business Hub
- / State and Federal Government Members
- / Other Government and Industry Bodies

Communication and Engagement Platforms

The communication and engagement platforms are outlined below.

/ Council Website

Provides relevant and accessible, clear, and simple information across a number of main pages.

/ Social Media

Increase awareness of opportunities and offers inspiration and resources by engaging in real-time conversations directly with the community and stakeholder groups.

/ Direct Mail (Newsletters)

Targeted and personalised messages to increase awareness of opportunities and offer inspiration and resources.

/ Face to Face

Build reputation, integrity and trust with our stakeholders and businesses through engaging authentically.

/ Events

Build reputation and relationships with our stakeholders and businesses through engaging authentically to increase awareness of opportunities and offer inspiration.

/ Public Relations

Media updates to pitch stories and outline updates and information at key event and project delivery points, and where to for more details.

/ Surveys

Regular surveys will be undertaken to understand the needs and aspirations of our business community, what is working and how we can improve.

Tactical Action Plans

Tactical Action Plans will be developed to share good news stories, opportunities, and resources for each of the five key sectors.

Key Issues

_ Communicating positive messages to the business community to build confidence and inspire businesses in the recovery.

How they are being addressed

_ Utilising Council communication channels – social media, WBL Newsletter, website and business events to communicate with businesses. Visitor Sector Networking Events (Tourism, Action 1) and WBL Newsletter and business events (Business Growth, Action 4).

7. Western Regional Approach to Economic Development

Council's Economic Development Strategy and approach has always had a Western Adelaide regional focus. The Western Business Leaders (WBL) Executive is comprised of members from key businesses from across the Western Region. This Strategy recognised the importance of a Western Regional approach and collaboration across the four Council Areas.

A Western Regional Focus and Collaboration

The regional approach has been formally endorsed by the other Western Region Councils, Cities of Holdfast Bay, Port Adelaide Enfield and West Torrens, through the adoption of the Charles Sturt initiated Building Western Adelaide Strategy. A Memorandum of Understanding (MoU) to formalise regional collaboration was signed in November 2015.

The Western Alliance of Economic Development practitioners meet on a regular basis to progress the implementation of the Building Western Adelaide Strategy and Action Plan. The strong, collaborative approach to economic development was particularly useful when the COVID-19 pandemic took hold rapidly. The alliance through regular weekly meetings were able to mobilise a coordinated and efficient approach to providing business support and information. The frequency of distribution of the WBL newsletter was increased to fortnightly during the peak of the pandemic and shutdown to ensure that businesses received up to date information and the latest on support and grants that are available.

Another key initiative was establishing a Business Support Helpline and webinar series facilitated by Adelaide Business Hub when it was most needed in early April 2020. The helpline has provided assistance to over 105 businesses across Western Adelaide on a range of issues including managing debt and finances, staffing levels, negotiating with landlords and other fundamental business matters. Another key initiative instigated by the Western Alliance was the Western Business Leaders Taskforce referred to in Section 4.

The Western Alliance has successfully implemented the 2015 Building Western Adelaide Strategy and Action Plan and is in the process of drafting a new strategy and action plan for the next three to five years.

The implementation of the Building Western Adelaide Strategy has seen the following regional activities achieved:

- / Development of Western Adelaide Regional Tourism Plan
- / Creation of the Adelaide Beaches regional visitor website www.adelaidebeaches.com.au
- / Defence industry engagement and supply chain development - capitalising on the \$90 billion contracts in the region.
- / Adelaide Airport – leveraging the asset to promote the Western Region
- / South Australia Tourism Commission (SATC) engagement to promote the Western Region and leverage cruise ship opportunities
- / A regional approach to small business support including the roll-out of the Digital Solutions Program by Adelaide Business Hub.
- / Strengthening business engagement and support through a range of networks including the Western Business Leaders and North West Business Alliance.

The collaborative approach to supporting the visitor sector received national recognition from Local Government Managers Australia as a finalist and award winner at the SA awards, 2019 in the Excellence in Cross Council Collaboration category.

The updated Building Western Adelaide Strategy and Action plan will continue the successful approach that has been undertaken to date and have a renewed focus on the following key areas:



To bring energy and confidence to the recovery across the region, the Western Regional approach will include the following as a high priority in the Regional Strategy:

Development of a regional vision and brand - highlight the distinctive features, areas of competitive advantage from other regions eg Adelaide Beaches, defence, health and lifestyle opportunities.

Promoting buy and shop local initiatives- development and growth of local supply chains.

Support business recovery and repositioning – business will be very different, support new business models, ventures & approaches in a post COVID world.

The Western Regional approach to Economic Development delivered through the Western Alliance and implementation of the Building Western Adelaide Strategy and Action Plan is making a difference in the region and has the potential to leave a lasting legacy for the future of business in the region.

It is proposed to continue the Western Regional approach through the Western Alliance for Economic Development and WBL to advocate for and progress key projects.

Western Business Leaders

The WBL Group were established in 2013. The creation of the WBL has been an important component in the implementation of Council's Economic Development Strategy and ensuring that it has a sound base.

The WBL Executive is comprised of 10 business leaders from key Western Adelaide Businesses. The broader WBL membership was expanded in 2018 and now comprises over 1240 members and is growing.

It is proposed to explore the ongoing role and function of the WBL network, leadership role of the Executive, partnership approach with Western Alliance Councils and the associated regional networking and professional development events as part of the action plan.

Key issues

1. Continuation of the Western Regional Alliance to progress regional economic development initiatives.
2. Review of the ongoing role of the Western Business Leaders Executive to ensure that it meets the needs of the business community and Council.

How they are being addressed

1. The Western Regional agenda is being progressed through a number of key actions related to the regional visitor website and industry support (Tourism Action 2 and Recovery Action 4), Building Western Adelaide Strategy (Business Growth, Action 5) and investment attraction (Urban Development, Action 5).
2. Exploring the ongoing role and function of the Western Business Leaders network - Business Growth, Action 4.

8. Implementation Plan

Implementation Framework

The implementation of the Economic Development Recovery Strategy will need to be strategic given the limited resources that are available in the Economic Development Team and the demand for economic development. The implementation of the Economic Development Recovery Strategy actions can be supported across various business units of Council and will be championed by an Economic Development Taskforce.

The following diagram outlines the internal structure for implementation.

Economic Development Strategy Implementation Structure



Strategic Framework

A strategic framework for the implementation and ongoing monitoring of the success of the strategy has been developed.

The strategic framework is included on the following page.

The goal: *an economically thriving city* is taken from the draft City of Charles Sturt Community Plan 2020-2027.

A number of guiding principles have been identified to guide the implementation of the strategy and are outlined in more detail below.

Listening to Business – engaging with business people to listen to their needs and concerns is important to be able to support them and advocate on their behalf.

Bringing energy to the recovery – inspiring people through business success stories and activating public spaces through events. It is also about providing leadership and support to businesses that are moving through the recovery phase.

Adapting and growing – supporting businesses to adapt to the new normal and to grow by finding new markets and connecting with customers.

No community without business - employment opportunities support our wellbeing and lifestyles. Business contributes to over a quarter of the total Council rate revenue which is used to provide community assets and services.

The focus areas for the Economic Development Strategy initiatives have been outlined in section 5.

Summary of the Key Issues and How They Are Being Addressed

The key issues and how they are being addressed has been collated below from the various sections in the report.

Section 1a | Context of the Review

Key issues

1. The winding down of the JobKeeper and JobSeeker support mechanisms and the impact that it may have on unemployment.
2. Capturing the local spend from recently introduced income tax cuts.
3. Supporting the highly impacted sectors: retail trade, accommodation and food services, art and recreational services and other services sectors are in need of support in the recovery phase

How they are being addressed

1. JobKeeper - The City of Charles Sturt will be continuing the Business Support Helpline until mid-December 2020 to support and assist businesses to transition from JobKeeper and to get back on their feet.

Other initiatives support skills development and entrepreneurialism to assist people to acquire new skills and adapt to new rolls. Defence job opportunities (Defence and Advanced Manufacturing, Action 3), Health job opportunities (Health, Action 4), Promote and grow entrepreneur ecosystem and local skills development (Business Growth, Actions 2 and 3).

2. Capturing local spend - there is further opportunity to support the recovery of local business by promoting business to business (B2B) supply opportunities, and opportunities to supply goods and services to the State and Local Government through meet the buyer events (Recovery Action 6). Also refer to shop local below.
3. Key sectors needing support – the Charles Sturt ESSP is providing targeted support to the sectors most needing assistance in the recovery phase. The sectors are also being supported by the shop local (Recovery Action 7). The Tourism Sector is being supported by Tourism Actions 1 to 3 and Recovery Actions 2 to 4, 7 and 9.

Section 1b | Strategic Context

Key issues

1. Linking the Charles Sturt Economic Development Recovery Strategy to the State & Federal Government strategic policy.

How are they being addressed

1. An analysis of State & Federal Government policy is included in *Appendix 1* and identifies the links and opportunities to coordinate with the strategic direction.

Section 2 | Economic Development Achievements

Key issues

1. Continue, grow and improve the successful elements of the economic development approach outlined above.
2. Review of the ongoing role of the Western Business Leaders Executive to ensure that it meets the needs of the business community and Council.

How are they being addressed

1. Successful elements of the economic development approach are incorporated into the Action Plan including the continuation of the Western Alliance approach for economic development to progress regional projects and business support - Business Growth, Action 5.
2. Exploring the ongoing role and function of the Western Business Leaders network, Business Growth, Action 4.

Section 3 | COVID-19 Impacts and Emerging Trends

Key issues

1. 44.1 % (as at June 2020) of Charles Sturt businesses are accessing JobKeeper, that is on the higher end of the State and National LGA average.
2. The retail trade, accommodation and food services, art and recreational services and other services sectors are in need of support in the recovery phase.

How they are being addressed

1. JobKeeper - The City of Charles Sturt will be continuing the Business Support Helpline until mid-December 2020 to support and assist businesses to transition from JobKeeper and to get back on their feet.

Other initiatives support skills development and entrepreneurialism to assist people to acquire new skills and adapt to new roles. Defence job opportunities (Defence and Advanced Manufacturing, Action 3), Health job opportunities (Health, Action 4), Promote and grow entrepreneur ecosystem and local skills development (Business Growth, Actions 2 and 3).

2. Key sectors needing support – the Charles Sturt ESSP is providing targeted support to the sectors most needing assistance in the recovery phase. The sectors are also being supported by the shop local (Recovery Action 7). The Tourism Sector is being supported by Tourism Actions 1 to 3 and Recovery Actions 2 to 4, 7 and 9.

Section 4 | Results of Consultation

Key issues

A number of key issues emerged from the WBL Taskforce, Visitor Sector Roundtable and Business Survey including:

1. Local activation and events
2. Clear and regular communication
3. Support for digital marketing and adapting business models
4. Collaboration and networking opportunities
5. Advocacy – promoting liveability of the west, investment attraction and regional promotion.

How they are being addressed

1. Local activation and events - addressed by leveraging recreational and cultural assets to attract events (Recovery Actions 2 and 3)
2. Clear and regular communication – addressed by the WBL newsletter, Business Face book page, social media such as Instagram and LinkedIn, encouraging cross promotion through funding programs like live and local and business support (Business Growth, Action 4)
3. Support for digital marketing and adapting business models – addressed through Business Support grants and other support (Recovery Action 8)
4. Collaboration and networking opportunities through business events – address through the Western Regional Visitor Networking events and WBL events (Tourism – Action 1 & Recovery Action 4 and Business Growth – Action 4)
5. Advocacy – promoting liveability of the west, investment attraction and regional promotion. Address through Living West prospectus (Urban Development – Action 4), investment attraction (Urban Development – Action 5) and regional promotion (Tourism - Action 3).

Section 6 | Strategic Recovery and Repositioning Approach

Key Issues

1. Communicating positive messages to the business community to build confidence and inspire businesses in the recovery.

How they are being addressed

1. Utilising Council communication channels – social media, WBL Newsletter, website and business events to communicate with businesses. Visitor Sector Networking Events (Tourism, Action 1) and WBL Newsletter and business events (Business Growth, Action 4).

Section 7 | Western Regional Approach to Economic Development

Key issues

1. Continuation of the Western Regional Alliance to progress regional economic development initiatives.
2. Review of the ongoing role of the Western Business Leaders Executive to ensure that it meets the needs of the business community and Council.

How they are being addressed

1. The Western Regional agenda is being progressed through a number of key actions related to the regional visitor website and industry support (Tourism Action 2 and Recovery Action 4), Building Western Adelaide Strategy (Business Growth, Action 5) and investment attraction (Urban Development, Action 5).
2. Exploring the ongoing role and function of the Western Business Leaders network - Business Growth, Action 4.

