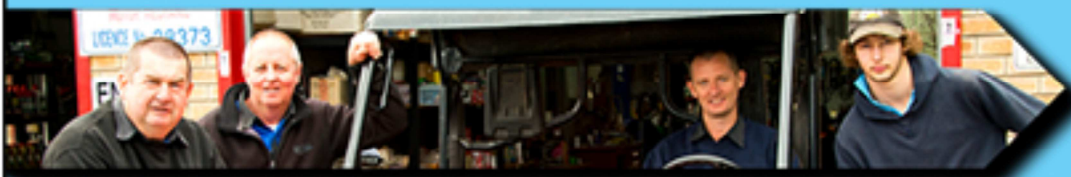


GLOUCESTER BUSINESS RETENTION & EXPANSION SURVEY

REPORT & ACTION PLAN



Department of Industry

14 November 2016

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GLOUCESTER BUSINESS RETENTION & EXPANSION SURVEY REPORT

INTRODUCTION

The economic well-being of the Gloucester community is based on existing businesses. In recognition of this, positive action is being undertaken to identify and meet the needs of these businesses. As part of the response to AGL's withdrawal from coal seam gas exploration and extraction, it was decided to undertake a Business Retention & Expansion Program (BREP) in the Gloucester area.

BREP is a survey and process which has been used across the world for many years. The survey tool has been used extensively in New South Wales (NSW) especially in regional locations and smaller towns. The survey is a means of getting a snapshot of an area's business community and provides an understanding of the needs, issues, concerns of and opportunities for local businesses.

The BREP survey highlights impediments to business development and has enabled businesses to be connected to resources and assistance programs that may assist their growth and sustainability.

Gloucester Business Chamber approached the NSW Department of Industry Office of Regional Development (ORD) for funding and assistance to undertake the program. Funding was provided enabling the contracting of Jenny Barrie to co-ordinate the program.

The BREP has been undertaken with the support of Advance Gloucester, Destination Gloucester and MidCoast Council.

BACKGROUND

In May 2015, a meeting was held with the former Gloucester Shire Council and the Gloucester Business Chamber regarding marketing activities that could help to attract businesses to Gloucester. It was decided that Gloucester needed an investment prospectus to assist with business attraction. The NSW Department of Industry (ORD) funded this investment prospectus development which was launched on 15 June 2016.

Gloucester Business Chamber, Advance Gloucester, NSW Department of Industry Office of Regional Development and an AGL representative met on 1 March 2016 to discuss business attraction and development for Gloucester. This was seen as very important especially after AGL's decision to cease coal seam gas exploration and extraction in the Gloucester Region.

As a result of that meeting, an investment attraction strategy was developed. This included a range of activities to support this goal including:

- Business Retention and Expansion Program (BREP)
- Supply Chain Attraction Marketing (incorporated into the BREP)
- Regional Living Expo 2016 exhibit in Sydney
- Showcase weekend for interested potential residents and businesses
- Business Development Co-ordinator (part time)
- Targeted Business attraction from Sydney
- Local residents and business attraction program

Funding was sought for a range of these activities, most of which have been done or are being undertaken.

THE PROCESS

The Gloucester BREP Survey project was launched at a Gloucester Business Chamber event on 15 August 2016. Over 240 surveys were distributed by email and in person or completed online via the Gloucester Business Chamber website. The BREP Survey project was promoted by local groups and through articles and advertisements in the Gloucester Advocate. Follow up emails were sent out and one on one visits were conducted as required. Surveys could be completed online or in hard copy which was then entered in to Survey Monkey.

Overall 61 surveys were completed. Data is collated into this report with aggregated information only. This report is a summary of the results. Of the surveys collected, 20% were hard copies and the other 80% were entered online.

All information provided is treated confidentially. Individual responses are used to refer businesses to relevant assistance or for contacting when relevant actions are undertaken such as input to or provision of training. Individual data collected through this survey will not be passed on to any other third parties.

Total Number of Businesses Commenced Survey: 61

Total Number of Surveys Completed: 51

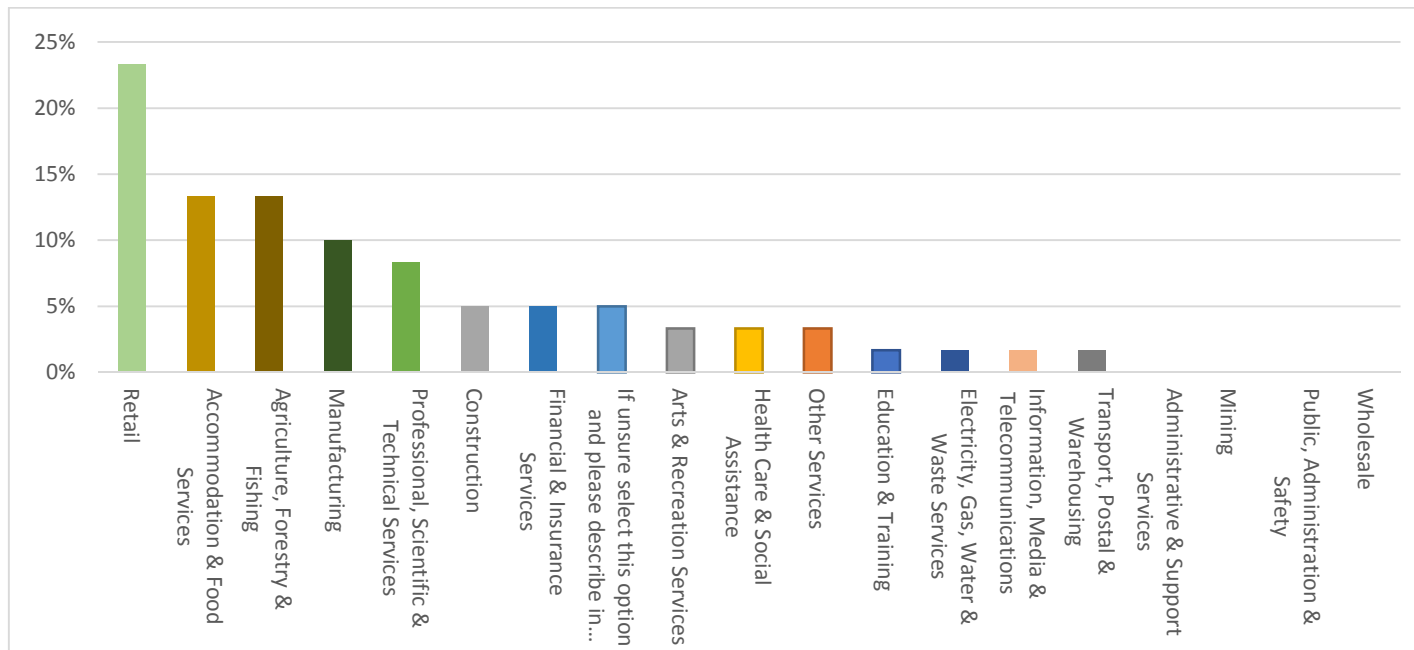
This report summarises the responses to the Gloucester BREP Survey.

The report was prepared by Jenny Barrie, of Jennifer Barrie Enterprises and prepared from information gathered throughout the project.

SURVEY RESULTS

Business Profile

Main Industry Sectors

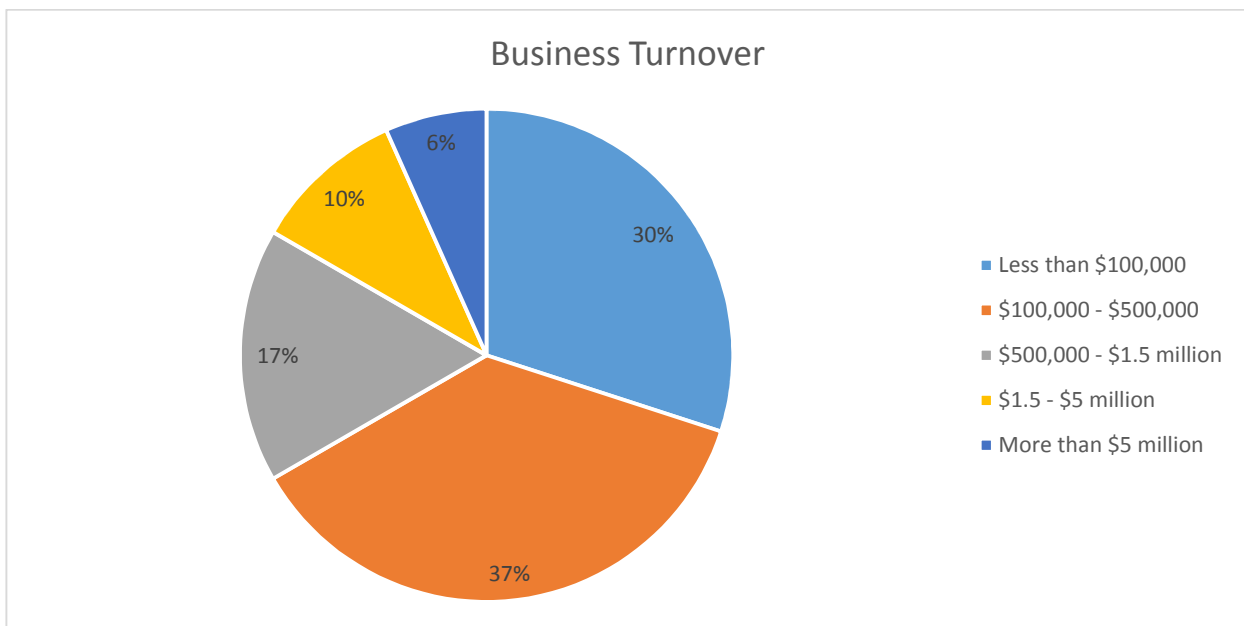


Compared to ABS Counts of Australian businesses, June 2015, industry sectors from the survey were similar except for Agriculture, which is dominated by single operators, many of whom are located in outer areas of towns. Survey respondents were predominately in Gloucester and close surrounds. Everyone had an opportunity to participate in the survey.

Answer Choices	Percentage	Responses
Retail	23%	14
Accommodation & Food Services	13%	8
Agriculture, Forestry & Fishing	13%	8
Manufacturing	10%	6
Professional, Scientific & Technical Services	8%	5
Construction	5%	3
Financial & Insurance Services	5%	3
If unsure select this option	5%	3
Arts & Recreation Services	3%	2
Health Care & Social Assistance	3%	2
Other Services	3%	2
Education & Training	2%	1
Electricity, Gas, Water & Waste Services	2%	1
Information, Media & Telecommunications	2%	1
Transport, Postal & Warehousing	2%	1
Administrative & Support Services	0%	0
Mining	0%	0
Public, Administration & Safety	0%	0
Wholesale	0%	0
Total		60

Approximate annual turnover of businesses

Answer Choices	Percentage	Responses
Less than \$100,000	30%	18
\$100,000 - \$500,000	37%	22
\$500,000 - \$1.5 million	17%	10
\$1.5 - \$5 million	10%	6
More than \$5 million	6%	4
Total		60



Products and Services

The main products or services were:

- Retail – Fashion Clothing & Shoes, Gifts, Hardware, Travel
- Agriculture - Farm Services, Beef Cattle
- Professional Services – Accounting, Law, Financial
- Tourism – Cafes, Accommodation, Leisure
- Manufacturing
- Construction
- Transport
- Real Estate – Property Sales and Livestock
- Finance
- Motor Vehicle Repairs

Local environment

Overall opinion of the Gloucester area as a place to do business

Very poor	Poor	Satisfactory	Good	Very good	Total
2%	13%	22%	49%	14%	100%
1	7	12	27	8	55

Top factors as the main assets of the community as a place to live and own a business:

- Affordable real estate and industrial land
- Loyal and long term customers
- Beautiful natural setting
- Friendly country people with strong community spirit
- Good work ethic
- Local business owners go out of their way
- Cheaper real estate
- Well served by health and education
- Lifestyle, a great place to raise a family
- Astounding rural area, clean and green
- Strategically located to Forster/Tuncurry on the coast and major cities of Taree and Newcastle
- Barrington Tops (World Heritage); rivers and scenery
- Country village hospitality
- Climate, reliable rainfall
- Low crime, no traffic
- Good sporting facilities

