

# Ordinary Council

## LATE REPORTS

### Business Paper

**date of meeting:** Wednesday, 20 February 2013

**location:** Council Chambers, Port Macquarie

**time:** 5.30pm

**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**

**Council's Vision**

A sustainable high quality of life for all.

**Council's Mission**

To provide regional leadership and meet the community's needs in an equitable and inclusive way that enhances the area's environmental, social and economic qualities.

**Council's Corporate Values**

- ★ Sustainability
- ★ Excellence in Service Delivery
- ★ Consultation and Communication
- ★ Openness and Accountability
- ★ Community Advocacy

**Council's Guiding Principles**

- ★ Ensuring good governance
- ★ Looking after our people
- ★ Helping our community prosper
- ★ Looking after our environment
- ★ Planning & providing our infrastructure



**PORT MACQUARIE  
HASTINGS**

## How Members of the Public Can Have Their Say at Council Meetings

Council has a commitment to providing members of the public with an input into Council's decision making. The Council's Code of Meeting Practice provides two (2) avenues for members of the public to address Council on issues of interest or concern at the Ordinary Council Meeting. These are:

### Addressing Council on an Agenda Item:

If the matter **is** listed in the Council Business Paper, you can request to address Council by:

- Completing the *Request to Speak on an Agenda Item at a Council Meeting*, which can be obtained from Council's Offices at Laurieton, Port Macquarie and Wauchope or by downloading it from Council's website.
- On-line at <http://www.hastings.nsw.gov.au/www/html/2924-addressing-a-council-meeting-in-relation-to-an-agenda-item.asp?intSiteID=1>

**Your request to address Council must be received by Council no later than 4:30pm on the day prior to the Council Meeting.**

Council's Code of Meeting Practice sets out the following guidelines for addressing Council:

- Addresses will be limited to 5 minutes.
- If you wish any written information, drawings or photos to be distributed to the Council to support the address, two (2) copies should be provided to the Group Manager Governance & Executive Services prior to the commencement of the meeting.
- Where speakers wish to make an audio visual presentation, a copy is to be provided to the Group Manager Governance & Executive Services by 4.30pm on the day prior to the Council Meeting.
- Council will permit only two (2) speakers "Supporting" and two (2) speakers "Opposing" the *Recommendation* contained in the Business Paper. If there are more than two speakers supporting and opposing, the Mayor will request the speakers to determine who will address Council.

### Addressing Council in the Public Forum:

If the matter **is not** listed in the Council Business Paper, you can request to address Council by:

- Completing the *Request to Speak in the Public Forum at Ordinary Council Meeting*, which can be obtained from Council's Offices at Laurieton, Port Macquarie and Wauchope or by downloading it from Council's website.
- On-line at <http://www.hastings.nsw.gov.au/www/html/2926-addressing-council-in-the-council-meeting-public-forum.asp?intSiteID=1>

**Your request to address Council must be received by Council no later than 4:30pm on the day prior to the Council Meeting.**

A maximum of eight (8) speakers will be heard in the Public Forum. Each speaker will be limited to 5 minutes. Council may ask questions of speakers but speakers **cannot** ask questions of Council.

Council will not determine matters raised in the Public Forum session, however may resolve to call for a further report, when appropriate.

Speakers will be allowed to address Council in the Public Forum on the same issue no more than three (3) times in each calendar year. (Representatives of incorporated community groups may be exempted from this restriction).



**PORT MACQUARIE  
HASTINGS**

# Ordinary Council Meeting

Wednesday, 20 February 2013

## LATE REPORTS

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**PORT MACQUARIE  
HASTINGS**

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**Item: 07.02**

**Subject: MAYORAL MINUTE - PORT MACQUARIE-HASTINGS COUNCIL WINS GOVERNMENT COMMUNICATIONS AUSTRALIA AWARD FOR BEST TOURISM AND EVENTS COMMUNICATION - "MISSILES MISSION"**

**Mayor, Peter Besseling**

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## **RECOMMENDATION**

**That Council extend its congratulations to Council staff for their success at the 2013 Government Communications Australia Awards including winning the National Award for Best Tourism and Events Communication and achieving a Highly Commended in the Best Internal Communications / Engagement category.**

## **Discussion**

At last week's Government Communications Australia (GCA) Awards event in Sydney, Port Macquarie-Hastings Council took out the National Award for Best Tourism and Events Communication for the 'Missiles Mission' - James Magnussen Olympic Live Site event held in August 2012.

Council was also highly commended for the *Staff Matters* Newspaper in the Best Internal Communications / Engagement category.

The Annual GCA Awards are presented to those organisations and communicators who have achieved outstanding success from innovative and effective communication practices. There are ten categories, catering for all areas of Government communications, marketing, engagement and public relations. In the ten awards presented, only two (2) awards went to regional sized Councils and Port Macquarie-Hastings was the only NSW Council honoured.

