



Inc ID Number: 9895536 | ABN: 87 421 344 002

STRATEGIC DELIVERABLES 2021 TO 2022

OVERVIEW



Introduction

The Wallsend Town Business Association is an independent association that was created to add value to the business community by advocating and supporting initiatives that enhance the role of business in Wallsend.

Under the new BIA landscape, the association also found the opportunity for greater collaboration - particularly in terms of projects that could be applied across the city as part of eventual pandemic recovery.

Wallsend Town Business Association (WTBA) is actively engaged in advocating for business and works closely with the City of Newcastle, political members of the electoral area of Newcastle and any number of stakeholders.

This is part of the Association's commitment to being a proactive and independent organisation that can promote business, actively encouraging greater investment in the area, while also contributing to the ambience and audience appreciation of the precinct.

This plan is submitted as a 12-month plan only – given that the economy is in an ever-changing state.

As this plan is presented to City of Newcastle for consideration, the Association has:

- Opened a bank account with the Commonwealth Bank: 062836 | 10339151
- Successfully obtained
 - Inc ID Number: 9895536
 - ABN: 87 421 344 002
 - TFN: 634 588 575
- Secured insurances that are in line with the proposed Service Agreement with the City of Newcastle (current cover notes have been provided to CN).
- Appointed directors and executive committee:

Name	Position on board	Business represented
Wayne Rogers	Chair	Iona on Robert
James Hingston	Deputy Chair	Iona on Robert
Phillip Murnain	Public Officer	Blue Gum Hills Men's Shed
Linda Pinkerton	Treasurer & Secretary	Spell Bound Botanicas
Rhonda Davis	Ordinary member	Wallsend Village

EXECUTIVE SUMMARY

Newcastle is the economic hub of the Hunter Region located about 160 kilometres north of Sydney. The city accounts for approximately 30% of the Hunter's developed industrial space and 80% of the office space. The Port of Newcastle is Australia's largest coal export port by volume and a growing multi-purpose cargo hub. 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. Within the Newcastle LGA is the economic and lifestyle hub of Wallsend. Wallsend is one of Newcastle's western suburbs, approximately 13km from the CBD and just to the east of the Sydney-Newcastle Freeway.

Wallsend Precinct Map:



(WTBA) includes Wallsend Village shopping centre, Wallsend district Library, CBD with op shops, real estate, gyms, lifestyle stores, and varied medical practices. Wallsend hosts five local schools including two private schools and three public schools encompassing kindergarten to year 12. Wallsend comprises both new residential estates and more established communities, rural areas in the west, and some commercial and industrial areas. The median price for houses is \$580,000 and the median price for units is \$497,500*. The largest industry sector for economic output in the WTBA precinct is Construction with \$371.1 M accounting for 55.46% of total output. According to [idcommunity](#), Wallsend has:

- Population of approximately 12,888.
- Land area of 1,435 hectares
- Population density of 8.98 persons per hectare
- Financial output of approximately \$670 million**
- 1715 people employed within the precinct**

* according to [realestate.com.au](#)

**according to [Remplan economy profile](#)

STAKEHOLDERS

WTBA understands that it is part of a community.

The following is not an exhaustive list of stakeholders but highlights the audience segments that it sees as most important in 2021/2022:

Stakeholders	Experience	Strengths	Limitations	Opportunities
Members (Property owners and tenants/delegates)	- Keen to see progress - Diverse and recognise previous landscape	Active and eager for change	Busy and under resourced	- Ideas - Collaboration opportunities
City of Newcastle Council (CN)	Funding and collaboration for positive outcomes	- Finance - Resources	- Limited funds	- Realistic outcomes
Other BIA's (city wide)	New networks	- City wide approach - Keen to collaborate	- Experience - Resources	- Collaboration opportunities - Experience in field - Working relationship with CN
Advisors (individuals and groups)	Specialists experience and knowledge	Add value	Knowledge specific to projects	- Collaboration - Promotion - Economic Development
Community (Business community, community groups, schools and sporting groups, visitors)	Has seen BIA work done previously	Semi-greenfield	Now includes more people than last year	New members, ideas and opportunities
Media	Mixed	Receptive to news in precinct	History	Activities that show resilience and progress

