



**Regional
Development**
Australia
CENTRAL COAST NSW



An Australian Government Initiative



A NSW Government Initiative

INTERIM BUSINESS PLAN 2018



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OUR VISION

THE VOICE OF THE CENTRAL COAST

We will achieve this by bringing the community together to encourage **discussion**, **debate** and to **prioritise** the infrastructure needs of the Central Coast and by **communicating** these priorities, with sound reason/justification and community agreement.

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1. INTRODUCTION

1.1. Summary of Key Achievements and Learnings from 2017

1.1.1. Summary of Significant Events and Achievements

Much of this work and the success of RDA Central Coast are underpinned by two key aspects:

1. Significant cooperative joint working across all levels of government (as well as with other partners), primarily promoted and driven by the RDA Central Coast office.
2. The establishment of a strong strategic/policy background for lobbying, setting goals and promoting consistent direction between agencies, local Councils and the community.

Some of the key achievements and highlights for the last period include:

- Lead role in ongoing management of the Central Coast Regional Economic Development & Employment Strategy (REDES) and reporting to the REDES Executive Group (Minister for the Central Coast, Local Council Chief Executive Officer and RDA Central Coast Chair) that progress is being made across all action areas.
- RDA Central Coast attended the August Regional Economic Development Employment Strategy (REDES) Executive Meeting with Central Coast Council, Parliamentary Secretary for The Central Coast and the Department of Premier & Cabinet to review the previous year's successes and agree on priorities actions for the next 12 months.
- RDA Central Coast is continuing to provide regional leadership in the development of the Food Innovation Regional Initiative which seeks to offer a targeted initiative to strengthen the existing and emerging economic hub of the Central Coast food movement. A video highlighting regional food excellence has been finalised and is now being utilised to promote the initiative and highlight regional food excellence within our region.
- The Regional Snapshot and Economy ID website has been used extensively by key stakeholders to assist with strategic planning for both the government and business sectors, numerous funding applications and business case development.
- As a REDES project, RDA Central Coast continues to coordinate the delivery of the Invest Central Coast business development website and portal. The site can be found at: <http://www.investcentralcoast.com>. The website aims to become the platform for business enquiries and promote the region as a preferred business location, attracting investment from interstate and international businesses.
- The delivery of the \$460,000 Regional Arts Initiative. Art Central is a regional partnership between Arts NSW, RDA Central Coast and Central Coast Council, and has created a platform through which creative industries in the region can be guided by the direct participation of three tiers of Government.
- RDA Central Coast has facilitated, or assisted in, the arrangement of numerous successful events and activities across the Central Coast to grow business investment, improve community involvement and provide social/community outcomes.
- Regional Leadership by promoting cross regional discussion about key issues through forums and events with partners across the region—encouraging collaboration and working towards regional solutions. This includes hosting a range of regional forums and discussion events, including 'Focus on the Coast' events dealing with significant issues for the region as well as other business forums on specific topics.
- RDA Central Coast continues to assist the Central Coast Apprenticeship/Traineeship Advisory Committee to encourage school students to consider vocational training as a pathway for employment to promote a skilled

workforce, engaging with employers and training organisations. In June, RDA Central Coast successfully partnered to deliver the 2017 Try-A-Skill Forum that saw over 800 Years 9, 10, 11 students from 26 schools have the opportunity to experience hands on, 32 different vocations and trades to assist them to make career choices for their future.

- RDA Central Coast has continued to partner with NSW Business Chamber Central Coast and Innov8Central to deliver the Regional Economic Breakfast that was attended by 200+ business, community and government representatives.
- RDA Central Coast is a member of the Central Coast Medical Precinct Taskforce. The Central Coast Medical Precinct Growth Taskforce is a partnership of Government and key stakeholders on the Central Coast, including the University of Newcastle (UON) and the Central Coast Local Health District (CCLHD). This Taskforce has been established by the Federal Minister for Industry, Innovation and Science to boost jobs, investment and opportunity. RDA Central Coast's role on this taskforce is to identify economic additional development opportunities for our region that can leveraged from the core project.
- RDA Central Coast Central Coast has partnered with the "Australian Green Tea Company" to assist with the development of a business plan to develop a green tea industry on the Coast. The Australian Green Tea Company was successful in obtaining \$100,000 funding through the Australian Government's Farming Together initiative (Farm Co-operatives and Collaboration Pilot Program).
- RDA Central Coast partnered with UON Central Coast to deliver the Global Scope Program. Global Scope engages teams of university students, with the support of consulting mentors, to deliver 3 or 6 week business projects to clients including NSW government departments, business, and NGO's. The RDA Central Coast project involved three students that researched strategies to establishing a sustainable Central Coast Paddock to Plate initiative.
- RDA Central Coast have continued to collaborate with the CEO of Central Coast Area Health to discuss opportunities to further strengthen collaboration and joint planning opportunities.
- RDA Central Coast have met with a number of local and overseas investors that have shown interest in the Central Coast during the period and where appropriate we have made introductions to regional stakeholders to further promote investment opportunities within the region.
- Over the past four years, RDA Central Coast has participated in the Central Coast Growth Opportunities Taskforce Meetings to assist in identifying the existing constraints that are inhibiting the advancement of major development outcomes on the Central Coast. With the introduction the Delivery Coordination and Monitoring Committee (DCMC) to implement the actions under the Central Coast Regional Plan and the commencement of the Regional Economic Development Sub-Committee, it is no longer necessary to continue the Growth Opportunities Taskforce at this time. The key sites that were the focus of the GO Taskforce have either been included under the DCMC or the Regional Economic Development Sub-Committee, to continue the work of delivering economic growth for the Central Coast.
- RDA Central Coast staff have continued to meet with a number of organisations during the period to discuss funding opportunities to develop infrastructure and expand services within the region.
- RDA Central Coast remains committed to ensuring that the Central Coast community are aware of current funding initiatives, information and advice on grant and funding options available through Federal, State and Local Government departments and agencies, as well as community-based funding initiatives. To assist this process RDA Central Coast provides a website page that promotes a compiled list of grants and funding that are available to the Central Coast community.

1.1.2. Activities That Were Not Achieved and Require Ongoing Work

A review of the quarterly, half yearly and yearly reports for the 2017 financial year reveals that RDA Central Coast NSW can provide significant evidence of achievements across every area of its Charter.

1.1.3. Key Learnings and Implications for the Coming Year

With significant change continuing within Local, State and Federal government, the RDA Central Coast Committee and Staff have had the opportunity to align RDA Central Coast's strategy, projects and activities to support the strategic agenda and priorities of the Commonwealth, state and local Government authorities.

This has resulted on a strong focus on economic development, local job creation and working collaboratively with local stakeholders to agree on regionally significant priorities.

