

CENTRAL COAST INDUSTRY CONNECT

Social Impact Report 2019

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EXECUTIVE SUMMARY

Central Coast Industry Connect (CCIC) is a not-for-profit organisation operating as an umbrella body for manufacturing and related industry sectors on the New South Wales (NSW) Central Coast. Established in 2012, CCIC aims to provide regional leadership centred on innovation through the generation, evaluation and implementation of ideas designed to raise the standard of social and economic wellbeing for the people of the Central Coast. Underpinning CCIC's activities is a focus on building connectivity and collaboration in the region, and an intention to drive a more cohesive regional identity.

In early 2019, the University of Newcastle was commissioned to investigate CCIC's social impact. Using a case study approach, this study aimed to understand deeply CCIC's role in the Central Coast region from the perspective of its key stakeholders. In total, 18 interviews were conducted with representatives from industry, university and government. The themes generated are represented in this report.

The investigation reveals that CCIC is significantly enhancing connectivity within the Central Coast region. This enhanced connectedness is particularly evident amongst manufacturing businesses, but extends to include businesses in other sectors and industry groups. Specifically, the development and continued leadership of focused clusters is recognised as a key value-generating activity. In particular,

the Lean Cluster, and the more recently established Food Cluster, provide important opportunities for businesses within these sectors to access relevant knowledge, funding and connections.

Although CCIC's activities are predominantly directed towards Central Coast businesses, the value they generate extends to government and universities and the region as a whole. CCIC acts as an important conduit between university, government and industry. CCIC is a critical bridge between the three sectors, alleviating the challenges of cross-sector communication and collaboration. It provides government and universities with contemporary and regionally specific industry information that supports program development and implementation.

The trust and integrity attributed to CCIC are the foundation of CCIC's effectiveness. Being apolitical is valued as a driver of industry engagement and in maintaining CCIC-supported events and programs.

Overall, the results signal the importance of cluster management organisations such as CCIC in enabling regional innovation via deep, local knowledge, which they can share with others. A more detailed overview of the findings of this report is presented in Figure 1. The report also concludes with recommendations for data collection that will generate quantitative data for future social impact measurement.

FIGURE 1: AN OVERVIEW OF CCIC'S SOCIAL IMPACT



THE BRIEF

This report is the outcome of CCIC's engagement of Dr Courtney Molloy and Dr Karen Handley of the Newcastle Business School at the University of Newcastle to evaluate its social impact. Funding for this engagement was provided by CCIC, and matched by a Matched Industry Grant from the Faculty of Business and Law.

Using multi-stakeholder interviews with representatives from industry, business and the University, the report provides a view of CCIC's social impact in the Central Coast region. In particular, it explores:

- CCIC's role in building industry connectivity between businesses in the Central Coast region;
- CCIC's community-enhancing role in the triple helix (business, university, government) in the Central Coast region;
- CCIC's contribution to capacity-building and innovative activity in the Central Coast region;
- the benefits to individual stakeholders of engaging with CCIC;
- the benefits to the Central Coast region linked to the connectivity, capacity and innovation facilitated by CCIC.

RESEARCH APPROACH

The research adopts a case study, qualitative (interview) approach to investigate the social impact of CCIC. Table 1 provides information on the interviewees. Supporting information was also gathered via internal and publicly available documents.

Vetted by a strict university ethics board, interview questions focused on CCIC's engagement activities, and individual perspectives on interactivity with CCIC and on organisational-level challenges.

Additionally, the questions asked about regional macro-level contextual factors. The interviews were recorded and then transcribed. These data were coded to identify themes discussed in this report, which provides insight into CCIC's role in strengthening collaboration in the Central Coast region and suggestions for measuring CCIC's social impact in the future.

TABLE 1: STAKEHOLDER GROUPS IN THIS STUDY

STAKEHOLDER GROUP	PARTICIPATION IN INTERVIEWS	IDENTIFICATION IN REPORT
Government	4	Govt
Industry	7	Ind
Education sector	4	Edu
CCIC Board	1	CCIC
Industry bodies	2	IB

CCIC FACILITATES A MORE CONNECTED REGION

The emergence of CCIC as a key regional stakeholder

Originally established in 2012 as 'Central Coast Manufacturing Connect', CCIC became a not-for-profit entity in 2015, changing its name to Central Coast Industry Connect to reflect its reach into the broader industry sector.

