



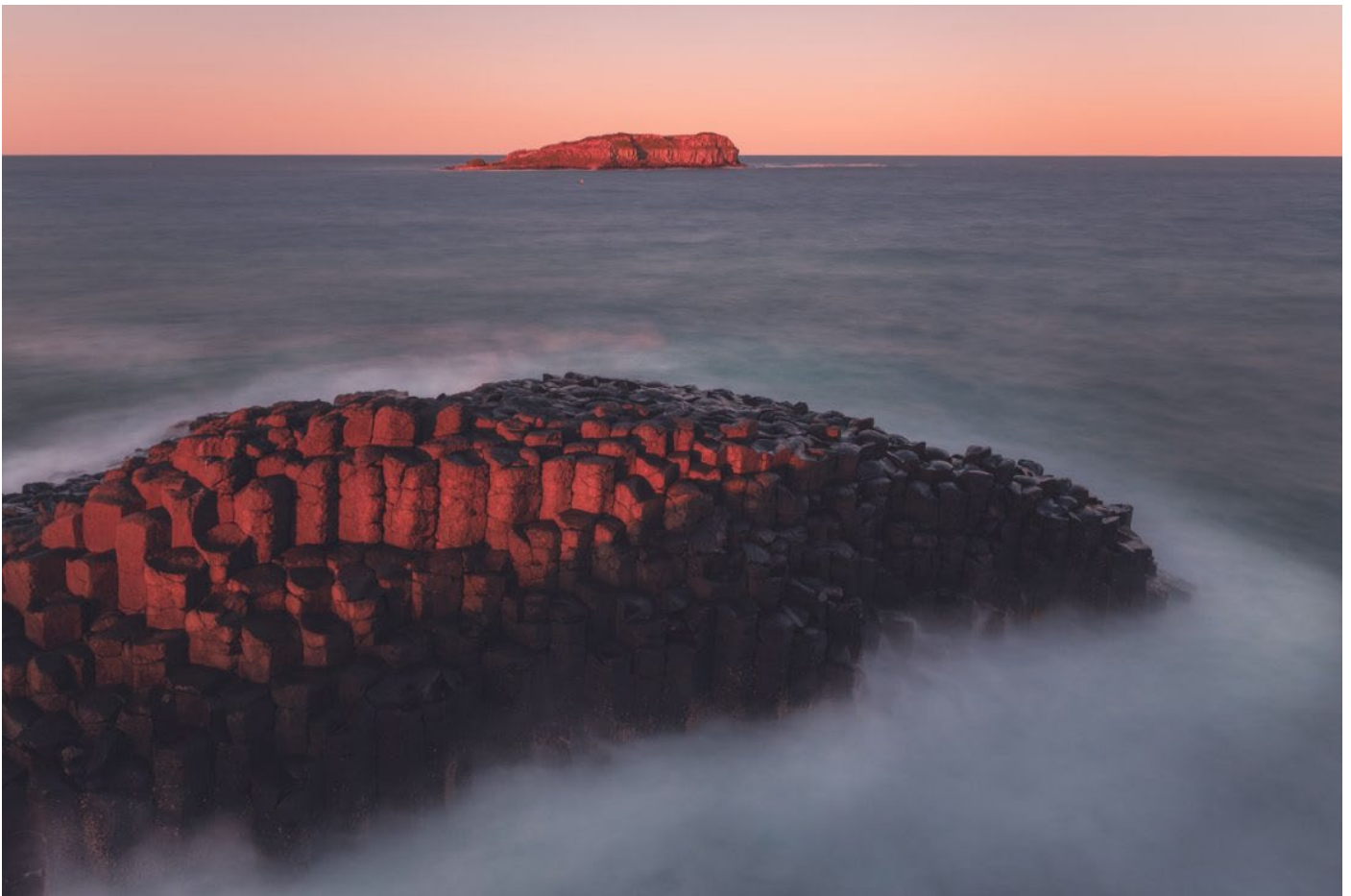
Australian Government



Regional
Development
Australia

NORTHERN RIVERS

RDA-NR Annual Business Plan 2026/27



We respectfully acknowledge the Aboriginal peoples of the Northern Rivers, including the Bundjalung, Yaegl and Gumbaynggirr nations, as the Traditional Custodians of the lands and waters of this region. We pay our respects to Elders past and present and recognise their continuing connection to Country, culture and community.