## The Olympic Live Site Event

With the potential for enormous media attention focussed on Port Macquarie as the home of Olympic hopeful James Magnussen and with James being a former recipient of the Mayor's Sporting Fund, Council's Communications Team, assisted by Corporate Events and Glasshouse staff, pitched an idea to the then Administrator for Council to host an Olympic live site from 4:30 am to televise the Olympic 100m final in which James was a hot favourite.

The objectives for the *Missiles Mission Olympic Live Site* were multi-faceted and sought to extend the results of the event beyond merely how many people attended the live site by:

1. Creating a community event that drew a crowd and activated the Glasshouse forecourt, a community space.

2. Utilising the existing social media channels from Communications and Tourism Sections to promote the event and increase fans/followers.
3. Promoting the Sporting Fund as a source of financial assistance for local athletes.
4. Capitalising on opportunities arising for Port Macquarie as the home of James Magnussen.

In reality, this was a high risk event staged outdoors in the middle of winter in the dark, without proof of how many people would participate, where the ultimate outcome (that being the result of the race) was not in Council's control.

A raft of promotional tactics that utilised existing communications channels and only involved minimal cost were used to meet the event objectives. These included printed posters, print advertising in the Council Matters page, E Newsletters to Council staff and community databases, electronic billboard advertising, as well as National and local news media campaigns.

The event was promoted in partnership with the Port Macquarie News, who at no cost to Council, printed and inserted into the Port News a life size cut out mask of James Magnussen's head. The insert promoted the Live Site location and times with the call to action of *set your alarm clock and cheer on Port Macquarie's medal hopeful*. Council and Port News staff cut out copies of the mask and handed them out to guests at the event.

The social media campaign for the event focussed on the call to action to attend the event and/or talk about it by driving traffic to the hashtag #missilesmission. The innovative campaign involved multiple Facebook posts, photos and video links as well as tweets from the corporate and tourism accounts.

The event was a far greater success than had been envisaged both in terms of participation, the experience and the extent of media coverage generated.

#### In summary

- An estimated 500 people braved the August temperatures and early morning start to stand outside and watch a 50 second sporting event
- TV news crews from all major national broadcasters (Channel 7, 9 and 10) attended the event and did live cross coverage to national morning shows as well as stories for news bulletins.
- Local news crews from NBN and Prime attended the event and filed local stories
- Live cross to Radio 2GB from the event pre-race
- Print media coverage in local publications, metro newspapers and online through Daily Telegraph.
- Total reach of people who viewed Facebook posts from Council's corporate page was 12,943, on average each post reached over 500 people
- On Council's Facebook page there were 581 people talking about the event and sharing photos in the days immediately prior.
- Reach of event related Facebook posts from the Greater Port Macquarie Tourism page was 16,244
- Likes to event related posts on the Greater Port Macquarie Tourism Facebook page were 1,500
- A Brazilian TV news crew also attended and filmed the event

Measurable outcomes of the Missiles Mission Olympic Live site are captured in the numbers who attended, the extent and reach of the media coverage and the social media exposure.

The event also delivered a less measurable outcome in terms of community connectedness. As more and more people streamed into the Glasshouse forecourt dressed in green and gold, rugged up with blankets and waving Australian flags a great sense of national and community pride built. The volume of the cheering during the race as a whole community supported a local hero was immediately contrasted by the briefest silence as that hero came second by only 1/100<sup>th</sup> of a second.

While not the fairytale ending many had wished for, the silver medal perhaps served to unite the local crowd even more. As locals were being interviewed post race by news crews from around the country seeking comments on the crowds' reaction the overwhelming sentiment was that "Port Macquarie was behind James and firmly congratulated him on being an Olympic hero."

When the channel 9 crew in London interviewed James poolside and showed footage of the crowd back home in the Port Macquarie darkness he was visibly moved.

#### **Attachments**

Nil

## Helping Our Community Prosper

### What are we trying to achieve?

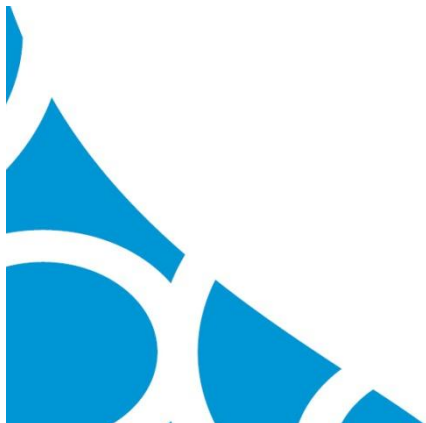
The Port Macquarie-Hastings region is able to thrive through access to a range of educational, employment and business opportunities.

