



ECONOMIC RECOVERY & RESILIENCE FRAMEWORK

Central
Coast
Council

MAY 2020

In response to the evolving situation with Coronavirus (COVID-19), we are continuing to take measured precautions to ensure we keep our community safe whilst we navigate through this economic crisis. Due to the unpredictable and highly variable nature of this health and economic crisis, some items within the implementation plan may have to be re-prioritised or deferred to be able to meet the immediate needs of other items.

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INTRODUCTION

The COVID-19 pandemic is presenting significant challenges worldwide, not only for public health, but also for the global economy. The aim of the Central Coast Council is, first and foremost, to protect the health of the community during this crisis. Alongside a proactive public health approach, Council is taking a number of critical steps to support the local economy. Our objective is to reduce the impacts of the COVID-19 pandemic and propel a swift and sustainable recovery.

This will be a holistic endeavour. Council is aiming to keep businesses active, support jobs, foster human capital growth, increase community outreach and drive collaboration and innovation. To do so, Council will be dynamic in its response, monitoring crucial data and then reviewing and revising action. Our response motto is:

Recover, Re-imagine, Revitalise, Rebound

Throughout this difficult time Council will continue to engage with the local community, collaborate with business and advocate to state and local governments, ensuring the best outcomes for the Central Coast.

This document presents our Framework for responding to the economic challenges of the COVID-19 pandemic. It will work in tandem with a suite of Council actions and will support the operational and financial resilience of Council, maintain and adapt service delivery, and enhance community engagement.



This Framework must balance two opposing forces. Firstly, Council is often the first port-of-call for many community members, groups and local businesses. As such it will be acting to pass on information, reduce financial burden and bring the community together. Secondly, Council itself is a medium-sized business that must continue to deliver a large number of essential services to the community. Council will continue to provide excellent service for the Central Coast community.

RECOVER, RE-IMAGINE, REVITALISE, REBOUND

Council's response to the economic impacts of COVID-19 will be guided by the economic response motto of: *Recover, Re-imagine, Revitalise, Rebound*. The substance of this motto is presented below.

RECOVER

- Council is working to ensure a quick and sustainable economic revival
- This includes supporting the food and visitor economy
- Council has already increased advertising and pursued a targeted marketing strategy in this area

RE- IMAGINE

- Council is designing more efficient services and encourage a stronger, more fair economy
- Council is pursuing this goal through strengthening connections between local businesses
- This is to build stronger local supply lines and increase economic resilience

REVITALISE

- Council is investing in the Central Coast community and economy to reinvigorate our natural and commercial assets
- Council is investigating opportunities to advance the economic revitalisation of Gosford, Wyong, The Entrance, Peninsula and other town centres.
- This is to provide the region with greater cultural and commercial opportunities

REBOUND

- Council is supporting local residents to emerge from this pandemic and economic downturn with stronger capabilities than before
- Council is promoting programs to improve digital literacy and skills for students of all ages and for businesses and the broader community

THE POLICY FRAMEWORK

STATE AND NATIONAL SUPPORT

The Australian and New South Wales Government, as well as Central Coast Council, are all taking steps to address the economic challenges of COVID-19. For more information please go to:

- > www.australia.gov.au/
- > www.nsw.gov.au/covid-19
- > www.centralcoasteconomy.com.au

THE CENTRAL COAST ECONOMIC DEVELOPMENT STRATEGY

Our long-term Economic Strategy aims to build a strong, innovative and resilient Central Coast economy. Through this crisis we will continue to progress this Strategy, delivering benefit and opportunity – for residents, youth, business-owners, investors, students, entrepreneurs, visitors, and beyond.

OBJECTIVES

The Strategy aims to build on local strengths, leverage new opportunities and tackle challenges and threats to Central Coast prosperity. To do so, a number of objectives were developed to guide Council action. These objectives will continue to inform Council action throughout this crisis:

OBJECTIVES	RATIONALE
Improving economic leadership and coordination	To prioritise and accelerate economic planning and projects
Advancing economic sustainability	To ensure prosperity and liveability now and into the future
Enhancing economic efficiency and competitiveness	To drive investment and economic growth
Increasing community wellbeing	To ensure our economy delivers improved quality of life
Building our profile as an economic destination	To attract and retain people, jobs, investment and business
Enhancing local innovation and enterprise	To create new jobs, businesses, knowledge and partnerships
Increasing skills and economic capabilities	To expand economic capacity and future-proof our economy
Delivering infrastructure for the future	To drive economic growth and productivity
Fostering economic diversity and vibrancy	To increase economic resilience, visitation, creativity and participation

COVID-19 ECONOMIC IMPACTS

The economic impacts of COVID-19 are many, varied, and uncertain. Whilst a short sharp 'V-shaped' dip seemed likely at first, the recent effects indicate that the global impact may be broader and longer (Baldwin and di Mauro 2020). Economic impacts are being driven by a range of factors, including:

CONTAINMENT MEASURES: steps taken to slow the rate of infection, including shutting business, keeping workers away from worksites and preventing consumers from consuming directly, is reducing economic output. These measures are likely to be phased in and out as the infection rate increases and decreases.

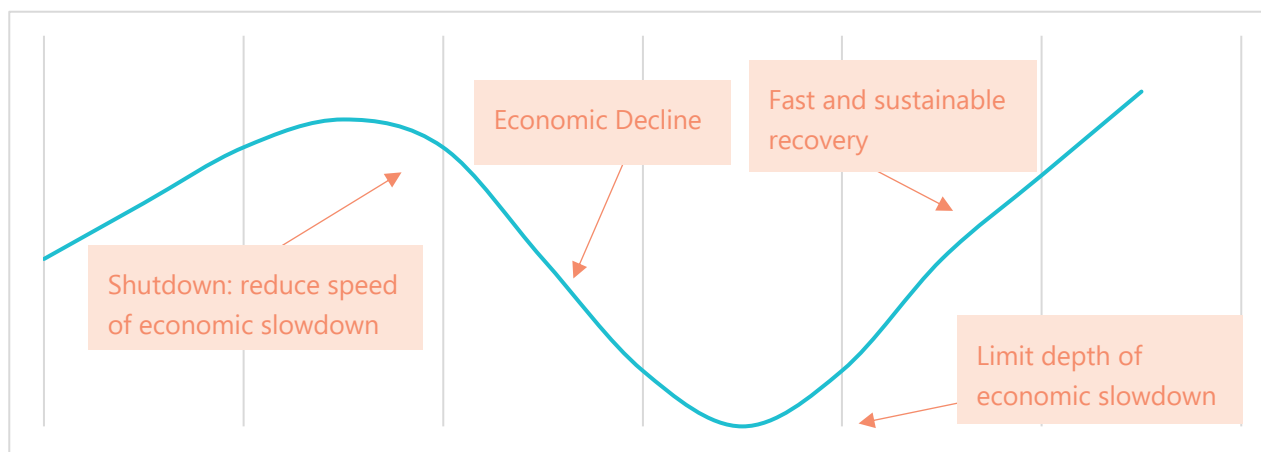
EXPECTATIONS: consumers and business may become more cautious with purchases and investment further slowing the economy.

