

Enterprising Byron 2025 - ACTION PLAN

as @ August 2016

Strategic Direction	1 Foster local business/employer retention and expansion						
	Intent: To work closely with existing businesses to facilitate retention and expansion, action red flag situations, address compliance complexities and actively attract new and appropriate enterprise to the Shire that will contribute to employment growth and work creation.						
Flagship Program	1.1	Business Retention and Expansion (BRE) Program	Key Establishment Actions	Timeframe	Lead	Partners	Resources
Activity	1.1a	Undertake a BRE Survey (shire wide and village based) in partnership with local chambers of commerce/business networks	Action: Establish survey questions online, promote to business sectors Action: Liaise with Chambers of Commerce for rollout/promotion	2016/17 (3 year review periods)	BSC	Chambers/business networks	Project funds allocated
Activity	1.1b	Identify red flag issues in business retention and opportunities for expansion - develop and action recommendations	Action: Analyse survey data and create action plan Action: Address early red flags as they arise/roll out implementation	2016/17	BSC	Chambers/business networks	Project funds allocated
Activity	1.1c	Promote a point of contact in Council to facilitate business retention, expansion and establishment (ED&T Team)	Action: Promote the Point of Contact program via media, reception screens and business networks	Current - ongoing	BSC	Chambers Dept. of Industry	Project funds allocated
Activity	1.1d	Assess policies and planning as part of the BRE Survey assessment action plan (add to the Small Business Friendly Council priorities)	Action: Liaise with various departments of Council to review policies and progress action plan outcomes. Liaise with Small Bus. Commissioners office.	Current - ongoing	BSC	Chambers Dept. of Industry	Staff time
Activity	1.1e	Investigate the supply of industrial/commercial employment land to 'future proof' the retention of key businesses and industry sectors in the Shire	Action: Undertake an employment lands investigation and strategy Action: Work with State and Federal Government to secure zoned land	Current - ongoing	BSC	Dept. of Industry	Staff time
Attitudinal Strategy	1.2	Encourage sustainable business growth through innovation and knowledge sharing and recognise the value of economic localisation	Action: Establish quarterly ED Enterprising Byron e-News Action: Continue with Business Conversation Series program	2016/17 Current - ongoing	BSC	Business Dept. Industry/RDA	Project funds allocated
Institutional Strategy	1.3	Encourage early planning discussions, actively reduce compliance burdens/complexities, provision of council and/or other government agency support and manage timely outcomes	Action: Continue with Point of Contact program and facilitation actions Action: Facilitate meetings with business/Council officers and external agencies and develop an action plan for policy improvements	Current - ongoing	BSC/ED	BSC/Internal regs and planning	Staff time
Place Based Strategy	1.4	Encourage local purchasing/buying (inc. B2B) to sustain local businesses in the community	Action: Establish 'buy local' campaigns Action: Continue with business to business referrals/networks	2016/17 Current - ongoing	Chambers/Progress Associations	BSC, local media	Staff time and partnered funds

