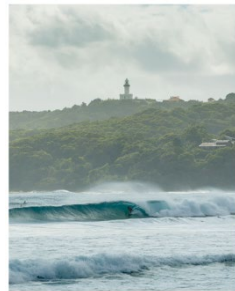




STRONGER TOGETHER

Business Plan 2022-2023



I, The Hon Donald Page, Chair, certify this is the Annual Business Plan authorised for RDA-Northern Rivers for the 2022-2023 Financial Year



The Hon Donald Page, Chair

Tim Williamson, Director of Regional Development, RDA–Northern Rivers acknowledges the Board and Staff for their assistance in preparing the 2022-2023 Business Plan.

Cover: Scenes from across Northern Rivers, www.northernriversnsw.com.au

We respectfully acknowledge the Aboriginal peoples of the Northern Rivers – including the peoples of the Bundjalung, Yaegl and Gumbainggirr nations – as the traditional custodians and guardians of these lands and waters now known as the Northern Rivers and we pay our respects to their Elders past and present.

Disclaimer

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Regional Development Australia Committees are an Australian Government Initiative



An Australian Government Initiative

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FROM THE CHAIR

The catastrophic flooding which hit South East Qld and Northern NSW from February 28, 2022 was unprecedented and this year's business plan reflects a recovery focus by the Board and staff.

The road to recovery has been remarkably swift for some communities, others are getting back on their feet but unfortunately for many communities, there is a long and costly road ahead to full recovery.

I have confidence that the people and communities of the Northern Rivers will emerge more resilient and stronger by working together to tackle and overcome the challenges ahead.

These challenges will be more easily surmounted through effective leadership and planning. So, I am proud to present this Recovery Plan as the RDA NR Board's commitment to the regional recovery phase.

A handwritten signature in black ink, appearing to read 'Don Page'.

The Hon Don Page

Chair

Regional Development Australia-Northern Rivers

REGIONAL VISION

Regional Development Australia - Northern Rivers' Board has developed the following vision statement which reflects the aspiration of the communities and peoples of the Northern Rivers:

“THE NORTHERN RIVERS NSW IS A VIBRANT REGION WHERE WE LIVE, WORK AND PLAY IN HARMONY WITH THE NATURAL ENVIRONMENT”

REGIONAL MISSION

To create a strong and vibrant economy where high value employment opportunities are supported by high quality training and education, supporting a balanced lifestyle.

To build a highly connected region between the people and communities of the Northern Rivers as well as improving connectivity outside the region. This includes transportation and transport corridors, telecommunications, as well as personal and cultural connections.

To encourage sustainability in all things: To provide leadership to Australia's regions by continually seeking out and developing new technologies, processes and thinking which underpin a highly sustainable outlook across all areas of regional life.

To promote and encourage health and lifestyle choices which improve overall wellbeing outcomes.



Source: Destination NSW

REGIONAL DEVELOPMENT AUSTRALIA CHARTER

The RDA Charter inspires RDA Committees to have greater role clarity through planning and working to a Charter with a focus on growing strong and confident regional economies.

‘Collaborating with other RDA Committees, all levels of government, and the private sector, RDA Committees will:

- a) *Facilitate regional economic development outcomes, investment, local procurement and jobs.*
- b) *Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research.*
- c) *Improve Commonwealth regional policymaking by providing intelligence and evidence-based advice to the Australian Government on regional development issues.*
- d) *Co-ordinate the development of a strategic regional plan, or work with suitable existing regional plans that will align with the Commonwealth’s regional priorities.’*

RDA-NORTHERN RIVERS’ CORPORATE VISION

RDA-Northern Rivers Committee and organisation adopts a Corporate Vision which necessarily sits alongside the Regional Vision. The Corporate Vision incorporates both the intent of the revised Charter and the aspirations of the Region’s Vision Statement:

“A fully recovered economy with prosperous and healthy communities by 2025”

RDA-NORTHERN RIVERS CORPORATE MISSION

The RDA-Northern Rivers vision and Charter will be achieved through core mission objectives:

- a) Promote and implement the priorities of the Regional Recovery Plan
- b) To support a strong, vibrant economy: create high value employment opportunities through encouraging local procurement and increasing investment.
- c) To improve communications with regional business and communities to increase awareness of, and engagement with, Australian Government policymaking and program delivery.
- d) To provide timely and evidence-based local intelligence which will improve Australian Government’s policymaking on important regional matters.
- e) To lead strategic regional development planning initiatives which align with and achieve the Regional Vision and the Commonwealth’s regional priorities.

RDA-NORTHERN RIVERS CORPORATE VALUES

RESPECT: To be respectful of staff, members and stakeholders. To seek to respectfully understand other’s point of view and encourage positive relationships through courtesy and empathy.

INTEGRITY: To be open, honest and fair in all things, at all times.

HONESTY: To be honest in our communication, to resolve issues and concerns in an open and safe environment. We are here for each other.

ACCOUNTABILITY: To be accountable; to take pride in our achievements and ownership of our decisions.

