

# Business Plan



2021-2022



# Welcome

It gives us great pleasure to present RDA Orana's 2021-22 Business Plan, which continues to consolidate the work that the organisation has been undertaking to support the development of our region.

As the region moves into recovery from drought, bushfire and COVID-19, we need to work together to be even more strategic and regionally minded to build on the momentum and results that the team have worked so hard to achieve.



**Brad Cam**  
**Interim Chair**



**Megan Dixon**  
**Director of Regional Development**





# Purpose, Vision, and Mission

To support the development of the Orana region by facilitating industry collaboration, encouraging public and private investment and supporting cooperation between all stakeholders.

**A regional powerhouse recognised for production, value-adding, linkages and entrepreneurship.**

Provision of regional intelligence to:

1. create connections and growth
2. grow industry and infrastructure investment
3. grow our workforce



# OUR VALUES

LONG GAME

RESULTS FOCUSSED

ACTION ORIENTATED

COLLECTIVE CAPACITY

ENTREPRENUERSHIP



Economic development, investment attraction and change doesn't happen overnight. We have the strength and patience to accept and tolerate delays, while applying consistent and purposeful actions towards achieving our long-term objectives.



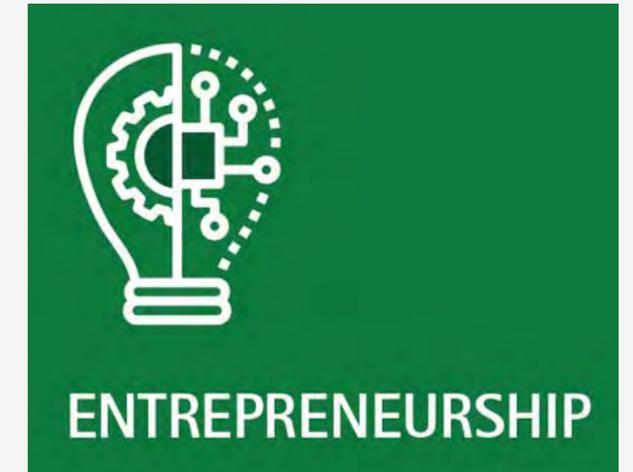
We demonstrate a relentless effort to meet commitments and consistently deliver better results through goal setting, clear communications, and prioritising project planning.



Our knowledge, expertise, and progressive, proactive atmosphere yield a powerful combination that continuously sets us apart. We collaborate, innovate, make decisions, and execute with speed and agility. Our constant pursuit of solutions makes a difference to the region we support.



We collaborate inside and outside the organisation to maximise our shared knowledge and bring greater value to one another and most importantly, to our region.