Signature :



Certified by (print name and position): Chair

RDA Northern Rivers Board

Position	Name	Email	Current Term Start Date	Current Term End Date
Chair	Dr Susan Vinnicombe	chair@rdanorthernrivers.org.au	01/04/2025	31/03/2029
Member	Graeme Hargreaves	admin@rdanorthernrivers.org.au	01/07/2025	30/06/2029
Dep Chair	Carolyn Parker	admin@rdanorthernrivers.org.au	01/07/2025	30/06/2029
Member	Mike Pearce	admin@rdanorthernrivers.org.au	01/07/2025	30/06/2029
Member	Vaughn McDonald	admin@rdanorthernrivers.org.au	01/07/2026	30/06/2030
Member	Bianca Spata	admin@rdanorthernrivers.org.au	01/07/2025	30/06/2029
Member	Byron Wicks	admin@rdanorthernrivers.org.au	01/07/2025	30/06/2029
Member	Damien Chapelle	admin@rdanorthernrivers.org.au	01/07/2025	30/06/2029
Member	Amanda Kuhn	admin@rdanorthernrivers.org.au	01/07/2025	30/06/2029

1. Chair's foreword

Over the past year, RDA Northern Rivers has continued to strengthen its role as a key regional connector and advocate, working closely with local government, industry, education providers, and community stakeholders. The organisation has supported a range of initiatives focused on economic development, investment attraction, workforce participation, and regional resilience, while also contributing to strategic discussions across all levels of government.

Key achievements included deepening regional partnerships, supporting investment and development opportunities, and actively participating in regional forums and state and federal engagement processes. Strong progress was also made in strengthening RDA's advocacy role on critical regional issues, particularly housing supply constraints, workforce shortages, infrastructure pressures, and broader economic transition challenges.

Not all planned activities were fully achieved during the year, largely due to funding limitations, competing regional priorities, and external economic and environmental factors. These constraints highlighted the importance of clear prioritisation, adaptive delivery approaches, and continued collaboration across stakeholders to maximise regional impact. Valuable lessons were learned around refining project focus, improving coordination, and ensuring resources are directed toward the highest-impact initiatives.

Looking ahead, RDA Northern Rivers will focus on key priorities including workforce attraction and retention, housing and infrastructure advocacy, investment facilitation, renewable energy and economic transition opportunities, and strengthening regional resilience. Continued emphasis will be placed on building strong evidence-based advocacy and supporting projects that contribute to long-term sustainable growth across the region.

The capability of Board members and staff remains central to delivery of the organisation's objectives. Board members bring diverse expertise across governance, local government, business, education, and regional development, providing strategic oversight and strong regional networks. Staff contribute operational expertise in stakeholder engagement, project management, and policy implementation, ensuring effective delivery of initiatives. Together, this combined capability underpins RDA Northern Rivers' ability to deliver its business plan and support positive outcomes for the region.

2. Strategic context and regional priorities

Strategic Context and Regional Priorities (2026–2031)

The Northern Rivers region is entering a period of sustained structural change driven by demographic growth, climate adaptation pressures, housing and infrastructure constraints, and an evolving labour market shaped by national skills shortages and shifting industry composition. Over the next 3–5 years, the region will need to strengthen workforce capacity, diversify its economic base, improve productivity in key sectors, and enhance resilience to external shocks including climate events, supply chain disruption, and policy shifts linked to national economic transition priorities.

The region's strategic direction is guided by the relevant Regional Strategic Plan/s developed in collaboration with local government, industry stakeholders, education providers, and community organisations. These plans consistently identify a shared need to improve workforce attraction and retention, unlock investment-ready opportunities, support small business capability, and strengthen regional connectivity to national and global markets. The Committee's work program is designed to directly complement and operationalise these priorities through targeted initiatives across skills, investment, and industry development.

Key Regional Strategic Priorities

1. Skills Development and Workforce Attraction

The region continues to experience acute skills shortages across health, construction, education, advanced trades, hospitality, and emerging green economy sectors. Attraction and retention of skilled workers remains constrained by housing availability, transport connectivity, and limited local training pipelines.