Ways to make the local economy stronger and to create more jobs

- Encourage businesses and residents to relocate to Gloucester
- Attract medium to light industry
- Encourage local businesses to utilise local service providers to reduce consumer leakage
- Promote and market Gloucester as a tourist destination
- Retailers to open on Sundays, public holidays and operate longer trading hours
- Interact with local schools to provide job pathways
- MidCoast Council, State Government and Business Community to provide practical support and financial incentives for small businesses to move to Gloucester
- Improve roads e.g. Bucketts Way / Thunderbolts Way
- Grow the Business Chamber
- Remove protesters from town to allow business to continue in harmony throughout the community
- Attract more young people
- Decision made about the mining industry for investment
- Attract more manufacturing industry

- Input of existing businesses for job creation
- Improve mobile phone access and internet
- Customer service to have more of an entrepreneurial approach
- Invest in training and skills development
- Attract a development for over 50's village
- Educational opportunities for school leavers
- Freight services in and out of Gloucester

Services and infrastructure in the Gloucester area

Top 3 - Good to very good

- Access to markets; access to suppliers
- Waste disposal; recycling
- Water supply, electricity supply, sewerage

Lowest 3 – Poor to very poor

- Access to highway/roadway
- Development approval process
- Internet/ Mobile phone coverage

Services and infrastructure in the Gloucester area

Services or Infrastructure	Very poor	Poor	Satisf	Good	Very good	Not Applic.	Total
<i>Access to airport facilities</i>	3	10	22	11	4	5	55
<i>Access to highway/roadway</i>	10	16	17	9	3	0	55
<i>Access to markets</i>	2	5	25	15	4	4	55
<i>Access to suppliers</i>	3	5	24	16	3	4	55
<i>Availability of road transport services</i>	2	7	21	16	4	5	55
<i>Availability of rail transport</i>	4	9	15	15	2	10	55
<i>Availability of warehousing</i>	2	7	15	9	2	20	55
<i>Waste disposal</i>	2	5	16	17	14	1	55
<i>Recycling</i>	0	3	14	20	16	2	55
<i>Inspections (eg licensing)</i>	1	4	21	14	5	10	55
<i>Development approval process</i>	4	20	17	6	1	7	55
<i>Internet</i>	6	14	18	13	4	0	55
<i>Mobile phone coverage</i>	11	18	16	9	1	0	55
<i>Availability of suitable premises</i>	0	5	26	12	6	6	55
<i>Availability of appropriately zoned land</i>	0	9	21	8	4	13	55
<i>Water supply</i>	0	3	18	19	9	6	55
<i>Sewerage service</i>	0	4	16	18	9	8	55
<i>Electricity supply</i>	0	3	19	22	9	2	55

Main changes suggested to improve the Gloucester area

- Improve road infrastructure
- Harmony of the community
- Improve telecommunications e.g. internet
- Promotion of Gloucester and shop local campaigns
- Tourism attraction
- Business expansion and small business support
- Transport – taxi service for the elderly; also for Tourism operators
- Improved Hospital facilities
- More manufacturing & industry
- Better mobile phone services and coverage
- Changes to water and sewer services, costs and charges
- NBN to CBD area
- Incentives for business relocation
- Future of mining made clear
- More young families for schools
- Improve showground facilities
- More businesses open on Sundays to attract Tourism
- Improve Saleyard facilities
- Sign posted Scenic Drives and/or bus tours
- Try to get all committees to work together
- Better promotion of Barrington Tops and utilisation of the unique wilderness area
- No coal or gas
- Greater emphasis on the support of tourism by local authorities
- Destination marketing
- Growth and Jobs
- Big changes on the water and sewer charges
- Better pedestrian access to medical centre and post office
- Streamlining of development consent
- Availability of road transport services
- Development assessment processes more balanced approach

Factors in the terms of the costs of a operating business in Gloucester

Top 3 – Good to very good

- Energy
- Water/Sewerage
- Labour

Lowest 3 - Poor to very Poor

- Telecommunications
- Development approvals
- Rates

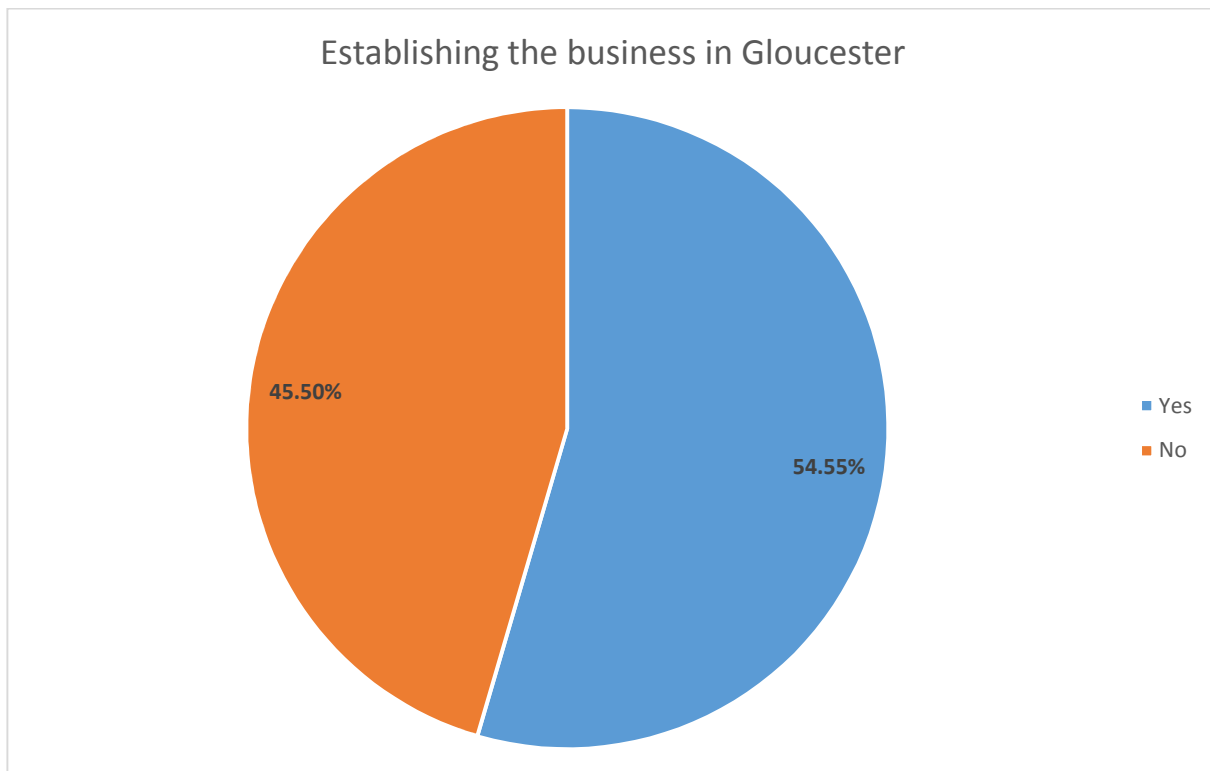
Factors in the terms of the costs of a operating business in Gloucester

Business Costs	Very poor	Poor	Satisfactory	Good	Very good	Not Applicable	Total
Labour	1	7	17	17	7	6	55
Transportation	0	9	24	12	4	6	55
Storage	0	1	21	14	4	15	55
Energy	0	2	29	17	1	6	55
Development approval	2	20	13	7	1	12	55
Raw materials	2	4	27	6	2	14	55
Rates	2	14	22	11	1	5	55
Land	2	4	17	14	7	11	55
Buildings	0	5	22	14	3	11	55
Water / Sewage	4	4	20	17	2	8	55
Construction	1	5	24	9	4	11	54
Telecommunications	8	16	14	13	0	4	55
Waste	2	7	21	12	7	6	55

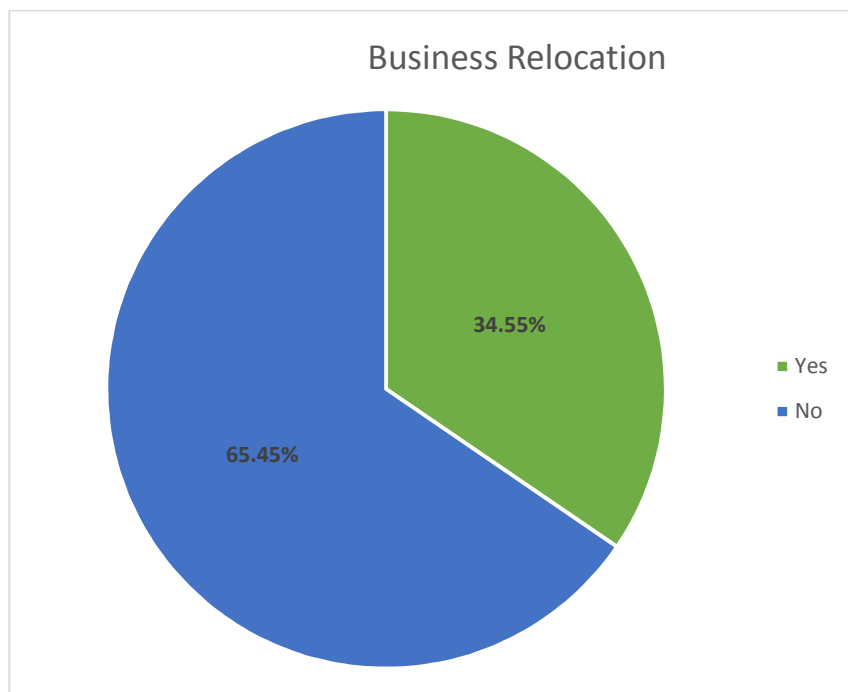
Business History

Length of Duration operating a business in Gloucester

- 6 respondents who commenced operating for less than 3 years.
- 9 respondents for 3 to 6 years
- 5 respondents for 7 to 10 years
- 33 respondents for more than 10 years



Relocating from another site to Gloucester



- 19 businesses responded yes to moving to Gloucester
- 36 businesses responded no they did not relocate

Business Relocations

This section was only answered by business if applicable.

19 businesses have relocated to Gloucester.

Places where businesses relocated from to Gloucester

Answer Choices	Percentage	Responses
Another location in Gloucester area	42%	8
Elsewhere in the Hunter Region	11%	2
Elsewhere in the Mid North Coast	5%	1
Elsewhere in NSW	32%	6
Elsewhere in Australia	11%	2
Overseas	0%	0
Total		19

Key Reasons for moving to Gloucester

Top factors:

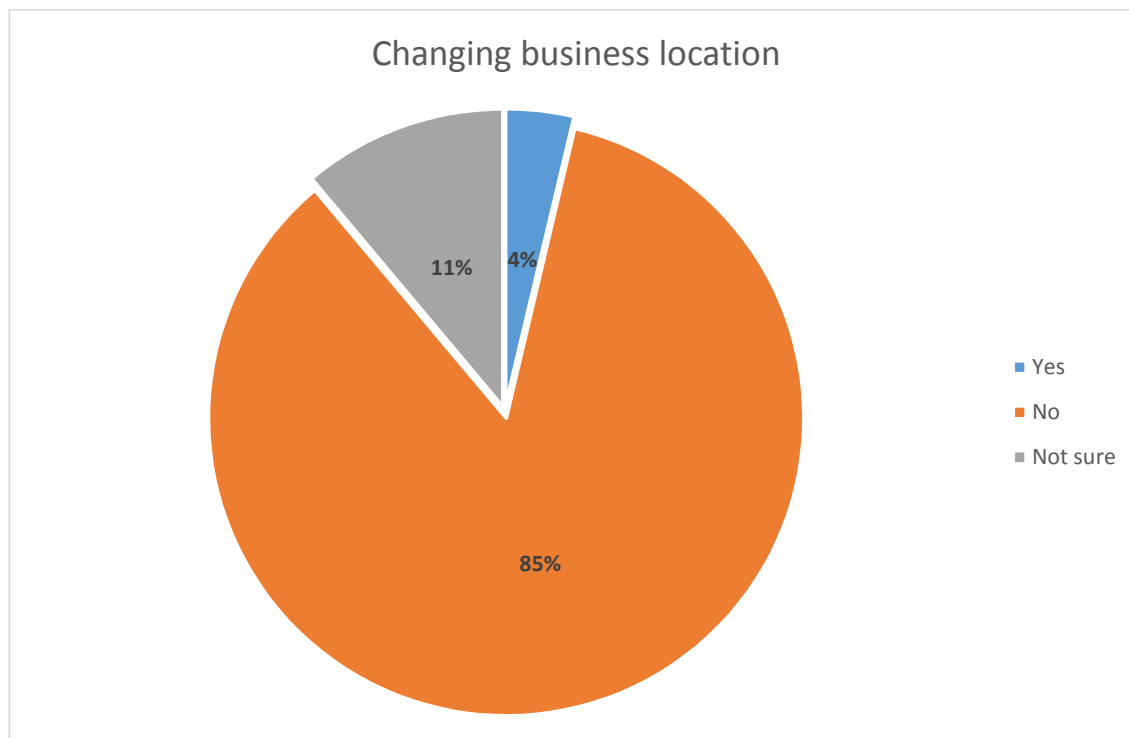
Business

- Affordability of land
- Business growth
- Cost effective commercial land
- Online business
- Centrally located on the Eastern Seaboard
- Markets to Brisbane/Sydney/Melbourne
- Moved within Gloucester to a better location in the centre of town
- To attract foot traffic

Lifestyle

- Quieter lifestyle and raising a family
- Unspoilt beauty and nature of town
- Less traffic
- Family decision
- Better location
- Live on rural property away from suburbia

Considering changing the location of business within Gloucester or elsewhere



Only 2 respondents answered yes, 6 are not sure and 46 respondents answered no.

