

DANTIA

OPERATIONAL  
PLAN

2024-2025



# INTRODUCTION

Dantia’s 2024/2025 Operational Plan outlines the key actions we will take to advance our goals and objectives outlined in Danita’s Economic Development Strategy. Economic Development is a broad discipline with many worthwhile approaches available to economic development practitioners and organisations such as Dantia. This operational plan allows Dantia to identify, prioritise and focus on the actions that we believe will yield the most benefits for businesses and the community of Lake Macquarie.

Continued collaboration between Dantia and Lake Macquarie City Council is essential to successful and sustainable economic development in Lake Macquarie. Dantia and Lake Macquarie City Council have fostered this collaboration through a shared understanding of the allocation of effort between the two organisations.

Lake Macquarie City Council’s efforts are most effectively served by focusing on:

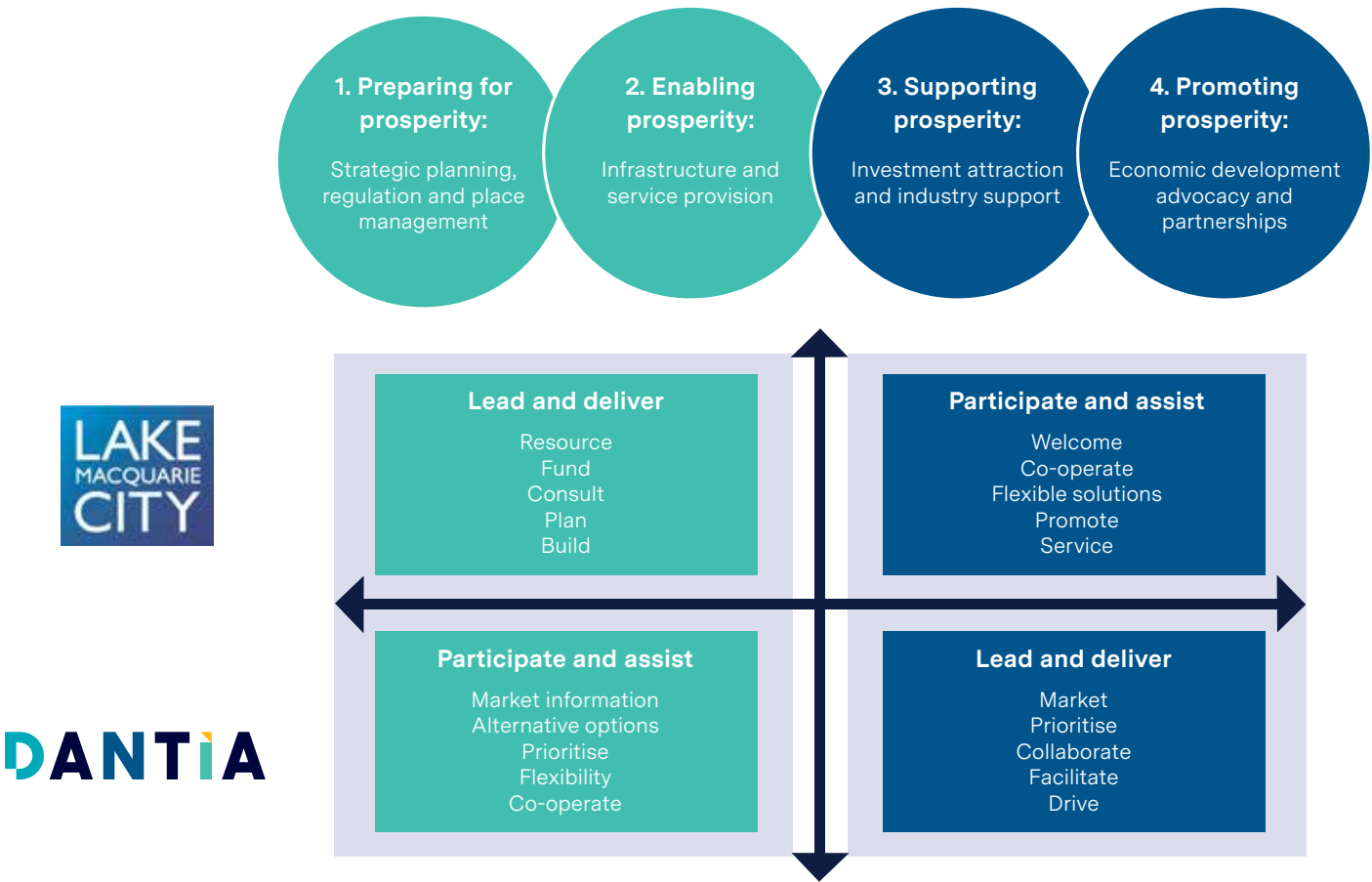
- Preparing for prosperity - Strategic planning, regulation and place management
- Enabling prosperity - Infrastructure and service provision