Business Objectives

It is the objective of WTBA to promote the Wallsend Precinct and will do this in the following way:

- a. To promote the development, beautification and advancement of the commercial interests of businesses within the WTBA precinct through a coordinated and structured promotion, advocacy and planning program
- b. To administer funds provided to WTBA by the City of Newcastle for the purposes for which the Special Rate is levied and from time to time, ensure that any other income, funding or grants received by WTBA, deliver services, programs and outcomes that add value to the precinct.
- c. To do all things as are, or may be incidental to, or conducive to, the attainment of these objects.

Vision

The association's vision is to work in collaboration for the benefit of the Wallsend precinct to:

- Enable economic diversity and growth
- Support business endeavours locally and across the wider City of Newcastle
- Promote the precinct and its place within the City of Newcastle
- Create a beautiful and welcoming place for people to work, visit and live.

Mission

WTBA is currently guided by a common purpose or a mission to:

- Operate in a professional and respectful manner and in accordance with all governance and compliance guidelines.
- Effectively communicate with all members, stakeholders, the City of Newcastle and other stakeholders for the benefit of promotional, beautification and economic outcomes for the precinct

Business Goals

WTBA will work as a cohesive and progressive group of professional people who will collaborate, inform and progress the best interests of business in the Mayfield precinct.

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- To administer funds provided to WTBA by the City of Newcastle for the purposes for which the Special Rate is levied and from time to time, ensure that any other income, funding or grants received by WTBA, deliver services, programs and outcomes that add value to the precinct
- To act responsibly and compliantly and with the best interests of its members and stakeholders as key priorities.
- To do all things as are, or may be incidental to, or conducive to, the attainment of these objects.

From 2021 to 2022, WTBA has developed a budget that includes a mix of fully funded projects through to funds that can be used to support city-wide or major precinct activities.

Key Deliverables

More specifically, the key business deliverables of Wallsend Town Business Association for the 12 month period 2021 to 2022 will utilise the allocated funds and partnerships to deliver visitor experiences, business activations, collaboration, capacity building, promotion and advocacy of our precinct, support employment, beautify Wallsend and display and support the precinct to think about sustainability through the following.

Business objectives

Beautification

1. Plants: Coordinate a service provider to maintain planters in Wallsend
2. Work together with business owners, financial institutions and City of Newcastle to improve street cleanliness
3. Public Art/Spaces: Complete 2x mural projects within the Wallsend precinct.

Promotion

1. Major events: Collaborate with others who bring major events that can promote the precinct and its local offerings as a business precinct.
2. Social Media: Continue to grow Instagram and Facebook pages promoting highlights of Wallsend, Diversity, Family, Experience, Heritage etc . Work with existing owners of like-mind organisations to share and engage
3. Precinct events: The Association will fund or collaborate with others to promote a series of events that showcase local expertise or offerings.
4. Live Spots: Work across BIAs and with CN to continue 'live spots' where local quality performance can exist.
5. Promotion – develop user-friendly ways for people to connect with businesses through traditional and digital platforms.

Economic Development

1. Collaborate – work with other precincts to develop initiatives that add value to business across the precinct and wider city.
2. Sustainability – work across the city and BIAs to develop meaningful and achievable ways to improve small business connectivity to sustainability
3. Visitor experience (tourism) – be a destination for local, national and international visitors
 - Work with existing businesses to create experiences – e.g. fairs & festivals, walking food and cultural tours, fashion style sessions, etc.
 - Work with CN to get existing and emerging visitor experience into CN Apps or other regional infrastructure and promotion.

