



# Cultural Steering Group

## Business Paper

**date of meeting:** Wednesday 7 November 2018

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

**time:** 8:00am

## **Cultural Steering Group**

### **CHARTER**

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#### **1.0 OBJECTIVES**

- Assist Council in the implementation and review of the Cultural Plan.
- Assist Council in monitoring the success of the Plan against established criteria.
- Engage with and provide input to Council on other Arts and Cultural matters which are relevant to the Local Government Area.
- Provide and receive two-way feedback from the community.

#### **2.0 KEY FUNCTIONS**

- The Cultural Steering Group will provide a forum in which Local Government and community leaders can discuss and debate, plan and progress local and regionally significant cultural and creative outcomes that continue the growth of our community and our places 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 community arts, culture and active spaces 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 community capacity building that will ensure the wellbeing of our community while developing a clear sense of and connection to our place.

#### **3.0 MEMBERSHIP**

##### **3.1 Voting Members**

- Councillors, Economic and Cultural Development Portfolio
- Director
- Group Manager Community Participation and Engagement
- Glasshouse Venue Manager
- 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 the cultural endeavours 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 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 cultural 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 the cultural and community sectors in the Port Macquarie Hastings region. Applications from individuals and representatives from interest groups, and who meet the selection criteria will be encouraged. Where practicable the membership will represent the geographical spread of the Port Macquarie-Hastings Local Government Area, and a diverse range of cultural, gender and age groups.
- 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.
- These Working Groups, include, but not limited to:
  - Australia Day - To stimulate a public awareness and recognition of Australia Day and Australia Day Awards.
  - Handa Sister City - To further and implement the ideals of the relationship established in the sister city arrangement.
  - Aboriginal Advisory Group - to assist with the delivery of the Aboriginal portfolio of programs and activities and the ongoing implementation of the Aboriginal Awareness and Understanding Strategy.
  - Youth Advisory Council - to develop a voice for our youth in Council and the Community.
- 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.

**Cultural Steering Group**  
**ATTENDANCE REGISTER**

<b>Member</b>	<b>02/05/18</b>	<b>06/06/18</b>	<b>04/07/18</b>	<b>01/08/18</b>	<b>05/09/18</b>	<b>03/10/18</b>
Councillor Rob Turner (Chair)	✓	✓	✓	A	A	✓
Councillor Geoff Hawkins (Deputy Chair)	A	✓	✓	✓	✓	A
Brian Barker	✓	✓	✓	✓	✓	A
Chris Denny	✓	✓	✓	✓	A	✓
Kate Ford	✓	✓	✓	✓	✓	A
Beric Henderson	✓	✓	✓	A	✓	✓
Jennifer Hutchison	✓	✓	✓	✓	✓	✓
Simon Luke	A	✓	✓	A	A	✓
Stacey Morgan	A	✓	A	A	A	A
Willhemina Wahlin	✓	✓	A	✓	✓	A
Jeffery Sharp (Director Strategy and Growth)	✓	✓	✓	✓	✓	✓
Lucilla Marshall (Group Manager Community Place)	✓	✓	✓	✓	✓	✓
Pam Milne (Glasshouse Venue Manager)	✓	✓	✓	✓	✓	✓

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

## Cultural Steering Group Meeting

Wednesday 7 November 2018

### Items of Business

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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 Cultural Steering Group Meeting held on 3 October 2018 be confirmed.

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## **PRESENT**

### ***Members:***

Councillor Rob Turner (Chair)  
Chris Denny  
Beric Henderson  
Jennifer Hutchison  
Simon Luke  
Director Strategy and Growth - Jeffery Sharp  
Group Manager Community Place – Lucilla Marshall  
Glasshouse Venue Manager – Pam Milne

### ***Other Attendees:***

Community Participation Officer, Creative Places – Skye Frost  
Administration Assistant - Felicity Staedter

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The meeting opened at 8:05am.

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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 from Councillor Geoff Hawkins (Deputy Chair), Brian Barker, Kate Ford, Stacey Morgan and Willhemina Wahlin be accepted.

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### **03 CONFIRMATION OF MINUTES**

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#### **CONSENSUS:**

That the Minutes of the Cultural Steering Group Meeting held on 5 September 2018 be confirmed.

Note: A letter to Mr Klose regarding the Edmund Barton Statue can now be finalised as the minutes have been confirmed (Business Arising).

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### **04 DISCLOSURES OF INTEREST**

There were no disclosures of interest presented.

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### **05 BUSINESS ARISING FROM PREVIOUS MINUTES**

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#### **CONSENSUS:**

That the Business Arising schedule be noted.

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### **06 2018 - 2021 CULTURAL PLAN**

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#### **CONSENSUS:**

1. That the Cultural Steering Group note the adopted 2018 – 2021 Cultural Plan.
2. That the Cultural Steering Group continue to provide support and recommendations to implement the 2018 – 2021 Cultural Plan.
3. That a launch of the Cultural Plan be developed for November 2018 and discussed at the next Cultural Steering Group Meeting.
4. That a meeting with Economic Development Steering Group and Cultural Steering Group be organised at a suitable time to present both Cultural Plan and Economic Development Strategy and to discuss synergies as well as ways to work together in the future.

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**07 CULTURAL PLAN 12 MONTH ACTION AND BUDGET PLAN**

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**CONSENSUS:**

That the Cultural Steering Group:

1. Note the draft actions and associated budgets for the current financial year and consider the allocation of funds for the implementation of the actions 2019/2020 financial year.
2. Discuss and provide a recommendation to Council for additional budget for the 2019/2020 financial year.
3. Members review the Action Plan budget and provide any comments by Friday 12 October 2018.
4. Request staff to investigate benchmarking to determine spending of other organisations for cultural development in the local government area.
5. Request that additional advice of average cultural spend be sort from Arts Mid North Coast and Create NSW.
6. Support a request to Council for additional funds to deliver the Cultural Plan actions, once the final budget is determined in November.

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**08 MONTHLY UPDATE - DRAFT PUBLIC ART POLICY & MASTERPLAN**

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**CONSENSUS:**

That the Cultural Steering Group note the progress of the Public Art Policy and Master Plan Project.

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**09 MONTHLY UPDATE - ARTWALK**

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**CONSENSUS:**

1. That the Cultural Steering Group note the progress to date with the development of ArtWalk 2019.
2. That a draft plan for the Artwalk program will be created for the next Cultural Steering Group Committee. Members of the Cultural Steering Group Committee are requested to provide suggestions and comments.
3. That the staff investigate a July date for the event and ensure it does not clash with other events in the region.

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**10 MONTHLY REPORT - BICENTENARY WORKING GROUP**

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**CONSENSUS:**

That the Cultural Steering Group note the information in the Monthly Bicentenary Working Group report.

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**11 GLASSHOUSE STRATEGIC PLAN - REVIEW AND UPDATE**

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**CONSENSUS:**

That the Cultural Steering Group:

1. Provide input into the development of Council's Glasshouse Strategic Plan 2018 - 2021 to ensure the delivery of high-quality cultural, community and commercial activities which reflect the social and cultural aspects that are relevant to our community.
2. Review and provide comment on the Strategic Plan by Friday 12 October 2018.
3. Request that a report regarding the Strategic Plan be presented to the November Cultural Steering Group Meeting and the December Ordinary Council Meeting on the Glasshouse Strategic Plan which will ensure alignment between it and the Cultural Plan.

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**12 PROPOSED CREATIVE HUB**

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**CONSENSUS:**

That the Cultural Steering Group:

1. Note the information provided about the proposed Creative Hub development.
2. Hold future discussions around the Creative Hub, its requirements and management/operational model.
3. Note that a Contributions Plan and Grants report will be delivered at a future meeting in 2019. The outcome from Arts & Craft and Men's Shed Projected will then also be reviewed at this stage.

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**13 REQUEST BY HANDA SISTER CITY WORKING GROUP FOR ADDITIONAL FUNDING FOR SISTER CITY 30TH ANNIVERSARY GIFT**

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CONSENSUS:

1. That the Cultural Steering Group defers a decision on the Hello Koala proposal until a direction of the relationship to Handa Sister City has been determined.
2. That a report be presented to the next meeting in relation to:
  - a) The purpose of the Handa Sister City Committee and a possible approach into the future.
  - b) How Handa Sister City aligns with the Cultural Plan.

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**14 GENERAL BUSINESS**

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Nil.

