



**Regional
Development**
Australia
CENTRAL COAST NSW

BUSINESS PLAN

2010 / 2011

Published : 31 July 2010

Contents

Introduction.....	3
Executive Summary.....	3
Highlights and Key Achievements from the Previous Year.....	3
Overview of Committee Members and Staff	5
Vision Statement	6
Operating Environment.....	7
International Environment - Mega Trends.....	7
National and New South Wales	7
Regional - Central Coast.....	8
Budget.....	11
Sub Committees	13
Partnerships and Collaborations	13
Work Program and Key Priorities for the Year.....	14
REDES Activities	14
Other RDACC Charter Activities	15
Governance Responsibilities.....	16
Outcomes and Key Performance Indicators (KPIs)	17
REDES Activities	17
Other RDACC Charter Activities	18
RDA Charter, Government Priorities and Regional Plan	19
RDA Charter	19
Alignment to Regional Plans	19
Regional Economic Development and Employment Strategy (REDES).....	19
State Plan Initiatives	20
Central Coast Business Growth Plan	20
Regional Employment Plan	21
Regional Innovation Strategy	21
Marketing and Events Strategy.....	22
Capacity Building and Staff Development.....	22
Risk Management.....	23
APPENDIX - PROJECTS 1 to 18	24

Introduction

Regional Development Australia Central Coast NSW (RDACC) was created by merging the Central Coast of NSW Area Consultative Committee (CCACC) with Business Central Coast (BCC) (formerly the Economic Development Board for the Region). Funding for the new organisation is shared between the Australian Government through the Department of Infrastructure, Transport, Regional Development and Local Government (DITRD LG) and the NSW State Government through Industry and Investment NSW. RDACC commenced operation on 1 July 2009, and is located in the offices of the former BCC at the University of Newcastle, Ourimbah campus, in the Business Incubator.

Following the 'establishment' period of late 2009 and early 2010, this Business Plan reflects the input of a fully engaged Board and team of staff. The delivery framework of RDACC for the 2010/11 year includes the establishment of sub-committees with responsibility for specific RDA Charter areas, and alignment to the Regional Economic Development and Employment Strategy (REDES).

The REDES, endorsed by Local and State government and adopted by RDACC as the organisation Regional Plan, is the primary contributor to the work programme and key priorities of this Business Plan.

Executive Summary

This Business Plan is action focused.

It includes 18 specific projects or work streams, which are aligned to the operational Charter of Regional Development Australia Central Coast (RDACC) and, in the majority of areas, relates to the content of the Central Coast Regional Economic Development and Employment Strategy (REDES).

As stated in its Vision, RDACC is determined to 'make a positive difference to the Central Coast' by creating strong and sustainable partnerships, networks and community capacity.

With an eye on global trends and a 'just do it' local attitude, RDACC is focused on delivering the challenging outcomes committed to in this Business Plan for 2010/11.

Highlights and Key Achievements from the Previous Year

Focus on the Coast

RDACC is facilitating Focus on the Coast forums to provide local residents with the opportunity to participate in a consultative process that identifies priorities, aligns resources and promotes solutions. These forums enable the community to provide input to governments about issues and opportunities in our local area. Forums have covered tourism, jobs and economic development, transport, town centre development, Innovation in Education and Creative Arts. Each forum has attracted up to 60 participants from a cross section of public / private, business and community. A newsletter including answers to questions raised on the night is issued and published on the RDACC website.

Regional Economic Development and Employment Strategy (REDES)

The Central Coast Regional Economic Development and Employment Strategy (REDES) was launched by Premier Kristina Keneally when she visited the region on Wednesday, 3 February 2010. Premier Keneally said the REDES will support the growing population of the Central Coast, which is expected to reach 405,000 by 2031; this represents an additional 100,000 people living and working in the region. To develop the strategy, the Government consulted with more than 80 large business and regional stakeholders, 300 small and medium enterprises and 400 individuals.

The REDES is a partnership between the NSW Government, Regional Development Australia Central Coast (RDACC), Gosford City Council and Wyong Shire Council. This partnership to be honoured through a Regional Compact for Economic Development and Employment.

RDACC is the implementation lead for the Strategy and in partnership with the Department of Premier and Cabinet, has established an implementation framework.

Wyong and Gosford Councils and Industry and Investment NSW have collectively agreed to provide funding of \$160,000 for the delivery of a number of REDES projects.

Regional Employment Plan

The Central Coast region has been identified as a priority employment area by the Federal government. Their response has been to set-up Keep Australia Working (KAW), appoint a Local Employment Co-ordinator and develop the Regional Employment Plan. RDACC is part of the KAW committee and is a key partner in the implementation phase of this Plan.

Indigenous Jobs Market

RDACC will co-ordinate the delivery of the inaugural Central Coast Indigenous Jobs Market in August 2010, after securing principal funding of \$95,000 from the Department of Education, Employment, and Work Relations (DEEWR). Other partners include our local Councils (Wyong Shire and Gosford City), Centrelink and Department of Aboriginal Affairs.

Innovation Festival

RDACC partnered with RDA Hunter, Industry and Investment NSW and local councils to deliver the Hunter Central Coast Innovation Festival 2010. This successful festival was part of the national Innovation Festival 2010, with over 50 events held in the Hunter Central Coast region. Planning for 2011 has already started.

Broadband

RDACC partnered with RDA Hunter, Industry and Investment NSW and local councils to fund a report to assess the broadband readiness of the Central Coast Hunter region. This approach focused on the National Broadband Network (NBN) rollout, and how this region can be recognised as a priority for early rollout.

Phase one is complete and phase two is planned for 2010/11, depending on funding.

Overview of Committee Members and Staff

SURNAME	NAME	TITLE	POSITION	ORGANISATION
DAWSON	JOHN	MR	CHAIR	Chairman, Stevens Group
ROBERTS	MAREE	MS	DEPUTY CHAIR	Deputy Regional Director (Central Coast) NSW Department of Education and Training
ASQUITH	JOHN	MR	COMMITTEE MEMBER	Chairman, Community Environment Network
BARNETT	PAUL	MR	COMMITTEE MEMBER	CEO, Mingara Recreation Club
CALDERSMITH	SUSIE	MS	COMMITTEE MEMBER	Community Representative
CRUMP	STEPHEN	PROF	COMMITTEE MEMBER	Pro Vice Chancellor University of Newcastle Central Coast Campus
EARTHROWL	SIMON	MR	COMMITTEE MEMBER	Director, Four Earth Group
KING	CHRIS	MR	COMMITTEE MEMBER	Producer / Director, King of Harts Productions
MAHER,	LAURIE	MR	COMMITTEE MEMBER	Executive Officer, Coast Shelter
SMITH	KATIE	MS	COMMITTEE MEMBER	Solicitor, West Street Legal Services
WEBSTER	LYNNE	CLR	COMMITTEE MEMBER	Councillor, Wyong Shire Council
WILLIAMS	KIM	MS	COMMITTEE MEMBER	Managing Director, Sublime Marketing Pty Ltd

Executive Officer: Mr Anthony Dow
 Project / Research Officer: Mr Greg Combes
 Administration: Ms Elizabeth Westrup

Regional Development Australia - Central Coast NSW Inc
 North Loop Road, Central Coast Campus
 10 Chittaway Road
 OURIMBAH NSW 2258

PO Box 240
 OURIMBAH NSW 2258

Ph: 02 4349 4949
 Fax: 02 4349 4956
 Email: mail@rdacc.org.au
 Web: www.rdacc.org.au

Vision Statement

*Making a positive difference to the
Central Coast*

*We will achieve this vision by
bringing people together to discuss,
debate and prioritise the needs of the
Central Coast, and by communicating
the region's desires, with sound
justification, to Federal and State
governments.*

Operating Environment

International Environment - Mega Trends

“Our Future World - An Analysis of Global Trends, Shocks and Scenarios” is a report published by CSIRO in March 2010. This report describes the outcomes from a CSIRO global foresight project. It presents five megatrends and eight megashocks (global risks) that will redefine how the world’s people live.

