



Image: Hay bales and Mt Roland, Browns Hill Rd, Kentish, Tasmania. Courtesy Kelly Slater



Kentish Economic Development Strategy

2014 - 2019

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Executive Summary:

The Kentish Economic Development Strategy is a suite of eight documents that build a five-year plan for economic development in the Kentish municipality, 2014-19. The Strategy first identifies the foundation on which the future economy can be built (*Kentish Economic Profile 2013*, separate document). It does so by analysing the drivers and characteristics of the present Kentish economy, including its strengths and assets, weaknesses, threats and opportunities, as well as identifying external influences on the Kentish economy exerted by regional, state and national economies.

A vision for what the Kentish economy could look like in 2019 was then established, based on the values, principles and expressed hopes of the Kentish community.

Then, a series of actions were established that could bridge the gap between the current economy and the desired 2019 Kentish economy. These actions were informed by community attitudes, values and principles; regional economic theory; an analysis of the economic tools and assets Kentish has at its disposal; and an assessment of the weaknesses, threats and obstacles that constrain Kentish's capacity to meet the vision.

The outcome was five economic objectives, to be achieved by 2019. The Vision, the five objectives, and the general actions to achieve them, are contained in this document (*Kentish Economic Strategy, 2014-19*). A supporting suite of six documents identified more specific actions for priority industries and locations.

The Kentish Economic Strategy documents:

1. The *Kentish Economic Profile, 2013* provides a snapshot of the existing economy and provides the data and evidence to support the case for the actions identified in this document, and the six specific action plans.
2. *Kentish Economic Development Strategy (general)*: This document presents the vision and the five central objectives, as well as general actions that can be taken across the municipality to achieve them.
3. The general strategy is underpinned by six specific action plans. Three plans focus on the key industries of tourism, agriculture and retail. The other three specific plans focus on the geographic regions of Railton, Wilmot and Lorinna. The three key industries were chosen for their existing contribution to the Kentish economy and for their potential for growth. The three geographic locations were identified because of a particular need for economic assistance. The six specific action plans are contained in separate documents and should be viewed as supplementary documents to this general economic strategy.

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Introduction:

The *Kentish Economic Development Strategy 2014-19* recognises that an economy is a tool for social development, and includes social, economic and environmental considerations. An economy also does not exist in isolation and this Strategy has a strong focus on how the Kentish economy (and its strengths, assets, weaknesses, opportunities and threats) fit within the context of the North-West, Tasmanian, national and global economies.

This Strategy is intended to build a snapshot of the existing Kentish economy, identify what Kentish residents would like the Kentish economy to look like in 2019, then plots a course to exploit identified assets and opportunities and overcome identified weaknesses and threats, to achieve that goal. The Strategy does this by presenting a snapshot of the existing Kentish economy (*Kentish Economic Profile*, document 1), then proposes a set of general actions relevant to all industries and geographic locations (*Kentish Economic Strategy – general*, document 2) and then also delivers six specific action plans for three priority industries and three priority geographic locations, which were identified as needing specific attention (see documents 3-8).

This process resulted in the development of an economic vision – established through a community consultation process – and five “objectives” that reflect what Kentish residents would like their local economy to look like in 2019. The general actions (contained in this document) and the specific actions (contained in the six industry and locational action plans) are on-the-ground steps intended to achieve those objectives.

Methodology:

The Kentish Economic Strategy was developed using quantitative data and qualitative data, to provide a comprehensive analysis of what we have to work with, a comprehensive assessment of our economic opportunities, threats and assets, and to understand how the Kentish economy fits with the economies and strategies that surround it.

Data collection:

Quantitative data:

Quantitative data was sourced as evidence for assessment of the Kentish community and its economy. Further, quantitative data informed decision-making on Kentish’s assets, strengths, weaknesses, opportunities, threats, gaps and potential competitive advantages.