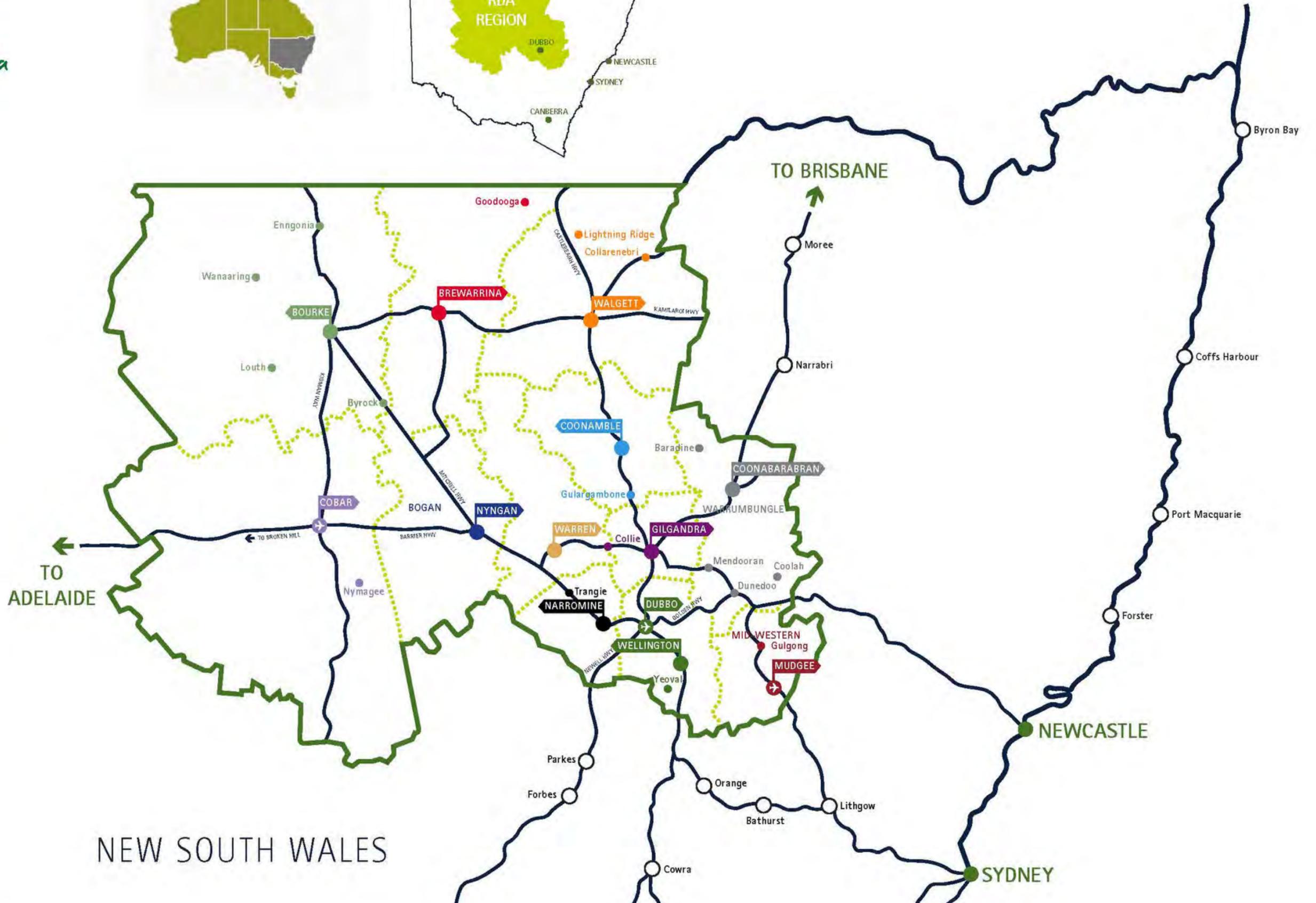
Curiosity and the pursuit of insights fuel our productivity, and innovation drives our business. We boldly champion new, innovative and breakthrough ideas, while attentively managing risks.

RDA Orana





- Bogan Shire Council
- Bourke Shire Council
- Brewarrina Shire Council
- Cobar Shire Council
- Coonamble Shire Council
- Dubbo Regional Council
- Gilgandra Shire Council
- Mid-Western Regional Council
- Narromine Shire Council
- Walgett Shire Council
- Warren Shire Council
- Warrumbungle Shire Council