1.2. Overview of Committee Members and Staff

1.2.1. Committee Members

Name	Position	Expiration of Term
Mr Phil Walker	Chair	31 December 2017
Mr Chris King	Acting Deputy Chair	30 June 2018
Ms Linda Cooper	Committee Member	30 June 2018
Mr John Davison	Committee Member	30 June 2018
Mr Michael Dowling	Committee Member	30 June 2018
Mr Daniel Farmer	Committee Member	30 June 2018
Mr Matthew Hobden	Committee Member	30 June 2018
Mr Graham McGuinness	Committee Member	30 June 2018
Mr Tim O'Brien	Committee Member	30 June 2018
Ms Deborah Warwick	Committee Member	30 June 2018

1.2.2. Staff

Name	Position
Mr John Moulard	Chief Executive Officer
Mrs Louise Fisher	Economic Development & REDES Officer
Ms Elizabeth Westrup	Office Manager

1.2.3. Roles and Responsibilities of RDA Central Coast Executive Positions

RDA Central Coast Chair and Deputy Chair

The RDA Central Coast Committee Chair and Deputy Chair are members of the local community, and they are committed to the development of the Central Coast region.

- They are knowledgeable about the region, including economic, social, cultural and environmental opportunities and challenges.
- They are strong advocates for the region.
- They have established networks.
- They bring together and present community views and interests.
- They are skilled in financial management, governance and leadership.

There are two key roles for the Chair of the RDA Central Coast committee—to provide strategic direction and leadership to the committee and to develop and ensure continued adherence to sound governance arrangements.

The role of the Deputy Chair is to assume the role and duties of the RDA Central Coast Chair, as defined above, whenever the Chair is not available. The Deputy Chair will have similar skills to the Chair and plays an important role in supporting the Chair in day-to-day matters, including chairing sub-committees.

RDA Central Coast Committee Members

RDA Central Coast committee members play an equally important role. They are expected to have or quickly gain a strong understanding of the region and the key issues it faces. They should be strong advocates for both the region and the committee, and they should foster a region-wide view of issues. Members will also actively contribute to debate within the committee and guide the preparation of reports, plans and other RDA committee documents.

Under the strategic direction of the Chair, committee members will:

- Actively contribute to the RDA Central Coast committee's performance and production of outputs.
- Use their particular skills and experience to support the functions and operations of the RDA Central Coast committee.
- Be aware of and comply with their responsibilities under the committee's constitution and rules, relevant incorporated associations' legislation (where applicable), the Funding Agreement and this Guide (especially in relation to appointment of committee members and the Code of Conduct).
- Provide a link from the community, local business and/or local government to the RDA Central Coast committee.
- Contribute to sustainable economic development and foster the generation of practical solutions to address social, economic and environmental issues within their region.
- Facilitate the prioritisation of issues at a regional level, including resolution of any conflicts between regional priorities.
- Represent and promote the RDA Central Coast committee in the region.
- Actively support and be accountable for RDA Central Coast committee performance outcomes as a committee, an incorporated body (where applicable) and an employer.
- Commit to support the RDA Central Coast committee by attendance at RDA Central Coast meetings.

RDA Central Coast committee members are expected to support the Chair and Deputy Chair by:

- Actively contributing to, and respecting the confidentiality of, committee debates, discussions and decision making, and respecting the contributions and views of fellow committee members.

RDA Central Coast Secretary

It is the duty of the RDA Central Coast Secretary to:

- Keep proper minutes of all proceedings in accordance with the agreed procedure.
- Call Special Meetings upon a resolution of the Board to that effect.

RDA Central Coast Treasurer

The duty of the RDA Central Coast Treasurer is to ensure:

- That all monies due to the association are collected and received and that all payments authorised by the association are made.
- That correct books and accounts are kept showing the financial affairs of the Association including full details of all receipts and expenditure connected with the activities of the Association.

RDA Central Coast Chief Executive Officer / Director of Regional Development

The primary role of the RDA Chief Executive Officer / Director of Regional Development is to provide advice to the RDA Central Coast committee Chair about matters relating to the administration and operation of the RDA Central Coast committee, the Funding Agreement, and engagement with the community.

The RDA Central Coast Chief Executive Officer / Director of Regional Development, as an employee of the organisation, works under the authority of the RDA Central Coast committee and is accountable to the committee. For day-to-day matters, the RDA Central Coast Chief Executive Officer / Director of Regional Development takes direction from and reports to the RDA Central Coast committee Chair. The duties of the Chief Executive Officer / Director of Regional Development of the RDA Central Coast committee include:

- Managing the day-to-day affairs of the RDA Central Coast committee including its personnel, the committee's Regional Plan, Annual Business Plan and Budget, the Funding Agreement, and its constitution.
- Providing management advice and support to the RDA Central Coast committee consistent with the Funding Agreement, including:
 - Keeping the RDA Central Coast committee informed of the status and progress of its business.
 - Undertaking the accountable and transparent management of RDA Central Coast committee funds under the oversight of the Chair.
 - Ensuring that all RDA Central Coast committee reporting and compliance requirements are met.
 - Ensuring that the RDA Central Coast committee operates in accordance with the applicable state incorporation legislation.
 - Ensuring that the RDA Central Coast committee meets its obligations under the Funding Agreement.
 - Implementing office policies and procedures.

- Leading and developing RDA Central Coast committee personnel (where agreed by the Committee) and being involved in the recruitment of staff.
 - Promoting the activities of the RDA Central Coast committee within the community and acting as a representative of the committee as required, including building and maintaining stakeholder relationships.
 - Implementing decisions and activities as determined by the RDA Central Coast committee Chair or committee.
 - Developing the RDA Central Coast committee's Regional Plan, Annual Business Plan and Budget, Annual Report on Outcomes and Annual Audited Accounts, plus associated management delivery strategies.
 - Assisting in the promotion and facilitation of whole-of-government responses to regional issues and working in partnership with the Australian and relevant state or territory government and local government.
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1.3. Operating Parameters for Coming Year

1.3.1. Summary of RDA Central Coast Budget

Income

- Total Commonwealth Funding: \$130,111
- Local Government Project REDES Funding \$50,000 - Central Coast Council

Expenses

- Commonwealth Operational Funding to be expended entirely on management salaries and entitlements;
- REDES funding to be fully expended on a REDES administrative & support services;
- Salaries and entitlements, leases, professional fees and committee costs; Vehicle costs, operational, marketing and asset acquisition to be funded by a combination of carried forward surplus as well as funds generated from the Business Incubator, RSMS and interest received

Out of the Ordinary Costs

- All costs budgeted are within the ordinary operations of the organisation;

Details of Significant Third Party Contracts

- There are no significant third party contracts.