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The meeting closed at 9:31am.

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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.

Item: 05

Subject: BUSINESS ARISING FROM PREVIOUS MINUTES

<b>Item:</b>	03	<b>Date:</b>	03/10/18
<b>Subject:</b>	EDMUND BARTON STATUE		
<b>Action Required:</b>	A letter to Mr Klose regarding the Edmund Barton Statue can now be finalised as the minutes have been confirmed (Business Arising).		
<b>Current Status</b>	Letter currently awaiting approval from Chair of Cultural Steering Group.		

<b>Item:</b>	06	<b>Date:</b>	03/10/18
<b>Subject:</b>	2018 - 2021 Cultural Plan		
<b>Action Required:</b>	<ol style="list-style-type: none"> <li>1. That the Cultural Steering Group continue to provide support and recommendations to implement the 2018 – 2021 Cultural Plan.</li> <li>2. That a launch of the Cultural Plan be developed for November 2018 and discussed at the next Cultural Steering Group Meeting.</li> <li>3. That a meeting with Economic Development Steering Group and Cultural Steering Group be organised at a suitable time to present both Cultural Plan and Economic Development Strategy and to discuss synergies as well as ways to work together in the future.</li> </ol>		
<b>Current Status</b>	<ol style="list-style-type: none"> <li>1. Ongoing.</li> <li>2. Discussion as adopted relevance of a launch now challenging – future media promotion of actions within the Cultural Plan will be highlighted to ensure Cultural Plan brand.</li> <li>3. Meeting discussion commenced and arising for February 2019 meeting.</li> </ol>		

<b>Item:</b>	07	<b>Date:</b>	03/10/18
<b>Subject:</b>	Cultural Plan 12 Month Action and Budget Plan		
<b>Action Required:</b>	<p>That the Cultural Steering Group:</p> <ol style="list-style-type: none"> <li>1. Discuss and provide a recommendation to Council for additional budget for the 2019/2020 financial year.</li> <li>2. Members review the Action Plan budget and provide any comments by Friday 12 October 2018.</li> <li>3. Request staff to investigate benchmarking to determine spending of other organisations for cultural development in the local government area.</li> <li>4. Request that additional advice of average cultural spend be sort from Arts Mid North Coast and Create NSW.</li> </ol>		
<b>Current Status</b>	<ol style="list-style-type: none"> <li>1. Agenda Item for Cultural Steering Group Meeting in November.</li> <li>2. Completed / Received.</li> <li>3. Discussions with Cultural Development Network ongoing and research report will be published in December.</li> <li>4. Underway and a report to later meeting.</li> </ol>		

**AGENDA****CULTURAL STEERING GROUP  
07/11/2018**

<b>Item:</b>	09	<b>Date:</b>	03/10/18
<b>Subject:</b>	Monthly Update – Artwalk		
<b>Action Required:</b>	<ol style="list-style-type: none"> <li>1. That the Cultural Steering Group note the progress to date with the development of ArtWalk 2019.</li> <li>2. That a draft plan for the Artwalk program will be created for the next Cultural Steering Group Committee. Members of the Cultural Steering Group Committee are requested to provide suggestions and comments.</li> <li>3. That the staff investigate a July date for the event and ensure it does not clash with other events in the region.</li> </ol>		
<b>Current Status</b>	Agenda Item for Cultural Steering Group Meeting in November. Note the contents of the report, and request a further report from the Cultural Steering Group on Infrastructure required for Town Centre Master Plan Sub-Committee considerations.		

<b>Item:</b>	11	<b>Date:</b>	03/10/2018
<b>Subject:</b>	Glasshouse Strategic Plan – Review and Update		
<b>Action Required:</b>	<p>That the Cultural Steering Group:</p> <ol style="list-style-type: none"> <li>1. Provide input into the development of Council's Glasshouse Strategic Plan 2018 - 2021 to ensure the delivery of high-quality cultural, community and commercial activities which reflect the social and cultural aspects that are relevant to our community.</li> <li>2. Review and provide comment on the Strategic Plan by Friday 12 October 2018.</li> <li>3. Request that a report regarding the Strategic Plan be presented to the November Cultural Steering Group Meeting and the December Ordinary Council Meeting on the Glasshouse Strategic Plan which will ensure alignment between it and the Cultural Plan.</li> </ol>		
<b>Current Status</b>	Agenda Item for Cultural Steering Group Meeting in November.		

<b>Item:</b>	12	<b>Date:</b>	03/10/2018
<b>Subject:</b>	Proposed Creative Hub		
<b>Action Required:</b>	<p>That the Cultural Steering Group:</p> <ol style="list-style-type: none"> <li>4. Hold future discussions around the Creative Hub, its requirements and management/operational model.</li> <li>5. Note that a Contributions Plan and Grants report will be delivered at a future meeting in 2019. The outcome from Arts &amp; Craft and Men's Shed Projected will then also be reviewed at this stage.</li> </ol>		
<b>Current Status</b>	1.-2. Additional research of development of approach underway – subject to a future report.		

<b>Item:</b>	13	<b>Date:</b>	03/10/2018
<b>Subject:</b>	Request by Handa Sister City Working Group for Additional Funding for Sister City 30th Anniversary Gift		
<b>Action Required:</b>	<ol style="list-style-type: none"> <li>1. That the Cultural Steering Group defers a decision on the Hello Koala proposal until a direction of the relationship to Handa Sister City has been determined.</li> <li>2. That a report be presented to the next meeting in relation to: <ol style="list-style-type: none"> <li>a) The purpose of the Handa Sister City Committee and a possible approach into the future.</li> </ol> </li> </ol>		

	b) How Handa Sister City aligns with the Cultural Plan.
<b>Current Status</b>	Approach underway and report arising for February 2019 meeting.

<b>Reports to future meetings</b>		
<b>Report</b>	<b>Due Date</b>	<b>Requested</b>
Review of Existing Committees Report	Deferred to February 2019	6 June 2018
Cultural Plan Quarterly Progress Report	December 2018	04 October 2017

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**Item: 06**

**Subject: 2018 - 2021 CULTURAL PLAN**

**Presented by: Strategy and Growth, Jeffery Sharp**

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### **RECOMMENDATION**

- 1. That the Cultural Steering Group note the date for the proposed Cultural Plan Media Launch and attend the launch.**
- 2. That the Cultural Steering Group note the information regarding proposed meeting with Economic Development Steering Group**

### **Discussion**

At the October Cultural Steering Group it was resolved:

#### **CONSENSUS:**

- 1. That the Cultural Steering Group note the adopted 2018 – 2021 Cultural Plan.*
- 2. That the Cultural Steering Group continue to provide support and recommendations to implement the 2018 – 2021 Cultural Plan.*
- 3. That a launch of the Cultural Plan be developed for November 2018 and discussed at the next Cultural Steering Group Meeting.*
- 4. That a meeting with Economic Development Steering Group and Cultural Steering Group be organised at a suitable time to present both Cultural Plan and Economic Development Strategy and to discuss synergies as well as ways to work together in the future.*

#### **Item 3 - Cultural Plan Launch**

Staff recommend to launch the Cultural Plan in connection with an existing program and or activity that will be delivered in the new calendar year. It is suggested that it may align and suggest that this be combined with a Glasshouse Regional Gallery and or a Library Program.

For discussion.

#### **Item 4 - Economic Development Steering Group**

Discussion has been undertaken with the Group Manager of Economic Development, with a proposed meeting date in February 2019. The Cultural Steering group will receive an email invitation once a date has been confirmed.

A copy of the current Economic Development Strategy is attached for future reference.

### **Attachments**

- 1 [View](#). PMHC Economic Development Strategy



# ECONOMIC DEVELOPMENT STRATEGY

MAY 2017





## STRATEGY SNAPSHOT

### Vision

A successful place that has a vibrant, diversified and resilient regional economy for people to live, learn, work, play and invest.

### Outcomes

- > Embracing business and a stronger economy
- > Providing the foundations
- > Creating vibrant and desirable places
- > Embracing opportunity
- > Partnering for success

### Mission

To lead, create and proactively support an environment that stimulates sustainable industry, business and investment growth.



2 PORT MACQUARIE HASTINGS COUNCIL



## 2017-2021 ECONOMIC DEVELOPMENT STRATEGY

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## message

## FROM THE GENERAL MANAGER



With our region recognised as a burgeoning growth centre, Port Macquarie-Hastings Council is committed to planning for our community, now and into the future. A key element of this is ensuring Council helps create an environment that is conducive to sustainable economic development.