As RDACC fulfils its Charter and helps develop sustainable communities on the Central Coast, it’s worth being aware of the worldwide trends with the potential to impact our local communities.

A megatrend is a collection of trends, patterns of economic, social or environmental activity that will change the way people live and the science and technology products they demand.

The five interrelated megatrends identified in the report are:

1. More from less. This relates to the world’s depleting natural resources and increasing demand for those resources through economic and population growth. Coming decades will see a focus on resource use efficiency.
2. A personal touch. Growth of the services sector of western economies is being followed by a second wave of innovation aimed at tailoring and targeting services.
3. Divergent demographics. The populations of OECD countries are ageing and experiencing lifestyle and diet related health problems. At the same time there are high fertility rates and problems of not enough food for millions in poor countries.
4. On the move. People are changing jobs and careers more often, moving house more often, commuting further to work and travelling around the world more often.
5. i World. Everything in the natural world will have a digital counterpart. Computing power and memory storage are improving rapidly. Many more devices are getting connected to the internet.

For a copy of the full report go to <http://www.csiro.au/resources/Our-Future-World-report.html>

National and New South Wales

The June 2010 labour force figures from the ABS highlight a positive month for NSW. In seasonally adjusted terms, the NSW unemployment rate remained steady and was lower than most other states. By way of employment numbers, NSW recorded the largest increase in full-time employment and the second largest increase in total employment. In June 2010, NSW accounted for almost half of all full-time employment gains in Australia (seasonally adjusted terms). In trend terms, NSW and the Rest of Australia continued to record positive gains in both total and full-time employment, coupled with a steady unemployment rate. However, there are signs of slow-down in the rate of growth across all indicators.

Regional - Central Coast

The Economy

The region has a number of characteristics that impact on future economic development and these include the following:

- **Demographic trends:** The Central Coast region has a population of approximately 316,000 residents. Over recent decades, the population has grown at a rate of nearly 4 per cent per annum, one of the fastest growth rates in NSW. The region is expected to grow at around 4000 people per year. By 2031, it is expected the region will have 100,000 more people than it did in 2006. This will have a major impact on infrastructure, housing, transport and employment needs.

The Central Coast has experienced a dual pattern of population growth, with older persons being attracted for retirement living and families moving to the region. Families have been attracted to the area by affordable housing and a coastal lifestyle, while still having good accessibility to the Sydney metropolitan area. This pattern has produced growth at both ends of the age spectrum (mature aged persons and families with school aged children), and this has implications for the future pattern of demand for services (both public and private). The following data provide an indication of ageing. There is an above average concentration of people aged 55+ (28%) when compared to New South Wales (22%) and Australia (22%). Projections indicate that this trend will continue, and 37% of the Central Coast's population (or 153,940 persons) will be aged 55 and over by 2031 (up from 28% now). This will have implications for future services demand and for the local labour market. At the same time, there is some out-migration of younger persons aged 19- 29 years for education and for employment reasons.

- **Industry structure:** The Central Coast economy is comprised of a large number of small and medium sized businesses. At the smaller end, there is a significant number of micro businesses and home based businesses - many of which service localised markets. There are few large employers. Of the 22,500 businesses in the region, only 72 employed 100 or more persons; 750 employed between 20 and 99; 2544 employed between 5 and 19; and 6471 businesses employed between 1 and 4 persons. The larger employers include the health service, local government, several manufacturers, food processors, logistics centres, clubs, resorts, call centres, large retailers and the education sector (schools, University and TAFE). The region has been successful in attracting larger businesses in goods-producing industries (manufacturers and food processors) and in some goods related services (logistics), with these businesses being part of national or global enterprises. There are only a handful of locally grown large businesses located on the Central Coast.
- **A narrow jobs base:** Compared with other regions, the Central Coast has a narrow jobs base that is highly reliant on population related services (mainly health, retail, construction) and is under-represented in knowledge and business services (business services, professional services, technical services, finance) jobs. Many of the Central Coast residents, who are employed in the knowledge and business services sectors, are commuting to jobs in Sydney. In 2006, there were 120,712 employed persons living on the Central Coast and 86,040 jobs located in the Region. This is indicative of the pattern of commuting, with around 38,000 residents commuting to jobs outside the region.⁹ The jobs gap represented around 29% of employed residents (37% for males - 24,000 and 19% for females - 10,600).
- **Skill levels:** Relative to New South Wales overall and to the Sydney Region, the Central Coast has: lower levels of skills, reflected in lower average education levels and a smaller share of the population with post school qualifications. On an occupation basis, the region tends to have a higher percentage of skilled trades, production and transport and distribution workers. It has less high order white collar occupations (including managers, administrators and professionals)

compared with the Sydney metropolitan area. Persons in professional and managerial occupations make up a large share of the job commuters.

- Part time jobs: There is a higher incidence of part-time employment (Wyong 30% and Gosford 31%) compared with Sydney Statistical Division (26%) and New South Wales (27%). This reflects a number of issues including: the structure of local jobs (there are a large percentage of population driven jobs in services, with much of the part-time employment being in retail, hospitality, accommodation and health and community services). This part time employment can mask underemployment, where persons would like more hours or a full time job. The survey of individuals conducted as part of the Smarter Central Coast Study showed that 40% of part time and casual employees wanted more hours of work.
- Workforce participation: The region has lower overall labour force participation rates (Wyong 53% and Gosford 56%) compared with the Sydney Statistical Division (61%) and New South Wales (59%). This reflects the age profile of the region and early retirement by some persons. The share of persons not in the labour force is higher (Wyong 41% and Gosford 36%) compared with Sydney Statistical Division (32%) and New South Wales (34%).
- Unemployment: The Central Coast had higher rates of unemployment in 2006 (Wyong 8.2%, Gosford 6.2%) compared with Sydney Statistical Division (5.3%) and New South Wales (5.9%). This reflects a number of factors including: continued high rates of youth unemployment (due to an insufficient number of entry level jobs for young people); social issues and long-term unemployment; and accessibility problems when using public transport within parts of the region. Recent data (December 2008) shows a decline in total employment in the Gosford-Wyong area and an unemployment rate of 6.6% (compared with the Sydney metropolitan area rate 5.2% unemployment).
- Knowledge and innovation: there are relatively low levels of industrial research and development in industry located on the Central Coast. There are some emerging research centres in the University.
- Connectedness: There is a lack of internal connectedness due to public transport access issues and the location of jobs and population centres. The Central Coast remains a car dependent region.

The Environment

The Central Coast, like other regions in Australia, faces a number of environmental issues. These issues include: the potential impacts of peak oil on costs and future transport options in what is a car dependent region; the effects of climate change on coastal areas and on water availability; and the requirements for carbon reduction. These environment issues will impact on the way we live, the way we work and the way we travel.

A major issue for the Central Coast is its natural environment and its linkage to lifestyle and to tourism. Management of environmental issues will be important for the region as it experiences sustained population growth over the next two decades. This includes maintaining environmental assets, while also making the region a leader in environmentally sensitive urban planning and sustainable building design. Looking to the future, the region will be undergoing change that is a result of peak oil, and there will be an increase in the reliance on effective public transport. Consumers and industry will be reducing carbon emissions, through changes in activities and new technologies and processes. These changes have major implications for the future cost structures of all businesses, their production processes and how they operate. It is already impacting on how we build industrial, commercial, retail and community facilities and the types of housing that

we are constructing.