Via its genesis in innovation centred initiatives in the early years, CCIC has developed close ties to industry and manufacturing on the NSW Central Coast, government and the University of Newcastle. Its funding for projects is mostly from government grants;

more recently, an expansion into the food sector has attracted matched funding from Food Innovation Australia Limited (FIAL).

CCIC is governed by a Board of Directors and an Advisory Committee with close and well-developed ties and networks in the region. These trusted networks give CCIC licence to develop events allied to manufacturing, food and agri-business, continuous improvement, sustainability and education. It is committed to driving connectivity and has created regional clusters like the Central Coast Sustainability Cluster, and partnered with programs like Partners in Technology (P-Tech) aimed at Central Coast high schools. Links to other cluster organisations like the Central Coast Logistics Network and Central Coast Engineers further extend CCIC's regional reach.

While it remains an informal network at present, with no membership fee or Memorandum of Understanding, CCIC's

strength lies in its ability to create and sustain networks. The network actors form a closely connected web of stakeholders with a common vision or goal of improving the Central Coast economy. CCIC acts as the connector or facilitator, providing an avenue for others in its network to share and glean information about industry best practices, sources of government financing, academic innovations and flows of future talent.

Raising awareness of the Central Coast using clusters

Clusters are considered a driver for innovation and regional development worldwide.¹ They improve the pace and outcomes of innovation by allowing collaboration and lower-cost experimentation. Benefits from being in a cluster include improved productivity arising from more efficient sourcing and improved access to inputs and information, complementarities and coordination. The existence of a cluster in a market signals increased potential and the ability to identify new niches and access to capital, which stimulates the formation of new allied businesses in an area. Being networks of companies, knowledge institutions and other stakeholders in a particular industry field, they are complex and dynamic structures subject to continuous change. The success of a cluster depends ultimately on collaboration between its different stakeholders, which results in new products and services.



It's building the collaborative links, getting the players to start working better, getting them more confident and building trust. (Edu)

A cluster allows each member to benefit *as if* it had a greater scale or *as if* it had joined with others formally, without requiring it to sacrifice its flexibility.²

There is one thing about manufacturing on the Coast. It's substantive, it's meaningful, it's valuable and if you don't get people collaborating you are not going to get the same benefits as if you don't have a cluster in the region. (Edu)



Regional clusters are able to energise the local economy by:

1. attracting a pool of skilled and relevant labour to interrelated industries – competition for this labour within the cluster drives innovation and competition;
2. information-sharing and knowledge ‘spill-over’ leading to improved R&D;
3. relocation of specialised suppliers to the area.³

However, clusters require excellent management to achieve their highest impacts within a given technological, industrial, regional and legislative framework. Collaboration needs to be facilitated in order to tap a cluster’s full potential.



The collaboration and sharing here is strong. They’re more open, they’re willing to have onsite sharing... I see the value of networking here of higher output – there are connections made and they’re prepared to talk and share and do. (Govt)

Contribution to industry: Activating through cluster management

Fundamental to CCIC’s role in activating the networks within and around industry on the Central Coast is the leadership provided by its management and board. The information and events provided are reported as

highly relevant and therefore build local industry capability. The national Australian manufacturing sector has faced a decline in recent years, and yet the Central Coast has ‘defied the odds’ (Edu) and shown growth.

Because of a deep knowledge of industry and, specifically, manufacturing on the Central Coast, Frank Sammut, CCIC’s CEO, drives initiatives for local expansion. He is described as a ‘go to person’ (Govt) for industry knowledge, because he holds both a contemporary and historical view and ‘maintains a consistent agenda’ (Govt); the existence of CCIC and its predecessors on the Central Coast is a repository for regional knowledge despite changes in the staffing of other significant local stakeholders.

Frank’s ‘understand[ing of] the currency of the problems and [that] the opportunities today are not what they used to be’ (Ind) allows the organisation to ‘recognise gaps for industry’ (Govt). These insights, combined with the trust attributed to CCIC, are critical in driving industry engagement in the future-oriented programs offered. Of notable value are the opportunities that are collectively and collaboratively translated into programs like the Lean program (see p. 10) and site tours.