COLLABORATION: To work collaboratively; to share our knowledge and skills. To share the workload when needed

RDA NORTHERN RIVERS COMMITTEE



A valued representative of the local community, **Donald Page** was a Member of the NSW Legislative Assembly and State member for Ballina from 1988 to 2015 and Deputy Leader of the NSW Nationals from 2003-2007. Between 1988 and 1995 he held the positions of Assistant Minister for Public Works, Roads and Transport, Tourism, Planning, and Housing. Between 1995 and 2011 he held a number of Shadow Ministerial positions, including Forestry, Roads, Housing, Regional Development, Small Business and Regulatory Reform, Skills Development and Training and was the Shadow Minister for the North Coast from 2005. He became Minister for the North Coast and Minister for Local Government between 2011 and 2014. On his retirement in 2015 Mr Page was heralded by the local community as a true statesman and valued representative of the Northern Rivers community. Don brings this wealth of knowledge and understanding of our region to the position of Chair of the Regional Development Australia – Northern Rivers Committee.



Susan Vinnicombe is a doctorally qualified specialist in the area of agritourism and entrepreneurship. With many years' experience as an accountant, business advisor and university lecturer, Susan has advised and mentored many local businesses from the new venture phase through to growth and succession planning. Susan's doctoral research, undertaken in the Northern Rivers region of NSW, focussed on entrepreneurs in agriculture and agritourism. In recent times she has been working on projects within the organic food industry assisting farmers to convert to organic farming practices and gain organic certification. Formerly a lecturer in the Southern Cross University MBA program she has taught both around Australia and extensively throughout South East Asia. In addition, Susan owns and manages several businesses in the region with a focus on small business development, property and agriculture. Working with the RDA NR Board, Susan is keen to identify opportunities for regional development, agricultural diversification and economic activity in the Northern Rivers.



Graeme Hargreaves was a macadamia grower from Dunoon until 2017 and has spent the past 23 years marketing Australian macadamias around the world. He has been CEO of a major macadamia processing company and chair or board member of several public and private companies. These included Horticulture Australia Ltd, a public company, investing more than A\$100 million per annum. Previously, Graeme was an Australian Senior Trade Commissioner in Africa, the Middle East, New Zealand, South America, the Caribbean and Singapore for 22 years to 1987, assisting Australian companies to export to the countries he covered. Having spent his entire working life in export, he keeps his eye in by marketing Chilean prunes in several countries and consulting to Horticulture Innovation Australia Ltd.



Jenny Dowell OAM served more than 12 years on Lismore City Council including eight as the city's Mayor. During that time Jenny was also President of Northern Rivers Regional Organisation of Councils (NOROC) for four years and sat on various national committees including the Infrastructure Taskforce and the High Speed Rail Advisory Group. Since retiring in 2016, Jenny has become a Mayoral Mentor with LGNSW assisting Mayors around the state with their challenging roles. Prior to her entry into local government, Jenny combined her 45 years as a teacher of deaf children with governance roles in the social sector. She continues to be an active member of the Lismore community, including in her role as Deputy Chair of Northern Rivers Performing Arts (NORPA) and on many other committees. She is Patron for six local and regional organisations and is sought after as an MC, panel participant and advisor. In 2017 Jenny was named an Honorary Doctor of Southern Cross University and awarded an OAM for her services to local government and the community. Jenny brings a deep understanding of governance and a broad knowledge of the Northern Rivers community to the Board."



Mike Pearce is a passionate regionalist and has been living and working in regional Australia for the past 18 years. He started his career in the meat industry and during his 30 years was involved in every aspect of the industry. This includes all areas of production, marketing and international trade, as well as industry representation at both committee and board level, executive management and as a company director. Mikes passion for regional communities started when he was a small business owner in a small South Australian regional town. He has been involved with and lead numerous local boards and committees, chaired the Southern Flinders Regional Tourism Authority and assisted in the amalgamation of three South Australian regional development boards to form Regional Development Australia Yorke and Mid North, for which he was the inaugural Chair. He moved to the North Coast in 2012 and was Senior Regional Coordinator for the North Coast Regional Coordination Branch (Taree to Tweed) in the office of Premier and Cabinet. In this role he was able to actively involve himself in regional aspirations, collaborating with and coordinating the three tiers of government. Before retiring in 2017 he worked with the Richmond Valley Council on economic development projects. His passion for regional communities remains. As a team player and partnership builder Mike continues to use his collaboration and coordination skills to help bring about common purpose across diverse regions and groups.



Andrew Bell started his career as a lawyer in some of the leading law firms in Brisbane, prior to moving into a commercial role in the mining and infrastructure sectors. Andrew was an owner, director and head of the commercial team at JukesTodd, providing advice and assistance to both mining houses and government, in Australia, across Asia and Africa. In 2016 Andrew and his wife decided to move back to the Northern Rivers where they both grew up, to help run the family business Mountain Blue and because there is no better place to raise a family than the Northern Rivers. As the Managing Director of the Mountain Blue group, Andrew is responsible for overseeing significant farming operations in Australia and abroad, along with a proprietary genetics program licensed in 24 countries, a commercial nursery and marketing business. Andrew also serves as a director of Berries Australia Limited and as secretary of the Australian Blueberry Growers' Association.