Our four strategic pillars—identity, infrastructure, investment, and innovation—underpin both the Economic Development Strategy and the Operational Plan. The actions proposed for this year aim to continue positioning Lake Macquarie as a thriving regional city, attract new investment, and increase jobs and economic activity. The operational plan assigns actions to the four strategic pillars.

Dantia, as Lake Macquarie’s economic development company, who work with businesses, government, and other partners to advance Lake Macquarie’s economy, is best placed to lead and deliver the City’s efforts in:

- Supporting prosperity - Investment attraction and business support
- Promoting prosperity - Economic development advocacy and partnerships.

These roles are illustrated below.







# VISION

**Lake Macquarie is considered  
Australia's most thriving regional city.**

# MISSION

Dantia's mission is to advance Lake Macquarie's economy for new & existing businesses and residents by facilitating employment and economic growth through attracting investment, fostering innovation, advocating for infrastructure and building Lake Macquarie's identity.

# WHY WE MATTER

Dantia is Lake Macquarie's economic development company. We are a for-purpose business working to enhance economic growth, boost income and employment, elevate skills, education, and health, whilst promoting well-being and a strong sense of place for Lake Macquarie.

# SITUATION ANALYSIS

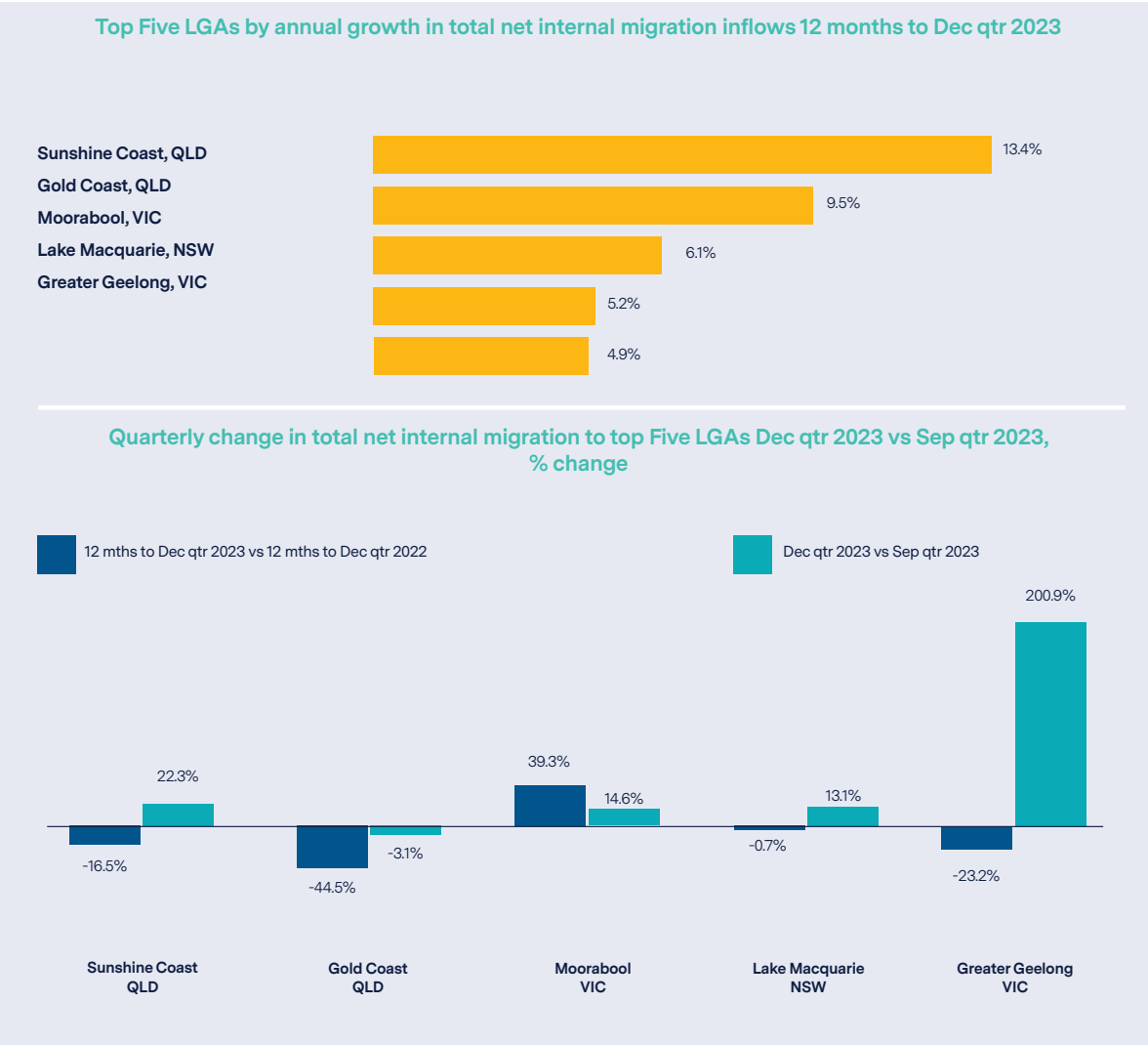
Our city is experiencing significant growth, according to the Regional Movers Index.