Reasons for considering relocation

- One respondent wants to relocate in Gloucester area only into better premises
- One respondent answered that the town has a problem like most small towns where there is no communication. Not friendly
- One respondent answered it was only one reason, profit
- One respondent answered for a bigger customer base, with less competitors
- One respondent answered their project is not economically viable in Gloucester
- One respondent answered they have a home based business, may move house

Where are businesses considering relocating business to

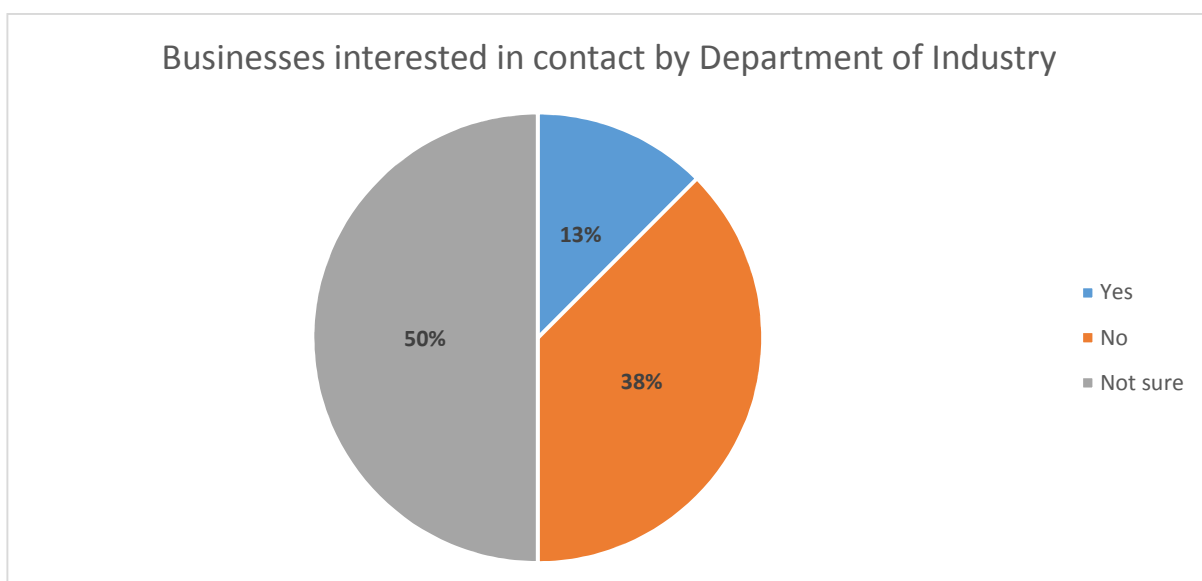
Of the 8 respondents considering relocation, 3 may relocate within Gloucester, 1 in the Hunter and 4 elsewhere in New South Wales.

Answer Choices	Percentage	Responses
Another location in the Gloucester area	38%	3
Elsewhere in the Hunter Region	12%	1
Elsewhere in the Mid North Coast	0%	0
Elsewhere in NSW	50%	4
Elsewhere in Australia	0%	0
Overseas	0%	0
Total Respondents:		8

Major benefits to respondents who are considering a new location

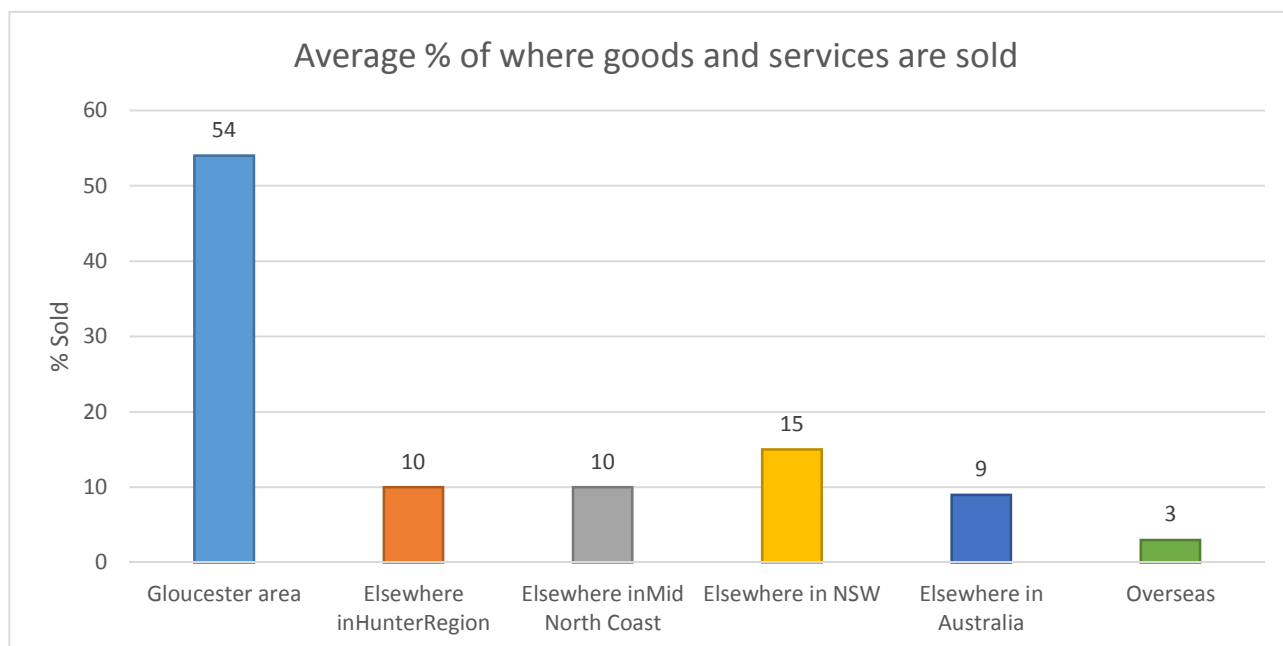
- Improved premises; larger and more suitable premises
- Friendlier people less negativity
- Further profitability
- Experienced large growth
- Family decision
- New project

Businesses will be referred to the NSW Department of Industry regarding relocation.



Markets

Where products / services are usually sold



Exporting

- 11% of respondents currently export
- 9% of respondents are interested in exporting
- Overall, 10 businesses will be referred to an Export Advisor

Answer Choices	Percentage	Responses
Yes	11%	6
Not currently, but I am interested	9%	5
No and I am not interested	18%	10
Does not apply to my business	62%	34
Total		55

Products or Services sold to overseas markets/customers

There were 6 respondents. The products and services sold overseas included Beef cattle, Mineral products, Feeding plans for horse owners, Canvas products, Camping equipment and tilt switches.

Countries exported to currently

Japan, United States of America, New Zealand, United Kingdom, United Arab Emirates, Malaysia, Indonesia, Philippines, Mongolia, China and Germany.

Countries where businesses are interested in exporting to

Six respondents are interested in exporting to these countries: Pacific, North & South America, Africa, Canada, United States of America, United Kingdom, Sweden, Germany, France, Netherlands, Japan and China. Four respondents commented they would like to export anywhere on the globe and to any country.

No businesses responded that they are claiming export incentives or grants.

Staffing

Currently :

- 65% of businesses employ permanent full time staff
- 56% of businesses employ permanent part time staff
- 51% of businesses employ casual staff

From the 55 respondents the average number of people who are currently employed in these business are:

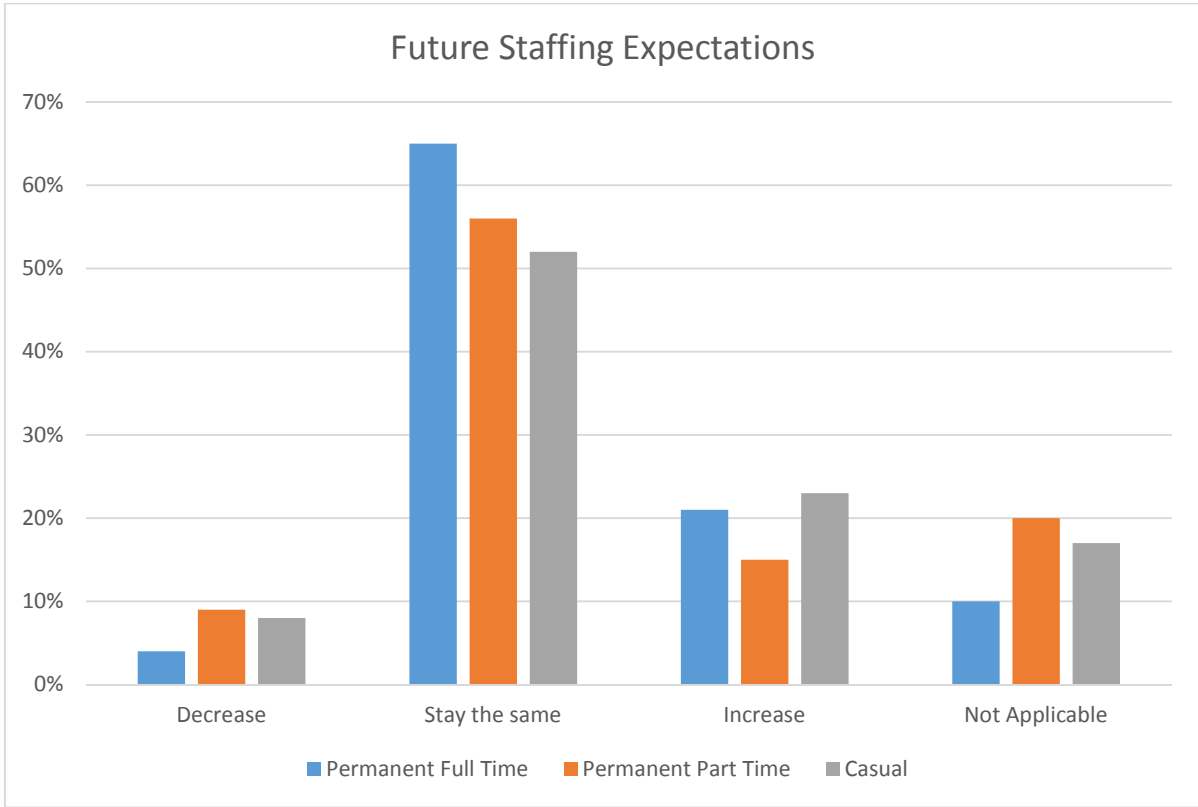
	Average Number per business	Total Overall Number
Permanent full time	5	214
Permanent part time	2	74
Casual	3	114

More than half of the businesses have not changed staffing over the past two years.

