



# Economic Development Steering Group

## Business Paper

**date of meeting:** Wednesday 5 April 2017

**location:** Function Room  
Port Macquarie-Hastings Council  
17 Burrawan Street  
Port Macquarie

**time:** 8.30am

**Note:** Council is distributing this agenda on the strict understanding that the publication and/or announcement of any material from the Paper before the meeting not be such as to presume the outcome of consideration of the matters thereon.



**PORT MACQUARIE  
HASTINGS**

## **Economic Development Steering Group**

### **CHARTER**

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#### **1.0 OBJECTIVES**

- Assist Council in the implementation and review of the Economic Development Strategy.
- Assist Council in monitoring the success of the Economic Development Strategy against established criteria.
- Engage with and provide input to Council on other economic development matters which are relevant to the future of the Local Government Area.
- To provide and receive two-way feedback from business and industry.

#### **2.0 KEY FUNCTIONS**

- The Economic Development Steering Group will provide a forum in which Local Government, business and industry leaders can discuss and debate, plan and progress local and regionally significant economic outcomes that continue the growth of the economy in the Port Macquarie Hastings Local Government Area.
- The Steering Group is to be an interactive group that provides a forum for developing the strategic economic development direction for the Local Government Area. The Steering Group is committed to collaboration, innovation and development of a 'whole-of-place' approach for the purpose of promoting local product, industry and investment in the state, national and global market.

#### **3.0 MEMBERSHIP**

A formal Expression of Interest process will be undertaken across the Local Government Area as a way of determining the independent representatives on the Steering Group. Members of the Steering Group will be representative of all business interests across the Local Government Area rather than a single business issue and be able to demonstrate conceptual and forward-thinking skills. Applications from both individuals and also representatives from business groups, as shown below and in no particular order, and who meet the selection criteria will be encouraged:

- Port Macquarie Chamber of Commerce
- Wauchope Chamber of Commerce
- Camden Haven Chamber of Commerce & Industry
- Greater Port Macquarie Tourism Association
- Hastings Business Women's Network
- NSW Business Chamber
- Industry Mid North Coast
- Port Macquarie Hastings Education and Skills Forum
- Hastings Construction Industry Association.

Council representatives will be:

- Councillors, Economic and Cultural Development Portfolio
- General Manager
- Director

- Group Manager Economic Development
- Other senior Council staff as required.

Other members, including State and Federal Government representatives and specific constituent groups within various sectors may be invited to attend meetings or participate in a working group on certain issues or to progress an agreed outcome, as approved by the Steering Group.

Steering Group members will serve for a period of two (2) years after which Council will call expressions of interest for the next two (2) year period. Existing Steering Group members will be eligible to re-apply for a position and serve additional terms. Any changes in the composition of the Steering Group will be approved by Council.

### **3.1 Voting Members**

- Councillors, Economic and Cultural Development Portfolio
- General Manager
- Director
- Group Manager Economic Development
- Community representatives, as appointed by Council

### **3.2 Non-Voting Members**

- Other members, including State and Federal Government representatives and specific constituent groups within various sectors may be invited to attend meetings or working groups on certain issues or to progress an agreed outcome, as approved by the Steering Group.

### **3.3 Obligations of Members**

- Commit to working towards advancement of economic development within the Local Government Area.
- Act honestly and in good faith.
- Act impartially at all times.
- Participate actively in the work of the Steering Group.
- Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
- Comply with this Charter document at all times.
- Facilitate and encourage community engagement with Steering Group and Council initiatives to support good cultural and social outcomes for our community.
- As per Section 226 (c) of the NSW Local Government Act 1993, the Mayor is the principal spokesperson for the governing body and Councillors that are members of a Steering Group are to obtain the Mayor's agreement to make media and other statements. Further, only the Mayor, or a Councillor with the Mayor's agreement and otherwise in accordance with Council policies and procedures, may release Council information through media statements or otherwise, and the release of such information must be lawful under the Council adopted Code of Conduct. Council officers that are members of Steering Groups are bound by the existing operational delegations in relation to speaking to the media.
- A Councillor as a member of a Steering Group or the Steering Group itself has no delegation or authority to make decisions on behalf of Council, nor to direct the business of Council. The only decision making power open to Councillors is through formal resolutions of Council.

- A Councillor as a member of a Steering Group or the Steering Group itself cannot direct staff and must abide by the decisions of Council and the policies of Council.
- Councillors, Council staff and members of this Steering Group must comply with the applicable provisions of Council's Code of Conduct in carrying out the functions as Council officials. It is the personal responsibility of Council officials to comply with the standards in the Code of Conduct and regularly review their personal circumstances with this in mind.

### **3.4 Member Tenure**

- Steering Group members will serve for a period of two (2) years after which Council will call expressions of interest for the next two (2) year period. Existing Steering Group members will be eligible to re-apply for a position and serve additional terms. Any changes in the composition of the Steering Group require the approval of Council.

### **3.5 Appointment of Members**

- A formal Expression of Interest process will be undertaken across the Local Government Area as a way of determining the independent representatives on the Steering Group. Members of the Steering Group will be representative of economic development interests across the Local Government Area rather than a single issue. The members of the Committee, taken collectively, will have a broad range of skills and experience relevant to economic development, business and industry in the Port Macquarie Hastings region. Applications from individuals and representatives from interest groups, and who meet the selection criteria will be encouraged.
- Council, by resolution duly passed, will appoint members to the Steering Group.

## **4.0 TIMETABLE OF MEETINGS**

- Meetings will be held monthly (or more regularly if required). Meetings will generally be held at the main administration office of Port Macquarie-Hastings Council.

## **5.0 MEETING PRACTICES**

### **5.1 Decision Making**

- Recommendations of the Steering Group shall be by majority of the members present at each Meeting and each member shall have one (1) vote.
- The Chairperson shall not have a casting vote.
- In the event of an equality of votes on any matter, the matter shall be referred directly to Council's Executive Group and then to Council.
- Recommendations from the Steering Group are to be made through the General Manager or the relevant Director, who will determine under delegation, the process for implementation.
- The Steering Group has no delegation to allocate funding on behalf of Council. The Steering Group may make recommendations to Council about how funding should be spent in relation to the above-mentioned objectives, however those funds will only be applied and expended following a formal resolution of Council.
- The Steering Group may establish working groups to support actions and activities within the strategies or to assist in the delivery of projects and events as deemed appropriate. All projects are to be aligned with Council's suite of Integrated Planning and Reporting documents.

### **5.2 Quorum**

- The quorum for the Steering Group will be half of the members plus one. A quorum must include a minimum of one (1) Councillor and one (1) Council staff member being present.

### **5.3 Chairperson and Deputy Chairperson**

- The Chairperson shall be the Councillor, Chair Economic and Cultural Development Portfolio.
- The Deputy Chair shall be the Councillor, Alternate Chair Economic and Cultural Development Portfolio.
- At all Meetings of the Steering Group, the Chairperson shall occupy the Chair and preside. In the absence of the Chairperson and Deputy Chair, as the Steering Group's first item of business, the Steering Group shall elect one of its members to preside at the Meeting (elected chair must be a Council representative).

### **5.4 Secretariat**

- The Director is to be responsible for ensuring that the Steering Group has adequate secretariat support. The secretariat will ensure that the business paper and supporting papers are circulated at least three (3) days prior to each meeting. Minutes shall be appropriately approved and circulated to each member within three (3) weeks of a meeting being held.
- All Steering Group agendas and minutes will be made available to the public via Council's web site, unless otherwise restricted by legislation.

### **5.5 Recording of explicit discussions on risks**

- The Secretariat shall record all discussions that relate to risks.

