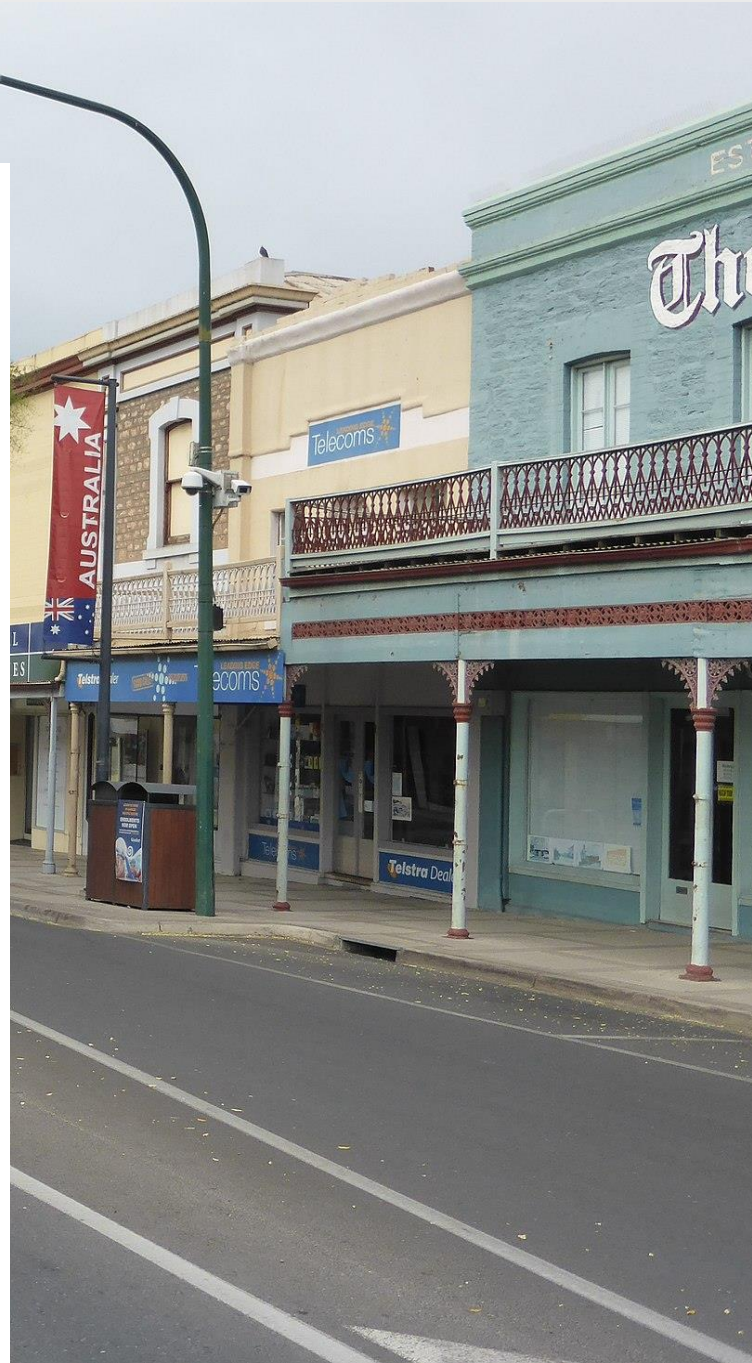


# Gawler Business Development Group

## Draft Strategic Plan

**2022 – 2025** (update  
8/8/2022)

8 AUGUST 2022



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# Foreword

The Gawler Business Development Group is proud to deliver our 2022-2025 Strategic plan.

The Town of Gawler is at the heart of a dynamic, growing region, with a sound economy.



While Gawler continues to navigate its progression from a small country town to a regional centre of greater significance, the region will only improve in terms of offering a diverse, vibrant community lifestyle for residents of all ages.

We believe Gawler is now entering an exciting new phase of economic development and diversification to capitalise on new opportunities and build on solid foundations.

Gawler Business Development Group's objective is to encourage business investment and grow our local business community, building capacity and capability.

We aim to leverage areas of local advantage and opportunity to create local jobs, especially in the categories of:

- Retail
- Health
- Education
- Recreation and sport
- Arts and Culture
- Entertainment and hospitality

Gawler is recognised as a rapidly growing region, with many opportunities for business investment.

Gawler is also well known for its enviable lifestyle, together with infrastructure, amenity, facilities and services comparable to metropolitan councils, while also offering the open spaces and “country feel” of a more regional centre.

The conditions in the Town of Gawler are ripe for business investment, career development and the relocation of young families who wish to call this wonderful place home.

**Louise Drummond**  
**Chair, Gawler Business Development Group**

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# Introduction- About Gawler Business Development Group

## History of the organisation

The Gawler Business Development Board was founded initially as a Section 42 Committee of the Town of Gawler, in 2002 to support local businesses.