	Decreased	Stayed the same	Increased	Not Applicable	Total
Permanent Full Time	14%	64%	6%	16%	
	7	32	3	8	50
Permanent Part Time	10%	51%	8%	31%	
	5	25	4	15	49
Casual	10%	53%	10%	27%	
	5	28	5	14	52

Over the next 2 years:

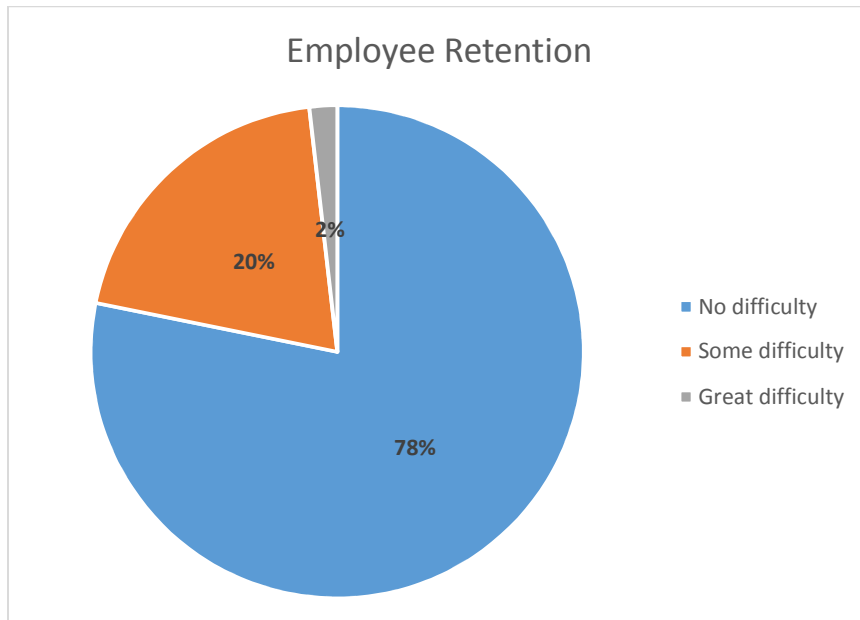
	Decrease	Stayed the same	Increased	Not Applicable	Total
Permanent Full Time	4%	65%	21%	10%	
	2	31	10	5	48
Permanent Part Time	9%	56%	15%	20%	
	4	26	7	9	46
Casual	8%	52%	23%	17%	
	4	27	12	9	52



- 29 respondents expect to increase staff
- 10 respondents expect to decrease staff

Most businesses expect staff levels to stay the same.

Employee Retention



80% of businesses responded they did not have any difficulty retaining employees.

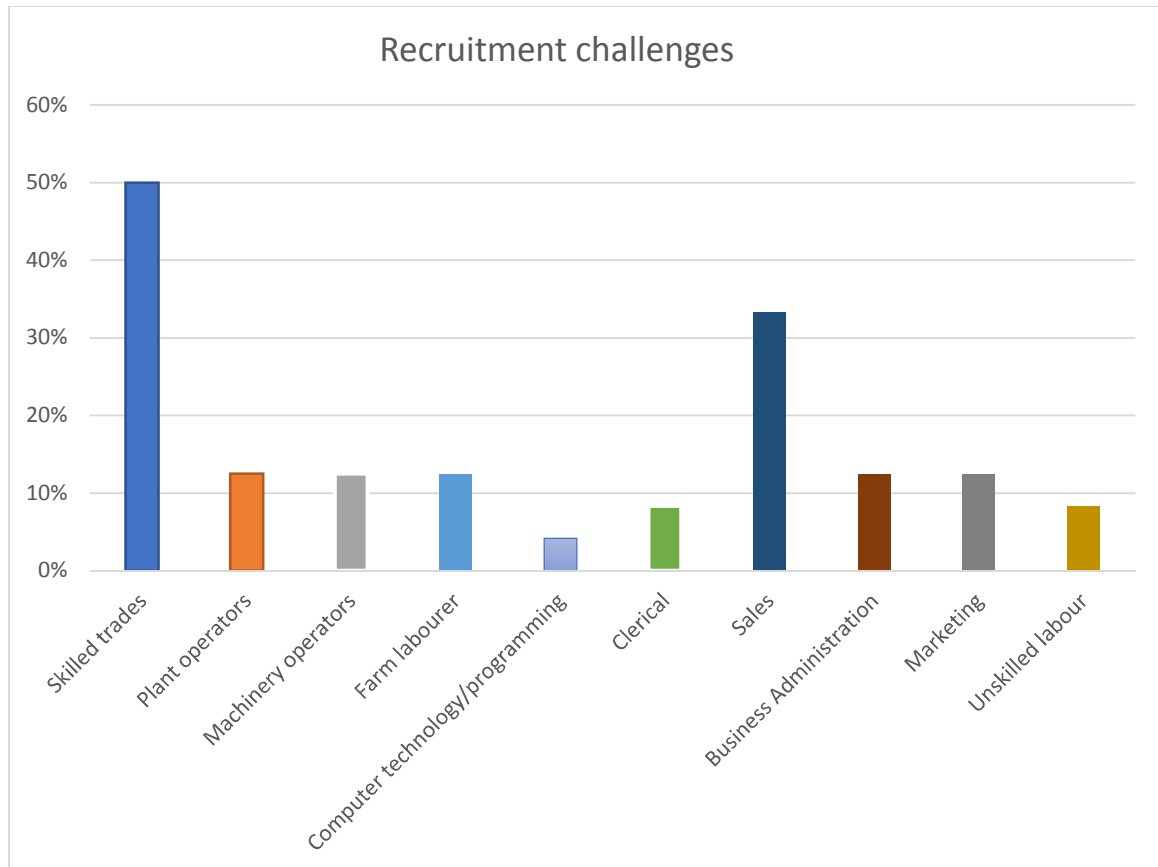
Recruiting Staff and Training

Businesses were asked if they experienced difficulty in recruiting suitable employees.

- 56% of respondents had no difficulty
- 38% of respondents had some difficulty
- 6% of respondents had great difficulty

Recruitment Challenges

Of those businesses who had problems these are the types of skills they had difficulty recruiting.

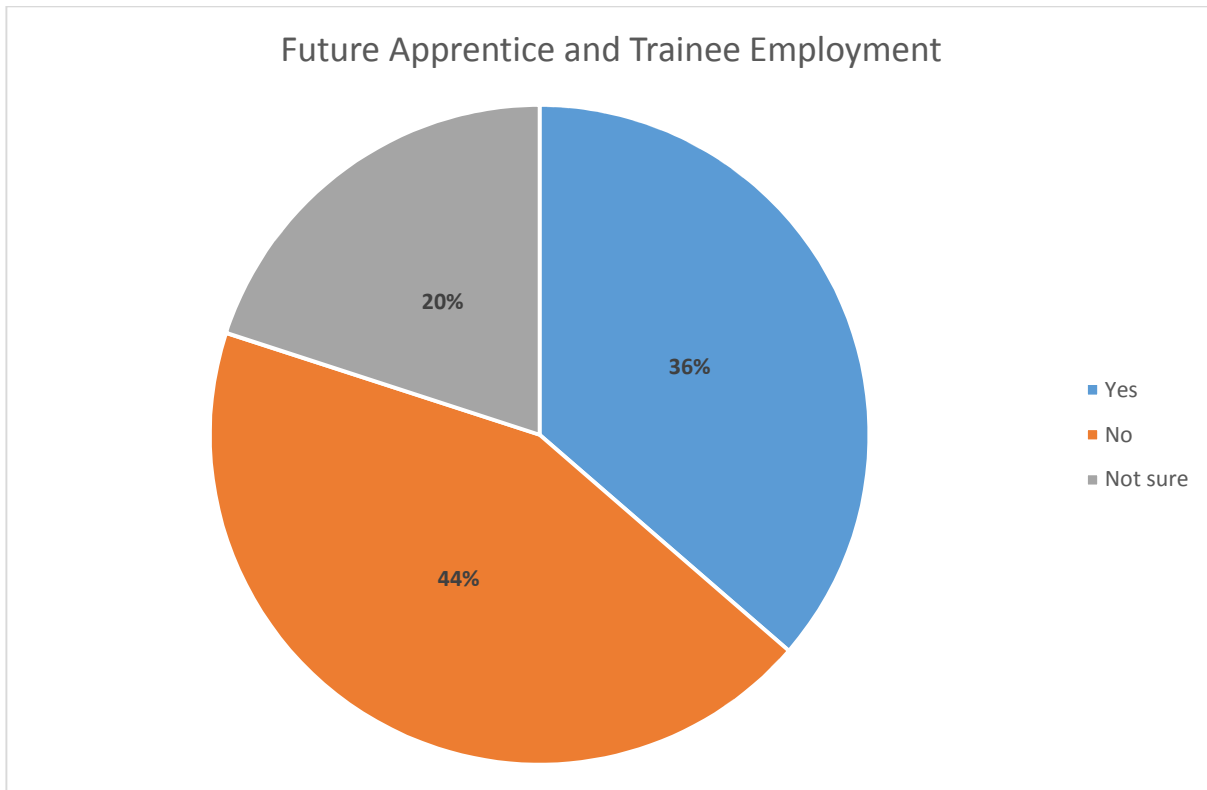


Apprentices & Trainees

Currently:

- 5 businesses are employing a total of 39 apprentices
- 6 businesses are employing a total of 9 trainees

Of the businesses who responded 36% are interested in employing more Apprentices and or Trainees.



Answer Choices	Percentage	Responses
Yes	36%	20
No	44%	24
Not sure	20%	11
Total		55

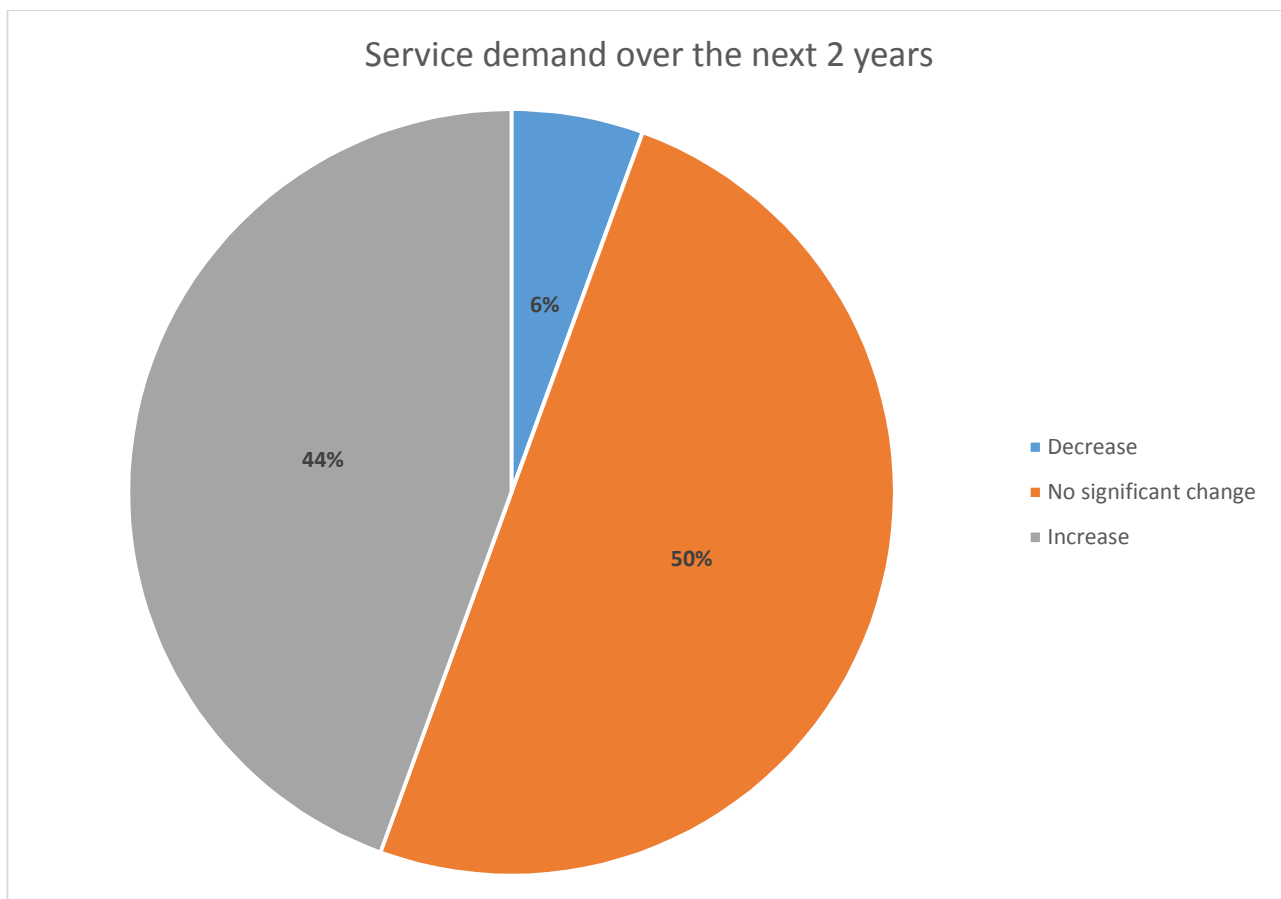
Business Confidence

Around 45% of businesses expect turnover and/or profit to increase over the next two years.

