



Business Plan

2019

An Australian Government Initiative



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.



2019 Business Plan

**Regional Development
Australia
Central Coast NSW Inc.**

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Seasalt Restaurant, Crown Plaza Terrigal



Introduction

Key Achievements and Learnings —

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

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

Summary of Key Achievements and Learnings from 2018

Summary of Significant Events and Achievements

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

1. Significant cooperative joint working relationships 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 policy/strategic framework, which provides the basis for future growth and prosperity of the region
3. Strategic relationships with all regional stakeholders including business leaders, local developers and investors

Activities That Were Not Achieved and Require Ongoing Work

A review of the quarterly, half yearly and yearly reports for the 2018 financial year reveals that RDA Central Coast NSW can provide significant evidence of achievements across every area of its Charter.

However, Marketing the Central Coast as a business destination, and the full review of the Regional Economic Development and Employment Strategy (REDES) projects were delayed due to the recent amalgamation of Gosford City Council and Wyong Shire Councils and the recent appointment of the CEO of the newly formed Central Coast Council.

Key Learnings and Implications for the Coming Year

Following the recent NSW and Federal elections, RDA Central Coast is calling on all major stakeholders to recognise that this is a critical time for everyone to work together – it is no longer good enough for separate political, social and environmental ideologies to limit our future potential.

The economic, social and environmental needs of our region must be met collectively, and this will only come through true collaboration, cooperation and negotiation at all levels.

With tens of thousands of people moving to the Central Coast over the next 15 years, there is an urgent need for enabling infrastructure, road funding, job creation, transport requirements and housing. We also need to ensure synergies are realised between all major infrastructure projects, to enable our region to reach its full potential. This can only be achieved through strong, effective leadership, and the development of a compelling, strategic narrative that will unite and engage all regional stakeholders.

RDA Central Coast is looking forward to continuing our effective working relationship with all key regional stakeholders, as we continue to provide joint leadership of economic and social development of the Central Coast.

Overview of Committee Members and Staff

Committee Members	Position	Expiration Term
Mr Phil Walker	Chair	31 December 2020
Mr Chris King	Deputy Chair	30 June 2021
Ms Gabby Bowles	Committee Member	30 June 2021
Ms Linda Cooper	Committee Member	30 June 2021
Mr Joe Coyte	Committee Member	30 June 2021
Mr John Davison	Committee Member	30 June 2021
Mr Michael Dowling	Committee Member	30 June 2021
Ms Kathryn Duncan	Committee Member	30 June 2021
Mr Graham McGuiness	Committee Member	30 June 2021
Mr Frank Sammut	Committee Member	30 June 2021
Mr Chris Smith	Committee Member	30 June 2021
Ms Deborah Warwick	Committee Member	30 June 2021

Staff	Position
Mr John Mouland	Chief Executive Officer
Ms Elizabeth Saltwell	Office Manager



Woy Woy Waterfront

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.

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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.

RDA Central Coast Executive



Strategic Context _

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 Central Coast Council area population forecast for 2018 is 346,459 and is forecast to grow to 414,615 by 2036 (21.04% growth) and will require the construction of around 39,600 new residences to accommodate this growth. In addition, it is anticipated that additional commercial, industrial and retail space will be required to provide approximately 24,674 additional jobs over this period.

The unemployment rate on the NSW Central Coast is significantly higher than NSW. 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 159,121 residents employed and of these, over 25% of Central Coast NSW's working residents travel outside of the area to work which is an ongoing significant challenge 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. Health Care, Social Assistance, Retail, Construction and Manufacturing remain as the largest employment sectors within the region.

A number of 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.



Kings Estate Terrigal by the Stevens Group



Marty and Megan, founders of Activate Foods



Fires creek Wines, Holgate

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

The Central Coast Regional Economic Development & Employment Strategy (REDES), in conjunction with State and Local 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. The REDES 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 support current Commonwealth, State and Local Government priorities and actions and in 2019 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.