Goal An economically thriving city

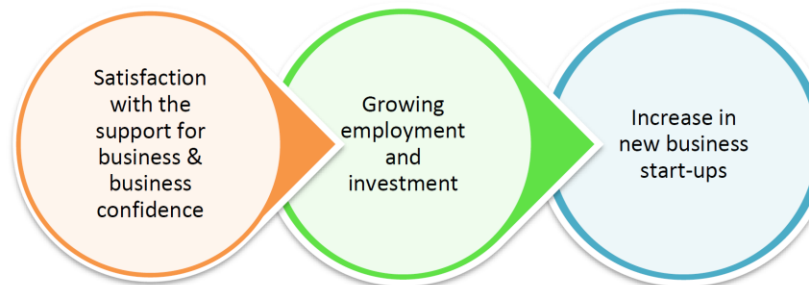
Guiding Principles

| Listening to business | Bringing energy to the recovery |
| Adapting and growing | No community without business |

Focus Areas



Measures of Success



Measures of Success

The measures of success have been developed to determine the ongoing success of the Economic Development Strategy and the recovery process. A combination of qualitative and quantitative data will be used to measure the success. It is proposed to include three key measures of success.

1. Satisfaction with the support for business

The measures will look at the overall satisfaction with the support that Council provides to business and achieving the vision of Charles Sturt being a good place to invest and grow a business. Sentiment will be measured through an annual survey.

2. Growing employment and investment

The strength of the local economy will be measured through local employment numbers and the level of investment that is occurring. This can be measured through the number of jobs in the Council area. The level of investment can be measured through the number and dollar value of development applications. These can be categorised by land use to determine the level of investment (in dollars) in residential, commercial and industrial developments.

3. Increase in business start-ups

The health of the local economy can be measured through the number of small business start-ups. This number of business start-up minus the number of exists gives a picture of the strength of the local economy. The key source of data is the Australian Bureau of Statistics.

Measures of Success Summary Table

	Measure	How	Target
1	Satisfaction with the support for business provided by Council and perception that Western Adelaide is a good place to invest in to grow a business.	Annual Business Sentiment Survey.	Growth in positive response. Benchmark to be developed.
2	Growing employment and investment.	Annual employment statistics, total number and dollar value of development application in residential, commercial and industrial developments.	> Growth in annual employment numbers. > Growth in annual development application dollar value by sector.
3	Increase in business start-ups.	Annual number of business starts up minus business exist statistics.	Net increase in the annual number of business start-ups.

9. Actions





One of the ever increasing demands on time and resources is in the area of business engagement. The need for council to have a strong rapport with the business community, engage with their struggles and share their stories has never been more important. Ensuring we become a trusted source of information, a partner in their efforts and that we understand their needs provides the foundation for future work. Work that will offer financial assistance, training and support, deliver a can do culture of business enablement rather than red tape and compliance that ultimately builds belief in the future, is the cornerstone of the Economic Development teams endeavours. This has become even more self-evident in the past six months providing renewed focus for the team over the next 18 months and beyond.



The table below outlines the Recovery Actions that will support businesses and the growth of the local economy in the recovery phase. The ongoing Core Service Actions are listed under each of the five focus areas. It also identifies the Community Plan objective that it is aligned to, the focus area goal and objectives. Completion indicators have been identified and measures of success have been created for key initiatives.

Recovery Actions

	Action	Council role Intensity of involvement	Timeline	Project lead Team	Completion indicator / Measure of success
1	Business Helpline facilitated by the Adelaide Business Hub to support business with critical issues.	Leader, Facilitator ■	April to mid Dec 20	EDT	Service delivered to businesses in need. Level of satisfaction with the service.
2	Leverage recreation and cultural assets to attract events including identifying and promoting 'off-peak season' events and developing iconic events for the City of Charles Sturt. This includes smaller place based events eg Adelaide Guitar Festival, Hidden Hindmarsh.	Facilitator ■	Ongoing	Place Leaders	Identification of events and promotion. Support through events and festivals sponsorship. Increase in visitor numbers & expenditure during off-peak season.
3	Attract events to Woodville Town Hall (WTH) to energise the Woodville Road precinct.	Facilitator ■	Ongoing	EDT and Town Hall Coordinator	Utilise Industry Memberships to attract events to WTH.

	Action	Council role Intensity of involvement	Timeline	Project lead Team	Completion indicator / Measure of success
4	Foster collaboration between visitor sector businesses by developing and sharing a contacts list and assist them to make connections through networking and event hosting opportunities.	Facilitator [REDACTED]	2020/21	EDT	Contacts list circulated on a regular basis. Promote collaborative approaches to open access event registration. Visitor businesses collaborating.
5	Promote growth opportunities in the local manufacturing sector including capitalising on sovereignty opportunities, workshops with industry experts, modernisation and diversification grants.	Promoter, Facilitator [REDACTED]	2020/21	EDT	Promote workshops and grants. No of manufacturing businesses that participate in workshops.
6	Support Buy Local campaign, advocate and assist local business to tender for local contracts by raising awareness of opportunities and building capability to be competitive. Review and recommend changes for cutting the cost of doing business in Charles Sturt by reviewing Council fees and charges on business and reducing red tape.	Facilitator , Information provider [REDACTED]	Ongoing	Procurement Team & EDT	Promote B2B supply opportunities, supply opportunities to Council eg Meet the Buyer event. Review of Council fees and charges complete. Review of footpath permits to streamline and reduce red tape. Increase in portion of Council spend using local suppliers. Council business fees reduced.
7	Promote Shop Local in key precincts. Assist main street businesses to evolve their offerings to focus on customer	Leader, Facilitator , Promoter [REDACTED]	Ongoing	EDT, Place Leaders	Delivery of business support program including visual merchandising, customer experience

	Action	Council role Intensity of involvement	Timeline	Project lead Team	Completion indicator / Measure of success
	experience; develop and maintain main street public realms including outdoor dining.				mentoring, support and training. Link to social media promotion. Visitors linger longer and increased expenditure in local areas.
8	Investigate an innovation support program to promote and foster innovation to seek new markets and offerings. Include consideration of a further Business Support Grants program.	Leader 	2020/21	EDT	Promote innovative approaches undertaken by local businesses to reposition. Review the survey results and outcomes from the first round of Business Support Grants and consider future business needs.
9	Promote and market the success of the Economic Stimulus Package (ESP) and businesses that were assisted to energise the arts and hospitality sectors and broader business community.	Leader 	2020/21	Place Leaders	Remaining 'Live and Local' and 'Creative Cities' grant funding allocated and promotion of ESP. Increase in business confidence.
10	Promote and facilitate opportunities for outdoor dining in key precincts to assist businesses to adhere to COVID-19 requirements and support recovery. Consider extending free outdoor dining permits in 2021/22.	Facilitator 	2020/21 and 2021/22	Place Leaders	Increase in outdoor dining and visitation in key precincts.
11	Promote and facilitate opportunities to participate in open access festivals by	Facilitator 	2020/21 and ongoing	Place Leaders	Participation in open access festivals and business collaboration.

	Action	Council role Intensity of involvement	Timeline	Project lead Team	Completion indicator / Measure of success
	coordinating precinct and main street registrations. Festivals include: Fringe, Umbrella, Nature, Tasting Australia, Adelaide Food Fringe, SA History Festival.				
12	Create unique collective retail experiences that reflect local character and culture, eg Feast on Foot tours, special recognition day initiatives, online self-guided heritage and art tours that include business offers and stops along the way.	Leader, Facilitator 	2021/22	Place Leaders	Tours created, businesses engaged and increase in visitation.
13	Create a five-year Arts Plan to support growth of the arts and cultural sector, public art opportunities, increase opportunities for local participation in the arts and identity as a creative and liveable city.	Leader, Facilitator 	2021 -22	Place Leaders	Arts Plan created. Increased participation and employment opportunities in the arts and cultural sectors.

Core Services Actions





Urban Development


Community Plan Objective: Businesses and industry sectors continue to grow and diversify.

Focus Area Goal: Renewal and diversification of housing stock and opportunities for urban development and investment in Employment Precincts.

Focus Area Objectives

1. Encourage and leverage the benefits from urban renewal and development.
2. Regeneration of Employment Lands to encourage investment and jobs growth.

	Action	Council role Intensity of involvement	Timeline	Project lead Team	Focus area obj	Completion indicator / Measure of success
1	Continue to support the facilitation of major urban developments by providing an integrated and streamlined approach to the delivery of development outcomes.	Facilitator 	Ongoing	EDT	1	Satisfaction with the integrated approach provided to major urban development
2	Work collaboratively to identify and facilitate new urban development opportunities in strategic locations.	Facilitator 	Ongoing	EDT	1 & 2	Identification and rezoning of new development areas. Adequate residential, commercial & industrial land supply.
3	Promotion of Urban Employment precincts as a great place to do business.	Leader 	Ongoing	EDT	2	Urban employment areas profiled on Council Website.
4	Prepare a Residential Attraction: 'Living West' prospectus to attract people to live in Western Adelaide Showcase diverse choice of housing and liveability; live between city and beach; Western Adelaide schools, job opportunities for spouses, lifestyle attractions (café society, retail strips,	Leader 	2020/21	EDT	1 & 2	Prospectus completed and distributed. Attract people to live in Western Adelaide, targeting people that will move to Adelaide as part of the maritime defence projects.

	recreational facilities) and transport options.					
5	<p>Promote investment attraction through a Western Adelaide investment strategy and prospectus.</p> <p>_ target underutilised sites and vacant land.</p> <p>_ Collate, maintain and promote a list of major infrastructure and development projects in Western Adelaide</p> <p>_ explore development of Western Regional brand to promote investment attraction & link to 'Living West'. (if not a Regional project then CS led)</p>	<p>Leader, Facilitator</p> 	2020/21	EDT	1 & 2	<p>Create pitchbooks or investment briefs about specific investment opportunities in Western Adelaide and feed to DTI's investment group</p> <p>Develop strong relationships with DTI's investment group to promote investment opportunities.</p>

Tourism

Community Plan Objectives:




/ The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community.

/ Businesses and industry sectors continue to grow and diversify.

Focus Area Goal: Increase the number of sustainable tourism jobs within Charles Sturt and Western Adelaide.

Focus Area Objectives

1. Increase awareness of Adelaide's Western Region and Charles Sturt as an activated tourism destination.
2. Recognise and build on the unique features of the destination and its stakeholder needs.
3. Increase visitor numbers, expenditure and repeat visitation.

	Action	Council role <small>Intensity of involvement</small>	Timeline	Project lead Team	Focus area obj	Completion indicator / Measure of success
1	Continue to host and support Western Regional Visitor Networking events.	Leader 	Ongoing	EDT	1,2 & 3	Facilitate two events per year in Western Region. Growth in attendance & positive feedback
2	Update the Western Adelaide Tourism Destination Action Plan (TDAP) 2025 and implement key actions including new content on the Adelaide Beaches visitor website.	Leader, Partner 	2020/21	EDT	1,2 & 3	Completion of updated Regional TDAP. Adelaide Beaches Visitor Website – promotion and update with new experiences, info and itineraries. Increase in visitor numbers & expenditure. Adelaide Beaches website traffic increasing.
3	Promote Western Adelaide through image content and driving leads directly to tourism operators, support	Facilitator, Partner 	Ongoing	EDT	1,2 & 3	Engage with SATC and provide

	Action	Council role <small>Intensity of involvement</small>	Timeline	Project lead Team	Focus area obj	Completion indicator / Measure of success
	development of new experiences, infrastructure and investment projects. Include investigating nature based tourism opportunities.					promotional material. Western Adelaide promoted in key campaigns including SATC.
	<i>Also refer to Recovery Actions 2 to 4, 7, 9 to 13.</i>					

Health

Community Plan Objectives:





/ The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community


/ Our businesses and community have the skills for success to realise job opportunities

Focus Area Goal: Prosperous and responsive health sector.

Focus Area Objectives

1. Facilitate investment attraction and new business incubation in health precincts.
2. Support and encourage the growth and export of our health capability.
3. Strengthen the capability of local service & product providers to be responsive to local community need.
4. Promote and facilitate the employment opportunities associated with the growth of this sector.

	Action	Council role Intensity of involvement	Timeline	Project lead Team	Focus area obj	Completion indicator / Measure of success
1	Support market development of our core health related capabilities including Ageing Well International (AWI) by building the capacity of businesses.	Facilitator, Advocate 	Ongoing	EDT	2 & 4	AWI website upgraded. Growth of local regional & national markets.
2	Support the development of health-related precincts including Woodville Road Health Precinct, including mapping key assets and quantifying demand.	Leader 	2020/21 and ongoing	EDT	1,3 & 4	Online platform – virtual market place. Mapping of current services & identify gaps. Inward investment.
3	Attract high-tech & innovative healthcare businesses and service providers to locate in the region by preparing an investment prospectus and identifying targets.	Facilitator 	Ongoing	EDT	1,2,3 & 4	Growth in output in health, health manufacturing, professional scientific & tech services sectors.
4	Partner with employers to facilitate workforce development to address skill gaps and create employment opportunities for Western Adelaide residents.	Leader, Partner 	Ongoing	EDT	2,3 & 4	Local health sector jobs & improved HR practices.