	Decrease	No significant change	Increase
Turnover	6%	48%	46%
	3	25	24
Profit	8%	48%	44%
	4	25	23

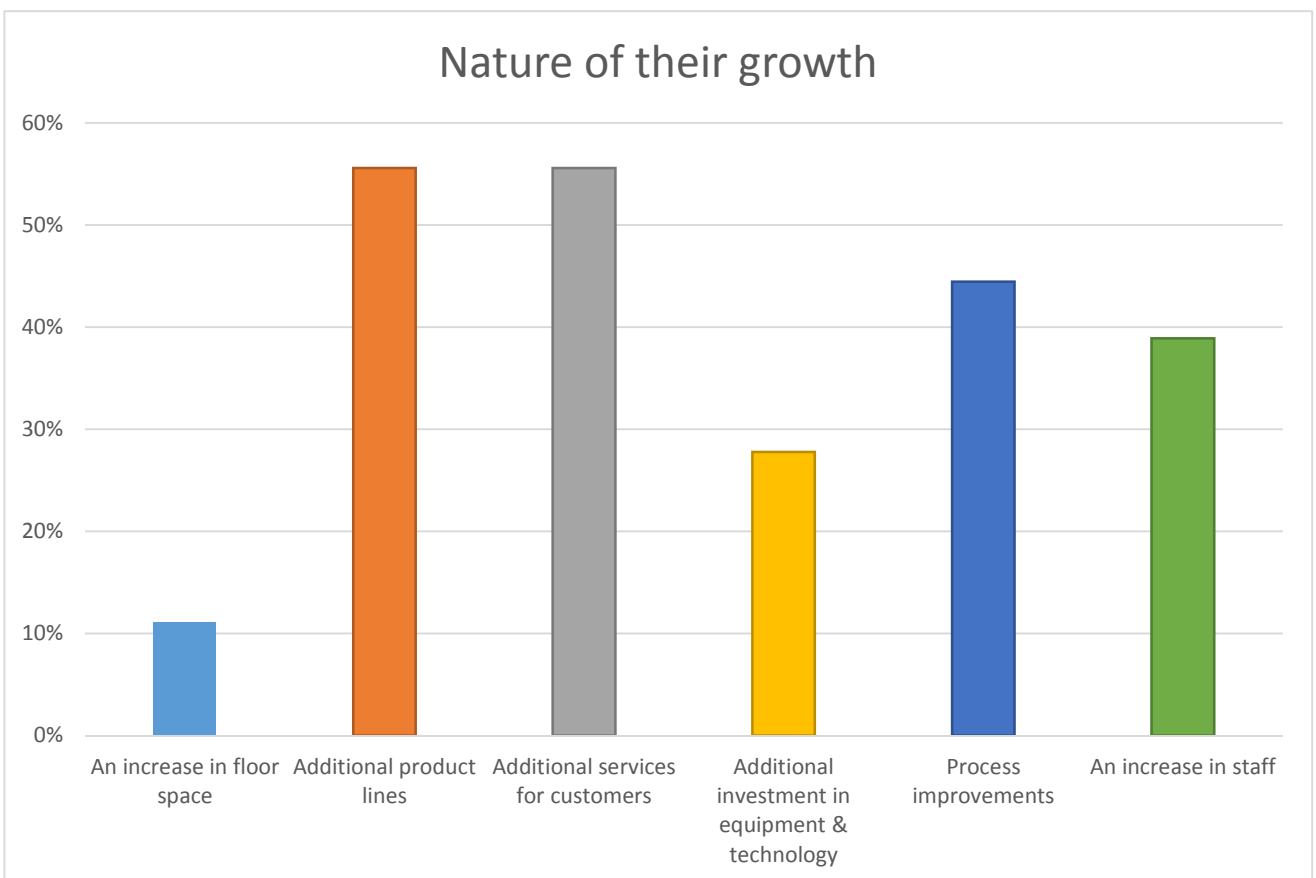
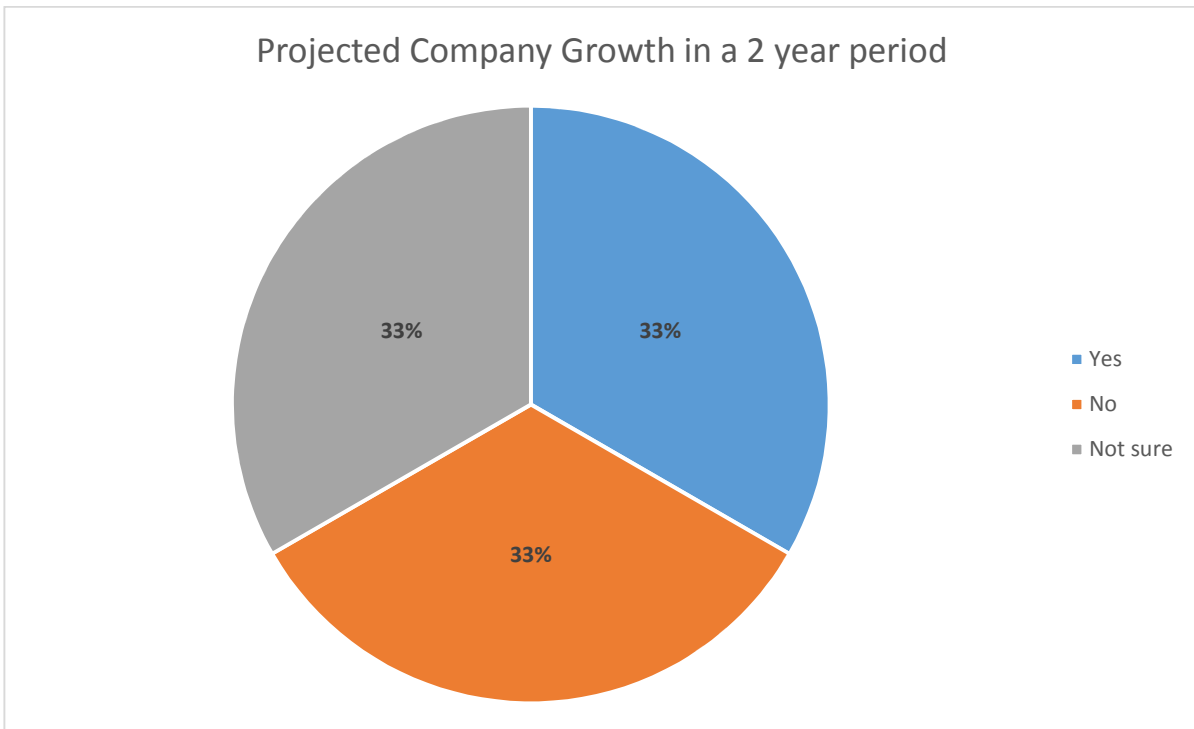
Demand for services/products

Over 44% of businesses expect an increase in demand for their products over the next two years. Only 5% expected a decrease in demand.



Growth and Expansion

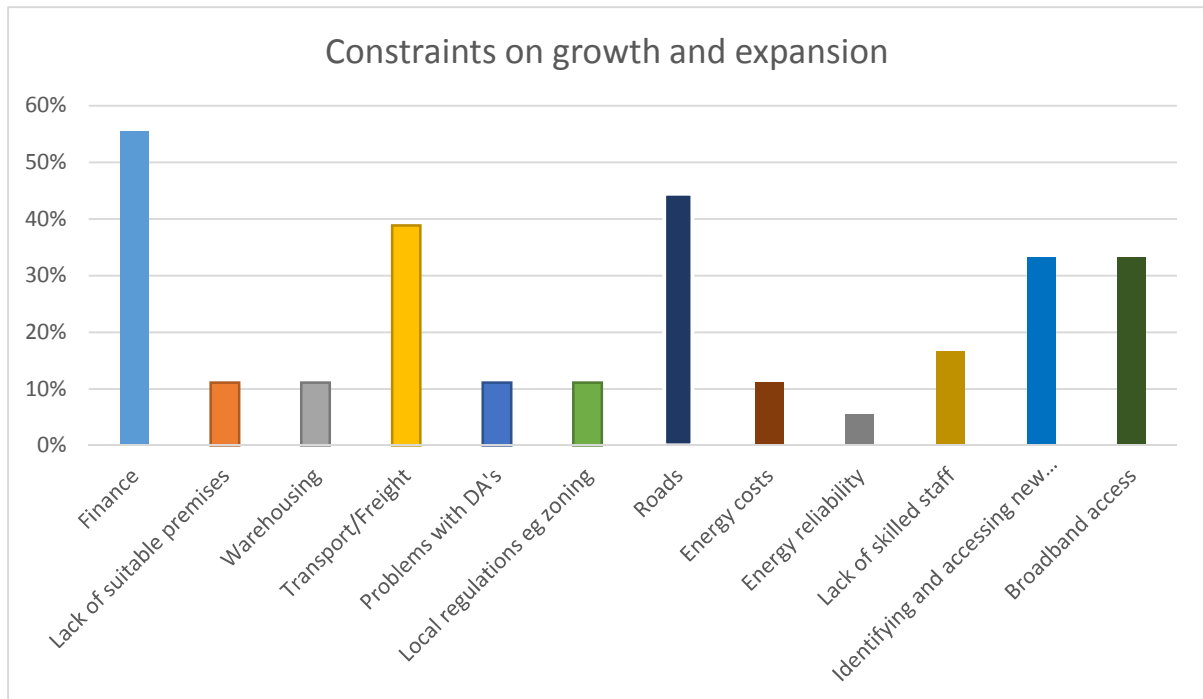
On growth or expansion over the next two years, businesses were equally divided in their response of yes, no and not sure.



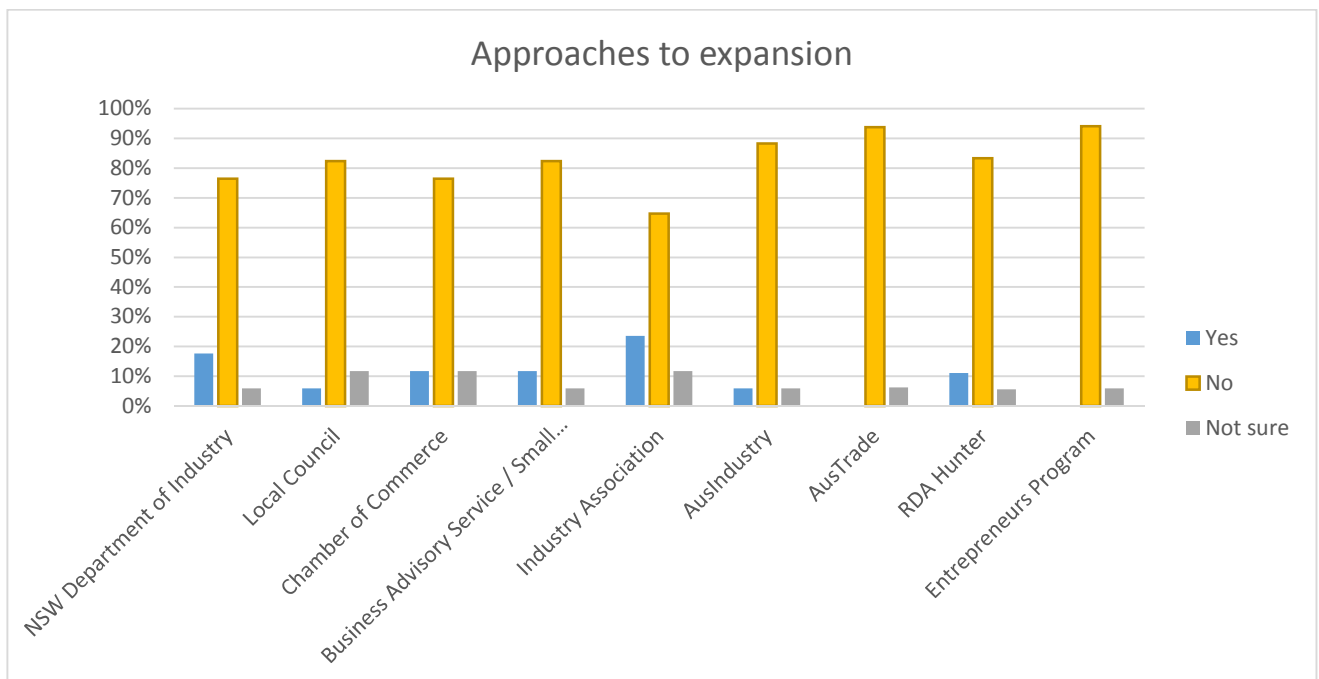
(Businesses could answer with more than one option)

Major constraints on growth and expansion

- Finance
- Roads
- Transport/freight
- New markets
- Broadband access
- Lack of skilled staff
- Problems with DA's