GST Exclusive Amounts	Commonwealth Operational	Commonwealth Projects	State Operational	State Projects	Other	Total
Total Income A	130,818	Nil	Nil	Nil	203,671	335,489
Total Expenditure B	131,818	Nil	Nil	Nil	154,296	286,114
SURPLUS A-B	0	0	0	0	49,375	49,375

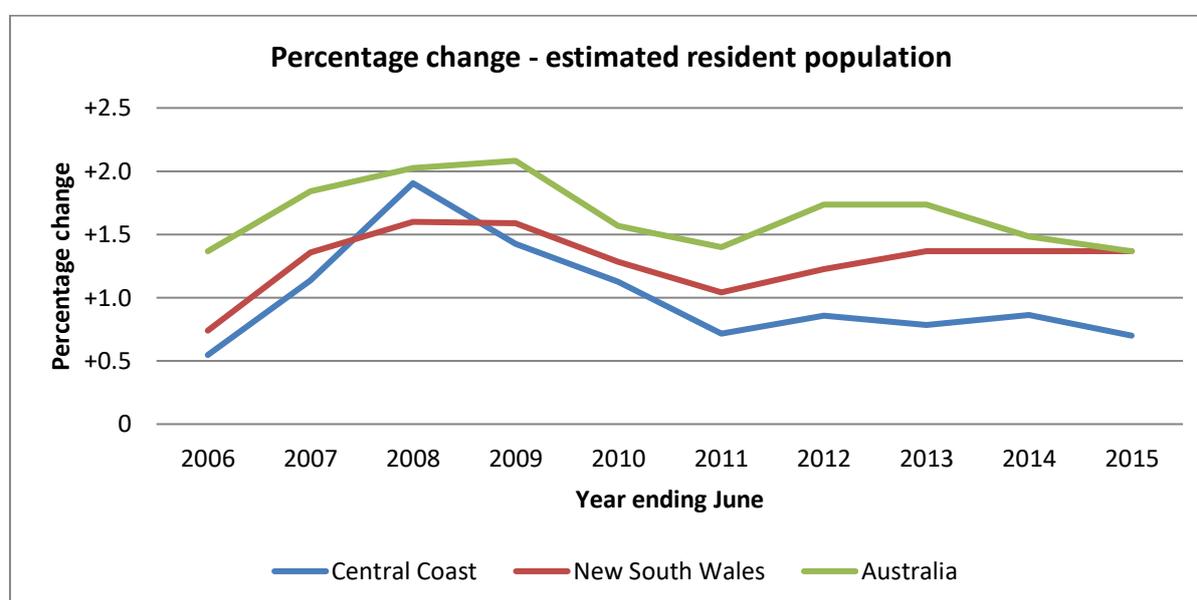
1.4. Strategic Context

1.4.1. How the Regional Plan and RDA Business Plan activities relate to regional development and other priorities of all three levels of government

Central Coast Regional Perspective

The Central Coast region incorporates the local government area of Central Coast Council, having a total area of some 1,854 square kilometres. The geography of the region is characterised by extensive lakes and waterway systems, along with coastal beaches and mountain forest areas. The natural environment of the Central Coast is unique and diverse, including extensive coastal and marine environments, providing for distinct lifestyle and promotional advantages, but also creating key issues of environmental management and sustainability.

The population of the region is in the order of 333,000, with an annual growth rate of approximately 2,300 people (approx. 0.7%). (Australian Bureau of Statistics, 2016). Population growth has slowed from a high of 1.9% growth in 2008 to a current population growth rate of 0.7%.



(Australian Bureau of Statistics, 2016)

The Draft Central Coast Regional Plan (Department of Planning & Environment, 2016), states that the region population is anticipated to grow by 70,000 to approximately 409,450 people in the next twenty years, and it will require the construction of around 39,600 new residences to accommodate this growth. In addition, the draft plan indicates that additional commercial, industrial and retail space will be required to provide approximately 30,750 additional jobs in the next twenty years.

In the March 2016 quarter, the unemployment rate in Central Coast NSW was 6.76% which is significantly higher than the NSW average of 5.3%. Approximately one quarter of unemployed persons on the Central Coast are 'long term unemployed' having been unable to secure employment for a period of longer than 12 months.

Analysis of the Australian Regional Labour Markets data indicates that unemployment rates for the Wyong area are consistently higher than those of the Gosford area and National unemployment rates.

The Central Coast region has 151,521 residents employed in the year ending June 2013 (National Institute of Economic and Industry Research (NIEIR), Aug 2016). Of these, 30,339 or 23.2% of Central Coast NSW's working residents travel outside of the area to work. Whilst the overall percentage is down from 35 per cent in 2000 this is still a significant issue for the region.

Industry on the Central Coast comprises mainly a small number of large firms, with the bulk of business in the small to micro category. Ninety per cent of businesses on the Central Coast have fewer than five employees.

A number of different sectors have been affected by the current economic climate and a cohesive way forward needs to be developed by the region. Therefore, the key priorities and activities for RDA Central Coast will be focussed on improving the current state of the NSW Central Coast economy and collaboratively working with all levels of government, business and the community to identify infrastructure priorities for the region and to deliver additional jobs.

Central Coast Regional Plan

A key activity of RDA Central Coast, as set out under our Charter, is to undertake consultation with the community, business, not-for-profit sector and all levels of government, so that we can articulate local priorities, identify and align resources, engage stakeholders and promote solutions. We do this through the RDA Central Coast Regional Plan.

The primary purpose of this plan is to present a consolidated 'snap-shot' of the NSW Central Coast region. The document aims to draw together the strategic priorities of the various government and non-government bodies working across the Central Coast. This will ensure that the needs of the region are being articulated appropriately and that identified needs are being addressed by way of investment and local action.

This Central Coast Regional Plan drives the activities of the organisation, setting our priorities and key areas for activity. The plan is reviewed every 12 months, to provide an updated set of over-arching goals and priorities for the organisation.

The Importance of the Regional Economic Development & Employment Strategy (REDES)

The Central Coast Regional Economic Development & Employment Strategy (REDES), in conjunction with the Regional Plan, provides the basis for the collaboration of council as well as state and federal agencies to 'unlock' some of the issues preventing economic growth.

REDES is the one key activity/strategy that has the buy-in and full support of all levels of government across the Central Coast. It is therefore unsurprising that REDES forms an important part of the RDA Regional Plan, making up a significant part of our key actions under the RDA Central Coast Business Plan.

The Regional Economic Development & Employment Strategy and the associated action plans and strategies, provide a keystone policy framework, which underpins the actions of RDA Central Coast. It provides the platform for the successful collaboration of agencies and businesses across the region.

Whilst many RDA committees are working towards having collaboration across their respective regions, the Central Coast has developed a powerful tool in promoting such joint working across the entire region. REDES is reviewed annually to ensure that the strategy and associated initiatives were aligned with and supported current Commonwealth, State and Local Government priorities and actions and in 2018 RDA Central Coast will continue to work to ensure that REDES continue to provide outstanding value to all regional stakeholders.

REDES will continue to form a significant part of RDA Central Coast activities moving forward and many of the activities in this Business Plan are directly linked to existing work programs of REDES.