While these factors will create challenges for regional planning and environmental management, it will also generate major new business opportunities and green jobs. A range of new jobs are being created in environmental management (natural and built environment); environmental engineering; resources management and in building and construction. It is also requiring a green reskilling of other occupations.

Environmental issues will be important in shaping aspects of future economic development of the region.

Community Attitudes

Surveys conducted as part of the development of the REDES, showed that business and the community generally have a positive assessment of the Central Coast and its long term prospects. They wanted action on major issues, and would be supportive of the directions that have been developed in the REDES.

- For business, positive factors shaping the future are workforce availability, accessibility of the location, regional market size and lower business costs. Businesses have concerns about the structure of the economy, the level of skill, internal transport and movement, infrastructure and social issues. The structure of the economy was an issue, and this included there not being enough large businesses in the region. There were also concerns about slowing economy and rising costs impacting on business activity. There was a focus on Gosford and support for a long term revitalisation strategy for the CBD and the waterfront, which needed to be combined with a proactive approach to development. Social concerns included high unemployment, particularly youth unemployment. Internal movement was an issue, and related to the internal road system and a lack of public transport affecting movement and accessibility to jobs and services.
- The community wanted to see more local jobs being created, less commuting and regional infrastructure improved to cope with a growing population. They valued their coastal environment and lifestyle and accessibility to Sydney, and wanted improved public transport. They also wanted action on jobs, which included: attracting more large businesses and government departments and encouraging small business growth, while also boosting regional skills through continued education for young people and more training. Central Coast Tourism is currently working with the tourism industry to develop and implement the first ever Central Coast Destination Management Plan for tourism in 2010–2013, to ensure a coordinated approach to the marketing and development of the region.

Budget

ANNUAL BUDGET 2010/11				
as at 15 July 2010				
GST Exclusive Amounts	Funding Sources and Budget			
	Commonwealth	State	Other	Total
INCOME				
Funding this Period	\$213,738	\$70,000	\$0	\$283,738
Surplus Carried Forward from previous period	\$60,800	\$105,200	\$155,000	\$321,000
Other funding				\$0
Other Income	\$0	\$0	\$80,000	\$80,000
sub total income	\$274,538	\$175,200	\$235,000	\$684,738
REDES Income		\$80,000	\$50,000	\$130,000
Capacity Building Income				
Total Income A	\$274,538	\$255,200	\$285,000	\$814,738
EXPENDITURE	60%	40%		
Major Budget Items				
Staff Salaries	\$115,435	\$76,957	\$21,377	\$213,769
Employee Entitlements	\$12,120	\$8,080	\$2,245	\$22,445
Other Staff Expenses	\$13,230	\$8,820	\$2,450	\$24,500
Office Lease & Outgoings	\$1,758	\$1,172	\$4,000	\$6,930
Vehicle Costs	\$10,800	\$7,200	\$2,000	\$20,000
Operational	\$50,316	\$33,544	\$10,000	\$93,860
Financial legal & Professional	\$9,600	\$6,400	\$10,000	\$26,000
Marketing, promotional and events	\$15,000	\$10,000	\$10,000	\$35,000
Asset Acquisitions	\$6,000	\$4,000	\$10,000	\$20,000
Committee costs	\$12,000	\$8,000	\$0	\$20,000
sub total expenditure	\$246,260	\$164,173	\$72,071	\$482,504
REDES Expenditure		\$80,000	\$76,000	\$156,000
Capacity Building Expenditure	\$8,000			\$8,000
Total Expenditure B	\$254,260	\$244,173	\$148,071	\$646,504
SURPLUS A - B	\$20,278	\$11,027	\$136,929	\$168,234

Key Assumptions

1. Surplus carried forward for Commonwealth of \$60,800 is close to maximum of 30% of original funding. This includes the \$8,000 received in the 2009/10 year for capacity building of the Committee and staff.
2. Surplus carried forward for State includes \$70,000 for 2010/11 funding period, received in the 2009/10 year.

3. Surplus for 'Other' includes \$125,000 for the incubator and \$30,000 received from the Councils for REDES projects.
4. Other income is an estimate of Business Incubator income for the year.
5. REDES income includes \$80,000 from I&I and the balance of funding of \$50,000 due from the Councils.
6. Salaries include expected step movements in line with State salary scales and performance reviews.
7. Operational expenditure includes additional \$20,000 for development of social, environmental plans and REDES activities. Additional \$10,000 for Small Business Incubator research commissioned in partnership with Business Enterprise Centre.
8. Business Incubator overall – The 'Other' column relates to Incubator expenses. Most expenditure items have been apportioned 10% to the Business Incubator.
9. Asset Acquisition of \$20,000 relates to Business Incubator refit and IT upgrade.
10. Marketing is estimated at \$35,000 including \$10,000 for the Business Incubator.
11. REDES Expenditure includes the salary cost of a Project Officer on 12 month fixed contract.
12. Surplus for Commonwealth is below 15% maximum. The 'Other' surplus is a contingency for major premises maintenance and operational reserve to cover at least three months of operation in the event of non-funding.

Sub Committees

Three RDACC sub-committees have been established to deliver on specific areas of the RDA Charter and work program. These being:

1. Economic Development – Land and Infrastructure
2. Economic Development – Skills and Innovation
3. Social Inclusion

Environmental consideration will be applied across the sub-committees.

Each sub-committee will develop a work plan based on this Business Plan, and will meet at least quarterly.

Partnerships and Collaborations

RDACC and Hunter Valley will develop an Memorandum of Understanding (MOU) agreement to formalise the collaborative working partnership. The RDAs are partnering on a Broadband project and the Hunter Central Coast Innovation Festival. Future plans for partnering include development of skills and innovations, specifically in relation to industry and research programs.

RDACC is a partner to the Regional Employment Plan published by the Keep Australia Working Department (KAWD) of the Federal government.

RDACC will work with the NSW government to implement the initiatives included in the NSW Regional Innovation Strategy.

RDACC is collaborating with Enterprise Connect, a department of the Federal Government, to form a Regional Innovation Advisory Group and to develop a Regional Innovation Plan that complements the State Government's Regional Innovation Strategy.

Work Program and Key Priorities for the Year

RDACC's activities are grouped under three categories:

1. Regional Economic Development and Employment Strategy (REDES) activities;
2. Other Charter Activities;
3. Governance Responsibilities.

The **REDES activities** are a priority for this planning period. These actions have been adopted as part of a robust planning and development process in partnership with key stakeholders in the region. RDACC has received partial funding from Wyong and Gosford Councils and I&I NSW to deliver progress on a number of REDES projects.

The projects listed under '**Other Charter Activities**' will be planned and resourced for delivery. The extent of progress in these areas may be restricted by time and financial resources, and the fact that the REDES project will take priority. It should be noted that a number of the REDES projects relate to unemployment, training, up-skilling and indigenous job creation, which are activities that can be categorised under addressing Social Inclusion.

Governance Responsibilities contain a list of all planning and reporting requirements of RDACC funding contract with both Federal and State government.