Strategic Direction	2 Nurture entrepreneurship and innovation for work creation						
	Intent: To support the success of entrepreneurial activity in the Shire and facilitate opportunities to embed creative thinking into local business activity and seek out new work led by 'open innovation' models						
Flagship Program	2.1	Invested in Byron Program (3 pillars - inspiration, innovation, intelligence)	Key Establishment Actions	Timeframe	Lead	Partners	Resources
Activity	2.1a	Inspiration - embed creative talent into business practices through an EOI creatives/business participation partnership project	Action: Develop and rollout the program with stakeholder partners Action: Launch program as a yearly initiative - commencing 2017	2017 (annual)	BSC /BIGS	All stakeholders	Seeking partnered funds
Activity	2.1b	Innovation - support start up enterprises (knowledge industries and product innovation) through accelerator strategies	Action: Support partner organisations in this endeavour/ pursue NISA funds Action: Promote success stories via Enterprising Byron e-News	2016	BSC/BIGS	All stakeholders	Seeking partnered funds
Activity	2.1c	Intelligence - match young innovators/entrepreneurs with mentors to support career pathways (acknowledge through local awards program)	Action: Establish working group to develop program outline and implementation plan	2016/17	BSC/BIGS/Sourdough	All stakeholders	Seeking partnered funds
Attitudinal Strategy	2.2	Encourage open innovation processes utilising collaborative digital technology solutions	Action: Establish quarterly ED Enterprising Byron e-News Action: Continue with Invested in Byron Forums (Annual basis)	2016/17 - ongoing	BSC	All stakeholders	Project funds allocated
Institutional Strategy	2.3	Encourage and facilitate enabling infrastructure that will open opportunities for new enterprise	Action: Establish the Byron Technology Taskforce/advance NR digital strategy Action: Work with State & Federal Govt. to facilitate enabling infrastructure	2016/17 - ongoing	BSC	Dept. of Industry RDA NR	Staff time and partnered funds
Place Based Strategy	2.4	Encourage start up spaces for co-location, pop ups and incubator business activity	Action: Facilitate opportunities for short, medium and long term initiatives Action: Work with intermediaries (landlords/real estate agents) to facilitate	2016/17 - ongoing	BSC	Chambers, community, business	Staff time and partnered funds

Strategic Direction	3 Develop industry access to new and expanding markets						
	Intent: To further develop Byron's niche industry strengths in the visitor economy, food economy, creative and knowledge industries and business services, as well as emerging environmental and non food industries, through new market development strategies and encouraging joint ventures and collaboration to meet market opportunities.						
Flagship Project	3.1	Byron Shire Industry Development Program	Key Establishment Actions	Timeframe	Lead	Partners	Resources
Activity	3.1a	Work with industry cluster groups to establish and activate industry development plans and projects (eg Conferencing Byron)	Action: ED&T team focus on key industry sectors to facilitate plan development - tourism, creative, knowledge, business services, food, non-food ag, environment industries (renewables and circular economy)	2016/17 and 2017/18	BSC	Industry stakeholders Dept. of Industry	Staff time and partnered funds
Activity	3.1b	Secure opportunities for export markets in Asia for gourmet and artisan food sector, inbound tourism and knowledge sector joint ventures	Action: Work closely with Government Agencies to create enablers for this activity and secure investment in development strategies	2017/18	BSC	Industry stakeholders Dept. of Industry	Staff time and partnered funds
Activity	3.1c	Accelerate knowledge and creative industries - specifically in niche areas; fashion and jewellery design, IT, product innovation etc.	Action: Establish the cluster groups and collaboration space Action: Invested in Byron Forum - innovation focus	2016/17 - ongoing	BSC	Industry stakeholders Dept. of Industry	Staff time and partnered funds
Activity	3.1d	Support agribusiness in rural areas to diversity and grow 'on farm' opportunity including both food and non food related industry	Action: Work closely with local planners and state/federal government agencies to facilitate and attract opportunity	2016/17	BSC	Industry stakeholders Dept. of Industry	Staff time
Activity	3.1e	Create a local industry directory as an output of the BRE program and integrate into projects such as the new residents kit	Action: Compile and activate business databases in partnership with local chambers of commerce and understand new resident needs	2016/17	BSC	BSC - internal, chambers and Prog. Assoc.	Staff time and partnered funds
Attitudinal Strategy	3.2	Encourage entrepreneurial thinking to develop new market opportunities and an openness to collaboration	Action: Promote the outcomes of creative thinking - embedding innovation via the ED News and other media avenues Action: Create opportunities for collaboration and joint ventures	2016/17 - ongoing	Industry BSC	All Stakeholders	Staff time
Institutional Strategy	3.3	Encourage government investment in regional niche industry sectors that can leverage Byron brand success	Action: Leverage the .id data to build industry stories to demonstrate investment outcomes and opportunities for jobs growth	2016/17 - ongoing	BSC	State & Federal Gov. agencies	Staff time and partnered funds
Place Based Strategy	3.4	Encourage community support for entrepreneurial activities and encourage businesses to prioritise local employment	Action: Label Byron SMART towns - local signage ... there's a creative around every corner or decals - 'a creative works here'.	2016/17 - ongoing	Chambers and Progress Associations	BSC	Staff time and partnered funds