DEMAND: both national and global macroeconomic drops in aggregate demand will cause further disruptions.

SUPPLY LEVELS: as companies shut-down, the products they produce for other businesses and consumers will not meet market needs.

SUPPLY LINES: international travel and global business are suffering amid this crisis, which is limiting Australian companies' ability to take a business as usual approach.

CRISIS TRAJECTORY



THE 2 KEYS TO WEATHERING THIS STORM:

1. Reducing the depth and steepness of the decline. This will include maintaining employment, hibernating businesses and/or cutting operating costs, and supporting spending/demand.
2. Increasing the speed and sustainability of the recovery.
 - > Individuals that remain active and engaged – even using the crisis to skill-up – will likely find employment faster
 - > Economies that reduce job losses and permanent business losses will suffer less friction and thus grow faster at the end of the crisis.

RESPONSE PRINCIPLES

Responding to the economic impacts of COVID-19 is a complex task. There are many uncertainties, difficult trade-offs and unusual risks and opportunities. The 5 principles highlighted below will help Council craft specific responses to each challenge that arises. They emphasise forward thinking, adaptive, interactive and dynamic responses that focuses on citizens of the Central Coast, producing actions that tackles this crisis and progresses wider community goals.

AGILE

- > This crisis requires quick responses to new information, rules, fallout and community needs.
- > Agility will aid business pivoting to new conditions, support individuals during isolation, and enable Council to meet the needs of the community.

INNOVATIVE

- > COVID-19 is testing the limits of traditional models, systems and process.
- > Weathering this storm will necessitate innovation - online meetings and social catch-ups are only the beginning.
- > This is also an opportunity to drive digital innovation and reform!

COLLABORATIVE

- > No business, individual or government will withstand this crisis alone.
- > A connected community - one that consults and collaborates - will fair the best through these difficult times.
- > Collaboration will generate the best solutions and support fast, sustainable recovery.

CONFIDENT

- > This economic shock is a big blow to community and economic confidence, right around the world.
- > Central Coast is committed to being resilient and building local confidence.
- > Our individual and collective confidence, coupled with decisive action, will dampen negative impacts, and accelerate our recovery.

HOLISTIC

- > The fallout from COVID-19 extends beyond physical health and economic impacts.
- > Council must consider the effect on community connection, education and development, domestic violence and much more.
- > This is also an opportunity! Council can encourage positive shifts amidst this crisis.

QUADRUPLE BOTTOM LINE

- > Central Coast aims to deliver prosperity for current and future generations, while achieving quadruple bottom line and addressing environmental challenges which threaten our society and economy.
- > A balance is required between economic strength, sustainable growth, diversification, local investment, and community wellbeing.

OUR STRENGTHS AND OPPORTUNITIES

The Central Coast community and Council will draw on the region's strengths to overcome this crisis. Council will capitalise on the many opportunities this situation presents to deliver a quick and sustainable recovery. Critically, Council is also acting to combat the threats and challenges of this unusual period. The analysis outlined in this section highlights the strengths, challenges, opportunities and threats faced by the Central Coast and demonstrates how Council will manage them.

STRENGTHS

STRENGTH	IMPLICATION	LEVERAGE
Health Care and Social Assistance	<p>The hospitals in Gosford and Wyong ensure healthcare security for the region, while also ensuring many residents remain employed.</p> <p>Healthcare and social assistance is the community's largest employer and has seen job growth during this crisis.</p>	<p>In line with our long-term Economic Development Strategy, Council will prepare a health innovation business case to compliment the growing health economy.</p>
Advanced Manufacturing	<p>With global supply lines impacting the availability of manufactured goods from overseas, it is a great time to be a centre of advanced manufacturing.</p>	<p>Council will continue to support the local manufacturing industry, ensuring Council processes and regulations do not hinder economic progress.</p>
Natural Assets	<p>Protecting our individual human capital is key during this shut down.</p> <p>The Central Coast has a variety of natural assets including beaches, bushland, lakes and waterways for us to escape to and rejuvenate our mental health.</p>	<p>Council will continue to maintain our natural assets to a high degree. Council will provide regular updates as to their accessibility and benefits.</p> <p>Council will leverage the Central Coast's natural assets and prime location to support the visitor economy.</p>
Prime location	<p>The Central Coast is an affordable business location alternative to Sydney, that also offers greater liveability.</p> <p>New and existing Sydney businesses will be attracted to the affordable nature of Central Coast's business scene.</p>	<p>Council will explore opportunities to promote the benefits of retaining, expanding or relocating business to the Central Coast and growth of Meetings, Incentives, Conventions and Exhibitions (MICE).</p>

CHALLENGES

CHALLENGE	IMPLICATION	OVERCOME
Business and employment	<p>The Central Coast is home to dynamic small businesses.</p> <p>The current crisis will impact these businesses and subsequently local employment.</p> <p>Businesses will find it challenging to provide the community with integral services.</p>	<p>Council will continue to survey business to find out how they are being affected and how Council can help, and swiftly respond accordingly.</p> <p>This will include a targeted buy-local campaign (both business to business and business to consumer), reducing financial pressures, assisting transitions to ecommerce and bringing forward public projects.</p>
Demographics	<p>The Central Coast is a prime destination for both retirees and young families.</p> <p>With the virus itself threatening elderly and vulnerable members of the community a large proportion of the community are at risk.</p> <p>Additionally, the unemployment challenge caused by a societal shut-down is disproportionately affecting young workers.</p>	<p>Council will facilitate online activities to promote safe communication and engagement within the community, particularly for our older population.</p> <p>Council will liaise with State and Federal Governments to ensure local businesses have the appropriate information and resources to support themselves and their employees.</p> <p>Council will also facilitate online forums to help promote new employment and training opportunities.</p>
Disadvantage	<p>The Central Coast is battling high levels of disadvantage.</p> <p>6 out of the 10 Central Coast postcodes are ranked in the top 30% most disadvantaged communities in NSW.</p> <p>This crisis will only increase and heighten the level of disadvantage in the Central Coast.</p>	<p>Council will explore opportunities to enhance economic equity and support all members of our community.</p>
Vulnerability	<p>Leading into the crisis, the Central Coast had high levels of employment in the construction, retail, education and hospitality industries.</p> <p>Additionally, the Central Coast has below average youth employment and post-school qualifications.</p> <p>These factors are predicted to make the Central Coast particularly vulnerable to economic downturn.</p>	<p>Council will consult with business, continue to review information and plans, and formulate targeted responses to assist those demographics and industries deeply impacted by the crisis.</p>

OPPORTUNITIES

OPPORTUNITY	IMPLICATION	SEIZE
Upgrading and expanding infrastructure	State and Federal support for projects, low interest rates and the need for local stimulus.	Council will liaise with State and Federal Government to explore opportunities for new infrastructure projects on the Central Coast.
Boosting domestic tourism	When restrictions begin to scale back, an escape to the Central Coast should be high on Sydney residents' agendas.	The Central Coast will coordinate a collaborative working team with the goal of reimagining the visitor economy and promoting regional tourism while international travel is restricted.
Decentralisation	<p>This crisis has highlighted the capability of modern technology and the importance of quality of life for employers and employees.</p> <p>As business and government contend with ever increasing costs in Sydney, the Central Coast could capitalise by offering a prime destination for relocation.</p>	<p>Council will enable and encourage government and private businesses to relocate office space to the Central Coast region.</p> <p>To do so Council will prepare a broad framework to incentivise and attract new high value corporate commercial business and partner with Government, to attract Government institutions to relocate to the region.</p>
Future-Planning	<p>Digital technology is opening opportunities for cities to better understand and coordinate emergency responses.</p> <p>Limited coordination and forward-thinking lead to future challenges</p>	Council will explore opportunities to integrate digital technology to ensure rapid responses to future emergencies.

