



Future Leaders Program 2019 Project Brief



“As the capital of the Hunter, Newcastle offers a compelling example of an emerging second city. Since steel-making ceased with the closure of BHP in 1999, it has reshaped itself economically and socially over the past two decades. As a large investment of public and private investment heralds its latest renaissance, Newcastle will be reshaped again.”

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1.0 Introduction

1.1 Second Cities - Smaller and Smarter

“Second Cities” are home to a significant proportion of the world’s population, and represent significant drivers of economic development and cultural identity for the nations in which they are located. Common features of “Second Cities” are a population of between 50,000 and 1 million people, the occurrence of a process of economic transformation, and the provision of a significant ongoing contribution to the national economy.

Globally, governments are searching for opportunities to encourage and leverage the economic, social and cultural potential of their “Second Cities”. As well as lessening the strain on capital cities, these cities are often uniquely located to provide strategic gateways to regional economic centres, such as the resources hubs of New South Wales, Queensland and Western Australia.

Greater Newcastle is Australia’s seventh largest city and serves as a global gateway for Northern NSW. Its rich industrial history remains an important part of its DNA, reflecting the influence of large industry in Greater Newcastle (such as BHP) and the role of the resources sector in the Hunter Valley.

For the most part, the region embraces its industrial heritage. At the same time, there is a growing focus on understanding and leveraging the region’s assets and exploiting its competitive advantages to position itself on the national and global landscapes.

Newcastle is poised to capitalize on its potential as a “Second City”.

1.2 The Challenge

Despite this potential, the opportunity to grow and develop “Second Cities” in Australia has yet to be fully embraced by the Commonwealth and State governments, and there has been a lack of policies and other initiatives directly aimed at the development of

these cities. Individual projects have been funded, such as the Regional Development Australia Fund and the City Deals contained in the 2016 Smart Cities Plan, but these focused on the cities within the context of the regions in which they are located, rather than the challenges and opportunities which directly affect the cities themselves.

This means that, in the short term, we must look to overseas examples to find the inspiration, guidance and evidence necessary for Newcastle to fully capitalise on its potential as a “Second City”.

1.3 The Strategy

Once a strong industrial hub, and still the world’s largest coal export facility, Greater Newcastle and the Hunter region now hosts a growing health and social services sector, specialised manufacturing, an expanding defence precinct, a thriving innovation ecosystem, an historically strong arts sector, affordable housing and compelling lifestyle opportunities.

Despite these assets, the region is saddled by the industrial image seen by others in decades past, overshadowed internationally by Sydney’s image and dynamism, and hampered by a lack of a regional unity on what it is today.

The Greater Newcastle Metropolitan Plan 2036 released in September 2018 sets out strategies and specific actions to drive sustainable growth across Cessnock, Lake Macquarie, Maitland, Newcastle and Port Stephens. The Plan puts forward a vision for Greater Newcastle as Australia’s newest example of an emerging economic and lifestyle city, one that is connected to Northern NSW and acknowledged globally as:

- dynamic and entrepreneurial with a globally competitive economy
- offering a great lifestyle with access to the airport or universities, and from the port to the lake
- a national leader in the new economy and best practice collaborative governance.



HUNTER RESEARCH
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Supporting key elements of the plans and visions are outcomes of the *Second Cities Symposium* – an event held in Newcastle in late 2018 led by the Hunter Research Foundation (HRF) Centre. The Symposium attracted more than 200 participants from state and local government, the private sector, industry groups, the community sector and the University of Newcastle. The HRF Centre is supportive of the 2019 Future Leaders Program and has worked closely with the Project team throughout the year for this project, and we especially acknowledge their support in providing material to assist in the preparation of this brief.

Among all groups that participated in the Symposium, there was a consistent call for the demonstration of greater collaboration and transparent governance within and between all tiers of government and the private and public sectors.

The groups identified the following features as part of greater collaboration and transparent governance:

- Multiple voices singing from the same hymn sheet
- Common agreement on infrastructure and industry needs
- Sharing resources across different levels of government
- Leading and coordinating all stakeholders (multi-Helix approach)
- Community buy-in for priorities and decisions
- A sense of trust among all stakeholders.