Governance

The Wallsend Town Business Association will be underpinned by a governance structure that requires board members (and members) to:

1. Act inclusively, respectfully, and consult in a comprehensive manner.
2. Actively seek people that can inform the board and its decision-making processes that have specialist skills/experience.
3. Ensure that all activities are compliant and in line with the Constitution, NSW Department of Fair Trading, ATO and the City of Newcastle Funding Agreement.

Plan overview 2021 to 2022

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

Each project will have a detailed business plan that will work with CN to develop ways to effectively measure each project recognising that some metrics may be available through CN resources.

Budget overview has been recorded in the three key areas of BIA expenditure:

- Promotion
- Beautification
- Economic Development

The following table provides the expected and general overarching KPIs. Total amount issued as SBR funding is \$175,000.00

This includes \$75,000 remaining from the 2020/2021 SBR Funding

PROJECT	TIMING	BUDGET	DETAILS	KPI's
Governance and compliance				
Insurances	Annually	\$4,000	<ul style="list-style-type: none"> • Maintain Appropriate Insurances as per CN requirements • \$20 Million Public Liability • Special event (LiveSpots) insurance • Association Liability Insurance • Voluntary Workers Insurance 	<ul style="list-style-type: none"> • Hold no less than 10 meetings annually • Invite Council representatives to meetings where appropriate • Engage with elected Councillors Report as per CN Service
Association Fees	Annually	\$100	<ul style="list-style-type: none"> • A12 Tier 2: Small association financial summary annual lodgement fee 	<ul style="list-style-type: none"> • Comply with all aspects of ACT • Comply with all ATO requirements • Maintain insurances.

Website domain name	Annually	\$400	<ul style="list-style-type: none"> Website hosting and domain name 	
				TOTAL: \$4,500
Projects				
Business Beat	Twice a year	nil	<ul style="list-style-type: none"> Regular meet and greet with Local Area Command and walk through the precinct Launched in Wallsend 1 October 2020 with support of MP Sonia Hornery. 	<ul style="list-style-type: none"> Nominated board member to meet with Rep from Newcastle City Police District Quarterly Conduct two 'Business Beat' meets a year.
Live spots	2020 onward Suited to objective: Promotion	\$10,000	<p>This project is developed by the Hamilton Business Association as a city-wide project that seeks to:</p> <ul style="list-style-type: none"> Work in collaboration with the BIAs of Newcastle City, Wallsend and Mayfield to create live performance spaces in the four precincts as a tool of community engagement, promotion, activation and placemaking Provide spaces for local musical artists by working with the music industry, to perform (and therefore providing exposure and income generation opportunities) Establish opportunity to collaborate further with local artists to create at least four 'live spots' in the four precincts in the first 12 months – with a view to creating additional spaces in the future. Ultimately there will be a series of permanent visual places that can be 	<ul style="list-style-type: none"> Create a database of quality performers. This is envisaged to be no less than 40 within 12 months that would circulate across the precinct and city live spots Editorial and social media content x 20 plus per year.

			<p>cobranded as an initiative of the BIAs of the City of Newcastle.</p> <ul style="list-style-type: none"> Build a database of quality performers who will be 'accredited' to book a space in any 'live spot' across the city – that can also be utilised by local business (members) to access and book for events and venue appearance. 	
<p>Special events:</p> <ul style="list-style-type: none"> Winter Fair Summer Festival 	<p>2021-2022</p> <p>Suited to objective: Promotion, Economic Development</p>	\$50,000	<p>WTBA will fund or collaborate with others to promote a series of events that showcase local expertise or offerings.</p> <p>Based upon retailer and member feedback, the Association develops a strategy to a number of major events that are targeted to key target demographics that add value to the precinct businesses, limit the amount of \$ going to vendors who are not local to Wallsend, and attract visitors.</p> <p>The WTBA have reached out to 4 different event coordinators for Expressions of Interest in coordinating these events.</p>	<ul style="list-style-type: none"> EOI of interest for an event coordinator have been sent out Four EOI have been received The board has voted on an event coordinator Hold two large scale events (one in 2021 & one in 2022) Collaborate with business within the precinct for the events Improve turnover and engagement of precinct businesses Increase visitor
TOTAL: \$60,000				
Economic Development				
<p>Wallsend Workshops for Small Business</p>	<p>2021-2022</p> <p>Suited to objective: Economic</p>	\$10,000	<p>The Wallsend Workshops initiative is designed to support businesses within the precinct to help navigate the ever-evolving business landscape. The association intends to engage a business advisory organisation (eg. Hunter Region Business</p>	<ul style="list-style-type: none"> Host a minimum of 4 workshops over 2021 to 2022 Engage businesses within the precinct to see what topics they would like to be covered

