



Australian Government



Regional  
Development  
*Australia*

NORTHERN RIVERS

# RDA-NR Annual Business Plan – 2024-25

Recovery and Beyond



RDA Northern Rivers

Annual Business Plan 2024-25

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I, Don Page, Chair, certify this is the Business Plan authorised for RDA-Northern Rivers for the period July 2024 – 30 June 2025.

Don Page (Chair)

We respectfully acknowledge the Aboriginal peoples of the Northern Rivers – including the peoples of the Bundjalung, Yaegl and Gumbaynggirr 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.

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## Contents

CHAIR'S FORWARD.....	3
EXECUTIVE SUMMARY .....	4
STRATEGIC CONTEXT and REGIONAL PRIORITIES .....	6
Regional Strategic Plans.....	7
Reoccurring Themes .....	7
Regional Priorities .....	7
ANNUAL WORKPLAN.....	9
OUTCOMES & PERFORMANCE INDICATORS.....	17
COMMUNICATIONS STRATEGY.....	18

## RDA NORTHERN RIVERS BOARD

Chair	The Hon. Donald Page
Deputy Chair	Dr Susan Vinnicombe
Members	Jenny Dowell, Graeme Hargreaves, Carolyn Parker, Mike Pearce, Vaughan McDonald

## CHAIR'S FORWARD

2023/24 saw RDA Northern Rivers continue to make positive impacts through the region, working in partnership with other government agencies such as AusIndustry, NSW Reconstruction Authority and business groups such as Business NSW to drive regionally significant outcomes. Perhaps the most significant of these outcomes was the continued uptake of users on the first phase of the Northern Rivers Rail Trail, which has enjoyed phenomenal success in its first year of operation. Subsequently all Northern Rivers LGAs are supportive of continued expansion of this asset with works currently underway for additional sections and plans for a completed Rail trail unanimously agreed between Councils. Government

Funding will continue to remain at the forefront for completing of the works, and RDA Northern Rivers will continue to advocate and assist where possible. The year also saw RDA Northern Rivers undertake some significant staffing changes and the recent appointment of our new Director of Regional Development who will continue to drive the region's priorities into the 2024/25 year.

## EXECUTIVE SUMMARY

In 2022 the Northern Rivers regions experienced significant weather events which resulted in 1 in 100 year flooding events. Devastation was experienced across the region, lives lost, homes and businesses destroyed and critical infrastructure destroyed and/or damaged, often beyond repair.

All seven LGA's (Ballina, Richmond Valley, Clarence Valley, Kyogle, Tweed, Byron and Lismore) were impacted in various ways with the most significant and most documented being Lismore.

Since that time efforts have rightly been on recovery with a strong impetus on resilience and building back better across the region. Many communities have recovered, others are making progress with anecdotal evidence pointing to pre flood business activity in the most severely impacted areas such as Lismore CBD. However, there are many who are still awaiting a viable option for permanent living arrangements, be that returning to their own homes or accessing new housing within the region. The rebuilding within the region is challenging on a range of fronts, with a shortage of skilled and qualified labour, a lack of accommodation and affordable housing which is further exacerbated by rising cost of living and increasing interest rates, all of which are driving up the cost of doing business.

There is a renewed interest in regional Australia, which comes with a need from all levels of government to invest to address the pressures that can come with this interest. We cannot ignore the challenges facing our regional economy. We need to leverage this renewed interest in regions to focus and improve our capacity to deal with adversity and disruption into the future. As regional stakeholders and leaders we need to harness this interest to drive opportunities that enhance our regions position in shifting towards a long-term sustainable economy.

The Northern Rivers region has long been recognised for its liveability with an outstanding natural environment from the hinterland to the beaches. As regional stakeholders and leaders we need to address this interest and leverage it into increased opportunities, create long term economic conditions to meet the needs of current and future residents of the region, and build capacity from within.

On the back of the weather events of 2022 and the recovery work that has been completed and continues to occur, there is still the need to address housing shortages, skills required for ongoing re-building, and increasing interest rates. Building capacity, expanding on our strengths, attracting new industry that is complimentary to the region, and identifying and attracting the required skills all contribute to the formation of our key priorities for the 2024-25 financial year.