REDES Activities

Ref	Activity Title	Activity Goal
1	REDES Leadership	To provide implementation leadership of the REDES, and its associated 18 month Action Plan. Set-up the project framework, Terms of Reference and monitoring and reporting structures.
2	Infrastructure Priorities for the Central Coast	To commission and publish a report that identifies the strategic infrastructure requirements and potential constraints of the Central Coast.
3	Establish a Protocol for Facilitation of major Employment generating Proposals	To engage with developers and all stakeholders involved in the development approval process (eg. Council and State Planning Departments) to work towards improvements in the Investment and Development environment.
4	Market the Region as a Business Location	To contribute to the REDES goal of 'building an economic identity for the Central Coast' by engaging with stakeholders involved in business attraction to develop a high impacting, coordinated approach to business attraction.
5	National Broadband Network (NBN) Rollout	To promote the Central Coast Hunter region as a priority region for the rollout of the National Broadband Network (NBN), and to support local businesses in their activities related to the NBN.
6	Indigenous Jobs Market (IJM) 2010 (Social Inclusion)	To co-ordinate the delivery of the inaugural IJM in August 2010, funded primarily by the Department of Education and Employment and Workplace Relations (DEEWR).
7	Innovation	To partner with RDA Hunter to review the outcomes of the Innovation Festival 2010 and contribute to the delivery of the event in 2011. To partner with Enterprise Connect, contribute to their Regional Innovation Plan, and explore innovation opportunities associated with the 'Gazelle' project at the University of Newcastle.
8	Establish a Regional Research and	To complete engagement and design work aimed at developing a central regional research and information 'portal' for economic data and

	Information centre	government assistance information.
9	Industry linked Research Programs	To increase the level of research and development and innovation in the region that is linked to key sectors by engaging with the University of Newcastle and key industry sectors such as Food, Environmental and Energy Research, Ageing and Aged Care and Logistics.
10	Building Future Skills Capacity	To form strong networks and partnerships on the Central Coast that support the attainment of the REDES goal - 'Building skill levels of the community through a stronger learning culture, which recognises the value of education and training and contributes to increased employment.'

Other RDACC Charter Activities

Ref	Activity title	Activity Goal
11	Support Business Networks	Attend and /or present at Business Networking events such as Chambers and Rotary organisations. Support requests for workshops and networking events including: <ul style="list-style-type: none"> • Hunter Foundation Breakfast series in partnership with RDA Hunter • Grant workshops Work in partnership with the Business Enterprise Centre to support local businesses and Incubator research and development.
12	Social Inclusion	To develop a Social Inclusion Regional Priorities document as agreed with the Federal government. To deliver Social Inclusion activities which will bring together and support all members of the community. [note activity 6 and 10 are 'Social Inclusion' type activities].
13	Environmental – Climate Change	To develop an Environmental Regional Priorities document as agreed with the Federal government. To deliver environmental sustainability related activities which will support ongoing sustainability and the management of climate change (including the impact of drought, flood or bushfires).
14	Business Incubator Strategy	To increase the impact of the Business Incubator on the 'innovation' sector and achieve strengthened alignment with the University Campus tenants (Primary Industries, Sports Research). To partner with Business Enterprise Centre (BEC) in researching the Business Incubator sector on the Central Coast.
15	Mariners 2010/11 Sponsorship Contract with Councils and I&I NSW	To administer the sponsorship contract between the Mariners and Wyong, Gosford Councils and I&I NSW and to deliver maximum value for money.
16	Central Coast Bears I&I NSW funding 2010/11	To administer the funding provided by I&I NSW to the Central Coast Bears to develop a Sustainable Business Case for the application of a NRL franchise.
17	General Funding Contract Administration and Facilitation	To support local business and community organisations in accessing Funding. To provide project administration subject to receipt of funding.
18	Regional Sponsorship Migration Scheme (RSMS)	To accurately process all RSMS applications within statutory timeframes. Remain up-to-date on all RSMS correspondence and Immigration Department policy.

Governance Responsibilities

<u>Deliverable</u>	<u>Description</u>	<u>Due Date</u>										
1. Regional Plan	<p>Required by the Operational Funding Agreement.</p> <p>Agreed as at July 2010 that RDACC will develop a Regional Priorities document for Social Inclusion and Environmental Solutions.</p>	<p>End each financial year.</p> <p>For 2010 version due 31 August 2010.</p>										
2. Annual Business Plan	Required by the Operational Funding Agreement. Operational document describing the Board's work program, priorities and resources.	One month into the financial year (30 July of year being addressed by the Plan).										
3. Quarterly Report	<p>Required by the revised Operational Funding Agreement.</p> <p>It will showcase the network and its achievements, and gauge the RDA Committees' progress towards meeting their Outcomes and Targets.</p>	<table border="1"> <thead> <tr> <th>QUARTER</th> <th>DUE</th> </tr> </thead> <tbody> <tr> <td>January to March</td> <td>By 15 April</td> </tr> <tr> <td>April to June</td> <td>By 15 July</td> </tr> <tr> <td>July to September</td> <td>By 15 Oct</td> </tr> <tr> <td>Oct to December</td> <td>By 15 Jan</td> </tr> </tbody> </table>	QUARTER	DUE	January to March	By 15 April	April to June	By 15 July	July to September	By 15 Oct	Oct to December	By 15 Jan
QUARTER	DUE											
January to March	By 15 April											
April to June	By 15 July											
July to September	By 15 Oct											
Oct to December	By 15 Jan											
4. Half Yearly Report on Outcomes	Required by the Operational Funding Agreement. Describes the Board's progress in meeting Outcomes and KPI targets.	One month after the end of the first six months of the financial year (30 January).										
5. Annual Report on Outcomes	Required by the Operational Funding Agreement. Describes the Board's activities and achievement of KPI targets.	One month after the close of the financial year (30 July).										

Outcomes and Key Performance Indicators (KPIs)

REDES Activities

Ref	Activity Title	Outcomes / KPIs
1	REDES Leadership	<ol style="list-style-type: none"> 1. All reporting deadlines and expectations met 2. Two or more 'capacity building' networks set-up (e.g. Infrastructure, Learning, Marketing)
2	Infrastructure Priorities for the Central Coast	<ol style="list-style-type: none"> 1. Key infrastructure gaps identified 2. Potential funding sources identified 3. Investment priorities report finalised
3	Establish a protocol for facilitation of major employment generating proposals	<ol style="list-style-type: none"> 1. Improved major development/inward investment protocol adopted 2. Major Development opportunities identified and supported
4	Market the Region as a business location	<ol style="list-style-type: none"> 1. Central Coast Business Expo held in Sydney at Parliament House – September 2010 2. Business Attraction Plan for 2011/12 3. Business Attraction Alliance Network established
5	National Broadband rollout	<ol style="list-style-type: none"> 1. 30 plus attendees at the Focus on the Coast Forum 2. Central Coast recognised as a priority NBN area 3. Local Broadband Consortium engaged with on regular basis, minimum quarterly
6	Indigenous Jobs Market (IJM) 2010 (Social Inclusion)	<ol style="list-style-type: none"> 1. Logistics of the event finalised and confirmed by the 30th July 2. Stage a successful event August 18th 2010 3. Documented report and acquittal advice as per DEEWR contract before 18th September 2010.
7	Innovation	<ol style="list-style-type: none"> 1. RDA hosts a minimum of 2 Innovation events 2. Developed relationships with the University re : Innovation opportunities
8	Establish a regional research and information centre	<ol style="list-style-type: none"> 1. Implementation plan resourced for a centralised research and information platform
9	Industry linked research programs	<ol style="list-style-type: none"> 1. Central Coast Campus and University of Newcastle relationship formally agreed (MOU) 2. Business Incubator Strategy includes Central Coast campus tenants relationship plan 3. Three or more key industry groups consulted regarding future research programs
10	Building Future Skills Capacity	<ol style="list-style-type: none"> 1. Future Skills network groups established and meeting at least quarterly 2. Increased training participation 3. At least one key sector skills plan developed and implemented