In 2011 The Gawler Business Development Group Inc. (GBDG) was established, having made the transition from a Section 42 Board Committee of the Town of Gawler to an Incorporated Body (under The Associations Incorporations Act 1985).

Funding is provided through a separate Council rate levied to commercial businesses and is governed by the Town of Gawler funding agreement.

Managed by two part-time staff, the GBDG has a broad role to support local businesses, building capacity and capability for sustainable business growth while also attracting businesses to the region.

The Group is overseen by an enthusiastic and experienced board, comprising local business operators/managers and community leaders.

## Mission Statement

***“Developing successful and sustainable businesses through marketing, advice and connection to the community”***

## Objects and Purposes

The principal objectives of the GBDG are described as follows:

- a) Build local business capacity and capability:
  - Maintain active and targeted engagement across the Gawler Business precinct marketing, new business investment attraction and business development support.
  - Be an active member of the Business Innovation Hub using this facility as its principal place of business.
  - Business support, education and coaching
- b) Attract business investment:
  - Develop and implement strategies to attract new business activity in Gawler
  - Encourage, support and nurture new local start-up businesses
  - Act as a catalyst for business expansion and diversification
- c) Grow markets for local businesses:
  - develop and implement activation strategies that will assist towards the creation of a vibrant Town Centre
  - develop and implement marketing strategies that maximise digital technologies to connect with and attract customers to Gawler's commercial precincts
  - Hold activities throughout the course of the year
  - Identify and support businesses suitable for export markets

## Strategic alignment

The GBDG Strategic Plan 2022 – 2025 aligns directly to the achievement of the following objectives of the Town of Gawler Economic Development Strategy 2020:

- Mainstreet Activation
- Marketing and Promotion
- Economic Internationalisation – Tourism, Investment and Export
- Physical and Virtual Clusters
- Regional Collaboration
- Regional Investment

The GBDG Strategic Plan 2022 – 2025 aligns directly to the achievement of the objectives of the RDA Barossa-Gawler-Light-Adelaide Plains Regional Priorities:

- Brand And Destination
- Sustainability And Value Creation In:
  - Food and Wine
  - Creative Economy
  - Equine Industry
- Health And Care Workforce

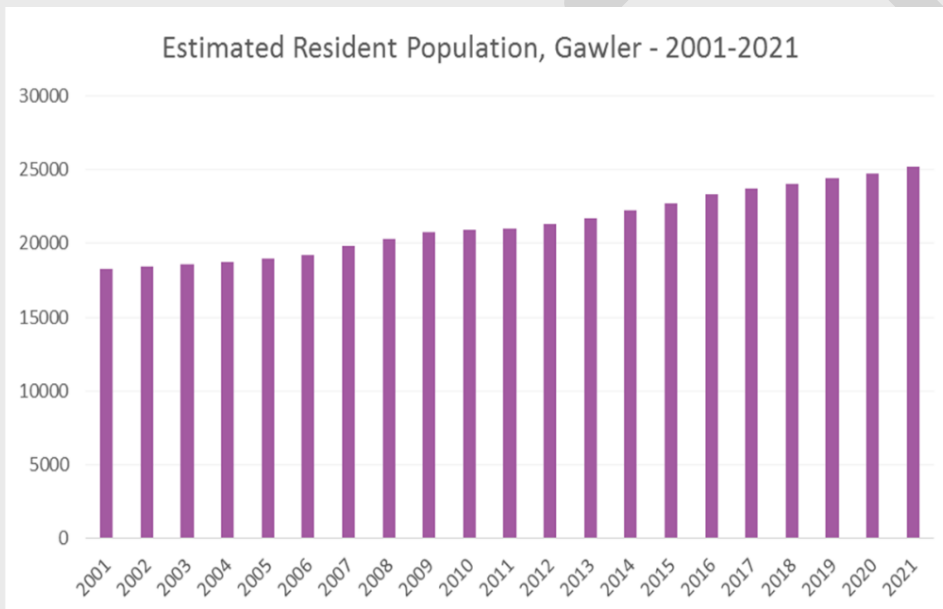
# External Analysis

## Demographics

Gawler businesses are well placed to reap the benefits of increased demand caused by local population growth.

Gawler's population has grown from 20,987 to 25,304 in the last 10 years, (ABS ERP update figures, 26/7/22) a growth rate that outstrips all but a few of the fastest growing councils in the Greater Adelaide Metropolitan area.