Data was sourced from:

- Australian Bureau of Statistics
- Federal and state government departments
- ABARES
- Kentish Asset Map
- Kentish SWOT Analysis

- Asset map and SWOT analysis on Tier 1 industries
- Strategic assessment: Analysis of the strategies of relevant industry bodies, governments and regional authorities

Qualitative data:

A more nuanced picture of the Kentish economy was then provided by qualitative data, sourced from:

- Six-week Community Panel workshop comprising Kentish business identities and residents representing different industries and population areas
- Community Survey (*Kentish Chronicle*, February 2013 edition)
- Individual interviews with individual Kentish residents and business operators
- Kentish Council Community Meetings in Wilmot, Railton, Lorinna and Acacia Hills
- Discussions with regional bodies and state and federal government departments

Business Panel workshops comprised six two-hour sessions in which participants explored: what Kentish's economy looks like today; a look back at why it is that way (and if those influences are still relevant); potential future economic influences and opportunities; vision, values and goals; and a strategy to achieve the objectives. Individual interviews were also conducted with some Kentish business figures.

The Community Survey was published in the February 2013 edition of the *Kentish Chronicle*, to glean local knowledge and ideas. This was distributed to all 2216 households in the Kentish municipality and 13 surveys were returned.

Participants at the bi-annual Kentish Council Community Meetings highlighted their priorities for economic development in Kentish at the September-October 2013 round of community meetings. About 8-12 residents attended each of the four meetings.

Desktop analysis of government and industry strategies provided a perspective on regional and state strategies, opportunities and threats that may influence Kentish.

A draft of the Kentish Economic Development Strategy 2014-19 was assessed by the Kentish Council Economic Development Committee to ensure it reflected the values and ambitions of elected representatives.

Deciding on a course of action:

Once the community's goals were set, and Kentish's assets and strengths, weaknesses and threats were identified, a list of potential opportunities was formed. A "future-filtering" process determined which of the opportunities had greatest potential.

Future Filter steps:

1. Identify all potential opportunities
2. Identify which of those opportunities are feasible for Kentish:
 - a) Assessment of internal factors: e.g. correlation to assets and strengths; absence of gaps, weaknesses or threats
 - b) Assessment of external influences: e.g. correlation to positive or negative megatrends, alignment with regional, state and federal government and industry strategies
3. The resulting list of feasible opportunities was then assessed against a matrix to rank them, from greatest potential to least potential (Appendix C). The matrix measured the benefit of each industry or idea against the parameters: achievability; cost; fit against existing need; fit against existing strengths, assets

and opportunities; fit against existing weaknesses and threats; presence of a short or long-term benefit; size of benefit; urgency of action; uniqueness, innovation and replicability; and strategic fit in relation to surrounding strategies.

Strategic placement:

Kentish Council Strategic Plan:

This Economic Development Strategy is guided by the principles and objectives of the *Kentish Council Strategic Plan 2014-2024*. It is aligned with that document's strategic vision:

Kentish is known as a distinctive place where people want to live; for its caring community that celebrates the arts; diversity; its awesome natural environment; and its vibrant local economy.

This economic strategy is also aligned with the *Kentish Strategic Plan 2009-14* financial sustainability objectives:

Objective 1: Infrastructure: Our population growth is supported through public infrastructure, land use and development strategies that create a connected sustainable and accessible community.

Objective 2: Economic and Community Development: A strong local economy improves local employment opportunities and provides a broader range of services, facilities and infrastructure to the benefit of both the business and residential sectors. The range and quality of community services and events offered within the area plays a key role in making the Kentish area a special place to live by fostering community pride and involvement.

Objective 3: Governance and organizational development: High quality, professional governance and leadership, together with effective administration of Council resources, are essential to the success of the Council.

Objective 4: Planning and Development: The Council will aim for long term planning and development that is guided by a balance between economic, social and environmental objectives.

Tourism:

The tourism aspects of the Economic Development Strategy reflect those of the *Cradle Coast Destination Management Plan* and are intended to address and advance the objectives and desired outcomes of that plan. This Strategy also reflects and intends to advance the objectives of other tourism-based strategies, detailed below.

Agriculture:

Agricultural aspects of the Kentish Economic Strategy are intended to advance the findings and recommendations of the *Regional Agricultural Development Strategy for North-West Tasmania (2014)*. This Strategy also reflects and intends to advance the objectives of other agriculture industry and industry sector strategies, detailed below.

Economic development:

This Strategy reflects and advances the findings and objectives of the *North-West Economic Development Plan, 2013*.