	Action	Council role Intensity of involvement	Timeline	Project lead Team	Focus area obj	Completion indicator / Measure of success
5	Facilitate and navigate collaboration among key stakeholders to establish regional priorities and foster an integrated, collaborative approach to the development of the local market. Support the development and connection of local suppliers to business opportunities and local needs.	Leader, Facilitator 	Ongoing	EDT	1,2,3 & 4	Online platform created to support and promote buy local. Regional priorities established and increased level of collaboration in design & delivery of services.

Defence and Advanced Manufacturing




Community Plan Objectives:


- / The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community
- / Local businesses and entrepreneurial activities flourish through the support, engagement and relationships that are developed and maintained
- / Businesses and industry sectors continue to grow and diversify
- / Our businesses and community have the skills for success to realise job opportunities.

Focus Area Goal: Capitalise on the economic development opportunities presented by the defence and advanced manufacturing sectors.

Focus Area Objectives

1. Maximise the benefits from the investment in the maritime defence sector for local business.
2. Collaborate with the Western Alliance of Councils to maximise economic development outcomes for the region.
3. Encourage the growth and diversity of the advanced manufacturing sector.

	Action	Council role Intensity of involvement	Timeline	Project lead Team	Focus area obj	Completion indicator / Measure of success
1	Support Charles Sturt businesses to participate in the supply chain and be defence ready by encouraging ICN participation, communicating opportunities including identifying upcoming parcels of work.	Leader, Facilitator 	Ongoing	EDT	1, 2 & 3	Host and promote ICN workshops. Increase in number of businesses listed on the ICN.
2	Promote Charles Sturt as a key location for Defence companies given proximity to outer harbour, airport, employment lands on key transport routes and the CBD.	Facilitator, Partner, Promoter 	Ongoing	EDT	1, 2 & 3	Promotion of Charles Sturt & Western Adelaide as a great place to do business. Increased awareness of Western Adelaide.
3	Work with Government and key stakeholders to identify workforce gaps, facilitate and promote relevant training to address.	Facilitator, Partner, Promoter 	2020/21 and ongoing	EDT	1, 2 & 3	Workforce gaps identified. Collaborative partnership with

	Action	Council role Intensity of involvement	Timeline	Project lead Team	Focus area obj	Completion indicator / Measure of success
	Promote defence job opportunities and connect to local job seekers.					Naval Ship Building College. Promotion of training and job opportunities to local people and participation.
4	Support the take up of Industry 4.0, implementation of new business models and disruptive innovation/design.	Partner, Facilitator 	Ongoing	EDT	1, 2 & 3	Promote Dept Trade & Investment/ Dept Innovation & Skills Advanced Manufacturing support network and opportunities from Federal Manufacturing Strategy. No of businesses connected to and participating in the State Govt networks as promoted. Successful 4.0 grant applicants.
	<i>Also refer to Recovery Action 5 – Manufacturing sovereignty opportunities</i>					

Business Growth



Community Plan Objectives:






- / Local businesses and entrepreneurial activities flourish through the support, engagement and relationships that are developed and maintained
- / Businesses and industry sectors continue to grow and diversify
- / Our businesses and community have the skills for success to realise job opportunities

Focus Area Goal: A healthy local economy supported by a diverse mix of small and medium businesses.

Focus Area Objectives

1. Support business growth, skills development and networking through a partnership approach with Western Business Leaders.
2. Attract investment to generate local employment and growth.
3. Support new business by directing them to available support services.
4. Assist businesses to transition and reposition to a post COVID-19 economy.
5. Encourage and foster local entrepreneurs assist business and the community to improve digital literacy.

	Action	Council role Intensity of involvement	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
1	Provide access to economic modelling, data and analysis for potential investors and local businesses. Promote the economic advantages of doing business in City of Charles Sturt.	Information provider, Promoter 	Ongoing	EDT	2 & 3	Update ED webpages and materials to encourage investment attraction. Economic data made available to the public. Number of visits to website.
2	Continue to promote and grow the Entrepreneurial Ecosystem. Connect local start-ups/entrepreneurs into Federal and State Govt programs and collaborate with Lot Fourteen and Adelaide Business Hub to develop a hub-&-spoke model into Western Adelaide.	Facilitator, Promoter 	Ongoing	EDT	2, 3 & 5	Local participants engaged in the SAYES & Encore programs & Kick42. Growth in business start-ups.

	Action	Council role Intensity of involvement	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
3	Support local skills development through promotion of career guidance, work experience, traineeships opportunities.	Facilitator 	Ongoing	EDT	2, 3 & 4	Local people improve skills to secure available jobs, businesses building capability to meet current and emerging opportunities.
4	Continue the Western Business Leaders (WBL) brand for networking and professional development events. Disseminate information through the WBL newsletter.	Facilitator 	Ongoing	EDT	1 & 2	Host and facilitate regional WBL events. Maintain a regional calendar of events Feedback from WBL and participants on success of events.
5	Western Alliance of Councils. Building Western Adelaide Strategy – continue to update and support the Western Alliance. Use the Western Alliance to advocate for and progress key projects.	Leader, Partner 	Ongoing	WA Group, EDT	1 & 2	Regular updates on the progress of the regional projects at Western Alliance meetings. Growth in Gross Regional Product for the Western Adelaide Region.
6	Grow and support Green Industries and the circular economy.	Leader, Facilitator 	On-going	EDT	1,2,3 & 4	Promotion of opportunities including Materials Recovery Facility & Building Upgrade Finance
7	Continue digital literacy program for residents and businesses.	Service provider 	On-going	Libraries Services	1,4 & 5	Digital literacy programs delivered. Participants level of satisfaction with program.
	<i>Also refer to Recovery Actions 6 to 8.</i>					

Project Lead Key

EDT – Economic Development Team

WA Group – Western Alliance Group

Appendices

Appendix 1 | State and Federal Governments Economic Strategic Context

The following outlines the State and Federal Government's strategic priorities for economic growth, then considers the links to the City of Charles Sturt economy and the connections to the actions in the Economic Development Recovery Strategy.

The growth sectors and their associated Sector Plans are outlined below.

Nine Growth Sectors

1. Tourism - South Australian Visitor Economy Sector Plan 2030
2. International education - International Education 2030 Sector Plan
3. Defence industry - Defence Industry and Workforce Skills Strategy 2018-22
4. Food, wine and agribusiness – South Australia Food, Wine and Agribusiness Growth Sector Plan - Oct 2020
5. Hi-Tech - Federal Government Manufacturing Strategy – Sept 2020
6. Health and medical industries - Health and Medical Industries Sector Plan 2020 to 2030
7. Energy and mining – Building on Our Strengths South Australia's Energy and Mining Strategy
8. Space industry - Space Innovation and Growth Strategy Action Plan for South Australia 2016-2020
9. Creative industries - Creative Industries Discussion Paper – Oct 2019

Tourism

The South Australian Visitor Economy Sector Plan 2030 was released in August 2019. The Plan sets the bold ambition of \$12.8b in visitor expenditure in South Australia by December 2030. Grown from \$6.8 b in 2018.

Strategic Priorities

The visitor sector plan identified the following six priorities to drive growth in the sector:

1. Marketing – driving awareness, appeal and booking of South Australia by our target consumers.
2. Experience and Supply Development – balancing supply constraints with demand growth and developing experiences across South Australia
3. Collaboration – working closely together and aligning efforts
4. Industry Capability – Cultivating a sophisticated industry
5. Leisure and Business Events – using events to drive awareness and as a trigger to visitation
6. Promoting the Value of Tourism – ensuring a solid understanding of the contribution of the visitor economy.

The Western Regional Tourism Destination Action Plan 2017 and the Charles Sturt Visitor Economy Strategy 2018 were prepared in strategic alignment with the previous State Tourism Strategic Plan which has maintained the priorities in current plan.

Actions

Links to the Charles Sturt – Recovery Actions, Tourism Sector & Business Growth Action Plan.

Collaboration

Tourism Action 1 - Western Region Visitor Sector Networking Events

Recovery Action 4 - Foster collaboration between visitor sector businesses by sharing contacts

Events

Recovery Actions 2, 3 and 11 - Attracting events and identifying off-peak season and iconic events for Charles Sturt.

Marketing, Experience and Supply Development, Industry Capability

Tourism Action 3 - Promote Western Adelaide, driving leads, supporting new experiences, infrastructure and investment projects.

Promoting the Value of Tourism

Business Growth Action 1 - Promote the economic advantages of doing business in Charles Sturt.

Health and Medical Industries

The recently released Health and Medical Industries Sector Plan 2020 to 2030, targets key enablers to increase the value the health and medical industries contribution to the South Australian economy from \$2.3 billion to \$5 billion.

Strategic priorities

The Sector Plan has identified the following subsectors to deliver economic growth in the health industry:

1. Ageing well and the care industry
2. Biotechnology
3. Clinical trials
4. Digital health
5. Medical devices
6. Nutraceuticals and traditional medicine
7. Pharmaceuticals

First enablers of growth:

- _ Industry Connectivity Initiative
- _ Clinical Trials
- _ Ageing well and the care industry

Collaborations for growth:

- _ Developing our networks
- _ opening our doors
- _ promoting our strengths
- _ responding to disruptive ideas

The City of Charles Sturt economic development approach is consistent with the state strategy and addresses the key areas of ageing well and the care industry, digital health and medical devices.

The City of Charles Sturt contributed to the development of the Ageing Well and Care Industry stream in the SA Health & Medical Industries Sector Plan. This contribution was through Luke Westenberg, President Ageing Well International (AWI) participating in the Ministerial Advisory Panel and Council staff's attendance at various stakeholder workshops.

The Sector Plan makes direct reference to AWI as a key vehicle for capability development and market growth. The City of Charles Sturt which was instrumental in the formation and growth of AWI, will continue to support this body as it builds sector capacity and connects enterprises with local, national and international market development opportunities in the areas of ageing, disability and wellbeing. The initiatives referenced above under ageing well also contribute to growth areas under digital health and medical devices.

Actions

Links to Charles Sturt– Health Sector Action Plan

Action 1 –Support market development of our core health related capabilities including Ageing Well International (AWI) by building the capacity of businesses.

Action 2 - Support the development of health-related precincts including Woodville Road Health Precinct, including mapping key assets and quantifying demand.

Action 3 - Attract high-tech & innovative healthcare businesses and service providers to locate in the region by preparing an investment prospectus and identifying targets.

Action 4 – Workforce Development, partner with employers to facilitate workforce development to address skill gaps and create employment opportunities for Western Adelaide residents.

Action 5 – Local Market Development, facilitate and navigate collaboration among key stakeholders to establish regional priorities and foster an integrated, collaborative approach to the development of the local market.

Defence

The Defence Industry Sector Plan is under development. A State Government Defence Industry and Workforce Skills Strategy 2018-22 has been created and reviewed.

Strategic priorities

The key objective of the Defence Industry and Workforce Skills Strategy includes:

1. Collaboration – SA Government will work collaboratively with the Australian Government and industry stakeholders to develop a fit for purpose, defence industry workforce for our current and future defence projects.
2. Building Capability – SA Government will build world-class capability across the education and training system to deliver graduates with the skills demanded by the defence industry.
3. Shared Responsibility - SA Government will work with the defence industry to co-design and co-invest in building workforce capability in the state.

Actions

Links to Charles Sturt– Defence & Advanced Manufacturing Sector Action Plan.

Action 1 - Supporting Charles Sturt businesses to participate in the defence supply chain and listing on the Industry Capability Network (ICN).

Action 2 - Promote Charles Sturt as a key location for Defence companies given proximity to outer harbour, airport, employment lands on key transport routes and the CBD.

Action 3 – Work with Government and key stakeholders to identify workforce gaps, facilitate and promote relevant training to address.

Promote defence job opportunities and connect to local job seekers.

High Tech

The State Government's High Tech Industry Sector Plan is under development.

Strategic priorities

The Department of Trade and Investments Manufacturing Technology Network helps business to understand and adopt technology to maximise growth opportunities and facilitate access to researchers in manufacturing technologies. Networking events and site tours provide connections for business to the research sector, government, financial institutions and global supply chains.

Federal Government *Manufacturing Strategy* – September 2020

The goal of the strategy is for a partnership between Government, industry and the science and research community to develop manufacturing to deliver positive economic outcomes and create jobs.

Key points from Federal Government's *Manufacturing Strategy*

_ \$107 million will be dedicated to strengthening supply lines for essential goods. Prioritise medicines and medical products, with the goal of boosting Australia's ability to provide critical supplies for itself during surges in demand.

_ \$1.3 billion will be spent over the next four years, starting in the first half of 2021, to help manufacturers upscale their businesses, with additional focus on turning concepts into finished products, and integrating into global supply chains.