1.4.2. Government Priorities

Federal Government Priorities

The 2016-2017 Federal Budget outlined the Government's National Economic Plan for Jobs and Growth which will facilitate the economy's transition to broader-based growth over the next decade and beyond. The major focus is:

- Backing work and investment with lower taxes
- Growing Small Business
- Investing in the ideas boom
- Greater choice for consumers
- Embracing our new financial economy
- Transforming the defence manufacturing industry
- Building a Navy for the future
- Building a stronger, new and more diversified economy
- Investing in infrastructure
- Growing Australian exports
- Supporting our rural and regional industries
- Cutting red tape
- Creating a new pathway to youth employment

The major programmes which will impact RDA Central Coast include:

- Investing in the ideas boom
 - The \$1.1 billion National Innovation and Science Agenda is making it easier for Australians in rural, regional and city areas right across the country to undertake research in collaboration with industry and develop their ideas into new products and services for Australia and the world.
- Building a stronger, new and more diversified economy
 - The Government has committed to provide \$3.3 billion in additional infrastructure funding under the Asset Recycling Initiative to NSW, Victoria, the ACT and NT.
 - This funding will unlock over \$23 billion in State and Territory infrastructure spending, including for the Sydney and Melbourne Metro projects.
- Investing in infrastructure
 - Building Better Regions Fund to replace National Stronger Regions Fund
 - Smart Cities Programme
- Supporting our rural and regional industries
 - Promoting our competitive advantage. The Government is helping Australian businesses with the transition into smart, high-value, export-focused industries.
 - Industry Growth Centres will identify opportunities to reduce regulatory burden, increase collaboration, improve engagement with international markets, and enhance workforce skills. Centres will be established for advanced manufacturing, cyber security, food and agribusiness, medical technologies and pharmaceuticals, mining equipment, technology and services, and oil, gas and energy resources.

The Government's Agricultural Competitiveness White Paper is investing \$4 billion to help farmers innovate through the \$200 million extension of the Rural R&D for Profit Programme and help farmers take advantage of trade opportunities provided by our export trade agreements.

NSW State Government Priorities

NSW: Making it Happen replaces the State's previous 10 year plan, NSW 2021.

All 30 'State Priorities' will be measured against the best available indicators of economic growth, infrastructure delivery, service provision and other measures of community wellbeing and safety across NSW.

The Premier will monitor the government's performance using an evolving 'dashboard' of the most recent data.

Premier's Priorities

The 12 Premier's Priorities as outlined with NSW: Making it Happen are as follows:

1. Creating jobs - A commitment to the creation of 150,000 new jobs by 2019. As part of this commitment, the Government has recently created the Jobs for NSW Fund. To read Barton Deakin's Brief on the Jobs for NSW Fund, [click here](#).
2. Building Infrastructure - Delivering key infrastructure projects on time and on budget including WestConnex, NorthConnex, CBD/South East Light Rail, Sydney Metro Northwest and City and South West, Pacific Highway Upgrades, Northern Beaches Rapid Transit, Newcastle Light rail and the Northern Beaches Hospital.
3. Reducing domestic violence - Setting the target of a 5 per cent reduction in the proportion of domestic violence perpetrators who re-offend within 12 months.
4. Improving services levels in hospitals - 81 per cent of patients through emergency departments within four hours.
5. Tackling childhood obesity - A 5 per cent reduction in overweight and obesity rates of children over 10 years. This will result in at least 62,000 fewer children being overweight or obese.
6. Improving education results - Increasing the proportion of NSW students in the top two NAPLAN bands by 8 per cent.
7. Protecting our kids - Decreasing the percentage of children and young people re-reported at risk of significant harm by 15 per cent.
8. Reducing youth homelessness - Increasing the proportion of young people who successfully move from Specialist Homelessness Services to long-term accommodation by 10 per cent.
9. Driving public sector diversity - Doubling the number of Aboriginal and Torres Strait Islander people in senior leadership roles and increasing the proportion of women in senior leadership roles to 50 per cent in the government sector in the next 10 years.
10. Keeping our environment clean - Committing to a 40 per cent reduction in the current volume of litter by the year 2020.
11. Faster housing Approvals - Determining 90 per cent of housing development applications within a 40 day timeline.
12. Improving government services - Improving customer satisfaction with key government services every year within the NSW Government's second term.

State Priorities

In addition to the Premier's Priorities, further priorities for the state are:

- Making NSW the easiest state to start a business;
- Becoming the leading Australian state in business confidence;
- Increasing the proportion of people completing apprenticeships and traineeships to 65 per cent by 2019;
- Halving the time taken to assess planning applications for State Significant Developments;
- Maintaining the State's AAA credit rating;

- Maintaining expenditure growth as less than revenue growth;
- Ensuring that 90 per cent of peak travel on key road routes is on time;
- Increasing housing supply across NSW by delivering more than 50,000 approvals every year;
- Successfully implementing the National Disability Insurance Scheme (NDIS) by 2018;
- Increasing the number of households successfully transitioning out of social housing by 5 per cent over three years;
- Increasing the proportion of Aboriginal and Torres Strait Islander students in the top two NAPLAN bands for reading and numeracy by 30 per cent;
- Increasing on-time admissions for planned surgery, in accordance with medical advice;
- Conducting 70 per cent of government transactions via digital channels by 2019;
- Increasing attendance at cultural venues and events in NSW by 15 per cent by 2019;
- Reducing road fatalities by at least 30 per cent from 2011 levels by 2021;
- Reducing adult re-offending by five per cent by 2019;
- Maintaining or improving reliability of public transport services over the next four years; and
- Local government areas (LGAs) to have stable or falling reported violent crime rates by 2019.

Regional Policy and Strategic Environment

The revised Regional Plan includes the policies and strategic priorities set out in:

- Regional Economic Development & Employment Strategy (REDES) (Buchan Consulting, 2009)
- The Regional Development Australia Central Coast Business Plan (RDACC, 2016)
- NSW 2021 (NSW Government, 2012)
- Central Coast Regional Action Plan (NSW Department of Premier and Cabinet, Dec 2012)
- Central Coast Regional Plan 2036
- The Central Coast Tourism Destination Management Plan (Central Coast Tourism, 2014)
- Central Coast Tourism Opportunity Plan (Central Coast Tourism, April 2013)
- Wyong Shire Community Strategic Plan 2030 (Wyong Shire Council, April 2013)
- Wyong Shire Council Strategic Plan 2014-18 (Wyong Shire Council, 2014)
- Wyong Shire Economic Development Strategy 2014 – 2039 (Wyong Shire Council, 2014)
- Gosford 2025 Community Strategic Plan (Gosford City Council, 2013)
- Gosford City Council's Delivery Program 2013/14 - 2016/17 & Operational Plan (Gosford City Council, 2013)
- Gosford City Centre Masterplan (Gosford City Council, 2010)
- Central Coast Regional Transport Plan 2013 (NSW Department of Transport, Dec 2013)

These plans are utilised to form the strategy, business plans and activities of RDA Central Coast. In addition, there are a large number of plans, strategies and documents from federal, state and local governments (as well as other agencies),

which impact on the activities of RDA Central Coast. These include Community, Education, Health and Technology studies, plans and long term strategies.