	Development		Hub or The Business Centre) to come to Wallsend to deliver workshops. These workshops will be free for all businesses within the Wallsend SBR Precinct, providing businesses with help to navigate through the ever-changing landscape.	
Wallsend Hub	2021 Suited to objective: Promotion, economic development	\$5,000	Work with members to identify ways to showcase Wallsend businesses and consumer offerings such as: <ul style="list-style-type: none"> • Local market days • Coffee Culture • Top Tips 	<ul style="list-style-type: none"> • Board to engage quarterly with local businesses both in person and through digital platforms to collaborate on ideas to best showcase Wallsend Businesses
TOTAL: \$15,000				
Promotion				
Update Wallsend Town Website	2021 Suited to objective: Promotion	\$2,000	Update existing Wallsend Town Business Association website to have relevant and informative content. Create an events calendar section on the website that showcases upcoming events in Wallsend. Allow local businesses and organisations to submit their event to be added to the calendar, free of charge.	<ul style="list-style-type: none"> • Appoint a website designer to update the current Wallsend Town Website • Ensure website is easy to navigate and simple • Update website regularly with updates from WTBA Board and general news regarding what's happening in Wallsend
Advertising in Local Media Outlets	2021-2022 Suited to objective:	\$8,000	Utilising local media outlets to showcase businesses within the Wallsend Town precinct. A range of local media outlets offer organisations "Advertorial" packages, which are paid editorial articles. WTBA has been in contact	<ul style="list-style-type: none"> • Run a 12-month campaign in a local media outlet • Showcase the range of industries Wallsend has to offer

	Promotion, economic development		with numerous local outlets to find the best fit for WTBA. WTBA has begun a 12-month "Advertorial" campaign to promote the businesses within the precinct as well as upcoming events hosted by WTBA.	<ul style="list-style-type: none"> Collect feedback from businesses within the precinct on the success of the campaign
Wallsend Town Social Media Management and Promotion	2021-2022 Suited to objective: Promotion, economic development	\$8,000	<p>Social media and marketing</p> <ul style="list-style-type: none"> WTBA has already established a Facebook page but to further grow this page so it can be utilised not only as a way of communicating with the community but promoting business within the Newcastle precinct, WTBA endeavour to put out EOI for a social media manager. WTBA will further utilise Facebook Advertising to boost certain posts and events. 	<ul style="list-style-type: none"> Increase followers from 2,212 to 3,000 by end of June 2022 Consistent increase in engagement and followers Weekly posts
Community Events	2021-2022 Suited to objective: Promotion, economic development	\$20,000	<p>Host a variety of small activations that will increase visitation in Wallsend. These activations will be centred around certain holidays/celebrations eg:</p> <ul style="list-style-type: none"> Christmas Mother's Day Father's Day NAIDOC Week Book Week 	<ul style="list-style-type: none"> Host a minimum of 3 small activations over the 2021/2022 financial year. Measure success of each activation by the increase in foot traffic/sales for businesses Collect feedback and suggestions from businesses within the precinct.
TOTAL: \$38,000				
Beautification				