## **6.0 CONVENING OF "OUTCOME SPECIFIC" WORKING GROUPS**

- The Steering Group can at times request a working group to be convened, for a limited period of time, for a specific action, these specifics will be minuted clearly. The working group will report back to the Steering Group with outcomes.
- Any working groups established under this Steering Group will be responsible for providing updates to the Group. The working groups will be an informal gathering with notes collected and managed by the senior staff member in attendance and will be tabled at the Steering Group meetings.

## **7.0 CONFIDENTIALITY AND CONFLICT OF INTEREST**

- Any independent members of the Steering Group will be required to complete a confidentiality agreement that will cover the period of their membership of the Steering Group.
- Steering Group members must declare any conflict of interests at the start of each meeting or before discussion of a relevant item or topic. Details of any conflicts of interest should be appropriately minuted.
- Where members or invitees at Steering Group meetings are deemed to have a real or perceived conflict of interest, it may be appropriate that they be excused from Steering Group deliberations on the issue where the conflict of interest may exist.



**PORT MACQUARIE  
HASTINGS**



## Port Macquarie-Hastings Economic Development Steering Group

### ATTENDANCE REGISTER

Member	06/07/16	03/08/16	7/12/16	01/02/17	01/03/17
Councillor Rob Turner (Chair)	No quorum A	✓	✓	✓	✓
Councillor Geoff Hawkins (Deputy Chair)	-	-	-	-	-
Councillor Mike Cusato - Chair of External Grants and Revenues Portfolio	-	-	-	-	A
Karen Archer Kelly King (Hastings Business Women's Network)	A	A	X	A	✓
Ross Cargill (Mid North Coast NSW Business Chamber)	A	✓	A	✓	✓
Joy Corben (Port Macquarie-Hastings Education and Skills Forum)	A	✓	✓	✓	✓
Rob Hamilton (Greater Port Macquarie Tourism Association)	✓	✓	✓	A	✓
Anthony Thorne (Hastings Construction Industry Association Inc.)	✓	✓	✓	✓	✓
Professor Heather Cavanagh (Higher Education)	A	A	A	A	✓
John Saunders (Camden Haven Chamber of Commerce & Industry)	A	A	✓	✓	A
Haydn Oriti (Port Macquarie Chamber of Commerce)	✓	✓	✓	✓	✓
Jill Follington (Industry Mid North Coast)	✓	A	✓	A	✓
Belinda Richardson (Independent)	A	A	✓	✓	✓
Craig Swift-McNair (General Manager, PMHC) Rebecca Olsen (Acting)	A	✓	A	✓	A
Liesa Davies (Acting Director Community and Economic Growth)	✓	✓	✓	✓	✓
Amanda Hatton (Acting Group Manager Economic Development)	✓	✓	✓	✓	✓

**Key:** ✓ = Present  
**A** = Absent With Apology  
**X** = Absent Without Apology



**PORT MACQUARIE  
HASTINGS**

# Economic Development Steering Group Meeting

Wednesday 5 April 2017

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**PORT MACQUARIE  
HASTINGS**

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**Item: 01****Subject: ACKNOWLEDGEMENT OF COUNTRY**

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"I acknowledge that we are gathered on Birpai Land. I pay respect to the Birpai Elders both past and present. I also extend that respect to all other Aboriginal and Torres Strait Islander people present."

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**Item: 02****Subject: APOLOGIES**

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**RECOMMENDATION**

That the apologies received be accepted.

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**Item: 03****Subject: CONFIRMATION OF PREVIOUS MINUTES**

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**RECOMMENDATION**

That the Minutes of the Economic Development Steering Group Meeting held on 1 March 2017 be confirmed.



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**PRESENT****Members:**

Councillor Rob Turner (Chair)  
Councillor Geoff Hawkins (Alternate Chair)  
Ross Cargill (Mid North Coast NSW Business Chamber)  
Joy Corben (Port Macquarie-Hastings Education and Skills Forum)  
Rob Hamilton (Greater Port Macquarie Tourism Association)  
Anthony Thorne (Hastings Construction Industry Association Inc.)  
Professor Heather Cavanagh (Higher Education)  
Haydn Oriti (Port Macquarie Chamber of Commerce)  
Jill Follington (Industry Mid North Coast)  
Belinda Richardson (Independent)

**Other Attendees:**

Liesa Davies (Acting Director Community & Economic Growth)  
Amanda Hatton (Acting Group Manager Economic Development)  
Ross Smith (Senior Economic Development Officer)  
Alex Grey (Economic Development Project Officer)  
Kelly King (Hastings Business Women's Network)

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The meeting opened at 8:30am.

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**01 ACKNOWLEDGEMENT OF COUNTRY**

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The Acknowledgement of Country was delivered.

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**02 APOLOGIES**

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**CONSENSUS:**

That the apologies received Councillor Michael Cusato, Craig Swift-McNair and John Saunders be accepted.

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**03 CONFIRMATION OF MINUTES**

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**CONSENSUS:**

That the Minutes of the Economic Development Steering Group Meeting held on 1 February 2017 be confirmed.

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**04 DISCLOSURES OF INTEREST**

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There were no disclosures of interest presented.

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**05 BUSINESS ARISING FROM PREVIOUS MINUTES**

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**CONSENSUS:**

That the information contained in the Business Arising Schedule be noted.

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**06 2017-2021 DRAFT ECONOMIC DEVELOPMENT STRATEGY REVIEW**

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**CONSENSUS:**

That amendments discussed at the meeting be included in the draft 2017 - 2021 Economic Development Strategy and it be presented to the 15 March 2017 Ordinary Council meeting recommending public exhibition.

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**07 AUSTRALIAN SENATE INQUIRY ON THE RELOCATION OF GOVERNMENT BODIES TO REGIONAL AREAS**

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**CONSENSUS:**

That the Chair make a submission on behalf of the Economic Development Steering Group applauding the consideration of regional cities and highlighting local assets that would directly support the relocation of government bodies to regional areas.

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**08 2017 HANDA CITY DELEGATION VISIT**

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**CONSENSUS:**

That the Group:

1. Consider the opportunity to attend as a member of the official Port Macquarie delegation visiting Handa in October 2017 and that the opportunity be presented to the new Economic Development Steering Group members at a future meeting.
  2. Request Council staff work with local business networks to undertake an Expression of Interest to assess interest in a local business delegation attending as part of the proposed October 2017 visit to Handa.
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**09 NEXT MEETING**

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**CONSENSUS:**

That the next meeting of the Economic Development Steering Group be held on Wednesday 5 April 2017, commencing at 8.30am at Council Headquarters.

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**10 GENERAL BUSINESS**

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**10.01 PORT MACQUARIE-HASTINGS COUNCIL ECONOMIC  
DEVELOPMENT STEERING GROUP - EXPRESSION OF INTEREST**

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The Acting Group Manager Economic Development reminded members of the timeframes to complete Expression of Interest for the new membership term.

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The meeting closed at 9:50am.

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Item: 04  
Subject: DISCLOSURES OF INTEREST

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**RECOMMENDATION**

That Disclosures of Interest be presented

**DISCLOSURE OF INTEREST DECLARATION**

Name of Meeting: .....  
Meeting Date: .....  
Item Number: .....  
Subject: .....  
.....

I, ..... declare the following interest:

☐**Pecuniary:**

Take no part in the consideration and voting and be out of sight of the meeting.

☐**Non-Pecuniary - Significant Interest:**

Take no part in the consideration and voting and be out of sight of the meeting.

☐**Non-Pecuniary - Less than Significant Interest:**

May participate in consideration and voting.

For the reason that: .....  
.....

Name: .....

Signed: ..... Date: .....

*(Further explanation is provided on the next page)*

**Further Explanation**

(Local Government Act and Code of Conduct)

A conflict of interest exists where a reasonable and informed person would perceive that a Council official could be influenced by a private interest when carrying out their public duty. Interests can be of two types: pecuniary or non-pecuniary.