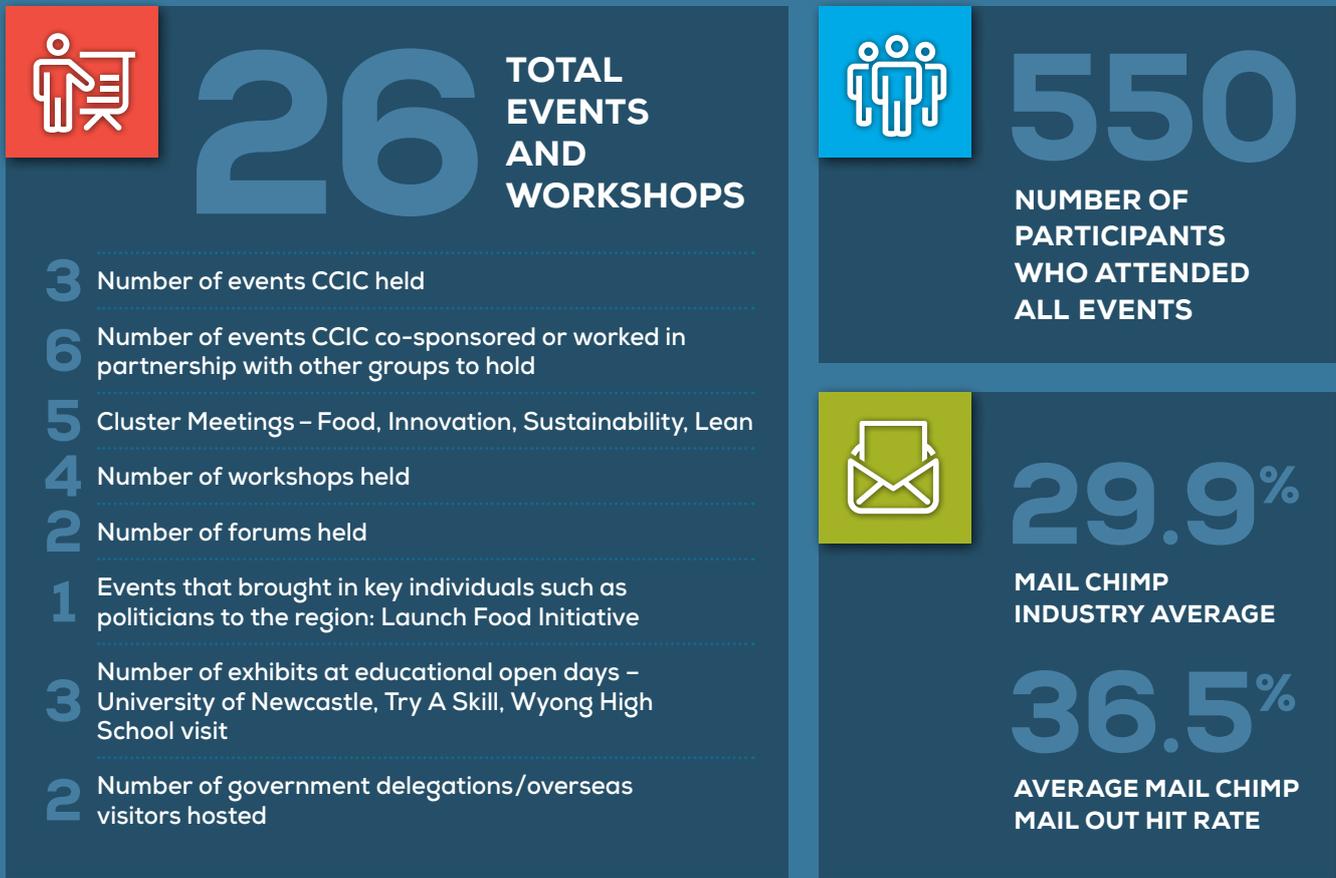
The industry-specific site tours and networking opportunities are unique in the region and are particularly informative and relevant for industry.