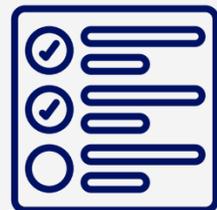
NEW SOUTH WALES

# Regional Snapshot

## Key Statistics\*



12 Local  
Government Areas



\$7.9B  
Projects



13,326  
Businesses



122,956  
People



49,871  
Jobs



\$8.5B  
GRP



\$16.8B  
Output



1.7M  
Visitors



2.7%  
Unemployment



RDA Orana

\*Pre COVID19

# Opportunity Sectors



Agriculture



Resources



Energy



Manufacturing



Health care



Education &  
Training



Accommodation  
& Food Services



Transport



Construction



# Regional Priorities

→ 01

Growing the population and workforce, to meet an \$11B investment pipeline

→ 02

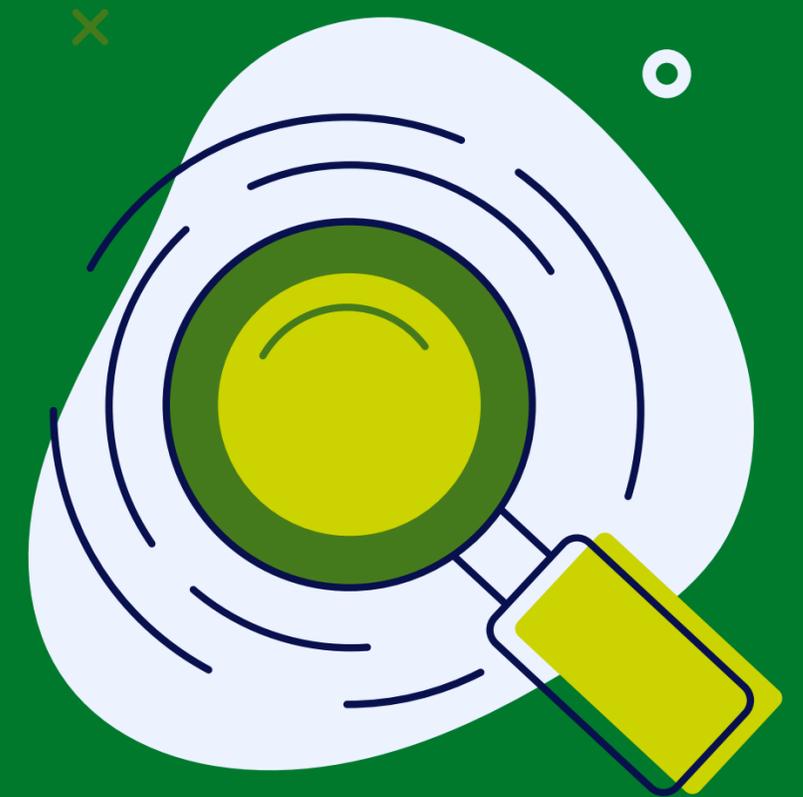
Innovation as the region transitions to zero emissions and circular economies