Green Street Program	As required Suited to objective: Beautification	\$7,000	<ul style="list-style-type: none"> ▪ Maintain mosaic planters along the main street with regular watering, pruning, weeding, replacing plants and fertilizing. ▪ General maintenance of planters ▪ Repair and paint when needed ▪ Fertilize planters as required ▪ Trim trees in planters as required ▪ Remove weeds from planters as required ▪ Replace plants when needed ▪ Water on regular basis depending on season and weather 	<ul style="list-style-type: none"> ▪ Create an inviting space to increase visitor experience ▪ Regular audit of plants and mosaic planters
Street Cleanliness	As required: Suited to objective: Beautification	\$4,000	<ul style="list-style-type: none"> • Monitor & maintain a clean and hygienic streetscape • Repaint street Nibs with reflective white paint • Weed Street Nib gardens and remove rubbish • Report damage to CN • Use a Contract handyman to assist • Encourage businesses to maintain clean shop fronts and footpaths in front of their own business • Report Graffiti & utilize Wallsend Maryland Rotary Graffiti team when available to assist with removal 	<ul style="list-style-type: none"> • Monitor all work and repairs that have been completed • Invite businesses to suggest other areas that need maintenance or repair • Create an inviting space to increase visitor experience
Wallsend Murals	Suited to objective: Promotion, beautification, economic development	\$15,000	Engage local artists to create two different murals in Wallsend Town Precinct. It is anticipated that the project will create beautiful spaces that also create visitation interest for other projects such as heritage and cultural walks. The Association also	<ul style="list-style-type: none"> • Add value to the precinct as a place to live, work and play • Visual enhancement of precinct • Visitation and use – increase use by families

			<p>intends to hold unveilings of each of the murals to promote the Wallsend Precinct.</p> <p>This project is about creating beautiful places that are safe and attract target demographics.</p>	<ul style="list-style-type: none"> • Safety – create spaces that discourage antisocial behaviour
Flags and Banners	<p>As per projects requiring flags and banners:</p> <p>Suited to objective: Promotion</p>	\$15,500	<ul style="list-style-type: none"> • Christmas, Australia Day, Anzac Day, Winter Fair • 44 flagpoles - Flags purchased and changed on a seasonal and promotional basis • 24 Light poles - Banner program to highlight major events in town. • Maintain Main Street Banners • Project Coordinator to manage 	<ul style="list-style-type: none"> • Visual enhancement of precinct • Align with various activations, events, holidays and celebrations
Christmas Activation (Decorations)	<p>Suited to objective: Promotion, beautification, economic development</p>	\$7,000	<ul style="list-style-type: none"> • Replace old Wallsend Christmas Decorations • Removal /pack up of Christmas Decorations 	<ul style="list-style-type: none"> • Visual enhancement of precinct • Increase visitor experience
TOTAL: \$48,500				
TOTAL		\$166,000		

Project Plans

The following Project Plans are included as background to inform the overarching strategy and key cost allocations as listed in the previous pages

As of 30 June 2021, the following plans are included:

- Live Spots – Business loves live music
- Business Beat – a cross city BIA initiative

Live Spots - Business loves live music

A city-wide collaboration to enhance live music



Soft Launch of Live Spots in August 2020

Objective:

Live Spots is the first collaborative initiative of the Business Improvement Associations of the City of Newcastle.

The project is developed by the Hamilton Business Association as a city-wide initiative that seeks to:

- Work in collaboration with the BIAs of Newcastle City, Wallsend and Mayfield to create live performance spaces in the four precincts as a tool of community engagement, promotion, activation and placemaking.
- Provide spaces for local musical artists by working with the music industry, to perform (and therefore providing exposure and income generation opportunities).
- Establish opportunity to collaborate further with local artists to create at least four 'live spots' in the four precincts in the first 12 months – with a view to creating additional spaces in the future. Ultimately there will be a series of permanent visual places that can be co-branded as an initiative of the BIAs of the City of Newcastle.
- Build a database of quality performers who will be 'accredited' to book a space in any 'live spot' across the city – that can also be utilised by local business (members) to access and book for events and venue appearance.