Funds distributed to businesses willing to co-invest with the Government in six priority areas:

- Resources technology and critical minerals
- Food and beverages
- Medical products
- Recycling and clean energy
- Defence
- Space

_ \$52 million more will be spent on a second round of the Government's manufacturing modernisation fund. Key opportunity to link local businesses to these opportunities.

Actions

Links to Charles Sturt – Recovery Actions and Defence & Advanced Manufacturing Sector Action Plan.

Defence & Advanced Manufacturing Action 4 – Support the take up of Industry 4.0, implementation of new business models and disruptive innovation/design. Includes promoting the manufacturing modernisation fund and connect local businesses to the Dept Trade & Investment – Manufacturing Technology Network.

Recovery Action 5 - Promote growth opportunities in the local manufacturing sector including capitalising on sovereignty opportunities, workshops with industry experts, modernisation and diversification grants.

Space Industry

The State Government's Space Industry Sector Plan is under development.

A Space Innovation and Growth Strategy Action Plan for South Australia 2016-2020 has been created and was reviewed in 2018.

Strategic Priorities

The Plan has three interconnecting pillars

1. Growing SA's economy through space activity
2. Invigorating SA Space innovation ecosystem
3. Engaging international cooperation with lead countries.

Lot Fourteen located on the old Royal Adelaide Hospital Site contains the Space Agency, the Defence and Space Landing Pad which along with Adelaide Business Hub form part of the entrepreneur ecosystem to support and growth start-ups.

City of Charles Sturt has a small number of businesses that are involved in the space industry and they also have links to the defence and advanced manufacturing sectors.

Actions

The Space Industry will be supported through the actions under the Defence and Advanced Manufacturing Sectors, listed above in High Tech.

Business Growth – Action 2, which supports the growth of the entrepreneurial ecosystem and links to them to Lot Fourteen and the Adelaide Business Hub.

Recovery Action 8, Innovation support program to promote and foster innovation to seek new markets and offerings.

Food, Wine and Agribusiness

The South Australia Food, Wine and Agribusiness Growth Sector Plan was launched in October 2020. The plan seeks to grow revenue to \$23 billion by 2030.

Strategic Priorities

The plan identifies six key priorities

1. Adopt new technology to grow productivity
2. Develop a skilled workforce
3. Improve our digital and transport infrastructure
4. Create new market opportunities
5. Ensure production is sustainable
6. Establish an operating environment that is supported by responsive and effective regulation.

The most relevant part of the plan to the City of Charles Sturt is the food sector. The Council area contains a number of food and beverage manufacturers.

Actions

The Food and Beverage Industry will be supported through the actions under the (Defence and) Advanced Manufacturing Sectors and Business Growth, listed above in High Tech.

Creative Industries

A draft Creative Industries Sector Discussion Paper was released for consultation from Oct 2019 to Feb 2020.

The Plan sought to seek views on issues like future workforce needs and how to develop them, which emerging technologies we need to harness, how start-ups, mentors, investors and government and markets can be more effectively connected, and how we can better use existing infrastructure to foster collaboration and innovation.

The creative industries are crucial to building a dynamic economy that provides new job opportunities and fosters entrepreneurialism while strengthening the future of the State's economy.

The City of Charles Sturt has a cluster of creative businesses in the inner West and Hendon Studios, Hendon which has a focus on film and sound production. The Hendon precinct is supported by a GigCity high speed broadband connection, further information on the GigCity Network is included in Appendix 2.

Actions

Creative Industries will be supported through the actions under the (Defence and) Advanced Manufacturing Sectors and Business Growth, listed above, Recovery Actions 8 and 13 are particularly relevant RA 8 - Innovation support program to promote and foster innovation to seek new markets and offerings. RA 13 – Five year arts and culture plan to grow to grow participation and employment in the sector.

International Education

The South Australian International Education 2030 Sector Plan has been released. The Plan sets an ambitious target of achieving a \$3 billion industry and employing 23,500 South Australians by the year 2030.

Strategic Priorities

International education as the platform for Economic Growth in South Australia

1. Live, learn and stay in South Australia
2. Develop a global career in South Australia
3. Build our global connections in South Australia
4. Building Leading industries in South Australia

While the City of Charles Sturt does not have any universities located within the Council area, there are number of links to the international education sector. Students choose to live and undertake recreation in the Council area and can undertake placements and find employment after completing their studies.

Actions

There are links between the Sector Plan and the actions. International education and students will be supported through actions through the following:

Business Growth – Action 2 promoting and growing the entrepreneurial ecosystem, connecting local start-ups and entrepreneurs to Federal and State Government programs.

Urban Development – Action 2 working collaboratively to identify and facilitate new urban developments in strategic locations which includes student accommodation.

Tourism – Action 2 Implementing the Charles Sturt Tourism Strategy and collaborate with Western Alliance Councils to grow the visitor sector. The Tourism Strategy includes actions targeting the Visiting Friends and Relatives market which is closely aligned to international students.

The Mining and Energy Sector has not been included in this strategic reviewed as it has limited relevance to the City of Charles Sturt.

Business Growth - Business SA

Business SA have developed a nine point plan 'Skyrocket SA' for business growth that outlines an agenda of priorities to enable the structural changes that South Australia's economy is likely to experience from the impact of COVID-19.

Strategic Priorities

The 'Skyrocket SA' priorities include the following:

1. State of Knowledge initiative – encourage educational institutions from secondary schools to TAFE, VET providers and Universities to ensure employers needs are met with appropriate education and training.
2. Hydrogen export and market development – assist local business to access future opportunities to integrate hydrogen into their operations.
3. Investment attraction – management of the SA State Brand to attract investment led by the State Government.
4. Marketing campaign to leverage SAs enhanced data network capability - attract new businesses, entrepreneurs and start-ups.
5. Kick start development of low carbon/ low emissions circular economy.
6. Progress key infrastructure proposals for future economic growth – key regional road projects.
7. Promote greater opportunities for business to access State Government procurement opportunities.
8. Tax reform – promote tax reform to tackle taxes that most constrain business including payroll tax, company tax and fringe benefits tax.
9. Bid for Formula E race and expo of renewable energy / technology events – feasibility study and economic impact assessment.

Actions

The Business SA Skyrocket SA Plan links to the Charles Sturt – Recovery Actions, Business Growth and Urban Development Action Plan.

Business Growth

Business Growth Action 2 - Continue to promote and grow the Entrepreneurial Ecosystem.

Business Growth Action 3 - Support local skills development through promotion of career guidance, work experience, traineeships opportunities.

Recovery Action 6 - Support Buy Local campaign, advocate and assist local business to tender for local contracts by raising awareness of opportunities and building capability to be competitive. Cutting the cost of doing business.

Recovery Action 7 - Promote Shop Local in key precincts.

Business Growth Action 5 - Western Alliance of Councils and Building Western Adelaide Strategy – continue to update and support the Western Alliance. Use WBL and Western Alliance to advocate for and progress key projects.

Recovery Action 8 - Consider an innovation support program to promote and foster innovation to seek new markets and offerings.

Business Growth Action 6 - Grow and support Green Industries and the circular economy.

Recovery Action 12 – Collective retail experiences to grow visitation.

Recovery Action 13 – Five year arts plan to promote arts and culture sector participation and employment.

Urban Development

Urban Development Action 3 - Promotion of Urban Employment precincts as a great place to do business.

Urban Development Action 4 - Prepare a Residential Attraction: 'Living West' prospectus to attract people to live in Western Adelaide Showcase diverse choice of housing and liveability.

Urban Development Action 5 - Promote investment attraction through a Western Adelaide investment strategy and prospectus.

Appendix 2 | Economic Profile Trends

The following outlines further detail on the impact of COVID-19 by industry sector and the broader trends and state of the economy in the City of Charles Sturt and Western Adelaide.

COVID-19 Impact on Employment and Output

COVID-19 Impact on Employment by Sector in Charles Sturt

Industry	Pre COVID-19					Total loss	%
	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020		
Agriculture, Forestry & Fishing	111	110	110	110	110	1	0.9
Mining	55	54	54	54	54	1	1.8
Manufacturing	4,568	4,548	4,542	4,543	4,549	19	0.4
Elect, Gas, Water & Waste Serv	219	217	216	216	217	2	0.9
Construction	4,647	4,584	4,562	4,562	4,587	60	1.3
Wholesale Trade	1,879	1,853	1,842	1,842	1,858	21	1.1
Retail Trade	5,644	5,369	5,268	5,300	5,346	298	5.3
Accom & Food Services	2,820	2,678	2,654	2,678	2,701	119	4.2
Trans, Postal & Warehousing	1,911	1,876	1,849	1,847	1,862	49	2.6
Info Media & Telecoms	538	530	527	527	529	9	1.7
Fin & Insurance Services	411	406	407	407	407	4	1.0
Rental, Hiring & Real Est Servs	601	582	579	580	581	20	3.3
Prof, Scientific & Tech Services	1,619	1,611	1,606	1,608	1,610	9	0.6
Admin & Support Services	1,414	1,389	1,372	1,370	1,371	43	3.0
Public Admin & Safety	1,572	1,565	1,561	1,562	1,565	7	0.4
Education & Training	3,322	3,202	3,153	3,152	3,211	111	3.3
Health Care & Social Assist	7,813	7,675	7,661	7,668	7,763	50	0.6
Arts & Recreation Services	951	905	899	902	909	42	4.4
Other Services	2,067	1,974	1,956	1,956	1,976	91	4.4
Total	42,162	41,128	40,818	40,884	41,206	956	2.3

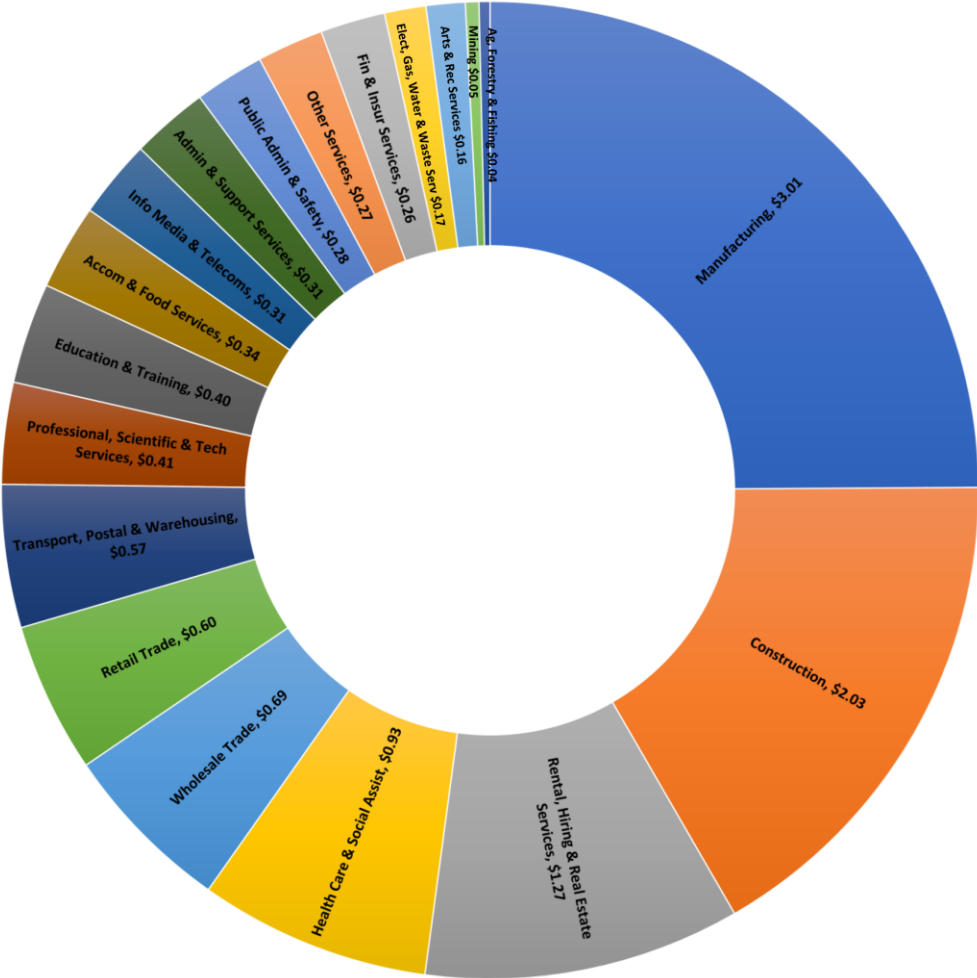
Source: Remplan C19 Impact Analysis, 2020

COVID-19 Impact on Economic Output by Sector Charles Sturt (\$M)