We recognise that business and industry are the drivers of our economy, so this Strategy has been developed, and will be delivered, in partnership with local business and industry and overseen by our Economic Development Steering Group. As a Council, we want to support innovation, giving local business and industry the ability to maximise their potential, and ensure there are jobs for our growing population.

The 2017-2021 Economic Development Strategy has been developed to position the Port Macquarie Hastings region as a place where people want to live, learn, work, play and invest. It aims to build on recent success and continues to follow the established path of embracing business, providing great foundations such as major infrastructure, creating vibrant spaces, driving opportunity and partnering for success.

I look forward to working with the community on the implementation of the Strategy and making the most of the many opportunities available to all who enjoy the enviable coastal and hinterland lifestyle of the Port Macquarie Hastings region.



### 3 ACKNOWLEDGEMENTS

The creation of this Strategy did not happen in isolation. It was a coordinated effort between Port Macquarie-Hastings Council, the Economic Development Steering Group and representatives from local business and industry groups, building on the learnings from the 2013 to 2016 Economic Development Strategy.

### 4 EXECUTIVE SUMMARY

The purpose of the 2017-2021 Economic Development Strategy is to focus Council efforts on creating the right environment for growth, by nurturing a diverse, vibrant, resilient and balanced economy that will provide jobs growth and drive economic success for years to come.

With a population approaching 80,000 servicing a wide region, the Port Macquarie-Hastings provides outstanding opportunities for many professional, personal and commercial services. Accountants, lawyers, health professionals, tradespeople, teachers and consultants in a wide range of disciplines, are all in high demand.

While Council plays an important role in economic development for the region, it cannot be solely responsible for economic development. Council's key role in economic development is to create a 'whole-of-place' approach across the entire local government area so that the region is seen as a successful and livable place.

Council has limited financial and human resources, therefore we must work with other government and non-government stakeholders to assist in delivering better economic outcomes for the region. Council will support, facilitate, advocate and undertake a range of economic development programs, initiatives and opportunities, but will not necessarily always be the party responsible for delivering a particular outcome; this will be delivered in conjunction with a range of other stakeholders.

This strategy represents a commitment by business, industry and council who are united in their desire to see the Port Macquarie-Hastings region realise its full potential. This will be achieved by supporting existing, new and emerging industries such as health and aged care, education & training, manufacturing, construction, creative industries, tourism & events, agribusiness and small business/home based business, amongst others.

To ensure the best chance of success, it is essential that Council integrates economic development considerations into its corporate governance, infrastructure and planning arrangements and ensures that there is a high level of coordination and cooperation across Council. In addition, the Economic Development Strategy must be aligned with Council's key strategic documents. It is recognised that Council needs to continue to be focused on business and business needs and that means understanding business, how they operate and what they need to thrive.

#### 4.1 ECONOMIC DEVELOPMENT VISION

Our vision is for the Port Macquarie-Hastings region to be a successful place that has a vibrant, diversified and resilient regional economy for people to live, learn, work, play and invest.

#### 4.2 ECONOMIC DEVELOPMENT MISSION

Our mission is to lead, create and proactively support an environment that stimulates sustainable industry, business and investment growth.



## 5 2017-2021 STRATEGIC PATHWAY

### 5.1 OUTCOMES

The strategic objectives for the 2017-2021 period are reflected in five key outcomes:

1. Embracing business and a strong economy;
2. Providing the foundations;
3. Creating vibrant and desirable places;
4. Driving opportunity; and,
5. Partnering for success.

### 5.2 ECONOMIC DEVELOPMENT OUTCOMES AND STRATEGIC ACTIONS

The following Economic Development Outcomes and Strategic Actions table, developed in consultation with internal and external stakeholders, contains the five key outcomes outlined above which drive the Economic Development Strategy. This Strategy has been developed to maintain a level of flexibility in Council's economic development related activity and to allow us to be responsive to changes in economic circumstances and/or industry needs. Note, the objectives and actions contained in the Strategy are not listed in a particular priority order and priorities will continue to be reviewed and determined over the life of the Strategy.

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)
<b>Embracing business and a stronger economy</b>  A Council that recognises the importance of a strong economy and fosters a culture that is supportive of business and that ensures the economic development of the region is a central consideration in all its activities.	1. Ensure a whole of organisation 'solutions focused' culture and approach to supporting business. <i>'Solutions focused is defined as "an engaged, innovative and communicative workforce focussed on finding new ways of delivering quality outcomes (solutions) for our stakeholders in a timely and effective manner."</i>	A commitment to the Small Business Friendly Council program and associated initiatives.
	2. Economic development considerations are central to the activities of Council.	On-going review of policies and procedures.
	3. Maintain a strong connection with the business community and an understanding of their needs.	Conduct an annual business survey. Provide support to local business award programs. Continued engagement with local business networks and the 'Business Hub'.
	4. A Council which provides leadership to the business and broader community.	Maintain regular and open communication with local stakeholders on matters of economic significance to ensure effective advocacy by all.

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)
<b>Providing the foundations</b>  A Council that initiates and drives the livability and sustainability of the region through improved planning, infrastructure and services.	5. Ensure appropriately zoned land and precinct planning to encourage business investment and the development of new industries.	Implement Urban Growth Management Strategy including: <ul style="list-style-type: none"> <li>&gt; Finalise Port Macquarie Health and Education Precinct Planning.</li> <li>&gt; Progress Airport Precinct expansion opportunities.</li> <li>&gt; Review existing tourism-zoned land and investigate potential sites for future tourism development.</li> <li>&gt; Review Port Macquarie CBD Development Control Plan.</li> </ul> Provide support for timely strategic planning.
	6. Prioritise, advocate and provide leadership in the delivery of infrastructure projects that will make Port Macquarie-Hastings the premier place to live, learn, work, play and invest on the North Coast.	Review Infrastructure Gap Analysis Report and recommend prioritisation of key elements. Plan for alternate north/south link roads in Port Macquarie. Support high speed broadband rollout and promote the associated benefits. Support the delivery of projects which enhance connectivity. Advocate for the further development of the public transport network to meet the needs of the local community and visitors. Develop a Port Macquarie CBD Parking Strategy. Implementation of priorities from the Area Wide Traffic Study.
	7. Work with key stakeholders to implement major capital works projects.	Implement Port Macquarie Foreshore Master Plans. Development of the Hastings Regional Sports Complex. Continue to support Wauchope Main Street Plan.
	8. Further position Port Macquarie as a centre for learning and investment in education with a focus on domestic and international tertiary students with great employment possibilities.	Facilitate investment in student accommodation. Promote the opportunity to live, learn and earn in the Port Macquarie-Hastings LGA.

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)
<b>Creating vibrant and desirable places</b>  A region where the townships, villages and business precincts are vibrant, connected, commercial, cultural, tourism, recreational and/or community hubs.	9. Planning for a Smart Regional City.	Develop a Regional City Strategy. Implement the Town Centre Master Plan. Implement the Cultural Plan. Smart & Connected Communities - Value at Stake Analysis. Continue to implement and plan for smart city initiatives Complete CBD Wifi rollout. Continue to investigate feasibility of a Smart Work Hub. Further implementation of the Digital Strategy.
	10. In collaboration with relevant stakeholders, provide practical support to the LGA's towns and villages to plan for a sustainable and prosperous future.	Towns and villages initiatives, including the investigation of footpath trading opportunities. Explore opportunities to further activate public spaces including commercial opportunities. Implement the Port Macquarie-Hastings Recreation Action Plan.



2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)
<b>Driving opportunity</b>  A region that embraces and creates opportunities. A region that attracts investment to create additional jobs and increase the wealth of the region and its residents.	11. Gather and analyse economic data to identify key trends, opportunities and gaps.	2016 Census data review. Tourism Product Gap Analysis.
	12. Develop and implement marketing campaigns, collateral and content to promote the region as a place to live, learn, work, play and invest.	Implementation of Destination Management Plan. Update of the investment prospectus. Place Marketing to attract investment.
	13. Positive and proactive engagement with event owners, funding bodies and event placement organisations to sustain a full event portfolio.	Implementation of the Major Events Strategic Action Plan. Support to existing and emerging events.
	14. Develop and support projects which generate job creation opportunities.	Food Cluster Feasibility Study. Tele-commuter / tele-worker attraction. Work with key stakeholders to encourage investment in new industrial areas. A targeted approach to attracting large enterprises.
	15. Collaborate to encourage innovation, competitiveness, entrepreneurship and support for the start-up community.	Business Incubator/Innovation Centre Feasibility Study.
	16. Plan for current and future workforce needs.	Undertake a Regional Skills Audit. Support for the Careers Market.
	17. Identify and secure grant funding to support economic development initiatives.	Identify and pursue opportunities to secure funding for projects that will support the delivery of Council priorities. Build awareness of grant opportunities for local businesses.