With the formation of the new Central Coast Council and its inaugural elected Council, RDA Central Coast will work collaboratively with the new body to assist with the development of the regions revised strategy and plans.

1.4.3. RDA Central Coast Major Stakeholders

RDA Central Coast will maintain its key role in promoting discussion and discourse between all levels of government, business and the community on the Central Coast. We will continue to hold 'Focus on the Coast' events, dealing with key issues of significance for the region, and we will involve ourselves in community forums, regional round tables, networking events and the like.

We will continue to support all our partners in establishing and maintaining a strong policy/strategic framework, which provides the basis for future growth and prosperity of the region.

Stakeholder Engagement and Collaboration Activities

Goal/Objective: To review the current media and marketing activities of RDA Central Coast, establish areas for improvement and mechanisms to add value for money; determine appropriate next steps and engage appropriate consultants to assist where necessary.

RDA Outcome Area: Enhanced Community Engagement and Consultation

STAKEHOLDER	FREQUENCY	PURPOSE
Federal Members	Quarterly	Regional Updates, Collaboration Opportunities, Support, Joint Media
State Members	Quarterly	Regional Updates, Collaboration Opportunities, Support, Joint Media
Central Coast Council	Monthly	Regional Updates, Collaboration Opportunities, Support, Joint Media
NSW Department of Industry	Monthly	Regional Updates, Collaboration Opportunities, Support, Joint Media
Department Premier & Cabinet	Monthly	Regional Updates, Collaboration Opportunities, Support, Joint Media
Central Coast Regional Development Corporation	Quarterly	Regional Updates, Collaboration Opportunities, Support, Joint Media
Central Coast Tourism	Quarterly	Regional Updates, Collaboration Opportunities, Support, Joint Media
NSW Business Chamber	Quarterly	Regional Updates, Collaboration Opportunities, Support, Joint Media
Local Business Chambers	Quarterly	Regional Updates, Collaboration Opportunities, Support
Media Outlets	Quarterly	Regional Updates, Collaboration Opportunities, Media
Newcastle University Central Coast Campus	Quarterly	Regional Updates, Collaboration Opportunities, Support, Joint Media
Central Coast Area Health	Quarterly	Regional Updates, Collaboration Opportunities, Support, Joint Media
TAFE NSW	Quarterly	Regional Updates, Collaboration Opportunities, Support, Joint Media
Innov8Central	Quarterly	Regional Updates, Collaboration Opportunities, Support, Joint Media

2. IDENTIFICATION OF RDA CENTRAL COAST ACTIVITIES

2.1. Regional Priorities

The 2018 Regional Development Australia Central Coast Interim Plan aims to build on the success of the previous years business plan and to draw together the strategic priorities of the various government and non-government bodies working across the Central Coast, to ensure that the needs of the region are being articulated appropriately and that those identified needs are being addressed by way of investment and local action.

RDA Central Coast has developed six key priorities and associated activities to address these issues:

- **Creating Long Term Sustainable Economic Growth and Job Creation**

RDA Central Coast believes that the provision of job-enabling infrastructure is a priority issue for the region. In 2018, RDA Central Coast will continue to lead the development and communication of a 'Regional Infrastructure Priorities List', which will clearly articulate the enabling infrastructure required for the region.

The support of growth corridor development across the Central Coast will also be a key activity throughout 2018. In addition, the redevelopment/regeneration of Gosford CBD (the 'Regional City' of the Central Coast) has long been a key objective of a range of organisations across the region, as is the need to promote continued progress on the Warnervale Town Centre. In addition, there are a range of Centres Development activities across the region, which have the potential for significant benefits to the community and provide the basis for increasing local employment and service provision. RDA Central Coast will have a key role in advocating for Growth Corridor and Centres Development and ensuring a sustained focus on the regeneration of existing centres.

- **Improve Skills Development and Educational Outcomes**

RDA Central Coast recognises that there is a need to greatly improve education levels within the region to reduce unemployment, grow the economy and to become a world class 'learning region'. In 2018, RDA Central Coast will work with the Regional Economic Development & Employment Strategy (REDES) Future Skills and Education Taskforce to support the key stakeholders in the education sector in establishing pathways for the Central Coast community to take up educational opportunities. This will create new regionally significant educational opportunities and develop new educational and learning infrastructure for the Central Coast community.

We will continue to develop projects that link training and education to workplace outcomes to ensure skills development suitable to emerging industry needs across the region. We will continue work with our partners (including The University of Newcastle, Hunter Central Coast TAFE and Central Coast schools) as they seek to grow their presence in the region.

- **Enhanced Regional Collaboration and Capacity Building Within the Region**

RDA Central Coast will maintain its key role in promoting discussion and discourse between all levels of government, business and the community on the Central Coast. We will continue to hold 'Focus on the Coast' events, dealing with key issues of significance for the region, and we will involve ourselves in community forums, regional round tables, networking events and the like.

We will continue to support all our partners in establishing and maintaining a strong policy/strategic framework, which provides the basis for future growth and prosperity of the region.

- **Developing A Central Coast Food Innovation Region**

RDA Central Coast will deploy the Central Coast Food Innovation Region Initiative which seeks to provide a targeted initiative to strengthen the existing and emerging economic hub of the Central Coast food movement. The Food Innovation Collective will be established as a partnership between government, business, education & community leaders to grow jobs and build regional business competitiveness through innovation, education & research.

- **Provision of Regional Statistics, Data and Information**

RDA Central Coast will continue to work with regional partners to provide research, statistical analysis and economic modelling data for the region to provide relevant data that is able to be defined, quantified and supported by evidence.

We will utilise this data for developing viable economic development strategies, infrastructure business cases, major funding applications, attracting investment opportunities, and land use planning.

- **Marketing the Central Coast Region**

Throughout 2018, there will be a continued focus on improving the image of the region and marketing the Central Coast as a place for business investment and lifestyle including the maintenance of the InvestCentralCoast website and social media platforms.

We will continue to partner with all levels of government, business and the greater community to develop a united regional marketing effort, and we will support events and activities that portray the positive attributes of the region. This includes working with partners to create and secure conferences, events and activities that highlight the best qualities of the Central Coast and supporting the new place marketing campaign #thisisthelife.

2.2. Analysis

An assessment of the available regional data and the development of the Economic ID website and other regional data sets provided for the opportunity for statistical analysis of a vast array of regional data which could be incorporated into the Regional Profile.