→ 03

Supply chain access and development; and investment attraction

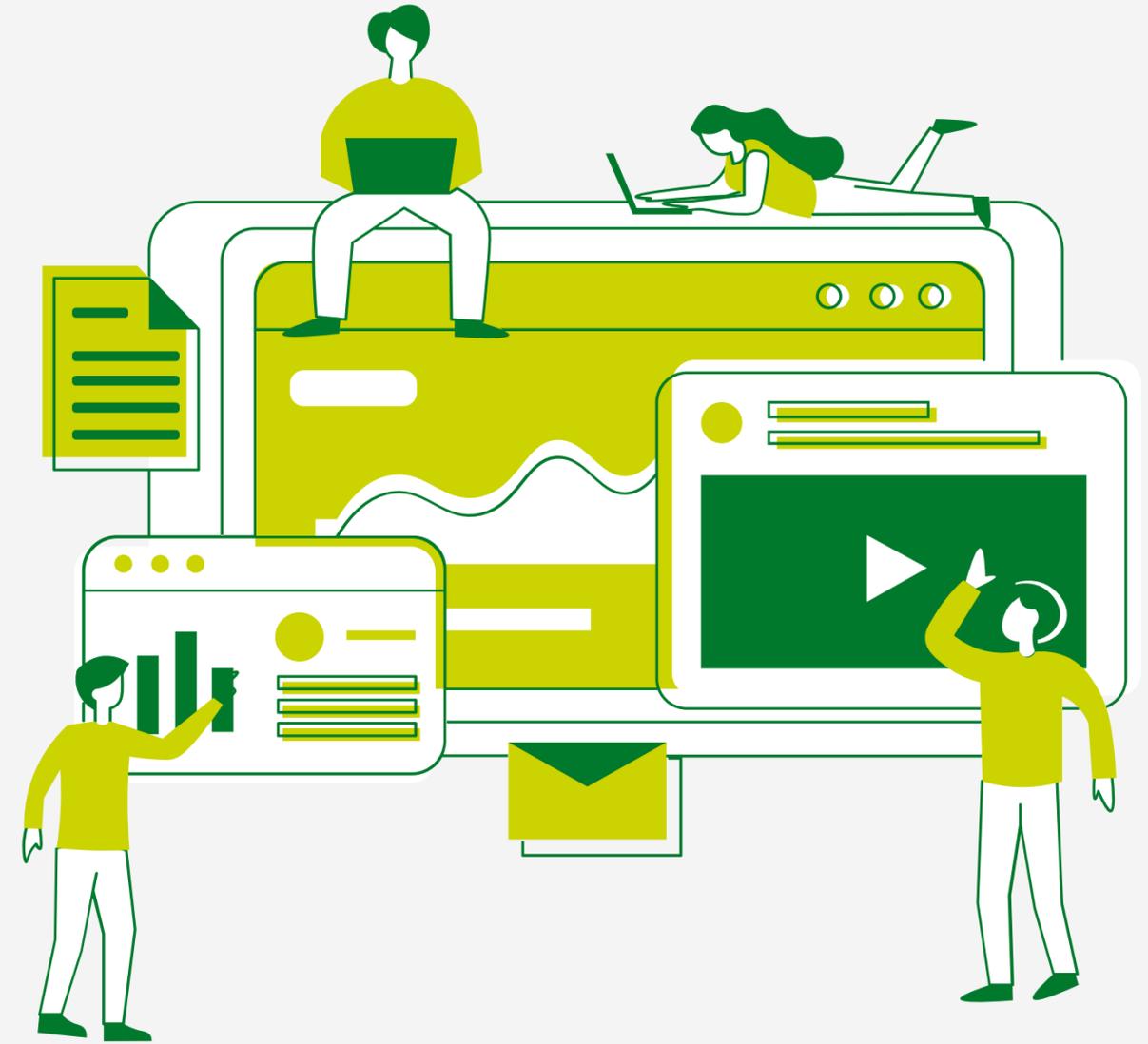
→ 04

Connectivity, transport and freight linkages that support the growth of the region





# SWOT Analysis



## Strengths

Our land, our resources, our people, political stability, resilient economy, networks, transport infrastructure and connectivity (road, rail, air), natural assets, population growth in Mudgee and Dubbo, entrepreneurs

## Weaknesses

Funding for project delivery, dominance of Dubbo, labour and skills shortages, little value adding, perception of the region, higher cost to operate in western part of region (energy and telecoms), lack of water security, no digital innovation/smart strategy, reliance on migrants to fill skills shortages, 2 joint organisations with 3 Council's not engaged, no clear regional brand.

## Opportunities

Increased manufacturing/value-adding, export growth, leadership and entrepreneurial capacity, Inland rail, bio hubs, renewable energy zone, cultural development, inland growth, supply to projects - local purchasing, increased population growth rate, Gig state, expansion of the export hub, investment leadership, decentralisation, strategic partnerships for service delivery, domestic tourism for the next 2 - 3 years

## Threats

Funding cycles, lack of State engagement, complacency, lack of capacity to deliver projects, legislation changes (migration & water), inequitable energy costs, out of region SAPs, public perception of region, fragmented planning, reduction in VET and tertiary education services, wages competition from mining and Government, continued Covid shutdowns, slow recovery from COVID19.

# Our Priorities



## 1 United region

Influence all levels of Government as a respected, apolitical and reliable advocate for the Orana region.



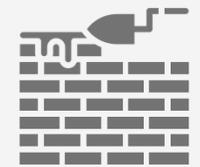
## 2 Workforce development

Businesses in the region have access to workforce required to support growth.



## 3 Export development

Connect regional businesses, councils and industry sectors with international trade partners, financial markets and potential investors.



## 4 Investment attraction

Work with regional Stakeholders to deliver a shared Economic Development Agenda focused on enabling infrastructure, increasing population and investment attraction whilst providing economic information, credible research and insights.



## 5 Sustainable Organisation

A financially sustainable, well governed organisation, with a team of high performers delivering economic development initiatives that enhance regional growth.





# 1. United region

Influence all levels of Government as a respected, apolitical and reliable advocate for the Orana region.