2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)
<b>Partnering for success</b>  A Council which works alongside key stakeholders in business, industry, government and the community to build a strong, innovative and resilient economy.	18. Support the growth of the Port Macquarie Airport precinct.	Grow passenger numbers and route options (eg scheduling, competition and destinations)  Support airport precinct expansion opportunities.
	19. Provide timely support to existing and emerging industries in a partnership capacity to encourage growth and sustainability.	Food Industry Development including a focus on value-adding. Construction Industry Action Group. Cultural Plan implementation and on-going review. Destination Management Plan review and implementation, including pursuing opportunities for education-related tourism products. Work with key stakeholders to recognise, support and promote creative industries.
	20. Work closely with local business networks and organisations to build their capacity and facilitate the growth of existing enterprises.	Assist local Chambers of Commerce to enhance internal governance, improve business representation, and advocate their role as primary local business networks.
	21. Proactively partner with all levels of government to grow the local economy.	Facilitate and lead conversations with Government representatives, departments and bodies.





## 6 BACKGROUND

The Port Macquarie-Hastings Council is committed to supporting the continued prosperity of our region.

Since the establishment of the Economic Development Steering Group (EDSG) in March 2013, Council has also gathered the independent views of the EDSG, among other key stakeholders, to shape the direction of our economic development efforts. The EDSG includes ten independent members, the Mayor, two Councilors as well as senior Council staff. The key objective in establishing the EDSG was for the Group to provide a forum in which local government, business and industry leaders could discuss and debate, plan and progress local and regionally significant economic outcomes that continue the growth of the economy in the local government area.

The 2013 to 2016 Economic Development Strategy was based on a new partnered approach to economic development built focusing on our efforts to support, facilitate, advocate and undertake.

The 2017 to 2021 Economic Development Strategy, developed in consultation with internal and external stakeholders, continues this partnered approach with a focus on renewal rather than redevelopment of the previous strategy.

### 6.1 DEFINING ECONOMIC DEVELOPMENT

Council's aim is to support sustainable improvements in living standards through income growth, improved education outcomes, and increased investment in the region. As a point of reference, this strategy will work to the following definition of economic development:

*'Local economic development is a process that builds up the economic capacity of the local area to improve its economic future and the quality of life for all. It is a process by which public, business, government and non-government sector partners work collectively to create better conditions for economic growth and employment generation.'*

*Economic development focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. Economic development encompasses a range of disciplines including physical planning, economics and marketing; it also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance' (World Bank, 2013).*

### 6.2 THE LOCAL ECONOMY

Port Macquarie-Hastings is a mature, long-established community with regional city status. This status comes from its broad-based public and private business sectors, coupled with a dynamic retail and commercial district. Port Macquarie and surrounding areas has also been a thriving centre of tourism for many years.

Greater Port Macquarie has a \$6 billion local economy and is a net exporter. We sell more products and services to customers outside of the LGA (approx. \$1.75 billion) than we import (\$1.36 billion). This is considered to be an outstanding performance for a regional economy.

The Port Macquarie-Hastings economy is characterised by a unique set of factors that will influence our economic outcomes over the coming period. Average net worth per household will continue to rise with the 'sea-changer/tree-changer' increasingly choosing the Mid North Coast as their preferred destination to settle, driving continued growth throughout the local economy. The impact of improved connectivity offered by the NBN is yet to be seen however

it will present many opportunities including increased 'tele-commuting' activity and business growth around technology capabilities. The contribution from 'Electricity, Gas, Water and Waste Services' sector to the local economy will continue, however it is not one of the major sectors for employment generation, and major adjustments occurring within this sector will continue to affect its contribution in this respect. In line with current activity in the employment market, it is expected employment growth will continue to occur in the 'Health Care and Social Assistance' sector, the 'Construction' sector, the 'Professional, Scientific and Technical Services' sector and 'Education and Training' sector. The continued strength in the 'Retail Trade' sector is encouraging for the continued vitality of our CBDs as is the activity in 'Accommodation and Food Services'.

Sector	Output (\$M)	Employment (Jobs)	Wages and Salaries (\$M)	Local Sales (\$M)	Regional Exports (\$M)	Local Expenditure (\$M)	Regional Exports (\$M)	Value-Added (\$M)
Agriculture, Forestry and Fishing	190.526	649	22.195	57.723	104.669	47.925	47.616	94.984
Mining	35.342	49	5.367	11.568	20.350	7.837	11.709	15.796
Manufacturing	806.948	1262	117.851	257.934	388.598	201.933	415.998	189.018
Electricity, Gas, Water & Waste Services	1446.863	1143	168.697	602.154	780.007	749.050	149.948	547.866
Construction	699.455	1362	109.008	239.800	28.349	323.437	166.201	209.818
Wholesale Trade	230.258	596	70.947	86.937	50.274	68.034	50.182	122.041
Retail Trade	414.560	3355	158.716	56.732	49.462	113.872	55.076	245.612
Accommodation & Food Services	341.670	2218	86.931	33.706	124.747	78.234	111.008	152.428
Transport, Postal & Warehousing	231.084	805	55.324	99.693	64.336	75.836	54.652	100.595
Information Media & Telecommunications	133.967	245	23.042	65.078	29.680	34.985	40.882	58.100
Financial & Insurance Services	391.944	618	90.184	196.865	86.746	77.307	53.899	260.738
Rental, Hiring & Real Estate Services	894.582	483	42.785	153.351	81.430	175.098	105.447	614.038
Professional, Scientific & Technical Services	308.588	1090	100.569	249.920	18.006	99.752	55.611	153.225
Administrative & Support Services	166.021	714	70.182	132.961	22.276	51.871	28.062	86.088
Public Administration & Safety	271.325	1198	127.976	33.595	8.219	74.899	42.518	153.907
Education & Training	258.123	2029	171.624	7.087	16.183	40.492	22.863	194.768
Health Care & Social Assistance	474.692	4063	307.209	5.111	77.489	67.093	41.890	365.710
Arts & Recreational Services	49.967	278	10.887	10.166	2.723	19.920	11.257	18.790
Other Services	150.143	1049	51.191	47.437	18.676	40.244	34.935	74.964
Total	7496.058	23206	1790.685	2347.818	1972.220	2347.819	1499.754	3658.486

Table 1: The above REMPLAN summary as at April 2016 highlights the diversity of the Port Macquarie-Hastings local economy, with notably significant contributions to our economic prosperity arising from a diverse range of sectors.

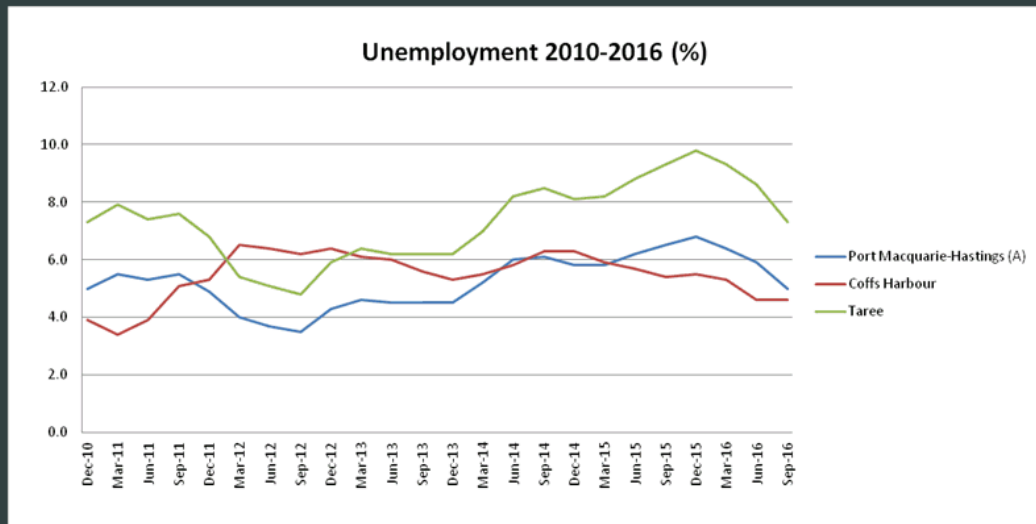


Table 2: The above Small Area Labour Market (SALM) data from the Australian Government Department of Employment provides a visual representation of the falling unemployment levels in the Port Macquarie-Hastings and neighbouring regions over recent years.