The provision of Economic ID services has also resulted in spatial data to produce a high definition infrastructure map outlining the Agricultural, Accommodation and Food Services, Commercial, Educational, Hospital/medical, Industrial, Parkland, Residential, Transport and Water areas of the Central Coast.

The review of the Regional Profile included the identification of key statistics and the comprehensive statistical analysis presented using graphs and charts to make information easier to visualise with text boxes highlighting the key points.

A clear message from the Regional profiling process highlighted that while the region has enviable strengths such as lifestyle advantages; unprecedented regional collaboration presenting a cohesive and united approach to articulating regional goals; a strong tourism base; growing health and education sectors and proximity to Sydney and Newcastle markets, it also has its challenges.

These challenges include:

- a slowdown in the population growth and an aging population,
- inadequate and/or aging infrastructure,
- high out-commuting levels,
- high youth unemployment, and
- the need to greatly improve education levels.

As it is vital that the Regional Priorities outlined in the RDACC Regional Plan align with and compliment the priorities outlined in other regional strategic documents of key stakeholders to provide the over-arching regional perspective and 'voice' for the issues, challenges and priorities for the region.

RDA Central Coast activities, development of regional priorities and delivery of on-the-ground projects are largely directed by its vision statement and direction set by the Commonwealth and NSW Governments.

2.3. RDA Central Coast Intended Major Activities

To allow for a snapshot of RDACC activities a summary of Regional Priorities and Projects was also developed and included the identifying the most efficient use of RDA resources and where RDA Central Coast was best able to use it expertise to influence the economic development of the Central Coast.

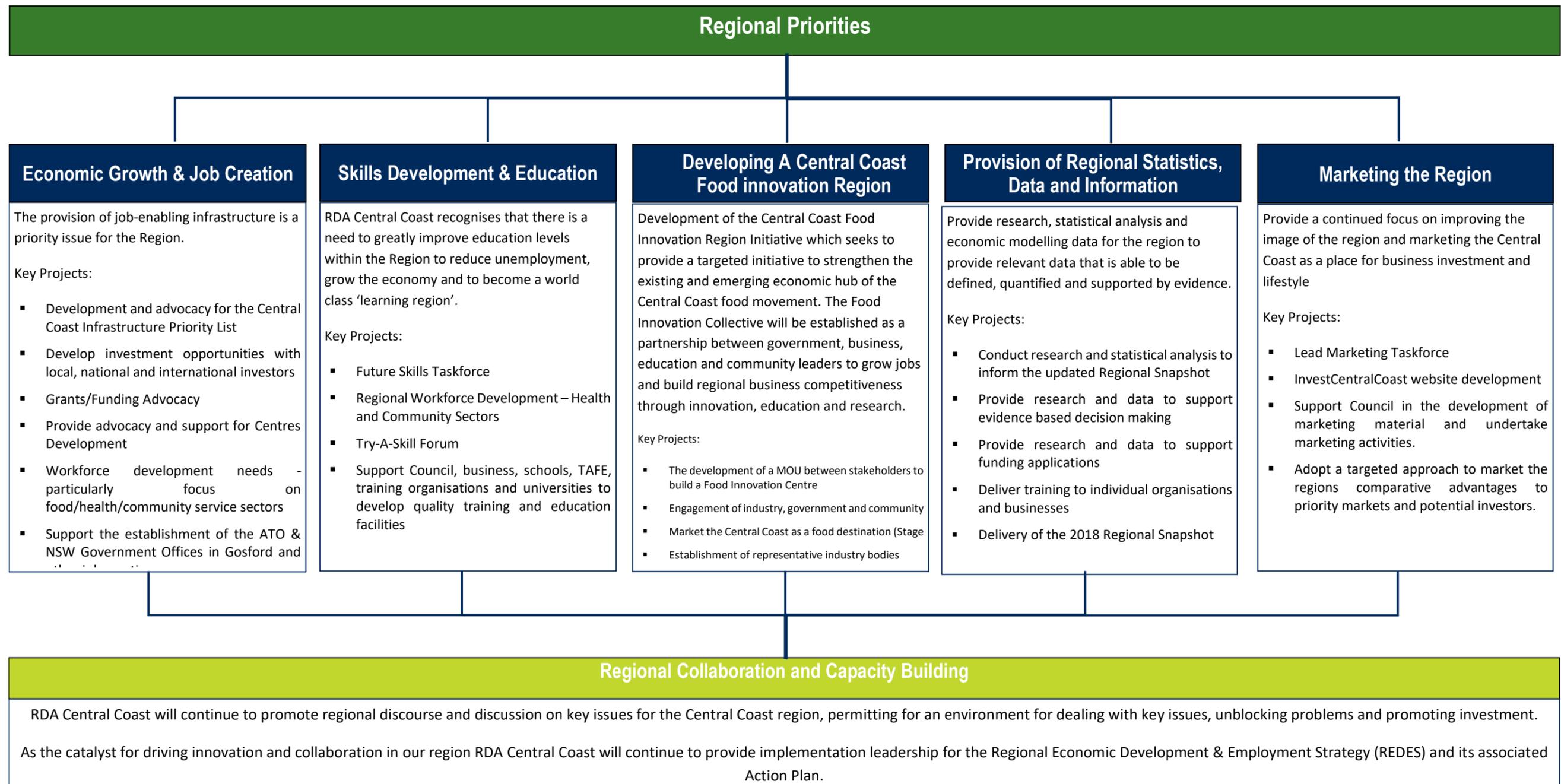
The Council of Australian Governments (COAG) set a framework for regional economic development based on the determinants of long- term regional growth. This framework includes:

- Human capital;
- Sustainable communities and population growth;
- Access to international, national and regional markets and
- Comparative advantage and Business competitiveness.

This framework provides a common lens through which regions can consider regional development.

A list of the resources cited has also been developed in line with the requirements of the Regional Plan Template in the RDA Better Practice Guide.

SUMMARY OF REGIONAL PRIORITIES & PROJECTS



3. TABLE OF ACTIVITIES AND KEY PERFORMANCE AREAS

Outcome 1. Regional Plan¹ A current three to five-year plan that focuses on economic development of the region taking into account Commonwealth, state, territory and local government plans.	
What will we do?	KEY PERFORMANCE INDICATORS
LEAD ROLE – Provision of RDA Central Coast Regional Plan Revise RDA Central Coast Regional Plan to ensure that it focuses on economic development of the region taking into account Commonwealth, state, territory and local government plans.	<ul style="list-style-type: none"> Provision of RDA Central Coast Regional Plan which aligns with Commonwealth, State, Territory and Local Government plans.
Outcome 2. Critical issues² Advice to the Government on critical issues affecting the RDA region.	
What will we do?	KEY PERFORMANCE INDICATORS
LEAD ROLE - Provision of Regional Statistics, Data and Information. To work with regional partners to enable access to economic modelling data for each LGA and the region as a whole to be able to quantify and describe our local economy and the role it performs in employment and investment creation. This data is necessary for economic development strategies, infrastructure business cases, major funding applications, attracting investment opportunities, and land use planning.	<ul style="list-style-type: none"> June 2018 - Update & publish Regional Development Australia's Central Coast Regional Snapshot June 2018 - Deliver workshop to regional stakeholder group to ensure that local community fully utilise data. Ongoing - Ensure that Regional Development Australia's Central Coast Regional Snapshot and economic modelling data is utilised to support the creation of economic development strategies, infrastructure business cases, major funding applications, attracting investment opportunities, and land use planning.