Beyond collaboration, each participant group at the Symposium nominated two priorities that they considered critical to Greater Newcastle. There was significant overlap among the groups. During the Symposium's final workshop, the following additional six priorities needed to advance the region were identified:

1. a compelling vision
 - a. delivers a sense of ownership for the community
 - b. requires collaboration
 - c. longer timeframes for looking forward: 20 to 50 years

2. a clear brand and identity
 - a. for the city and its people
 - b. many believe the identity exists but is not captured and articulated clearly
 - c. embracing a progressive agenda
 - d. attract and develop hero experiences

3. progress of key infrastructure
 - a. airport upgrade
 - b. create health and innovation precinct
 - c. true coordination around a major project

4. enhanced liveability (including inclusivity)
 - a. a decent cultural space: museum or art gallery
 - b. investment in creative industries to enhance social fabric

5. economic and cultural diversification
 - a. job opportunities
 - b. a stronger role for the university
 - c. better support for small business
 - d. resilience
 - e. build on core strengths: engineering, health, education

6. measurement and benchmarking (nationally and internationally)
 - a. seek out like cities and connect to share best practice and information
 - b. identify our assets and competition.

2.0 Project Brief

2.1 Background

The “Second Cities” which are flourishing share a number of key features, and have been summarised in the Committee for Geelong’s “Winning from Second” report.

Firstly, these cities have a unified and consistent approach to the development of the city, both in terms of strategic and practical considerations. Eindhoven’s “Brainport” is a key example of the importance of this unified approach, bringing together the “triple helix” of government, industry and educational institutions to encourage and nurture development in the city.

This focus on unity, cooperation and collaboration is especially important when it comes to economic development, given that transformation on the level required to become a “Second City” occurs over decades. Ensuring the economic diversification and sustainability of the “Second City” appears to be driven by new and innovative businesses.

Strategies focussing on spatial development are also important. For example, Cleveland has a “Health Tech Corridor” comprised of industry, hospital and university specialisations. Interestingly, one of the key drivers of the success of the “Health Tech Corridor” is specialisation in particular fields of medicine (such as cardiac health, cancer research and general medicine), which further serves to differentiate Cleveland’s centre from other medical hubs. Furthermore, the Corridor has been identified as integral to the economic development of the city and investment has been directed accordingly to ensure that both start-ups and existing SMEs expanding into the sector are being supported. Examples of other industry specialisations can be found amongst the other successful “Second Cities”.

Formulating and publicising a distinct identity, separate from and in relation to major cities, is also identified as integral to the success of “Second Cities”. The advantages offered by these cities - such as lower costs of living, less congestion and appealing environmental and quality of life features - need to be identified and publicised so that

the identity of the city can be developed and utilised as drawcards for business and residents alike.

Many of these cities seek to harness the forces of change by harmonising spatial development with economic development. A key component of this process is to develop the city as an appealing location to reside, focussing on environment, amenity and a vibrant arts and culture sector. Like Newcastle, Liverpool, Richmond, Pittsburgh and Dundee have invested in the redevelopment of their waterfronts, to create appealing spaces for their residents.

2.2 The Newcastle Example

Greater Newcastle and the Upper Hunter are undergoing an economic transformation. It is a result of strategic investment across key sectors, which is positioning Greater Newcastle as a dynamic, emerging, metropolitan city.

The regional economy has been diversifying for some decades, and as a result, is increasingly drawing strength from investment and growth in new industries. Despite this growth, anecdotal evidence suggests that the region continues to be identified within the context of our industrial heritage. That is, for those living outside the region – nationally and internationally – perceptions of Greater Newcastle and the Hunter are framed within the context of heavy industry and the resources sector.

The region's stakeholders believe strongly that this outdated perception is a barrier to attracting new investment, visitors and new residents.

Building on the example of other successful "Second Cities", to ensure the success of Greater Newcastle and the Hunter as a "Second City", it will be necessary to develop a clear and compelling identity for the region, which resonates locally, nationally and globally.

In 2018, the Hunter played host to the "Second Cities: Smaller and Smarter Symposium". Participants in the Symposium developed a list of key priorities for the greater Newcastle region. Foremost amongst these priorities is the development of a

streamlined identity, positioning and brand concept for the region, which in turn will help to drive the other outcomes. The aim is that all stakeholders will unite as a common force behind this vision to further develop Newcastle into a global “Second City”.

The challenge is to harness the region’s strengths and competitive advantages to attract people to visit, live, open a business and / or invest in Greater Newcastle. These outcomes will deliver measurable social and economic benefits for the region through the diversification of the economy and the creation of more jobs, as well as improved social amenity for residents and visitors.