## Context

- International / National recognition for the region
- Need to build leadership within the region
- Regional plan that looks at opportunities across the region
- Regional collaboration

## Focus

- Leadership and coordination
- Business engagement and support
- Regional advocacy and promotion

## Resources

- LGA partnerships
- Research Officer
- Fortnightly newsletter
- Website/Newsletters/Hubspot/Eventbrite/social media

## Key activities

1. **Research paper on renewable energy zone opportunities**
2. **Development of regional plan that includes an update of the regional infrastructure priority list**
3. **Inland Growth Summit**
4. Local think tanks in each LGA
5. EDO Network Meetings
6. Submission work
7. Success stories
8. Support strategic consultations with various agencies
9. Investigate and report on the establishment of a regional leadership program

## Benefits

- Improved political clout at all levels
- Strength of community
- Economies of scale across efforts
- Reduction in duplication

## Metrics

- 6 submissions
- 12 think tanks conducted
- Event participation – 200
- Event satisfaction > 80%
- 26 media releases
- 20% growth in social engagement

## Customers

### Businesses

- access to services and infrastructure that will support growth

### Community:

- access to services and the amenity that will attract them to live in the region

### Government:

- Achieve efficiencies and reduce costs through collaboration on economic development initiatives Governments
- Access to credible and evidence based regional intelligence

## Cost Structure

- Technology and data annual costs
- Salaries to staff
- Promotion and event expenses
- Travel expenses

## Revenue Streams

- Commonwealth grant
- Sponsorship
- Participation fees



## 2. Workforce development

Businesses in the region have access to workforce required to support growth.

### Context

- 5 of 12 LGA's have unemployment below 3%
- \$7B projects = 7,000 jobs + 2,000 long term jobs
- Population growth is too slow
- Rural communities struggle to attract workers
- 40% of all businesses are small (employing) businesses
- COVID19 impacts on the workforce
- Training isn't keeping up with employer needs
- We've an aging workforce

### Focus

- Business support
- Workforce readiness and the promotion of trades
- Promote the region as an attractive place to live and work

### Resources

- LGA partnerships
- Workforce and Settlement Advisory Committees
- Project Officer
- Research Officer
- Partnerships
- Tech platforms

### Key activities

1. **DAMA/RCB Assessments**
2. **Orana@Work Annual Employer Forum**
3. Research paper: the future of training and education in the region
4. **Regional settlement strategy**
5. Update the skill shortage report
6. Settlement support services
7. Seek funding support for development of a workforce development activities, including workforce planning with business – workshop series

### Benefits

- Growth of the region: population and workforce
- Increased skill level of the workforce
- Improved education offering in the region improves

### Metrics

- % of migrants settling in the region
- # of businesses using migrants as part of their workforce
- Size of workforce increases by 5%

### Customers

Businesses

- Businesses who are growing and can't find staff

Community:

- Ability to train locally

Government:

- Will have access to credible and evidence based regional intelligence

### Cost Structure

- Technology and data annual costs
- Salaries to staff
- Promotion and event expenses
- Travel expenses

### Revenue Streams

- Migration income
- NSW Multicultural grant
- Sponsorship
- Participation fees



# 3. Export development

Connect regional businesses, councils and industry sectors with international trade partners, financial markets and potential investors.

## Context

- Region is rich in minerals and resources
- Region already has a reputation for quality, consistency and innovation
- Specific products such as meats – sheep, goat, beef and grains already grown and manufactured in the region
- Makes logistical sense to export the end product rather than a series of raw ingredients

## Focus

- Implement the Mining Equipment Technology and Services Export Hub
- Value added agriculture

## Resources

- Retained consultant
- Project Officer
- Export Hub Advisory Committee
- Tech systems

## Key activities

1. **METS Export strategy implemented**
2. **2 export forums**
3. **Resources, Energy and Industry Innovation Forum**
4. **METS international markets report**
5. Establish research partnership for value added manufacturing strategy

## Benefits

- Economic resilience
- Employment
- Further Innovation
- Promoting the region

## Metrics

- Growth in regional exports from \$6.255 M

## Customers

Businesses

- Businesses who need to support with export

Community:

- Employment opportunities

Government:

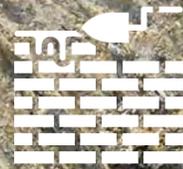
- Will have access to credible and evidence based regional intelligence

## Cost Structure

- Salaries to staff
- Consultant fees
- Promotion and event expenses
- Travel expenses

## Revenue Streams

- SME Export Hub Grant
- Sponsorship
- Participation fees



# 4. Investment Support

Work with regional Stakeholders to deliver a shared Economic Development Agenda focused on enabling infrastructure, increasing population and investment attraction whilst providing economic information, credible research and insights.