All interests, whether pecuniary or non-pecuniary are required to be fully disclosed and in writing.

**Pecuniary Interest**

A pecuniary interest is an interest that a Council official has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the Council official. (section 442)

A Council official will also be taken to have a pecuniary interest in a matter if that Council official's spouse or de facto partner or a relative of the Council official or a partner or employer of the Council official, or a company or other body of which the Council official, or a nominee, partner or employer of the Council official is a member, has a pecuniary interest in the matter. (section 443)

The Council official must not take part in the consideration or voting on the matter and leave and be out of sight of the meeting. The Council official must not be present at, or in sight of, the meeting of the Council at any time during which the matter is being considered or discussed, or at any time during which the council is voting on any question in relation to the matter. (section 451)

**Non-Pecuniary**

A non-pecuniary interest is an interest that is private or personal that the Council official has that does not amount to a pecuniary interest as defined in the Act.

Non-pecuniary interests commonly arise out of family, or personal relationships, or involvement in sporting, social or other cultural groups and associations and may include an interest of a financial nature.

The political views of a Councillor do not constitute a private interest.

The management of a non-pecuniary interest will depend on whether or not it is significant.

***Non Pecuniary – Significant Interest***

As a general rule, a non-pecuniary conflict of interest will be significant where a matter does not raise a pecuniary interest, but it involves:

- (a) A relationship between a Council official and another person that is particularly close, for example, parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child of the Council official or of the Council official's spouse, current or former spouse or partner, de facto or other person living in the same household.
- (b) Other relationships that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship.
- (c) An affiliation between a Council official an organisation, sporting body, club, corporation or association that is particularly strong.

If a Council official declares a non-pecuniary significant interest it must be managed in one of two ways:

1. Remove the source of the conflict, by relinquishing or divesting the interest that creates the conflict, or reallocating the conflicting duties to another Council official.
2. Have no involvement in the matter, by taking no part in the consideration or voting on the matter and leave and be out of sight of the meeting, as if the provisions in section 451(2) apply.

***Non Pecuniary – Less than Significant Interest***

If a Council official has declared a non-pecuniary less than significant interest and it does not require further action, they must provide an explanation of why they consider that the conflict does not require further action in the circumstances.

## SPECIAL DISCLOSURE OF PECUNIARY INTEREST DECLARATION

<b>By</b> <i>[insert full name of councillor]</i>	
<b>In the matter of</b> <i>[insert name of environmental planning instrument]</i>	
<b>Which is to be considered at a meeting of the</b> <i>[insert name of meeting]</i>	
<b>Held on</b> <i>[insert date of meeting]</i>	
<b>PECUNIARY INTEREST</b>	
Address of land in which councillor or an associated person, company or body has a proprietary interest ( <i>the identified land</i> )	
Relationship of identified land to councillor <i>[Tick or cross one box.]</i>	<input type="checkbox"/> Councillor has interest in the land (e.g. is owner or has other interest arising out of a mortgage, lease trust, option or contract, or otherwise).  <input type="checkbox"/> Associated person of councillor has interest in the land.  <input type="checkbox"/> Associated company or body of councillor has interest in the land.
<b>MATTER GIVING RISE TO PECUNIARY INTEREST</b>	
Nature of land that is subject to a change in zone/planning control by proposed LEP ( <i>the subject land</i> ) <sup>iii</sup> <i>[Tick or cross one box]</i>	<input type="checkbox"/> The identified land.  <input type="checkbox"/> Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control <i>[Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]</i>	
Proposed change of zone/planning control <i>[Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]</i>	
Effect of proposed change of zone/planning control on councillor <i>[Tick or cross one box]</i>	<input type="checkbox"/> Appreciable financial gain.  <input type="checkbox"/> Appreciable financial loss.

Councillor's Name: .....

Councillor's Signature: ..... Date: .....



**Important Information**

This information is being collected for the purpose of making a special disclosure of pecuniary interests under sections 451 (4) and (5) of the *Local Government Act 1993*. You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints made about contraventions of these requirements may be referred by the Director-General to the Local Government Pecuniary Interest and Disciplinary Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting in respect of which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

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- i. Section **443** (1) of the *Local Government Act 1993* provides that you may have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative<sup>iv</sup> or because your business partner or employer has a pecuniary interest. You may also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.
  - ii. Section **442** of the *Local Government Act 1993* provides that a **pecuniary interest** is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter or if the interest is of a kind specified in section **448** of that Act (for example, an interest as an elector or as a ratepayer or person liable to pay a charge).
  - iii. A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in section **443** (1) (b) or (c) of the *Local Government Act 1993* has a proprietary interest..
  - iv. **Relative** is defined by the *Local Government Act 1993* as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

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**Item: 05**

**Subject: BUSINESS ARISING FROM PREVIOUS MINUTES**

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Nil.

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Item: 06

Subject: NSW REGIONAL DEVELOPMENT FRAMEWORK

Presented by: Community and Economic Growth, Liesa Davies

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## RECOMMENDATION

**That the Group discuss and consider opportunities to progress local priorities under the NSW Regional Development Framework.**

## Discussion

In late 2016 the NSW State Government released its Regional Development Framework. Its purpose is to underpin the Government's priorities to grow business confidence, create jobs and encourage business investment to secure a strong future for regional NSW.

The Framework will be based around a \$6 billion model of investment in regional NSW that:

1. Provides quality services and infrastructure in regional NSW - ensuring a baseline set of services across regional NSW;
2. Aligns efforts to supporting growing regional centres, acknowledging the needs of areas with strong growth in population, jobs or both; and
3. Identifies and activates economic potential by looking across regional NSW for opportunities to change the economic outlook and activate local economies.

## Attachments

1 [View](#). NSW Regional Development Framework



Department  
of Industry

# Making it Happen in the Regions:

## Regional Development Framework



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**Image:** Guided tour of Aboriginal art with Badger Bates, Mutawintji National Park, Outback NSW. Badger Bates is a Broken Hill artist, Aboriginal Elder and Senior Archeological Officer for the NPWS, Broken Hill. **Credit:** Destination NSW



**Image:** Paddocks in Boorowa **Credit:** Holly Bradford  
Capital Country Tourism, Destination NSW

**Cover Image:** View of Tamworth  
**Credit:** Tamworth Regional Council

# Foreword

**The NSW Government has a strong record when it comes to delivering for regional NSW. In our first term of Government, we committed over \$13 billion to revitalising important infrastructure and improving service delivery in regional communities.**

In our second term, we have continued this momentum, with a further \$6 billion committed through the long-term lease of 49 per cent of the State's electricity assets, including:

- **\$3.7b on regional roads;**
- **\$1b on water security;**
- **\$600m for schools and hospitals;**
- **\$400m for rail freight; and**
- **\$300m for regional tourism and the environment.**

This investment is a once-in-a-generation opportunity to fast track infrastructure projects that regional NSW needs and deserves. More importantly, this record investment is converting into business confidence, private sector investment and creating jobs that will unleash the economic potential of regional NSW - and the figures speak for themselves.

Business confidence in NSW is the highest it has been in five years. Regional NSW is leading the nation in jobs growth, with over 56,000 jobs created over the year to June 2016 - which is the highest regional jobs growth rate in Australia. The Regional Development Framework underpins the Government's priorities to grow business confidence, create jobs and encourage business investment to build a skilled workforce and secure a strong future for our regions.

The Framework is the first of its kind and provides an overall vision across Government for regional development in NSW, building on previous regional plans and will act as a point of reference for future work to deliver for regional NSW.