Industry	Pre COVID-19					Change	%
	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020		
Agriculture, Forestry & Fishing	3.684	3.650	3.628	3.621	3.618	0.066	1.8
Mining	4.462	4.390	4.305	4.304	4.340	0.122	2.7
Manufacturing	250.899	248.545	246.627	246.619	247.682	3.217	1.3
Elect, Gas, Water & Waste Serv	13.847	13.669	13.404	13.401	13.585	0.262	1.9
Construction	168.856	164.208	160.875	160.810	163.185	5.671	3.4
Wholesale Trade	57.593	56.162	54.921	54.802	56.055	1.538	2.7
Retail Trade	50.054	46.042	43.802	44.330	45.102	4.952	9.9
Accom & Food Services	28.471	25.819	25.180	25.658	26.124	2.347	8.2
Trans, Postal & Warehousing	47.656	46.235	45.008	44.904	45.528	2.128	4.5
Info Media & Telecoms	26.184	25.394	24.804	24.805	25.066	1.118	4.3
Financial & Insurance Services	21.562	21.093	20.741	20.734	20.880	0.682	3.2
Rental, Hiring & Real Est Serv	105.482	102.143	100.724	100.341	100.558	4.924	4.7
Profess, Scientific & Tech Serv	33.852	33.553	33.036	32.934	32.884	0.967	2.9
Admin & Support Services	25.759	25.013	24.280	24.160	24.201	1.558	6.0
Public Admin & Safety	23.301	23.126	22.908	22.970	23.059	0.241	1.0
Education & Training	33.589	31.671	30.111	30.010	31.254	2.335	7.0
Health Care & Social Assist	77.068	74.661	72.735	72.938	75.627	1.441	1.9
Arts & Recreation Services	13.039	11.708	11.269	11.363	11.594	1.445	11.1
Other Services	22.191	20.284	19.096	19.072	19.634	2.557	11.5
Total	1,007.548	977.364	957.454	957.775	969.977	37.571	3.7

Source: Remplan COVID-19 Impact Analysis, 2020

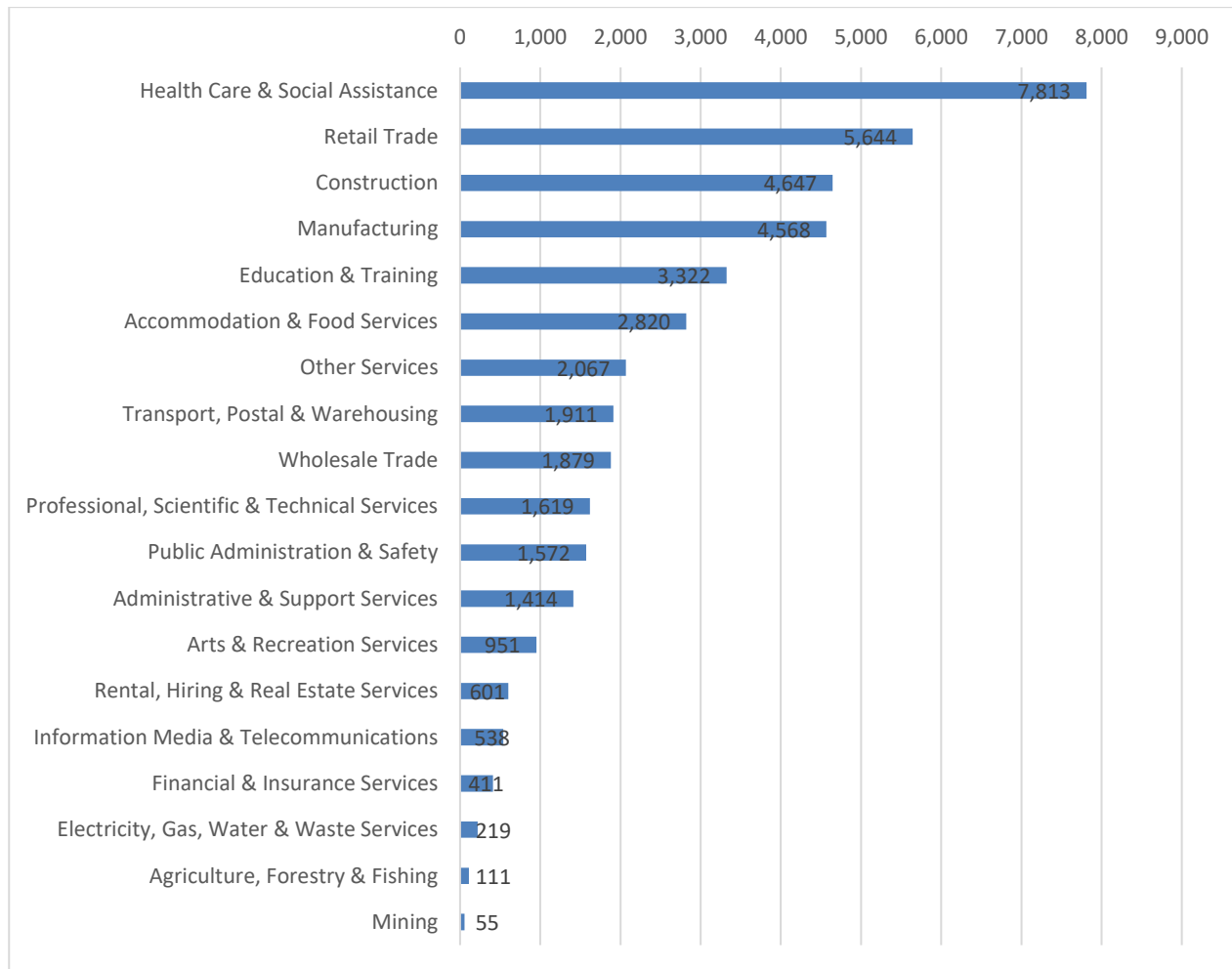
City of Charles Sturt - Gross Business Output by Sector, 2020 (\$b)



Source: Remplan, City of Charles Sturt data, 2020

The graph above details the gross business output by sector in the City of Charles Sturt. The sectors with the greatest financial output include: Manufacturing, Construction and Rental, Hiring & Real Estate Services.

City of Charles Sturt – Employment by Sector, 2016



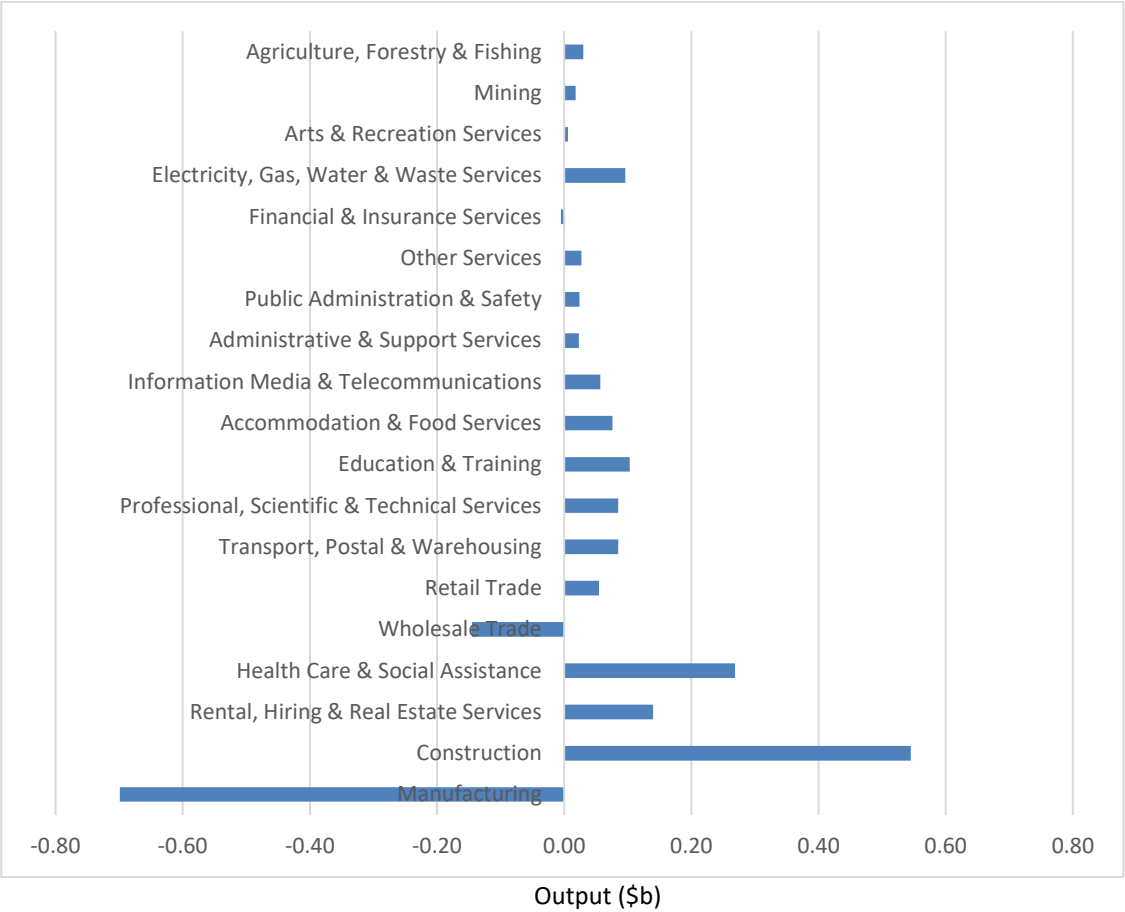
Source: Remplan, ABS 2016

The graph above identifies that the Health Care and Social Assistance, Retail Trade Construction and Manufacturing are the employment sectors that provide the largest number of jobs in the Council area.

Trend data

The following output and jobs graphs show the changes in the Charles Sturt economy over a five year period between the 2011 and 2016 census periods.

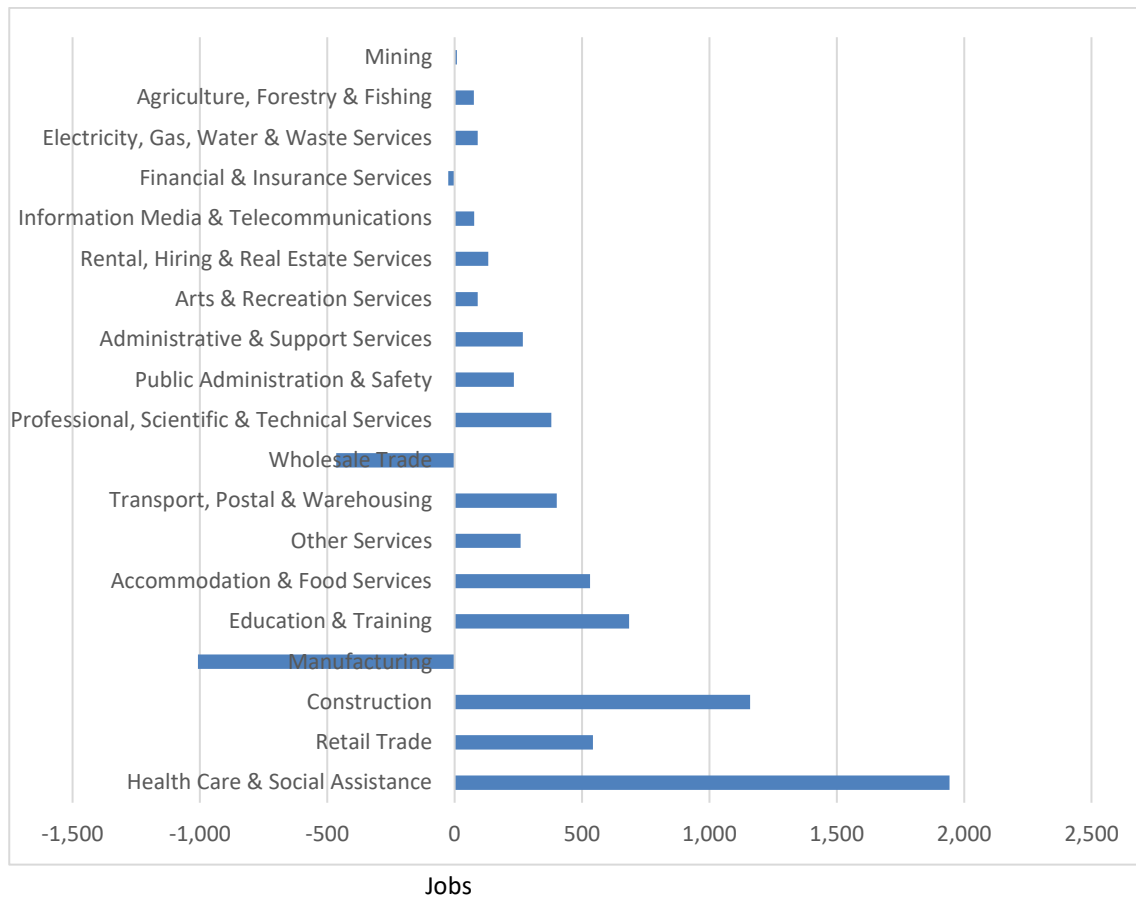
Charles Sturt Economic Output Change by Sector (\$b) 2011 to 2016



Source: Remplan 2020 - ABS 2011 & 2016 data

The graph shows that the output from the Construction, Health Care & Social Assistance, Rental, Hiring & Real Estate Services sectors has grown, while there has been a reduction in output from the Manufacturing and Wholesale Trade sectors over the five year period.