2. Investment and Business Attraction

There is a need to improve the pipeline of investment-ready projects, particularly in value-added agriculture, advanced manufacturing, tourism infrastructure, renewable energy, and digital services. The region must better articulate its competitive advantages and reduce barriers to private sector investment.

3. Local Capacity Building

Small and medium enterprises (SMEs) remain the backbone of the regional economy but require stronger capability in digital adoption, export readiness, procurement access, governance, and workforce planning.

4. Economic Advocacy

Coordinated regional advocacy is required to influence state and federal investment in enabling infrastructure including transport, housing, telecommunications, and energy systems. A unified regional voice is essential to ensure alignment with national funding programs and the Regional Investment Framework.

5. Industry Growth and Future Readiness

The region must prepare for structural economic shifts including decarbonisation, automation, and the growth of knowledge-intensive industries. Priority sectors require targeted support to build resilience, innovation capacity, and productivity growth.

RDA Northern Rivers outcomes align with the Australian Government's Regional Investment Framework, focusing on productive, sustainable, and inclusive regional growth. A central and consistent priority across all timeframes is investment attraction, supported by workforce development, business capability, and regional advocacy.

Short-Term Outcomes (1–2 years)

Focus: Activation, coordination, and investment readiness

- Increased engagement with industry to identify and promote investment opportunities and workforce needs
- Improved visibility of investment-ready projects across priority sectors
- Stronger collaboration between education providers, employers, and government to support investment and skills alignment
- Delivery of small business capability programs to improve investment readiness and competitiveness
- Initiatives to attract and retain workforce to support current and future investment opportunities

Performance Indicators:

- Number of stakeholder engagement and investment facilitation activities
- Number of investment-ready opportunities identified, developed, or profiled
- Participation in workforce and business capability programs
- SME capability uplift linked to investment readiness
- Employer engagement in skills and investment pipeline initiatives

Medium-Term Outcomes (2–5 years)

Focus: Investment attraction, capability uplift, and diversification

- Increased private and public investment into priority sectors
- Growth in investment pipeline conversion (opportunities to funded projects)
- Reduced skills shortages supporting investment expansion and business growth
- Improved SME productivity and export readiness, strengthening investment attractiveness
- Stronger regional advocacy outcomes resulting in secured investment and infrastructure funding

Performance Indicators:

- Total value of investment facilitated or influenced
- Number of investment projects activated or expanded
- Reduction in critical skills shortages impacting investment delivery
- SME growth in turnover, employment, and export activity
- Funding secured through advocacy aligned to investment priorities

Long-Term Outcomes (5+ years)

Focus: Sustained investment attraction and economic transformation

- A diversified and resilient regional economy underpinned by sustained investment attraction
- Increased long-term domestic and international investment across priority sectors
- Strong regional innovation and enterprise ecosystem supporting high-value investment
- Alignment with national economic transition priorities driving future investment flows (net zero, digital economy)
- Improved liveability supporting ongoing investment, workforce retention, and capital inflow

Performance Indicators:

- Sustained growth in regional investment levels and sector diversification
- Increased business investment and capital formation
- Employment and population growth supporting investment demand

- Growth in innovation activity and commercialisation outcomes
- Improved socio-economic outcomes linked to investment and productivity

Alignment to Regional Strategic Plan(s)

RDA Northern Rivers' work program directly aligns with the Northern Rivers Regional Strategic Plan(s), which prioritise:

- Building a resilient, future-ready workforce to support investment attraction
- Driving sustainable economic diversification to expand investment opportunities
- Enhancing regional competitiveness and investment readiness
- Strengthening business capability and supply chain participation to support investment growth
- Coordinating regional advocacy to secure investment in enabling infrastructure and industry development

This ensures a clear alignment between regional planning frameworks, Australian Government Regional Investment Framework priorities, and measurable outcomes focused on increased and sustained investment attraction across the Northern Rivers region.

3. Annual Work Plan

EXECUTIVE SUMMARY

This Annual Workplan outlines the priority activities of RDA Northern Rivers for the upcoming financial year. It operationalises regional priorities in alignment with the Australian Government Regional Development Framework and funding agreement outcomes.