The Framework will help the Government identify impactful opportunities that can make a real difference to regional communities. An important part of the Framework is a commitment to build the evidence-base for future investments and, through a whole-of-government approach, ensure that these investments maximise the potential for growth and new jobs in each region.

Our efforts are explained as three programs of investment:

1. Providing quality services and infrastructure in regional NSW
2. Aligning effort to support growing regional centres
3. Identifying and activating economic potential

The NSW Government recognises the importance of ensuring all regional communities can access the essential services of a modern economy. We believe our geography brings enormous opportunity, and should not deter people from choosing where they live, work and play.

We have created the right economic conditions for growth with a clear rationale for investment. We will put the Framework into practice to support further growth through:

1. **Improved regional structures to facilitate regional development**
2. **Building the evidence-base for investment in regional development**
3. **Attracting investment and co-investment**
4. **Building regional workforce capability**

Although the NSW Government has achieved much in the last five years, there is more to do. We continue to work to ensure greater opportunity and prosperity for regional NSW.



**The Hon. John Barilaro MP**  
Deputy Premier  
Minister for Regional Development  
Minister for Skills  
Minister for Small Business



# 1. Regional development is important to the NSW Government

## **Regional development ensures NSW makes the most of its opportunities**

Regional NSW is home to about 40% of the total NSW population, and produces about one third of total NSW gross state product. It is also home to resilient and adaptive communities and places of historical and cultural significance. With high levels of natural beauty and diverse lifestyles, regional locations are attractive places to live and work.

The NSW Government recognises the need to be more strategic and better coordinated if it is to make a difference, particularly in addressing some of the serious issues facing regional NSW such as pockets of youth unemployment, social disadvantage, changing economic opportunities and increased competition.

The NSW Government is determined to ensure that regional NSW continues to be a vibrant and growing part of our economy and that people are supported in their decision to live in the regions.

## **What do we mean by regional development?**

The NSW Government is taking a holistic approach to regional development.

The Government's efforts are aimed at tangible improvements in economic and social outcomes, but also efforts towards protecting our unique environment and enhancing education, health and cultural outcomes.

This can be measured in a variety of ways by reference to economic factors such as jobs, wealth creation and living standards but also by relying on measures such as education levels, skills levels, standard of living and life expectancy.

Importantly, the NSW Government's approach to regional development is collaborative and based on the idea that regional development is a shared effort that combines the work of all tiers of government, as well as input from regional communities.

Regional development seeks to maximise the potential of regional areas. The NSW Government wants to build on our approach to the natural assets, local skills and expertise, and broader competitive advantages of the regions.

One of the strengths of regional NSW is its diversity. The NSW Government recognises that each region requires its own tailored set of strategies to address the specific priorities of each region. This is why we have created this Framework.



## The NSW Government has a strong track record of delivery on regional development

The NSW Government is committed to supporting the development of strong, diverse and innovative regional communities across NSW and making those communities appealing places to live, work and invest. Since coming to Government, we have made a significant investment into regional NSW including:

### **\$13 billion investment**

We have budgeted \$13 billion worth of investment in regional infrastructure projects including better roads, hospitals and schools. This is aided by dedicating 30% of the multi-billion dollar Restart NSW fund to regional infrastructure

### **\$92 million**

Investing \$92 million via the Office of Regional Development to leverage \$4 billion worth of private sector investment and create over 12,500 new jobs

### **\$100 million**

Investing in primary industries, including supporting over 1,000 research and development projects

### **\$40 million**

Spending over \$40 million on regional training and skills, and significantly increasing skills and training opportunities in rural areas

### **\$26 million**

Investing over \$26 million in the Regional Visitor Economy Fund and the Regional Flagship Events Program as well as a further \$11.5 million for arts and cultural activities in regional NSW

In addition, the NSW Government is making a once in a generation investment into regional NSW through Rebuilding NSW. This includes spending \$6 billion in regional NSW, including \$2 billion for regional freight corridors, \$400 million to fix country rail, \$1 billion for regional water security and \$300 million for regional tourism and the environment.

## 2. The need for a Regional Development Framework: we can do more if we focus our efforts

The NSW Government has a strong record in ensuring we have the right strategies for regional development. This has been shown from the work completed to date such as:

- The regional plans for development over the next 30 years;
- The State Infrastructure Strategy;
- The Long Term Transport Master Plan; and
- The Economic Development Strategy for Regional NSW.

While the Government is investing significant funds into regional NSW, there are uneven levels of growth across the regions. Some regions are growing strongly both in terms of population and economic opportunity.

Industry is thriving in some regional centres, leading to strong jobs growth, and a strong regional economy and future prosperity.

However, some of our regional communities face great challenges in terms of population decline, structural change, distance, and the impact this has on service delivery, infrastructure investment, and cultural and social development.

We should expect that people will follow opportunities and that areas will experience differential growth over time.

The Regional Development Framework provides a scaffold for better coordination, decision making and effort on the ground.

The Framework will be based around a model of investment in regional NSW that:

1. Provides quality services and infrastructure in regional NSW – ensuring a baseline set of services across regional NSW;
2. Aligns efforts to support growing regional centres, acknowledging the needs of areas with strong growth in population, jobs or both; and
3. Identifies and activates economic potential by looking across regional NSW for opportunities to change the economic outlook and activate local economies.

### Aboriginal Economic Development

The Framework for Aboriginal economic prosperity is a key initiative of Opportunity, Choice, Healing, Responsibility, Empowerment (OCHRE), the NSW Government's plan for Aboriginal affairs. The Framework is being developed to coordinate the many activities across government, working with stakeholders effectively to achieve genuine improvements in Aboriginal economic development. The Framework aims to support Aboriginal people to realise their economic aspirations by developing sustainable employment and by building Aboriginal communities' economic and entrepreneurial capacity.

# 3. Regional Development Programs

## Program 1: providing quality services and infrastructure in regional NSW

**We want to ensure that the people of regional NSW have the best access to essential services and infrastructure in regional Australia.**

**All people in regional NSW should and will have access to essential services and infrastructure including hospitals, schools, roads, water, police and emergency services. This is our commitment to ensuring that no one in regional NSW should have to choose between where they live and work and having access to the most essential services.**

While not all areas will have the same level of investment, we will make sure that all regions receive essential services to support their size and population, and that this is equivalent or superior to the best services and infrastructure investment in comparable regions throughout Australia.

This aligns strongly with commitments under the Premier's priorities including building infrastructure, improving service levels within hospitals, improving education results, and improving government services.

Existing commitments include over \$1.7 billion on rural and regional health infrastructure, the \$135 million Bridges for the Bush program, \$132 million spent on upgrades to fire, police and ambulance stations and \$70 million spent on upgrading educational facilities.

The NSW Government is continuing to improve access to essential services in regional NSW.