Government Priorities

Federal Government Priorities

In early 2019, the Coalition Government outlined its strategy creating more jobs in a stronger economy, which included:

- Creating an additional 1.25 million jobs over the next five years, including 250,000 new jobs for young Australians.

- Ensuring Australians have the skills they need through a new \$525 million skills package with 80,000 new apprenticeships in addition to record education funding.
- Establishing 10 training hubs in regional areas to create better connections between local industry and schools to improve outcomes for young Australians.
- Expanding the Youth Jobs PaTH Program to pilot up to 10 industry-led job pathway programs to better target the training and internship experiences for young people.
- Expanding the successful Transition to Work service to allow young people aged 22 to 24 years to also voluntarily access pre-employment services that help prepare them for work.
- Transforming our employment services system to help Australians who need extra support to get a job.
- Strengthening small and medium businesses by lowering business tax, improving access to finance, ensuring small business is paid on time by big business and government, and increasing and expanding access to the instant asset write-off.
- Better connecting people to jobs, their homes and their communities, and allow businesses to connect

NSW State Government Priorities

In September 2015, the NSW Premier unveiled 12 personal priorities and 18 state priorities to grow the economy, deliver infrastructure, protect the vulnerable, and improve health, education and public services across NSW.

These priorities set the agenda for the NSW Government Sector over the coming years. 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.

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**Insufficient public
transport & parking.**

**Availability of serviced
employment lands.**

High out-commuting.

**High youth
unemployment.**

"

2019 – 2020 PRIMARY ACTIVITIES_

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Current Situation

Although our region enjoys enviable strengths such as lifestyle opportunities, available lands, a strong tourism base, growing health and social services employment sectors and proximity to Sydney and Newcastle markets, it also has a number of current and emerging challenges that need to be addressed. These include:

- Accommodating proposed population growth projections
- Inadequate and/or aging infrastructure
- Insufficient public transport and parking options
- Availability of serviced employment lands
- High out-commuting levels
- High youth unemployment
- The need to greatly improve education levels

2019 – 2020 Regional Priorities

RDA Central Coast has developed four key priority areas and associated activities to address identified regional needs.

Creating Long Term Sustainable Economic Growth and Job Creation

Improve Skills Development and Educational Outcomes

Fostering Innovation Within Our Region

The Provision of Regional Advice, Support and Information

2019 – 2020 Regional Priorities

RDA Central Coast has developed four key priority areas and associated activities to address identified regional needs.

REGIONAL PRIORITIES			
Economic Growth & Job Creation RDA Central Coast is focused on growing a strong and confident regional economy on the Central Coast. Key Activities: Collaborate with regional stakeholders to identify economic opportunities and leverage private and public sector investment within the region Connect regional businesses, Council and industry sectors with international trade partners, financial markets and potential investors Development and advocacy of the 2020 - 2023 Central Coast Infrastructure Priority List Development and advocacy of new Job Precincts in identified Growth Corridors	Skills Development & Education RDA Central Coast committed to addressing education and skill needs within the region that will directly assist in reducing unemployment, growing the economy and addressing social challenges. Key Activities: Identification of skill shortages in key industry sectors (Food/Health/Manufacturing sectors) Deployment of targeted STEM initiatives within the region Delivery of the regional Try-A-Skill Forum Support Council, business, schools, TAFE, Newcastle University and local training organisations to develop quality training and education services and facilities	Fostering Innovation RDA Central Coast will proactively work with all key regional stakeholders in the development and deployment of regional innovation strategies to increase capacity, productivity, rates of growth, national & competitiveness and economic sustainability. Key Projects: The deployment of Central Coast Food Innovation initiative Fostering innovation partnerships and initiatives between industry and educational partnerships Utilising STEM initiatives to develop required talent to fill future jobs in the region. Establishment and support of key industry sector collaboration efforts	Regional Advice, Support & Information RDA Central Coast plays a critical role of being the conduit between the three levels of government, key regional stakeholders, business and local residents. Key Activities: Promote and disseminate information on Australian Government policies and grant programs Support community stakeholders to develop project proposals to access funding Provision of evidence-based advice and support to Federal, State and Local members and government agencies Collaboration between RDA Central Coast and Hunter to deliver enhanced outcomes for both regions