Other RDACC Charter Activities

Ref	Activity Title	Outcomes / KPIs
11	Support Business Networks	<ol style="list-style-type: none"> 1. Attend or present at six or more Business Network events 2. Provide two or more letters of support 3. Small Business Research complete in partnership with BEC
12	Social Inclusion	<ol style="list-style-type: none"> 1. Completion of Social Inclusion Regional Priorities document 2. At least two social 'focus on the coast' forums 3. Focus on the Coast attendance; average more than 30 4. Indigenous Jobs Market(IJM) attract 250 plus
13	Environmental – Climate Change	<ol style="list-style-type: none"> 1. Completion of Environmental Solutions Regional Priorities document 2. Focus on the coast attendance average more than 30 3. East Coast RDA partnership adopted for Coastal Sea Change Taskforce
14	Business Incubator Strategy	<ol style="list-style-type: none"> 1. Small Business Research complete 2. Increased Business Incubator occupancy by 10%
15	Mariners 2010/11 sponsorship contract with Councils and I&I NSW	<ol style="list-style-type: none"> 1. All funding conditions met on time 2. Sponsorship objectives achieved
16	Central Coast Bears I&I NSW funding 2010/11	<ol style="list-style-type: none"> 1. All funding conditions met on time 2. Central Coast Bears business case for an NRL franchise license submitted
17	General Funding Contract Administration and Facilitation	<ol style="list-style-type: none"> 1. At least three entities supported with successful funding applications
18	Regional Sponsorship Migration Scheme	<ol style="list-style-type: none"> 1. At least ten applications processed 2. All applications processed within statutory timeframe

RDA Charter, Government Priorities and Regional Plan

RDA Charter

A key focus of Regional Development Australia will be on the economic, social and environmental issues affecting communities. Regional Development Australia will be an important contributor to and driver of:

- Regional business growth plans and strategies, which will help support economic development, the creation of new jobs, skills development and business investment;
- Environmental solutions, which will support ongoing sustainability and the management of climate change (including the impact of drought, flood or bushfires); and
- Social inclusion strategies, which will bring together and support all members of the community.

Alignment to Regional Plans

This RDACC Business Plan has been developed after close scrutiny of the following regional planning documents and priorities.

Regional Economic Development and Employment Strategy (REDES)

The biggest regional planning initiative underway at present is the Regional Economic Development and Employment Strategy (REDES) in which RDACC has played a significant role.

The key objectives of the REDES are:

- To develop a more robust and sustainable regional economy;
- To deliver more than 45,000 new jobs by 2031, increasing the region's level of employment self-containment and providing jobs for a growing population;
- To build skills for the future through a stronger learning culture and targeted skills programs;
- To shape new areas of advantage and business opportunity through increasing the level of research and innovation in the region;
- To ensure the delivery of key infrastructure necessary to support ongoing employment growth;
- To encourage employment growth in key employment nodes, including strategic centres, employment lands and smaller centres;
- To create economic development partnerships between business and government; and
- To provide effective mechanisms for coordinating the strategy.

Seven key strategies have been developed:

1. Strengthening the Regional Economy;
2. Developing Future Skills;
3. Increasing Knowledge and Innovation;
4. Ensuring an adequate Supply of Lands for Employment;
5. Focus on Centres Development;
6. Provision of Infrastructure to support Economic Growth; and
7. Marketing the Region as a Business Location.

State Plan Initiatives

Priorities for the Central Coast region are:

1. Create jobs and increase business investment
 - Regional Business Employment Fund – financial incentives to attract business
 - CC Business Marketing Plan to attract investment and promote the region as a business location
 - Revitalise Tuggerah
 - More courses at TAFE – horticulture, welding, metal fabrication, fitting & machining, carbon accounting, energy & water reduction, solar cell installation, and environmental management
 - REDES
 - Scuttling HMAS Adelaide
 - Youth Employment Project
 - Pre-employment courses
2. Improve the local road network and public transport
 - new transport strategy by 2010
 - road improvement projects
3. Improve health, particularly cancer services
4. Identify the Central Coast as its own region rather than as a sub-region of Sydney. (note as at July 2010 achieved and announced by the Minister for
 - Working with ABS on information collection

Central Coast Business Growth Plan

Priorities for the Central Coast region are:

1. Strengthening business & supporting jobs growth
 - REDES
 - Warnervale Town Centre & Wyong Employment Zone (WEZ)
 - Job and investment attraction schemes
 - Incentives and support for micro and small business
2. Provide government funding to build infrastructure that will attract business activity and initiatives to secure water
 - Infrastructure needs analysis
 - Scuttling of HMAS Adelaide
 - CC Water Plan 2050
 - NBN
3. Improve perception of Central Coast as a business location and attract new business investment
 - Establishment of RDACC
 - Integrated marketing framework
 - Utilise Mariners sponsorship in business attraction
 - Develop and promote Mt Penang Parklands
4. Assist the manufacturing sector with innovation to increase productivity and global competitiveness
 - Increase awareness of research programs that enhance business competitiveness
 - LEAN manufacturing

- Export readiness workshops
 - Business clusters and knowledge networks
5. Develop initiatives to bring skills to the region and to retrain the existing workforce
- Smarter Central Coast Strategy
 - Central Coast Learning Alliance

Regional Employment Plan

Published by the Keep Australia Working Department (KAWD) of the Australian Government. Central Coast-Hunter is identified as a 'priority employment area'. The six key goals identified are:

- maximising benefits to the priority employment area through the Nation Building —Economic Stimulus Plan
- developing and delivering job creation strategies
- improving and strengthening stakeholder relationships
- increasing employment and training opportunities for disadvantaged job seekers
- increasing the skills base of job seekers and workers
- supporting retrenched workers.

Regional Innovation Strategy

Published by Industry and Investment NSW, the Regional Innovation Strategy recommends the following short-term and medium term actions:

Short Term

1. Expand access to management training programs in regional areas.
2. Expand the roll-out of business innovation training (such as Lean).
3. Develop a pilot program to enhance knowledge sharing and the development of both formal and informal networks.
4. Leverage the transformative capacity of the National Broadband Network to enhance regional business innovation.
5. Promote the transfer of external knowledge to the regions by sponsoring experts to visit regional NSW and share knowledge with local businesses on innovation and industry trends. This could be via seminars or workshops, complemented by small group sessions or site visits.
6. Develop a scheme to enhance and increase the transfer of knowledge from the State's research institutions to the business community.
7. Develop a Communications Strategy to improve awareness by regional businesses of I&I NSW's role in providing information on various NSW and Commonwealth funding programs.

Medium Term

1. The development of an economic profile of the region
2. An examination of the innovation capacity of the region
3. Agreement between key stakeholders on the issues and actions
4. A plan to implement the agreed Initiatives
5. Ongoing monitoring and evaluation of the Initiatives

Marketing and Events Strategy

RDACC marketing strategy for this planning period is focused on achieving increased awareness of the organisation and its function amongst key stakeholders.

The limited resources of RDACC will be invested in:

1. Continued development, management and promotion of the RDACC website;
2. Media plan for promotion of 'Focus on the Coast' activity. This will include on-line presence.
3. Building strong and trusting relationships with media networks. E.g. Express Advocate, Business Review, Business 2 Business.
4. Attend networking and community events

Capacity Building and Staff Development

RDACC values staff and committee member's professional development.

An amount equivalent to 5% of salary value is included in this 2010/11 budget to assist staff development. This may take the form of professional study, attendance at conference, or access to mentoring services.

The capacity building funding received from the Federal government will be used to finance a series of 'expert speakers' who will be invited to address the RDACC board, and in most circumstances, the community.

Risk Management

Risk Identified	Likelihood	Impact	Resultant Risk	Strategy to Manage Risk
Financial Mismanagement	Low	High	Medium	<p>Independent accountant employed to fulfil accounting duties.</p> <p>Two signatories required for all transactions.</p> <p>Detailed financial report presented by independent accountant at each board meeting.</p>
Legal and contracts	Medium	High	High	<p>The 10 year lease of the Business Incubator Premises expires in September 2010. A request to renew under current terms has been sent to the University.</p> <p>This contract should be renewed by September 2010.</p>
Business continuity	Medium	Medium	Medium	<p>IT support is an area requiring improvement. This will be actioned by September 2010.</p>

APPENDIX - PROJECTS 1 to 18

Project 1: REDES Leadership, Monitoring and Reporting

Project Description:

Goal

To provide implementation leadership of the REDES, and its associated 18 month Action Plan. Set-up the project framework, Terms of Reference, monitoring and reporting structures.