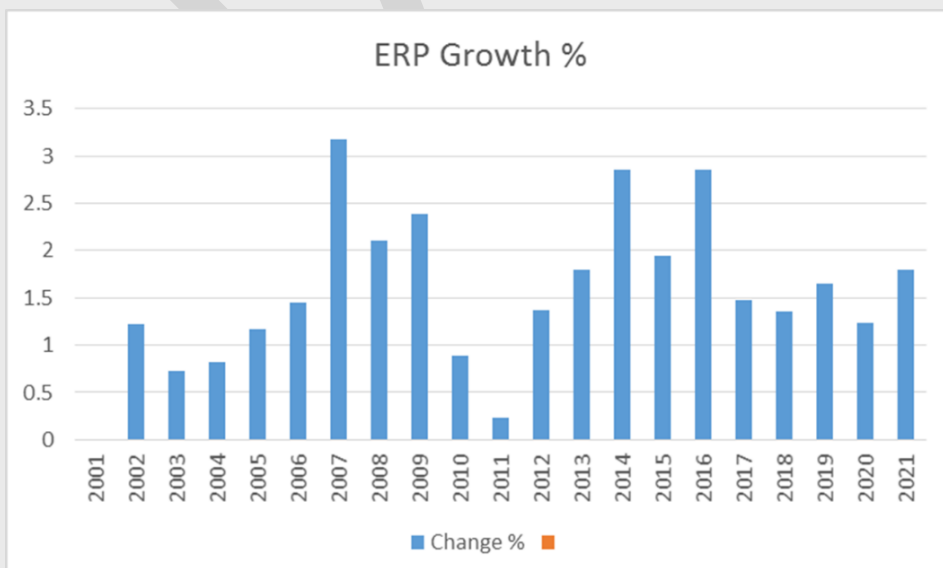
### Population growth



Population  
25304  
(ERP, 2021,  
update)

Population has  
grown by 4317  
since 2011

Source – ABS ERP  
Estimates, 2021



Source – ABS ERP  
Estimates, 2021



## Population drivers

Population growth is driven by a mix of overseas immigration, local birth rate and local migration, minus deaths and external migration.

Net overseas immigration has historically been a low % of population trends for Gawler, so the vast reduction in overseas immigration into Australia, seen during the Covid restrictions, will be of a lesser direct impact.

### Internal and overseas migration - at 30 June

Description	2017	2018	2019	2020
Internal arrivals (no.)	2 151	2 631	2 542	2 487
Internal departures (no.)	1 929	2 423	2 190	2 299
Net internal migration (no.)	222	208	352	188
Overseas arrivals (no.)	89	92	100	108
Overseas departures (no.)	41	40	39	43
Net overseas migration (no.)	48	52	61	65

Source – ABS Data by Region

New housing developments attractive to young families will increase the percentage of this cohort and may slow or reverse the ageing population trend in future years.

## Forecast population

Gawler's forecast population growth to 2036 represents a greater percentage change than any other outer metropolitan council, according to State Planning estimates.