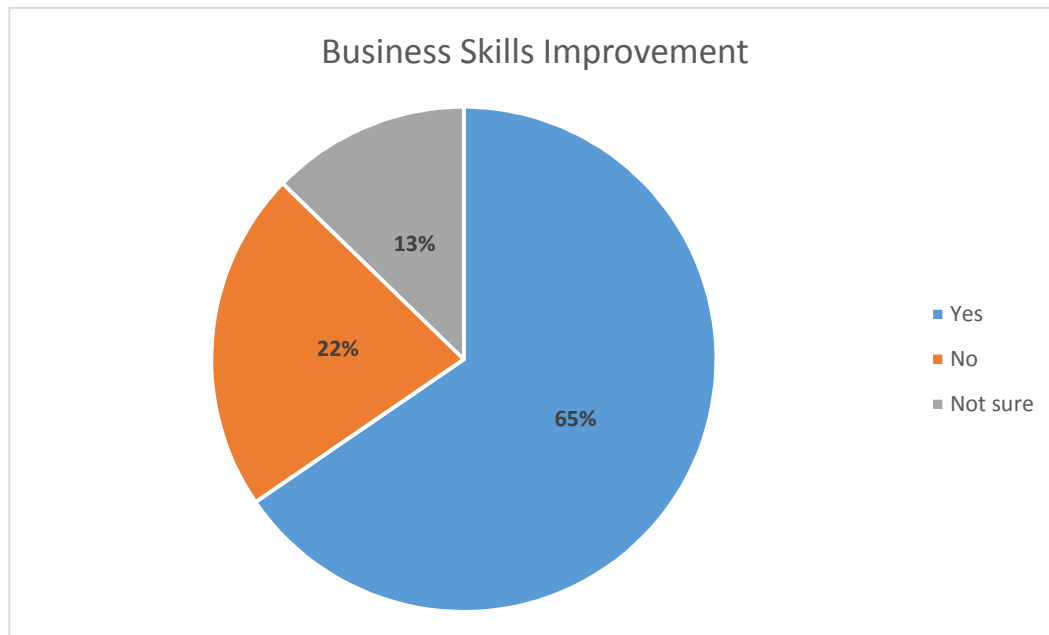
Generally less than 20% of businesses have consulted Government, Council or business organisations about their growth plans.



Those interested in discussing their growth plans with the Government have been referred to the NSW Department of Industry.

Training for Business Owners

36 respondents representing 65% of business owners want to improve their business skills and knowledge.



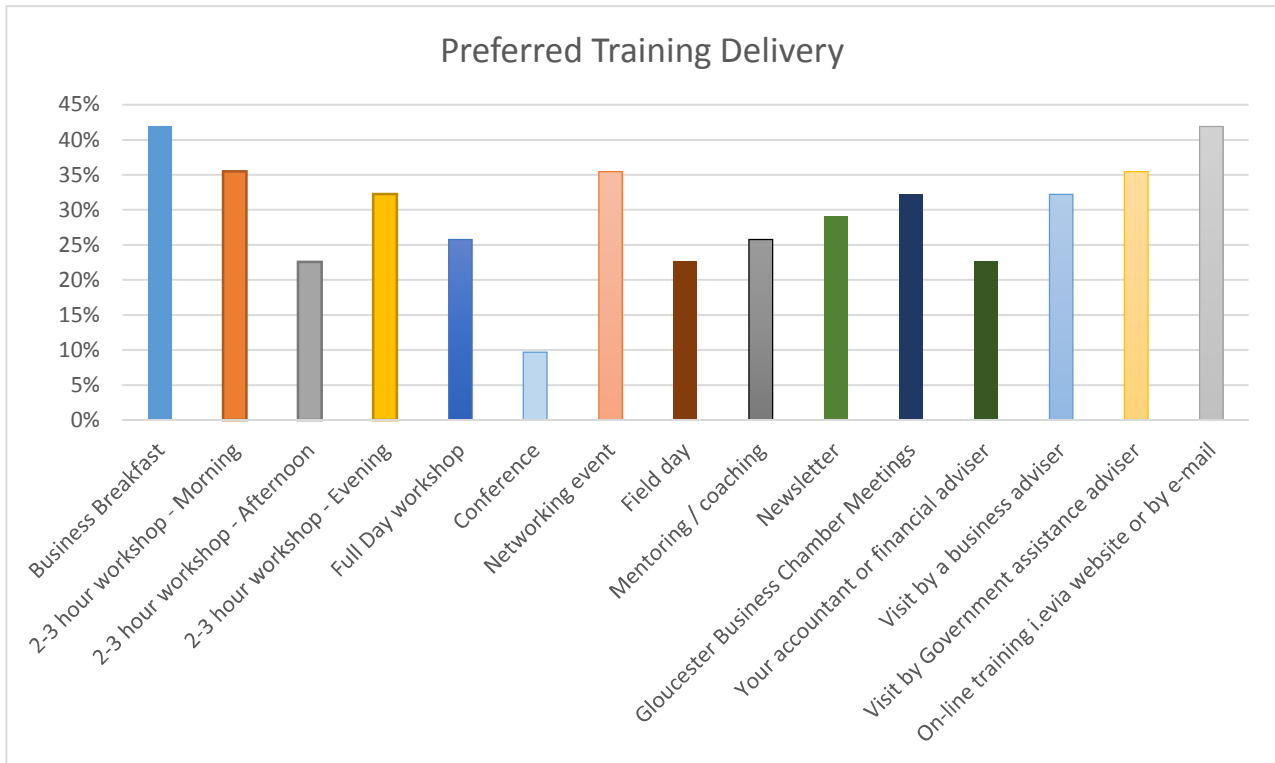
Training needs in order of highest priority

- Marketing
- Improving production or service
- Processes
- Information Technology

	Interested	Not interested
Managing people	59%	41%
Time Management	61%	39%
Balancing work and life	62%	38%
Succession planning	66%	34%
Planning and organising work and business systems	69%	31%
Improving production or service processes	73%	27%
Quality assurance/accreditation	53%	47%
Risk identification and management	59%	41%
Business Strategy	63%	37%
Financial Management	65%	35%
Marketing	75%	25%
Developing and commercialising new products and services	51%	49%
Information technology applications	70%	30%
Other	13%	87%

Preferred delivery of training

- Business Breakfasts
- Online training (website or email)
- 2-3 hour workshop morning or evening
- Networking event
- Visit by government assistance adviser



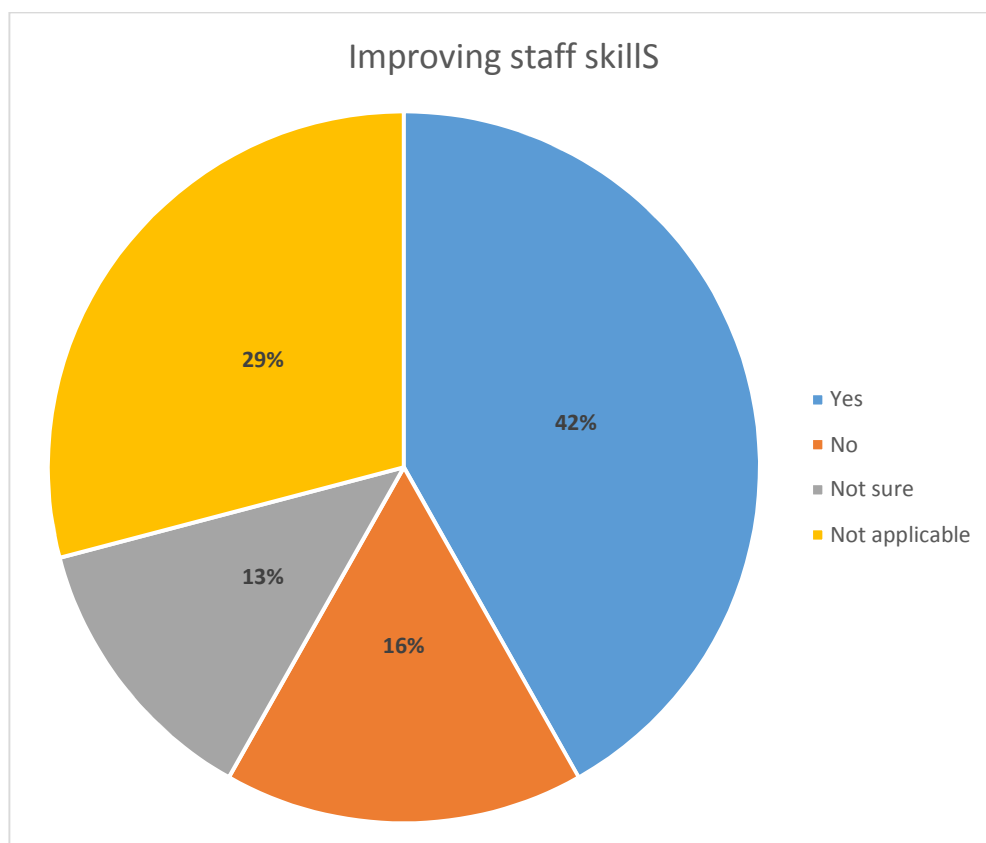
(Businesses could answer with more than one option)

Training for Staff

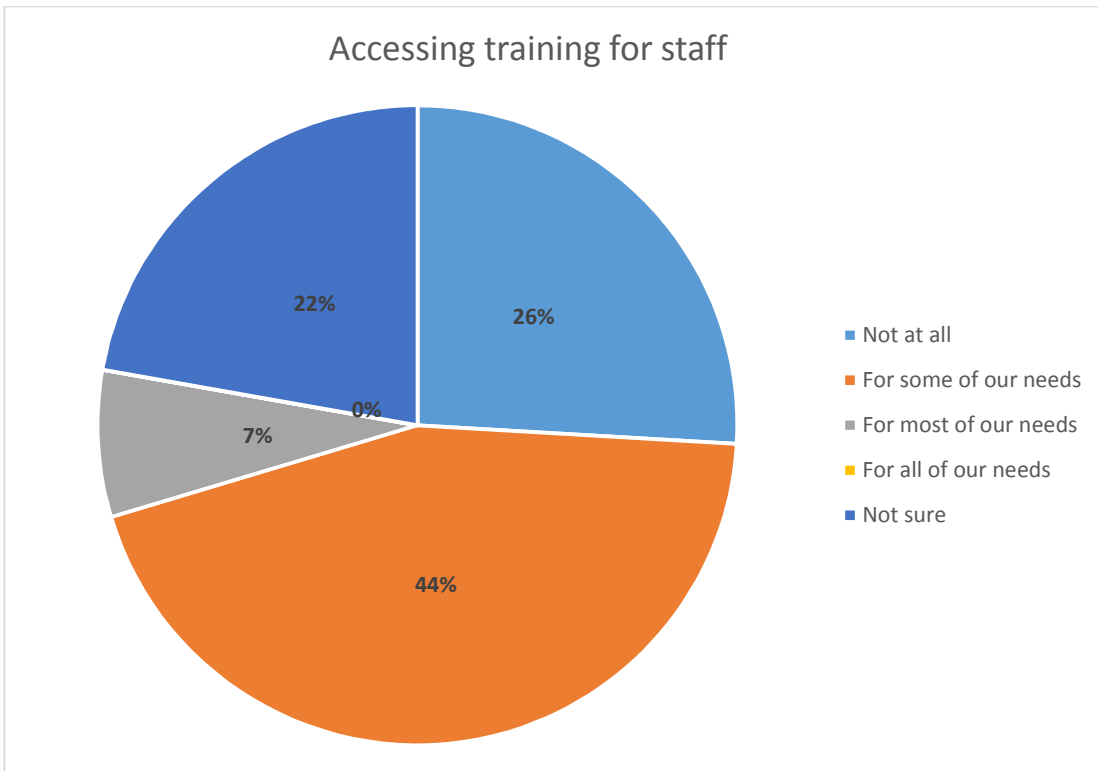
23 businesses representing 41% of respondents are interested in improving the skills and knowledge of staff.