REGIONAL COLLABORATION AND PARTNERSHIPS



Table of Outcomes and Outputs

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Outcome 1: Increased economic opportunities and investment in the region

Output i. Identify economic development opportunities that leverage private and public sector investment in the region

What will we do?	Key Performance Indicators
Activity 1.1 Development of the 2020 - 2023 Central Infrastructure Priority List To collaboratively work across all levels of government, business and the community to develop a list of key infrastructure priorities for the Central Coast, which will grow investment and employment within the region.	<ul style="list-style-type: none">July 2019 – Revise terms of reference and project criteriaSeptember 2019 – Compile draft list of projects from regional stakeholdersOctober 2019 – Present to Central Coast CouncilNovember 2019 – Consolidate RDA Priority List with Council's prioritiesDecember 2019 - REDES Executive endorses the 2020 - 2023 Regional Infrastructure Priority List.January 2020 - Deliver infrastructure priorities list and fact sheet information available in PDF, web and print versions.February 2020 – Deliver Regional Infrastructure Priority List Communication/Advocacy Plan to inform local community and media, guide strategic planning, coordinate advocacy efforts and proactively seek funding opportunities
Activity 1.2 Marketing the Central Coast as a Business Location To collaboratively work with regional partners to position the region as a business location.	<ul style="list-style-type: none">December 2019 - Review and revise the Invest Central Coast website and associated resourcesWork with all key stakeholders to develop strategies to proactively attract business relocations to agreed growth corridorsOngoing - Support industry specific business relocation enquiries to the Central Coast.

Outcome 2: Increased trade and job creation

Output ii. Connect the region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in the Region.

What will we do?	Key Performance Indicators
Activity 12.1 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. A MOU between RDA Central Coast Central Coast Industry Connect, University of Newcastle and NEIR has been signed to establish a partnership approach between government, business, education & community leaders to grow jobs and build regional business competitiveness through innovation, education & research in the food and related industry sectors.	<ul style="list-style-type: none">July 2019 – Continue to rollout of MOU with partners and regional stakeholdersAugust 2019 – Commence drafting preliminary delivery strategy with key MOU StakeholdersSeptember 2019 – in partnership with Austrade and local food manufactures explore emerging trade opportunities in Mainland China, Hong Kong and SingaporeSeptember 2019 - Commence funding business case development for the Food Innovation CentreDecember 2019 – Deliver proposed strategy, infrastructure business case and advocacy plan to all regional stakeholdersJanuary 2020 commence advocacy initiativesOngoing – Work with MOU partners to deliver industry engagement and seek industry led collaboration initiatives

Outcome 3 - Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.

Output iii. Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.

What will we do?	Key Performance Indicators
Activity 3.1 REDES Provide leadership for the Regional Economic Development & Employment Strategy and projects.	<ul style="list-style-type: none"> • January 2020 – As a REDES initiative, deliver the proposed Food Innovation Initiative strategy, infrastructure business case and advocacy plan to all regional stakeholders • January 2020 – As a REDES initiative, deliver the 2020 -2023 Central Coast Regional Infrastructure List • Ongoing - Work with Council's CEO in incorporating REDES into Council's revised Economic strategy • Ongoing - Arrange and coordinate REDES taskforce meetings as required • Provide REDES Secretariat support and reporting
Activity 3.2 Growth Corridors and Centres Development To provide advocacy and support for the planning, development and delivery of enabling infrastructure projects, job creation precincts and regional growth strategies.	<ul style="list-style-type: none"> • January 2020 – Deliver the regions agreed infrastructure priority list. • Ongoing – Continue to proactively advocate for the development of job creation precincts at Somersby, Gosford, Tuggerah and Warnervale. • Monthly – Attend and support the NSW Government Central Coast Regional Economic Development Committee with other senior attendees from council and state government agencies. • Ongoing – Advocate and encourage appropriate developments in identified growth corridors as contained in the Central Coast Regional Plan 2036 • Ongoing – Advocate and support in delivering the NSW Premier's Priorities • Ongoing - Advocate and support projects and initiatives contained in the Central Coast Regional Economic Development Strategy (2018–2022). • Ongoing - Advocate and support projects and initiatives contained in the Central Coast and Lake Macquarie Regional Economic Development Strategy (2018 – 2022) • Ongoing - Proactively advocate through community consultation and communication with the media, the benefits, project status and government commitment to Centres, Precincts and infrastructure development within the region. • Ongoing – Development, advocate and proactively promote the Central Coast Infrastructure Priority List. • Ongoing - Assist the newly formed Central Coast Council to revise strategic documents & plans to ensure a “A whole of government” and a “A united Central Coast” platform • Ongoing – Support 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) to deliver a “world class” Medical, Research and Teaching Precinct on the NSW Central Coast. • Ongoing – Support NSW Government Gosford Taskforce to oversee the revitalisation and growth of the NSW Central Coast.