The Workplan focuses on four key outcomes:

1. Facilitating regional economic development outcomes
2. Supporting stakeholders to access grant funding opportunities
3. Contributing to regional economic planning and strategy development
4. Providing data and intelligence to inform evidence based policy and investment decisions

These priorities respond to persistent regional challenges including workforce shortages, housing-linked labour constraints, SME digital transformation gaps, fragmented infrastructure planning, and the need for stronger investment attraction mechanisms.

STRATEGIC CONTEXT

RDA Northern Rivers operates in a region characterised by:

- Population growth and strong in-migration pressures
- Ongoing workforce shortages across essential services and industry
- Disaster recovery and resilience challenges
- Uneven digital connectivity and business capability
- Strong but fragmented regional collaboration structures

RDA Northern Rivers plays a critical regional coordination and intelligence role, acting as a connector between local government, industry, community, and Commonwealth priorities.

OUTCOME 1: REGIONAL ECONOMIC DEVELOPMENT

Focus Areas

- Workforce development and attraction
- Industry growth and SME capability
- Connectivity and digital adoption
- Investment attraction and infrastructure readiness
- Local leadership and participation

Outcome 1 – Rationale for Focus

RDA Northern Rivers prioritises workforce, digital capability, and investment readiness due to:

- Persistent skills shortages limiting regional growth
- Low SME digital maturity compared to metropolitan benchmarks
- Fragmented investment attraction pathways
- High demand for structured workforce attraction initiatives

Activities in infrastructure delivery and service provision are primarily led by local government and state agencies; RDA Northern Rivers complements these through coordination, evidence, and advocacy.

OUTCOME 2: GRANT AND FUNDING SUPPORT

Focus Areas

- Grant readiness and submission support
- Alignment of regional priorities with funding programs
- Strengthening local organisational capacity

Outcome 2 – Rationale for Focus

Many regional organisations lack dedicated grant development capacity. RDA Northern Rivers provides a **bridging function**, improving submission quality and alignment rather than duplicating consultancy services.

OUTCOME 3: REGIONAL PLANNING AND STRATEGY

Focus Areas

- Regional collaboration and coordination
- Alignment of economic development initiatives
- Industry and government engagement

Outcome 3 – Rationale for Focus

The Northern Rivers region has multiple stakeholders delivering overlapping initiatives. RDA Northern Rivers provides a **neutral coordination platform**, ensuring alignment, reducing duplication, and improving strategic outcomes.

OUTCOME 4: DATA AND INTELLIGENCE

Focus Areas

- Regional economic and workforce intelligence
- Government briefing and advocacy support
- Regional branding and place activation

Outcome 4 – Rationale for Focus

A consistent regional evidence base is not centrally maintained by other stakeholders. RDA Northern Rivers provides:

- Consolidated intelligence gathering
- Cross-sector data synthesis
- Direct communication pathways with government
- Rapid response insights during disasters and economic shocks

RDA NORTHERN RIVERS VALUE ADD

RDA Northern Rivers provides the region with:

- A central coordination and convening function
- A trusted evidence and intelligence source for government
- A pipeline builder for investment and workforce initiatives
- A grant readiness and capacity building support mechanism
- A neutral broker between government, industry, and community stakeholders

MONITORING AND REPORTING

Progress against activities will be monitored through:

- Quarterly stakeholder engagement reporting
- Program delivery metrics (attendance, participation, outputs)
- Funding submission and success tracking
- Regional data and intelligence outputs
- Annual outcomes reporting aligned to funding agreement requirements

4. Communications Strategy

RDA Northern Rivers Communications Strategy 2026-27

Purpose

The Communications Strategy supports the delivery of the Annual Business Plan 2026 -27, contributing to the organisation's key outcomes and strategic priorities. The communications performance will be measured through program participation, website traffic, stakeholder engagement, media coverage and social media metrics, reported in the Annual Outcomes Report.

The Communications Strategy will be used to:

- Raise awareness of regional opportunities and initiatives
- Support workforce attraction, retention and skills development
- Promote investment opportunities and regional competitiveness
- Strengthen stakeholder engagement and collaboration
- Support evidence based advocacy on regional priorities
- Increase awareness of the role and impact of RDA Northern Rivers

Key Messaging

RDA Northern Rivers is a trusted regional connector, bringing together local knowledge, regional insights and strategic partnerships to support economic growth, regional resilience and community engagement.