Carolyn Parker is an award-winning senior executive and accomplished Non-Executive Director. She has 30 years commercial experience with ASX listed and Not for Profit companies and family-owned businesses. Her expertise spans multiple industries, including social housing and property management, community services, retail, wholesale, entertainment, hospitality, tourism and media. Her strengths are corporate governance, finance and risk management and corporate strategy. As Finance and Administration Manager for David Jones she controlled revenue in excess of \$100 million p.a. for various department stores, along with managing operations, refurbishments and human resources for 500 employees. Since moving to Byron Bay she's developed an interest in tourism and freelance writing and has held numerous Non-Executive Director positions. She's currently Chair of Santos Organics, Vice Chair of North Coast Community Housing and President of North Byron Business Chamber. Her family have been regional retailers for over 100 years. Carolyn continues the retail legacy and owns fashion businesses in Ballina and Southport. Her qualifications include Master of Business Administration, Graduate of Australian Institute of Company Directors, Graduate Diploma of Strategic Leadership and Work Health and Safety Consultation. She believes in social justice, fostering diversity and empowering communities to live better lives.



Vaughan Macdonald is committed to working positively with governments to develop and grow regional Australia. He initially worked in Sydney at Centennial Park and Moore Park, before moving to the NSW South Coast with the Department of Local Government. After 20 years working for the NSW Government, Vaughan moved into local government at Richmond Valley Council and currently holds the position of General Manager. He is passionate about making a difference in this community and the region using the many skills he has gained throughout his career. He is an instinctive and empowering leader, who is focused on building the whole team to benefit current and future communities

REGIONAL OVERVIEW

The Northern Rivers is one of the most popular regions in New South Wales to visit, live, and to retire. Visitors and new residents from both sides of the border are attracted to its reputation as a clean, green region, respected as a leader in sustainable lifestyles and economy. The region has developed a diverse economic base building on traditional agri-business. It is internationally renowned for its artisanal food and beverage produce. Emerging creative and digital businesses now call the region home and are supported by the region's quality education infrastructure.

The Northern Rivers is a sub-tropical paradise with a valued biologically diverse environment. The region is well endowed with productive soils and fertile farmland, producing a wide range of export quality primary and value-added products from meats, macadamias, sugar, organic and natural food and beverage products and much more. It has become known as the food bowl of the north with a growing international reputation.

From the coast to the hinterland, the region's expanse of National and State parks and popular pristine beaches make it a must-visit destination. Proximity to South East Queensland market of 3.5million people as well as its access to southern markets of Sydney and in between also make it a premier location for investors.

Regional snapshot:

ABS 2021 Estimated Residential Population:	
ABS 2021 Census Place of Usual Residence Population:	310,857
Land Area (ha):	2,070,632.180
Census Population Density (persons / ha):	0.140
Gross Regional Product (\$B):	\$33.71
Per Hectare Gross Regional Product (\$K):	\$8.347
Per Capita Gross Regional Product (\$K):	\$59.543
Per Worker Gross Regional Product (\$K):	\$160.907

Table One: Regional Overview
REMPAN, 2022

OUTPUT

Total Output in the Northern Rivers area is estimated at \$33,710.0 million.

The major contributors to output are:

Industry Sector	\$M	%
Construction	\$4,708.653	14.5%
Manufacturing	\$4,292.905	13.2%
Rental, Hiring Real Estate Services	\$4,024.331	12.4%
Other	\$19,455.811	59.9%

Table Two: Industry Output, REMPLAN 2022

EMPLOYMENT REPORT

This report shows the number of employees whose place of work is located within Northern Rivers Region. The total employment estimate for Northern Rivers Region is 107,411 jobs. From a land area of 2,070,632 ha, employment per hectare within Northern Rivers Region is estimated at 0.052 jobs. Health Care and Social Assistance, Retail, Education, Accommodation and Construction employ over half (58%) of the workforce.