In addition to the four cornerstone strategic documents, identified above, the Kentish Economic Strategy also addresses, and seeks to advance, the objectives of the following strategies:

- *Mt Roland: Developing a Destination*, Kentish Council
- *Mt Roland: Blueprint for Development*, Kentish Council
- *Railton Tourism Strategy, 2004*, Kentish Council
- *Tasmanian Economic Development Plan*, Dept of Economic Development, 2012
- *The Tasmanian Skills Strategy 2008-2015: Themes and Actions (2013 - 2015)*, Skills Tasmania, 2008
- *Tasmanian Small Business Strategy, 2011*, Department of Economic Development, 2011
- *Structural Change in the Tasmanian Economy*, Department of Treasury and Finance, 2013
- *Tourism Tasmania Strategic Plan 2010-13*, Tourism Tasmania, 2010
- *Tourism 21, 2007-10*, Tourism Tasmania, 2007, plus update 2013
- *Tasmanian Institute of Agriculture Strategic Plan, 2012-16*, Tasmanian Institute of Agriculture, 2011
- *Tasmanian Food and Beverage Industry Scorecard 2010-11*, Department of Primary Industries, Parks, Water and Environment, 2012
- *Tasmanian Dairy Industry Strategic Plan, 2011-15*, Tasmanian Dairy Industry Reference Group, 2011
- *DEEWR Regional Projections – Five-Year Change*, Department of Education, Employment and Workplace Relations, 2013
- *Regional Profile for Tasmania*, Department of Education, Employment and Workplace Relations, 2007

The Vision:

Community consultation resulted in the development of the following economic vision for Kentish.

*A resilient, diverse, sustainable and adaptable economy that retains
our unique identity and leverages our assets to ensure Kentish
is a desirable place to work, live, invest and play*

The Vision was guided by the following values and principles, as expressed by Kentish community representatives:

1. Economic growth is not an end in itself, but a means to an end. Community development is the goal, economic development is a tool to achieve it;
2. Economic development should benefit Kentish residents;
3. To encourage development that is environmentally, socially and economically sustainable;

4. To encourage development that creates supplementary economic opportunities in Kentish (such as downstream processing, value-adding and local supply chains);
5. To focus on economic activity that is employment-intensive;
6. A vibrant, diverse and integrated micro-economy is less vulnerable to global economic shifts;
7. An economically sustainable economy is best achieved through leveraging competitive and collaborative advantages, rather than collaborative advantage;
8. Innovative products and processes can create competitive advantage in regions. Innovation can be created through networks, which breed collaboration.

The Five Objectives:

Community consultation, stakeholder input, and an analysis of regional economic theory, led to agreement on five key principles that should guide Kentish Council's economic development actions.

1. Building Kentish
<ul style="list-style-type: none"> Use economic development to foster Kentish community development
2. Sustainable Kentish
<ul style="list-style-type: none"> Grow an economy that is environmentally, socially and economically sustainable Support development that meets present needs and opportunities without reducing the capacity of future generations to meet theirs Support development that considers future megatrends
3. Resilient Kentish
<ul style="list-style-type: none"> Improve resilience of Kentish economy <ol style="list-style-type: none"> a. Develop a proactive, not reactive, economy b. close connectivity to research and knowledge networks c. Focus on industries that are less vulnerable to macro-economic threats d. Integration into regional economic objectives Improve diversity of Kentish economy <ol style="list-style-type: none"> a. maximise the local supply chain b. Develop new products for traditional industries c. Identify and leverage emerging and new opportunities d. Identify and develop new industries e. Identify and support value-adding opportunities Increase integration of Kentish economy Assist Kentish economy to become more self-sustaining
4. Competitive Kentish
<ul style="list-style-type: none"> Build a Kentish economy based on competitive advantage Build competitive advantage by fostering a culture of networking, collaboration, innovation and creativity
5. Supportive Kentish
<ul style="list-style-type: none"> Promote Kentish business, industry and employment Support and lobby for Kentish businesses and industry Be a can-do council Be an active and engaged local bureaucracy

Objective 1: Building Kentish

Principles:

- Economic growth is not an end in itself, but a means to an end. Community development is the goal, economic development is a tool to achieve it

Objective:

- Use economic development to foster Kentish community development

Strategy	Action	Measure	Timeline
Use economic growth to raise living standards of Kentish residents	Consider potential positive or negative community impact when assessing development applications and economic actions	Average taxable income of Kentish residents	Annual review
		Number Kentish residents on government income	Annual review
		Number Kentish residents in poverty line	Annual review
	Improve employment, income and skills-growth opportunities for Kentish residents	Average hours worked, per Kentish resident	Annual review
		Number youth (age 15-19) in study or employment	Annual review
	Assist businesses secure opportunities that generate new employment and new economic activity	Jobs in Kentish municipality	Annual review
		Number of employing businesses in Kentish	Annual review
Use economy as lever for population growth	Encourage economic activity that encourages population growth	Kentish population	Annual review
		Number of building permits per annum	Annual review
		School enrolments	Annual review
Use economy as lever for employment growth	Encourage economic activity, industries and business that are employment-intensive	Number of jobs in Kentish	Annual review
		Unemployment rate	Annual review

Objective 2: Sustainable Kentish

Principles:

- Value social, cultural, environmental and economic aspects as inter-related dimensions of the Kentish economy
- Foster a medium to long-term strategic approach to economic development

Objectives:

- Grow an economy that is environmentally, socially and economically sustainable
- Support development that meets present needs and opportunities without reducing the capacity of future generations to meet theirs
- Support development that considers future megatrends

Strategy	Action	Measure	Timeline
Social sustainability:			
Encourage and support development that meets the values of Kentish residents	Provide opportunity for Kentish residents to comment on major development proposals	Reported instances of negative impact on residents from economic activity: <ul style="list-style-type: none"> • excessive noise; • traffic congestion; • road deterioration; • Loss of community services/facilities; • Loss of amenity • health issues from economic activity • Environmental impacts 	Annual review Annual review
Assist to find solutions to developments that may have a negative impact on the values and lifestyles of Kentish residents	Consider values and aspirations of the Kentish community when addressing development opportunities	Successful resolutions to complaints Unsuccessful resolutions to complaints	Annual review Annual review
Environmental sustainability:			
Support developments that have a positive or neutral impact on the natural environment	Audit natural values before developments are approved	Change in volume of natural resources available for production/use	Ongoing

Objective 3: Resilient Kentish

Principles:

- A local economy is less vulnerable to macro-economic shifts if it is prepared for change, informed of change as it happens, diverse and integrated
- Economic diversity is a key component of economic resilience

Objectives:

- Improve resilience of Kentish economy
 - Develop a proactive, not reactive, economy;
 - close connectivity to research and knowledge networks;
 - Focus on industries that are less vulnerable to macro-economic threats;
 - Integration into regional economic objectives;
- Improve diversity of Kentish economy
 - maximise the local supply chain;
 - Develop new products for traditional industries;
 - Identify and leverage emerging and new opportunities;
 - Identify and develop new industries;
 - Identify and support value-adding opportunities
- Increase integration of Kentish economy
- Assist Kentish economy to become more self-sustaining
- Encourage downstream processing and value-adding
- Foster local supply chains

Strategy	Action	Measure	Timeline
Resilience:			
Foster a flexible and adaptive economy that is proactive (not reactive) to change	Assist businesses to connect to knowledge and forecasts that identify change (on global, national, state and regional scales)	Establish Kentish Innovation Network that includes regular & timely information from Kentish, North-West, state and national knowledge generators	Network established by August 2014 Networking process ongoing
	Identify opportunities, threats and changes in key industries	Dissemination of information about opportunities and threats	Ongoing
	Connect businesses to opportunities; establish strategies to mitigate negative change	Active engagement of businesses and provision of relevant information to them	Ongoing
Diversity:			
Diversify Markets	Assist local businesses to diversify markets,	Established links to Asian, mainland and	Ongoing