THREATS

THREAT	IMPLICATION	MITIGATE
Stagnant response	<p>All governments, businesses and individuals need to be dynamic and adaptive in this environment.</p> <p>Council is no different; being static will result in poorly targeted plans and responses.</p>	<p>Council will consistently review data and advice related to affected industries, demographics, consumer behaviour and best practice policy to appropriately update plans and actions accordingly.</p> <p>This will ensure the Central Coast Council response is targeted, data-driven and effective.</p>
Response blinders	<p>As with any large change, there is the risk of only focusing on the new information.</p> <p>In this case, the coronavirus risk is overshadowing climate change and the fallout from the bushfires.</p>	<p>Council will ensure that its decision-making process includes consideration of environmental sustainability and the long-term threat of climate change such as increased bushfires and storm surges. Council will do this to protect the community of the Central Coast.</p>
Overly optimistic/pessimistic response	<p>As this challenge develops, decision makers risk being overly optimistic and not planning for further fallout.</p> <p>Alternatively, decision makers risk being overly pessimistic and failing to support regrowth and recovery.</p>	<p>Council will avoid this by collecting the most up-to-date information and develop contingency plans. As such Council will prepare for a second wave, reapplication of strict social distancing measures and deeper global or domestic economic downturn.</p> <p>Council will also consult with the community and experts to safely remove barriers and fast track recovery.</p>
Neglected community values	<p>The Central Coast values of unity, innovation, collaboration, sustainability, capability and opportunity are espoused in the Economic Development Strategy.</p> <p>These values risk being overshadowed in the planning and response to the coronavirus pandemic.</p>	<p>Council will ensure that its actions continue to work through these tenets, producing tangible benefits for the community that fulfil community needs and values.</p>
Second Wave COVID-19 Crisis	<p>The Federal and State government may quickly impose restrictions, without warning, to react to a potential second pandemic wave.</p>	<p>Council will review previous Business Support measures to understand lessons learned and each measure's impact on the local economy. This will be used to form a rapid response in the case of potential future lockdowns/restrictions.</p>
Latency of Data Collection and Reporting	<p>Most traditional economic data is available several months after collection. The most current data is required to both make immediate data-driven decisions and to measure the impacts those decisions have on the local economy.</p>	<p>Council will collect, analyse, and report on the most up-to-date data to be agile in its response and decision making.</p>

ECONOMIC RESILIENCE OBJECTIVES

To guide Council's actions through this period and measure its progress, a number of core objectives have been developed. These objectives combine Council's response principles, analysis of our communities' strengths and challenges, and community engagement. They will ensure accountability and be regularly adjusted to ensure high-level performance.

FOCUS AREA	KEY OBJECTIVES	INDICATORS
Business	<p>Reduce economic burden for under-pressure businesses</p> <p>Support local service delivery and alternative revenue raising models</p> <p>Connect business to government support and information via centralcoasteconomy.com.au/</p> <p>Connect businesses to other local businesses to strengthen local supply chains via biggerbackyard.ingoodcompanycentralcoast.com.au/</p> <p>Support financial and business planning</p> <p>Develop a concierge service for local businesses to encourage retention, expansion or relocation to the Central Coast</p>	<p>Qualitative and targeted: Local Covid-19 business impacts, biggest challenges, stress levels</p> <p>Microeconomic: local and national JobKeeper applications, unemployment levels, job loss/growth, impacts by sector, demographics</p> <p>Spending broken down by sector, geographic area, locals and visitors (analysis of trends and year on year changes)</p> <p>Bigger Backyard platform growth and engagement</p> <p>Central Coast business to business expenditure</p> <p>Business specific: Business failure rates and early indicators such as financial stress</p> <p>Development of a priority queue for businesses affected by COVID-19</p>

FOCUS AREA	KEY OBJECTIVES	INDICATORS
Innovation	Support the updating and digitisation of Council processes, engagement and service delivery	Measures of innovation activity and outcomes
	Support business transition to online “global” markets and remote/digital operations	Digital infrastructure spending
	Encourage innovative responses to the crisis through collaboration, forums and advice	Mobile coverage
		Households with internet connection
Human Capital		New digital start-ups
	Support awareness and access to online vocational training	Talent retention measures
	Encourage upskilling and adult learning	Education measures and outcomes
	Support and promote education services that are in line with target industries and the immediate online transition	Technology literacy and access
Economic Shift	Continue to monitor the local economy, adapting policy accordingly	Consumer buying patterns
	Incorporate performance frameworks that look beyond simple economic measures and incorporate wellness, liveability and sustainability	Credit applications
	Support and promote the circular and sharing economy	Frameworks in place
	Assist individuals and business transition to sustainable alternatives	Efficiency of resource usage
	Assist individuals and businesses transition to flexible work locations	Businesses and individuals using sustainable alternatives
Health	Prepare a strong and agile emergency planning framework to safeguard against potential future disasters (i.e. Bushfires, floods, pandemics, etc.)	Data collection and management frameworks in place
	Help keep the community informed of the most up-to-date guidelines	Community engagement outcomes

FOCUS AREA	KEY OBJECTIVES	INDICATORS
Economic Equity	Elderly: Empower social connections, access to necessities and enhance digital skills	Digital literacy measures
		Elderly participation rate
	Youth: Enhance training and education opportunities to build human capital capacity and employment opportunities	Measures of economic inclusion/equity
		Youth employment participation rate

A NOTE ON DATA

Each of the focus areas above are accompanied by a number of indicators. These indicators will be monitored and measured. To do this well, we will need good data.

Through this period Council is analysing information collected through both 'business as usual' channels and specific Covid-19 actions.

In this capacity, it will analyse a variety of external data sources, such as ABS data and credit card analytics. This will help Council develop targeted solutions to local problems and adapt to national trends.

Key data (and examples):

- > Council Data
 - > COVID-19 Central Coast business impact survey
- > Government Data
 - > JopKeeper levels
 - > Unemployment and job losses by sector and demographics
 - > Fiscal spending, projects and industry support
- > Innovative Data
 - > Transaction data by area, type and amount
 - > Credit applications and financial distress data
 - > Business failure rates and new business entries
- > Academic and Independent Data
 - > Business confidence and concerns (NSW Business Chamber)
 - > CofFEE Employment Vulnerability Index (Griffith and Newcastle Universities)
 - > Covid19 Dashboard (UNSW)

STRATEGIC THEMES

To advance our Economic Recovery & Resilience Objectives, Central Coast Council has identified five Strategic Themes. These themes will guide effort, investment and action. As the COVID-19 crisis is a fast-moving phenomenon, Council will regularly review and refine these themes and supporting actions to optimise activity and results.