¹ Previous related Outcome: Outcome 2. Informed Regional Planning & Outcome 1. Consultation and Engagement with the Regional Community

² Previous Related Outcome: Outcome 3. Enhanced Whole-of-Government Approach to Regional Issues

<p>Outcome 3. Priority activities³ (i.e. those activities with an economic focus where the RDA takes a <u>lead</u> or <u>supporting</u> role).</p> <p>Advice on priority activities that will drive regional economic development, on future economic opportunities and on the region's comparative advantages, based on consultation and engagement with community leaders.</p>	
<p>What will we do?</p>	<p>KEY PERFORMANCE INDICATORS</p>
<p>LEAD ROLE – REDES</p> <p>Provide implementation leadership for the Regional Economic Development & Employment Strategy (and its associated Action Plan). Review the monitoring and reporting structures in conjunction with partners.</p>	<ul style="list-style-type: none"> • Ongoing - Arrange and coordinate REDES taskforce meetings as required • March 2018 - Compile REDES taskforce meetings reports for REDES Executive Meeting • June 2018 - Prepare REDES Strategy Outcomes Communications Document
<p>LEAD ROLE - Development of a Central Infrastructure Priority List</p> <p>To collaboratively work across all levels of government, business and the community to develop a list of 2018 key infrastructure priorities for the Central Coast, which will grow investment and employment within the region.</p>	<ul style="list-style-type: none"> • July 2018 - Facilitate government, business and community stakeholder meeting to gain consensus on the revised 2018 infrastructure priorities for the Central Coast region. • Sept 2018 - REDES Executive (Minister for the Central Coast, Chair RDA Central Coast and the CEO Central Coast Council endorses the revised 2018 Regional Infrastructure Priority List. • September 2018 - Revised infrastructure priorities list and fact sheet information available in PDF, web and print versions. • Ongoing - Regional Infrastructure Priority List and the Communication/Advocacy Plan is utilised to inform local community and media, guide strategic planning and attract funding opportunities
<p>LEAD ROLE – Developing a Central Coast Food Innovation Region</p> <p>Development of the Central Coast Food Innovation Region Initiative which seeks to provide a targeted initiative to strengthen the existing and emerging economic hub of the Central Coast food movement. The Food Innovation Collective will be established as a partnership between government, business, education and community leaders to grow jobs and build regional business competitiveness through innovation, education and research.</p>	<ul style="list-style-type: none"> • February 2018 – Sign MOU with Stakeholders to develop the Central Coast Food Innovation Centre • April 2018 - Public launch of initiative • April 2018 - Establishment of representative industry bodies • June 2018 – Delivery of draft strategy • June 2018 – Commence marketing the Central Coast as a food destination (Stage 1)

³ Previous related Outcome: Outcome 5. Improved Community and Economic Development

<p>LEAD ROLE - Marketing the Central Coast as a Business Location</p> <p>To collaboratively work with regional partners to develop and implement a Central Coast Business Marketing Plan to position the region as a business location.</p>	<ul style="list-style-type: none"> • June 2018 - Review and Revise the Central Coast brand and the development of Central Coast branded resources aimed at business and investment attraction campaigns developed in consultation with key regional stakeholders • Ongoing - Support industry specific business relocation enquiries to the Central Coast. • Ongoing - Refine customer response to enquiries through the InvestCentralCoast website.
<p>LEAD ROLE - Management of NSW Arts Program: Art Central Phase 2</p>	<ul style="list-style-type: none"> • April 2018 - Finalise Art Central funding agreement and auspice funds from Arts NSW and Central Coast Council. • March 2018 - Deliver project reporting
<p>SUPPORTING ROLE - Education and Future Skills</p> <p>To build on the success of the Education & Future Skills Taskforce established under the Regional Economic Development & Employment Strategy (REDES). To promote a learning culture in the region, to foster community awareness and to increase the take-up of education and training.</p>	<ul style="list-style-type: none"> • March 2018 - Review Try-A-Skill 2015 event held at TAFE Central Coast. • Ongoing - Maintain RDA Central Coast's presence on the Central Coast Apprenticeship/Traineeship Advisory Committee (Encourages school students to consider vocational training as a pathway for employment to promote a skilled workforce, engaging with employers and training organisations.) • Ongoing - Maintain RDA Central Coast's active involvement on the REDES Future Skills Taskforce • Ongoing - Promote Health, Wellness & Caring Industry job pathways. • Ongoing - Collaborate with schools to establish a guest speaker program
<p>SUPPORTING ROLE – Growth Corridors and Centres Development</p> <p>To provide advocacy and support for:</p> <ul style="list-style-type: none"> • The Draft Central Coast Regional Plan and identified growth corridors • The regeneration of Gosford as the Regional City of the Central Coast (as identified in the 'Draft Central Coast Regional Plan' Central Coast Regional Strategy 2006-2031'). • The Wyong Shire Economic Development Strategy 2014–2039. • Master planning and appropriate improvements to other regional centres and towns. • New initiatives developed by the newly formed Central Coast Regional Council 	<ul style="list-style-type: none"> • Bi-monthly - Support the 'Enabling Taskforce' initiative developed under the provisions of the Regional Economic Development & Employment Strategy (REDES) with appropriate attendees from council and government agencies. Attend bi-monthly meetings with 'Enabling Taskforce' throughout the year (with key to unlock development of major sites in the region). • Ongoing – Advocate and encourage appropriate developments in identified growth corridors as contained in the Draft Central Coast Regional Strategy • Ongoing - Advocate, as appropriate, for the redevelopment/regeneration of Gosford as the Regional City of the Central Coast. • Ongoing - Advocate and support projects and initiatives contained in the Wyong Shire Economic Development Strategy 2014–2039. • Ongoing - Proactively advocate through community consultation and communication with the media, the benefits, project status and government commitment to Centres and infrastructure development within the region. • Ongoing - Develop, deliver, advocate and proactively promote the Central Coast Infrastructure Priority List. • Assist the newly formed Central Coast Council to revise strategic documents & plans to ensure a "A whole of government" and a "An united Central Coast" platform

<p>Outcome 4. Project proposals⁴ . Assistance to local community stakeholders in order for them to develop project proposals; and referral of stakeholders to appropriate public and/or private funding sources - including the \$1 billion National Stronger Regions Fund.</p>	
<p>What will we do?</p>	<p>KEY PERFORMANCE INDICATORS</p>
<p>LEAD ROLE - Grants/Funding Advocacy, including referral to the National Stronger Regions Fund.</p> <p>To ensure that Central Coast organisations are kept informed of opportunities to obtain funding under various grant/funding programs. To ensure that the Building Stronger Regional Communities initiative—and associated funds and initiatives—are proactively supported and administered in accordance with appropriate timeframes and requirements. To develop tools to assist regional organisations in improving the success of funding/grant writing processes.</p>	<ul style="list-style-type: none"> • Ongoing - Provide information and advice (to all sectors) on available grant/funding options. • Ongoing - Compile an online list of available grants and funding initiatives to regularly inform the Central Coast community of available funding opportunities. • As required - Administer/manage any Commonwealth or state funding initiative as required. • May 2018 - Host workshop (with regional partners) on grant writing, project conceptualisation and collaboration.