The interrelationship of our regions priorities is highly correlated to improving the prosperity of our region. Including:

- Increasing supply of short and long-term residential accommodation.
- More residential property stock and housing to meet entry level and affordable demand.
- Increasing the workforce and providing meaningful employment and drive economic output.
- Identify the workforce needs across the region.
- Leveraging our liveability to attract investment.
- Building capacity from within

- Industry development and diversification for a robust economy.

Over the course of 2023/24 RDA Northern Rivers (RDA-NR) engaged successfully with a range of stakeholders and all levels of government with the design and establishment of two website platforms:

- Jobs Northern Rivers <https://www.jobsnorthernrivers.com.au/>
- Live Northern Rivers <https://livenorthernrivers.com.au/>

These platforms provide searchable information for intending, current and new residents into the area, while also providing a resource for employers to engage with when recruiting staff from inside and outside of the region.

In response to the regions workforce concerns, RDA Northern Rivers coordinated and facilitated several regional workforce webinars on sector specific topics. These included:

- Agriculture
- Construction
- Hospitality
- Health

RDA Northern Rivers continued to strengthen partnerships with regionally significant organisations outside of LGAs, these include:

- NSW Reconstruction Authority
- Department of Regional NSW
- Destination North Coast
- Business NSW
- Training Services NSW

RDA-NR will utilise our resources, networks, and relationships to address the priorities outlined in this plan.

# STRATEGIC CONTEXT and REGIONAL PRIORITIES

This plan builds on the foundation of priorities that align with both The Commonwealth Government and Regional Development Australia's key objectives. Specifically, RDA-NR has used the Regional Investment Framework (RIF), along with the Regional Development Australia Charter to guide the development of our 2024-25 Annual Business Plan, and have considered the Commonwealth Government's priority areas of:

- Housing reform
- Climate adaptation
- Future Made in Australia
- Jobs creation

In response to the region's needs, RDA-NR will adopt a strategic approach to priorities for the Northern Rivers, which are:

- Housing
- Skills attraction/Development
- Recovery and Rebuild
- Industry development

It is recognised that there are a range of external factors which will shape the delivery of elements of these priorities, including current government agencies, which are subject to change through election cycles and machinery of government changes. Additionally, priorities of regional organisations such as the Northern Rivers Joint Organisation may change with impending local government elections in 2024. RDA-NR will take a flexible approach to all and any changes with the intent to continue to deliver on the identified priorities of the region.

- **Housing** The establishment of Housing NSW within the NSW state government will provide additional resources. RDA-NR will engage with all relevant government agencies and potential private developments when and where possible to increase current housing stock, including affordable housing where possible
- **Skills Development/Attraction** RDA-NR will engage with relevant government agencies, including but not limited to Education NSW, NSW Reconstruction Authority, TAFE NSW and NSW Department of Primary Industries and Regional Development. RDA-NR will work in alignment with the Northern Rivers Joint Organisation in achieving regional outcomes in the attraction and development of skills required for the region. RDA-NR will also engage with industry leaders throughout the region to identify skills requirements. Leveraging from the previous work completed with online platforms such as Live Northern Rivers and Jobs Northern Rivers to further attract and retain skilled workers to the region.
- **Recovery and Rebuild** RDA-NR will work alongside other government agencies to assist in the delivery of recovery and rebuild of the region where possible. RDA-NR will take a partnership approach working with appropriate agencies and continue to advocate on the behalf of the region and the recovery and rebuilding continues.
- **Industry Development** Working with organisations and government agencies, including but not limited to various local chambers of commerce, Business NSW, Department of Primary Industries, AusIndustry and Regional Development, Destination North Coast and sector specific expertise, RDA-NR will advocate and assist in the development and growth of industry throughout the region.

# Regional Strategic Plans

In developing our 2024-25 Business Plan we consulted numerous Northern Rivers focussed strategic plans spanning Commonwealth, State, and Local Government in our region. These documents have been selected due to their integral roles, levels of influence, and macro and micro-objectives to delivering outcomes in the Northern Rivers. These strategic regional documents include:

- NSW Government North Coast Regional Plan 2041
- Regional Economic Development Strategy (REDS):
  - Northern Rivers REDS document
  - Tweed Shire REDS document
  - Clarence Valley REDS document

To provide further context to the development of this Business Plan consideration has been given to the strategic priorities of our region's 7 Local Government Areas (LGA's). RDANR has consulted the Community Strategic Plan (CSP) of each LGA to inform us of the aspirations of our region on a more community lead and location specific basis. Specifically:

- Clarence Valley Council Community Strategic Plan 2032
- Richmond Valley Council Community Strategic Plan 2030
- Kyogle Council Community Strategic Plan 2022 - 2032
- Ballina Shire Council Community Strategic Plan 2027
- Byron Shire Community Strategic Plan 2032
- Tweed Council Community Strategic Plan 2032

## Reoccurring Themes

As we have reviewed the priorities outlined across the Northern Rivers key strategic documents, we can see that there are reoccurring themes that run a thread from the NSW Government North Coast Regional Plan, our regions RED documents, NRJO Strategic Plan, and the CSP of our seven LGA's.