### LGA Population Projections for Greater Adelaide Region and Remainder of SA Greater Adelaide Region (GAR)

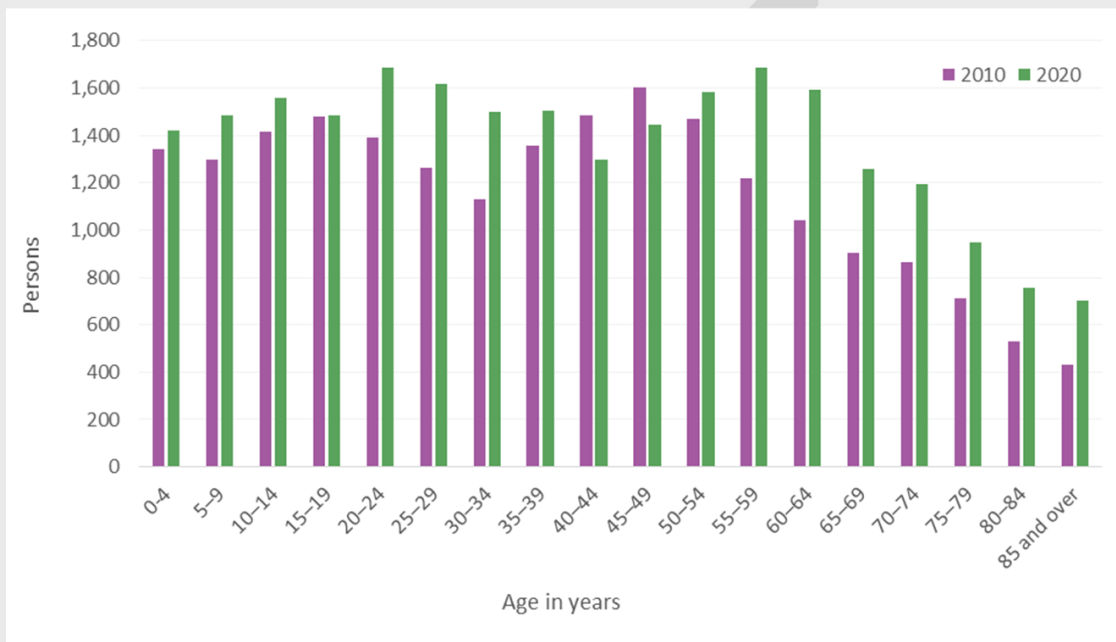
Greater Adelaide Region (GAR)				
LGA	2016 ERP	2036 Projection	2016-2036 Change	Percentage Change 2016-2036 (%)
Playford	90,549	130,080	39,531	43.7
Port Adelaide Enfield	123,994	152,501	28,506	23.0
Charles Sturt	114,977	138,292	23,316	20.3
Onkaparinga	169,368	191,162	21,794	12.9
Marion	90,515	107,090	16,575	18.3
Salisbury	140,370	156,120	15,750	11.2
Gawler	23,352	37,246	13,894	59.5
Adelaide	23,552	37,117	13,565	57.6
Mount Barker	33,891	46,835	12,944	38.2
Tea Tree Gully	99,144	110,739	11,595	11.7
West Torrens	59,413	68,999	9,585	16.1
Alexandrina	26,559	34,403	7,844	29.5
Campbelltown	51,079	58,435	7,355	14.4
Mitcham	66,486	71,319	4,832	7.3
Light	15,041	19,276	4,234	28.2
Barossa	24,210	28,428	4,218	17.4
Victor Harbor	15,018	18,774	3,757	25.0
Norwood Payneham & St Peters	36,396	40,063	3,667	10.1
Burnside	45,216	48,059	2,843	6.3
Holdfast Bay	36,532	39,258	2,727	7.5
Prospect	21,124	23,650	2,526	12.0
Unley	38,939	40,932	1,993	5.1
Yankalilla	5,273	6,861	1,588	30.1
Adelaide Plains	8,912	9,924	1,012	11.4
Walkerville	7,781	8,622	841	10.8
Adelaide Hills	39,639	39,517	-122	-0.3
<b>GAR Total</b>	<b>1,407,330</b>	<b>1,663,701</b>	<b>256,371</b>	<b>18.2</b>

Source – PLAN SA South Australian Local Government Area (LGA) population projections 2016-2036

### Three growth markets

The population growth drivers of local migration of younger families, along with the trend of the local ageing population highlights three growth markets of benefit to local businesses, in their servicing of the local population.

1. Young children
2. Young adults and couples “Homebuilders, workers and family makers”
3. Older residents 55+



Regional population by age and sex, 2020

Table 3. Estimated resident population by age, Local Government Areas, persons – 30 June 2020

Median age rose from 39 to 41 between 2011 and 2016 but was still 41 in 2021. This slowing of the median age increase is partly due to the increase in young families, as can be seen in the chart above.

Couples with children rose from 36% in 2016 to 38.1% in 2021, still less than the SA average but will continue to rise as new developments attract more young family homemakers.

However, the growing older cohort presents opportunities for local businesses. The percentage of residents aged 55 and over grew to 35% in the 2021 Census. (up from 33% in 2016 and 30% in 2011)

### Health vs SA – higher % of health conditions

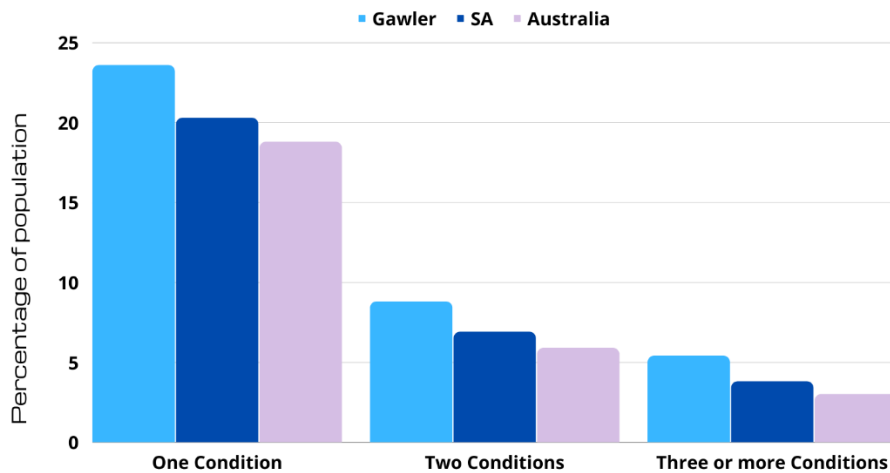
The Census 2021 included questions regarding health, for the first time. Significantly, Gawler residents have a higher percentage of ongoing health conditions, as compared to Metropolitan Adelaide. A higher percentage has one condition, as well as those with two or more conditions.