Strategic Direction	<b>4 Develop the full potential and capacity of our towns, villages and rural areas</b>  <b>Intent: To support and build the capacity of the Shire's towns, villages and rural areas to continue to provide for an important visitor economy whilst also ensuring critical infrastructure is renewed and well managed for community enjoyment</b>						
Flagship Project	4.1	Byron Shire Placemaking - valuing our Towns, Villages and Rural areas	Key Establishment Actions	Timeframe	Lead	Partners	Resources
Activity	4.1a	Initiate concurrent masterplanning projects across all town centres/villages driven by community and business consultation at a high level. Council collaboration with agencies (eg Crown Lands) to enable activities.	Action: Byron Bay Town Centre Masterplan development/implementation Action: Create open and consistent dialogue with all stakeholders Action: Create a public wish list (BSC webpage) and updates	Current - ongoing 2016	BSC	Business and Community Government agencies	Staff time and partnered funds
Activity	4.1b	Initiate cultural activation of public spaces linked to tourism management and visitor services strategies	Action: Laneway activation projects - seed funding for delivery partnerships Action: Placemaking in public area to create vibrant and safe common areas	2016/17	BSC	Creatives	Staff time and partnered funds
Activity	4.1c	Attract investment for infrastructure renewal and provide for community and visitor amenity and wellbeing	Action: Seek grant opportunities for town centre infrastructure projects Action: Seek private partnerships for town centre infrastructure renewal	2016/17	BSC	Government agencies Private investors	Staff time and partnered funds
Activity	4.1d	Explore rural lands for appropriate enterprise expansion and establishment opportunities recognising the challenge of rural and urban relationships.	Action: Leverage rural land use strategies for new enterprise opportunity. Action: Work with industry to define sub strategies to create jobs	2016/17	BSC	Rural Landholders	Staff time and partnered funds
Attitudinal Strategy	4.2	Encourage community creativity, innovation and participation in the placemaking endeavour. Encourage rural enterprise and innovation.	Action: Develop opportunities for involvement ie public art projects & events Action: Showcase and promote success in placemaking	2016/17	BSC	Community, Chambers, Prog Assoc.	Staff time and partnered funds
Institutional Strategy	4.3	Encourage government investment and private partnerships into project seed funding. Encourage Government Support to retain and grow appropriate/diverse rural enterprise.	Action: Provide support/funds for placemaking projects (MTH - Activation) Action: Link outcomes to community wellbeing and visitor attraction	2016/17	BSC	Government agencies Private investors	Staff time and partnered funds
Place Based Strategy	4.4	Encourage place based partnerships and collaboration to deliver on masterplan strategies and rural land use strategies.	Action: Host partnership forums as part of the development and implementation of masterplan programs	2016/17	BSC	Community, Chambers, Prog Assoc.	Staff time and partnered funds