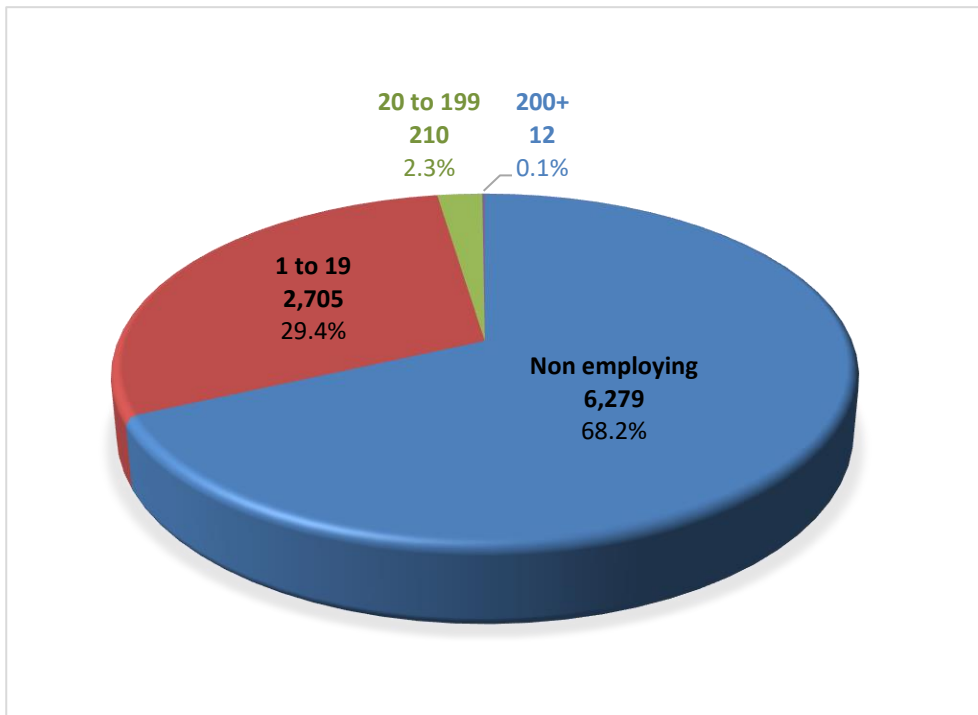
Charles Sturt Jobs by Sector Change 2011 to 2016



Source: Remplan 2020 - ABS 2011 & 2016 data

In a reflection of the output graph, jobs in the Construction, Health Care & Social Assistance, Education and Training sectors have grown, while there has been a reduction in employment in the Manufacturing and Wholesale Trade sectors over the five year period.

City of Charles Sturt - Number of Employees per Business, 2019



Source: Remplan, June 2019

In the City of Charles Sturt, 98 percent of businesses employ 19 or less people. This demonstrates that the Council area has a high number of Small and Medium Enterprises (SME) businesses and sole operators.

City of Charles Sturt Population Projections

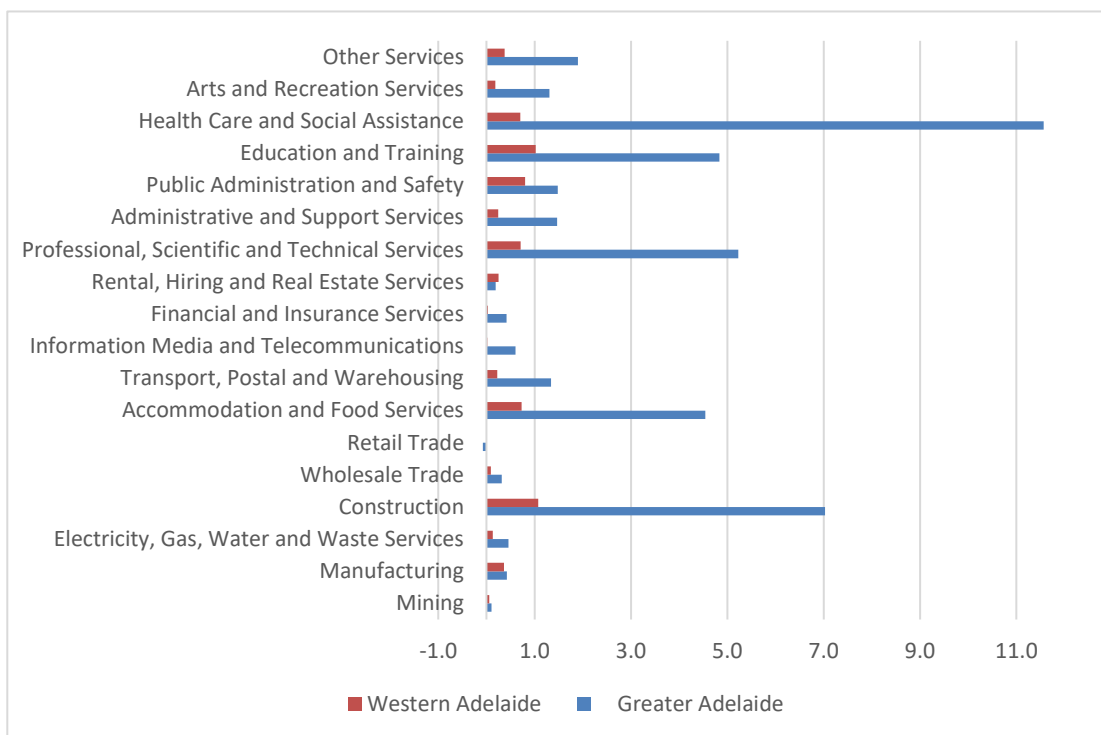
	2016	2021	2026	2031	forecast growth	% inc	Av annual %
Charles Sturt	115,715	122,152	128,301	133,477	17,762	15.3	1.02
Greater Adelaide	1,416,420	1,488,821	1,560,468	1,628,083	211,663	14.9	1
South Australia	1,715,299	1,791,767	1,866,715	1,936,812	221,513	12.9	0.86

Source: DPTI, 2016

The population projections for the City of Charles Sturt shows that the Council area is forecast to experience higher growth than the Greater Adelaide Region and South Australia.

Projected Regional Employment Growth by Industry - five years to May 2024 ('000)

Western Adelaide and Greater Adelaide



Source: Labour Market Information Portal, Commonwealth Government, 2019

It is projected that there will be increases in employment in the Construction, Education & Training and Public Administration and Safety sectors in the next four years in Western Adelaide.

It is interesting to note that the Western Adelaide projected employment growth in the Manufacturing, Rental, Hiring and Real Estate Services Sector will be on par with the growth projected for Greater Adelaide.

The emergence of the defence sector in Western Adelaide is likely to be a source of growth for the Construction and Education & Training sectors.

Note: the above projections were formulated in 2019 prior to the COVID-19 pandemic and economic impacts. Outcomes are likely to vary over the next four years.

Defence

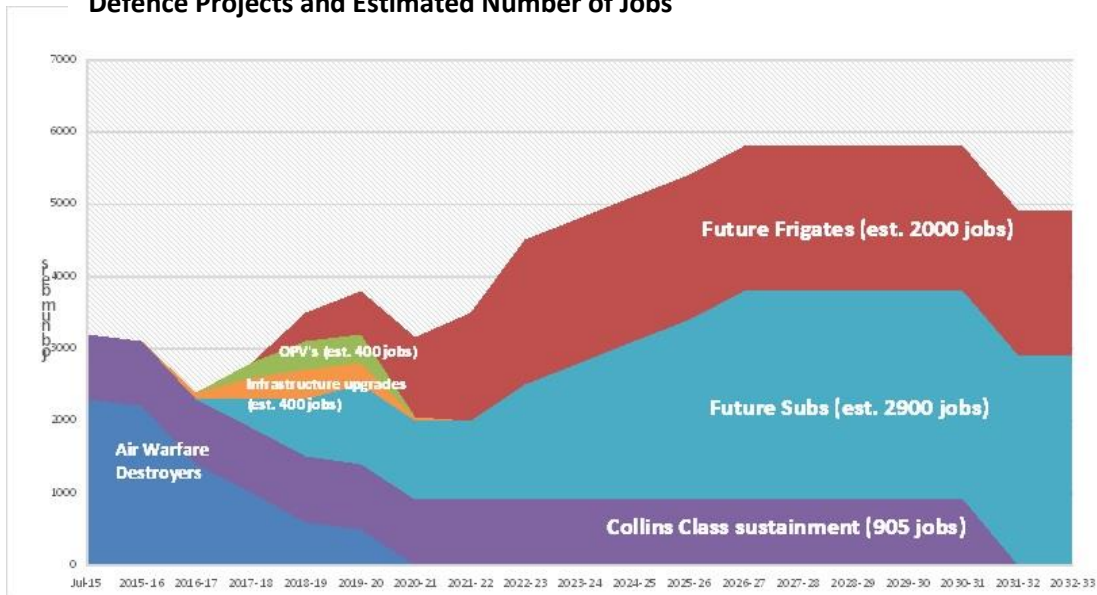
The defence sector is experiencing significant investment relating to the construction projects for the Air Warfare Destroyer, Offshore Patrol Vessel, Future Frigate and the Future Submarines with the two latter projects comprising the bulk of the estimated \$97 billion investment.

This work is scheduled to continue to beyond 2032/33 with employment projected to peak at approximately 5,800 jobs between 2026/27 and 2030/31. May more indirect jobs will be generated to support the defence jobs in service and support roles.

It is expected that the workforce profile will be 60 percent white collar and 40 percent blue collar.

The graph below shows the estimated job yield and timeline for each project.

Defence Projects and Estimated Number of Jobs



Source: Defence SA, 2016

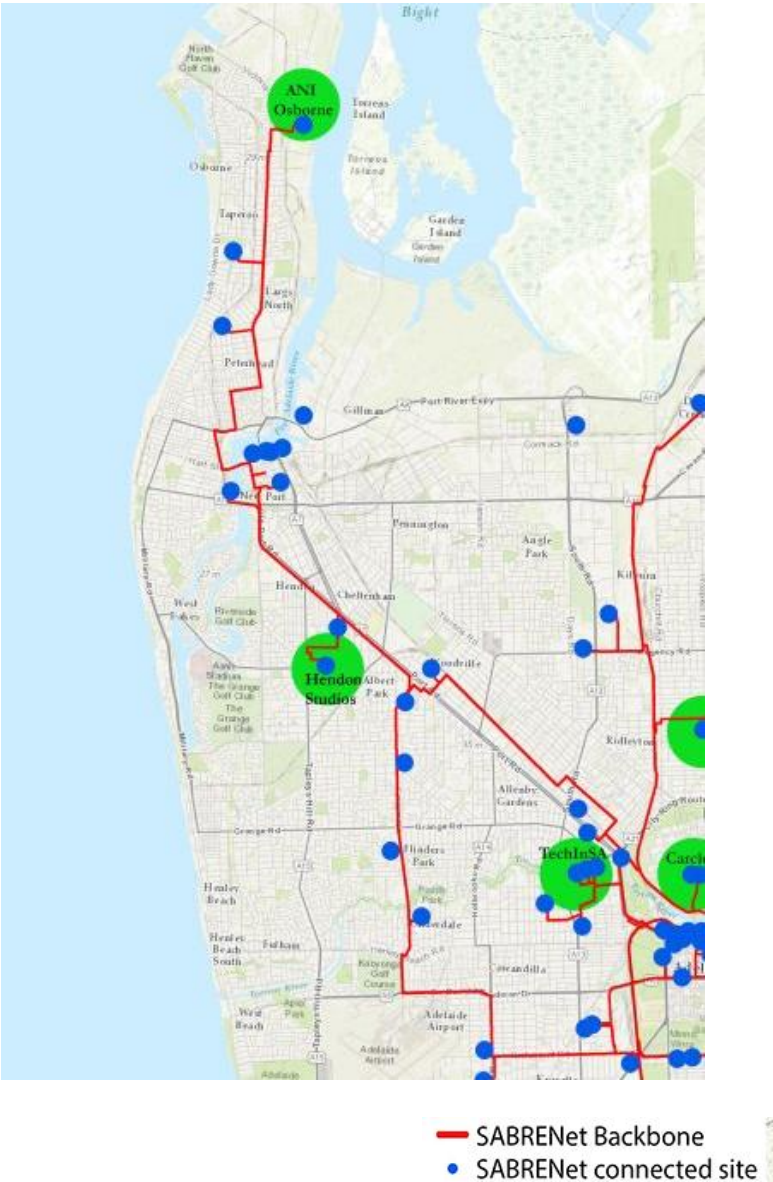
GigCity Network

The South Australian GigCity Network is a fibre-optic broadband network linking major Research & Education sites in metropolitan Adelaide. The network offers reliable optical fibre that is many times faster than the NBN network. The network provides an affordable one gigabit connection and up to ten gigabits per second available if businesses invest in additional end-user technology as part of the GigCity program.