Themes include:

- Enhanced liveability
- Accommodation & affordable housing
- Digital connectivity
- Industry development & diversity
- Availability of well-located employment land
- New & emerging industries
- Land development
- Population growth
- Infrastructure upgrades & renewals
- Regional activation & investment attraction
- Activated land use
- Diverse housing supply
- Strong agricultural sector

## Regional Priorities

A focused and considered approach for optimising our resources is behind the distilling of these themes into key priorities.

- Improved workforce development and attraction

- Housing delivery and improved land use
- Industry attraction and development
- Enhanced and expanding infrastructure
- Building capacity from within



# ANNUAL WORKPLAN

Strategic objective 1 – Industry and workforce development			
What will we do?	Role	Expected outcomes	Timeframe
Investigate a Northern Rivers domestic import/export analysis	<p>Lead</p> <p>Partners:</p> <ul style="list-style-type: none"> <li>• NSW Reconstruction Authority</li> <li>• Individual business chambers</li> <li>• Business NSW</li> <li>• AusIndustry</li> <li>• NSW Department of Primary Industry and Regional Development</li> </ul>	<ul style="list-style-type: none"> <li>• A report detailing the analysis and understanding of domestic consumption which will include, identification and documentation of what the region produces/manufactures and exports domestically and provide business attraction data to increase opportunities within the region</li> </ul>	June 2025
Establish a local content policy for the Northern Rivers	<p>Lead</p> <p>Partners:</p> <ul style="list-style-type: none"> <li>• Northern Rivers Joint Organisation of Councils</li> <li>• Individual LGAs</li> <li>• Individual business chambers</li> </ul>	<ul style="list-style-type: none"> <li>• Increased spending from local government to local contractors and suppliers, attainable from LGAs capital works completion.</li> </ul>	October 2024
Support and implement an education program for industry in effective tendering	Lead	<ul style="list-style-type: none"> <li>• Delivery on at least two (2) education programs for</li> </ul>	June 2025

	<p>Partners:</p> <ul style="list-style-type: none"> <li>• NSW Reconstruction Authority</li> <li>• Southern Cross University</li> <li>• Industry</li> <li>• Individual business chambers</li> <li>• AusIndustry</li> <li>• Business NSW</li> <li>• Private industry</li> </ul>	<p>tendering, which will influence the awarding of additional tenders to local companies by improved tender documentation submissions providing increased successful tender outcomes for local business.</p>	
<p>Commence a Northern Rivers Skills audit</p>	<p>Lead</p> <p>Partners:</p> <ul style="list-style-type: none"> <li>• Northern Rivers Workforce Steering Committee</li> <li>• Business NSW</li> <li>• NSW Reconstruction Authority</li> <li>• Healthy North Coast</li> <li>• NSW Health</li> <li>• NSW Education Department</li> <li>• NSW Department of Primary Industries and Regional Development</li> <li>• Private industry</li> </ul>	<ul style="list-style-type: none"> <li>• A report documenting the current skills in the Northern Rivers and identification of where gaps exist by industry task and location.</li> </ul>	<p>June 2025</p>