Strategic Direction	<b>5 Facilitate partnerships with Council, other Govt. agencies and private investors</b>  <b>Intent: To ensure that all levels of Government are focused on developing opportunities for business, industry and communities in regional NSW and acknowledge and support the Byron community as an integral partner in regional growth and sustainability</b>						
Flagship Project	5.1	Making Things Happen program- Catalyst, Activation and Community projects delivered through partnerships and enabling infrastructure	Key Establishment Actions	Timeframe	Lead	Partners	Resources
Activity	5.1a	Establish relationships and regular communication with State and Federal Government departments and regional neighbouring Councils	Action: Create an engagement and communications plan to ensure regular and informative meetings are held for information and knowledge transfer	2016/17 - ongoing	BSC/NOROC	State and Federal Govt. agencies/RDA NR	Staff time
Activity	5.1b	Develop a platform for facilitating public and private partnerships to deliver economic development and community development initiatives and enabling infrastructure (eg NBN, local transport).	Action: Continue to develop and promote the Making Things Happen project opportunities - Catalyst, Activation and Community initiatives	2016/17 - ongoing	BSC	Chambers and progress associations	Staff time and partnered funds
Activity	5.1c	Take a leadership role in creating opportunities to showcase the Byron advantage and sustain the brand value	Action: Develop and action a matrix of opportunities to promote the Byron brand and the brand values in regional, national and global events/platforms	2016/17 - ongoing	BSC	All Stakeholders, media	Staff time
Activity	5.1d	Develop and promote projects that showcase the synergy between our businesses and our communities	Action: Establish relationships with private investors to progress partnerships and collaboration	2016/17 - ongoing	BSC	All Stakeholders, media	Staff time
Attitudinal Strategy	5.2	Encourage stakeholders to value the Byron brand integrity and make decisions that strengthen this value proposition	Action: Generate positive media stories about our partnerships/projects Action: Support awards/recognition of business contribution to society	2016/17 - ongoing	BSC	Chambers of Commerce	Staff time
Institutional Strategy	5.3	Encourage and enable partnerships between business stakeholders and community projects	Action: Actively engage with business and industry to join MTH program Action: Introduce new stakeholders to established networks	2016/17 - ongoing	BSC	Chambers of Commerce	Staff time
Place Based Strategy	5.4	Encourage local community partnerships to advance projects that build community and business capacity.	Action: Provide workshops/information sessions to communicate opportunities and utilise community roundtable and e-news to promote	2016/17 - ongoing	BSC	Chambers and progress associations	Staff time

Strategic Direction	<b>6 Accelerate industry workforce development skills and training</b>  <b>Intent: to actively pursue strategies and activities to bridge the gap between the current workforce and the future workforce needs - for needs - specifically in areas of youth and aboriginal employment, health sector silver tsunami and succession planning for retiring farmers</b>						
Flagship Program	6.1	Byron LEAP (Local Employment Access Program)	Key Establishment Actions	Timeframe	Lead	Partners	Resources
Activity	6.1a	Engage the hospitality, health, trades and business services sectors in local youth and aboriginal employment and training projects	Action: Establish project working group of key stakeholders including education and training organisations. Define challenge and opportunities.	2016/17 - ongoing	BSC	Business, industry, Chambers, TAFE, SCU	Staff time
Activity	6.1b	Facilitate workforce development strategies in a) regional health industry initiative b) regional farmer succession program c) trades/construction d) green skills - gap analysis	Action: Develop industry workforce development plans in partnership with State & Federal Government Agencies and other key stakeholders	2016/17 - ongoing	BSC	Business, industry, Chambers, TAFE, SCU, Byron Comm. College	Staff time and partnered funds
Activity	6.1c	Enable opportunities for the establishment of social enterprise in youth related work placements	Action: Seek out social enterprise partners and opportunities - young farmer programs, café enterprise etc. etc.	2016/17 - ongoing	BSC	Business, industry, Chambers, TAFE, SCU,	Staff time and partnered funds
Activity	6.1d	Work with local elders/Arakwal Board to develop pathways for increased aboriginal employment, training and business startups	Action: establish a regular meeting schedule with elders/Arakwal to progress initiatives and inform new strategies	2016/17 - ongoing	BSC	Arakwal, TAFE, Byron Comm. College	Staff time and partnered funds
Attitudinal Strategy	6.2	Encourage business investment in education and training to future-proof jobs and workforce development opportunities	Action: Promote ROI to business and industry Action: Lobby State Government for business/industry assistance	2016/17 - ongoing	All stakeholders		Private investment
Institutional Strategy	6.3	Encourage Council to grow traineeships/intern programs for youth pathways to work	Action: Develop policy for Council - set targets and implement Action: Partner with TAFE (or others) more formally to connect with VET	2016/17 - ongoing	BSC	State & Federal Govt. agencies	Council funds and grants
Place Based Strategy	6.4	Encourage acknowledgment at a local level for investment in youth employment and training (awards recognition)	Action: Assist local chambers of to incorporate a youth training award Action: Host a Council event to recognise employers who participate	2016/17 - ongoing	All stakeholders		Staff time and partnered funds