Methodology

A governance structure has been agreed to monitor the implementation and updating of the REDES.

The Executive Group is made-up of the Minister for the Central Coast, General Manager Wyong and Gosford Councils and the Chair of RDACC. Reporting to this group is 6 monthly and secretariat support is provided by the Department of Premier and Cabinet.

7 strategy areas have been identified with a organisational lead for each, these groups being referred to as Strategy Implementation Groups (SIGs).

RDACC will facilitate the operation of the SIGs, support overall delivery of project outcomes, and co-ordinate the reporting requirements.

Stakeholders

- The REDES is a partnership between the NSW Government, Regional Development Australia Central Coast (RDACC), Gosford City Council and Wyong Shire Council. This partnership to be honoured through a Regional Compact for Economic Development and Employment, *Federal Government & State Government*.
- Each SIG will consist of a number of stakeholders, some will be represented across a number of SIGs.

Major Milestones:

July	All Terms of Reference adopted by the Strategy Implementation Groups (SIGs)
August	First report issued by each SIG to RDACC
October	First meeting of Executive Group
June 2011	Second meeting of Executive Group

KPIs

All reporting deadlines and expectations met.

2 or more 'capacity building' networks set-up (e.g. Infrastructure, Learning, Marketing).

Project 2: Infrastructure Priorities for the Central Coast

Project Description:

Goal

To commission and publish a report that Identifies the strategic infrastructure requirements and potential constraints of the Central Coast

Methodology

This is a REDES project under the Strategy area 'Infrastructure to support Economic Growth', and is lead by RDACC.

Partnership funding has been received from Wyong, Gosford Councils and I&I NSW to progress this project.

A Terms of Reference will be developed for the Strategy Implementation Group. Expected steps are:

1. Carry out a stock take of recent (last three years) infrastructure needs reports, assessments and related information;
2. Create a Central Coast Infrastructure Alliance;
3. Commission economic impact assessments to identify infrastructure priorities of the Central Coast now and into the future (to 2031);
4. Publish and communicate the findings in the form of a report and business case

Stakeholders

- Industry and Investment NSW
- Local Councils – Gosford City Council and Wyong Shire Council
- Business Chambers
- Business Interest Groups
- Central Coast Tourism

Major Milestones:

July	Inaugural meeting of alliance held & 2010/11 meeting schedule agreed
August	Project Management Resource Engaged
September	Stock take report referencing the findings of previous reports
December	Expert Resource engaged and assessments undertaken
April	Business case for investment Finalised (document similar to "The Hunter Nationally Significant Infrastructure priorities for the Hunter Region")

KPIs

Key infrastructure gaps identified
Potential funding sources identified
Investment priorities report finalised

Project 3: Establish a protocol for facilitation of major employment generating proposals

Project Description:

Goal

To engage with developers, and all stakeholders involved in the development approval process (Council and State planning) to work towards improvements in the investment and development environment.

Methodology

This is a REDES project under the Strategy area 'Land for Employment', and is led by RDACC in partnership with I&I NSW.

A Terms of Reference will be developed for the Strategy Implementation Group. Expected steps are:

1. Developer Forum - focused on reviewing the current protocols and development environment, generating ideas, and agreeing potential solutions to discuss with all stakeholders
2. Forum Output report discussed with Councils Economic Development and Planning management and Department of Planning NSW
3. New Protocol developed and any additional resource identified
4. New Protocol operational and being measured

Stakeholders

- Local Councils – Gosford City Council and Wyong Shire Council
- Developers - current and future
- Industry and Investment NSW
- Business Chambers
- Business Interest Groups
- Financial Institutions

Major Milestones:

July	Developer Forum held
September	Forum Output report produced
December	Protocol improvements discussed and agreed with stakeholders
April	New Protocol operational and being measured

KPIs

Improved major development/inward investment protocol adopted

Major Development opportunities identified and supported

Project 4: Market the Region as a business location

Project Description:

Goal

To contribute to the REDES goal of 'building an economic identity for the Central Coast' by engaging with stakeholders involved in business attraction to develop a high impacting, coordinated approach to business attraction

Methodology

This is a REDES project under the Strategy area 'Marketing the Region as a business location' and is led by RDACC.

Partnership funding has been received from Wyong, Gosford Councils and I&I NSW to progress this project.

A Terms of Reference will be developed for the Strategy Implementation Group.

Expected steps are:

1. Identify and document all sources of Business/Investment activity
2. To prepare a Central Coast Business Marketing Plan.
3. Implement a regional marketing initiative for businesses in the food, logistics, manufacturing and tourism sectors on the benefits of business location in the region.
4. Contribute to delivery of the Central Coast Business Expo to be held at Parliament House in Sydney (note this is an additional activity not included in the REDES Action Plan).

Stakeholders

- Industry and Investment NSW
- Department of Premier and Cabinet
- Central Coast Tourism
- Business Chambers
- Local Councils – Gosford City Council and Wyong Shire Council
- Business Interest Groups from target sectors

Major Milestones:

July	Inaugural meeting of Central Coast Business Attraction group held & 2010/11 meeting schedule agreed
September	Central Coast Business Expo in Sydney (include focus on the food, logistics, manufacturing and tourism sectors)
September	Brief report identifying regional business marketing activity and the relevant stakeholders
April	Regionally integrated Business Attraction Plan

KPIs

Central Coast Business Expo held in Sydney at Parliament House – September 2010
Business Attraction Plan for 2011/12
Business Attraction Alliance Network established

Project 5: National Broadband rollout

Project Description:

Goal

To promote the Central Coast Hunter region as a priority region for the rollout of the National Broadband Network, and to support local businesses in their activities related to the National Broadband Network (NBN).

Methodology

This is a REDES project under the Strategy area 'Infrastructure to support Economic Growth', and is lead by RDACC.

A Terms of Reference will be developed for the Strategy Implementation Group.

Expected steps are:

1. To support the Hunter Central Coast Broadband Project aimed at presenting the Hunter and Central Coast as priority regions for the rollout of the National Broadband Network.
2. To support local businesses to access funding and employment opportunities presented by the NBN rollout
3. To host a 'Focus on the Coast' forum dedicated to Broadband.

Stakeholders

- NSW Broadband Taskforce
- Industry and Investment NSW
- Relative NBN Consortium (local business consortium)
- Department of Premier and Cabinet
- Business Chambers
- Local Councils – Gosford City Council and Wyong Shire Council

Major Milestones:

July	Hunter Central Coast NBN broadband project stage one report complete
September	Hunter Central Coast NBN broadband project stage Two plan endorsed by RDA boards
September	Focus on the Coast Forum held
April 2011	Hunter Central Coast Broadband Group active

KPIs

30 plus attendees at the Focus on the Coast Forum

Central Coast recognised as a priority NBN area

Local Broadband Consortium engaged with on regular basis, minimum quarterly

Project 6: Indigenous Jobs Market 2010 (Social Inclusion)

Project Description:

Goal

To co-ordinate the delivery of the inaugural IJM in August 2010, funded primarily by DEEWR.

Methodology

This is a REDES project lead by RDACC. Partnership funding has been received from Wyong, Gosford Councils and I&I NSW to progress this project. The major funding has been provided by DEEWR.