Chair the Northern Rivers Workforce Steering Committee	<p>Lead</p> <p>Partners</p> <ul style="list-style-type: none"> <li>• TAFE NSW</li> <li>• NSW Department of Education</li> <li>• Workforce Australia</li> <li>• Healthy North Coast</li> <li>• NSW Reconstruction Authority</li> <li>• DEWR</li> <li>• Southern Cross University</li> </ul>	<ul style="list-style-type: none"> <li>• Chair and coordinate quarterly meetings so as to coordinate, guide and inform respective stakeholders in creating effective training and employment pathways for employers to attract, retain and retrain for a job ready workforce across all industry sectors, leveraging appropriate initiatives to benefit all sectors.</li> </ul>	Ongoing
Support and advise on supply chain opportunities for the Brisbane 2032 Olympic Games	<p>Contributor</p> <p>Partners:</p> <ul style="list-style-type: none"> <li>• NSW Office of Sport</li> <li>• NSW Department of Primary Industries and Regional Development</li> <li>• Individual Local Government Areas</li> </ul>	<ul style="list-style-type: none"> <li>• Attending quarterly meetings with all LGAs and NSW Office of Sport, providing advice on economic opportunities for suppliers within the region and identification of potential supply chain opportunities.</li> </ul>	Ongoing
<b>Strategic objective 2 – Digital Connectivity</b>			
<b>What will we do?</b>	<b>Role</b>	<b>Expected outcomes</b>	<b>Timeframe</b>
Work with industry network and service providers	<p>Lead/Contributor</p> <p>Partners</p> <ul style="list-style-type: none"> <li>• Telecommunication providers</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage funding opportunities when available to support and promote expansion, service development and network improvements which will aid in a</li> </ul>	Ongoing

		reduction in the region's blackspots and improved network capability to respond to disaster through installation of resilient infrastructure	
Information and intelligence gathering	Lead  Partners <ul style="list-style-type: none"> <li>• NSW Department of Primary Industries and Regional Development</li> <li>• Telecommunication providers</li> </ul>	<ul style="list-style-type: none"> <li>• Provide intelligence to government on telecommunication gaps, performances and investment opportunities where possible</li> </ul>	Ongoing
<b>Strategic Objective 3 – Infrastructure Development</b>			
<b>What will we do?</b>	<b>Role</b>	<b>Expected outcomes</b>	<b>Timeframe</b>
Collaborate with LGAs	Contributor  Partners <ul style="list-style-type: none"> <li>• Clarence Valley Council</li> <li>• Tweed Shire Council</li> <li>• Byron Shire Council</li> <li>• Lismore City Council</li> <li>• Ballina Shire Council</li> <li>• Kyogle Shire Council</li> <li>• Richmond Valley Council</li> </ul>	<ul style="list-style-type: none"> <li>• Attend Northern Rivers Joint Organisation meetings and inform councils of potential and relevant funding programs and support their endeavours to access funding.</li> <li>• Attend General Managers Advisory Committee meetings, advocating for region wide approaches where possible</li> </ul>	Ongoing
Information dissemination	Lead	<ul style="list-style-type: none"> <li>• Distribute monthly e-newsletters and utilise RDA-NR website and</li> </ul>	Ongoing

		<p>social media to promote policies and grant opportunities</p> <ul style="list-style-type: none"> <li>• Undertake monthly reviews of the RDA-NR website to ensure up to date and relevant information.</li> <li>• Enable stakeholders to leverage “Live Northern Rivers” platform showcasing the liveability of the region</li> </ul>	
Collaboration with government agencies	<p>Contributor</p> <p>Partners</p> <ul style="list-style-type: none"> <li>• NSW Department of Primary Industries and Regional Development</li> <li>• Service NSW</li> <li>• AusIndustry</li> </ul>	<ul style="list-style-type: none"> <li>• Meet monthly to join with other agencies to jointly promote government opportunities in grants and assistance to regional communities</li> </ul>	Ongoing
Promotion of and support of Commonwealth Government programs for regional Australia	<p>Contributor</p> <p>Partners</p> <ul style="list-style-type: none"> <li>• NSW Department of Primary Industries and Regional Development</li> <li>• AusIndustry</li> <li>• Service NSW</li> </ul>	<ul style="list-style-type: none"> <li>• Promote Commonwealth Government programs for regional Australia through monthly e-newsletters, website and social media, and through attendance at all stakeholders meetings throughout the year</li> </ul>	Ongoing

