

**STRATEGIC  
DELIVERABLES  
PLAN  
  
OVERVIEW**

**2022 - 2023**

BUSINESS IMPROVEMENT ASSOCIATION  
NEWCASTLE CITY PRECINCT

ABN 93706504579  
INC ID 1901584

# INTRODUCTION



Newcastle is the economic hub of the Hunter Region and accounts for approximately 30% of the Hunter's developed industrial space and 80% of the office space. While Newcastle's industrial sector continues to play an important role, Newcastle is no longer a 'steel city'. A substantial and growing portion of Newcastle's economy is now based around the service sectors. The Port of Newcastle is Australia's largest coal export port by volume and a growing multi-purpose cargo hub.

It was the view of the Newcastle City BIA board that Newcastle, as with most modern cities, at times struggles to have a clear view of its identity but believes that its appetite for growth and innovation sets strong and exciting foundations for business. That said, the COVID19 pandemic has provided insight into a strong culture that acknowledges a place that while it strives to be a large city, still values the importance of local connectivity that is underpinned by small business – a sector it believes makes up more than 80% of its membership in the precinct. The BIA understands that it can play a part in informing strategies and initiatives in this space.

It is the overarching objective of the Newcastle City BIA to promote the development, beautification and advancement of the commercial interests of businesses within the Newcastle City Precinct. Part of this commitment is to consider all parts of the precinct's landscape, all people no matter what their role or level within the business (formal or informal) and the relationship they have with all parts of the wider community. Additionally, the BIA believes that this will be most effective if it works in collaboration with organisations, groups and individuals who can inform all elements of its purpose.

The Newcastle City BIA Board is represented as below:

**Chair:** *Michael Chapman* of Colliers Newcastle.

**Treasurer:** *Damien O'Brien* of O'Brien Winter Partners.

**Secretary:** *Cornelia Schulze* of Hunter Coastal Lifestyle Magazine.

**Ordinary Member:** *Marty Adnum* of Out of the Square Media.

**Ordinary Member:** *Taiyo Namba* of Nagisa.

**Ordinary Member:** *Jackson Dunlap* of Saints Bar.

**Ordinary Member:** *Kendall Brooks* of Brooks Events & Marketing.

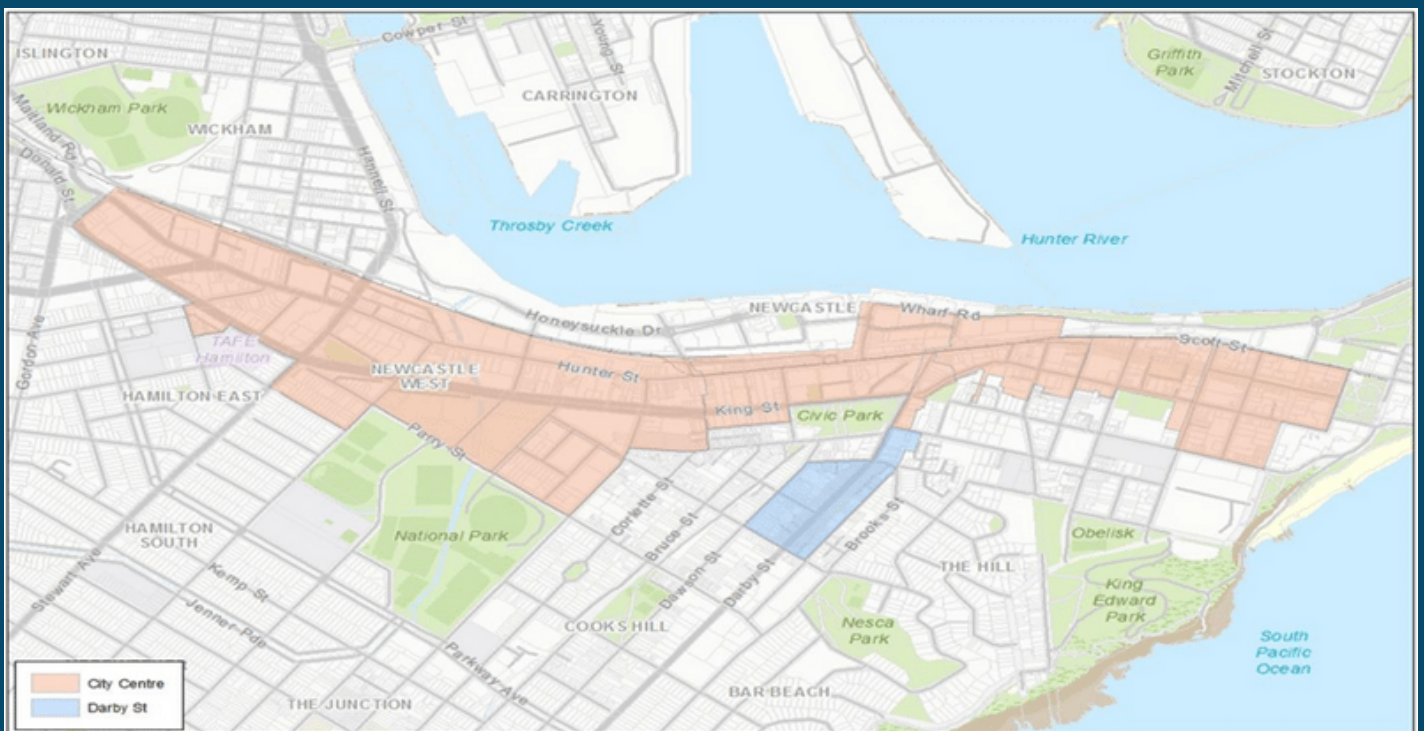
**Community Member:** *Kate Ellis*.