PROMOTE LOCAL CAPITAL EXPENDITURE

Priority action areas include:

- > Bringing forward Council infrastructure expenditure
- > Working with the NSW and Australian Governments to fast-track significant capital projects for the Central Coast
- > Expediting Council assessment and approval processes for private sector projects – particularly development applications
- > Implementing a Concierge service for commercial/industrial/institutional development applications that create employment in targeted industries
- > Addressing acute infrastructure shortcomings to local e-commerce functionality
- > Scaling-up and bringing forward planned and existing maintenance works

RETAIN & BUILD HUMAN CAPITAL

Priority action areas include:

- > Promoting and encouraging community wide training and education, especially via digital channels
- > Encouraging educational facilities to align their program offerings with targeted industries
- > Encouraging educational facilities and local employers to offer internship programs for local youth
- > Establishing emergency support for community groups/clubs
- > Exploring opportunities to support local providers of vocational training

SUPPORT LOCAL BUSINESSES

Priority action areas include:

- > Reforming Council regulations and processes to support businesses as they change their business models, products or services
- > Collaborating with the local business community to identify and address economic risks and opportunities
- > Promoting digital transformation to sell products and services remotely, and to a global marketplace
- > Supporting local and broader domestic connectivity for business struggling to meet supply chain needs
- > Establishing collaboration forums in which business can share ideas, solutions and skills

ENCOURAGE ECONOMIC INNOVATION & REFORM

Priority action areas include:

- > Promoting circular-economy networks and initiatives
- > Empowering sustainable and efficient digital transformation
- > Encouraging firm entry and growth e.g. by reducing the administrative cost of creating a new company
- > Supporting local innovation networks, programs and initiatives
- > Driving collaboration and repurposing of talent
- > Bolstering the efforts to produce, sources, repurpose and manufacture locally
- > Seizing the opportunity to improve efficiency in the use of energy and material and to develop new green businesses and industries

ECONOMIC EQUITY

Priority action areas include:

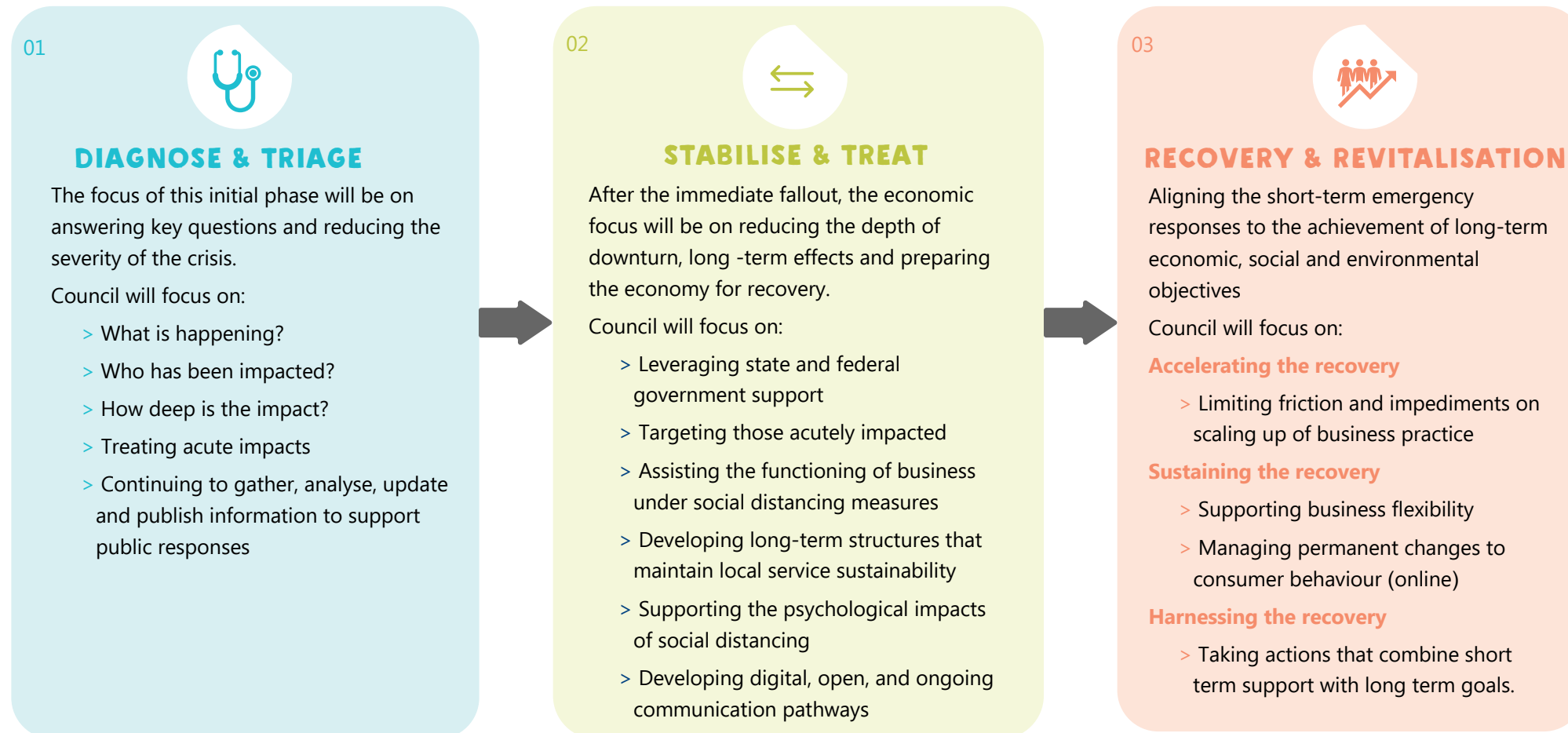
- > Connecting locals with relevant support programs [both government and non-government programs]
- > Promoting economic equity by monitoring economic impacts and identifying challenges
- > Collaborating with industry groups to develop and disseminate made-to-measure action plans, support programs and advice to local businesses
- > Connecting individuals with advice from community leaders, health professionals, and social workers to endure isolation and economic disruption

QUADRUPLE BOTTOM LINE

- > Advancing sustainability - economic, social, cultural and environmental
- > Ensuring prosperity and liveability now and into the future
- > Committing our economy delivers an improved quality of life for all of our residents

RESPONSE FRAMEWORK

The economic impacts of COVID-19 will undoubtedly go through a number of phases. Council will stagger response efforts according to *trigger points*, as it is crucial to meet the different needs of the community through these phases. This framework is split into short, medium and long-term timeframes with an overarching response agenda. Overall, this reflects insights from tried and tested responses to economic and health crises through the prism of the latest information on COVID-19.



WORKING TOGETHER

Our economy is our entire community – we all contribute, and we all consume, in good times and in challenging times. Council, along-side the NSW and Australian Governments, will play an important leadership role in responding to the COVID-19 economic impacts.