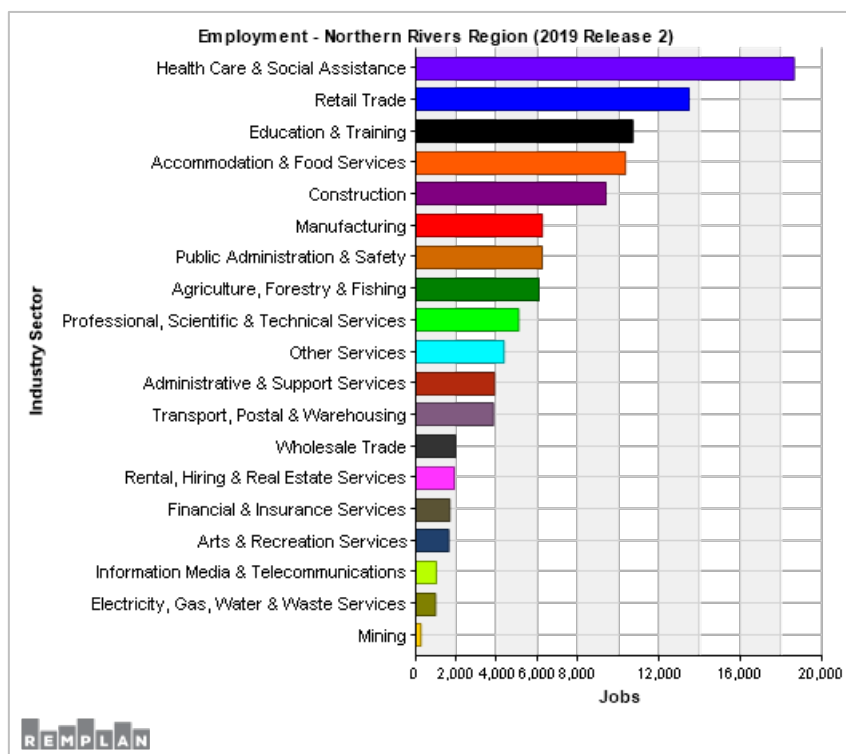
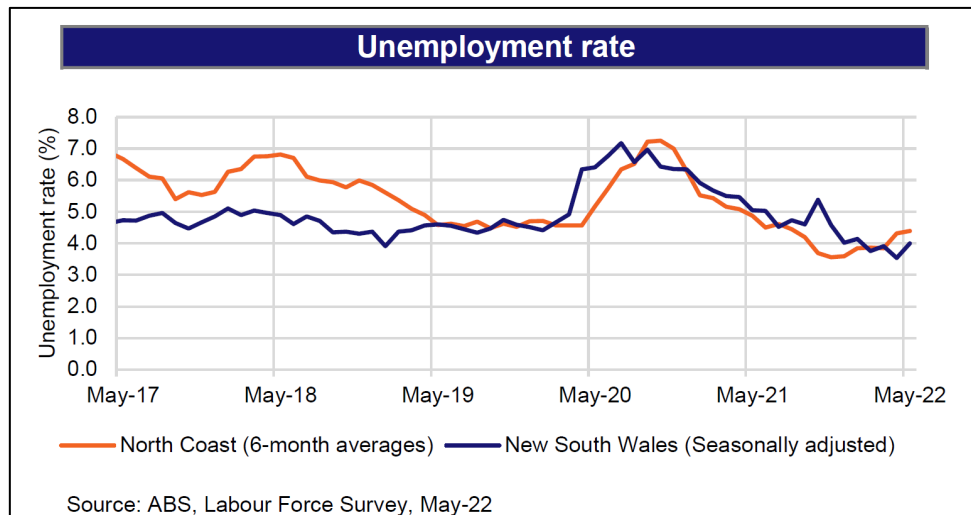


Table Three: Number of persons employed by Industry, REMPLAN, 2022

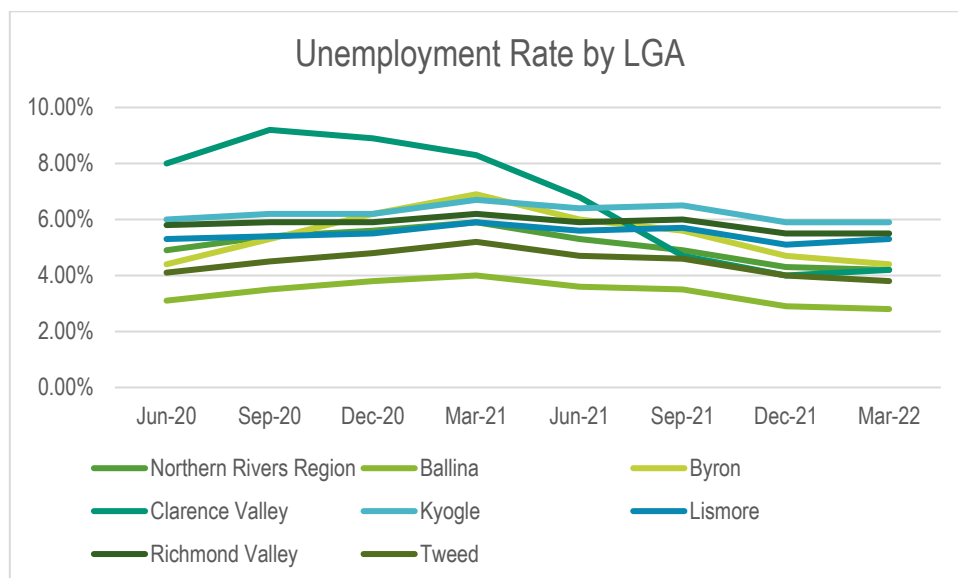
UNEMPLOYMENT RATE

The unemployment rate as recorded in May 2022 was 4.2%. A fall in the unemployment rate has been experienced since the October 2020 high of 7.1%. Business disruption due to the flooding events of 2022 has resulted in an increase in the rate with normalisation to pre-covid levels anticipated in the third quarter 2022.



Graph One: Unemployment Rate May 2022, ABS 2022

Unemployment rates by LGA (to March 2022)



Graph Two: Unemployment rate by LGA, REMPLAN, Mar 2022

GRP EXPENDITURE REPORT

The Gross Regional Product for the Northern Rivers was calculated using the Expenditure method. GRP is the total value of final goods and services produced in the region over the period of one year. As can be seen from the table below, this includes exports but subtracts imports.