## Context

- Export hub has been driving investment inquiries
- Decentralisation agenda
- Investment sometimes needs facilitation, and RDA Orana offers independence to support project proponents
- Project proponents often need assistance to navigate investment grants
- RDA Orana can create linkages that leverage investment opportunities
- Investment generally generates jobs

## Focus

- Investment promotion
- Business case development
- Grant support
- Infrastructure priority list
- Prefeasibility research

## Resources

- Research Officer
- Partnerships
- Delivery process
- Tech systems

## Key activities

1. Invest Orana publication
2. Grow O2N
3. Collect, analyse and distribute economic and community data
4. State of the Region event
5. Project and investor support
6. Publish a local purchasing paper
7. Grants newsletter
8. Grant writing and project development workshops

## Benefits

- Projects ready for funding applications
- Capacity of community to write funding applications
- Regional reputation for investment support

## Metrics

- Value of grants into the region
- Downloads of publications
- # of projects and investors supported

## Customers

- Project Proponents
- Knowledge and access to grants
  - Support with planning
  - Introductions and connections
  - Business case support
  - Confidence in the region for ROI
- Government:
- Promotion of grants and programs

## Cost Structure

- Technology and data annual costs
- Salaries to staff
- Promotion & event expenses
- Publication expenses

## Revenue Streams

- Sponsorships
- Participation and service fees
- Grants
- Advertising



# 5. Sustainable organisation

A financially sustainable, well governed organisation, with a team of high performers delivering economic development initiatives that enhance regional growth.

## Context

- Grant funding is limited and doesn't really enable the organisation to be effective
- Demand for services and support exceeds capacity
- RDA Orana can model entrepreneurial activity

## Focus

- Organisation reputation
- Financial viability
- Reduced reliance on base grant
- Partnerships and alliances
- Good governance

## Resources

- Engaged Chair and Committee
- Skilled and appropriate staff levels
- Access to training and mentoring

## Key activities

1. **Preparation and reporting on annual business plan**
2. **Seek charity status**
3. **Identification and development of strategic partnerships**
4. Fee for service business case development, grant and tender writing
5. Onboard new Committee
6. Investigate new entrepreneurial activities
7. Board, Finance and governance committee operations

## Benefits

- Organisational sustainability
- Attract funding
- Strengthen our own ability to attract and retain staff

## Metrics

- Staff turnover
- Cash on hand
- Engagement
- Organisational reputation
- Cost to operate / revenue ratios

## Customers

Have access to a trusted, unencumbered and reliable partner, located in the region, for the sole purpose of supporting regional economic development

## Cost Structure

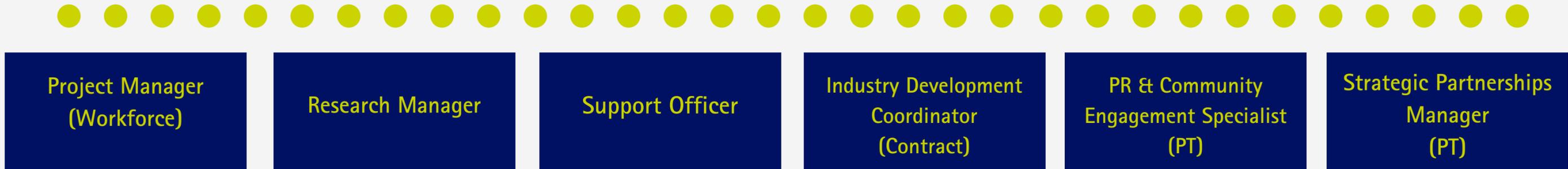
- Committee and governance costs
- Salaries to staff
- Travel expenses