Of the \$6 billion regional infrastructure program under Rebuilding NSW, a significant proportion is being spent on infrastructure to support essential government services, including:

- **\$2 billion for the Regional Road Freight Corridor Program;**
- **\$1 billion for a Regional Growth Roads Program;**
- **\$1 billion on water security;**
- **\$600 million for schools and hospitals - including \$300 million to create a 10 year Regional Schools Renewal Program;**
- **\$500 million for the Fixing Country Roads Program;**
- **\$300m for regional tourism and environment;**
- **\$400 million for Fixing Country Rail; and**
- **\$200 million to accelerate the Bridges for the Bush program.**

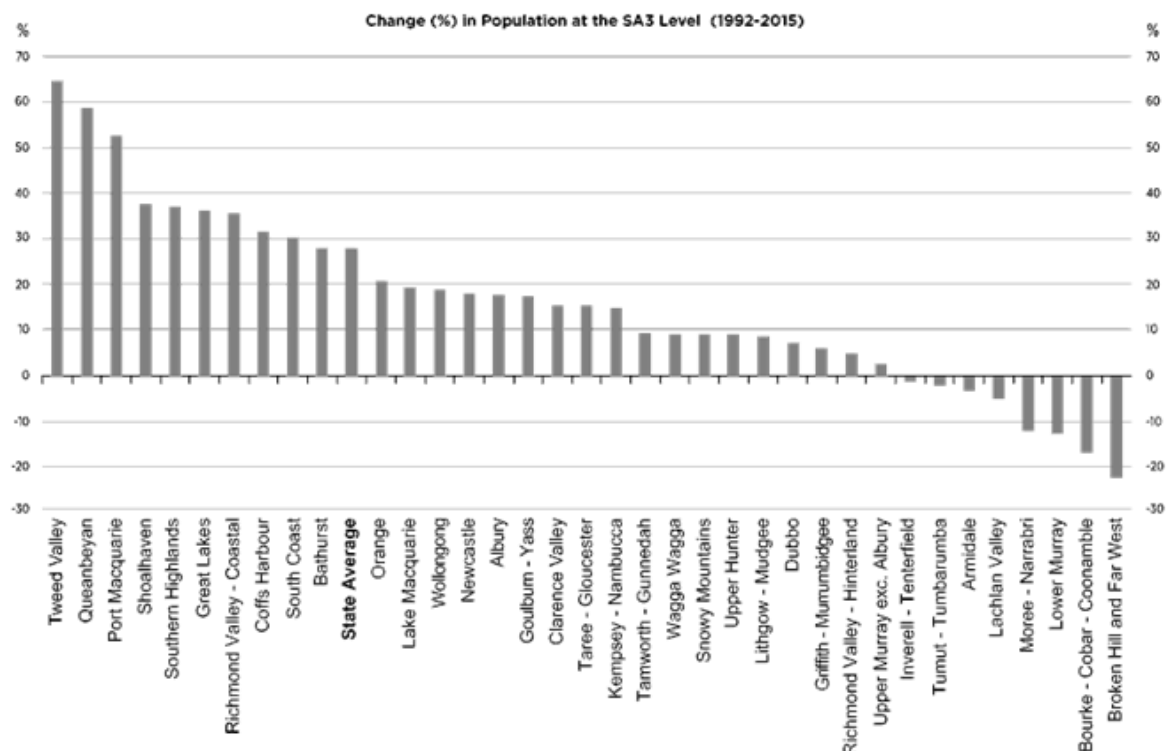
## Program 2: aligning effort to support growing regional centres

**There are some parts of the state that are experiencing strong growth. It is to be expected that government will invest in regional centres to ensure that services are commensurate with growing needs and that we capitalise on economic opportunities.**

There are some regional centres that are experiencing strong growth. Growth in this sense has a broad definition. It refers to growth in population, productivity, economic output or jobs. In identifying growing regional centres, a combination of these factors will be considered.

For example, with respect to population, between 1992 and 2015, some parts of New South Wales experienced very high population growth. This included coastal areas such as the Tweed Valley and Port Macquarie, but also inland areas such as Queanbeyan. Figure 2 below shows population trends in regional centres.

Fig 1 population trends in regional centres



Source: ABS.StatBeta, Social Statistics, Demography, Estimated Resident Population (ERP) by Region, 1992 to 2015

# Case Study

## Regional Tourism Infrastructure Fund

Regional airports play a vital role in the long term viability and growth for communities and economies in regional NSW, and are an essential entry point to the region for tourism, health and emergency services.

The NSW Government has announced \$70 million for upgrades to 27 regional airports that will boost their capacity and safety and increase their ability to attract visitors to regional NSW. The projects include passenger terminal upgrades, improved lighting to support airport expansion, and expanding runways or aircraft parking to accommodate larger planes.

The 27 regional airport projects include: Albury, Armidale, Ballina Byron Gateway, Bourke, Coffs Harbour, Dubbo, Griffith, Lightning Ridge, Lismore, Lord Howe Island, Merimbula, Moree, Moruya, Mudgee, Narrandera, Newcastle, Orange, Port Macquarie, Snowy Mountains, Tamworth, Taree, and Wagga Wagga.

Image: Coffs Harbour Airport  
Credit: Rob Cleary, Seen Australia



# \$70M

for upgrades to **27** regional airports



Demographers are forecasting further growth for coastal regional centres, including the Tweed, Coffs Harbour, Port Macquarie, Newcastle/Lake Macquarie, Wyong, Gosford, Wollongong and the Shoalhaven. The growth of regional centres and their importance for the regions is a trend that is set to continue.

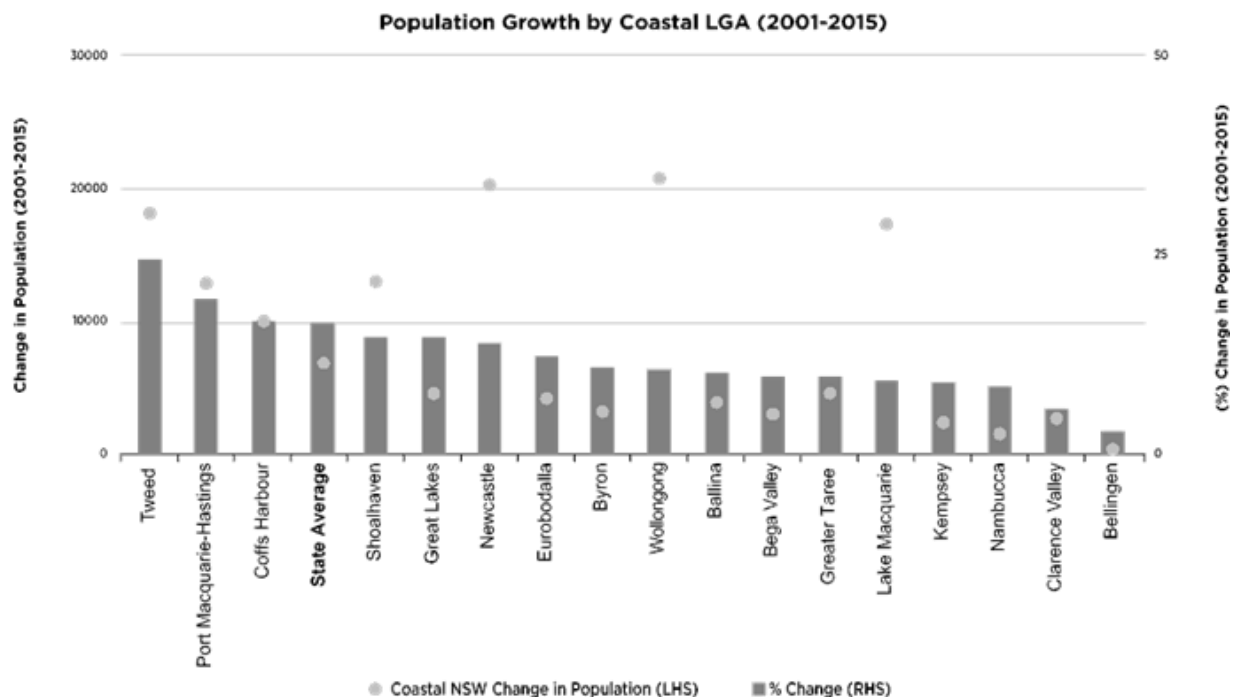
This will cement the importance of regional centres for the development of the surrounding regional areas. The strength and resilience of regional centres is a major contributor to the prosperity of our regions because they are hubs for economic activity, especially because in areas of strong population growth there is also likely to be some clustering of industry. An economic centre does not necessarily have to be a city of a particular size – centres will vary significantly from region to region, and some will be emerging.

A key characteristic of regional centres is they draw employees from, and provide services to, surrounding towns, and there are often important interconnections between regions.