- The Northern Rivers is a region of opportunity, innovation and growth
- Workforce development is critical to the region's prosperity
- Strong partnerships deliver better regional outcomes
- Investment in people, infrastructure and business strengthens regional resilience
- Evidence based advocacy helps secure positive outcomes for the Northern Rivers

Strategic Communications Goals

The strategy is structured around five goals that connect communications activities to the Business Plan:

Goal	Key Communications Activities
Workforce Development & Attraction	Connects employers, job seekers and training providers to workforce programs including The Welcome Experience (Activity 1.2), the Regional Skills Audit (Activity 1.1) and the EmpowerHER Northern Rivers mentor program (Activity 4.1).
Business Capability & Economic Growth	Raises awareness of business development programs, digital adoption initiatives and funding opportunities including the Future Ready Businesses Roadshow (Activity 2.1), Grow Your Online Presence workshops (Activity 2.2) and Brisbane 2032 supply chain promotion (Activity 2.3).
Regional Investment, Infrastructure & Advocacy	Showcases regional economic strengths and investment ready opportunities via Invest Northern Rivers (Activity 3.1), the Employment Lands Audit (Activity 3.2) and Brisbane 2032 supply chain promotion (Activity 2.3).
Strategic Partnerships & Regional Collaboration	Strengthens Cross-sector stakeholder engagement across government, industry, education and community. Promoting shared priorities, projects and collaborative initiatives (Activities 5.1, 5.2, 7.1, 7.2).
Regional Promotion, Intelligence & Place Activation	Amplifies regional research, insights and place promotion activities including the Northern Rivers Brand (Activity 8.5) and Photography Competition (Activity 3.4) to build regional profile and inform government advocacy (Activities 8.1, 8.2, 8.3).

Communications Channels

Channel	Purpose	Frequency
Email Newsletter	Stakeholder engagement, industry updates and funding opportunities	Monthly
Email Campaigns	Events, media releases, program updates and announcements	As required
Website	Source of truth for RDA Northern Rivers programs, projects and resources	Updated as required
Social Media (LinkedIn, Facebook, Instagram)	Industry, government, investment, community and industry audiences. Events, programs and industry updates.	2-3 posts per week per platform
Media Releases	Announcements, advocacy and program news	As required

Key Events & Campaigns

The following initiatives will be supported through targeted communications campaigns across all channels:

Event/Campaign	Purpose	Timeframe	Key Communications Channels & Activities
The Welcome Experience (Activity 1.2)	Workforce attraction and retention	Ongoing promotion	Social media (LinkedIn, Facebook, Instagram) promoting the program, bi-monthly social events and success stories. Monthly newsletter features. Dedicated website landing page with resources and contact information. Media releases for program updates. Flyers distributed as needed.
Building Future Ready Businesses Roadshow (Activity 2.1)	Business capability development	April 2027	Social media promotion pre-event (presenter details, benefits), posts during roadshow, recap content post event. Website landing page with registration details, post event blog post and project page. Email campaigns to relevant audiences. Media releases pre and post event.
Grow Your Online Presence (Activity 2.2)	Digital capability for SMEs	June 2027	Social media promotion of workshops, live content and recap posts. Dedicated website landing page and resource library. Email campaigns promoting workshops and post-workshop drip sequences with actionable resources. Media releases pre and post event.
Invest Northern Rivers Launch (Activity 3.1)	Investment attraction	Site launch by December 2026 Ongoing promotion	Design and launch of dedicated website highlighting the region, case studies, content strategy and EOI details. Social media pages established across LinkedIn, Facebook and Instagram. Email campaigns to investors and stakeholders. Media releases at launch and for ongoing announcements.
EmpowerHER Northern Rivers (Activity 4.1)	Structured mentorship program supporting young women in the region.	Mentor Recruitment: October 2026 - March 2027 Schools Promotion: February - March 2027 Workshops: 04 MAY, 15 JUNE, 27 JULY	Media releases announcing upcoming program highlighting previous program success and mentor profiles. Social media promotion across all platforms for mentor spotlights, workshop stories and program recaps. Dedicated landing page with EOI details. Email campaigns to relevant audiences and post-workshop recaps.