GRP can be measured by adding up all forms of final expenditure

- consumption by households
- consumption by governments
- additions or increases to assets (minus disposals)
- exports (minus imports)

GRP Expenditure Method	\$M
Household Consumption	\$15,796.301
Government Consumption	\$4,727.478
Private Gross Fixed Capital Expenditure	\$4,924.174
Public Gross Fixed Capital Expenditure	\$1,265.503
Gross Regional Expenses	\$26,713.457
plus Regional Exports	\$6,839.851
minus Domestic Imports	-\$14,210.645
minus Overseas Imports	-\$2,059.467
Gross Regional Product	\$17,283.196
Population	310,857
Per Capita GRP	\$0.060
Per Worker GRP	\$0.161

Table Four: GRP Expenditure: DataAU, 2022

Disclaimer: All figures, data and commentary presented in this report are based on data sourced from the Australia Bureau of Statistics.



REGIONAL PRIORITIES 2022-2023

Large areas of the Northern Rivers region was devastated by catastrophic flooding during the first quarter of 2022. This unprecedented event came on the heels of over two years of economic uncertainty due to the COVID-19 Pandemic. While towns and villages are now at different stages of recovery, some regionally important towns and cities will take years to fully recover. To lead the economic recovery of the region, the RDA NR Board resolved the following eight priorities in order:

High Priorities

- **Accommodation and housing**
 - Short term- emergency accommodation for those without suitable housing due to flood relocation. This will include innovative solutions, assisting proposed programs such as pods etc.
 - Medium term- transitional housing and accommodation leading to more long-term sustainable solutions, including permanent relocation like Grantham (Qld) experience, voluntary acquisition, voluntary house raising
 - Long term- appropriate social and affordable housing that satisfies the regional demand using innovative as well as traditional models.
- **Industrial land audit (in collaboration with NRJO)**
 - Audit of industrial land, both private and publicly held. The audit will incorporate analysis of susceptibility to natural disaster. Identification of potential industrial land will also be valuable for planners and the development industry.
 - Audit of residential land, to identify suitable flood free land in each LG, noting publication of findings will need to be classified confidential.
- **Business and Industry recovery**
 - Provision of advice for grants and assistance, reactive and proactive workload.
 - Advocating for expedited delivery of funding to all applicants
 - Participate actively on recovery committees, advocate for policy and program improvements, provide intelligence from the business community and liaise between committee and federal government program deliverers and managers.
- **Local Buy, Supply Chain development**
 - Supplier capability/ Buyer program (via development of online platform)
 - Driving campaigns to ensure recovery and rebuild programs have inbuilt local purchasing policies.

Medium Priorities

- **Infrastructure, assist LG with grants, tenders etc.**
 - Assist councils to access large value infrastructure grants to “build back better”.
 - Assist with resilience planning for key infrastructure
- **Employment and workforce development**
 - Some of the more complex work of the entire program. Over 9000 displaced workers and hundreds of businesses will require a regional plan, resourcing, innovative thinking and solutions

- Employers and workers will need assistance with training, reskilling, workforce development, displaced worker programs
- Promotion of, and linking employers to Local Job Program and other assistance programs.
- **Flood Mitigation**
 - Maintain an advocacy role for flood mitigation, water security and water quality.
 - Liaise between all levels of government, Rous Water and communities to deliver effective and timely solutions to flood mitigation issues.

Other Priority

- **CBD and main st. redevelopment**
 - CBD and Main St are the heart of communities, and it is imperative that these spaces are quickly rebuilt and resettled.
 - Advising Council redevelopment committees on 'open for business' campaigns.



Landscape of the Northern Rivers NSW

RDANR VISION**A fully recovered economy with prosperous and healthy communities by 2025.****MISSION**

To lead communities and support agencies to achieve full recovery of all NR communities via Priorities

To increase awareness of, and engagement with, recovery agencies, programs and assistance

To provide information which will improve Aust Government's funding to NR recovery projects

To lead and support regional development initiatives which include BAU activities

CORE ORGANISATIONAL COMPETENCIES

Engage and influence key stakeholders

Engage and influence key stakeholders

Develop effective communication channels

Engage and influence key stakeholders from govt and private sectors

Economic and employment recovery skills

Establish strong partnerships with regional orgs and govt programs

Establish effective data and intelligence collection and systems

Maintain partnerships with Economic Development stakeholders and planners

Partnerships with all levels of Govt and community leaders

Effective internal and external communication

Maintain partnerships with key stakeholders

Provide quality data and intelligence for informed decision making

Understand needs of community leaders

Advocate policymaking and processes

Understand needs of policy makers and translate to regional context

Share our knowledge, experience and skills for the benefit of all

Share our Vision, Mission and live our Values**RESOURCES & INFRASTRUCTURE**

Relationship management, appropriate levels of staffing and skillsets

Continuous improvement of governance & management

IT platforms, economic data sources, cyber security

Outsource specialised skills, find appropriate office location suitable to all staff

Fig 1: RDA-NORTHERN RIVERS STRATEGIC MAP

NORTHERN RIVERS ECONOMIC SWOT ANALYSIS



Diagram: SWOT analysis, Northern Rivers region.