# ABOUT THE SBR IN THE NEWCASTLE CITY PRECINCT

Special Business Rates (SBR) are collected from businesses in Newcastle City Centre and are reserved exclusively for the promotion, beautification and economic development of these business precincts.

The Newcastle City BIA precinct covers the area highlighted in the map below and includes 'members' who are classified as the people who pay the City of Newcastle SBR levy as part of the rates attracted by commercial property owners of those people/organisations that either directly or inclusively pay the levy through rental or outgoings.



# STAKEHOLDERS

The Newcastle City BIA understands that it is part of a rich and diverse community and considers the following key and general groups (in no particular order) as audiences that will inform, engage and/or communicate with, to deliver activities, initiatives and plans in its objectives to support business in the Newcastle City precinct.

The following is an overview and analysis of stakeholders – it is not a complete stakeholder map and serves only to understand the wider stakeholder landscape.



# VISION MISSION GOALS



## Vision

Newcastle City BIA is a facilitator of conversations, projects and initiatives that best serve the changing and diverse needs of an evolving business community that seeks increased participation, promotion and growth.

## Mission

The Association is guided by a common purpose to:

- Work with its members (precinct businesses) and other key players to identify and understand current and emerging project opportunities
- Collaborate and effectively communicate with City of Newcastle and other stakeholders for the benefit of promotional, beautification and economic outcomes for the precinct
- Effectively utilise available funding to enhance business outcomes
- Enable growth amidst change and uncertainty
- Best represent the needs of those who make up the Newcastle City precinct business community – that is, recognising the value and contribution of all staff, volunteers, business owners and the community.
- Operate in a professional and respectful manner and in accordance with all governance and compliance guidelines.

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# KEY STRATEGIC DELIVERABLES

The following table outlines key operational actions designed to achieve the BIA's objectives.

Each project must have a detailed business plan that will include information about how the project will deliver against the precincts' target audiences, its overarching goals, the Service Agreement it has with CN and a budget that will include all aspects to costs and income such as projects costs, additional grants, sponsorships or partnerships.

## Strategic Deliverables Budget 2022 – 2023 \$100,000.00

### Beautification - \$20,000

- Open for sponsorship opportunities

### Promotion - \$35,000

- Quarterly EDM - \$5,000
- Marketing - \$30,000

### Economic Development - \$40,000

- Community Event Sponsorship
- Quarterly Member Connect Catch Up
- Small Business Innovation Sponsorship

### Governance - \$5,000

- Voluntary Workers Insurance
- Association Liability
- Public Liability
- Association Fees
- Professional Fees Accounting
- Website Domain Hosting

# KEY DELIVERABLES

## GOVERNANCE AND COMPLIANCE

### INSURANCES

**Timing:** Annually

**Budget:** \$4 000.00

**Details:**

- Public and Products Liability
- Association Liability
- Voluntary Workers Liability

**KPI's**

- Hold no less than 10 meetings annually.
- Invite Council representatives to meetings where appropriate.
- Engage with elected local Councillors.
- Maintain insurances.