In the City of Charles Sturt, the GigCity network runs from the CBD, along Port Road to ANI, Osborne and along Findon / Howells Road to the South. A map of the network is shown below.

In 2018, an extension to the network was constructed to the Hendon Studios site in the Hendon Industrial precinct. The ultra-fast internet will assist in driving innovation and provides an opportunity for creative, tech start ups and existing businesses to flourish.

GigCity Map - Western Adelaide, 2020



Appendix 3 | Western Business Leaders COVID-19 Taskforce Summary

Attendees

Appendix 1 - Part 1

Representative	Business Name	Sector
Lisa Cook (Chair)	Get on Board Australia	Business Services
Kate Anderson	West Beach Parks	Tourism, Entertainment & Arts
Lyn Hay	Adelaide Business Hub	Small Business
Randal Brooks	Results Business Management	Small Business
Con Maios, Maios Investments	Jetty Road Mainstreet Committee	Small Business
Tom Rodger	The Seller Door	Food & Beverage
Steve Smart	Past president of Rotary Club of Port Adelaide.	Small Business
Amanda McKinnon	Black Diamond Tattoo	Small Business
Todd Shipway	BL Shipway	Manufacturing & Engineering
George Diachmichalas	Kalymnos Pastries	Food & Beverage
Melissa Tonkin	The Gov	Tourism, Entertainment & Arts
Peter Gastios	Commercial & General	Urban Development
Peter Cavallaro	Westfield West Lakes	Retail

Council	Representatives
Holdfast Bay	Virginia Miller
Port Adelaide Enfield	Ed Scanlon
West Torrens	Rebecca Perkin
Charles Sturt	Peter Graves
	Sally Heading
	Phil Stump
	Claudio Barone
	Kym Wundersitz

Taskforce Key Messages	Alliance Short Term Focus
<p>1. Financial Cash flow difficulties resulting from reduction in trade. Challenge of getting through the coming months but also longer-term capacity to pay off debts. Negotiations with creditors eg landlord, bank etc.</p> <p>2. Workforce Mental health, staff exclusions from job keeper, upskilling opportunities, extra capacity (underutilised), staff retention, reduced staffing required (short & longer term).</p> <p>3. Local Activation With business closures / restrictions, connections with the customer have been lost. Local activation will assist in reconnecting businesses with their customers, to support local business.</p> <p>4. Uncertainty / Mixed Messages Mass communication via different channels is overwhelming and confusing. Different rules, different States. Lack of clarity across business, community and consumers. Reinforcing public safety and practices adopted by business.</p> <p>5. Need to Adapt Business Model Now and as restrictions removed, digital transition. Need to adapt to changing market conditions / opportunities. It won't be business as usual. Some changes will stay.</p> <p>6. Isolation & Support Business owners feeling isolated and unsure as to how to access support and advice.</p>	<p>1. Advice, assistance & capability development – ABH helpline, recovery webinars digital programs, linkages to Council / government programs and support, WBL events / professional development.</p> <p>2. Communication & Promotion – WBL newsletter, Council channels to keep businesses up to date and share successes, positive stories (ie bring energy to the recovery) and support / events.</p> <p>3. Buy & Shop Local - #shop local, preference for local suppliers in procurement, local supply chain development.</p> <p>4. Local Activation – events to promote precincts & activation, tourism sector round table, promoting VFR (Visit Friends and Relatives).</p> <p>5. Connect & Collaborate – WBL networking events, WA initiatives supporting sector development, promotion of local business networks.</p> <p>6. Advocate to keep & make change – Do things in a different and better way, advocate for change. Promote innovation across the Region. Promote Western Adelaide as a destination for business, a great lifestyle.</p>

Detail - Taskforce Key Messages & Alliance Short Term Focus

Part 3

	Theme	Suggested Critical Short Term Actions	Alliance Ideas - Regional	Council
1.	Finances	a) Short term lending for businesses , Govt could act as a guarantor to step in for the banks that are stretched	_ Identify sources of support available via government programs and promote eg APRA guarantee scheme	
		b) Education role for Councils to promote private property securing debt options	_ Promote grants and sources of financial assistance _ Promote Adel Business Hub (ABH) helpline & recovery webinars	
		c) Council should consult business more to determine how they are being impacted and what Council could do to support traders in the main street.	_ Taskforce being facilitated to consult business	_ Engagement with local business to provide support _ WBL newsletter and Council email update to businesses on support programs. _ Hospitality phone survey to gauge the best way Council can assist businesses [refer to 2a) regional action]. _ Internal Council review staff group to prioritise assistance and assess budget for COVID support programs.
		d) Consider waiving Council rates for a quarter (not defer rates), be more open minded about the level of financial support for business.	<i>Action at Council level</i>	_ Form a Council position on rates hardship and fees. – Deferred rates on application.
		e) Councils should move payment schedules to 7 days for suppliers .	<i>Action at Council level</i>	_ Move payment schedules to 7 days for suppliers _ Councils preference local suppliers in procurement process _ Member, or move to become a member of Small Business Friendly Council Initiative
		f) Council grants to assist businesses with cash flow.	<i>Action at Council level</i>	_ Council's to consider grants to support small businesses _ Encourage affected businesses to apply for State Gov't \$10,000 Emergency Cash Grant.
2.	Local Activation	a) Councils can support buy local by encouraging people to Visit Friends and Relatives (VFR)	_ Western Regional Visitor Sector survey and round table being facilitated to identify best approach to supporting sector and capitalising on VFR market.	_ Promote Adelaide Beaches visitor website using Council's social media and other communication channels.
		b) Council should focus on the bounce back, support buy local	_ Promote the shop local campaign at regional level	_ Council are actively promoting local business through '#shoplocal', 'Love the Westside' 'Be Kind

Detail - Taskforce Key Messages & Alliance Short Term Focus

Part 3

	Theme	Suggested Critical Short Term Actions	Alliance Ideas - Regional	Council
				PAE', Holdfast Bay & West Torrens Business directories.
		c) Outdoor dining with social distancing restrictions, expand areas to allow more people to use the space, expand into car parks	<i>Action at Council level</i>	<ul style="list-style-type: none"> _ Support outdoor dining by taking a flexible approach _ Explore options to increase outdoor dining space through parklets; extending the space available on the street (eg. neighbouring businesses)
		d) Council could provide seating and tables for cafes & restaurants to facilitate outdoor dining & waive outdoor dining fees	<i>Action at Council level</i>	<ul style="list-style-type: none"> _ Consider waiving outdoor dining fees _ Consideration to facilitate parklets; heating and shelters.
		e) Connection to customers important during shut down eg Foyer Fridays live music program	_ Promote ABH Recovery webinars – connection to customers	<ul style="list-style-type: none"> _ Foyer Fridays Live music at Woodville Town Hall (CS). _ Consider increasing 'Sidewalk Sundays' program involving local artists and focus on precincts across the city (HB).
		f) Street parties and events eg Jetty Rd Glenelg & Brighton, close the road for street parties to celebrate reopening and promote local businesses. Bring the energy back to the communities	<i>Action at Council level</i>	<ul style="list-style-type: none"> _ Activation events in main street precincts _ Grants program to support innovation, collaboration and activation _ Focus on a series of smaller events during restrictions in each of the precincts.
		g) Activating vacant spaces and shops eg Renew Adel approach, flexible leases, pop up shops	<i>Action at Council level</i>	<ul style="list-style-type: none"> _ Fast track and streamline Development Application approval process to reactivate vacant shops (subject to public notification & agency referrals). _ Work with landlords to activate vacant spaces and foster an arts culture _ Activate the space in front of vacant shops with performers

Detail - Taskforce Key Messages & Alliance Short Term Focus

Part 3

	Theme	Suggested Critical Short Term Actions	Alliance Ideas - Regional	Council
				<ul style="list-style-type: none"> _ Explore options for local hospitality sector to have coffee or ice cream carts in front of vacant spaces (must be a tenant in the precinct)
3.	Changes to Business Model	a) Promote understanding of leasing principles for both landlords and tenants b) Some businesses not tech savvy or connected online, letter drop to businesses by Council on help that is available	<ul style="list-style-type: none"> _ Promote digital capability for business via Adelaide Business Hub – Digital Solutions Program & Southern Business Mentoring Program. _ Promote Entrepreneur support programs eg SAYES, Encore, Export Ready & Switch Start Scale (Wendy Perry) Entrepreneurship Program. 	<ul style="list-style-type: none"> _ Provide link to information on Council websites, including SASBC webinars for tenants and landlords. _ Use a variety of channels to communicate with businesses eg letter drop. _ Provide financial assistance to businesses to establish and maintain a social media presence with training via ABH.
4.	Uncertainty / Mixed Messages	a) Create a hub for business to access info relevant to them eg ABH website b) Promote ABH business help line	<ul style="list-style-type: none"> _ Continue to utilise WBL newsletter and as the main communication channel to Western Region businesses, including the promotion of the ABH website. _ Continue Western Business Leaders (WBL) Newsletter to promote help line and other assistance available to business. 	<ul style="list-style-type: none"> _ Use Council channels to communicate consistent messages with business community _ Printed material to promote the various programs available to business and equip Council staff to distribute when speaking with businesses (use letterbox drop to distribute printed info)
5.	Workforce		<ul style="list-style-type: none"> _ Promote online learning opportunities for staff eg Torrens Uni, ABH etc. _ Refer workforce issues to ABH Helpline, webinars _ Promote resources and webinars to support mental health (to both business owners/managers & staff) 	<ul style="list-style-type: none"> _ Inform businesses via Council Social Media and WBL Newsletter.
6.	Isolation & Support	a) Pt Adel Rotary Club, 2k contacts on list B2B networking and support important to facilitate.	<ul style="list-style-type: none"> _ Maintain WBL Newsletter _ ABH Helpline, webinars & coaching _ Promote business participation in virtual networks _ Promote WBL and NWBA networking events 	<ul style="list-style-type: none"> _ Council Community Development teams actively focusing on community and business to address isolation impacts.

Detail - Taskforce Key Messages & Alliance Short Term Focus

Part 3

	Theme	Suggested Critical Short Term Actions	Alliance Ideas - Regional	Council
				<ul style="list-style-type: none"> _ Promote calendar of events and local business directories.
7.	Public Safety	a) Signage on social distancing, personal hygiene, health and safety	<i>Action at Council level</i>	<ul style="list-style-type: none"> _ Promote public health and safety messages _ Consider regular sanitation of public spaces and high touch surfaces in public spaces _ Explore producing a series of footpath decals to promote stay local and social distancing.
		b) Promote what small business is doing to keep people & their food safe	<ul style="list-style-type: none"> _ Promote via the WBL newsletter 	<ul style="list-style-type: none"> _ Promote messaging on how businesses are keeping people safe via Council communication channels
8.	Other comments or ideas	a) Understanding consumers – people will consume differently, minimising risk, more online purchases. Consumer confidence, national & international impacts on people's mindset. Recapturing customers, T&D for businesses to reposition.	<ul style="list-style-type: none"> _ Promote ABH Business Recovery Webinars 	<ul style="list-style-type: none"> _ Placemaking and other visitor sector initiatives facilitated by Council to encourage safe activation of public spaces and for visitors to return. _ Make data available for businesses to stay informed.
		b) Sharing business resilience resources & ideas – Economic Development Australia website has resources available on business resilience. Add KP's Tourism paper to the resources. Circulation of the resources to businesses.	<ul style="list-style-type: none"> _ Promote via the WBL newsletter 	<ul style="list-style-type: none"> _ Promote via Council communication channels _ Promote ABH best ever links and EDA recovery Hub information _ Encourage businesses to add to these resources with links to Property Council information and Business SA etc

Appendix 4 | Western Adelaide Visitor Sector Roundtable Summary & Action Plan

Meeting Notes

Monday 29 June 2020, 9:30 to 11:30am via Zoom

16 Business Representative Attendees:

Jo Harris- Torrensville Art Gallery
Gwen Moore – Sunset on Semaphore + Member NWBA
Katie van de Merwe - Pirate Life
Sarae Adamopoulos - Showblock Wines
Chris Crocker - Royal Adelaide Golf Club
Simon Clinton - Des's Mini-Bus
Ashley Tippins - Semaphore Mainstreet Association
Callum Hann - Sprout
Tom Rodger - The Seller Door Café, Brighton
Simon Robinson - GU Filmhouse, Glenelg
Cindy Chynoweth - Segway Tours
Amanda McKinnon - Black Diamond Tattoo/Laser Tat + Chair of Port Adelaide Guide
Robert Vincekovic - Glenelg Golf Club & Make It Mine Markets
Kate Burgun - Stamford Grand
Abby Howard - West Beach Parks
Chris Jones - Imperial Measures Distilling, Thebarton

Council Staff:

Host: Marnie Lock, General Manager Community Services, City of Holdfast Bay
Sally Heading, Carol McDonald, Elena Pereira– City of Holdfast Bay
Phil Stump, Nick Blight - City of Port Adelaide Enfield
Kym Wundersitz, Selma Barlow- City of Charles Sturt
Rebecca Perkin, Claud Barone - City of West Torrens

1.0 Welcome

Marnie Lock, from City of Holdfast Bay set the scene for how COVID-19 has impacted free movement of tourists and visitors and affected employment in the Tourism and visitor economy across the Western region. An overview of adaptation and modifying service delivery to meet COVID 19 restrictions. Most impacted sectors include: Retail Trade, Accommodation and Food Services. Possibility of looking to jobs growth in this sector through the recovery phase, if we look at tourism and events as a way of achieving wellbeing in the community.