By concentrating investment in growing regional centres, we can respond usefully to the needs of those regions as they arise and ensure that vital investments are made where most of the growth is occurring.

Program 2 will be strongly evidence based. As part of identifying the right regional centres to invest in, the Department of Industry is identifying the key economic drivers for economies in regional NSW.

Fig 2 shows population growth by coastal LGA



Source: ABS.StatBeta, Social Statistics, Demography, Estimated Resident Population (ERP) by Region, Age and Sex, 2001 to 2015.

Image: Artist's impression, Gosford Hospital Redevelopment



**\$1bn**  
to support  
**regional  
health**

Examples of investment into health infrastructure in regional NSW growth centres include:

- **Gosford Hospital Redevelopment - \$348M**
- **Wagga Wagga Rural Referral Hospital Redevelopment - \$270.1M**
- **Tamworth Hospital Redevelopment Stage 2 - \$211M**
- **South East Regional Hospital Bega - \$187M**
- **Parkes and Forbes Hospitals - \$113.7M**
- **Orange Base Hospital - \$261M**
- **Wollongong Hospital Elective Surgery Unit - \$106.7M**
- **Port Macquarie Base Hospital Expansion - \$104M**

Case Study

## Investments into health in regional growth centres

Through Rebuilding NSW the Government has reserved \$300 million to accelerate delivery of the Regional Multipurpose Health Facilities Program including a focus on accelerating health facilities in smaller country towns.

### **Program 3: identifying and activating economic potential**

**Regardless of the size of the region or its pre-existing natural advantages, we will be looking at supporting all regional areas where we can identify projects or investments with potential to activate new opportunities.**

**Regional jobs growth in NSW remains strong.**

**56,500 jobs were created in regional NSW over the year to June 2016. This is 58 per cent of all jobs created in NSW, despite regional NSW only accounting for one third of the workforce.**

While regional NSW is experiencing strong employment growth overall, some regions and regional centres are struggling economically and demographically. There are opportunities to enliven local economies through strategic investment. This can change the regional economic outlook for the local area or a broader region. In these areas, the NSW Government will look for opportunities where targeted investment can unleash the local economy to bring about major change. This program recognises that often the economic landscape in a region can improve rapidly when government and private sector actors collaborate to capitalise on particular opportunities.

All decisions will be made on the basis of evidence that specific investments are commercially viable and likely to have the desired effect. These decisions will also be guided by acknowledging the important role initial government investment can play in accelerating business development and job creation, especially in smaller regional communities.

Some regions have a strong need for projects that can switch on the local economy, while not necessarily being targeted towards a regional growth centre or aimed at a particular comparative advantage.

For example, in a region where a traditional industry may be declining in terms of output or employment, the Government may look to support emerging alternative industries, where there is strong evidence to suggest a self-sustaining boost to employment and economic prospects.

In other instances, a new enabling infrastructure project may have considerable benefits in terms of improved connectivity or connection to freight corridors or opening up areas to tourism.

It is likely that in the latter instance, evidence would be pre-existing in local areas and there would be opportunities for co-funding with regional stakeholders. State government agencies would need to analyse the commercial viability of the particular project proposed on a case-by-case basis. Strong partnerships involving local leaders, experienced investors and government support are expected to have the best prospect of success.

In instances where the evidence does not point to the likelihood of beneficial economic change or where there is clearly no commercial viability, investment by government would not be justified.

Image: Kotzur Silos

## Case Study

## Walla Walla Internet Connectivity

Through the Murray Darling Basin Regional Economic Diversification Fund bulk handling and silo manufacturer Kotzur Silos and St Paul's College in the small Riverina community of Walla Walla have been given financial support to deploy business grade, high speed fibre optic internet.

Slow internet speeds were an obstacle for both organisations. Kotzur is experiencing phenomenal growth in its bulk handling projects and this growth was being restricted by a slow and unreliable internet service which struggled to support even a simple Skype meeting.

St Paul's College, a co-educational day and boarding secondary school, occupying a niche with the provision of equine and agricultural studies, was prevented from using the internet for what many schools take for granted in digital content delivery.

The best news is that this funding for upgraded internet will enable all businesses in Walla Walla to access data and Voice Over Internet Protocol capabilities like Skype at up to 200 megabytes per second.



Businesses in Walla Walla  
to access data and VOIP at  
**up to 200  
megabits  
per second.**

## 4. Putting the framework into practice

So far, the Framework has set out why the NSW Government is focused on regional development and the programs to implement regional development. This part of the Framework contains the mechanisms through which the Government will implement its regional development agenda, building on existing work to enable a more coordinated and focused effort in future.

### Improved regional governance structures to facilitate regional development

#### KEY ACTIONS

1. **The NSW Government will refresh its current regional governance structures, to ensure they are efficient, coordinated and easy for industry, community and other stakeholders to navigate with a minimum of duplication.**
2. **The NSW Government will seek to establish common regional boundaries for NSW.**

To deliver this Framework, we need new ways of working to ensure all levels of government are acting in concert with strong levels of input from regional stakeholders. We want to ensure these arrangements are efficient, coordinated and easy for industry, community and other stakeholders to navigate with a minimum of duplication.

The new governance framework will help support:

- Clear accountability to lead and innovate in the delivery of the Regional Development Framework and Premier's and State priorities;
- Improving service delivery;
- Increasing external transparency and accountability for regional outcomes;
- Appropriate place-based policy decisions;
- Stronger coordination among government agencies engaged in regional issues;
- The capacity of the NSW Government to deal effectively with regional issues and maximise opportunities in the regions; and

- Balancing focused outcomes for regional communities against economic, environmental, and social measures.

A refreshed Regional Leadership Group in each region (chaired by NSW Department of Premier and Cabinet) will include the right people from each agency involved in on-the-ground regional delivery as well as representatives from Joint Organisations and/or Regional Organisations of Councils, and the relevant Regional Parliamentary Secretary. The Regional Leadership Group will become the core decision making group for each region.

It will:

- Agree on the priorities for each region;
- Co-design and lead priorities that are cross-government and/or involve multiple agencies or where there is no clear lead agency;
- Resolve barriers and take advantage of emerging opportunities for regional outcomes;
- Establish relevant sub-committees and taskforces to address regional priorities.

In each region, there will also need to be appropriate mechanisms for consulting with Commonwealth and local government representatives and key regional stakeholders. This will ideally allow the regions to leverage existing and emerging opportunities and provide key advice on emerging issues. In addition to this, the Parliamentary Secretary for each region will lead an annual summit to engage with regional leaders and Members of Parliament on the progress and direction of regional opportunities. Joint Organisations of Councils will also make it easier for the NSW Government to work in partnership with local government to drive regional development and priorities.

#### **Coordination at the State level as well as in the regions**

At a statewide level, the NSW Government will need to ensure that all agencies that are strongly involved in regional development are communicating and developing policy in concert and in a coordinated fashion. This will involve a regular meeting of a state-wide Deputy Secretaries Committee which mirrors

coordination efforts in the regions, as well as ensuring that there is an overall focus within the NSW Government on the regions.

The Regional Coordination Branch within the Department of Premier and Cabinet will have monthly meetings with the Deputy Premier and the Minister for Regional Development to apprise them of various regional issues arising from the work of the Regional Leadership Group.

#### **Boundaries**

The Regional Development Framework will be supported by common regional boundaries for NSW agencies. These common boundaries will help address barriers in integrated and multi-agency planning; prioritising policy; programs and service delivery; targeting services in partnership with other agencies and local government; improving decision-making on the critical needs of each region; consistent, whole of region and whole of government reporting and accountability.