<b>Strategic Objective 4 - Housing and Accommodation development</b>			
<b>What will we do?</b>	<b>Role</b>	<b>Expected outcomes</b>	<b>Timeframe</b>
Advocacy and information dissemination	Contributor	<ul style="list-style-type: none"> <li>• Collate a list of 'shovel ready' residential projects throughout the region, per LGA identifying the required infrastructure needs of each project.</li> <li>• Support improved land use options and advocate for wholesale planning reform to improve the process of development approval through attendance at NRJO and GMAC meetings</li> </ul>	Ongoing
Leverage employment land audit	Contributor	<ul style="list-style-type: none"> <li>• Encourage LGAs to leverage completed employment land audit to promote and encourage growth through attendance at both quarterly NRJO and GMAC meetings</li> <li>• Encourage LGAs to consider mixed use housing developments in conjunction with or adjacent to employment lands through attendance at both quarterly NRJO and GMAC meetings</li> </ul>	Ongoing
<b>Strategic Objective 5 - Identification of critical investments and relationships needed to drive economic development in the region</b>			
<b>What will we do?</b>	<b>Role</b>	<b>Expected outcomes</b>	<b>Timeframe</b>
Promotion of Southern Cross University Masterplan	Contributor  Partners	<ul style="list-style-type: none"> <li>• Attend quarterly meetings with key representatives from</li> </ul>	Ongoing

	<ul style="list-style-type: none"> <li>• Southern Cross University</li> <li>• NSW Department of Primary Industries and Regional Development</li> </ul>	Southern Cross University, where we will assist with seeking opportunities for funding for the delivery of the masterplan and approval for the commencement of the masterplan	
Advocate and promote regional significant projects	<p>Contributor</p> <p>Partners</p> <ul style="list-style-type: none"> <li>• NSW Department of Primary Industries and Regional Development</li> <li>• Northern Rivers Joint Organisation of Councils</li> <li>• Destination North Coast</li> </ul>	<ul style="list-style-type: none"> <li>• Attend Northern Rivers Rail Trail meetings to assist with promotion and extension of the trail</li> <li>• Promote and support for business case of the Great North Coast Trail at all stakeholder meetings</li> <li>• Attend quarterly meetings as part of the membership and contribute to the Southern Cross University ReCirculator project</li> </ul>	Ongoing
Northern Rivers Brand	<p>Contributor</p> <p>Partners</p> <ul style="list-style-type: none"> <li>• NSW Department of Primary Industries and Regional Development</li> <li>• Destination North Coast</li> <li>• Business NSW</li> </ul>	<ul style="list-style-type: none"> <li>• Attend Northern Rivers Brand meetings as convened by Business NSW to advocate and promote use of the Northern Rivers Brand across the region</li> </ul>	Ongoing

	<ul style="list-style-type: none"> <li>• Northern Rivers Joint Organisation of Councils</li> </ul>		
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*This section should:*

- *Operationalise the strategic context and regional priorities identified in the previous section and include activities that will be completed in the year ahead*
- *Clearly identify which outcomes and performance indicators from the funding agreement are focus areas for your RDA for the year ahead*
- *Analysis should be provided which explains the reasons why your RDA has chosen to focus on particular outcomes and performance indicators and also why it believes others require a lower (or no) level of activity*
- *RDAs may also wish to identify which outcomes and performance indicators are NOT relevant to your region or are addressed by other stakeholders*
- *What roles are you undertaking that is adding value to your region – how are you making a difference*



# OUTCOMES & PERFORMANCE INDICATORS

## Summary of strategic priorities for the 2024/25 financial year

- Industry and workforce development
- Digital connectivity
- Infrastructure development
- Housing and Accommodation development
- Identification of critical investments needed to drive economic development in the region

## Summary of top key business activities for the 2024/25

- Engage LGAs to implement local content policy for Northern Rivers
- Support infrastructure development through commonwealth and state government initiatives
- Deliver a skills audit for the region
- Continue the work of the Employment Land Audit to support outcomes in land development
- Complete a local consumption import/export analysis

# Communications Strategy

RDA Northern Rivers continues to be a voice for our region, providing access to information about Government programs, local initiatives and opportunities for growth.

Over two years have passed since catastrophic weather events impacted the area, however, the rebuilding of our communities continues, with an eye to recovery and beyond. RDA Northern Rivers plays a vital role in ensuring the distribution of information while working closely with agencies involved in the rebuild. Our communication activities include the Jobs and Live Northern Rivers platforms.