Strategic Direction	7 Promote Byron as an attractive investment environment						
	Intent: To position Byron for investment attraction that will contribute to a sustainable enterprise base and build business and community capacity through enabling infrastructure and appropriate incentives						
Flagship Program	7.1	Enterprising Byron - Byron Advantage	Key Establishment Actions	Timeframe	Lead	Partners	Resources
Activity	7.1a	Develop the 'Byron Advantage' investment prospectus (inc. incentives package) in partnership with key stakeholders	Action: Establish working group to develop prospectus/incentives Action: Launch prospectus - gain media attention	2016/17	BSC	Dept. of Industry and RDA NR	Staff time and partnered funds
Activity	7.1b	Utilise BRE data to undertake an industry gap analysis identifying key targets for investment attraction	Action: Prepare industry gap analysis - interview key businesses Action: Develop a business attraction strategy for each target	2016/17	BSC	Dept. of Industry and RDA NR	Staff time and partnered funds
Activity	7.1c	Secure investment into new enterprises and enabling infrastructure Target investment - Prioritised existing and emerging industries	Action: Target grants for infrastructure renewal and address funding barriers Action: Identify business targets and approach with prospectus	2017/18	BSC	Dept. of Industry and RDA NR	Staff time and partnered funds
Activity	7.1d	Work with regional partners to position Byron within the Northern Rivers promotional/investment campaign	Action: Work together with regional EDMs on joint promotional projects Action: Identify opportunities for regional investment attraction/approach	current - ongoing	BSC	Dept. of Industry and RDA NR and NOROC	Staff time and partnered funds
Attitudinal Strategy	7.2	Encourage investment into key economic drivers/industry sectors that deliver on brand value and integrity	Action: Be open to and seek alternative investment options/partnerships Action: Create self funding business models - concepts for investment	Current - ongoing	BSC	All Stakeholders	Staff time and partnered funds
Institutional Strategy	7.3	Encourage Public Private Partnerships (PPP) initiatives that deliver community, business and industry outcomes and encourage social enterprise	Action: Develop a Shire wide social enterprise strategy with linked pathways Action: Set targets on key project - and promote the goals/successes	2017/18	BSC	All Stakeholders	Staff time and partnered funds
Place Based Strategy	7.4	Encourage partnerships and collaborative investment into local towns and village infrastructure & foster the hidden economy (volunteerism)	Action: Create and priorities a shopping list of infrastructure needs Action: Promote opportunities for community volunteerism and partnering	2016/17	BSC	All Stakeholders	Staff time and partnered funds