It is important to analyse and understand the innate strengths, weaknesses, opportunities and weaknesses of the region and its economy to establish a context which informs the plan development.

The key strengths of the region lie in its access to QLD and NSW markets. Northern Rivers is ideally situated, adjacent to an international airport which sits astride the Queensland and New South Wales border. The region has a diverse economy and continuously attracts new businesses and entrepreneurs who value the region's established sustainability credentials.

As with many regions across Australia, affordable housing is a major concern and continues to inhibit the attraction and retention of staff. Limited availability of zoned industrial land with access to good transportation options will continue to constrain economic growth in many LGAs. Richmond Valley Council is an exception which owns a NSW Government-declared Regional Jobs Precinct.

As the region recovers, opportunities will be promoted to attract new investment and to encourage re-investment. Overcoming some of the above weaknesses and continually strengthening a collaborative approach among three levels of government and enabling organisations will create new pathways to these opportunities.

This plan is developed in an historical context of the worst bushfires and floods Australia has ever experienced. The increasing threat of natural disasters will be mitigated by strong leadership and resilient communities. RDANR will continue to encourage skilled migration and a younger demographic to live and work in the region to override the ageing workforce.

COMMUNICATIONS STRATEGY 2022-2023

In responding to the catastrophic weather events of February and March 2022 the RDA Northern Rivers' communications strategy for 2022-23 will focus on regional recovery and building resilience in our business and communities.

This communications strategy aims to provide an integrated model for maintaining important communication channels between local industry and community and government agencies to support recovery and foster resilience and growth in our region. We will do this through focusing on eight key areas, listed in order of priority as agreed by the RDANR Board:

High Priority

- Accommodation and housing
- Business and industry recovery
- Industrial land audit
- Local buy and supply chain development

Medium Priority

- Infrastructure and reconstruction
- Employment and workforce development
- Flood Mitigation

Low Priority

- CBD and main street redevelopment

Connecting the Region with Government Programs

Government programs that target recovery are essential to the rebuilding of our region. we will continue to disseminate information and promote opportunities available to local government, business and industry through government and other programs.

- Communicating Government initiatives and opportunities for local government, business, industry and community
- Promoting regional success with government funding and support
- Sharing information and content from local and other agencies to improve business opportunities including funding and upskilling opportunities.
- Working with on the ground government services e.g., Northern Rivers Recovery Corporation, to promote opportunities for engagement and support

Our communication strategy is focused on supporting recovery and building resilience across our region. This includes promoting and participating in activities to support recovery and improve local supply chain within the region and communicating and supporting activities to reach out to youth and displaced workers in relation to retraining, career, education and employment opportunities and education providers.

Our strategy maintains a strategic focus to deliver key messages across various platforms and with key stakeholders. Our website will hold key information and links to a range of government initiatives including funding programs, flood recovery, COVID information and consultations. A social media calendar will be developed to ensure messages are delivered effectively across our identified platforms of Facebook, Instagram, LinkedIn and Google Business, and coordinated with monthly e-News and other targeted email campaigns.

Priority Area	Target Audience	Comms Medium
Accommodation and Housing	Affected community, flood recovery groups and orgs, NFP's, construction industry, NRRC, Service NSW, NCCH	Targeted email campaigns Social media Monthly e-News Media releases Website Supporting relevant workshops & events In person advocacy
Industrial Land Audit	Local business and industry, local government, NRJO, state government planning agencies	Targeted email campaigns Web posts and updates Monthly e-News Supporting relevant workshops & events In person advocacy
Business and Industry Recovery	Business community, Industry groups, Business NSW, business chambers, Service NSW, Entrepreneur Facilitators, NRRC	Targeted email campaigns Web page with targeted campaigns Monthly e-News Media releases Supporting relevant workshops & events In person advocacy Ministerial teleconferences Good news and hotspots
Local buy and supply chain development	Local business and industry, producers, gov agencies, NRRC	Targeted email campaigns Social media Monthly e-News Website Supporting relevant workshops & events In person advocacy Ministerial teleconferences Good news and hotspots
Employment and workforce development	Displaced workers, local business/employers, Jobs Network, Jobs Local, local government, Training NSW	MFWP website Social media Inc MFWP Facebook Targeted email campaigns Social Media Monthly eNews/updates
Infrastructure and reconstruction	NRRC, business and industry, local government	Targeted email campaigns Supporting relevant workshops & events In person advocacy
Flood Mitigation	CSIRO, NSW Govt, business and industry, local government	Targeted email campaigns Participation in relevant working groups Supporting relevant workshops & events
CBD and main street redevelopment	NSW Govt, business and industry, local government	Participation in relevant working groups Social media Monthly e-News Website
Government Programs	Local community, business and industry, local government	Targeted email campaigns Social media