Some of the training for staff required:

- Marketing
- Computer skills
- Bookkeeping
- First aid
- Safety hygiene
- Food handling
- Agriculture
- Employment requirements
- Machinery operations
- Retail shopfront design
- Sales training
- Customer service
- Administration/management



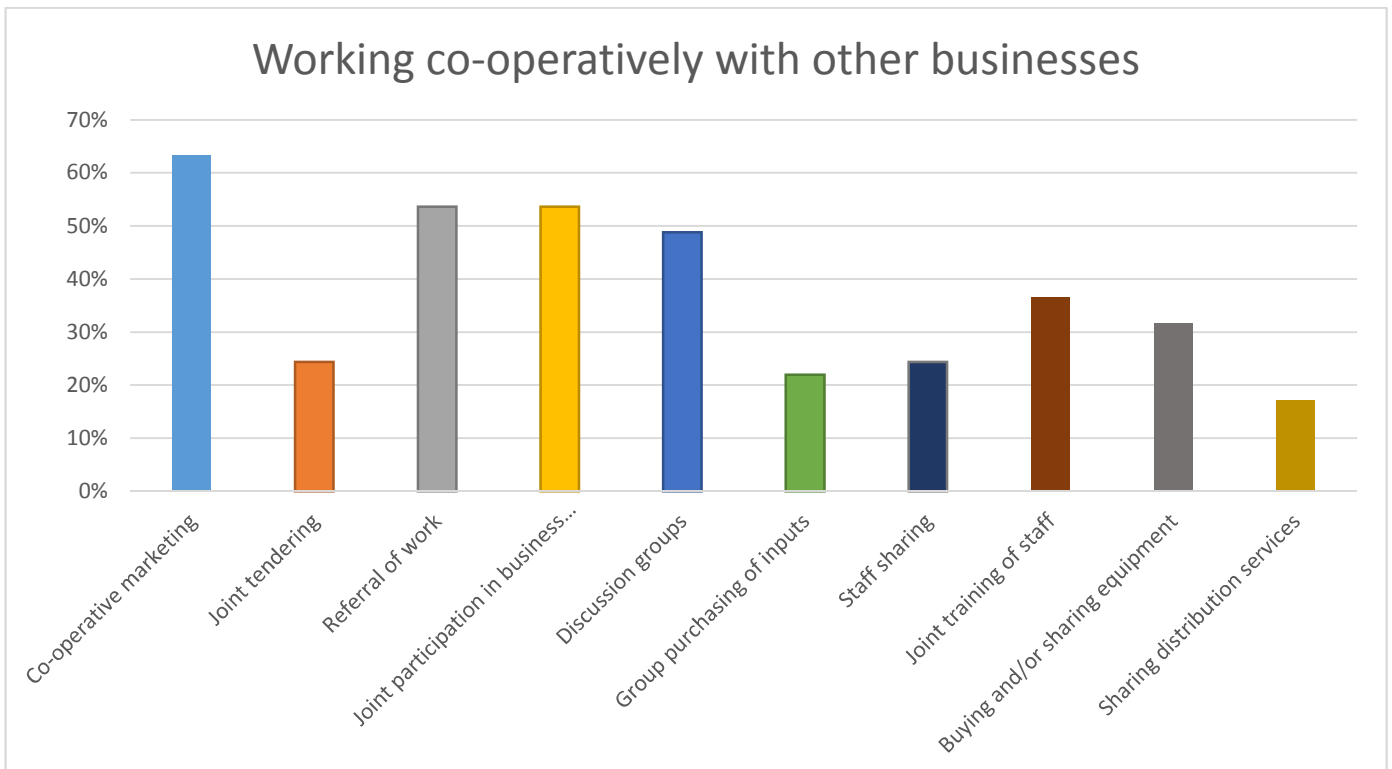
Accessing the training required for staff



Working Together with other businesses in a co-operative way

41 businesses would work in a co-operative way with other businesses.

These are the suggestions:



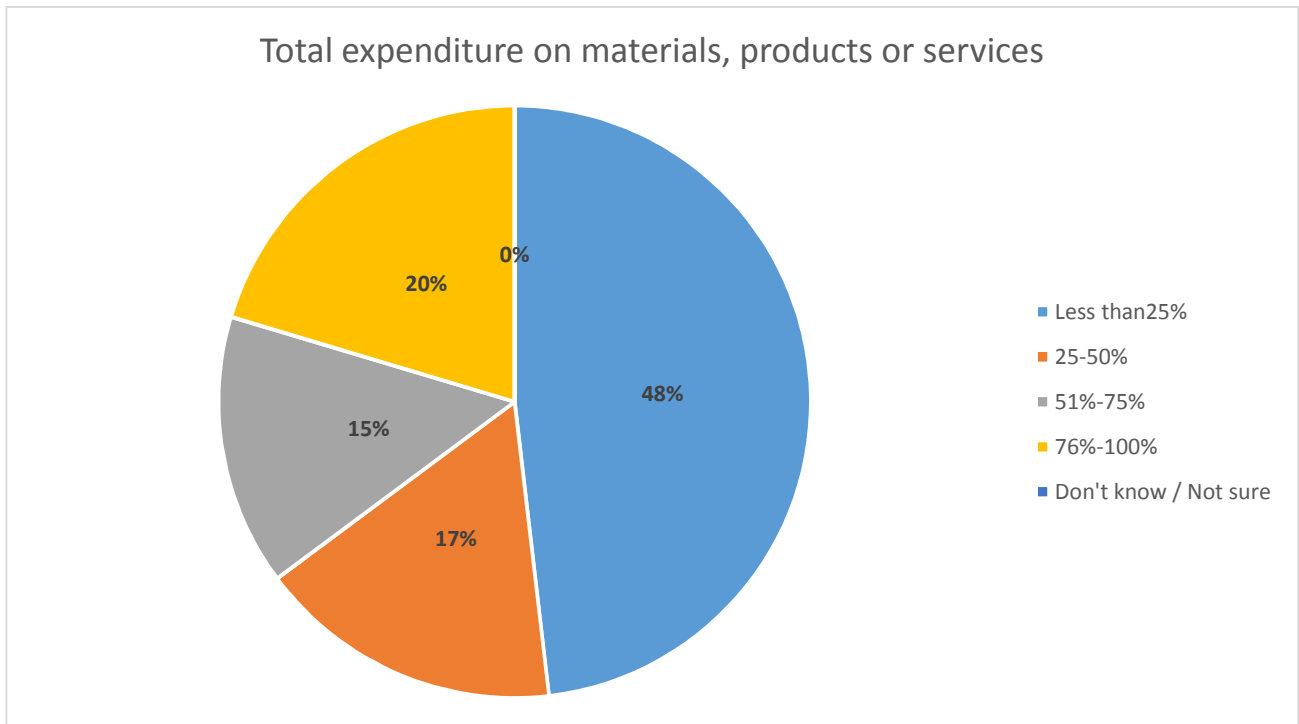
Note: Action Plans include suggestions to address and achieve the above.

Comments on the feasibility of these activities

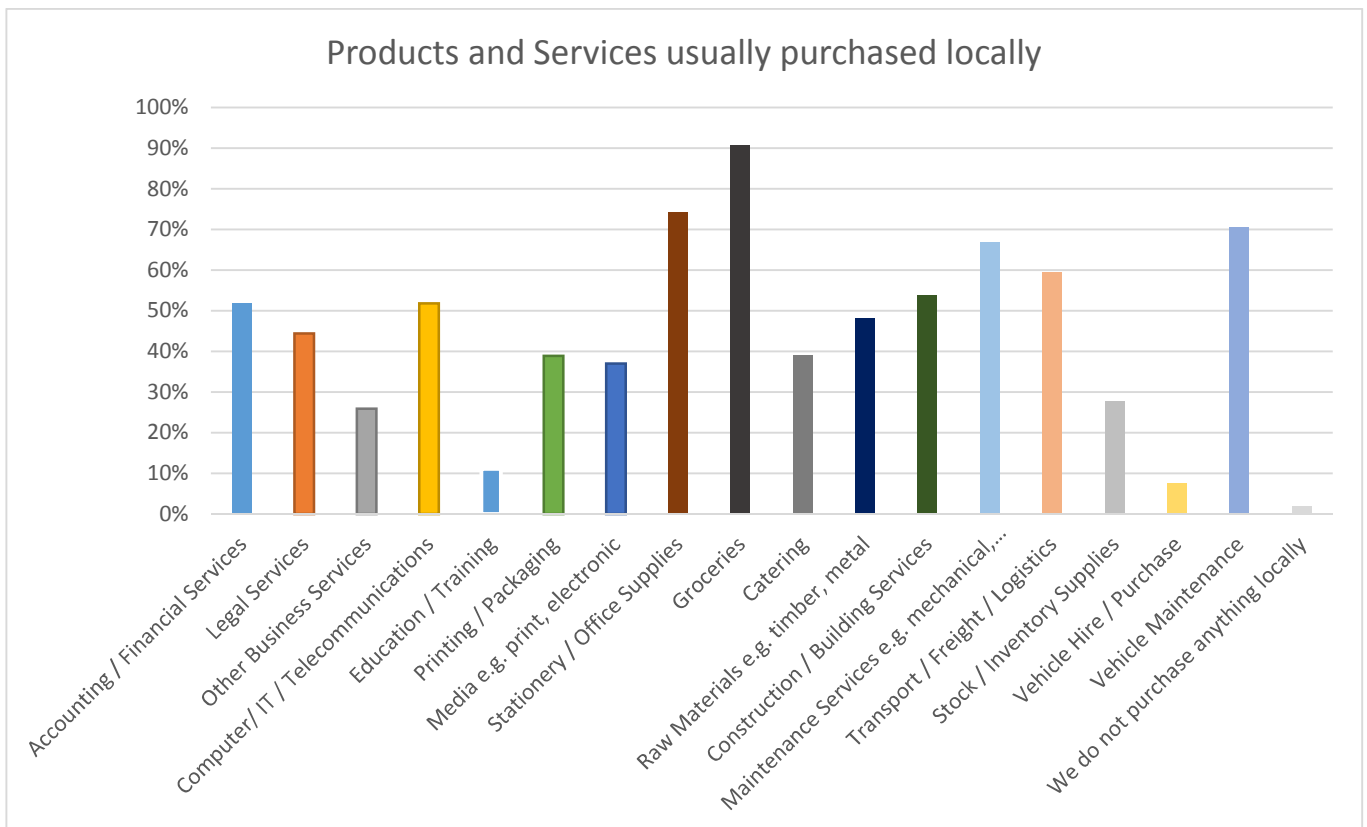
- A small percentage of the tourism operators in Gloucester have worked together during the last 20 years and have been working in tourism to increase visitation and interest in local and overseas tourism and extension of this to all main street and tourism operators would be extremely positive for the community and the individual businesses
- One respondent has tried to encourage others to work together with little to no success in previous years
- One respondent commented that there is a "local contractors group" formed together, it worked, but issues of trust were difficult to get past
- The other 'like' services are becoming competitors in the disability and aged care field. As a small geographically based service our costs are higher than a larger 'corporate' provider
- Staff sharing would be an excellent idea for those businesses who cannot afford to employ staff full time. It also provides training across different skills/interests.
- In Gloucester if you are genuine then businesses appreciate the opportunity to share ideas and skills and equipment
- Difficult in a small town to make other businesses realise we need to work together to keep the larger centres out
- Marketing of the Gloucester business district & what they have to offer

Local Supply Chain

Company's annual expenditure on materials, products and services purchased within Gloucester



Products or Services businesses usually purchase locally in Gloucester



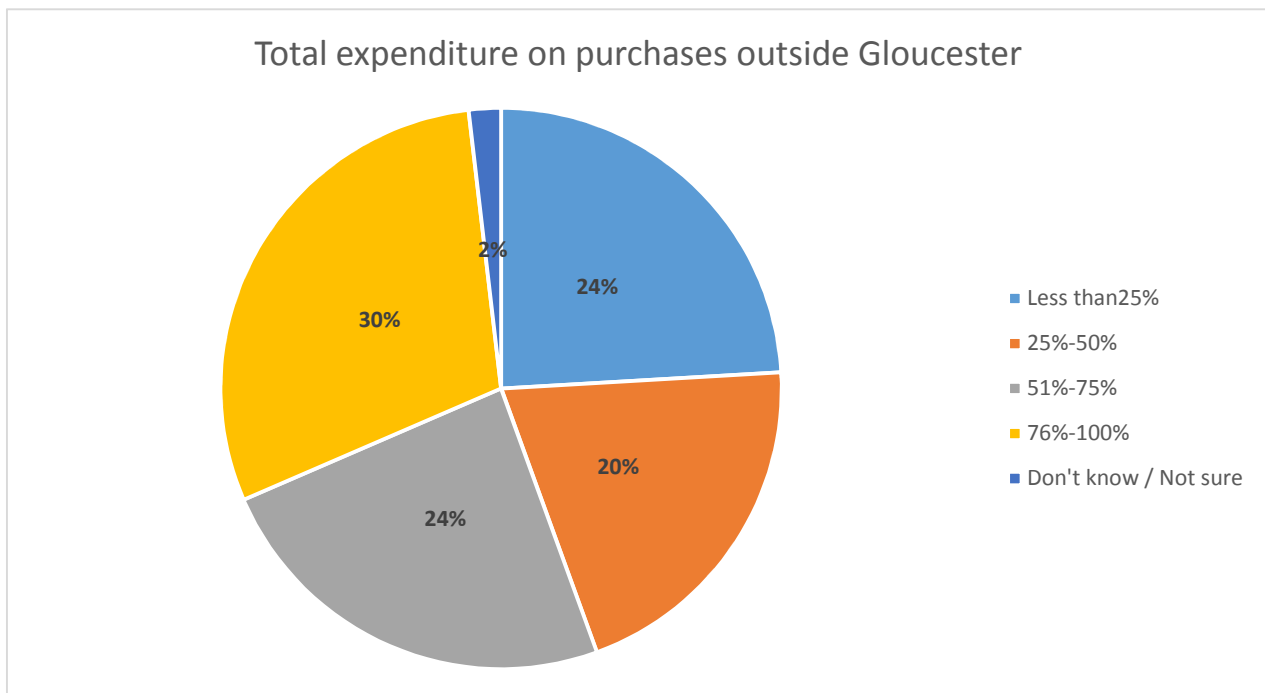
- 53% of businesses spend less than 25% within Gloucester.