Strategic Direction	8 Secure Byron's competitive and comparative advantage						
	Intent: To strengthen Byron's capacity to provide businesses with a competitive and comparative advantage through cost efficiency business operations, improved distribution and to supply channels and strategic brand positioning in domestic and global markets.						
Flagship Program	8.1	Byron Region Food Economy Initiative	Key Establishment Actions	Timeframe	Lead	Partners	Resources
Activity	8.1a	Establish the Byron Food & Innovation Park, a sustainable masterplanned site situated for access to market distribution and differentiated by its embedded sustainability principles and food science focus	Action: Develop a business case model for the proposal in partnership with key industry stakeholders, investors and all tiers of Government. Action: Continue to seek appropriate flood free land for development	2016/17	Project Control Group	BSC, Dept. of Industry and Dept. of Premier and Cabinet	Staff time and partnered funds
Activity	8.1b	Develop and implement the Byron food production and manufacturing cluster supply chain strategy - advancing industry visibility and capability (then use this for other growing sectors)	Action: Develop the project scope in partnership with NSW Dept. of Industry and Federal Government Austrade office in consultation with industry stakeholders.	Current - ongoing	BSC	Dept. of Industry and AusIndustry	Staff time and partnered funds
Activity	8.1c	Identify and develop the critical differentiators that contribute to the comparative advantage for all business and enterprise in the Shire	Action: Initiate value-add experiences, products and services to establish a comparative advantage for cluster groups	2017/18	BSC	Industry Stakeholders	Staff time and partnered funds
Activity	8.1d	Share and utilise knowledge from food economy improvements across all industry sector priorities (existing and emerging)	Action: Create a strategy for competitive and comparative advantage that can be implemented industry wide across key focus areas.	2017/18	BSC	Industry Stakeholders	Staff time and partnered funds
Attitudinal Strategy	8.2	Encourage the establishment of boutique manufacturing across the Shire - with creative and sustainability principles embedded	Action: Promote small business operators who make this their advantage Action: Provide links assistance to embed the advantage	2016/17 - ongoing	BSC	All Stakeholders	Staff time and partnered funds
Institutional Strategy	8.3	Encourage Governments to support/enable comparative advantage (renewable energy supply). Encourage a focus on land use planning and enabling employment land appropriately.	Action: Lobby and advocate for technology infrastructure as a priority Action: Lobby and advocate for renewable energy supply as a priority Action: Lobby and advocate for future proofing industry growth with appropriately zoned lands	2016/17 - ongoing	BSC	All Stakeholders	Staff time and partnered funds
Place Based Strategy	8.4	Encourage the clustering of like and synergistic business to leverage brand and collaborative opportunities	Action: Host/support cluster group sessions to facilitate joint ventures Action: Create/identify place based opportunity to create advantage	2016/17 - ongoing	BSC	All Stakeholders	Staff time and partnered funds

Strategic Direction	9 Guide and inform investment with good decision making resources and facilitation						
	Intent: To provide stakeholders (community, Council, business and other government agencies) with the intelligence, research and knowledge available to make informed decisions for investment and partnerships						
Flagship Project	9.1	Byron Shire Data Dashboard and Invested in Byron Forums	Key Establishment Actions	Timeframe	Lead	Partners	Resources
Activity	9.1a	Invest in the provision of community and economic data available for community, business and broader stakeholder use.	Action: Maintain the .id data subscription and create additional data analysis reports as required in partnership with industry and community	Current - ongoing	BSC	All stakeholders	Project funds allocated
Activity	9.1b	Work with investors and enterprise to capture and share independent research data and make available for broader decision making purposes.	Action: Communicate the value of sharing all data - commissioned by Council or independently by business and industry for broader capacity building.	2016/17 - ongoing	BSC	All stakeholders	Staff time and partnered funds
Activity	9.1c	Provide decision making knowledge and information through newsletter communications and business forums.	Action: Incorporate data sharing into the quarterly ED Enterprising Byron e-News	2016/17 - ongoing	BSC	All stakeholders	Staff time and partnered funds
Activity	9.1d	Actively showcase success stories and case studies	Action: Incorporate into the quarterly ED Enterprising Byron e-news Action: Include in annual Invested in Byron forums	2016/17 - ongoing	BSC	All stakeholders	Staff time and partnered funds
Attitudinal Strategy	9.2	Encourage the sharing of information and knowledge with and amongst community and industry stakeholders	Action: Discuss with key stakeholder to determine data needs. Action:	2016/17 - ongoing	BSC	All stakeholders	Staff time and partnered funds
Institutional Strategy	9.3	Encourage investment in knowledge and data gathering to improve internal and external decision making	Action: Facilitate research partnerships and sharing of data at a regional and institutional level.	2016/17 - ongoing	BSC	All stakeholders	Staff time and partnered funds
Place Based Strategy	9.4	Encourage local community input into projects and provide baseline decision making knowledge to improve outcomes	Action: Promote the Datadashboard to community and provide regular information sessions/workshops on using data for community projects.	2016/17 - ongoing	BSC	Community, Chambers, Prog. Assoc.	Staff time and partnered funds