Image: Agribusiness and food opportunities Source: [www.industry.nsw.gov.au](http://www.industry.nsw.gov.au)



**Building the evidence-base for investment in regional development****KEY ACTIONS**

1. The Department of Industry will identify the key economic drivers for regions (through the Regional Enablers Project).
2. The Department of Industry will identify economic opportunities and infrastructure priorities.
3. The Department of Industry will research and develop a method of enhancing its cost benefit analysis to take into consideration non-market benefits as a way of improving justification for regional projects and investments.

The Government is strongly committed to making investment decisions based on sound economic evidence, as demonstrated in the Long Term Transport Master Plan and Rebuilding NSW – The State Infrastructure Strategy.

To continue to build the evidence base that informs government decision making, the NSW Department of Industry will be leading three important evidence gathering and analysis projects.

**The Regional Enablers Project**

The Regional Enablers Project seeks to identify the key economic drivers for regions so that investments can be targeted to those sectors. This project has already been piloted in three regions and is being rolled out across the State.

**The Regional Economic Opportunities and Infrastructure Priorities Project**

The Regional Economic Opportunities and Infrastructure Prioritisation Project will

involve a comprehensive literature review of proposals from all levels of government and non-government organisations, and targeted stakeholder engagement to identify the key economic opportunities and barriers in regional NSW. The project will apply modelling to prioritise projects so that information can inform the work of Infrastructure NSW.

**Enhancing Cost Benefit Analysis**

The Department of Industry is looking at ways of enhancing its cost benefit analysis to ensure that estimates are accurate, reliable and based on comprehensive information. This will involve taking into consideration non-market benefits and commercial assessments of flow on prospects. In using this methodology, it is expected that resources will be more efficiently allocated to activities with the best long term benefits for regional communities and the State.



Image: Aerial View of the Tintenbar to Ewingsdale project (November 2015) Credit: Destination NSW



Image: Costa's tomato plant

## Case Study

### Guyra Tomatoes

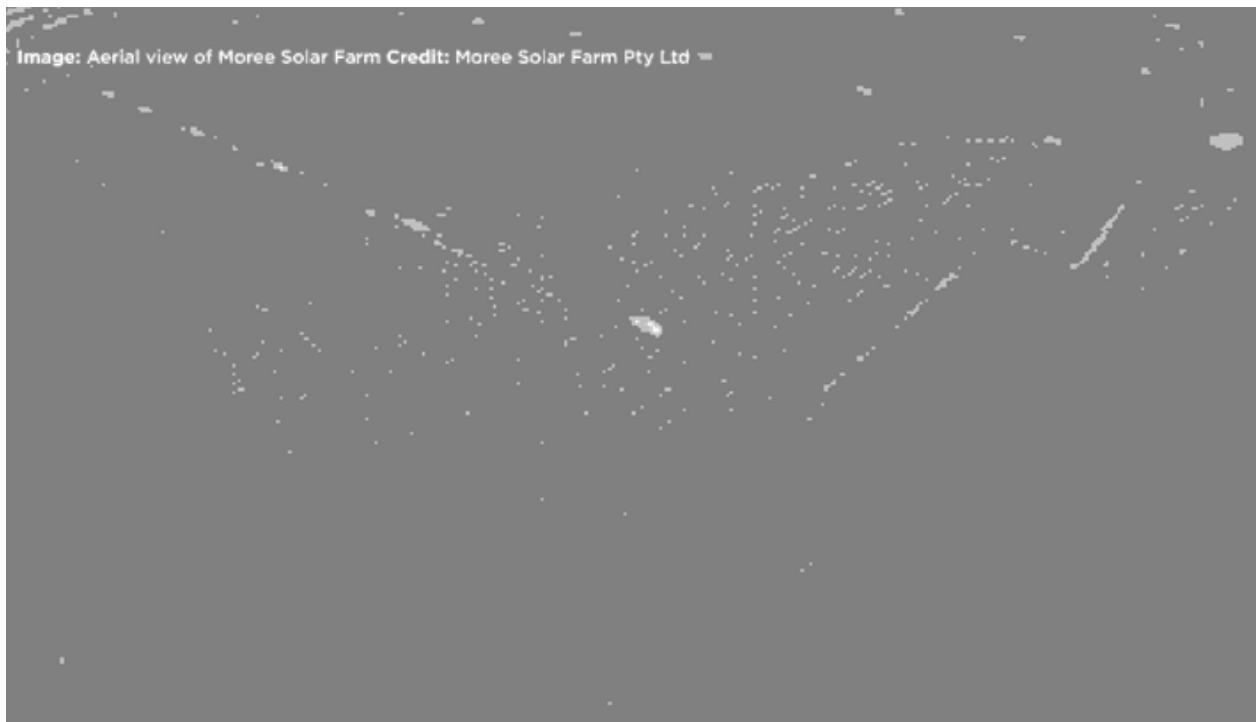
Guyra and surrounding communities have more job prospects on their doorstep as one of the largest tomato greenhouse facilities in the Southern Hemisphere has expanded and created more than 170 new jobs. Two new hi-tech five hectare glasshouses will augment Costa's current 20 hectare facilities already in operation at Guyra.

The State Government has funded the roadworks and the construction of the new entrance from the New England Highway to the location of the new glasshouses, providing easier and safer access to Costa Group's two new hi-tech five hectare glasshouses, located adjacent to the New England Highway, north of Guyra.

Costa is a major Australian grower, packer and marketer of fresh produce and supplies to Australian supermarkets and wholesale markets, as well as exporting to Asia, North America and Europe. Costa Group's operations at Guyra now employ over 500 people and produce around 14.5 million kilograms of tomatoes each year.

Costa employ over  
**500 people**  
and produce around  
**14.5 million**  
kilograms  
of tomatoes each year.





### Attracting investment and co-investment

#### KEY ACTIONS

1. **The Department of Industry will work with local bodies to develop and publish Regional Prospectuses.**
2. **The Department of Industry will work with the Department of Premier and Cabinet to ensure that international investment attraction efforts include region-specific actions.**

Under Programs 2 and 3, the NSW Government will look for key opportunities for investment and co-investment with the private sector and will attract that investment into regional NSW.

The Department of Industry is currently leading work to develop a Prospectus that will attract investment to NSW, particularly our regions and key industry sectors.

These prospectuses will provide potential investors with the 'how', 'who' and 'what' to be able to invest with confidence, including information on:

- the underlying economic strengths of each region;
- the best economic opportunities now and into the future; and
- possible locations for investment or co-investment with government.

The prospectuses will be live and dynamic web-based documents able to be updated as new information comes to light, to ensure that potential investors have the most current information on opportunities in NSW.

This work will align with whole of government international investment attraction efforts to ensure that the regions have a strong presence overseas.

## Capability Building

### KEY ACTIONS

1. The Department of Industry will undertake the Infrastructure Skills Legacy Program.

The NSW Government is building capability in the workforce through developing the skills of workers for the jobs of tomorrow. At the moment, we have a once in a generation opportunity to do so.

The NSW infrastructure program offers the opportunity to improve productivity through infrastructure investment in transport, utilities, health and education. The Department of Industry's Skills Legacy initiative will increase the skills base in order to meet the needs of the growing economy, make NSW a leader in the global marketplace and an attractive place to do business.

The Department of Industry is working with the construction industry to help build their future skills base by engaging their workers in skills development programs.

The Infrastructure Skills Legacy Program will target expanding the talent pool of skilled workers for the building and construction sector through developing the skills of workers; increasing the pool of women participating in civil infrastructure and general construction; as well as increasing the participation rate of Aboriginal and Torres Strait Islander peoples. The benefits of a strong talent pool will flow onto future infrastructure projects as well as to other industry sectors including the commercial and residential sectors.