		Monthly e-News/updates Supporting relevant workshops & events In person advocacy Ministerial teleconferences Good news and hotspots
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Priority Area	Activities	When	Target Audience
Accommodation and Housing	Participation in working groups alongside industry leaders, government agencies, local council		Affected community, flood recovery groups and orgs, NFP's, construction industry, NRRC, Service NSW, NCCH
Industrial Land Audit	Analysis of available supply and demand	As required	NRJO, LGAs
Business and Industry Recovery	Grants information, support and assistance Participation in relevant business and industry forums Participation in working groups alongside industry leaders, government agencies, local council	As required	Business community, Industry groups, Business NSW, business chambers, Service NSW, Entrepreneur Facilitators, NRRC
Local buy and supply chain development	Development of web platform to connect local business and supply chains	Date??	Business community, Industry groups, local government, transport services
Employment and workforce development	<i>My Future Workforce Platform</i> website promoted through dedicated social media (Facebook page) and email campaigns Displaced workers program Participation in careers events and expos	Ongoing Ongoing As required	Displaced workers, local business/employers, Jobs Network, Jobs Local, Training NSW, local government
Flood Mitigation	Participation in working groups alongside industry leaders, government agencies, local council Promoting community consultation activities	As required As required	Local government, local industry groups, government agencies, community
CBD and main street redevelopment	Participation in working groups alongside industry leaders, government agencies, local council		Local government, local businesses, community
Government Programs	Targeted email campaigns Social media Monthly e-News Supporting relevant workshops & events In person advocacy Participation in Ministerial teleconferences Monthly round up and timely reports to Department re good news and hotspots	As required Monthly As required As required As required Monthly & as required	Local community, business and industry, local government

PERFORMANCE OUTCOMES

OUTCOME ONE	Support the Northern Rivers region on the road to economic recovery by facilitating regional economic development outcomes, investment, jobs and local procurement
PERFORMANCE INDICATORS	<ol style="list-style-type: none"> A Regional Recovery Plan will be developed by Q3 2022 All seven local government areas economic recovery progress will be mapped Support the \$1.5bn reconstruction program Unemployment levels have stabilised
PART 1	
What will we do?	
Priority 1	
Development of a Northern Rivers Regional Recovery Plan	
RDANR will lead this activity	
<ul style="list-style-type: none"> Anticipate receiving approval by RDANR Committee in August 2022 Methodology will include a meta-analysis of existing recovery plans and economic plans including NRRA, Resilient NSW, REDs (NSW Govt), Local Govt Strategic Plans, North Coast Plan 2036 (NSW Govt), Infrastructure plans and more Consultation will take place on an ongoing basis with government agencies, councils, business, industry and community 	
Priority 2	
Increase Housing and Accommodation Stock and Facilitate Innovative Solutions	
Ongoing	
RDANR will lead and support relevant agencies and NFPs to establish affordable housing critical to attracting and retaining workers:	
Activities Include:	
<ul style="list-style-type: none"> Focus on innovative solutions, using local suppliers Support first nations people and organisations to promote pathways to construction jobs Ensure primes and lead government agencies are connected to local suppliers and workforce 	
Priority 3	
Employment and Industrial Land Audit	
RDANR and NRJO will jointly a regional study into the opportunities and constraints for increasing employment lands	
<ul style="list-style-type: none"> Completed by end 2022 	
Activities include	
<ul style="list-style-type: none"> Joint lead in regional steering committee 	

- Project manage to completion
- Promote recommendations and develop a follow up action plan

Priority 4

Business and Industry Recovery

RDA NR will both lead and support key stakeholders

- Ongoing
 - Provision of advice for grants and assistance, reactive and proactive workload.
 - Advocating for expedited delivery of funding to all applicants
 - Participate actively on recovery committees, advocate for policy and program improvements, provide intelligence from the business community and liaise between committee and federal government program deliverers and managers.

Priority 5

Promote Local Supply Chain and Procurement Programs

RDA NR will both lead and support key stakeholders

- Ongoing
 - Identify major project opportunities
 - Work with the seven LG procurement teams to establish local procurement policies and practices
 - Assist LPP such as the pilot “Local Connect” and ICN to hold local workshops and events

Hold or promote “winning tenders” type workshops

Priority 6

Infrastructure reconstruction

To 2025

- Assist councils to access large value infrastructure grants to “build back better”.
- Assist with resilience planning for key infrastructure

Priority 7

Employment and workforce development

Ongoing

- Some of the more complex work of the entire program. Over 9000 displaced workers and hundreds of businesses will require a regional plan, resourcing, innovative thinking and solutions
- Employers and workers will need assistance with training, reskilling, workforce development, displaced worker programs
- Promotion of, and linking employers to Local Job Program and other assistance programs

Priority 8**Flood Mitigation**

2022-2025

- Maintain an advocacy role for flood mitigation, water security and water quality.
- Liaise between all levels of government, Rous Water and communities to deliver effective and timely solutions to flood mitigation issues.