Count of selected long-term health conditions <i>All people</i>	Gawler	%	South Australia	%	Australia	%
None of the selected conditions	13,868	55.5	1,106,075	62.1	16,302,537	64.1
One condition	5,901	23.6	362,328	20.3	4,791,516	18.8
Two conditions	2,187	8.8	122,395	6.9	1,490,344	5.9
Three or more conditions	1,345	5.4	67,338	3.8	772,142	3.0
Not stated	1,686	6.7	123,383	6.9	2,066,251	8.1

**Note:** Selected long-term health conditions include arthritis, asthma, cancer (including remission), dementia (including Alzheimer's), diabetes (excluding gestational diabetes), heart disease (including heart attack or angina), kidney disease, lung condition (including COPD or emphysema), mental health condition (including depression or anxiety) and stroke. Other long-term health conditions are not included in this count.

Source – ABS Census of population and housing 2021

### Gawler LGA Region Long term health conditions, 2021



Source – ABS Census of population and housing 2021

### Summary

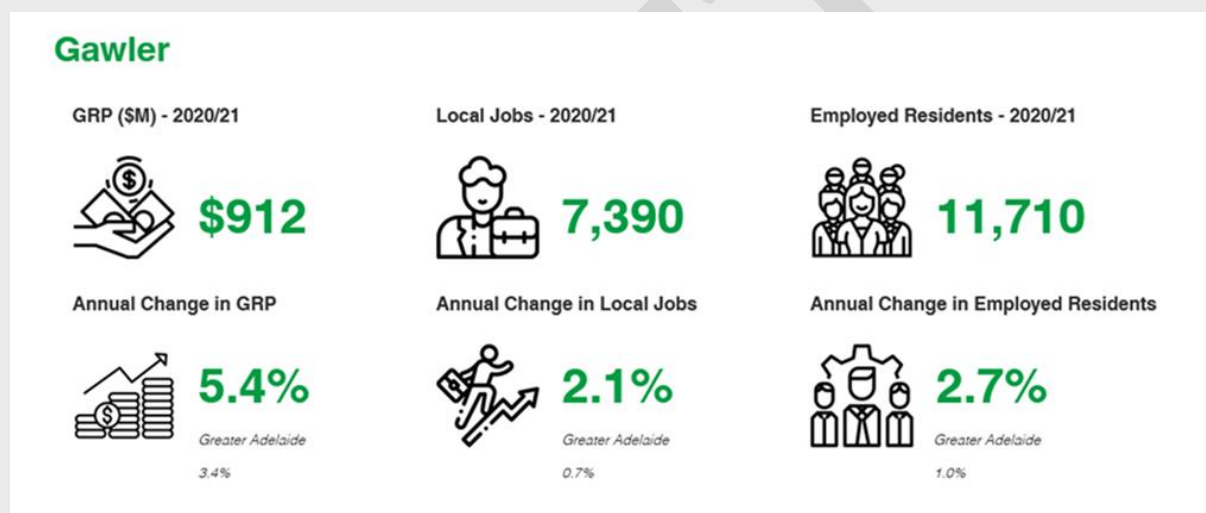
The broad increase in population, along with the growth in three key demographic markets will be of benefit to local businesses. The forecast population growth should give local businesses confidence in making investment and expansion decisions to cater for the longer term increased demand.

## Economic Overview

Gawler has a sound and growing economy.

Even during the Covid period of 2020/2021, Gross Regional Product (GRP) grew more rapidly than greater Adelaide, as local businesses proved to be more resilient to the downturn.

Local jobs also grew by over 2% in the same period, a growth rate almost three times higher than the greater Adelaide average.