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 our key priority areas of:

## High Priority

- Accommodation and housing
- Business and industry growth
- Identification of enabling infrastructure requirements
- Local buy and supply chain development

## Medium Priority

- Domestic import/export analysis
- Employment and workforce development
- Identification of new and emerging industries for the region

## Low Priority

- CBD and main street redevelopment

## Connecting our 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.

<b>Priority Area</b>	<b>Target Audience</b>	<b>Comms Medium</b>
Accommodation and Housing	Affected community, flood recovery groups and orgs, NFP's, construction industry, NSWRA, Service NSW, NCCH	Targeted email campaigns Social media Monthly e-News Media releases Website Supporting relevant workshops & events In person advocacy
Business and Industry Growth	Business community, Industry groups, Business NSW, business chambers, AusIndustry, Service NSW, NSWRA	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
Identification of enabling infrastructure development	NSWRA, business and industry, local government	Targeted email campaigns Supporting relevant workshops & events In person advocacy
Local buy and supply chain development	Local business and industry, producers, gov agencies, NSWRA	Targeted email campaigns Social media Monthly e-News Website Supporting relevant workshops & events In person advocacy
Domestic import/export analysis	Local business and industry, Business NSW, business chambers, AusIndustry, NSWRA, NSWDPIRD	Targeted email campaigns Website Supporting relevant workshops & events In person advocacy
Employment and workforce development	Local business/employers, Jobs Network, Jobs Local, local government, Training NSW	Jobs NR Platform Social media inc Jobs+Live FB/IG Targeted email campaigns Monthly eNews/updates
Regional Skills Audit	Local business and industry, local government, NRJO, government agencies, Training NSW, TAFE NSW, tertiary & secondary education providers	Targeted email campaigns Web posts and updates Monthly e-News In person advocacy
Identification of new and emerging industries in the region	Local business incubators, business and industry, business chambers, AusIndustry	Targeted email campaigns Social media Monthly e-News/updates In person advocacy
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	Ongoing	Affected community, flood recovery groups and orgs, NFP's, construction industry, NSWRA, Service NSW, NCCH
Business and Industry Growth	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, NSWRA
Identification of enabling infrastructure development	Leverage of Lands Audit Investigate collaboration opportunities with local councils, NRJO, NSWRA	Ongoing	Local business incubators, business and industry, business chambers, AusIndustry
Local buy and supply chain development	Establishment of a local supply chain policy Consultation with local council/NRJO, NSWRA Promotion of supply chain opportunities for 2032 Olympics	October 2024  Ongoing	Business community, Industry groups, local government, transport services
Domestic import/export analysis	Establish Import/Export working group to oversee study Release findings to relevant audiences	June 2025	Local business and industry, Business NSW, business chambers, AusIndustry, NSWRA, NSWDFPIRD
Employment and workforce development	<i>Jobs Northern Rivers</i> website promoted through dedicated social media (FB/IG) and email campaigns Participation in careers events and expos Implementation of education program for industry effective tendering	Ongoing  As required  June 2025	Local business/employers, Jobs Network, Jobs Local, Training NSW, local government
Regional Skills Audit	Chair NR Workforce Steering Committee Participation in North Coast Local Jobs Program Taskforce Engage consultants for skills survey/audit	Ongoing  Ongoing  June 2025	Local business and industry, local government, NRJO, government agencies
Identification of new and emerging industries in the region	Consultation with local business incubators and business chambers	Ongoing	Local business incubators, business and industry, business chambers, AusIndustry
CBD and main street redevelopment	Participation in working groups alongside industry leaders, government agencies, local council	Ongoing	NSW Govt, business and industry, local government

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 Ongoing  As required  Ongoing As required  Monthly & as required	Local community, business and industry, local government
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### Third Party Arrangements (recommended)

The below table should include details of significant third-party arrangements that are in place (with a contract value of \$50,000 or greater)

Organisation Name	Description of activity being undertaken	Contract start and end dates	Contract value and payment milestones	Activity progress to date
<b>NSW Reconstruction Authority</b>	<p>Name: Jobs Northern Rivers and Live Northern Rivers</p> <p>Regional Development Australia Northern Rivers (RDA NR) engaged with the NSW Reconstruction Authority (as part of the Northern Rivers Workforce Steering Committee) to research, evaluate and rollout regional Jobs platform and Liveability platform</p>	<p><b>04/23 – 04/24</b></p> <p>Currently negotiating further commitment, both platforms remain live and current</p>	<b>\$100,000</b>	<p>RDA NR undertook the role of:</p> <ol style="list-style-type: none"> <li>1. Technology evaluation (interview suppliers, gather feedback of existing technology users)</li> <li>2. Budgeting (identifying key costs of technology implementation and subscription, marketing and communications)</li> <li>3. Developing Marketing Strategy</li> <li>4. Project Manage rollout of the technology customisation, testing and go-live processes</li> <li>5. Engage Marketing agency in branding and collaboration with key regional stakeholders on branding elements</li> <li>6. Manage media and stakeholder engagement activities</li> <li>7. Manage timeline of development, marketing and communications and phased rollout of technology platforms.</li> </ol> <p>Outcomes: Two platforms are now live and functioning with a steady feed of regional specific jobs, local events and local business listings.</p>
<b>NSW Reconstruction Authority</b>	Name: Tender Portal Feature on Live Northern Rivers	<b>09/23-11-23</b>	<b>\$65,000</b>	RDA NR undertook the role of: 1. Functional specification for