## Revenue Streams

- Partnerships and sponsorship
- Fee for service activities
- Participation fees
- Grants



# The team to deliver the plan





SPECIALLY IN  
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DC 20072

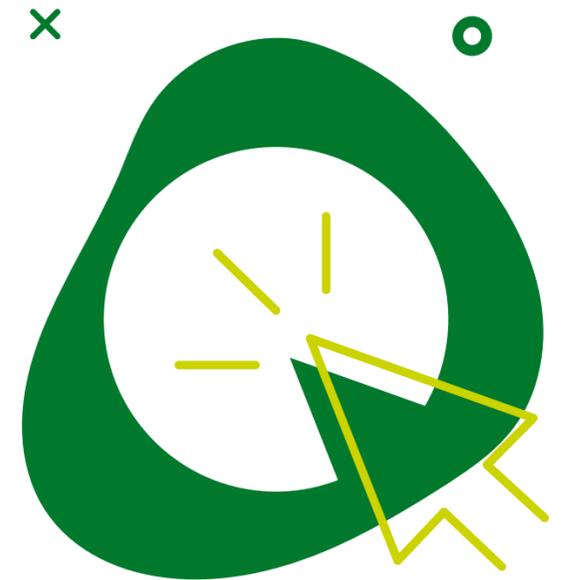
100% CHAD  
WOOL

LISTER

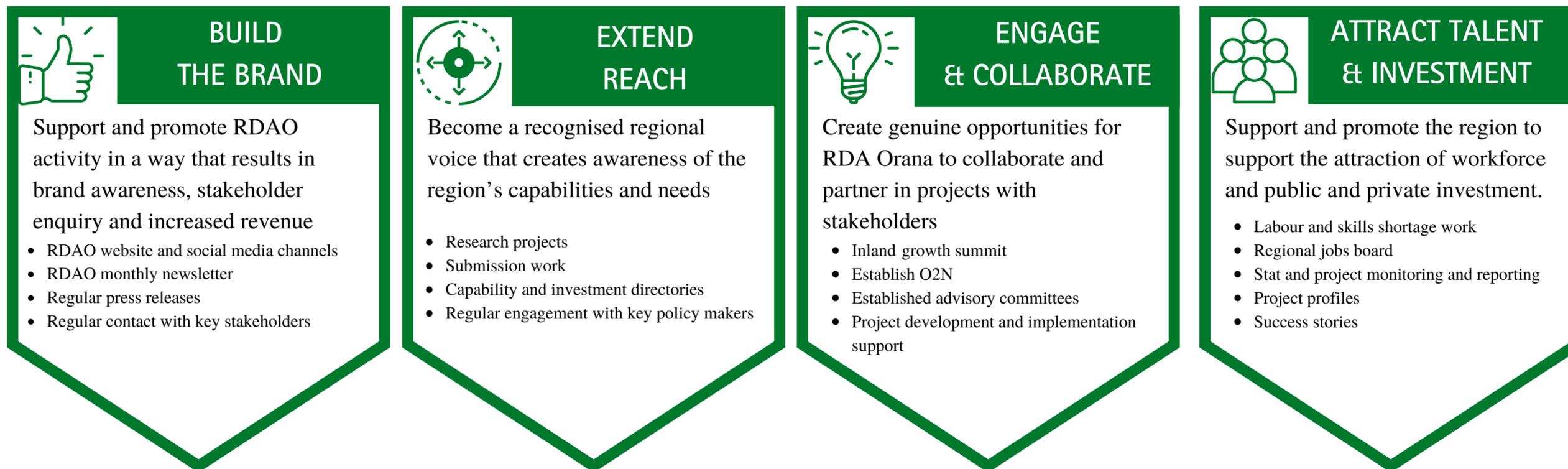
SWI

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# Our commitment to communicate



**The charge: to build confidence in our region**





Suite, 1 Level 4  
47 - 59 Wingewarra St  
Dubbo. NSW 2830  
T 02 68851488  
E [admin@rdaorana.org.au](mailto:admin@rdaorana.org.au)  
W [www.rdaorana.org.au](http://www.rdaorana.org.au)