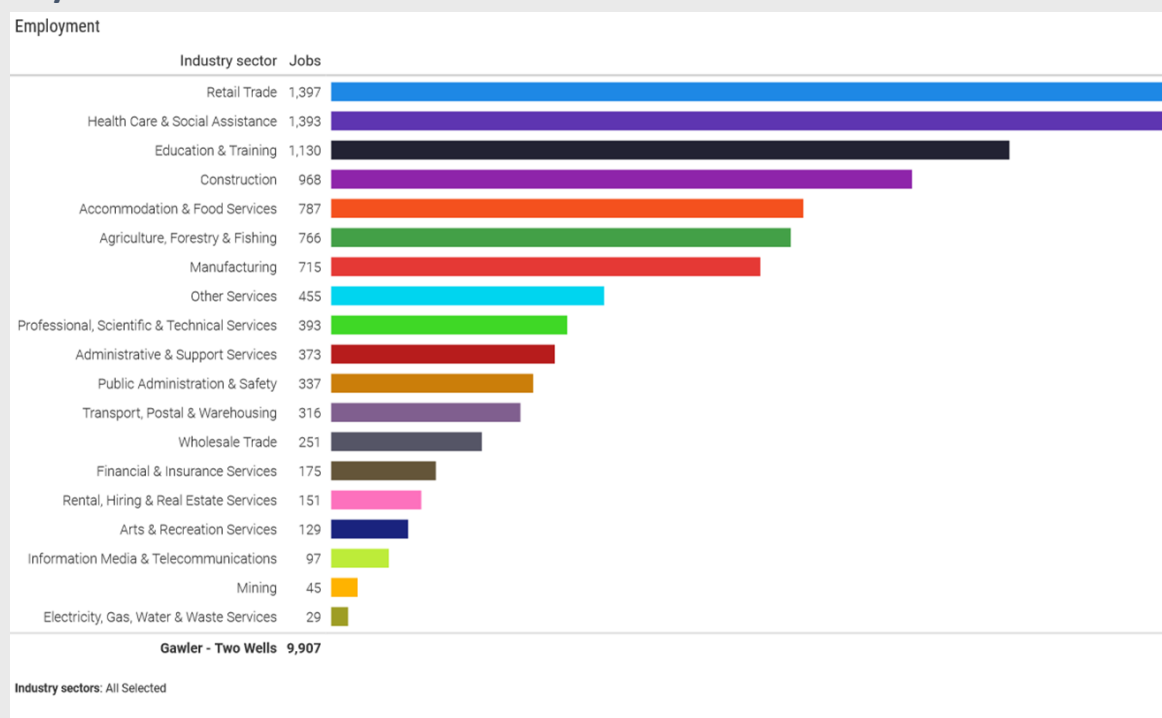


### GRP and Local Jobs

Gawler's GRP, Local Jobs and employed residents figures all showed significantly higher growth than the Greater Adelaide average in 2020/21.

*Source NIEIR, 2022*

## Key Industries



Source – Remplan estimates, Gawler-Two Wells SA2 region, 2022

The **Retail Trade** industry sector is the largest employer for the selected area with 1,397 jobs which represents 14.1% of total employment.

The largest industry sector for economic output in the selected area is **Manufacturing** with \$463.8 M accounting for 16.48% of total output.

Source – Remplan, 2022

## Summary

Gawler’s unique economic strengths and emerging population trends place a focus on certain opportunity areas:

- Retail
- Health
- Education
- Recreation and sport
- Arts and Culture
- Entertainment and hospitality

# Internal Analysis

## McGregor Tan Survey

In 2021 McGregor Tan were engaged to conduct a survey relating to the activities of the GBDG. Their findings and recommendations have been used in preparing this strategy. Many of the core recommendations related to increased promotion and raising awareness of the GBDG itself, as the products and services were seen as well regarded by users, while some businesses (especially smaller, home-based businesses) were often unaware of the full range of benefits, including the wide range of services offered by the group. Accordingly, a core element of the strategy will include activities aimed at increasing awareness and engagement.

## SWOT Analysis

A SWOT analysis was conducted with the GBDG Board, at a workshop held on Friday June 17, 2022. The outcomes, especially the key priorities have been used to help develop the strategy. (Attachment A)

## Board Workshop

A further opportunities and priorities workshop was held with GBDG Board members on July 11, 2022, the outcomes of which have been considered in the preparation of the strategy. (Attachment B)

## Member Workshop

A member workshop was held with participating businesses in June, 2022 to capture feedback on ideas. These were included in the SWOT discussions.



## Strategic Documents

The **Draft 2020-2025 Town of Gawler Economic Development Strategy** was also considered as an input to the development of the GBDG Strategy. While many of the strategies were in alignment, it was noted that many of the strategies and activities mentioned in the document were advised as being potentially deliverable only with additional Council Economic Development Department resources or input.

The **RDA Barossa Priorities**, as outlined in their regional strategy documents, also formed an input to this plan. Specifically, GBDG will work closely with the RDA Barossa to further develop business sustainability, opportunities, and export markets in their identified core industries/markets, as they relate to Gawler based businesses:

- Premium Food and Wine;
- Tourism;
- Equine industry;
- Education and Professional services;
- Engineering services including wine, mining and defence;
- Services associated with Population growth.