Priority 9**CBD and main st. redevelopment**

Ongoing

- CBD and Main St are the heart of communities, and it is imperative that these spaces are quickly rebuilt and resettled.
- Advising Council redevelopment committees on 'open for business' campaigns

PART 2 – FOR THE ANNUAL REPORT ON 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.
Please replicate the rows below for any additional activities.*

Activity

Description of work undertaken against the activity, and the actual outcomes

Whether the activity is complete, not complete, or ongoing

Explain how the work for this activity contributed to outcome 1

Were there any unexpected outcomes or impacts?

Provide details of outcomes**\$ / Number**

Investments (\$)

Jobs (number)

Local procurement (\$)

Other regional development outcomes (\$ / number)

Other facilitation activities

OUTCOME 2	Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research.	
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> a. Provide details of where you have supported awareness raising and/or engagement b. Number of submissions supported. 	
SECTION 1		
What will we do?		
Priority 1: Submissions and Applications		
<ul style="list-style-type: none"> ○ On behalf of the region, RDANR will respond to 6 submissions and provide input to others' submissions on matters of regional development and regional importance, ○ Provide support and guidance to, and assist local business, industry and stakeholders prepare submissions as well as government applications <ul style="list-style-type: none"> ○ Improve and maintain an online government grant writers guide ○ 30 interactions with business and industry requiring grant advice 		
Priority 2: Provide advice and promote Australian Government initiatives via online and in-person events, workshops and forums		
<ul style="list-style-type: none"> ○ Lead online events such as webinars and host in person events to promote the latest government grant rounds ○ RDANR will be an active participant, as well as lead: <ul style="list-style-type: none"> ○ Regional Economic Development related committees at local state and federal government levels ○ Business, industry, stakeholders and community working groups to promote greater regional awareness of and engagement with Australian Government policies, grant programs and research. Work closely with AusIndustry and other agencies to achieve the above. 		
SECTION 2 – FOR THE ANNUAL REPORT ON OUTCOMES		
<i>What did we do?</i>		
Activity		
<i>Description of work undertaken against the activity, and the actual outcomes</i> <i>Whether the activity is complete, not complete, or ongoing</i> <i>Explain how the work for this activity contributed to outcome 2</i> <i>Were there any unexpected outcomes or impacts</i>	Provide details of outcomes	\$ / Number
	Investments (\$)	
	Jobs (number)	
	Local procurement (\$)	
	Other regional development outcomes (\$ / number)	
	Other facilitation activities	

OUTCOME 3	Contribute to Commonwealth regional policy making by providing intelligence and evidence-based advice to the Australian Government on regional development issues.	
PERFORMANCE INDICATORS	a. Outline instances where you have provided intelligence and evidence-based advice to the Australian Government b. Number of instances information / feedback was provided.	
SECTION 1		
What will we do?		
Priority 1: Provide regular written, online and in person updates and briefings to Ministers and departmental staff		
<ul style="list-style-type: none"> • Maintain economic and community profiles using trusted sources e.g., REMPLAN, Data AU, ABS, etc • Contribute to Ministerial Intelligence Briefings, teleconferences, etc • Provide regular updates and briefings to local members, Ministers and Government, • Convene and/or attending meetings with Members of Parliament to discuss regional matters, • Make submissions to Parliamentary enquiries on relevant matters, • Participate in departmental surveys and submissions, • Distribute “Good News and Hot Spots” alerts to the Minister and department and Government • Provide timely dissemination of information in times of natural disaster to Government and form Government sources to the public. 		
SECTION 2 – FOR THE ANNUAL REPORT ON OUTCOMES		
What did we do?		
<p><i>Provide a description of the activities during the reporting period, and how these activities contributed to your RDA’s addressing of outcome 3. In dot point form, outline the nature of the support you provided, including (but not limited to) the number of contributions made to Regional Intelligence Briefings teleconferences, briefings provided to relevant Ministers 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, and other support provided to Government.</i></p>		
<i>Description of work undertaken against the activity, and the actual outcomes Whether the activity is complete, not complete, or ongoing Explain how the work for this activity contributed to outcome 3 Were there any unexpected outcomes or impacts</i>	Provide details of outcomes	\$ / Number
	Investments (\$)	
	Jobs (number)	
	Local procurement (\$)	
	Other regional development outcomes (\$ / number)	
	Other facilitation activities	

BUDGET 2022-2023

GST exclusive amounts	RDA program funding (incl. all \$ in FA and schedules)	
	Budget 1 July 2022 – 30 June 2023	Actual to 30 June 2023
Income		
Surplus funding carried forward from previous financial year		
Funding for this period	295,401	
Interest on Commonwealth funds	250	
Supplementary funding (if any) #	19,985	
Total RDA program income (A)	315,636	-
Expenditure - major budget items ^		
Employee salaries	190,572	
Employee entitlements	3,673	
Other employee expenses	2,516	
Office lease and outgoings	19,824	
Vehicle costs	22,047	
Operational	29,827	
Financial, legal and professional	8,022	
Marketing	11,500	
Asset acquisition		
Committee costs	7,671	
Other supplementary funding (if any)	19,985	
Total RDA program funding expenditure (B)	315,636	-
Surplus / Deficit of RDA program funding (A-B)	0	-
If surplus, percentage of RDA program funding unspent = (2)/(1)*100 See Note 1, below)		%