[Frank’s] a node of convergence. (Govt)

The spoke and wheel model is very much how Frank operates... I can very easily pick up the phone to him and say, do you know anyone; here’s an engineering problem, do you know anybody or have you seen this similar anywhere else, and get that bit from him. (Ind)



FIGURE 2: KEY ACTIVATION METRICS FOR 2019



KEY EXTERNAL GROUPS THAT CCIC IS ENGAGED WITH:



INDUSTRY BODIES

- NSW Business Chamber Central Coast
- AI Group
- Hunternet
- CICE Lean Network New Zealand
- Southern Strength Agile Manufacturing Network
- Balt Action Learning Tasmania
- Advanced Manufacturing Growth Centre
- Food Innovation Australia Ltd
- TCI Network (Global)



COLLABORATIVE GROUPS

- Central Coast Supply Chain Forum
- Central Coast Innovation Leaders Program
- Engineers Australia – Central Coast
- Seeds of Change Program



RESEARCH AND EDUCATION

- NIER
- University of Newcastle
- TAFE NSW
- P-Tech Program, Wyong High School
- NSW Energy Knowledge Hub
- Fight Food Waste CRC
- CSIRO

CENTRAL COAST'S LEAN CLUSTER

The Lean Cluster is an industry forum developed and led by CCIC with the goal of enhancing manufacturing competitiveness in the region.

Lean is a manufacturing methodology focused on maximising productivity through minimising waste in production systems. Sharing Lean challenges and practices with peers on-site is particularly informative and instrumental in shaping organisational Lean practices.

'There's nothing similar on the Central Coast. That's the only way we're networking with other manufacturers... And it's a massive part of our continuous improvement journey, we just wouldn't have learnt what we have, if we didn't have these visits to the other manufacturing facilities. We'd have to rely on someone knowing Joe who's in the factory up there and it just wouldn't be the same.' (Ind)

Lean Cluster meetings are generally held at participating organisations' premises and include site tours and short seminars. 'You walk around these places... all these kind of businesses – there's always something that can be learned.' (Ind)

'I get a lot more from [being onsite] and having a chat with people while they're doing what they do. So, it might be in a plant showing us something they've done, and it makes it more real.' (Ind)



[CCIC] puts on a lot of open days at different factories and we always go to them because it's a massive learning curve for us ... we just take the best of what they're doing and bring it in here and we implement it here... we grab one or two things from every company that we've visited. [A visit to another business] was just a massive wakeup call for us ... we'd done so well in Lean and operational excellence. You know what? We've got so much further to go... (Ind)



THE CENTRAL COAST AS A FOOD IDENTITY: CCIC AS A CONDUIT

CCIC has taken a leadership role in building a 'food identity' for the Central Coast. In recognising the potential for the region to build its food and beverage sector, CCIC works closely with the University of Newcastle and government to build capacity through collaborative research and innovation.

In 2018, CCIC led a successful bid for matched funding via the Food Innovation Australia Limited (FIAL) Cluster Programme. Of the 30 submissions, CCIC was one of four successful applicants and has been granted \$393,000 in funding over three years. This significant funding boost is integral to establishing the Central Coast as a leading food region; it will be leveraged to undertake collaborative programs that build SME capacity and boost local employment.



For the University of Newcastle Central Coast Food Science Department, CCIC operates as a critical conduit to industry. Through the linking of academics and local businesses, the Department can more easily offer appropriate work-integrated learning industry placements for students.

The University also leverages CCIC's understanding of the local food industry to 'keep in the loop' (Edu) of industry trends.

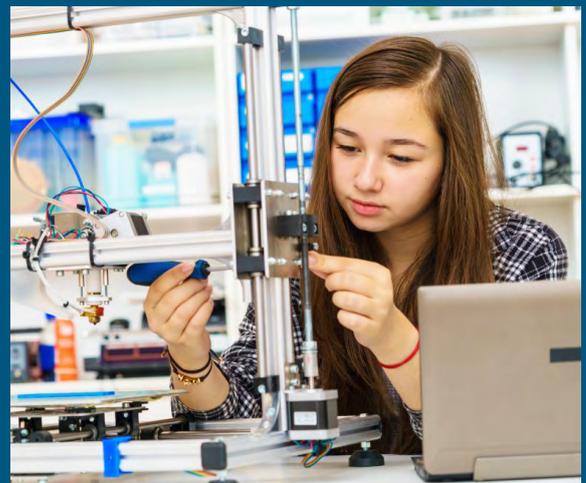
CCIC remains a conduit of choice between the University and local food industries in terms of financial support of research and the facilities at the Ourimbah campus like the sensory and analytical labs and a testing kitchen.