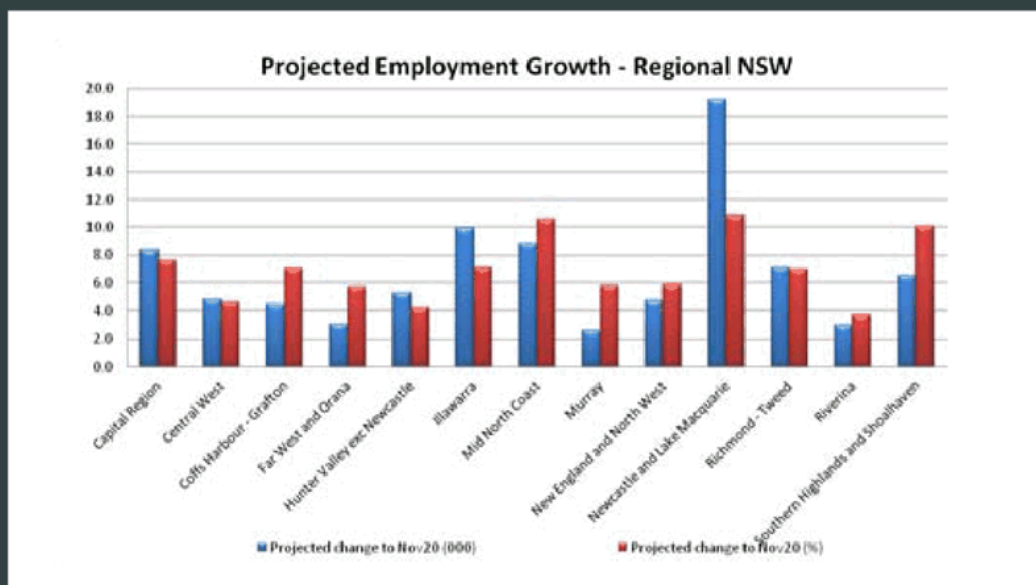


Table 3: Projections developed by the Australian Government Department of Employment indicate the Mid North Coast is expected to have the second highest rate of employment growth in regional NSW for the period through to November 2020, after only the Newcastle / Lake Macquarie region.

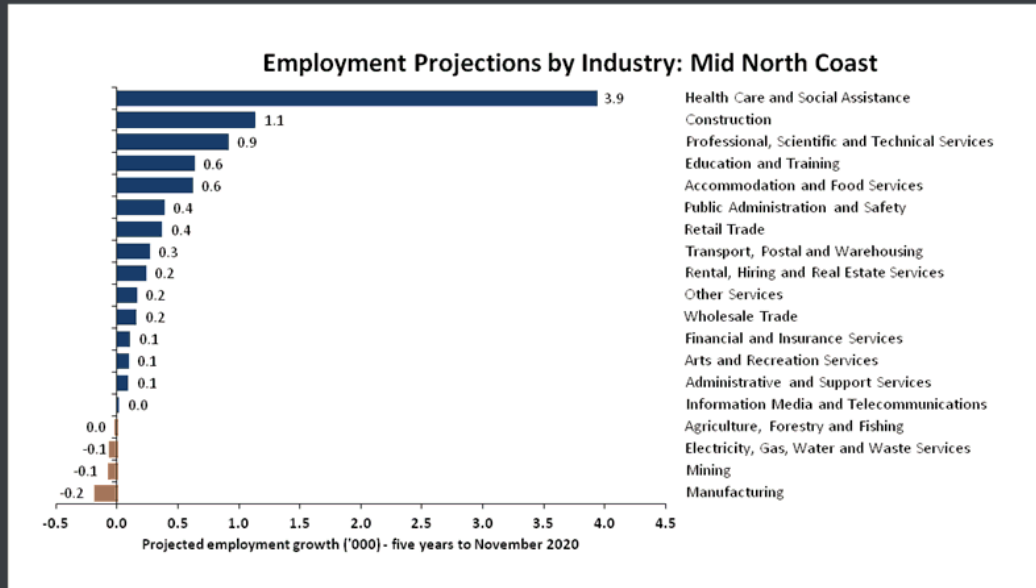


Table 4: The 'Health Care and Social Assistance' sector is expected to see the largest employment growth on the Mid North Coast for the period through to November 2020, followed by the 'Construction' sector and the 'Professional, Scientific and Technical Services' sector.



### 6.3 THE ROLE OF PORT MACQUARIE-HASTINGS COUNCIL

Port Macquarie-Hastings Council has an important role to play in driving economic development through its implicit control over factors that affect economic growth, business and investment attraction. Essentially, Council is responsible for setting the scene for enterprises and investments to thrive in the local government area or **“creating the right environment for economic growth”**.

However, Council cannot do this in isolation from relevant stakeholders, and will be focused on partnering with other levels of government, non-government entities and, most importantly, local business and industry to achieve these outcomes.

The primary ways Port Macquarie-Hastings Council can influence and facilitate economic development outcomes is through the functions described below.

#### Core Business

- > Planning requirements and current land zoning influence the availability of land for development opportunities and the ease of industry and business development. Ensuring competitive supply of land, through strategic planning and appropriate land zoning, will encourage investment to be directed toward innovation and capacity growth.
- > Infrastructure maintenance and development is important to all stakeholders focused on economic development. By maintaining and improving the region's infrastructure assets – with support from other levels of government – Council can provide the foundations required for enterprise growth in the area.

#### Economic Development Initiatives

- > Council is a community leader that can successfully engage with the community, other local, state and national leaders to develop commitment, energy, and attitude towards economic development.

#### Advocacy

- > Council can support positive outcomes for our community by advocating for change, funding or a specific action. Council's efforts to advocate on behalf of the community is a crucial role and is generally exercised on matters of critical importance to the local economy when decision making lies with another level of government or Council has insufficient resources to deliver key infrastructure projects.

#### Partnerships

- > Council provides assistance for the delivery of initiatives by other levels of government and other stakeholders that are expected to contribute to local economic development.
- > Council works closely with local business networks and Chambers of Commerce to deliver quality outcomes.

The Port Macquarie-Hastings region enjoys a thriving, vibrant and resilient economy. To maintain this trajectory Council is striving to achieve an organisation-wide approach to economic development, with key parties throughout Council taking responsibility this whole-of-Council cross-functional responsibility.

### 6.4 BUILDING ON SUCCESS

This strategy builds on the success of the 2013-2016 Port Macquarie-Hastings Economic Development Strategy (EDS). Some highlights of the 2013-2016 EDS include:



- > Ongoing investment in and planning for major infrastructure and key recreation projects;
- > Finalisation of the manufacturing, construction, and transport and warehousing industry action plans;
- > Delivery of successful place and community activations, contributing to vibrant spaces;
- > Hosting of 36 Council supported events, resulting in a \$76.47 million economic impact;
- > Destination marketing and PR delivery in accordance with our Destination Management Plan, including the development of a new destination website;
- > Active participation in and delivery of initiatives under the Small Business Friendly Council Program;
- > Policy and procedural reviews with a solutions focus, including the Commercial Activities on Council-Managed Land Policy, the Outdoor Dining Policy, and the review of development contributions;
- > Focused projects in our towns and villages; and
- > Continued promotion of opportunities for collaboration and innovation (both within and external to Council).

#### **6.5 INSTITUTIONAL/GOVERNANCE FRAMEWORK**

It is essential that Council integrate economic development considerations into its existing corporate governance and planning arrangements if the Port Macquarie-Hastings region is to have a thriving economy.

As part of the Integrated Planning and Reporting (IPR) requirements for local government in NSW, Council has in place a twenty year Community Strategic Plan (CSP), a four year Delivery Program (DP) (2017-2020) and an annual Operational Plan (OP) which is adopted in June.