## Literature Review

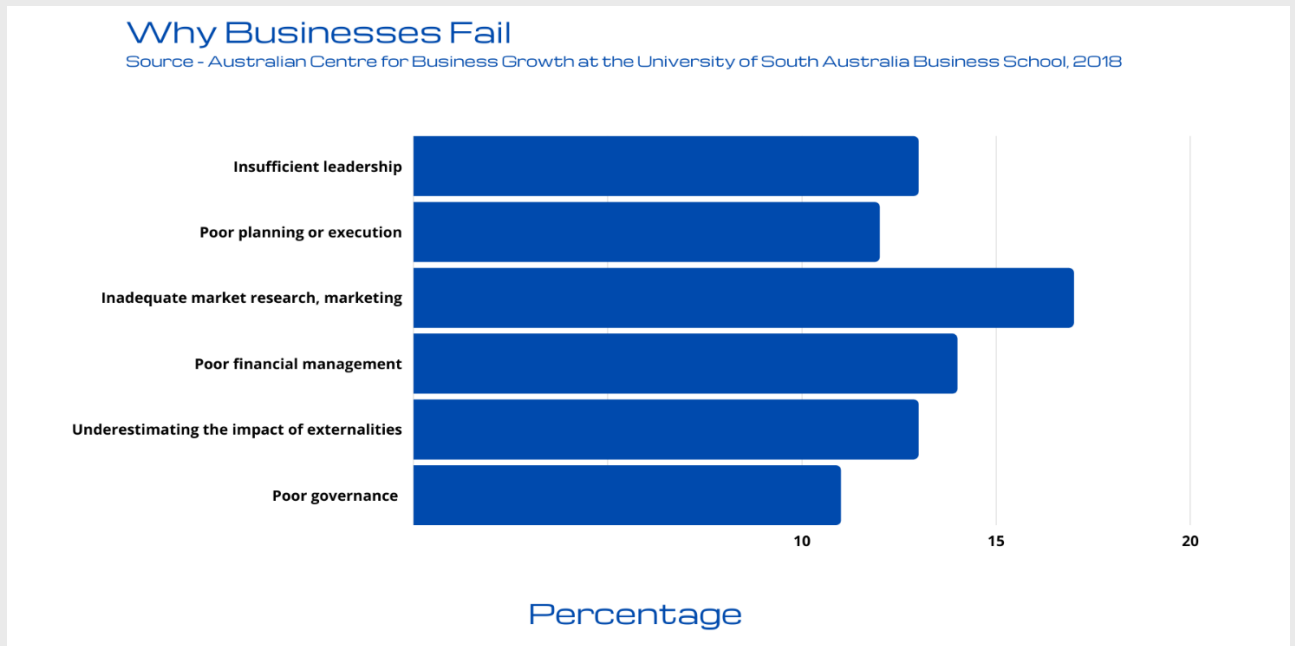
**A core objective of the GBDG is to help build the capability, capacity and sustainability of local businesses.**

Much has been written about reasons for business failure, and generally the literature is in agreement. Business skills in critical areas are most often cited as the underlying causes, such as:

1. Lack of research
2. Not having a business plan
3. Inadequate business funding
4. Financial mismanagement
5. Poor marketing
6. Not keeping abreast of customer needs or the competition
7. Failing to adapt to changing opportunities or markets
8. Growing too rapidly
9. Failing to hire and retain the right people
10. Not asking for support

## SA Research

A recent study (2018) conducted by the Australian Centre for Business Growth at the University of South Australia Business School, highlighted the major reasons for business failure :



Accordingly, it's critical to business sustainability that GBDG retains a key focus to inform, educate and build capability of local businesses in these skill areas.

## Summary

The combined feedback and engagement with the various inputs such as the survey feedback and recommendations, board engagement, member engagement and partner documents has resulted in a clear direction. Several key objectives and activities have emerged that will help support business growth and economic activity over the course of the strategy.

# Core Strategies

Core strategies will aim to increase the financial sustainability of local businesses while also attracting additional business investment. Strategies will also aim to attract customers to businesses operating in the region through local activation.

## 1. Build local business capacity and capability

**Build capacity and capability of existing local businesses while also nurturing new business startups.**

- a) Increase capability, knowledge and ability to adapt
- b) Increase understanding and opportunity of export markets
- c) Understand opportunities of population growth
- d) Business basics for small business
- e) Networking events to build B2b

Action	Role of GBDG	Measure	KPI	Resource / Funding
Target products and services to larger organisations - networking, B2B connections Education/Business basics for new business startups, home based businesses, e.g. <ul style="list-style-type: none"> <li>• Marketing</li> <li>• Finance</li> </ul>	Deliver	Number of workshops/networking sessions	5 x targeted workshops  3 x networking functions  Annual Business Conference – registrations 100+	Internal, plus some additional TOG funding for Business Hub member workshops

Action	Role of GBDG	Measure	KPI	Resource / Funding
<ul style="list-style-type: none"> <li>• Business Planning</li> <li>• Reacting to external influences/opportunities</li> <li>• Insurance</li> </ul>			Survey attendees – Survey responses indicate 95% would recommend to others	
Monthly Tammy's Table – coaching	Deliver	Number of sessions, Attendance, survey response	2 sessions per month over 10 months per annum, 6-8 members per coaching group.  Survey attendees – Survey respondents indicate 95% would recommend to others	Internal
SA Business Conference	Deliver	Attendance, survey response	100+ registrations, 95% recommend survey response	Internal
Business Women's Lunch	Deliver	Attendance, survey response	95% recommend survey response	Internal
Gawler Business Awards	Deliver	Participation, attendance, survey response	30+ local businesses participate	Internal