However, we can all play a role. We can all make a difference. Working together, we can help reduce the depth and duration of the economic impacts, and hasten the economic bounce-back.

The table below presents just a small selection of ideas to help support our economic recovery.

WHO	PLAYING A PART
Individuals	<ul style="list-style-type: none"> > Identify specific local economic pressures and communicate with Council to form tailored responses. > Support your neighbourhoods and alleviate hardship from social distancing and economic shutdown through outreach programs, community organisation and volunteering. > Buy Local! By directing our purchases to local businesses each and everyone one of us can support jobs and prosperity in the Central Coast. > Build community strength by connecting with your neighbours, community and business community.
Local businesses	<ul style="list-style-type: none"> > Identify opportunities to move online, transition to local delivery-based services and develop isolation adapted products or services. Utilise the gig economy! <ul style="list-style-type: none"> > Consumer behaviour will be permanently changed by this crisis so investing in this transition is a long term and short-term necessity. > Support your business, fellow workers and families by capitalising on state and federal support. > Consider new business scope, increase staff skills and target new ventures: whilst this is a crisis it is also an opportunity [with record low interest rates]. > Buy and produce local! Many international supply lines have been impacted by this crisis and now is the chance to stimulate the local economy by moving to local suppliers, collaborating and innovating.
Innovators	<ul style="list-style-type: none"> > Identify the aspects of traditional life that the virus has cast a spotlight on. Which changes should we build on when the crisis subsides? What innovations are needed during this crisis? > Support business, community groups, neighbours and family members that could profit from innovative practices and adaption. > Grow networks: take this opportunity to connect with new people, form collaborative partnerships and tackle new and old challenges. Many highly skilled people and potential partners are eager to work. > Get Started! As governments and banks reduce barriers to economic activity it is a great opportunity to start that next project.

WHO PLAYING A PART

Industry associations	<ul style="list-style-type: none"> > Identify the key avenues of support and new opportunity for members to harness and target during this crisis. > Support members efforts to adapt to the crisis by assisting in transition to online marketplaces and advocate with government support. > Produce tailored and highly specific emergency responses that will aid business endurance throughout this crisis. > Work with other industry groups to support affected workers find temporary employment in sectors facing increased demand during the crisis.
Education sector	<ul style="list-style-type: none"> > Identify how staff, students and parents can share information in a streamlined manner to overcome the ad hoc and disparate nature of experiences during the crisis. > Support the mental health of students– connect them with professionals, offer online and over the phone services, and provide them with coping tools. > Grow interest: never has there been a better time to answer, ‘when will this be useful’? > Buy into the online shift and work to perfect online teaching and pastoral care.
Researchers	<ul style="list-style-type: none"> > Identify opportunities to learn from this crisis and to make use of this natural experiment. > Support business, community groups, schools and policy makers by providing advice and expert insights. > Grow and develop innovative practices, methods and systems to support the functioning of society.
Media	<ul style="list-style-type: none"> > Identify where we are, what this means and where we are going next. > Support health professionals by clearly and frequently passing on the best measures to stop the spread of coronavirus. > Grow trust: during this crisis we have a chance to regain the trust of the community by clear, faithful reporting. > Buy-in: promote the incredible ingenuity and comradery appearing during this crisis.
Government	<ul style="list-style-type: none"> > Support and safeguard the health and wellbeing of the Australian people. > Consult with the community to develop plans, policies and actions that will benefit them the most. > Empower the Australian community to be innovative, dynamic and industrious – streamlining processes, ensure critical infrastructure is in place, engage and collaborate in public-private partnerships. Enable individuals and businesses to kick start economic growth.

>

IMPLEMENTATION FRAMEWORK

The Central Coast Council will act proactively and dynamically to help the community endure this crisis and recovery quickly and sustainably. This Framework will guide the accompanying action plan, which will be reviewed and updated regularly. Decisions and analysis will be made publicly available to assist the community, businesses and individuals to plan and adapt. This will also ensure high performance and accountability standards.



CONSULTATION AND ENGAGEMENT: Fundamental to implementation is reducing information asymmetries, which will increase confidence and inform better decisions.

- > Council will reach out to the community to better understand their needs and concerns to craft better policy and inform advocacy.
- > Council will also continue to publish its latest actions and help the community access the latest federal and state advice.

REVIEW: Council will continue to ask the community and analyse the latest data to answer key questions:

- > Are we getting better or worse? What's working? What's not?
- > Where do we need to act? What action does the community value?
- > Is this still best policy? What actions will be required next?

ADAPTATION: Upon answering these questions, Council will adapt their plans to assist business, advocate better and form stronger partnerships.

STATE AND FEDERAL GOVERNMENTS: Actions taken by state and federal governments will be critical during the coronavirus pandemic.

- > Council will advocate strongly for the needs of the community at both levels.
- > Council will collaborate with neighbouring Councils to ensure the best outcomes for the region.

COLLABORATION: Council, business and individuals all need to come together to manage this crisis.

- > Council will help businesses and community members collaborate – creating forums for innovation.
- > Council will enter into innovative partnerships to bring about

SUMMARY

This Framework acts alongside Council's efforts to protect the health of the community. Our objective is to slow the economic downturn, reduce its depth and then propel a swift and sustainable recovery.

We have charted the impacts of the crisis by drawing on a number of data sources and expert analysis. We will continue to do this. Council will then commence developing a holistic and dynamic recovery plan informed by its five forward-thinking response principles. The plan will be Agile, Innovative, Collaborative, Confident and Holistic.

Based on a comprehensive analysis of the community's strengths and challenges, Council developed a number of core objectives to guide action and ensure accountability. Through these objectives, strategic themes and response framework, Council will streamline action, embed planning and mandate review. Overall Central Coast Council is working dynamically and systematically to ensure a holistic recovery for the region.

INITIAL ANALYSIS

Council's early analysis has focused on identifying who has been hit the worst, who is susceptible to further losses and where Council can have the biggest impact. This process has highlighted the need for action in the construction [residential], food, and visitor economies.

These sectors are experiencing high levels of unemployment and so are vulnerable to the effects of economic downturn. Council has a greater than average ability to impact and support employment retention in these sectors. Information on how Council is acting to support these sectors is available in the Council Action Plan.

As the situation evolves, Council will continue to monitor the impacts of the pandemic, economic fallout and the effect of Council responses on these sectors and the wider Central Coast economy. As the situation changes, Council priorities and actions will change.

Council believes in the ingenuity, resilience and work ethic of the Central Coast Community. Whilst action in these areas will shape the preliminary focus of Council, our primary objective is to let the Central Coast Community thrive. Council will pursue this goal by:

- > streamlining processes
- > making information easier to access and comprehend
- > connecting business with consumers and each other
- > drawing more visitors and investors to the Central Coast
- > advocating for State and Federal investment
- > providing critical infrastructure for businesses and innovators
- > investigate public-private partnerships

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ECONOMIC RECOVERY & RESILIENCE ACTION PLAN

Central
Coast
Council

MAY 2020

In response to the evolving situation with Coronavirus (COVID-19), we are continuing to take measured precautions to ensure we keep our community safe whilst we navigate through this economic crisis. Due to the unpredictable and highly variable nature of this health and economic crisis, some items within the implementation plan may have to be re-prioritised or deferred to be able to meet the immediate needs of other items.