Outcome 4: Achieve Government program objectives.

Output iv. Assist in the delivery of Commonwealth programs including public and private sector decentralisation.

What will we do?	Key Performance Indicators
Activity 4.1 Delivery of Government Programs RDA Central Coast will ensure that it proactively supports the delivery of all relevant government programs	<ul style="list-style-type: none"> • Ongoing - Provide evidence based advise to the Australian Government on critical development issues that positively and negatively impact the region • Ongoing – Provide information on the region's activities and competitive advantages to all levels of government • As required – provide policy input and feedback to Government to ensure appropriate regional input when requested
Activity 4.2 Cross Region Collaboration RDA Central Coast will work collaboratively with RDA Hunter to proactively advocate for the 1 million plus residents within the two regions and to provide a consolidated voice for the two of the largest regions in NSW.	<ul style="list-style-type: none"> • Ongoing - Provide evidence based advise to the Australian Government on critical development issues that positively and negatively impact the region • Ongoing – Provide information on the region's activities and competitive advantages to all levels of government • As required – provide policy input and feedback to Government to ensure appropriate regional input when requested

Outcome 5: Maximise access to Government programs and grants.

Output v. Promote and disseminate information on Commonwealth policies and grant programs and support community stakeholders in Your Region to develop project proposals to access funding.

What will we do?	Key Performance Indicators
Activity 5.1 Grants/Funding Advocacy To ensure that Central Coast organisations are kept informed of opportunities to obtain funding under various grant/funding programs.	<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. • As required - Ensure that Federal, State and Local funding programs are proactively promoted and supported in accordance with appropriate timeframes and requirements



Phil Walker, Chair and John Mouland, CEO of RDA Central Coast

Outcome 6: Advice supports development outcomes

Output vi.

- Provide evidence-based advice to the Commonwealth on critical regional development issues; and
- Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.

What will we do?	Key Performance Indicators
<p>Activity 5.2</p> <p>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">• July 2019 – The new collaboration agreement between RDA Central Coast and Hunter will allow the two regions to jointly work on critical regional development opportunities and challenges that impact on a combined population base in excess of one million residents.• Ongoing – The ongoing support of Federal and State members including regular update meetings and advice to senior Ministers• Ongoing – Participating in regional “Task Force” initiatives and meetings to address critical regional challenges and opportunities• January 2020 – Delivery of the 2020 – 2023 Central Coast Regional Infrastructure Priorities to inform government and articulate agreed regional priorities• Ongoing – The identification of growth and employment precincts and private / public opportunities to bring these essential projects to fruition• Ongoing - Deliver ‘Focus on the Coast’ events throughout the year, in partnership with key regional stakeholders to share opportunities and key messaging• Ongoing - Attend business functions to discuss regional issues and priorities, including Business Chamber events, Local Networking Evenings, NSW Government Seminars and Information Sessions, Conferences and the like.• Ongoing - Regular one-on-one or small group meetings with key regional stakeholders, including Council, Federal / State Members, Senior Government Managers, Regional Business Chamber and Regional Land Councils.• When required – Provide submissions and advice to government on draft policy

Resources/ References _

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