Expected steps are:

1. Manage the implementation of the Marketing Collateral and the communication to stakeholders.
2. Events Co-ordinator to communicate and establish relationship with local Indigenous Community.
3. Implement documented action plan according to the project proposal.
4. Document and communicate the outcomes, budget and actuals to all stakeholders.

Stakeholders

- Commonwealth Government – DEEWR and Centrelink
- State Government – DAA, I&I, Infrastructure and Transport
- Local Councils – Gosford City Council and Wyong Shire Council
- Education/Training Providers – Local Schools, Regional Training Organisations, Group Training Organisations, Job Services Australia
- Employers – Government and Non Government Organisations, and Local Industry

Major Milestones:

July	Confirmation of all service providers, Community Groups and Education/ Training Providers and Schools participating in the event
August	Stage successful event in partnership with stakeholders
September	Report outcomes and actual budget costs to DEEWR and RDACC

KPIs

Logistics of the event finalised and confirmed by the 30th July

Stage a successful event August 18th 2010

Documented report and acquittal advice as per DEERWR contract before 18th September 2010.

Project 7: Innovation

Project Description:

Goal

To partner with RDA Hunter, review the outcomes of the Innovation Festival 2010 and contribute to the delivery of the event in 2011.

To partner with Enterprise Connect, contribute to their regional Innovation Plan, and explore innovation opportunities associated with the "Gazelle" project at the University of Newcastle.

Methodology

This is a REDES project led by RDACC. Partnership funding has been received from Wyong, Gosford Councils and I&I NSW to progress this project.

1. Contribute to the review of the Innovation Festival 2010, project processes and outcomes
2. Create and establish a partnership with Enterprise connect, in order to contribute to their Regional Innovation Plan.
3. Explore innovation opportunities associated with the "Gazelle" project at the University of Newcastle.
4. Contribute to the review and implement the plan to contribute to deliver the 2011 event.

Stakeholders

- Industry and Investment NSW
- RDA Hunter
- Enterprise Connect
- Government – Federal, State and Local
- Industry and Business Associations
- Investors and Developers

Major Milestones:

July	Review the 2010 outcomes with Enterprise Connect
August	Contribute to Communicating findings
September	Contribute to 2011 Plan and Strategy
October	Establish 2 events for Innovation based on Gazelle project

KPIs

RDA hosts a minimum of 2 Innovation events

Developed relationships with the University re : Innovation opportunities

Project 8: Establish a regional research and information centre

Project Description:

Goal

To complete engagement and design work aimed at developing a central regional research and information 'portal' for economic data and government assistance information

Methodology

This is a REDES project under the strategy area 'Increasing Knowledge & Innovation' and is led by RDACC. A Terms of Reference will be developed for the Strategy Implementation Group.

Expected steps are:

1. Liaise with the NSW Business Chamber to further the project related to ABS data and Spotlight product.
2. Discuss options for design, development and usage with the Central Coast Research Foundation (CCRF)
3. Link this project with other REDES projects including: inward investment protocol; infrastructure assessment; and Marketing the region
4. Develop an implementation plan that specifics the delivery, partnerships and funding required to produce a centralised research and information platform.

Stakeholders

- Industry and Investment NSW
- Central Coast Research Foundation (CCRF)
- Department of Premier and Cabinet
- Central Coast Tourism
- Business Chambers
- Local Councils – Gosford City Council and Wyong Shire Council
- Business Interest Groups from target sectors

Major Milestones:

September	Project team engaged
September	Meeting held with CCRF
December	Decision made regarding Spotlight product in conjunction with the NSW Business Chamber
April	Implementation plan for a centralised research and information platform published

KPIs

Implementation plan resourced for a centralised research and information platform

Project 9: Industry linked research programs

Project Description:

Goal

To increase the level of research and development and innovation in the region that is linked to key sectors by engaging with the University of Newcastle and key industry sectors such as food, environmental and energy research; ageing and aged care and logistics.

Methodology

This is a REDES project under the strategy area 'Increasing Knowledge & Innovation' and is lead by RDACC working in partnership with the University of Newcastle – Central Coast Campus.

A Terms of Reference will be developed for the Strategy Implementation Group.

Expected steps are:

1. RDACC and University of Newcastle meet to discuss relationship opportunities.
2. RDACC present to the UoN Central Coast Faculty workshop.
3. Investigate the potential to maximise the Business Incubator relationship with Ourimbah Campus tenants e.g. Department of Primary Industry, Sports Sciences etc.
4. Engage with key industries (food; environmental and energy research; ageing and aged care; and logistics) to develop a plan for increased research programs and linkages.

Stakeholders

- University of Newcastle
- Industry and Investment
- Central Coast Research Foundation
- Department of Education and Training – State Training Service
- Key Industry sectors food, environmental and energy research, ageing and aged care, and logistics
- Business Chambers

Major Milestones:

August	RDACC present to Faculty Planning workshop
September	RDACC and UoN Strategic Relationships meeting
December	Business Incubator Strategy include Central Coast Campus Relationship Plan
June	Key industries consulted re research programs

KPIs

Central Coast Campus and University of Newcastle relationship formally agreed (MOU)

Business Incubator Strategy includes Central Coast Campus Tenants Relationship Plan

Three or more key industry groups consulted regarding future research programs

Project 10: Building Future Skills Capacity

Project Description:

Goal

To form strong networks and partnerships on the Central Coast that support the attainment of the REDES goal - 'Building skill levels of the community through a stronger learning culture, which recognises the value of education and training and contributes to increased employment'

Methodology

This is a REDES project under the strategy area "Future Skills" and is led by Industry and Investment working in partnership with RDACC.

Partnership funding has been received from Wyong, Gosford Councils and I&I NSW to progress this project.

A Terms of Reference will be developed for the Strategy Implementation Group.

Expected steps are:

1. Plan to stage a Learning Festival to promote the advantages and opportunities of education and training in the region.
2. Establish a Central Coast Learning Region Network with the charter to promote and increase training and education participation in the region.
3. Map existing skills development and job pathways to make it easier to find out about programs and access them
4. Liaise with the Local Employment Co-ordinator from Keep Australia Working (KAW) , continue membership of the KAW committee and contribute to the implementation of the Regional Employment Plan published by department of the Federal government

Stakeholders

- Industry and Investment (lead of REDES project)
- KAW
- DET – Schools and State Training Services
- University of Newcastle and TAFE
- Chambers
- Councils
- RTOs
- DEEWR

Major Milestones:

September	Central Coast learning network established
September	Stakeholder group set-up and first meeting chaired by I&I
April	Key sector skill plan developed
June 2011	Key sector skill plan implemented

KPIs

Future Skills network groups established and meeting at least quarterly

Increased training participation

At least one key sector skills plan developed and implemented

Project 11: Support Business Networks

Project Description:

Goal

To provide advocacy and targeted funding support to strengthen the capacity of business networks and the impact of Business events.

Methodology

1. Attend and /or present at Business Networking events such as Chambers and Rotary organisations.
2. Support requests for workshops and networking events including:
 - a. Hunter Foundation Breakfast series in partnership with RDA Hunter
 - b. Grant workshops
 - c. Buy Local Festival and B2B activities
 - d. Business Review Annual Network event
3. Work in partnership with the Business Enterprise Centre (BEC) to support local businesses and Incubator research and development.
4. Provide letters of support to recognised business entities for funding applications

Stakeholders

- Industry and Investment (lead of REDES project)
- RDA Hunter
- Business Networks
- Chambers
- Councils
- Key Business media organisations (Business Review and B2B)

Major Milestones:

August	Presentation to the Central Coast Small Business Networking Group
September	Small Business research – stage 1 complete in partnership with BEC
October	Hunter Foundation breakfast
December	Small Business Research – Stage 2 complete
June 2011	2 nd Buy Local Festival supported

KPIs

Attend or present at six or more Business Network events
Provide 2 or more letters of support
Small Business Research complete in partnership with BEC

Project 12: Social Inclusion

Project Description:

Goal

To develop a Social Inclusion Regional Priorities document as agreed with the Federal government.