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INTRODUCTION

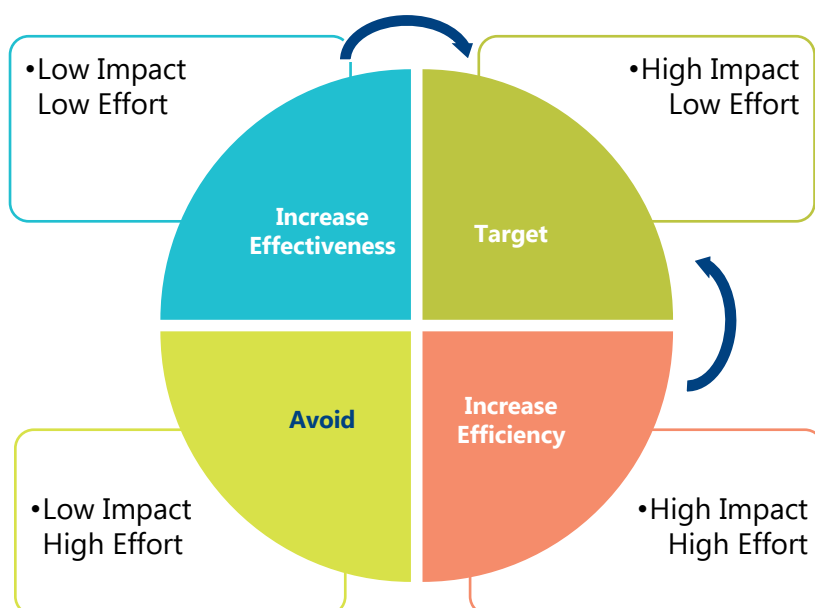
“THE PESSIMIST SEES DIFFICULTY IN EVERY OPPORTUNITY. THE OPTIMIST SEES OPPORTUNITY IN EVERY DIFFICULTY” – WINSTON CHURCHILL

Central Coast Council is taking a proactive approach to managing the COVID-19 pandemic, and its impact on the local economy. This Action Plan forms a central part of this response, and accompanies the Economic Recovery & Resilience Framework. Both documents will be regularly reviewed and updated to respond to emerging risks/opportunities and maintain effectiveness.

This Action Plan is the culmination of forward looking, adaptive and innovative thinking that aims to support the Central Coast community. Council is not only tackling the immediate impacts of the pandemic, but also taking steps to ensure the long-term future of business, employment and liveability in the region.

This Plan aligns immediate action with the Central Coast's long-term Economic Development Strategy. The Schedule on the following pages outlines the many levers Council will use to support the Central Coast economy and respond to community concerns. The actions outlined in the Schedule are a mix of immediate relief (Quick Wins) and long-term investments in Central Coast people, infrastructure and digital capability (Transformational Actions).

Council's time and resources are limited. In this dynamic environment, it is crucial the response and recovery actions produce the greatest possible benefit. As such, Council will aim to allocate resources for maximum results, focusing on high-impact low-effort projects (and avoiding low-impact high-effort action).



ACTION SCHEDULE

QUICK WINS

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Advocacy & Collaboration	Collaborate with all levels of government to deliver essential services and infrastructure to our growing communities across the Central Coast	<p>Continue to examine & trial innovative approaches to overcoming east-west connection to spine transport infrastructure</p> <p>Improve connections between residential and employment areas, including opportunities to better use public transport, walking and cycling modes.</p>	Innovation and Futures	<ul style="list-style-type: none"> > Regional Development Australia Central Coast > Dept of Regional NSW > NSW Dept of Transport > NSW Dept of Planning
Business Concierge for COVID-19	Develop a business concierge service and priority queue for businesses that are reopening, changing services, expanding or relocating to the Central Coast	<p>Develop a priority queue in Customer Experience system for businesses affected by COVID-19.</p> <p>Create a business concierge service</p> <p>Review and improve business concierge service</p>	Innovation and Futures	<ul style="list-style-type: none"> > Dept of Regional NSW > NSW Dept of Planning > Business NSW > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Business Support Packages	Develop and deliver multi-phased Business Support Packages that are based on an effort versus impact equation.	Design support package and formalise effort versus impact equation Delivery of Business Support Packages as required	Innovation and Futures	> Local business > Community Groups
Business Support Team	Develop programs to support businesses including webinars, mentoring, financial and business planning advice	Engage with local business and develop targeted programs Deliver programs Continue engagement and adapt to changing circumstances	Innovation and Futures	> Local business
Collaboration and Innovation Virtual Hubs	Develop forums where local businesses and entrepreneurs can discuss ideas and expand their networks to support innovation and growth	Develop initial contact list of business, employers and innovators in the Central Coast region Choose platform to house online business and innovation hub. Launch hub and promote helpful dialogue	Innovation and Futures	> Local business
Data Driven Decision Making	Develop a data dashboard with up-to-date information and use the dashboard as the foundation of each course of action.	Economic data collected, analysed and reported Data dashboard developed and maintained Consistent tracking of data to monitor and assess economic impacts	Innovation and Futures	> Not Applicable

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Digital Literacy	Promote programs to improve digital literacy and skills for all primary and secondary public schools and for businesses and the broader community	<p>Engage with local education providers to determine baseline digital education programs offered to the community</p> <p>Engage with local industry to establish required education for digital literacy</p> <p>Engage with community to determine level of digital literacy levels</p> <p>Promote available digital education programs and work to fill gaps important to the Central Coast</p>	<p>Innovation and Futures</p> <p>Connected Communities</p>	<ul style="list-style-type: none"> > Business NSW > Central Coast Industry Connect > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > University of Newcastle > Dept of Education > TAFE NSW > ET Australia
Community Dialogue	<p>Develop ongoing and consistent surveying of business and wider Central Coast community sentiment, concerns and feedback.</p> <p>Develop and maintain website to provide information and resources.</p>	<p>Website developed and maintained</p> <p>Survey schedule developed and implemented</p>	<p>Innovation and Futures</p> <p>Connected Communities</p>	<ul style="list-style-type: none"> > Local business
Facilitate Business to Business Connections	Develop and deliver a website and app that connects local businesses to other local businesses to strengthen supply chains on the Central Coast	<p>Develop and deliver the Bigger Backyard and In Good Company website and application</p> <p>Integrate the platform with tourism promotion</p>	Innovation and Futures	<ul style="list-style-type: none"> > Business NSW > Local Business Chambers > Fifth Element > Central Coast Industry Connect > Central Coast Food Alliance