Importantly, the Live Spots initiative is developed by the BIAs to facilitate collaboration, promotion and economic development of the precincts and the wider city landscape, by bringing talented local musicians to local hotspots to increase artist exposure and increase foot traffic to benefit local businesses. This project is about developing a platform for collaboration now and for the future. Several stakeholders have been engaged to help facilitate this project, including Belle Taylor (founder of Fuzion Management) as the project coordinator.

Progress:

- The Live Spots project was launched on 27 August 2020 in James Street Plaza, Hamilton. The launch had members from each of the key stakeholders including City of Newcastle, the BIA's, Purser Corporate Communication, Fuzion Management, ATWEA College, Tim Crakanthorp MP - State Member for Newcastle and local media outlets.
- A representative from each BIA has been nominated to be the Live Spots delegate
 - Hamilton: Kellie Mann
 - Mayfield: Ashlea Dowden
 - Newcastle City: Michael Chapman
 - Wallsend: Wayne Rogers
- Belle Taylor from Fuzion Management has been engaged as the talent manager and is currently on a 12-month contract which commenced in
- Regular Live Spots have begun in Hamilton and Wallsend, whilst Newcastle City and Mayfield endeavour to have their Live Spots begin by the end of August.
- A Live Spots website and Facebook page has been set up.
 - [Facebook](#)
 - [Live Spots Website](#)

The Future

It is envisaged that this project will provide:

- A data base of quality performers that can hire the live spots to perform
- A resource for 'members' of BIAs and other stakeholders to engage
- An opportunity to unearth and showcase local talent
- Collaboration opportunities – business, CN, performers, talent agencies, education and music industry

KPIs

- Visitation – this will be dependant on social distancing restrictions in 2021 and beyond, but we anticipate:
 - Weekly live spots – up to 200 people in each precinct (passing)
 - Add value to Newcastle visitor economy as scheduled events
 - Add value to overarching City of Newcastle event strategy (Kate Britton)
- Editorial and social media opportunities x 12 per year
 - Monthly sessions
 - Ongoing live spots
- Collaboration and audience growth – cross promotion and social media expansion
 - Educators – UoN, Atwea, TAFE, YPT and others
 - City of Newcastle
 - Members of BIAs
 - NTIG, HBC and others
 - Music Industry
- Promotion – cross promotion and social media engagement
 - Opportunity to benchmark initiative
 - Award submissions for precinct and city
 - Tourism

Business Beat – An initiative of the BIA's

A city wide collaboration to connect local business and local law enforcement



The launch of Business Beat in Wallsend in October 2020

The Business Improvement Associations (BIAs) of Hamilton, Newcastle City, Wallsend and Mayfield launched a collaborative initiative with Police Local Area Command in September 2020 that delivers a series of visits by police officers into business precincts.

For a number of years, Police have met with business associations and chambers in larger groups as a way for business owners and operators to be informed and share information about policing. The challenges of COVID-19 provided an opportunity for BIAs to develop a new approach.

Business Beat will see District Area Commander Wayne Humphrey and Police Officers visit each of the four precincts and meet one-on-one with business operators.

This initiative will give local police officers the opportunity to talk about local policing issues to ensure that local businesses are not only informed but they also have the chance to connect with their local officers.

The 'Business Beat' initiative will aim to show support of local police by local businesses and will give Police the opportunity to talk about local policing issues (inform, educate, connect, visibility). This initiative will also connect local police officers with business owners to develop relationships and make our community safer.

To date all BIAs have held a Business Beat initiative and was widely received by local businesses, community and media. (See Appendix 2.9, 2.10, 2.14)

- Wallsend Town Business Association held their Business Beat on 1 October 2020
- Mayfield BIA held their Business Beat on 11 November 2020
- Hamilton BIA held their Business Beat on 1 December 2020
- Newcastle City BIA held their Business Beat on 3 February 2021

The Future:

WTBA has continued its relationship with the Newcastle City Police district and endeavour to conduct a Business Beat bi-annually.