2.0 Business Introductions

Business Representatives were asked to introduce themselves and provide an overview of their line of business and how they had been impacted by the COVID-19 changes.

Name	Business/ Location	Response to question 1
Jo Harris	Mrs Harris' Shop Art Gallery in Torrensville	Small private exhibitions in May/June, but otherwise closed throughout COVID-19 restrictions. Reopening in mid-July as part of the SALA festival. Future plans for taking art to the streets with 'stobie pole' art.
Gwen Moore	Sunset on Semaphore (Hosted Accommodation) in Semaphore	Last few days bookings have started to return. Lost a lot of business throughout COVID-19 restrictions Took the opportunity to rework the property with a separate self-contained entrance for guests- to address social distancing concerns of visitors. Operates a complete non-contact check-in. Sustained on JobKeeper. Covid-19 has delayed earlier plans to diversify into eco-tourism.
Katie van de Merwe	Pirate Life	Reopened with takeaway beer sales. Tuned into online sales, but found that Semaphore residents weren't aware of their existence. NOW: 218 out of usual 300 person capacity, are now allowed back in the venue.
Sarae Adamopoulos	Showblock Wines, Henley Beach Rd, Torrensville	City Cellar door outlet for Barossa Winery. Fri/Sat just gone held two events. Cellar door now open Wednesday to Saturday, for private tastings and master classes etc
Chris Crocker	Royal Adelaide Golf Club	Traded right through COVID19 Limited to Members Only Reduced income due to no corporate groups and international/interstate visitors. Demand from Members through the roof (because they can't travel interstate or overseas- and allowed to play golf), however, that does not come with any additional income.
Simon Clinton	GM Des's Mini-Bus At Hindmarsh	Only business left= small school runs From March 16 for 3 months= pretty hard due to COVID19 restrictions, business down 90%. Down \$250,000 /month Employ 300 people. Have tried to collaborate with Pirate Life to get people down there. Main customer base is usually Airport Transfers and International Students.
Ashley Tippins	Semaphore Mainstreet Association	Represent 174 traders Some of the traders have closed due to COVID restrictions and won't be coming back. Locals have been great in supporting local food businesses.
Callum Hann	Sprout cooking classes Sir Donald Bradman Drive	Cooking classes, events etc Was away when COVID restrictions hit. Tried to pivot to online classes and food delivery. Issue that people unwilling to pay the same for an online class versus the 'in-person' experience. Cautious optimism.
Tom Rodger	The Seller Door Café, at Jetty Road in Brighton	Pivoted quickly to takeaway coffee and food *Main income from takeaway coffee!! Last 2 weeks started returning to usual. Customer numbers allowed doubled today with the further relaxing of restrictions. Now allowed 17 out of the usual 26 capacity. Jobkeeper sustained 5-6 staff.

Name	Business/ Location	Response to question 1
Simon Robinson	GU Filmhouse Glenelg, (off Jetty Road)	Closed in March, and about to open in July. Mostly casual employees Rely on international content- many big film releases are currently on hold. Issue that film production is not continuing during COVID therefore there will be a gap in films being released for some time to come.
Cindy Chynoweth	Segway guided tours	Riverbank (and Seppeltsfield) Run tours along Linear Park Collaborating with other businesses (Stamford) to help market locally in Western Region.
Amanda McKinnon	1. Tattoo Studio 2. Tattoo Removal + Runs Port Adelaide Guide	Tattoo Studio and Removal Studio were closed for 10 weeks. Since opening in the last 4 weeks, have been busier than usual - perhaps due to people having additional discretionary spending money. In relation to the Port Adelaide Guide food businesses that have pivoted their offering have done well.
Robert Vincekovic	Glenelg Golf Club	Functions and corporate events. Clubhouse closed. Jobkeeper = a saviour, with over 30 jobs saved. Opportunity for renovation- staff put to work painting and assisting with the reno. Big Challenge will be the end of Jobkeeper- and whether or not visitors will return.
Kate Burgun	Stamford Grand, Glenelg	Closed since end of March Reopening date of 25 September 220 guest rooms, 2 bars, 2 restaurants Usually around 85% occupancy during Winter Had to stand down around 160 staff- with income from Jobkeeper Undertaking upgrades during COVID19 Conferencing/Residential Conferencing over 3 or 4 days- guests would usually produce flow on effects for Jetty Road Traders- spending money at shops and restaurants along the road.
Abby Howard	West Beach Parks Resort	Resort closed until 6 September Big 4 Holiday Park is open, trading well and mainly services 60% SA residents anyway Golf is booming July School Holidays= opportunity for income
Chris Jones	Imperial Measures	(Did not speak to this question- joined later)

3.0 WBL Overview

Kym Wundersitz from City of Charles Sturt, provided an overview of the WBL and the broader WBL COVID-19 Taskforce.

- Supporting 'buy local'
- Council procurement processes
- Target 'friends and relatives' market
- bring energy to the recovery
- Activating vacant spaces and shops
- WBL Newsletter : now fortnightly

Name	Business/Location	Response to question 2
Jo Harris	Mrs Harris' Shop Art Gallery in Torrensville	Remind people that things are back on deck & spread the word- wider cooperation & building networks
Gwen Moore	Hosted Accommodation in Semaphore	Outlook quite mixed
Katie van de Merwe	Pirate Life	Optimistic Frustrating dealing with people restrictions 10/300 people allowed in the premises was not viable Managing Community expectations is key Tried to connect with people in Semaphore for takeaways.
Sarae Adamopoulos	Showblock Wines, Henley Beach Rd, Torrensville	Collaboration and support your local business community Be good to have a closed Facebook Group for Traders in the area to link up. Potential to share ideas/ staff (particularly in hospitality). Link people together - potentially through a street party or event, progressive dinners, follow the yellow brick road. -Cultural Experiences Include artists, inclusive & fun- and can be built on year on year. A way to link businesses- progressive dinner, complementary experiences, a sort of follow the yellow brick road.
Chris Crocker	Royal Adelaide Golf Club	Outlook positive once borders reopen Cross promotion Golf just a half day activity, therefore, looking to what can be packaged locally. 30-40% from Melbourne/Sydney = high yield 60-70% corporate market is local (SA) Golf clubs- working together, assisted by SATC "4 Reds" Partner with local wineries with SA wine +Travel Agent Only 20% golfers are female – grow this market
Simon Clinton	GM Des's Mini-Bus At Hindmarsh	(had to leave before speaking)
Ashley Tippins	Semaphore Mainstreet Association	Looking forward to November Events, NYE & Australia Day. Would like guidelines on operating events post COVID
Callum Hann	Sprout cooking classes Sir Donald Bradman Drive	Private bookings now similar to same time last year, Forward bookings for Corporate bookings, EOFY bookings/Christmas Shows. Issue in that the \$150,000 tax asset write off only helps businesses that require (or sell) materials/equipment. No incentives to help those in the service industries. Can council's lobby or advocate Government for this?
Tom Rodger	The Seller Door Café, Jetty Road in Brighton	Dine-in seating and uncertainty for planning future events. Phases: 1. Surviving 2. Forward planning for street party or similar Upskilling of staff in how to manage COVID spacing and safety - can Council help?
Simon Robinson	GU Filmhouse Glenelg, (off Jetty Road)	1. Advocate and promote the necessity of Jobkeeper otherwise businesses would not be financially viable 2. Requirements for opening a business- assist businesses to meet requirements for reopening before SAPOL come knocking. Fast moving messages requires quick changes/adaptability.
Cindy Chynoweth	Segway guided tours	Outdoors, therefore able to be COVID-safe, but weather is now becoming a challenge. Looking at expanding the

Name	Business/Location	Response to question 2
		local market Corporate and team building market= down. Learn from the Barossa (local business community collaboration) e.g. "Bring Barossa to your Door". Working together to create packages. Keep people in your area Feeling a sense of everyone together. *Collaboration and integration of service*
Amanda McKinnon	1. Tattoo Studio 2. Tattoo Removal + Run Port Adelaide Guide	Extra money= busier than ever - tattoo business. Connectivity Council lead the FB Page for business and artists in the area (PAE) A regional closed FB Visitor sector group would be good to share info and to connect SALA after dark – would like assistance with navigating the event space, guidance from Council.
Kate Burgun	Stamford Grand, Glenelg	Looking at 12-18 month recovery for a big hotel. 60-70% bookings= Leisure 30-40% bookings = corporate National Business market- difficult to access due to border closures until July. 10% International bookings: internal borders potentially closed until July 2021. Weddings, birthdays and larger events impacted due to capacity limits imposed through COVID 19 restrictions. When Jobkeeper (and Jobseeker additional bonus payment) ends it will impact on people's disposable income Aiming now for Summer business. 25 September, aiming to open for the family market prior to Sept school holidays. Stay local message SA Tourism Commission local focus "holiday @ home" (within SA) Work on social media Strong mailing list SA Local Market Hotels can assist with promotion of packaged experiences SA local market is a big opportunity 33% of business is booked direct with hotel, rest of bookings come through OTA's
Abby Howard	West Beach Parks Resort	Families & grey nomads are a key demographic, along with people seeking stay-cations School holiday period looking good, August will be a challenge. SATC's marketing campaign is great – has a regional focus and would be great to promote the Western Adel Region. 30% of bookings from VIC
Chris Jones	Imperial Measures Distilling, Thebarton	Distillery was allowed to stay open throughout the COVID restrictions Pivoted away from the cellar door aspect of the business, toward making hand sanitiser- but didn't really monetise this activity. Strong local vibe: part of the "inner west feel" Embrace that by trying to utilise local and neighbouring businesses where possible. Local business= local and strong support. Bring local businesses across the western region together - Councils to administer Capitalise on Parochialism Council to facilitate Collaboration and Networking Develop Guidelines Promote business confidence.

4.0 SOCIAL MEDIA PROMOTION

Elena Pereira from City of Holdfast Bay provided an overview of the Adelaide Beaches visitor website and social media presence.

Shared statistics:

Initially (during the peak of the COVID restrictions) Fishing and Eating and Drinking were the most popular pages on the www.Adelaidebeaches.com.au website. Now, that restrictions are easing, Holiday Homes & Accommodation are the most popular pages viewed.

Encouraged businesses to follow and tag the social media profiles @adelaidebeaches and Adelaidebeaches.com.au

5.0 ACTION PLAN

The following Action Plan was developed by the Western Alliance of Council's following the roundtable.

Theme	Action	Timeframe
1. Collaboration	Provide networking opportunities	Quarterly – August, November, February, May
	Pair up businesses that could work together by developing a contact list by category to be distributed	Distribute in Sept & update every 6 months
2. Packaging	Increase visitor dispersal through improved regional linkages and itinerary planning. Create themed itineraries to highlight key experiences in Western Adelaide	August to October
3. Training	Work with Tourism Industry Council SA and Adelaide Business Hub on providing training / upskilling opportunities in particular around COVID	September
4. Communications and Marketing	Encourage signing up to Western Business Leaders (WBL)	July & ongoing
	Highlight good new stories and business adaptability through the WBL e-newsletter	Fortnightly
	Provide a Digital Media Helpful Tips & Hints	September
	Engage with bloggers to experience Western Adelaide visitor sector businesses to promote through Adelaide Beaches website and Instagram	Monthly
	Inform and encourage visitor sector businesses to participate in online channels e.g. Australian Tourism Data Warehouse	Ongoing
5. Advocacy	Develop the 2025 Western Adelaide Tourism Destination Action Plan (TDAP)	October – March
	Support the development of metro Local Government visitor sector network on key projects to highlight metro Adelaide and business advocacy programs- collaborate with TiCSA, ACC, Visitor Networks (include as part of the TDAP stakeholder engagement above).	Ongoing
6. Events	Provide South Australian Events COVID-19 Guidelines	July
	Explore the opportunity to host boutique events across all four Councils	September