⁴ Previous related Outcome: Outcome 4. Enhanced Awareness of Government Programs

Outcome 5. Promote Australian Government Programs⁵ Increased awareness of Australian Government programs in the RDA's region.	
What will we do?	KEY PERFORMANCE INDICATORS
<p>LEAD ROLE – Promotion of Regional Discourse/Discussion and Support Business Networks</p> <p>To promote regional discourse and discussion on key issues for the Central Coast region, permitting for an environment for dealing with key issues, unblocking problems; promoting investment and promoting Australian Government Programs.</p>	<ul style="list-style-type: none"> • Ongoing - Deliver 'Focus on the Coast' events throughout the year, dealing in partnership with key regional issues/activities. • Support and attend the Central Coast Business Excellence Awards. • Ongoing - Attend other business functions to discuss regional issues and priorities, including Business Chamber events, Business Review Networking Evenings, NSW Trade & Investment Seminars, Conferences and the like. • Ongoing - Regular one-on-one or small group meetings with key regional stakeholders, including Council CEO/Administrator, Federal / State Members, Central Coast Tourism CEO, Regional Manager for NSW Business Chamber, regional Land Councils.
<p>LEAD ROLE - Regional Sponsored Migration Scheme (RSMS)</p> <p>Accurately process all RSMS applications in statutory timeframes. To remain up-to-date on all RSMS correspondence, immigration department policy and training.</p>	<ul style="list-style-type: none"> • Process all applications in accordance with statutory timeframes • Estimate of 42 applications for January – June 2018 (average 7 per month). • Appropriate staff attend training

⁵ Previous Related Outcome: Outcome 4. Enhanced Awareness of Government Programs

4. ANNUAL BUDGET

RDA Name		RDA Central Coast NSW Inc.											
Funding Sources and Budget													
GST Exclusive Amounts	Commonwealth Funding (incl. All \$ in FA & Schedules)		Commonwealth 3rd Party Projects		State/Territory Operational		State/Territory Projects		Other		Total		
	Budget 1/01/18- 30/06/18	Actual to 30/06/18	Budget 1/01/18- 30/06/18	Actual to 30/06/18	Budget 1/01/18- 30/06/18	Actual to 30/06/18	Budget 1/01/18- 30/06/18	Actual to 30/06/18	Budget 1/01/18- 30/06/18	Actual to 30/06/18	Budget 1/01/18- 30/06/18	Actual to 30/06/18	
Income													
Surplus Funding carried forward from previous period (See note 1 below)	\$0		\$0		\$0		\$0		\$0		\$0		\$0
Project Funding carried forward from previous period	\$0		\$0		\$0		\$0		\$0		\$0		\$0
Funding for this Period	\$130,111		\$0		\$0		\$0		\$0		\$0		\$130,111
Project Funding - REDES	\$0		\$0		\$0		\$0		\$50,000		\$50,000		\$0
Other - Incubator	\$0		\$0		\$0		\$0		\$27,818		\$27,818		\$0
Other - RSMS	\$0		\$0		\$0		\$0		\$60,000		\$60,000		\$0
Other - Miscellaneous	\$0		\$0		\$0		\$0		\$64,146		\$64,146		\$0
Interest on Commonwealth funds	\$1,707								\$1,707		\$3,414		\$0
Total Income (A)	\$131,818	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$203,671	\$0	\$335,489	\$0	\$0

Note 1: Clause 6.16 of the Funding Agreement requires that an RDA Committee must write to the Department if more than 15% of the total Budget remains unspent at the end of the financial year and the RDA Committee wishes to treat that unspent amount as Funding for the following year. Please identify below the estimated Carry-Forward from previous years as a percentage of your previous year's Funding. The actual carry-forward is to be confirmed in your Annual Audited Accounts. The RDA Better Practice Guide provides advice on the process for approval of Carry-Forwards greater than 15%.

% Funding
Carried Forward

%

Please refer to the RDA Better Practice Guide for advice on the process for approval of any Carry-Forward greater than 15% of your previous year's Funding.

GST Exclusive Amounts	Commonwealth Funding (incl. All \$ in FA & Schedules)		Commonwealth 3rd Party Contracts		State/Territory Operational		State/Territory Projects		Other		Total	
	Budget 1/07/16-30/06/17	Actual to 30/06/17	Budget 1/07/16-30/06/17	Actual to 30/06/17	Budget 1/07/16-30/06/17	Actual to 30/06/17	Budget 1/07/16-30/06/17	Actual to 30/06/17	Budget 1/07/16-30/06/17	Actual to 30/06/17	Budget 1/07/16-30/06/17	Actual to 30/06/17
Expenditure Major Budget Items												
Staff Salaries	\$131,818		\$0		\$0		\$0		\$47,616		\$179,434	\$0
Employee Entitlements	\$0		\$0		\$0		\$0		\$44,402		\$44,402	\$0
Other Staff Expenses	\$0		\$0		\$0		\$0		\$300		\$300	\$0
Office Lease & Outgoings	\$0		\$0		\$0		\$0		\$3,858		\$3,858	\$0
Vehicle Costs	\$0		\$0		\$0		\$0		\$15,907		\$15,907	\$0
Operational	\$0		\$0		\$0		\$0		\$28,904		\$28,904	\$0
Financial. Legal & Professional	\$0		\$0		\$0		\$0		\$9,500		\$9,500	\$0
Marketing	\$0		\$0		\$0		\$0		\$3,000		\$3,000	\$0
Asset Acquisition	\$0		\$0		\$0		\$0		\$0		\$0	\$0
Committee costs	\$0		\$0		\$0		\$0		\$809		\$809	\$0
Other Supplementary Funding (if any)	\$0		\$0		\$0		\$0		\$0		\$0	\$0
Total Expenditure (B)	\$131,818	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$154,296	\$0	\$286,114	\$0
SURPLUS (A-B)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$49,375	\$0	\$49,375	\$0

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