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
	<p>Scale out the website and app to include a business to customer platform to support 'shop local' campaign</p> <p>Leverage the platform to support the Visitor Economy</p>	Expand or create partner-platform to include business-consumer connections		
Growth Corridor Development	Progress growth corridor development strategies	<p>Unlock zoned employment and industry lands through effective planning processes and actions to deliver serviceability and accessibility</p> <p>Identification of constraints related to current zoning and assessment of actual total employment land space available</p> <p>Assessment of capability & timing to provide servicing to facilitate development</p>	Innovation and Futures	<ul style="list-style-type: none"> > Dept of Regional NSW > Dept of Planning > Business NSW > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect
Infrastructure and Maintenance	Fund shovel ready projects that address acute infrastructure shortcomings and provides long-term value.	<p>Identify priority actions, shovel ready projects, scalable existing projects and maintenance.</p> <p>Conduct cost-benefit analysis of new shovel ready projects and increasing the scale of existing projects</p> <p>Proceed with beneficial and priority actions</p>	All of Council (Innovation and Futures Coordination)	<ul style="list-style-type: none"> > Local Business

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Innovation Network	Work with the local innovation eco system to establish a Central Coast Innovation Network	<p>Engage with existing business clusters to build upon specialised knowledge and innovation to enhance existing networks</p> <p>Work with existing leaders within high value target industries to establish new innovation cluster networks</p>	Innovation and Futures	<ul style="list-style-type: none"> > Dept of Regional NSW > Dept of Planning > Business NSW > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect
Modernise Development	Work with local developers to modernise planning processes and requirements to future-proof our new developments	<p>Engage with Central Coast investors and developers with a specialised consultant to workshop best practice planning pathways benchmarked against all NSW LGA's</p> <p>Reform and update planning process</p>	Innovation and Futures	<ul style="list-style-type: none"> > Dept of Regional NSW > Dept of Planning > Business NSW > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Tourism Central Coast	<p>Develop a highly targeted short-term tourism campaign to draw domestic visitors to the Central Coast as social distancing measures begin to ease.</p> <p>Coordinate campaign with local business to increase visitor spending.</p>	<p>Engage with local business and develop a tourism plan</p> <p>Rollout campaign</p>	<p>Innovation and Futures</p> <p>Connected Communities</p>	<ul style="list-style-type: none"> > Destination NSW > Destination Sydney Surrounds North > Darkinjung Aboriginal Land Council > Business NSW > Central Coast Food Alliance
Vulnerable Sectors	<p>Analyse available data to determine which sectors are both at high risk and will benefit the most from Council intervention. Act to support these sectors.</p>	<p>Conduct initial data analyses and identify high-risk sectors: preliminary analysis highlights hospitality, the visitor economy and construction as high risk</p> <p>Develop rapid response plan and implement. Actions being implemented are: food supply chain strategy [including logistics hub]; increase of advertising on M1; review of stamp duty and development approvals process, accelerating urban release areas and increasing affordable housing spend</p> <p>Review actions, review data and update analysis.</p>	<p>Innovation and Futures</p>	<ul style="list-style-type: none"> > Dept of Regional NSW > Business NSW > NSW Treasury, International Trade and Investment > Regional Development Australia Central Coast > Darkinjung Aboriginal Land Council > Central Coast Industry Connect > Central Coast Food Alliance

TRANSFORMATIONAL ACTIONS

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Advocacy and Collaboration	<p>Develop a dedicated, long-term Central Coast Infrastructure implementation plan.</p> <p>The plan will guide local planning and inform engagement with the State and Federal Governments that clearly articulates need and benefit</p>	<p>Identify the region's long-term infrastructure priorities in collaboration with surrounding Councils, private sector, State Government and Federal Government and sort the order of preference and implementation pathway</p> <p>Develop a regional investment prospectus for national and global markets to profile infrastructure and commercial investment opportunities in the region</p> <p>Develop evidence-based prioritisation of regionally significant infrastructure using the Infrastructure NSW Infrastructure Investor Assurance Framework "Gateway Process" or the Infrastructure Australia assessment framework dependent on the type of project</p>	Innovation and Futures	<ul style="list-style-type: none"> > Regional Development Australia Central Coast > Dept of Regional NSW > NSW Dept of Transport > NSW Dept of Planning
Business & Government Relocation	<p>Prepare a framework to incentivise and attract new high-value corporate/commercial business and government departments to relocate to the Central Coast.</p> <p>Partner with government, to attract government institutions to relocate to the region in order to lead the revitalisation of the CBDs and</p>	<p>Actively market and promote opportunities for development and activation within the CBD and Waterfront Precinct</p> <p>Develop relationships with national & international commercial property agents to assist in soft promotion of opportunities</p> <p>Develop collateral and marketing program to support the scheme and investment attraction policies</p>	Innovation and Futures	<ul style="list-style-type: none"> > Dept of Regional NSW > NSW Dept of Planning > Business NSW > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
	enhance the employment diversity of the region	Develop a marketing program to encourage business expansion and support the attraction of new business and industry to the Central Coast with particular focus on health & medical, professional & scientific services Develop an investment attraction incentive scheme that supports activity where positive economic outcome criteria are met, i.e. new jobs, preferred developments such as A-grade office accommodation		
Business Attraction	Transform Council's innovation and business development programs to enhance local impacts and outcomes	Develop an annual implementation and engagement plan for business development focused on new business attraction in high value industries and retention of existing industry	Innovation and Futures	<ul style="list-style-type: none"> > Dept of Regional NSW > NSW Dept of Planning > Business NSW > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect
Circular Economy	Develop a 'Circular Economy' framework to build our sharing economy	<p>Engage with the private sector and government to develop the framework</p> <p>Identify possible land to form a cleantech Green cluster of businesses that are focused on innovation and reuse of resources</p> <p>Establish incentives to attract organisations engaged in the Circular Economy framework to relocate or establish themselves in the region</p> <p>Develop a region-wide approach to address waste and reuse</p>	<p>Innovation and Futures</p> <p>Roads Transport Drainage and Waste</p>	<ul style="list-style-type: none"> > Dept of Regional NSW > NSW Dept of Planning > Business NSW > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Collaboration	Consult and engage with the private sector to foster innovation, increase private investment, and improve public policy	Engage existing leader, business clusters and experts to enhance policy, promote collaboration and fuel innovation. Develop partnership and collaboration projects, Public-Private Partnerships & business-to-business collaboration forums	Innovation and Futures	<ul style="list-style-type: none"> > Dept of Regional NSW > NSW Dept of Planning > Business NSW > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect
Data Infrastructure	Expand physical data infrastructure. Upgrade internal methods of data analysis to inform better decision making. Share information and data with public consumption.	Identify priority actions [both physical and process based] and begin enacting key projects Develop outward facing 'Open Data' network and platform to support community innovation	Innovation and Futures	> Not Applicable
Develop Gosford CBD and Waterfront	Bring forward development of Gosford CBD and waterfront to provide cultural, leisure, entertainment and commercial opportunities for our residents	Establishment of Gosford CBD Panel Progress reporting of development activity in the Gosford CBD	All of Council (Innovation and Futures Coordination)	> Not Applicable