Action	Role of GBDG	Measure	KPI	Resource / Funding
			10% increase in participation each year	
Working together – RDA and Town of Gawler	Partner	Regular meeting with RDA, Council, key stakeholders	Establish regular strategy workshops with RDA Barossa and also TOG	Internal
Working together – Visitor Information Centre.	Deliver	Local businesses promoted	Encourage promotion of local businesses through Visitor Information Centre, include local flyers for events	Internal

**2. Attract new business investment:**

**a) Support provision of quality investment information to prospective businesses**

Action	Role of GBDG	Measure	KPI	Resource / Funding
Improve ease of access to quality information for prospective businesses. Develop Business prospectus	Deliver / Partner	Deliver prospectus	Prospectus developed, results in additional investment/new business attraction	Internal, seek partnership with RDA to develop/partial fund
Attract and or/expand businesses that provide services to aged residents	Support / Advocate	delivered marketing campaign and or flyer	Industry flyer developed and delivered, information session(s) held	Internal
Attract and or/expand businesses that provide services to young families	Support / Advocate	delivered marketing campaign and or flyer	Industry flyer developed and delivered, information session(s) held	Internal, seek partnership with local property developers to develop/partial fund

**3. Raise awareness of GBDG, build membership**

- a) Increase communication including face to face
- b) Focus on increasing small/home based business membership
- c) Target marketing for events
- d) Seek additional funding

<b>Opportunity</b>	<b>Role of GBDG</b>	<b>Measure</b>	<b>KPI</b>	<b>Resource / Funding</b>
Raise awareness through face-to-face campaign – member businesses	Deliver	annual survey	20% increase of awareness among members of GBDG offerings	Internal
Attract new home-based members, refer a friend campaign, "you're invited" rates notice insert	Deliver	How many new home based businesses join as members	Additional home-based business members	Internal
Face to face marketing - elevator speech	Deliver	No of engagements	Speech and flyer developed	Internal
Review newsletter content	Deliver	undertake review	Newsletter reviewed and updated, increased engagement (clicks)	Internal
Regular consultation and communication with members	Deliver	No of engagements	Additional engagements	Internal



Opportunity	Role of GBDG	Measure	KPI	Resource / Funding
			Increase communications by 25%	
SEO work on website	Deliver	Increased web site traffic	Improve GBDG page ranking to page 1 of search engine when searching business Gawler	External
Use networking and events as a platform for communication	Deliver	No of times used a platform to communicate	follow up process implemented with participants to promote future events	Internal
Additional funding <ul style="list-style-type: none"> <li>• Attract new sponsors/partners/ for newsletters/surveys and prizes</li> <li>• Attract grant funding for specific projects</li> </ul>	Deliver / Advocate	value of funding/sponsorship	Additional \$100k to support key GBDG projects and activities	Internal

**4. Grow markets for local businesses: Attract customers**

- a) Events
- b) Promotion of local business and the region (in association with Visitor Information Centre)
- c) Support local businesses to identify and capitalise on export market opportunities
- d) Advocate for improved use of commercial premises (2<sup>nd</sup> story)
- e) Gawler shopping website

Opportunity	Role of GBDC	Measure	KPI	Resource / Funding
Targeted events / advertising to promote Gawler as a shopping destination <ul style="list-style-type: none"> <li>• Christmas in Gawler</li> <li>• Buy local</li> </ul>	Partner	No of events and attendance	Advertising, metrics such as # viewers, engagement with website  500+ entries to Buy Local in Gawler for Christmas competition	Internal in conjunction with TOG
Working together - Work with RDA and Export SA to identify and support increased export potential	Partner	regular meeting with RDA, Council, key stakeholders including Export SA	Continue regular strategy meetings with RDA Barossa to identify local Gawler businesses with potential for export markets.	Internal

<b>Opportunity</b>	<b>Role of GBDC</b>	<b>Measure</b>	<b>KPI</b>	<b>Resource / Funding</b>
Promote home based businesses	Deliver	Number promoted	Promote 2 x local businesses per week on GBDC social media	Internal
Advocacy with landlords - councils - 3 stories (state government) to get exemption	Advocate	Exemption obtained	Exemption obtained	Internal

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5. Potential opportunities that require additional external funding

E commerce platform for small business (grant funded through building better regions)	Deliver	Get grant and build and meet KPIs of funding agreement	Deliver completed platform and attract minimum 30+ foundation businesses to participate	External
Social media support	Deliver	Survey - improved metrics for businesses	Survey to show participating businesses improved social media metrics (likes, follows, shares, click through's, comments) by 20%	External – additional staff member or contractor required for this
Increase Digital literacy and extend digital capability to local business. Develop Gawler Smart Room.	Deliver	Get grant and build and meet KPIs of funding agreement	Develop smart room and attract business take-up	External – grant funding required