Our Northern Rivers Photography Competition (Activity 3.4)	Regional promotion and community engagement	Sponsorship raising: August 2026 - January 2027 Competition Opens: 1 March - 9 April Judging: 14 April- 21 April Winners Announcements: 28 April	Media releases for competition launch and winner announcements. Dedicated website landing page showcasing previous winners and entry details. Social media promotion encouraging entries and sponsorship; winner announcement posts with LIVE Northern Rivers. Email campaigns to stakeholders and sponsors.
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7. Outcomes and Performance Indicators Tables for Regional RDAs

RDA Northern Rivers Strategic Alignment – Summary

RDA Northern Rivers’ priorities are aligned to strengthening regional productivity, resilience, and long-term economic sustainability, with a strong emphasis on workforce, investment, and industry development.

1. Skills Development and Workforce Attraction

Focuses on addressing critical skills shortages and improving attraction and retention of workers by strengthening local training pathways, employer engagement, and liveability factors that support a sustainable regional workforce.

2. Investment and Business Attraction

Targets the identification, development, and promotion of investment-ready opportunities across key sectors, positioning the Northern Rivers as a competitive destination for private and public investment.

3. Local Capacity Building

Supports small and medium enterprises to improve capability, productivity, and growth readiness through digital adoption, business skills development, and improved access to supply chains and procurement opportunities.

4. Economic Advocacy

Provides a coordinated regional voice to influence government and stakeholder investment decisions, ensuring alignment with regional priorities in infrastructure, housing, transport, and economic development.

5. Industry Growth and Future Readiness

Focuses on supporting priority industries to adapt and grow in response to structural economic change, including decarbonisation, digital transformation, and emerging sector opportunities, ensuring long-term regional competitiveness.

Overall, these priorities work together to strengthen the region’s ability to attract investment, build workforce capacity, and support sustainable economic growth across the Northern Rivers.

Summary of Top 5 Key Business Activities

RDA Northern Rivers’ annual work program focuses on strengthening workforce capacity, driving investment, and improving regional economic resilience through coordinated partnerships and targeted regional initiatives.

1. Workforce Development & Attraction

Deliver initiatives that address critical skills shortages by improving workforce attraction, retention, and alignment between training providers and industry needs across priority sectors.

2. Business Capability and Economic Growth

Support SMEs to build capability, productivity, and competitiveness through business development programs, digital adoption, and improved access to markets and supply chains.

3. Regional Investment, Infrastructure and Advocacy

Identify and promote investment-ready opportunities while advocating for enabling infrastructure and policy support that unlocks long-term regional economic growth.

4. Strategic Partnerships and Regional Collaboration

Strengthen collaboration between government, industry, education providers, and community stakeholders to deliver coordinated regional development outcomes.

5. Regional Promotion, Intelligence and Place Activation

Enhance the visibility and reputation of the Northern Rivers through targeted promotion, regional intelligence gathering, and initiatives that activate key locations and economic precincts.