PATHWAYS IN TECHNOLOGY (P-TECH)

P-Tech is a school-based government initiative that explores education pathways in science, technology, engineering and mathematics (STEM). The ultimate goal is facilitating informed decision making about future careers in STEM.

Project-based learning programs for students to undertake in schools and workplaces are developed in partnerships between schools, industry and tertiary education providers.

CCIC plays an active role in the Central Coast P-Tech program at Wyong High School, promoting the program and facilitating links between the school and relevant industry partners. 'I think the reason that this program's been so successful and CCIC has helped so much is because it's allowed us ... to encapsulate ideas and to be creative and to work collaboratively to capture any opportunities ... on the Coast to allow students to be, in their mind, innovative.' (Edu)



CCIC THE INNOVATION BROKER: CONNECTING THE TRIPLE HELIX⁴



CCIC is talking to people who are identifying research opportunities. Some of these are niche and boutique. They're not \$200,000 ARC grants to come up with a novel orange juice, they just want some research and some human commentary or some sensory analysis around this minor product. (Edu)

[CCIC] are the honest broker that is keeping your triple helix alive. (Edu)

[CCIC is] very active – they're like a bridge to industry, [they] open up a lot of opportunity for not only us but for industry as well. (Edu)

Theoretically, the NSW Central Coast can be classified as a 'peripheral region',⁵ characterised by poor infrastructure, absence of an independent university, low levels of R&D activity and inadequate educational attainment. Yet, despite these institutional and foundational limitations, a passion for creating the connections between industry, government and university (three strands of the 'triple helix') has been fostered, with CCIC at its centre.

Research indicates that this strong connectivity benefits all three of the helix strands,⁶ as well as the economy of the region. Research also finds that the arrangements and interaction between the strands are the collective origin of innovative ideas; these are more valuable than intra-organisational innovative activity. These benefits manifest in enhanced innovative interventions, better development opportunities and heightened knowledge exchange.⁷

Within the helix, industry is the primary producer of goods and services; government develops the contractual framework for stable interactions and the university provides the generative research and development critical in knowledge-based economies.⁸ Effective interaction across the helix is understood as challenging due to the varying structural and cultural institutional frameworks within each. Importantly, CCIC acts as a conduit between all three.



Bridging the gap between students, academics and industry at the University of Newcastle and TAFE

Like many universities, the University of Newcastle seeks links with industry to increase the relevance of research and to provide real-life opportunities for students, including student pathways via apprenticeships and work-integrated learning. CCIC's presence on the Ourimbah campus of the University of Newcastle develops connections between food scientists, nutritionists, medical students, business students and industries in the region.

This provides opportunities for student and academic engagement, including events like 'Try a skill' day for TAFE students, the Makers Festival and the Innovation Summit.

And so, I'll go, "I haven't heard of that company. Can you give me their details and an introduction?" (Govt)

If CCIC wasn't here, the majority of my focus would be in Newcastle and the Hunter. (Govt)

... very useful in... identifying what's there [government funding] and being able to cross them off the list without piles and piles of work ... And to be confident that I know what's out there ... I'm quite clear on what's available ... because you can sit isolated in industry. (Ind)

Marshalling government funding and assistance to Central Coast industries

'Belonging' is one of the key themes and focus areas in the Central Coast Council Community Strategic Plan (2018–2026).⁹ The NSW Government's Central Coast Regional Plan 2036¹⁰ echoes this call, identifying the criticality of jobs close to home as a key aspect of a connected community. To achieve these goals, it is essential to boost the number of local jobs so that more of the resident population can work close to home (an estimated 25.3% of the population travel outside of the area to work).¹¹

Increasing local job opportunities is reliant upon growth in the region's businesses. Government organisations wishing to connect with industry on the Central Coast to support such growth face challenges due to the high number of micro and small businesses and the lack of a cohesive identity. CCIC provides an important facilitative function, connecting government and industry bi-directionally: (1) facilitating government referrals and planning for industry events, and (2) educating industry about government programs and incentives.

U-CONNECT: WIN-WIN FOR ALL PARTNERS

With U-Connect, University of Newcastle students gain important real-world employment-related experiences. This exemplar of a triple helix relationship links University of Newcastle academics with appropriate Central Coast businesses via CCIC. The outcome is the development of market research projects that leverage student experience, real-world problems and university resources.