In relation to economic development, the CSP contains what is referred to as Focus Area 3 – Your Business & Industry. Cascading down from the CSP is a series of objectives that are included in the Delivery Program (DP) relating to economic development. This Economic Development Strategy will support achievement of those listed objectives.

It is important that Council and other levels of government and non-government agencies work collaboratively towards the betterment of our community. From a regional and State perspective, a number of plans have also been given consideration in the development of this strategy. The NSW 2021 plan contains a range of economic development priorities for NSW and Appendix B shows how those State priorities relate to council's Community Strategic Plan. As part of the NSW Government's local government reform program, the majority of regional and rural Councils in NSW will become members of a Joint Organisation (JO). Port Macquarie-Hastings Council may become part of the North Coast JO, which includes PMHC, Kempsey Shire Council, Nambucca Shire Council, Bellingen Shire Council, Coffs Harbour City Council and Clarence Valley Council. The government has stated that their aim in establishing the JO's is to encourage greater regional cooperation and collaboration between Councils. There are three core functions of a JO that will be legislated: Regional Strategic Planning & Priority Setting, Inter-governmental Collaboration and Regional Leadership & Advocacy.



## 7 ACHIEVING STRATEGIC OBJECTIVES

### 7.1 GENERAL ECONOMIC INDICATORS

It should be acknowledged that the achievement of economic development outcomes and improvements in the local economy are not solely the responsibility of Council but the responsibility of a wide range of stakeholders. In light of this, performance measures need to take into account the fact that external forces are often at play over which Council and other stakeholders may have little or no control.

It is an important role of the Economic Development team to monitor and evaluate general economic indicators, as outlined below, while it is acknowledged that direct influence over these areas is subjective.

Performance Measures	Baseline Data
A real (CPI Adjusted) increase of regional exports of 3% (on baseline data)	\$1,972,222,000 (REMPPLAN April 2016)
A real (CPI Adjusted) increase in local Gross Regional Product of 2% (on baseline data)	\$3,983,611,000 (REMPPLAN April 2016)
Continued growth in dwelling approvals of 500+ per annum	642 Approvals (ABS 2015/2016 FY)
An increase in the number of residents of 1.5% per annum	78128 (ABS ERP 2016)
An increase in the number of 18 to 35 year olds of 10% (on baseline data)	11,819
An average age < 46 years	46 years (2011)
Median household income > \$855 per week	\$855.00 per week (2011)
An unemployment rate of < 5.00%	5.03% (September quarter 2016)
Business Confidence >	65.2% of businesses report overall business confidence as either 'good' or 'very good'. (PMHC Business Confidence Survey Wave 2 August 2016)
An improvement in our Regional Australia Institute In[sight] Ranking	Ranked 249 of 563 (2016)



## 7.2 Key Performance Measures

The Economic Development team is able to influence some areas of the local economy through targeted activity. The following are the performance measures that have been determined as appropriate for tracking progress against the key economic development outcomes as contained in this strategy.

Strategic Objective	Performance Measure
Embracing business and a strong economy.	Direct Business Engagements - 100 per annum (including business visits, advocacy or support) Indirect Business Engagements - 500 per annum (including conferences, events and group engagements)
Providing the foundations.	Micromex Research Overall satisfaction with the performance of Council - 3.5 rating (90% satisfaction)
Creating vibrant and desirable places.	Greater Port Macquarie is recognised as a premier regional event destination with an increase of total economic impact figures by 5% per annum for Council supported events. Increase new visits to the portmacquarieinfo.com.au destination website by 15% annually.
Embracing opportunity.	Investment Community Engagement - 25 per annum Facilitate three projects with a direct correlation to employment generation over four years. Grant funding for three projects.
Partnering for success.	Industry Engagement Direct Connects - 3 (Actionable Industries of 18 ANZIC divisions) per annum Industry Engagement Indirect Connects - 6 (of 18 ANZIC divisions) per annum Familiarity with the Economic Development Strategy (53% + as per annual business survey results)

## 7.3 Review

The outcomes and actions as detailed in this strategy will be reviewed and monitored on a regular basis to ensure that the actions and the performance measures remain relevant and actions are being progressed in a timely manner in line with the agreed implementation.

The EDSG will play a key role in reviewing and monitoring the outcomes and actions included in this strategy on an ongoing basis. In addition to this a bi-annual report will be tabled at formal meetings of Council detailing progress against the key outcomes and actions.

It is critical that this Strategy remains a living document for the term of its life meaning that if economic conditions change significantly or new/different opportunities arise that are worthy of greater focus and consideration then EDSG and Council will be in a position to reevaluate the approach.



## 8 APPENDIX A

### Summary of 2013-2016 Economic Development Strategy Outcomes

Work undertaken as part of the implementation of the 2013-2016 Port Macquarie Hastings Economic Development Strategy occurred across Council and in partnership with our local community, business and industry. The following provides a sample of key actions and achievements by Strategy Outcome.

#### 1) Embracing Business and a Stronger Economy

A Council that recognises the importance of a strong economy and fosters a culture that is supportive of business and that ensures the economic development of the region is a central consideration of all its activities.

Achievements:

- > Land Development Approvals Process Review complete and implementation of actions well underway.
- > Annual Development Assessment Customer Surveys implemented
- > Establishment of Construction Industry Working Group
- > Development and Implementation of the Commercial Activities on Council-managed Land Policy
- > Flexible developer contribution payment options trialled and adopted
- > Outdoor Dining Trial commencement
- > Small Business Friendly Council Initiatives implemented
- > Procurement Strategy development and delivery, including annual Supplier forums and Tender Workshops
- > Business Confidence Survey developed and delivered biannually

#### 2) Providing the Foundations

A Council that leads and takes responsibility for contributing to the liveability of the region through improved planning, infrastructure and services.

Achievements:

- > Record levels of investment by Council in local infrastructure development.
- > Planning for the Port Macquarie Airport Business Park
- > Implementation and review of Council's Urban Growth Management Strategy
- > Progressed works relating to the Port Macquarie Foreshore Master Plan including Town Beach Marine Rescue Building and Kiosks.
- > Partnered with Community groups on foreshore improvements across the Local Government Area eg Beach to Beach, Gaol Point.
- > Infrastructure Gap Analysis undertaken and used to inform future priorities
- > Benchmarking and review of business-related fees and charges.

#### 3) Creating vibrant and desirable places.

A region where the townships, villages and business precincts across the Local Government

Area are vibrant commercial, tourism, recreational and/or community hubs.

Achievements:

- > Development and implementation of 'Place making' approach working closely with local communities
- > Town Centre Master Plan Implementation
- > Major Events Strategy Implementation resulting in around \$27m economic impact per annum.
- > Free Camping Research and Management trial completed and marketing/communication material developed to support adopted Council position statement.
- > RV Friendly Town status achieved for Wauchope and Kendall
- > Wauchope Main Street Plan developed

#### **4) Embracing opportunity.**

A region that embraces opportunities and attracts investment to create additional jobs and increase the wealth of the region and its residents.

Achievements:

- > Shape of the Future investment prospectus development and distribution
- > Place Marketing initiatives
- > Development of new destination website
- > Visitor research indicated significant improvements in visitor satisfaction, recommendation and repeat visitation
- > Digital Strategy development and implementation
- > Glasshouse Strategic Business Plan implementation

#### **5) Partnering for Success**

A Council which works alongside key stakeholders in business, government and the community with a focus on maximising economic return and efficient and effective business environment.

Achievements:

- > Secured direct flights to Melbourne
- > Industry Action Plan development and implementation of initiatives in partnership with the manufacturing and construction sectors.
- > Support for local Business Awards programs
- > Destination Management Plan Implementation
- > Food industry initiatives in association with Tastings on Hastings and local farmers market.



2017-2021 ECONOMIC DEVELOPMENT STRATEGY 21



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Item: 07

Subject: CULTURAL PLAN 12 MONTH ACTION AND BUDGET PLAN

Presented by: Strategy and Growth, Jeffery Sharp

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## RECOMMENDATION

That the Cultural Steering Group:

1. Note the draft actions and associated budgets for the current financial year and consider the allocation of funds for the implementation of the actions 2019/2020 financial year.
2. Discuss and provide a recommendation to Council for additional budget for the 2019/2020 financial year.