### ASSOCIATION FEES

**Timing:** Annually

**Budget:** \$100.00

**Details:**

- Submission of A12-T2 Form

**KPI's**

- Governance required by Department of Fair Trading.

### WEBSITE DOMAIN HOSTING

**Timing:** Annually

**Budget:** \$300.00

**Details:**

- Hosting of basic website for information about BIA and member contact point.

**KPI's**

- Required to have a website as an information page for public reference.

### PROFESSIONAL FEES

**Timing:** Quarterly

**Budget:** \$600.00

**Details:**

- Quarterly BAS and EOFY Summary as required by Dept of Fair Trading after AGM.

**KPI's**

- Governance required by ATO & Dept of Fair Trading.
- Comply with all aspects of ATO requirements.

**TOTAL = \$5 000.00**

# KEY DELIVERABLES

## ECONOMIC DEVELOPMENT

### COMMUNITY EVENT SPONSORSHIP - VISUAL ARTS WALK

**Timing:** TBC

**Budget:** \$15 000.00

**Details:**

- Collaboration to tie in with Big Picture Festival / New Annual.
- Community event.
- Small Gallery walking tour & degustation supporting mid Hunter St to west end.

**KPI's**

- Proposal to be presented to Board August 2022.
- Improved visitation to Hunter St & West end.

### SMALL BUSINESS INNOVATION

**Timing:** Quarterly

**Budget:** \$20 000.00

**Details:**

- Pilot project encouraging innovation and collaboration.
- Existing or new start-up businesses in the precinct to pitch an innovative business idea to board to receive \$500 sponsorship.
- Pitch proposals to tie in with Board meetings quarterly.
- Criteria, procedures, creative design, and promotion of project to be managed by a professional third party.

**KPI's**

- Measure success of project by level of participation for sponsorships.
- BIA to be tagged in business social media to raise BIA awareness.

### MEMBER CONNECT CATCH UP

**Timing:** Quarterly

**Budget:** \$5 000.00

**Details:**

- Series of small networking events to engage and inform members of BIA initiatives and progress.
- Aim is to better understand member needs in the precinct and help raise awareness of BIA.

**KPI's**

- Host 4 small business dinners over the 22/23 financial year.
- Improve engagement with local small businesses and encourage new Board members. Goal of 9 Board members in 2023.
- Collect feedback from small businesses attending the event to help improve decision making on projects for precinct.

**TOTAL = \$40 000.00**



# KEY DELIVERABLES

## PROMOTION

### EDM

**Timing:** Quarterly

**Budget:** \$5 000.00

**Details:**

- Professionally produced newsletter with information about the precinct and BIA progress.
- Build an understanding of member landscape and BIA awareness via surveys and regular communication.

**KPI's**

- Quarterly EDM to member database.
- Increased member engagement.
- Increase in Board members by 2023.

### MARKETING

**Timing:** Daily / Monthly

**Budget:** \$30 000.00

**Details:**

- Utilising local media outlets to showcase businesses within the precinct.
- Advertorial style packages, which are paid editorials.
- Professional management of social media and paid social media advertising.

**KPI's**

- Run 4 different campaigns over 2022/2023 financial year promoting Newcastle precinct and businesses within.
- Consistent increase engagement and followers on social media.
- A goal of 200 posts per year to promote local businesses and the precinct highlighting events, business, history, people, and culture of the area.
- Share CoN content as appropriate.
- Quarterly competitions giving prizes purchased from local businesses to increase engagement and promote businesses within the precinct.

**TOTAL = \$35 000.00**

# KEY DELIVERABLES

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## BEAUTIFICATION

### SPONSORSHIP

**Timing:** Ongoing

**Budget:** \$20 000.00

**Details:**

- Sponsorship
- BIA will communicate with its membership and potential businesses requesting expressions of interest for sponsorship.
- Written proposal to the BIA and presented at a monthly board meeting for approval.

**KPI's**

- Add value to the precinct via visual enhancement.
- Improved visitor experience.
- Editorial coverage and social media to promote the sponsorship.

**TOTAL = \$20 000.00**









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