The project provides 'the opportunity to really immerse yourself in hands-on practical learning [which] has really informed me about my own capabilities'. (U-Connect student)

Student testimonies emphasise improvement in the transition from university to meaningful employment.

'The biggest thing for me is ... learning to liaise with a number of different stakeholders from industry.' (U-Connect student)

'The opportunity to really immerse yourself in hands-on practical learning has really informed me about my own capabilities.' (U-Connect student)

'I've learned how to communicate with big organisations in meetings.' (U-Connect student)

They were really good at connecting – okay industry has got a problem – research is over here ... but generally small business doesn't have the time to do that. (Ind)

In addition, CCIC adds credibility for government activity: for us to be able to say we've got industry commitment ... that sense of confidence that if we support it, we put funding into this, we know that industry will support it. (Govt)

That's a great way to stimulate:

- It brings people together, it brings the network together;
- It gives them information about some people at work and what they are doing from an R&D perspective;
- It just gets people talking ... Somebody says, "Oh gee, I didn't know you were doing that". "Oh yeah, I'm doing this, why don't we get together – let's meet and have a chat. Let's sit down and see if we can do something." (Edu)

PUTTING CENTRAL COAST INDUSTRY ON THE POLICY AGENDA

CCIC's connectivity and understanding of the region's industrial landscape is leveraged by politicians and other government personnel to link with appropriate businesses. Guiding visiting politicians (state and federal members) to connect with appropriate Central Coast businesses is more efficient for government and focuses attention on key challenges and opportunities for industry in the region.

FIGURE 3: FACILITATING THE TRIPLE HELIX

We don't have the budget to do it, so to be able to work through a network, and organisations such as one that [CCIC] coordinates – that allows us to be a lot more efficient. (Govt)

HOW DOES CCIC CONNECT THE TRIPLE HELIX

- Saves money and the need to set up repeat infrastructure
- Saves time in accessing industry
- Organises co-branding events for government organisations, university and industry
- Acts as a conduit for stakeholders to a large database of engaged industry contacts
- Industry are not contacted by multiple other organisations, but can get information through CCIC
- Allows industry stakeholders to 'market' their organisation to industry

CCIC has allowed us to have that network there to test ideas; to work directly with that industry base; to have those connections when we need them. (Govt)

Instead of 30 people knocking on the same CEO's door, if one person can do that ... through Frank's organisation that allows that process to be more efficient. (Govt)

My colleagues in other regions are jealous about the ease with which I'm able to collaborate with other stakeholders to access businesses – it makes me so much more effective, I can just pick up the phone and organise an event like that! (Govt)

MEASURING CCIC'S SOCIAL IMPACT



We could have gone out and tested that ourselves and went out with someone like KPMG and spent \$75,000 with them to do a survey on the local market here and the national trends, but it was a lot easier to go to CCIC and ask Frank and his board about what was happening in that sector here on the coast; what their members thought about the opportunity to grow that sector, and hear first-hand their experience. (Govt)

This report highlights aspects of the social impact of CCIC in the Central Coast region, and gives examples of how CCIC is engaging and mobilising the efforts of partners in

industry, the education sector and government. It examines how this impact measurement can be formally captured in the future so that incremental gains can be evaluated annually.

Some particular characteristics of CCIC underpin its success in the region. First, there is a high level of respect for CCIC management and an associated degree of trust and integrity. This translates into trust in the information provided by CCIC and attendance at events: 'because they all know Frank, Frank's running that event, we've got to go.' (Govt)

Second, CCIC is currently seen as apolitical. The absence of a perceived political agenda adds to

the trust in a 'shared environment' (Ind) where CCIC management are viewed as honest brokers: 'He's always been meticulous about doing the right thing and not having people selling stuff and not taking advantage of anybody... he's very trusted.' (Govt)

Third, CCIC's connections are highly valued and facilitate engagement within the region. CCIC's current membership arrangement is non-fee paying; this has value, 'at least 400 people are on their database. So effectively you have got a group of 400 people that would not have known each other otherwise apart from their own individual interactions ... you've got multiple connectivity and embeddedness that wouldn't have been there otherwise.' (Edu) But this is not regarded as sustainable by interviewees without increased funding support: 'It's invaluable ... it's understated, it almost goes unnoticed and I think it shouldn't.' (Ind)

INNOVATION LEADERS FORUM (ILF) – CREATING STRONG CONNECTIONS FOR CENTRAL COAST BUSINESSES

Jointly implemented by the University of Newcastle, CCIC and local government representatives, the ILF brought together ten Central Coast businesses to undertake an Action Learning program over 12 months. The intervention focused on collaborative capability development and deepening connectivity.