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Develop Tertiary Partners	Partner with universities to foster collaboration and attraction of new high value industry and to enhance existing established industry.	<p>Build a register of the region's key employers by size / industry. Schedule regular engagement focussed on growth, activity and skills requirements</p> <p>Actively engage with local business networks and Chambers to ensure two-way communication is established and maintained</p> <p>Engage with industry to identify leaders in high value industries and design an education pathway to bridge identified skills gaps</p> <p>Engage with universities to identify future and existing education programs to partner and support industry</p>	Innovation and Futures	<ul style="list-style-type: none"> > Business NSW > Central Coast Industry Connect > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > University of Newcastle > Dept of Education > TAFE NSW > ET Australia
Digital Education	Start a digital education and accelerator program for all primary and secondary public schools on the Central Coast	<p>Engage with Central Coast public primary and tertiary schools to develop the Central Coast digital accelerator program</p> <p>Develop investment prospectus to fund a computer for every student on the Central Coast</p> <p>Engage and enrol</p> <p>Review program and expand to private schools</p>	Innovation and Futures Connected Communities	<ul style="list-style-type: none"> > Business NSW > Central Coast Industry Connect > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > University of Newcastle > Dept of Education > TAFE NSW > ET Australia

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Digitalisation of Council	Provide remote access and training to staff enabling as many staff to work from home as possible – in response to current social distancing measure, potential future social distancing, future pandemics and empowering workers with increased flexibility and skills.	<p>Prioritise access improvements and provide access to high priority staff</p> <p>Increase all staff access</p> <p>Address shortcomings and develop training programs to continuously increase staff digital literacy and skills</p>	Information Management and Technology People and Culture	> Not Applicable
Enhanced Zoning and Planning	Unlock zoned employment and industry lands through effective planning processes and actions to deliver serviceability and accessibility in the short term	<p>Planning reform</p> <p>Updated LEP and DCP</p> <p>New development</p>	Innovation and Futures Environment and Planning	> Not Applicable
Growth Precincts	Identifying precincts and sectors with high growth prospects, and prepare roadmaps to drive economic development	<p>Develop and aggressively implement industry and investment plans for each of the high-value industries identified in the forthcoming Economic Development Strategy – focussing on addressing impediments to growth, workforce requirements, supply chains, skills gaps, education alignment, market opportunities and the identification of key investment targets</p> <p>Develop a clear investment proposition with appropriate incentives and compelling marketing materials for each high-value industry to attract and generate new investment</p>	Innovation and Futures	<ul style="list-style-type: none"> > Dept of Regional NSW > NSW Dept of Planning > Business NSW > NSW Treasury International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
Regulatory Reform	Identify high-value regulatory reform and streamline processes reduction initiatives to unlock economic growth	<p>Review internal handling of commercial and industrial enquiries and development approvals processing</p> <p>Make recommended changes where required to assist in facilitation of potential investments and business enquiries</p>	All of Council (Economic Development Coordination)	<ul style="list-style-type: none"> > Dept. of Regional NSW > NSW Dept of Planning > Business NSW > NSW Treasury International Trade and Investment > Darkinjung Aboriginal Land Council > Central Coast Local Area Health > Central Coast Industry Connect
Renewable Energy	Explore options to accelerate the production and consumption of renewable energy to power the Central Coast economy	<p>Engage with industry and government to explore options to deploy renewable energy on the Central Coast</p> <p>Adopt a renewable energy approach for the Central coast</p>	Innovation and Futures	<ul style="list-style-type: none"> > Regional Development Australia Central Coast > Dept of Regional NSW > NSW Dept of Transport > NSW Dept of Planning
Smart City 100Gb/s City Network	Deliver 100 Gigabit per second connectivity to the Central Coast.	Deliver the 100Gb/s digital infrastructure network	Innovation and Futures Information Management and Technology	> Local Business
Smart City Commute	Tackle smart commuter issues that see 44,200 Central Coast residents – over a quarter of the workforce - commute outside the Central Coast for work each day	<p>Develop a targeted plan to increase Central Coast self-containment</p> <p>Rollout action plan in coordination with economic recovery actions to: draw more employers to the Central Coast; empower flexible and remote work in the Central Coast; and promote local business and employment growth.</p>	Innovation and Futures	> Local Business

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
City Deal	Collaborate with all levels of government and the community to secure a City Deal for the Central Coast.	<p>Align priority advocacy projects with potential City Deal projects</p> <p>Develop a Smart City Strategy to demonstrate that the Central Coast meets the City Deal criteria:</p> <ul style="list-style-type: none"> > Willing and capable partners > Alignment with broader investment and policy priorities > Opportunities to unlock economic potential and transform the City <p>Advocate for a Central Coast City Deal</p>	Innovation and Futures	<ul style="list-style-type: none"> > Regional Development Australia Central Coast > Dept of Regional NSW > NSW Dept of Transport > NSW Dept of Planning
Smart City Flexible Work	<p>Enable business to maintain productivity whilst social distancing measures are in place – and potentially boost productivity and lower costs into the future</p> <p>Support workers, parents and others that have been forced to or desire to work remotely.</p>	<p>Investigate barriers to remote/flexible work</p> <p>Determine actions that will empower smart/remote/flexible work</p> <p>Act to remove barriers to remote/flexible work such as internet access/speed</p>	Innovation and Futures	<ul style="list-style-type: none"> > Local Business
Support Adult Learning, Training and Vocational Education	Create a regulatory environment that increases apprenticeships and traineeships in high-demand industries	<p>Develop support framework</p> <p>Apply subsidy</p>	<p>Innovation and Futures</p> <p>Connected Communities</p>	<ul style="list-style-type: none"> > Business NSW > Central Coast Industry Connect > NSW Treasury, International Trade and Investment > Darkinjung Aboriginal Land Council > University of Newcastle

ACTION	DESCRIPTION	MILESTONES	ACCOUNTABILITY	EXTERNAL STAKEHOLDERS
				<ul style="list-style-type: none"> > Dept of Education > TAFE NSW > ET Australia
Visitor Economy Action Plan	Collaborate with local industry and community to prepare a Visitor Economy Strategy and Action Plan	<p>Engage with developers and tourism operators to gain an understanding of issues and opportunities relevant to tourism and (MICE) Meetings, incentives, conferences and exhibitions infrastructure investment</p> <p>Report on findings and potential strategies to overcome obstacles, attract & encourage good investment</p> <p>Prepare a detailed accommodation audit and implementation plan</p>	Innovation and Futures Connected Communities	<ul style="list-style-type: none"> > Destination NSW > Destination Sydney Surrounds North > Darkinjung Aboriginal Land Council > Business NSW > Central Coast Food Alliance
Visitor Economy Marketing	Develop a Central Coast Economic Development, Marketing and Communication Plan	<p>Develop a new regional brand that embodies the vision for the new economy</p> <p>Adopt a targeted program and approach to promoting the regions new identity and competitive advantages to potential investors and priority markets</p> <p>Establish a Central Coast ambassador program – utilising local identities and community and business leaders to promote the region</p> <p>Development of a quarterly Economic Development Activity Newsletter that provides updated headline economic data, brief overview of major projects & celebrates local business community successes</p>	Innovation and Futures Connected Communities	<ul style="list-style-type: none"> > Destination NSW > Destination Sydney Surrounds North > Darkinjung Aboriginal Land Council > Business NSW > Central Coast Food Alliance



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