	<p>customer base and range of goods and services</p> <p>Assist to increase Kentish supply of goods and services sold locally</p> <p>Assist to increase Kentish supply to Tasmanian markets</p> <p>Assist to increase Kentish supply to mainland markets</p> <p>Assist to increase Kentish supply to Asian markets</p>	<p>Tasmanian suppliers, markets and value-adding opportunities</p> <p>Increased production and sales activity that is linked to Kentish retailing</p> <p>Increased business activity related to Tasmanian markets</p> <p>Increased business activity related to mainland markets</p> <p>Increase Kentish exports to Asia</p>	
	Identify and assist local business to access new markets for existing products and services	Number of businesses who find new markets for existing products	Ongoing
	Identify and promote cross-sector business opportunities (e.g. farm tourism; art tourism; retail links to local agriculture and tourism; service provision by goods retailers)	Increased cross-promotion and stocking of Kentish products and services in Kentish businesses	Ongoing
	Explore opportunities for collaborative mail order supply, internet shopping and transport of goods to distant buyers	Kentish Innovation Group to oversee mutual supply, marketing, procurement etc	September 2014
Diversify products and services	Assist Kentish business develop new products	Number of known instances of new Kentish-produced products	Ongoing
Attract new businesses to Kentish	Undertake a Kentish economic profile to create a database of assets and capabilities	<p>Completion of Kentish Economic Profile</p> <p>Number of business closures per annum</p> <p>Number of new Kentish businesses per annum</p> <p>No. of development applications approved and rejected by Council</p>	<p>Kentish Economic Profile update in September 2015 and September 2017</p> <p>Annual review</p> <p>Annual review</p> <p>Annual review</p>

Fill gaps in economy	Identify gaps and weaknesses in Kentish goods and services provision	Develop Kentish Opportunities Register on council website	September 2014
	Support economic activity that closes gaps in Kentish services & goods	Closure of identified gaps in service and goods provision in Kentish	Ongoing
	Identify external businesses suited to the community's needs	Start-up of new businesses in Kentish	Ongoing
	Promote economic opportunities in Kentish	Kentish Opportunities Register	September 2014
	Assist to transform micro-business, home-based industry and personal hobbies into small business	Number of new businesses registered in Kentish 2014-2019	Ongoing
Integrated economy			
Develop integrated local industries with local suppliers and local markets	Identify and promote downstream processing, value-adding and local supply chain opportunities for Kentish goods and services (including waste and by-products)	Establish Kentish Opportunities Register	Ongoing
	Foster local supply chains and value-adding to maximise reticulation of dollars entering local economy	Increased local procurement of goods and services	Ongoing

Objective 4: Competitive Kentish

Principles:

- Regional economic development is best achieved by focusing on competitive advantages
- Regional economic advantage can be created through: a) comparative advantage (the existence of natural resources, or a locational advantage; b) competitive advantage (what is done to value-add to that comparative advantage) or; c) constructed advantage (through networking and collaboration to create innovative outcomes);
- Innovative products and processes can create competitive advantage in regions. Networks breed collaboration, which often results in innovation and creativity.

Objectives:

- Build a Kentish economy based on competitive advantage
- Build competitive advantage by fostering a culture of networking, collaboration, innovation and creativity

Strategy	Action	Measure	Timeline
Influence pre-conditions of economic growth to ensure Kentish is a competitive region from which to do business	Identify Kentish's competitive advantages and disadvantages	Kentish Competitiveness Audit	December 2014
Create and improve Kentish competitive advantages	Identify and exploit comparative advantages (what we have) to create competitive advantage (what we do with them)	Kentish Competitiveness Audit	December 2014
	Give priority to Kentish businesses and industry that enjoy a competitive advantage, or that are likely to create a competitive advantage	Assistance to business operating in industries identified in Kentish Competitiveness Audit as having competitive advantage	2019
	Identify and promote competitive advantages that may assist in attracting new business	Kentish Competitiveness Audit	December 2014
	Lobby for local and state government policy settings that support businesses to develop a competitive advantage	Lobbying activity	Ongoing
	Support infrastructure and services that increase competitiveness	Solutions to identified infrastructure & service deficiencies	2019