The businesses were identified using CCIC's established networks: 'the CCIC persona added to the trust because they don't have an agenda' (Govt). Trust underpinned the success of the program, built upon open dialogue and collective learning.

'The value [added was] through the connection and... through seeing other people... to the stage of being very honest and understood, and I think everybody walked away from that and thought well mine is not that bad – Everyone has got a problem.' (Ind)

The program is ongoing and continues to inform the local business community. Participating organisations are also collaborating on key, capacity-building projects.

Future measurement of impact: Recommendations and conclusions

CCIC can be identified as a Regional Innovation System (RIS) facilitator – an ‘interacting knowledge generation and exploitation subsystem linked to global, national and other regional systems’.¹² Research indicates that innovative activity is enhanced through the rapid diffusion of knowledge, skills and best practices within the regional context when RIS display strong connectivity across and between university, government and industry institutions (the triple helix). Overall, the strength of the linkages in a RIS can reduce transaction costs, decrease risks and ultimately increase productivity.¹³

Building linkages beyond regional boundaries has recently been acknowledged as an essential building block for regional innovation activity. CCIC provides such activity, facilitating ‘extra-local knowledge flows’¹⁴ through connecting the Central Coast manufacturing industry with manufacturing clusters in other regions and, more broadly, connecting local businesses with state and national government programs and funding opportunities.

Within a RIS, clusters are understood to play an important role in building individual organisational competitiveness and contributing to a stronger RIS. Clusters foster collaboration, driving more coordinated efforts that can build efficiencies, boost knowledge-sharing and facilitate access to research and technology.

The realisation of cluster benefits relies upon stakeholder collaboration.¹⁵ Cluster Management Organisations (CMOs) are increasingly established to facilitate effective cluster interaction and play an important role in guiding cluster strategy, building a cluster identity and driving innovative cluster projects. CCIC is currently fulfilling the role of a CMO for particular sectors on the Central

Coast and, with appropriate funding, in the future is an appropriate body for deepening cluster activity in the region. Successfully shaping RIS requires recognition of regional particularities.¹⁶ CCIC is a suitable vehicle for RIS intervention; through its deep connectivity and understanding of the Central Coast region and, importantly, its apolitical nature, CCIC is a trusted organisation viewed as an appropriate leader for regional innovation.

As the previous section highlights, much of CCIC’s effective contribution as a RIS stimulator in the Central Coast region is intangible and unmeasured. This contribution includes unbiased access to, and dissemination of, information and contacts. One instance is the free provision of information relating to funding, with CCIC as the *marketing arm*. Many rely on CCIC and acknowledge the value they receive, but are not able to fund it: ‘I think we have all become really reliant on [CCIC], but unfortunately because none of us have been able to resource it and fund it it’s been a bit challenging...to duplicate because no one else really wants to do the same thing right.’ (Govt)

To overcome this measurement issue in future, Table 2 maps the outcomes achieved by CCIC to suggested sources of data collection. Suggested proxies by which these outcomes could translate to a dollar value for CCIC’s social impact are also provided. Capturing these indicators will enable CCIC to more completely understand and represent the significance of its social impact on the Central Coast region.

Notwithstanding the absence of a current quantitative measure, this report shows clearly that CCIC is providing critical linking, capability and collaboration activities for the region. Moving forward, CCIC is an appropriate focus point or driver of a ‘shared identity’ for the Central Coast.