This challenge is your challenge.

2.3 The Task

Your task is to consider the vision and branding for the greater Newcastle region and how it can be promoted as a global city.

The task has two key areas to consider and address:

1. Develop an identity and positioning concept for the greater Newcastle region which promotes it as a global city.
2. Identify an ASX-200 listed company which your team believes should establish a new headquarters in Newcastle with the aim to improve the economic diversity of the region.

To guide the development of the identity and positioning concept, you should consider and incorporate the factors which constitute a ‘brand’. You must provide details of the rationale behind the development of your concept (including supporting research material), the key components of your concept, and a visual representation.

You must prepare a business/strategic plan outlining how you will attract an ASX-200 listed company and develop this in the region. In addition to the standard inclusions such as funding, your business/strategic plan should address how your identity and positioning concept will be utilised as part of your strategy, and how attracting an ASX-

200 company will assist in the greater Newcastle region's development as a "Second City".

3.0 Project Requirements

3.1 Project Submission Overview

Each team is required to include the following components as part of their Project Submission:

- A **25-page Written Project Report** with a one page executive summary that is targeted at executive level management. The 25-page limit is to capture and hold the attention of a busy executive.
- A **30-minute Project Presentation** to a panel of judges.
- A **200-word Summary** to be included in the Gala Dinner programme is aimed at giving guests a summary of your project idea.
- A **2 minute Extended Elevator Pitch** delivered during the Gala Dinner, aimed at giving guests a short, yet succinct overview of the key points of your project idea.

3.2 Written Report Details

The focus of the team written report submission is to:

- Clearly and concisely articulate your idea.
- Demonstrate a well-researched and thought out idea.
- Explain how the idea was implemented.
- Convince the panel of judges that your team's idea is feasible.

The written report format has flexibility; however, the above content requirements must be met – the focus is on teamwork, leadership and creativity. The theoretical course work from the Future Leaders Program is intended to lay the foundations for your project, the team's interaction, creativity and brilliance will create the future.

3.3 Written Report Structure

- The report has two questions - a maximum of 5 pages is required for part one and a maximum of 20 pages is required for part two.
- 12 point Arial font, justified, 1.5 spacing.
- Structure is flexible, but must contain:
 - o Executive Summary
 - o Table of Contents
 - o Introduction
 - o Headings
 - o Conclusion
 - o Reference
- You may choose to include appendices over and above the 25 pages limit; however, these will not be assessed. The intent of the appendices is to offer further reading or supporting information.

3.4 Presentation Details

- Teams have a maximum of 30 minutes to present to the panel of judges, followed by 10 minutes of questions from the judging panel.
- A computer and projector will be provided.
- If the presentation is supported by a PowerPoint slideshow, it must be submitted in PowerPoint native format.
- Other supporting props are allowed but must be organised by the team members.
- Each team member must participate in the presentation equally.

3.5 Extended Elevator Pitch Details

- This will be delivered at the Gala Dinner.
- Maximum 2 minutes delivered by a maximum of two team members.
- Visual aids/media to showcase your identity will need to be provided by the due date below.

- While non-assessed, this is an opportunity to deliver your project idea to the other teams and more importantly to dignitaries and members of the Hunter Region Business Community.

3.6 Project Timeline

| Date | Description |
|--------------------------------------|---|
| 1 st August 2019 | Mentors Announced/Project Launch |
| 10 th October 2019 5.00pm | 25 Page Project Report Due (5 hard copies) |
| 11 th October 2019 | 200 Word Gala Summary Due (emailed) |
| 23 rd October 2019 5.00pm | Submission of Project Presentation Media |
| 24 th October 2019 | Project Presentations |
| 23 rd October 2019 5.00pm | Submission of Extended Elevator Pitch Media |
| 25 th October 2019 | Gala Dinner and Winner Announced |

3.7 Project Assessment Criteria

| Category | Criteria | Weighting |
|---------------------------|---|-----------|
| Project Idea and Proposal | Positioning Concept & Visual Representation | 10% |
| | ASX-200 listed company | 10% |
| Written Report | Concept & Research | 15% |
| | Innovative, Creative & Practicality | 15% |
| | Business/Strategic Plan | 20% |
| Team Presentation | Delivery of Presentation | 20% |
| | Team Cohesion and Culture | 10% |

4.0 Contact

All electronic files, media, project submission documents as well as general questions or enquiries are to be submitted to:

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The Future Leaders Program Liaison

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