To deliver social inclusion activities which will bring together and support all members of the community.
[note activity 6 and 10 are 'Social Inclusion' type activities]

Methodology

1. Develop the Social Inclusion Priorities document including:
 - a. Consultation with Parson Brinkerhoff consultants contracted by Federal Government
 - b. Consultation and research with community
 - c. Reference to other plans including REDES, Regional Employment Plan, etc.
2. Arts and Culture – follow-up to the June focus on the Coast forum
3. Social Services Advocacy – host a 'Focus on the Coast' forum dedicated to Health Services
4. Host a Focus on the Coast forum for Aboriginal Community Development, Education and Employment

Stakeholders

- Arts and Culture communities
- Health Services agencies
- Community and Social support networks and organisations
- Councils

Major Milestones:

July	Support the Community Congress Conference
August	Undertake and complete Social Inclusion Regional Priorities document
October	Focus on the Coast – Health Services
June 2011	Focus on the Coast – Aboriginal Community Development

KPIs

Completion of Social Inclusion Regional Priorities document
At least two social 'focus on the coast' forums
Focus on the coast attendance average more than 30
IJM attract 250 plus

Project 13: Environmental Sustainability

Project Description:

Goal

To develop a Environmental Regional Priorities document as agreed with the Federal government.

To deliver environmental sustainability related activities which will support ongoing sustainability and the management of climate change (including the impact of drought, flood or bushfires)

Methodology

1. Develop the Environmental Priorities document including:
 - a. Consultation with Parson Brinkerhoff consultants contracted by Federal Government
 - b. Consultation and research with community
 - c. Reference to other plans including REDES, Regional Employment Plan, etc
1. Host a Focus on the Coast Forum dedicated to Sustainability and the potential impacts of Climate Change
2. Investigate the benefits of the Central Coasts participation in the Coastal Sea Change Taskforce (in partnership with Sunshine Coast, Mid North RDAs.)
3. Support the activities of the Marine Discovery Centre by providing input to strategic planning and resource provision
4. Investigate sustainable employment opportunities related to the 'Sinking of Ex-HMAS Adelaide' project
5. Begin initial investigation into the potential benefits of Renewable / Green Energy Generation activity on the Central Coast (in partnership with RDA Hunter)
6. Investigate sustainable employment opportunities with Community Environment Network and others

Stakeholders

- Industry and Investment (lead of REDES project)
- Department of Premier and Cabinet
- RDA Hunter, Sunshine Coast, Mid North Coast
- Community Environment Network (CEN)
- Business Chambers
- Primary Industries
- Councils

Major Milestones:

August	Undertake and complete Environmental Solutions Regional Priorities document
September	Focus on the Coast Forum – Sustainability - Climate Change
December	Decision on Coastal Sea Change Taskforce involvement
June 2011	Brief report on potential of Renewable / Green Energy

KPIs

Completion of Environmental Solutions Regional Priorities document

Focus on the coast attendance average more than 30

East Coast RDA partnership adopted for Coastal Sea Change Taskforce

Project 14: Business Incubator Strategy

Project Description:

Goal

To increase the impact of the Business Incubator on the 'innovation' sector and achieve strengthened alignment with the University Campus tenants (Primary Industries, Sports Research)

To partner with BEC in researching the Business Incubator sector on the Central Coast

Methodology

1. Investment in physical environment improvements including information technology
2. Partner with BEC to commission and complete small business needs research aligned to business incubator facilities across the Central Coast
3. Develop a succinct Business Incubator Action Plan 2011/12
4. Form strong partnerships with Ourimbah Campus Tenants – University, TAFE, Primary Industries
5. Implement a targeted marketing campaign to increase appropriate occupancy

Stakeholders

- Industry and Investment (lead of REDES project)
- Business Enterprise Centre
- Central Coast Research Foundation
- Chambers
- Councils
- University, TAFE and Primary Industries

Major Milestones:

September	Renewed lease agreed with University
December	Business Incubator refit complete
December	Small Business / Incubator research complete
April 2011	Business Incubator Action Plan 2011/12
June 2011	Targeted Marketing campaign implemented

KPIs

Small Business Research complete

Increased Business Incubator occupancy

Project 15: Mariners 2010/11 sponsorship contract with Councils and I&I NSW

Project Description:

NOTE THIS PROJECT IS SUBJECT TO FINALISATION OF A FUNDING AGREEMENT AND RECEIPT OF PROJECT ADMINISTRATION FUNDING OF AT MINIMUM \$20,000

Goal

To administer the sponsorship contract between the Mariners and Wyong, Gosford Councils and I&I NSW, to deliver maximum value for money.

Methodology

1. *lodge a funding request with I&I NSW*
2. *Co-ordinate hosting at home matches and administration of sponsorship*
3. *Complete reporting requirements with Councils and I&I NSW*

Stakeholders

- The Mariners Football Club
- Industry and Investment (lead of REDES project)
- Councils

Major Milestones:

September	Funding received from Councils and I&I
December	Ongoing co-ordination of hosting at home matches and administration of sponsorship
April 2011	Season Post Analysis report

KPIs

All funding conditions met on time
Sponsorship objective achieved

Project 16: Central Coast Bears I&I NSW funding 2010/11

Project Description:

Goal

To administer the funding provided by I&I NSW to the Central Coast Bears to develop a Sustainable Business Case for the application of a NRL franchise

Methodology

Complete all administration in regard to the funding contract

In conjunction with the CC Bears comply with reporting and contrast condition

Provide guidance and support to the CC Bears in the preparation of business case for the NRL application

Provide advocacy and support in the media as appropriate

Stakeholders

- Central Coast Bears
- Industry and Investment (lead of REDES project)
- Councils

Major Milestones:

July	I&I funding application accepted and finalised
June 2011	CC Bear business case developed
June 2011	Funding Report for I&I complete

KPIs

All funding conditions met on time

Central Coast Bears business case for an NRL franchise license submitted

Project 17: General Funding Contract Administration and Facilitation

Project Description:

Goal

To support local business and community organisations in accessing Funding.
To provide project administration subject to receipt of funding.

Methodology

1. Tasmania Devils Rescue Programme (if requested by the Australian Reptile Park)
2. Australian Song Writers 2010 Post analysis report and 2011 Funding Application
3. Asian Tourism Markets project
4. CC Manufacturing Connect Funding application (August)
5. Others on request and agreement

Stakeholders

- Industry and Investment (lead of REDES project)
- Business Networks and Community groups
- Other RDAs
- Councils

Major Milestones:

September	Australian Song Writers 2010 report to I&I NSW complete
December	Asian Tourism Market project report to I&I NSW complete
June 2011	Save the Tasmanian Devil Program funded (if requested by Australian Reptile Park)

KPIs

At least three entities supported with successful funding applications

Project 18: Regional Sponsorship Migration Scheme

Project Description:

Goal

To accurately process all RSMS application in statutory timeframes
Remain up to date on all RSMS correspondence and immigration department policy

Methodology

1. Receive, assess and complete all RSMS in statutory timeframes
2. Remain up to date on all RSMS correspondence and immigration department policy
3. Liaise with RDA Hunter and explore the opportunity to integrate RSMS activity

Stakeholders

- Department of Immigration
- Local employers
- RDA Hunter

Major Milestones:

June 2011	Process all application ongoing
June 2011	Discussion held and decision made re RDA Hunter RSMS relationship

KPIs

At least ten applications processed
All applications processed within statutory timeframe