## Discussion

At the October 2018 Cultural Steering Group meeting, it was resolved:

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## 7 CULTURAL PLAN 12 MONTH ACTION AND BUDGET PLAN

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### CONSENSUS:

*That the Cultural Steering Group:*

1. *Note the draft actions and associated budgets for the current financial year and consider the allocation of funds for the implementation of the actions 2019/2020 financial year.*
2. *Discuss and provide a recommendation to Council for additional budget for the 2019/2020 financial year.*
3. *Members review the Action Plan budget and provide any comments by Friday 12 October 2018.*
4. *Request staff to investigate benchmarking to determine spending of other organisations for cultural development in the local government area.*
5. *Request that additional advice of average cultural spend be sort from Arts Mid North Coast and Create NSW.*
6. *Support a request to Council for additional funds to deliver the Cultural Plan actions, once the final budget is determined in November.*

### Item 3

A copy of the Budget and Action plan was provided to Cultural Steering members. Comments were received from Chris Denny, Jenny Hutchinson, Brian Barker, Cllr Turner & Hawkins.

It was noted that some projects may encompass a number of different actions, and rather than applying for each line item, that they be presented as project bids. A revised budget request is addressed in Item 6.

**Item 4**

A request was sent to the Cultural Development Network (CDN) to provide further information on the research that has been undertaken across the Local Government Sector. John Smithies confirmed that this data would be available in December, however, they may be able to provide us with some of the research finding prior to the December launch.

**Item 5**

A request has been sent to Create NSW and Arts Mid North Coast for further information on the Cultural spend across NSW and in our region.

**Item 6**

Based on the feedback from Cultural Steering Group, below is a summary and revised budget request for discussion.

The existing budget has been developed to support the following:

**Existing Budget: \$88,000**

The existing budget will deliver on the following:

- **Action 3.4** - ArtWalk Creative Festival – **\$48,000**
- **Action 2.4** - Collaborative & Community led projects - **\$20,000**  
Support and partnering in projects across the region. Projects may include:
  - Proof – CSU - \$2,000
  - Film workshops for young people - \$5,000
  - Creative Wauchope - \$2,000
  - Walking Audio Guide Development - \$3,000 – Historic Cemetery
  - Free - Friday Lunchtime concerts - \$2,000
  - Community Creative programs - \$5,000
- **Action 1.8** - Professional Development Programs - **\$10,000**
- **Action 3.2** - Marketing & Promotion - **\$10,000**
  - Advertising, documentation and promotion of programs, projects and support for etc.

**Existing Allocated Funding -** Not under Cultural Development Budget but in the Community Subsidies budget

**Arts Mid-North Coast Support**

Budget Allocation \$18,000

Strategy: *Foster collaboration*

**Action: 3.1**

Arts Mid North Coast is funded through a partnership model. They receive funding of over \$140,000 through Create NSW and complimented by a financial contribution from each of the six Local Government areas including Mid Coast Council, Kempsey, Nambucca, Bellingen and Coffs Harbour and Port Macquarie-Hastings Council. Port Macquarie Hastings Council contributes \$18,000 each year. A review of the MOU between Arts Mid North Coast and PMHC is due this year.

**Sources of Funding**

**Cultural Reserves**

Council currently has the following items set aside for Cultural Reserves.

- |                       |          |
|-----------------------|----------|
| • Cultural Activities | \$83,081 |
| • Heritage Reserve    | \$66,576 |
| • Town Bands          | \$89,715 |

**Requested Budget Allocation for Consideration**

It is proposed that the following additional Budget Bids for the following projects be endorsed to be undertaken in the 2019/20 financial year.

**Cultural Economy Plan****Budget Bid: \$70,000**

Strategies: *Identify & harness the potential of our Cultural Economy  
Raise the skills and capacity of our local creative to foster a vibrant Cultural Community*

Cultural Plan actions: 1.1, 1.6, 1.7, 4.5, 3.6

1. Engage a consultant to undertake a cultural mapping process including an audit of our venues, people and places with the local government area.
2. Undertake research into the current economic contribution that the cultural/creative sector makes to our area. (Building our profile and research)
3. Develop a cultural and Creative Economy Plan, looking at the following key drivers:

Through the development of this key data and information, it should inform future planning for the Cultural Tourism sector and cultural strategies moving forward. The additional research should also provide key avenues for further support for funding opportunities from State and Federal sector.

**Public Art – Maintenance & Implementation****Budget Bid: \$75,000**

Strategy: *Improve social amenity through Public Art*

**Cultural Plan Actions: 2.5, 2.6, 2.7**

\$20,000 – Conservation and maintenance of existing works.

\$45,000 – Implementation of new works at a key gateway sites – Airport redevelopment site, and other opportunities.

**Cultural Development Grants****Budget Bid: \$20,000**

Strategy: *Identify funding opportunities to support cultural outcomes*

**Cultural Plan Actions: 4.2**

This would be a new funding stream that specifically relates to Cultural Development. The development of Arts and Cultural Development grants will be developed in line with Council's current Smarty Grants process. The purpose of the grants will be to ensure that artist and the Cultural Sector are making, creating new work and supporting creative projects that showcase our arts and cultural sector. The funds will assist in the payment of artist's fees, production costs and materials and the support for the presentation of the work created to the public. Guidelines and priorities may change and grants may be adjusted to ensure that they meet the cultural outcomes desired.

**Aboriginal Cultural Development Programs****Budget Bid: \$5000 (\$8000 shared project with Community Inclusion Plan with the \$3000 difference from Community participation budget)**

Strategy: *Work collaboratively with the cultural community sector to deliver identified Heritage Outcomes*

**Cultural Plan Action: 3.6 – Our Aboriginal Culture**

Project: Welcome to Country acknowledgements at airport & entrance to Council Chambers. Shared project with CIP.

**Creative Precincts and Hubs Development – detailed design development****Budget Bid: \$50,000**

*Strategy: Create, develop and maintain vibrant cultural paces and places to maximise opportunities for our community to participate in cultural activities across the region.*

**Cultural Plan Actions: 1.2 - Creative Precincts and Hubs**

In 2009 - 2012 Council undertook extensive consultation with cultural and creative organisations to develop a new Environment and Creativity hub for the community on a site next to the Reclaim Water Facility on Ocean Drive. Concept plans, environmental studies and catchment management plans were developed and approved.

Recently, Council undertook further works to maintain the current DA, which plans to bring the site up to the required flood free levels required to build the facility. This has maintained the current Development application.

At present, the NSW State government has considerable funding to support the development and construction of new cultural infrastructure.

Key feedback from the creative community continues to identify the lack of community workshops space and gallery space for artists, creative and the cultural sector to grow and thrive. This budget would allow for the redesign of the facility and additional consultation to meet the changing needs of our creative community.

Source: Developers Contribution S94, funds being currently collected for the Regional Community Arts Centre.

**Additional identified projects with funding.****Additional Budget & Projects 19/20****Wauchope RiverWalk Bicentenary Sculptural Project – Allocated funds**

Budget: \$196,000

Funding Source: Building Better Regions Fund

Strategies: *Improve Social amenity through Public Art*

*Identify and Develop the Cultural Identity of our Places (Towns & Villages)*

**Cultural Plan Actions: 2.4, 2.7**

Commission, fabricate and install 5 sculptures along the Hastings RiverWalk in Wauchope. Funding was received through the BBR fund for this project. Wauchope historical Society also received funding for the project in the amount of \$85,000.

**Bicentennial Funding – 19/20 – Allocated funds****Identified Projects:**

Walking Sculptural Trail – Laurieton \$30,000

Port Macquarie Bicentenary Commemoration – site to be identified along the Coastal Walk – \$30,000

**Other areas delivering Culture**

Whilst the delivery of cultural services through the Library and Glasshouse operational budgets will remain the same, and be supported through State and Federal funding opportunities, any future recommendations and financial implications resulting from the implementation of the plan, will be reported to Council as appropriate and seek additional funding requests through the budget preparation process each year.

Budgetary considerations have been identified as either:

- Within current operational plans (people and budgets) *or*
- Requiring additional funding (either from Council and/or external funding bodies via grants).

Should the additional funding not be approved, Council are at risk of not achieving the desired outcome and actions identified within the Cultural Plan.

Cultural Steering group to discuss the budgets outlined in this report plan and associated resourcing requirements to provide a recommendation to Council for the 19/20 budget.