Foster development that overcomes Kentish's competitive disadvantages, weaknesses and threats	Identify disadvantages, weaknesses and threats, including infrastructure, service, technological and human capital (skills)	Kentish Competitiveness Strategy	Ongoing
	Develop strategy to overcome identified disadvantages and constraints to economic development	Completion of Kentish Competitiveness Strategy	Identify by December 2014 Review annually
Business skills	Assist Kentish businesses to procure education, business skills, mentoring	Disseminate business skills development opportunities	Ongoing
Build competitive advantage through networking, collaboration, innovation and creativity	Develop a Community Thinktank/Innovation Group to discuss and advance creative solutions to obstacles and opportunities	Establishment of Kentish Innovation Network	September 2014
	Assist Kentish residents to develop innovative business ideas	Number of businesses and individuals assisted with innovative ideas	Ongoing
	Foster "entrepreneur mentoring"	Number businesses linked to mentoring assistance	Ongoing
Networking, collaboration and partnerships	Develop a network that includes, as required: <ul style="list-style-type: none"> • Relevant Kentish businesses and stakeholders; • external businesses, industries, markets, suppliers; • government agencies; • industry and community groups; • business support services; • Research and knowledge-generators • other relevant stakeholders 	Establishment of Kentish Innovation Network that includes actors identified, at left, as relevant	December 2014
Collaboration	Assist Kentish businesses to develop collaborative marketing, procurement, administration and market supply	Increased collaboration among Kentish businesses through Kentish Innovation Network	Ongoing

Collaborative cross-selling	Identify opportunities for and assist cross-promotion between local businesses, local producers, local artists and crafters, local food and produce, retailers, accommodation, local services, and tourism attractions	<p>Coordinated cross-selling system among Kentish businesses</p> <p>Increased use of local produce in food outlets</p> <p>Increased promotion of Kentish businesses in other Kentish businesses</p> <p>Increased presence of local art and craft in Kentish businesses</p>	December 2014
Foster innovation & entrepreneurship	Develop networking and collaboration processes to encourage innovation	Establish Kentish Innovation Network	September 2014
	Assist Kentish businesses and individuals with innovative ideas, including connection to government and commercial services, and groups that can assist to realise the idea	Fruition of innovative ideas, products and services in Kentish	Ongoing
	<p>Launch “Enterprising Ideas” competition for Kentish residents</p> <p>Develop innovation and entrepreneurship program for Kentish youth, to encourage entrepreneurial thinking</p> <p>Help link the winner to services that can help realise their idea</p>	<p>Establishment of “Enterprising Ideas” competition</p> <p>Assist proponent to access relevant assistance</p>	To begin 2015

Objective 5: Supportive Kentish

Principles:

- Kentish Council help to support, lobby for and promote Kentish business and workers, and connect Kentish business and workers to expansion opportunities

Objectives:

- Promote Kentish business, industry and employment
- Support and lobby for Kentish businesses and industry
- Be a can-do council
- An active and engaged local bureaucracy

Strategy	Action	Measure	Timeline
Support and lobby for local industries, businesses and employees	Council be an active advocate for Kentish businesses, workers and residents	Advocacy of Kentish capacity to stakeholders outside Kentish	Ongoing
	Lobby on regulations and laws that negatively impact on Kentish businesses	Advocacy on behalf of Kentish business	
	Connect Kentish businesses to government funding and training opportunities	Monthly monitoring of grants, funds and opportunities and disseminate to businesses	Ongoing
Promote Kentish	Promote advantages of Kentish as a place to do business, work and invest	Promotion of Kentish in business and industry networks	Ongoing
	Attract new residents by promoting advantages of living in Kentish	Increase in Kentish population	Annual review
Promote Kentish businesses and industry	Promote Kentish businesses and industry through Kentish Business Directory (including online version) and engage with online and traditional media promotional opportunities	Completion of print and online Kentish Business Directory	Annual updates of Business Directory
Improve local patronage of local business	Buy Local campaign (for residents and businesses)	Establishment of Buy Local campaign	September 2014
	Provide online information on local	Provision of information on	December 2014

	goods, services, skills and capacities	www.kentish.tas.gov.au	
Provide a supportive local bureaucracy	Develop a reputation as a supportive, can-do council that “goes the extra distance” to assist local businesses and that assists to find solutions to obstacles	<p>Council to employ a proactive, supportive and flexible attitude applying regulations and by-laws</p> <p>Council to be proactive in finding solutions to economic activities with social and environmental implications</p>	Ongoing
	Assist businesses and industries to access business development services	Number of Kentish businesses undertaking development assistance	
Regionally engaged approach to Kentish development	Foster a co-ordinated regional approach to economic development that links to regional and state strategies, support networks and opportunities	Engage with regional bodies and statewide business groups and stakeholders	Ongoing