Outcome 1: Facilitate regional economic development outcomes, through investment in: • Skills and local leadership • Opportunities for First Nations people • Infrastructure • Connectivity • Decarbonisation • Industry growth.					
PART 1 – FOR THE ANNUAL BUSINESS PLAN					PART 2 – FOR THE ANNUAL REPORT ON OUTCOMES
What will we do? • Dot-point the activities you plan to undertake to meet Outcome 1.	Initiative type: • Skills and local leadership • Opportunities for First Nations People • Infrastructure • Connectivity • Decarbonisation and/or • Industry Growth.	RDA’s anticipated role: • Lead/championed – heavily involved with the outcome • Contributed to – moderately involved with the outcome • Otherwise assisted – marginally involved with the outcome.	Timeframe of activity: • Estimated start and end date of each activity.	Expected outcomes • How does the activity align with your top 5 strategic priorities? • What do you expect to come from this activity? • How will this outcome benefit the RDA and region? • Provide measurable expected outcomes.	What did we do? • Provide a description of each activity during the reporting period, and how these activities contributed to your RDA’s addressing of outcome 1. Include: ○ Description of work undertaken against the activity ○ The actual outcomes ○ Whether the activity is complete, not complete, or ongoing ○ Explanation of how the work for this activity contributed to the outcome/s ○ Whether there were any unexpected outcomes or impacts ○ Confirm the RDA’s role (lead/championed, contributed to or otherwise assisted) ○ Provide measurable information, e.g. dollars and / or numbers for the initiative type; meetings /workshops/forums that you have hosted or attended; jobs created; the number of website views and/or the stakeholders reached.
Activity 1 Workforce Development & Attraction					
Activity 1.1: Continue to pursue a comprehensive skills audit for the Northern Rivers region	Skills and Local Leadership	Lead	June 2027	A report documenting the current skills in the Northern Rivers and identification of where gaps exist by industry task and location.	
Activity 1.2: Continued and expanded delivery of The Welcome Experience	Skills and Local Leadership	Lead	June 2027	Deliver programs that attract, support, and retain essential workers relocating to the region.	
Activity 2 Business Capability and Economic growth					
Activity 2.1: Building future ready businesses roadshows	Industry Growth	Lead	April 2027	Deliver on ground sessions across the region to improve business readiness awareness, adaption, and access to available support programs.	
Activity 2.2: Conduct small business online promotion “Grow your online presence”	Connectivity	Lead	June 2027	Provide targeted workshops and resources to help small businesses strengthen their digital marketing, e-commerce capability, and online visibility.	
Activity 2.3: Promote and assist supply chain for Brisbane Olympics	Industry Growth	Contributed	Jube 2027	Position Northern Rivers businesses to access procurement opportunities linked to the Brisbane 2032 Olympics through awareness, capability building, and connections.	

Activity 3 Investment and Business Attraction					
Activity 3.1: Development and Hosting of “Invest Northern Rivers” Website	Connectivity/ Industry Growth	Lead	December 2026	Establish and maintain a centralised regional investment platform showcasing opportunities, data, and facilitating investor engagement.	
Activity 3.2: Leverage Employment Land Audit	Industry Growth	Contribute	June 2027	Utilise regional employment land data to support investment attraction, planning, and infrastructure prioritisation	
Activity 4 Local Capacity Building					
Activity 4.1: “EmpowerHer Northern Rivers”	Skills and Local Leadership	Lead	In alignment with NSW 2027 School year	Deliver a structured mentorship program supporting leadership development, career pathways, and confidence for young women in the region.	
Activity 3.4: Northern Rivers Photography Competition	Skills and Local Leadership	Lead	April 2027	Deliver an annual competition showcasing the region’s assets and identity, supporting place promotion and community engagement.	

Outcome 2: Support regional stakeholders, including local government and the not-for-profit-sector, to seek grant opportunities that advance strategic regional priorities.		
PART 1 – FOR THE ANNUAL BUSINESS PLAN		PART 2 – FOR THE ANNUAL REPORT ON OUTCOMES
What will we do? - Dot point the activities you plan to undertake to meet Outcome 2, e.g.: - Drafting applications - Providing letters of support for grant/funding applications - Reviewing submissions - Helping with application submissions - Providing guidance on application processes.	Expected outcomes - How does the activity align with your top 5 strategic priorities? - What are the expected outcomes this activity? - How will they benefit the RDA and region? - Provide details of where you will support awareness raising and/or engagement with grant opportunities and the preparation of grant applications.	What did we do? - Provide a description of the activities undertaken during the reporting period, and how these activities contributed to your RDA addressing Outcome 2. - Dot point the nature of the support you provided to stakeholders, including the number of stakeholders supported through assisting with (but not limited to): - Drafting applications, (and number subsequently successful), - The number of letters written to support applications, (and number subsequently successful), - Reviewing submissions (and number subsequently successful) - Providing advice about an application submission - Providing guidance about application processes - Number of other instances information/advice was provided to stakeholders - The outcomes of grant applications that you assisted with.
Activity 5 Strategic Partnerships and regional Collaboration		
Activity 5.1: Advocate and promote regionally significant projects	Champion key projects that deliver economic, social, and infrastructure benefits to the Northern Rivers.	
Activity 5.2: Collaborate with LGAs	Work closely with local councils to align initiatives, support local priorities, and deliver coordinated regional outcomes.	
Activity 5.3: Meeting with LGAs, Mayors, local members to understand government priorities and align activities	Maintain regular engagement with key stakeholders to ensure alignment with policy priorities and maximise regional impact.	
Activity 6 Regional Investment, Infrastructure and Advocacy		
Activity 6.1: Identify and document key critical enabling infrastructure	Map and prioritise infrastructure required to unlock economic growth, including transport, utilities, and digital connectivity.	
Activity 6.2: Northern Rivers Rail Trail	Support and promote the Rail Trail as a key regional tourism and economic development asset.	