**Summary of request for Funds:**General Fund: (Request for additional funds)

Cultural Economy Plan	\$70,000
Public Art – Maintenance & Implementation	\$75,000
Cultural Development Grants	\$20,000
Aboriginal Cultural Development	<u>\$5,000</u>
<b>Total</b>	<b>\$170,000</b>

Section 94 Contributions Fund:

Creative Precincts & Hubs	\$50,000
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Existing Budget:

ArtWalk Creative Festival	\$48,000
Collaborative & Community led projects	\$20,000
Professional Development Programs	\$10,000
Marketing & Promotion	\$10,000

Other Budgets/Allocated Funds

Wauchope Riverwalk Project	\$196,000
Bicentennial Projects	\$60,000

It is requested that the Cultural Steering group support the request for \$170,000 from general funds to support the implementation of the Cultural Plan.

**Attachments**

Nil

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**Item: 08****Subject: MONTHLY REPORT - BICENTENARY WORKING GROUP****Presented by: Strategy and Growth, Jeffery Sharp**

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**RECOMMENDATION**

**That the Cultural Steering Group note the information in the Monthly Bicentenary Working Group report.**

**Discussion**Bicentenary Event

The Bicentenary Event “200 together” was successfully held on Sunday 28 October. The key highlights included:

- Entertainment Line-up-Stage
  - Cameron Alford-
  - Mayor Official Opening of the event
  - Uncle Bill Welcome to Country
  - Mitjigan Dancers
  - Dhoongang Dancers
  - The Men Behind The Legend-Douglas Vale
  - Dinner with Milton Dixie Jazz
  - Tanisha Palmer-
  - Mat Brooker-
  - Andrew Cousins-
  - Fig Tree Stage- Banjo
- Birpai Barray Aboriginal Experience
  - Weaving Workshop/Rock Painting- Experience space
  - Dance Workshops
  - Story Telling- Experience space
  - Traditional Tool Making Workshop- Experience space
  - Weaving Workshop ends
  - Rock Painting ends
- 10 Food vendors
  - Moore Beer BBQ
  - Urban Grain Bakery
  - MJS Street Foods
  - XS Foods Little
  - Loas Kitchen
  - German Kitchen
  - Agostina
  - Flammin Pizza
  - Indian Vegetarian Food
- Market Stalls

- Bird and earth
- Bottled Earth
- Hand Craft Models
- Leather Goods
- Canvas Prints
- Remains of the Day
- Painter
- Hollow Logs
- Little Makers Market
- Sustainable Place/ Waste wise initiative
- Community Group Stalls
  - Port Macquarie Museum
  - Douglas vale
  - Port Macquarie Surfing History
  - Port Macquarie District Family History Group
  - Friends of Mrs York's garden
  - Laurieton Men's Shed
  - Port Macquarie Astronomical Society
  - Hastings Men's Shed
  - Mid North Coast Maritime Museum
  - Port Macquarie Arts and Crafts Centre
  - Comboyne Museum
  - Hastings Valley Fine Arts Assoc.
  - Hastings Gateway

Over 3000 people attended the event. The overall feeling from those on the day was positive. The day was overcast with a little rain and this did impact on attendance numbers and the event was closed an hour early. A full debrief is yet to occur and feedback will be provided to the group at the next meeting.

#### Communications update

- A4 page lift-out was published in the Port Express, Wauchope Gazette and Camden Haven Courier on 26/9 and 27/9
- Advertising has been ongoing over the September/October period with Port Express, Port News, Camden Haven Courier and Wauchope Gazette
- Fairfax web content has been created and is now displaying 20+ Bicentenary –related stories
- A number of radio spots have been completed with 531, MMM, ABC and Hit FM and TV event promotion with Prime 7 and NBN
- Ongoing social media promotion has reached over 40,000 individuals through Facebook and Instagram advertising and post sharing.
- Direct marketing through e-newsletter's over the last 2 weeks has also been successful with over 6,000 newsletters delivered.

#### Bicentenary Quick Grants

The following Quick Grants have been approved for Community Events:

- \$500 has been provided to Friends of Mrs York's Garden to support an event on the 31<sup>st</sup> October inviting the local community to join historic walking tours from Allman Hill to Oxley Monument at Town Beach. Guided walks thru the garden and morning tea will also be offered.

## **AGENDA**

## **CULTURAL STEERING GROUP** **07/11/2018**

- Beechwood Billycart Bash was awarded \$500 to support the event on 21 October.

### **Attachments**

Nil

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Item: 09

Subject: MONTHLY UPDATE - ARTWALK

Presented by: Strategy and Growth, Jeffery Sharp

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## RECOMMENDATION

**That the Cultural Steering Group note the progress to date with the development of ArtWalk 2019.**

### Discussion

At the September 2018 Cultural Steering Group meeting it was resolved:

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## 06 MONTHLY ARTWALK REPORT

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### CONSENSUS:

1. *That the Cultural Steering Group note the progress to date with the development of ArtWalk 2019.*

### ArtWalk Update

After reviewing and considering a number of dates in 2019, the ArtWalk 2019 Program will be held on the evening of Thursday 18<sup>th</sup> July. The aim of the evening will be to launch into a "Creative Festival", which showcases our creative and cultural sector, spanning the weekend until the Sunday 21 July.

The purpose of this is to ensure that the program does not have any additional clashes with other major events across the region. The winter dates will assist in bringing people out onto the streets at night, in a relatively cold and slow period.

Initial plans are underway for *ArtWalk 2019* including reservation of venues and spaces for the evening and initial discussions with key

Council has commenced applying for Destination NSW Flagship funding to support the marketing aspects of the event. This will be in round two for events held in July – December 2019.

- Staff have commenced booking of open spaces and liaising with participants.
- Work has commenced on the Dementia Friendly video project.
- Discussions have taken place with various small business and creative groups, earmarking dates and times and flagging opportunities for collaboration.

Additional work will commence on planning for the Creative Festival program in to ensure that that program can capitalise on supporting events and organisations

through inclusion in the program. Discussions will also be undertaken with key Creative Champions to deliver different elements of the event.

The program may include events such as:

- ❖ Exhibitions
- ❖ Live music performances
- ❖ Installations in public spaces
- ❖ Guided Tours – Heritage and Cultural
- ❖ Special event dinners with a Creative Flare – eg Cabaret dinner
- ❖ Artists Long Lunch
- ❖ Creative Workshops
- ❖ Master classes
- ❖ Kids participation program
- ❖ Bar Capella

These are an example only. The key to being able to deliver an event will be partnering with businesses, restaurants and other community organisations to deliver different components of the program.

Suggestions from the Cultural Steering Group will be considered and developed as part of the program as agreed.

**Attachments**

Nil

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**Item: 10**

**Subject: MONTHLY UPDATE - DRAFT PUBLIC ART POLICY & MASTERPLAN**

**Presented by: Strategy and Growth, Jeffery Sharp**

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**RECOMMENDATION**

**That the Cultural Steering Group note the progress of the Public Art Policy and Master Plan Project.**

**Discussion**

Council staff are continuing to work with Creative Moves on the development of the Public Art Policy and Public Art Master Plan. A program for community engagement including engagement with the Cultural Steering group is currently being finalised.

A verbal update to be provided to the Cultural Steering Group.

**Attachments**

Nil

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**Item: 11**

**Subject: GLASSHOUSE STRATEGIC PLAN - REVIEW AND UPDATE**

**Presented by: Corporate Performance, Rebecca Olsen**

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**RECOMMENDATION**

**That the Cultural Steering Group members note the feedback received in relation to the review and update of the Glasshouse Strategic Plan.**

**Discussion**

The Group Manager Commercial Business Units and Glasshouse Venue Manager will provide an update to the Cultural Steering Group on feedback received in relation to the review and update of the Glasshouse Strategic Plan as requested at the Cultural Steering Group meeting held on 3 October 2018.

**Attachments**

Nil

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**Item: 12**

**Subject: REVIEW OF GLASSHOUSE PODIUM FEE**

**Presented by: Corporate Performance, Rebecca Olsen**

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**RECOMMENDATION**

**That the Cultural Steering Group note the recent review undertaken of the Glasshouse Podium Fee.**

**Discussion**

The Group Manager Commercial Business Units and Glasshouse Venue Manager will provide an update to the Cultural Steering Group on the review of the Glasshouse Podium Fee (required under Operational Plan Action ref. 1.5.3.2).

**Attachments**

Nil