There have been some substantial changes to the economy of Lake Macquarie over the past 10 years. Despite a 14% contraction of mining and manufacturing, we have added an extra 22,000 jobs, many of which have been driven by domestic migration. In the 12 months to December 2023, Lake Macquarie's annual growth in total net migration from capital cities was 5.2%, the fourth highest across Australia and the only NSW Local Government Area in the top five.

Mining and manufacturing continue to represent the second and third highest industries by output in Lake Macquarie, with construction being the highest. We are witnessing population led industries, including construction and health and social services bridge the gap. Whilst this is encouraging and likely to continue, it also brings challenges including changes to business cycles and

a continuing reliance on land for both residential development and employment.

Lake Macquarie is at the heart of the energy transition in the broader region and NSW. We have recently seen the approval of the Black Rock Motor Resort and have substantial land, including formerly mined land, both in private and State Government ownership stretching from Cockle Creek to the M 1 motorway. Unlocking this land, will help address the land availability challenges and provide opportunities for advanced manufacturing, circular economy projects, clean tech and renewable energy as well as other knowledge-based industries.



\*Regional Movers Index



STRATEGIC OBJECTIVES	STRATEGIC DRIVERS
1. Raise the city’s profile as an emerging and progressive destination to do business	IDENTITY
2. Drive investment from existing and new business to create long-term intergenerational employment	INVESTMENT
3. Identify and influence the delivery of infrastructure to encourage and support investment decisions	INFRASTRUCTURE
4. Deliver future thinking, technology and innovation to Lake Macquarie	INNOVATION

**There are some real opportunities for the Lake Macquarie economy including:**

- Co-working spaces facilitated by Dashworks as corporate offsite working. These alternatives to traditional home offices are becoming more favorable due to their benefits. Whilst being in close proximity to Sydney is also advantageous.
- Implement the Lake Macquarie investment portal to drive investment enquiries that result in tangible investment in the city
- Construction, Health Care and Social Assistance sector support given its multiplier benefits.
- Create jobs in existing and emerging industries.

Dantia will further customise its marketing and communication strategies to attract and nurture investment from both local and external sources. This customised approach will involve offering tailored business concierge services and providing economic modeling support for high-impact investment projects that have the potential to create jobs in Lake Macquarie.

Dantia aims to populate the project pipeline of the Circular Economy Living Lab (CELL) by identifying projects and stakeholders, and providing education and support. The reason we need CELL in Lake Macquarie is to unlock economic opportunities and generate long-term value. Most importantly, it will stimulate innovation, create new jobs and enhance overall economic resilience.

In 2024/2025, Dantia will provide guidance and support for both new and existing economic activities in Lake Macquarie. The ultimate objective is to achieve our vision for Lake Macquarie being recognised as Australia’s most thriving regional city.