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**The NSW Government  
is investing over  
\$68 billion on major  
infrastructure programs.**

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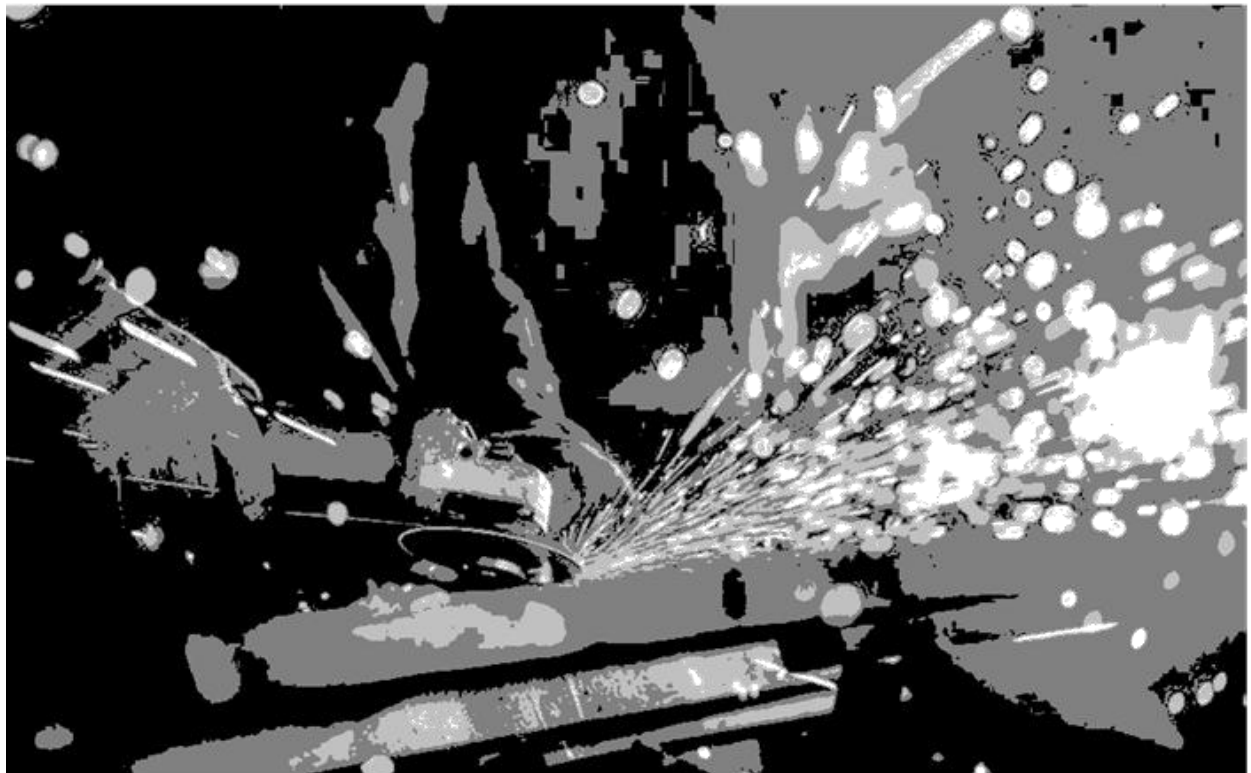




Image: Mudgee streetscape at sunset Credit: Amber Hooper. Destination NSW



Department  
of Industry

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**Item: 07**

**Subject: HANDA - EOI FOR BUSINESS DELEGATION VISIT**

**Presented by: Community and Economic Growth, Liesa Davies**

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### **RECOMMENDATION**

**That the Group note the advice from the Handa Sister City Sub-Committee and consider alternate timing for a local business delegation to undertake a visit to Handa.**

### **Discussion**

At the 1 March 2017 EDSG meeting it was resolved that the Group:

1. Consider the opportunity to attend as a member of the official Port Macquarie delegation visiting Handa in October 2017 and that the opportunity be presented to the new Economic Development Steering Group members at a future meeting.
2. Request Council staff work with local business networks to undertake an Expression of Interest to assess interest in a local business delegation attending as part of the proposed October 2017 visit to Handa.

At the 16 March 2017 meeting of the Port Macquarie Hastings Handa Sister City Sub-Committee, there was discussion around a potential business delegation visit to Handa in October 2017 it was noted (Item 7.03) by members Bruce Hardy and Patricia Johnson that previous requests to send additional delegates at the time of the festival have not been supported by Handa City, as city officials are extremely busy at the time of the festival managing delegates from a range of Sister City relationships and accommodation is heavily booked.

### **Attachments**

Nil

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**Item: 08**

**Subject: NBN CO ROLLOUT UPDATE**

**Presented by: Community and Economic Growth, Liesa Davies**

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**RECOMMENDATION**

**That the Group note the update by Ian Scott, Community Affairs Manager, NBN Co on progress with the roll-out plans for the Port Macquarie- Hastings region.**

**Discussion**

Ian Scott, Community Affairs Manager from NBN Co, will join the meeting at 9.30am to provide a progress report on the NBN rollout in the region.

**Attachments**

Nil



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**Item: 09****Subject: NSW NORTH COAST LOCAL PLANNING COMMITTEE****Presented by: Community and Economic Growth, Liesa Davies**

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**RECOMMENDATION**

**That the Group note the recent establishment of a NSW North Coast Local Planning Committee and consider avenues for future engagement on appropriate matters.**

**Discussion**

On the 22<sup>nd</sup> February, the Minister for Regional Development, Senator the Hon Fiona Nash, announced the establishment of a North Coast Local Planning Committee (LPC). The Committee has responsibility for developing a Local Investment Plan in consultation with the local community. The Local Investment Plan will 'identify forward looking strategic growth sectors that drive economic growth and create jobs

The Committee membership is as follows:

- Mayor Liz Campbell (Chair)
- Mr George Cecato
- Mr Mark Holden
- Ms Ilze Jaunberzins
- Mr Guy Jones
- Mr Russell Logan
- Mr Bruce Moy
- Mr Neil Porter
- Mr Murray Richardson
- Mr Alex Smith

In addition, the following Australian and State Government representatives will contribute in an advisory role:

- Mr Brendan Small, Department of Employment
- Ms Louise McMeeking, Office of Regional Development

**Attachments**

Nil

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Item: 10

Subject: 2017-2021 DRAFT ECONOMIC DEVELOPMENT STRATEGY REVIEW

Presented by: Community and Economic Growth, Liesa Davies

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## RECOMMENDATION

**That the Group note that the 2017-2021 Draft Economic Development Strategy is currently on public exhibition until 17 April 2017, and staff encourage local business networks, members and the business community to provide feedback on the draft Strategy.**

## Discussion

Following discussions by the EDSG in contributing to the development of the draft 2017-2021 Economic Development Strategy, the Group resolved at the 1 March 2017 meeting:

*That amendments discussed at the meeting be included in the draft 2017-2021 Economic Development Strategy and it be presented to the 15 March Ordinary Council meeting recommending public exhibition.*

The Strategy was subsequently tabled at the 15 March Ordinary Council meeting with it being resolved that Council:

1. Place on public exhibition the Draft 2017-2021 Economic Development Strategy for a period of 28 days from 20 March to 17 April 2017 inclusive.
2. Undertake broad consultation during the exhibition period with industry and business groups.
3. Note that a further report is planned to be tabled at the 17 May 2017 meeting of Council, detailing the submissions received from the public during the exhibition period.

## Attachments

Nil

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**Item: 11**

**Subject: NEXT MEETING**

**Presented by: Community and Economic Growth, Liesa Davies**

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**RECOMMENDATION**

**That the next meeting of the Economic Development Steering Group be held on Wednesday 3 May 2017, commencing at 8.30am at Council Headquarters.**

**Discussion**

Nil.

**Attachments**

Nil