	<p>Regional Development Australia Northern Rivers (RDA NR) managed development of customised functionality for aggregating local and state government Tenders relevant to Northern Rivers businesses.</p>	<p>Portal remains live and updated, currently undertaking negotiations</p>	<p>developers</p> <ol style="list-style-type: none"> <li>2. Identifying source data and key criteria for data aggregation of tenders</li> <li>3. Engage developers to review, test and feedback on functionality</li> <li>4. Develop communications strategy and manage media and stakeholder communications activity.</li> <li>5. Promote the tenders portal functionality to regional stakeholders</li> </ol> <p>Outcomes: An active tenders portal updated weekly with aggregated data from state and local government tender platforms.</p>
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## PRIORITY MATRIX (recommended)

(If you do not complete this section, we will complete it on your behalf)

### 1. Select which priorities best fit with your RDA

<b>INFRASTRUCTURE INVESTMENT</b>	
Infrastructure development incl. land, water, energy, renewables	<input type="checkbox"/>
Transport – roads, bridges, airports, rail links, ports, intermodal centres, public transport, integrated transport connections	<input type="checkbox"/>
Land, water, energy infrastructure	<input type="checkbox"/>
Telecommunications (incl. digital economy initiatives)	<input type="checkbox"/>
Affordable housing	<input type="checkbox"/>
Identification of priorities	<input type="checkbox"/>
<b>ECONOMIC DEVELOPMENT</b>	
Leadership	<input type="checkbox"/>
Supporting local government	<input type="checkbox"/>
Facilitate proposals for funding	<input type="checkbox"/>
Population attraction and liveability	<input type="checkbox"/>
Regional snapshot and economic modelling	<input type="checkbox"/>
Economic diversity (through new industries/ underdeveloped industries)	<input type="checkbox"/>
Smart Cities and City Deal Collective	<input type="checkbox"/>
Agribusiness growth and diversification (incl export)	<input type="checkbox"/>
Food produce and innovation	<input type="checkbox"/>
Tourism	<input type="checkbox"/>
Cross regional economic development opportunities	<input type="checkbox"/>
Decentralisation of businesses (into region)	<input type="checkbox"/>
Supply chain integration	<input type="checkbox"/>
Entrepreneurship incl. incubator and accelerator programs	<input type="checkbox"/>
Smart Specialisation Strategy	<input type="checkbox"/>
Creative arts and dance activities	<input type="checkbox"/>
Defence industry	<input type="checkbox"/>
Indigenous business development	<input type="checkbox"/>



Industry diversification and clustering	<input type="checkbox"/>
New technologies incl. drones	<input type="checkbox"/>
Identification and promotion of state-wide economic development opportunities	<input type="checkbox"/>
Development of capital city stakeholder relationships	<input type="checkbox"/>
<b>SKILLED AND READY WORKFORCE</b>	
Innovation skills and capability	<input type="checkbox"/>
Education, learning and jobs pathways	<input type="checkbox"/>
Workforce development	<input type="checkbox"/>
Increase employment and job diversity	<input type="checkbox"/>
Aged care, disability and community sectors workforce	<input type="checkbox"/>
STEM – Science Technology Engineering and Maths	<input type="checkbox"/>
Supporting Indigenous leadership	<input type="checkbox"/>
<b>ENVIRONMENTAL AND NATURAL ASSETS</b>	
Building future resilience	<input type="checkbox"/>
Environment and natural resource management (includes water and land use planning)	<input type="checkbox"/>
Community support incl. children, families and youth	<input type="checkbox"/>
Building community capacity	<input type="checkbox"/>
Sustainable food production	<input type="checkbox"/>