Other products and services companies usually purchase in Gloucester

Respondents answered the following:

- large machinery and new vehicles
- stationery, catering requirements, staff amenities, whitegoods
- flowers, medical services
- accommodation
- fresh produce, meat products, other ingredients
- large machinery and new vehicles
- fuel, food
- butchered meat
- electronics, ink, kettle, phone, batteries, radios, computer supplies
- animal husbandry supplies, farm chemicals, seed and fertilizer
- letting fees, management fees
- repairs and maintenance
- post office
- greenery, lawn maintenance
- all labour in our constructions/electrical/plumbing & property maintenance is from local tradespeople, vehicles are all maintained by local service tradesmen, stationery from local newsagent, accountant, staff christmas presents

Percentage of companies' total annual expenditure spent on materials, products or services outside Gloucester

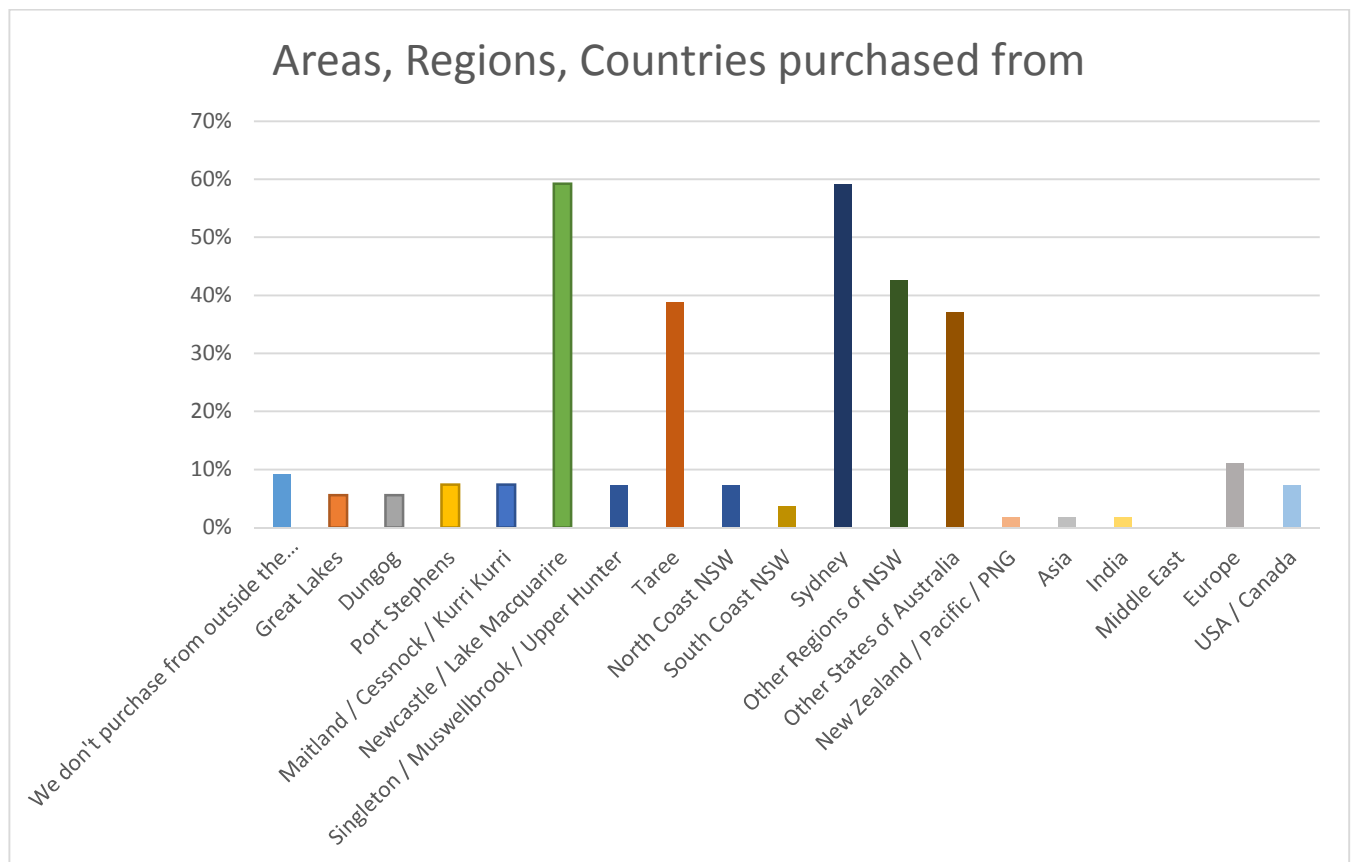


Answer Choices	Percentage	Responses
Less than 25%	24%	13
25%-50%	20%	11
51%-75%	24%	13
76%-100%	30%	16
Don't know / Not sure	2%	1
Total	100%	54

Areas, Regions or Countries where businesses purchase materials, products or services from

Highest to lowest

- Newcastle/Lake Macquarie
- Sydney
- Other Regions of NSW
- Taree
- Other States of Australia
- Europe
- USA/Canada
- Singleton/Muswellbrook/Upper Hunter
- Maitland/Cessnock/Kurri Kurri and Port Stephens



Additional areas businesses usually purchase materials, products and services from

18 respondents answered additional areas

- Brisbane
- Gold Coast
- Japan
- Central Coast
- Melbourne
- China
- India and online

Products and services that businesses usually purchase outside of Gloucester that businesses would like to be able to purchase within the Gloucester area

- bulk supplies such as tea/ coffee/ milk/ cleaning products
- better hardware and plumbing supplies
- competitively priced building products
- competitively priced hospitality consumables
- occasionally trained labour hire
- hardware, taxi service, community bus or courtesy bus for tourism operators, transport is so vital to Gloucester, and in so much demand
- an existing group purchasing system limits our capacity to source more products locally
- All products, to save on freight
- Asian shop, vegetable shop; two dollar shop
- the type of specialized materials needs to come from a large company in Melbourne-Fiberglass supplies

Companies to Attract

No specific companies were recommended by respondents to follow up for potential relocation to Gloucester.

Comments raised by the survey

Respondents answered as follows

- as long as it serves a purpose, great start to addressing some of the issues (more in depth survey next time)
- an attached document was received on a tourism opportunity
- there was no opportunity to say that the high cattle prices make it difficult to purchase stock and only advantage sellers

ACTION PLANS

A range of actions will be developed to address the opportunities, challenges and issues raised in this Survey.

Some actions are already underway with existing Gloucester organisations.

Key Actions for Training, Business Development and Business Attraction

- Business Development – Underway
- Business Development – Various Activities
- Business Development - Training
- Business Attraction
- Infrastructure & Services

GLOUCESTER BREP ACTION PLANS

Business Development – Underway

ACTION	BY WHOM	RESOURCES	WHEN	PERFORMANCE INDICATOR
Road Representations e.g. Bucketts Way	AG, BP, MCC GBC, PSC	Already covered	Ongoing	Funding allocated for road improvements
Export Requests from BREP Survey referred to Export Advisor	JB	Nil	November 2016	10 referrals made
Business Referrals to Training NSW	JB		November 2016	46 referrals made
Business Referrals to ORD	JB		November 2016	38 referrals made
Mid Coast Water Briefing	GBC, MCW, MCC	GBC to organise	2016/2017	Briefing held
Targeting - Sydney Business Visits	AG, BDC, GBC		2016/2017	Visits completed
Showcase Weekend Participants follow up	DG	Delegation underway	2016/2017 - ongoing	All contacts made
Recruitment of Business Development Co-ordinator	MCC, ORD		2016/2017	Co-ordinator appointed
Marketing Training	GBC	Free to participants	21 November 2016	Training held

GLOUCESTER BREP ACTION PLANS

Business Development

ACTION	BY WHOM	RESOURCES	WHEN	PERFORMANCE INDICATOR
Hold discussions with council regarding Development Application processes & obtain clarification	GBC, BDC	Time	Early 2017	Improve understanding of DA process
Stage a Presentation on DA Process	GBC , MCC	Time	2017	Improve understanding of DA process
Export Advisor Presentation at a meeting	AG, GT, GBC	Organisation to arrange	2017	Meeting held
Financial Organisation – discuss Business Finance requirements at a meeting, stage a presentation	GBC	Time	2016/2017	Meeting held
Investigate other sources of finances e.g. NAB micro enterprise loans	SBC	Time	2017	Meeting held
Hold discussions with local transport to discuss load sharing/set regular timetables with transport companies	GBC	Time	2017	Meetings held
Seek interest in joint marketing campaign (after training)	GBC, GT, BDC	TBC	Mid 2017	Co-ordination of a marketing campaign
Establish a Business Profile or Showcase e.g. business hosted function with guest speakers	GBC, AG	Cost/participant fee; catering/wine sponsorship	2017	Functions held

GLoucester BREP ACTION PLANS

ACTION	BY WHOM	RESOURCES	WHEN	PERFORMANCE INDICATOR
Each organisation includes regular Networking opportunities	GBC, AG, GT		2017	Networking events staged
Topics raised to be included as a feature article in Newsletters and websites/social media	All Groups		2017	Newsletter produced / website content uploaded

GLOUCESTER BREP ACTION PLANS

Training / Business Development

ACTION	BY WHOM	RESOURCES	WHEN	PERFORMANCE INDICATOR
Marketing Training to cover accessing new markets	SBC	Training funding subsidies available	2017	Business engagement
Digital Marketing Training	SBC, GBC	Participants fees	2016/2017	Training sessions held
Staff Training – refer training requests to TSNSW to investigate courses and possible training subsidies	DPI, JB, SBC	Possible training subsidies	2016	Requests followed up with TSNSW
Owner Training - refer training requests to TSNSW to investigate courses and possible training subsidies	DPI, JB, SBC	BREP Survey Project	2016	Requests followed up with TSNSW
Investigate Online Training Options e.g. Webinars	SBC, TSNSW	Research Time	2016/2017	Webinars held
Apprentices and Traineeships	TSNSW	Possible subsidies	Ongoing	Additional apprentices and trainees employed

GLoucester BREP ACTION PLANS

Business Attraction

ACTION	BY WHOM	RESOURCES	WHEN	PERFORMANCE INDICATOR
Undertake & Identify a Gap Analysis from the BREP Survey and other information	BDC	Partnerships with other organisations	2017	Gap Analysis produced
Follow up potential relocations suggested	BDC, DG, AG, AGL	Funding sources	2017	Business identified and relocated to Gloucester

GLOUCESTER BREP ACTION PLANS

Infrastructure & Services

ACTION	BY WHOM	RESOURCES	WHEN	PERFORMANCE INDICATOR
Monitoring for improved Internet e.g. approach NBN CO	All groups	Time	Early construction 2017	Improved internet access
Lobby for improved mobile phone coverage (investigate Black Spot Funding)	All groups	Time		Improved mobile coverage

GLOUCESTER BREP ACTION PLANS

Glossary of Abbreviations

Abbreviation	Description
AG	Advance Gloucester
AGL	AGL Legacy Fund
BDC	Business Development Co-ordinator
BP	Brett Peterkin
DG	Destination Gloucester
DPI	Department of Primary Industries
GBC	Gloucester Business Chamber
GR	Gloucester Retailers
GT	Gloucester Tourism
JB	Jenny Barrie
MCC	MidCoast Council
MCW	MidCoast Water
ORD	Office of Regional Development
PSC	Port Stephens Council
SBC	Small Business Connect
TBC	To be confirmed
TSNSW	Training Services New South Wales