Outcome 3: Contribute to, and where appropriate, drive local economic development planning and strategy development.		
PART 1 – FOR THE ANNUAL BUSINESS PLAN		PART 2 – FOR THE ANNUAL REPORT ON OUTCOMES
What will we do? • Dot point the activities you plan to undertake to meet Outcome 3, e.g.: ○ The development of local plans and strategies, specifying the lead stakeholders ○ Other activities you anticipate supporting to drive regional economic development ○ Plans to facilitate or be a member of local leadership groups/forums and/or any other assistance you provide.	Expected outcomes • How does the activity align with your top 5 strategic priorities? • What are the expected outcomes this activity? • How will they benefit the RDA and region?	What did we do? • Provide a description of the activities during the reporting period, and how these activities contributed to your RDA addressing Outcome 3. • Dot point the nature of the support you provided, including (but not limited to): ○ The development of local plans and strategies (specify the lead stakeholders) ○ Provision of evidence to support regional economic development ○ Facilitation or membership of local leadership groups/forums and/or other assistance provided ○ Whether there were any unexpected outcomes or impacts ○ Whether the activity is complete, not complete, or ongoing.
Activity 7 Strategic Partnerships and regional Collaboration		
Activity 7.1 Work with industry network and service providers	Collaborate with peak bodies, industry groups, and service providers to align efforts, share intelligence, and support regional economic outcomes.	
Activity 7.2 Collaboration with government agencies and the promotion of and support of Commonwealth programs for regional Australia	Partner with government agencies to promote and facilitate access to Commonwealth initiatives that support regional growth and resilience.	

Outcome 4: Contribute relevant data and local intelligence to support the evidence base to inform regional development strategies, program design and policy responses.		
PART 1 – FOR THE ANNUAL BUSINESS PLAN		PART 2 – FOR THE ANNUAL REPORT ON OUTCOMES
What will we do? - Dot point the activities you plan to undertake to meet Outcome 4. Outline the nature of the data and local intelligence you intend to provide to the Australian Government e.g.: - Online or in-person briefings - Meetings with Members of Parliament - Submissions to Parliamentary enquiries - Participating in departmental surveys and submissions - Additional contributions of local information as appropriate.	Expected outcomes - How does the activity align with your top 5 strategic priorities? - What are the expected outcomes from this activity? - How will this outcome benefit the RDA and region?	What did we do? - Provide a description of the activities during the reporting period, and how these activities contributed to your RDA’s addressing of outcome 4. - Dot point the nature of the data and local intelligence provided, e.g. number of: - Online or in-person briefings provided to the relevant Minister and Government - Meetings held with or attended by Members of Parliament to discuss regional matters - Submissions made to Parliamentary enquiries - Participation in departmental surveys and submissions - Additional contributions of local information provided - Other support provided to Government.
Activity 8 Regional Promotion, Intelligence and Place Activation		
Activity 8.1 Information and intelligence gathering	Collect and analyse regional economic, workforce, and industry data to support informed decision making and advocacy.	
Activity 8.2 Provide regional intelligence to the Federal Government on what is impacting the region	Supply timely and accurate insights to inform the Federal Government of needs and issues across the region.	
Activity 8.3 Advocacy and Information dissemination	Share relevant programs, opportunities, and insights with stakeholders to improve awareness and uptake. Represent regional priorities to government while ensuring stakeholders are informed of policy, funding, and program developments.	
Activity 8.4 Attend Northern Rivers Economic Development Managers quarterly meetings	Participate in regular forums to share insights, coordinate actions, and strengthen regional collaboration.	
Activity 8.5: Northern Rivers Brand	Support the development and promotion of a unified regional identity to strengthen positioning and recognition.	
Activity 8.6: Share intelligence for Northern Rivers region to RDAC for state submissions	Contribute regional data and insights to inform state-level advice and submissions through RDAC.	