*Blackrock site (supplied).*

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*Cedar Mill Morisset site (supplied).*

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# 2024-2025 Operational Plan

## IDENTITY

ACTION	EDS ALIGNMENT
Develop and deliver consistent messaging on what differentiates Lake Macquarie from both a business and resident's perspective	Thriving Regional City
Identify and report on public transport gaps for the City including where public transport is most needed to connect people and jobs	Securing efficient public transport
Build and share the narrative regarding the current business environment of Cardiff, Charlestown, Glendale and Morisset	Maintain and enhance existing high employment levels
Prepare six case studies on manufacturing, health and allied services, and knowledge services to allow Dantia to tell the stories of successful industries	Market key industries
Deliver two business forums on import and export opportunities	Leverage air, sea, rail and road infrastructure
Promote the Lake Macquarie business community through the Lake Macquarie Business Awards	Maintain and enhance existing high employment levels

## INVESTMENT

ACTION	EDS ALIGNMENT
Identify and approach four businesses about relocating to Lake Macquarie including assisting with an economic assessment	Attract new businesses
Finalise Lake Macquarie's invest portal and prospectus	Attract new businesses
Determine the likelihood / viability of a Tertiary education hub in Lake Macquarie	Develop and enhance skills
Facilitate investment through an approvals process concierge service	Support for business
Provide letters of support including economic analysis to local business seeking external funding for projects	Support for business
Review the Lake Mac Central concept plan identifying any enhancements for the area	Support for business
Prepare a concept Masterplan for the former heavy industrial land between the former Pasminco land and the M1 motorway	Attract new industries

# INFRASTRUCTURE

ACTION	EDS ALIGNMENT
Undertake a baseline of digital infrastructure in Lake Macquarie	Connectivity and digital infrastructure
Participate in the TfNSW Hunter regional transport plan consultation and advocate for projects that unlock employment sites within Lake Macquarie	Road infrastructure
Develop a strategy to maximise the opportunity for Lake Macquarie from the Port of Newcastle container terminal and associated industries	Attract new industries / road and rail infrastructure
Secure an adventure tourism event for Lake Macquarie	Tourism

# INNOVATION

ACTION	EDS ALIGNMENT
Prepare a business case for the expansion of Dashworks/ coworking space	Facilitate collaborative workspaces
Hold four innovation theme events	Connections between businesses and entrepreneurs
Investigate the feasibility of a virtual innovation cluster	Connections between businesses and entrepreneurs
Undertake one trial of an emerging technology	Emerging technologies
Connect four Lake Macquarie businesses to international opportunities	International networks



# BOARD AND STRATEGY

TASK	ACTION	KPIS
Deliver 100 per cent of board calendar tasks and funding agreement obligations	Meet all obligations	80% - minimum 100% - target
Keep the Economic Development Strategy and Operational Plan updated, current and relevant	Update regularly	Half yearly – minimum Quarterly - target
Ensure external audits are completed where applicable	Audits	Annually - target
Ensure all board positions are filled and inductions complete	Induction	Nil - target

# RISK AND COMPLIANCE

TASK	ACTION	MEASUREMENT	KPI
Maintain up to date risk register and conduct reviews	Review	Risks managed	Annually - target
Ensure appropriate insurances are current and in place	Keep insurances current	Insurance certificates	Annually – minimum
Ensure annual audit is completed in time and actions delivered	Audit	No adverse findings	Annually - target
Maintain obligations under the <i>Corporations Act 2001</i> and any other applicable laws	Maintain legal obligations	Review of changes to legislation	As required
Review company policies as per established timetable	Review policies	Policies up to date	Annually - target
Maintain efficient financial and accounting procedures and systems	Maintain systems efficiencies	No issues reported	Annually - target
Monitor budget to maximise organisational capacity	Monitor budget	Frequency of monitoring	Monthly - target
Maintain statutory superannuation guarantee obligations	Maintain superannuation obligations	Frequency of monitoring	Monthly - target

# PEOPLE AND CULTURE

TASK	ACTION	MEASUREMENT	KPIS
Implement performance reviews and development plans for key staff	Performance reviews	Performance KPI – half yearly	100% - target

## REPORTING

TASK	ACTION
Complete Annual Report as per the funding agreement	Complete Annual Report
Complete and present to Lake Macquarie City Council: <ul style="list-style-type: none"><li>› The Economic Development Strategy (current)</li><li>› The Operational Plan; and</li><li>› Briefings as per the funding agreement</li></ul>	Presentations