TABLE 2: SUGGESTED MEASUREMENT OF SOCIAL IMPACT BY STAKEHOLDER

STAKEHOLDER	OUTCOME	INDICATOR	DATA COLLECTION	POSSIBLE PROXY
Industry bodies (e.g. Central Coast Business Chamber)	Improved access to specific industry groups (e.g. manufacturing, food)	Access via CCIC to targeted industry group	Biannual interviews with industry body representatives	Cost of developing and maintaining individual databases of network
	Increased understanding of specific industry groups (e.g. manufacturing, food)	Access via CCIC to qualified industry insight	Biannual interviews with industry body representatives	Cost of purchasing industry insight (e.g. via KPMG research)
Government	Coordinated approach between government organisations for industry interaction (referrals meeting)	Number of referrals shared between government organisations	Monthly self-reports of referral origin	Cost of government employee time to generate new contact
	Easier access to individual SMEs	Time taken to source relevant SMEs for program inclusion	Monthly self-reports	Cost of government employee time to generate new contact
	Increased understanding of specific industry groups (e.g. manufacturing, food)	Access via CCIC to qualified industry insight	Biannual interviews with industry body representatives	Cost of purchasing industry insight (e.g. via KPMG research)
	Saving of time in event implementation	Reduced time to access industry stakeholders	Monthly self-report of joint event offering with CCIC	Cost of developing individual databases
	Relevant event offerings through industry insights	Industry perception of event relevance	Industry report via post-event survey	Cost of government employee contacting individual industry stakeholders to develop insights
SMEs	Access to best practice in other companies	Cost savings through increased efficiency	Post-event survey of industry participants and follow-up biannual surveys	Cost of SME employing consultants to provide Lean implementation program
	Awareness of solutions to specific manufacturing/ engineering/ production problems	Industry perception of insights gleaned through event attendance	Biannual industry survey	Cost of accessing industry-specific consulting to address manufacturing issues
	Relevant industry contacts in network	Number of industry stakeholders at each event	CCIC self-report of event attendance	Cost of attending paid networking events
	Knowledge of relevant government programs and grants	Ability of SMEs to identify relevant government programs	Interviews with SMEs	Cost of time for an employee to locate relevant government programs
	Easier access to government programs	SME interest in government programs via CCIC contact	Government self-report of origin of referral	\$ value of support provided through government program

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TABLE 2: SUGGESTED MEASUREMENT OF SOCIAL IMPACT BY STAKEHOLDER CONTINUED

STAKEHOLDER	OUTCOME	INDICATOR	DATA COLLECTION	POSSIBLE PROXY
Food SMEs and large organisations	Stronger collaboration between food-related businesses in the region	Partnerships developed to implement projects/ new ventures	Self-report via biannual survey	\$ value attributed to project/venture
	Improved access to university research	Awareness of relevant university research	Self-report via biannual survey	Cost of individually conducting R&D
	Access to relevant R&D above what is possible individually	Sharing of R&D in sector	Self-report via biannual survey	Cost of individually conducting R&D
University	Access to local businesses	Academics linking with industry for WIL programs, research and teaching	Biannual survey (phone interview) university academics	Cost of academic time to develop and maintain industry contacts
	Ability to offer relevant WIL projects	WIL placements through CCIC network	Biannual survey (phone interview) university academics	Cost of academic time to develop and maintain industry contacts
	Improved understanding of industry trends	Academic reports of industry insights from CCIC	Biannual survey (phone interview) university academics	Cost of purchasing industry insight (e.g. via KPMG research)
University students	Increased opportunities for employment-related experience	Number of students participating in WIL programs via CCIC connection	Biannual survey (phone interview) university academics	Cost of academic time to develop and maintain industry contacts
TAFE	Easier access to local industry for event organisation	Number of businesses connected via CCIC for 'Try a Skill Day'	CCIC self-report of businesses connected to TAFE	Cost of TAFE developing relationship with each business
STEM education organisers	Easier access to relevant industry stakeholders	Number of industry stakeholders connected into STEM education program via CCIC	Biannual interviews with STEM education representative	Cost of developing and maintaining individual databases of network
Service companies (e.g. Central Coast accounting firms)	Improved access to specific industry groups (e.g. manufacturing, food)	Access via CCIC to targeted industry group	Biannual interviews with service company representatives	Cost of developing and maintaining individual databases of network
	Increased understanding of specific industry groups (e.g. manufacturing, food)	Access via CCIC to qualified industry insight	Biannual interviews with service company representatives	Cost of purchasing industry insight (e.g. via KPMG research)
Politicians	Access to appropriate local businesses	Number of times politicians use CCIC to connect to industry	CCIC self-report via biannual survey	Cost of government employee time to generate new contact
	Access to regional industry insights	Number of times politicians contact CCIC for industry insight	CCIC self-report via biannual survey	Cost of purchasing industry insight (e.g. via KPMG research)

ENDNOTES

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