### What will the result be?

- Greater availability of educational opportunities.
- Key business sectors are able to benefit from our natural and existing attributes.
- Business and industry, training and education facilities sustain our population growth.
- Increased employment opportunities.
- An environmentally harmonious and prosperous tourism industry.
- Widely available communications technology.

### How do we get there?

- 3.1 Create opportunities for lifelong learning and skill enhancement with the availability of a broad range of education and training facilities.
- 3.2 Promote and support an increase in business capacity in order to generate ongoing economic growth.
- 3.3 Expand tourism business opportunities and benefits through collaborative planning and promotion.
- 3.4 Maximise innovation and economic competitiveness by providing high quality communication technology throughout the Port Macquarie-Hastings region.
- 3.5 Target and encourage business enterprise by providing favourable business conditions including infrastructure and transport options.





## Helping Our Community Prosper

**Item:** 10.04

**Subject:** ESTABLISHMENT OF AN ECONOMIC DEVELOPMENT  
CONSULTATIVE GROUP

**Presented by:** General Manager, Craig Swift-McNair

### Alignment with Delivery Program

3.2.1 Implement and evaluate support programs that assist the growth of existing business.

### RECOMMENDATION

#### That Council:

1. **Note the information contained in the report that details the key findings of the independent economic development and tourism review;**
2. **Support the establishment of an Economic Development Consultative Group (EDCG) to facilitate a strong partnership between Council and local business and industry sectors throughout the local government area;**
3. **Appoint three (3) Councillors to the Economic Development Consultative Group (EDCG) for the period from commencement of the EDCG for a period of twenty four (24) months.**

### Executive Summary

This report details information relating to the establishment of an Economic Development Consultative Group (EDCG), following the findings of a recent independent economic development and tourism review. The EDCG will assist Council in developing an economic development strategy that will guide economic development opportunities for the period 2013-2016.

### Discussion

#### Review Process

Between April 2012 and November 2012, Council undertook an independent review of economic development and tourism services as provided by Council.

The review involved consultation with a wide range of stakeholders and was tasked with reviewing service delivery options for economic development and tourism services, plus a review of economic development and tourism programs. The next stage of this review process is for the development of an economic development and industry engagement plan that will progress local and regionally significant economic outcomes that continue to grow the economy in the local government area.

## Helping Our Community Prosper

Council acknowledges the important leadership role it plays in economic development within the local government area and the wider region and this is reflected by the community as detailed in the Port Macquarie-Hastings Council 'Towards 2030 Community Strategic Plan' (CSP). The CSP includes the following information under Focus Area 3 - Helping Our Community Prosper:

*What are we trying to achieve?*

*The Port Macquarie-Hastings region is able to thrive through access to a range of educational, employment and business opportunities.*

*How do we get there?*

*3.1 Create opportunities for lifelong learning and skill enhancement with the availability of a broad range of education and training facilities;*

*3.2 Promote and support an increase in business capacity in order to generate ongoing economic growth;*

*3.3 Expand tourism business opportunities and benefits through collaborative planning and promotion;*

*3.4 Maximise innovation and economic competitiveness by providing high quality communication technology throughout the Port Macquarie-Hastings region;*

*3.5 Target and encourage business enterprise by providing favourable business conditions including infrastructure and transport options.*

The review process has been an important and significant point in time for Council and the community. As the review report states, balancing the pressures on local government with the expectations of stakeholders and the community is a challenge. Following is an extract from the introduction to the review report:

*'Port Macquarie Hasting Council (PMHC) has initiated a review of its approach to economic development and to provide strategic recommendations related to this. It follows the merger of the previously separate economic development and tourism units within Council and comes at a time when Council is emerging from a long period of Administration.*

*It also comes at a time when economic uncertainty remains high on a global scale. Whether this is the 'tail end' of the GFC or otherwise is unclear. In this context, it is not surprising that the political environment has similar characteristics. These are added to by increased financial, regulatory and accountability pressures.*

*Technological developments, particularly those related to information, continue in a seemingly endless manner. The social impact of this scenario has been profound. Formal references are not required to support the statement that organisations and individuals alike are both cautious and generally concerned.*

*From a Government perspective, Local Government is arguably at the 'coal-face'. Councils are not only exposed to the effects of global uncertainty and challenge themselves; they need to deal directly with people whose lives are affected by it – much of the time on a face to face basis. There is no hiding behind television cameras in Local Government. Unfortunately, the delegation of many responsibilities to Local Government, including those related to Economic Development, has not come with the recipe for success.*

*It is clear, despite the combination of challenges faced, that Council, along with those who live and work in Port Macquarie Hastings, need to 'work it out' for themselves. This represents a negative in one sense but an opportunity in another. This is not a simple exercise. In fact the opposite is true for a Place level strategy brings with it a vast array of views, ideas, notions and perspectives. Those Councils that understand and face the full range of challenges and*

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*complexities involved in the development of Economic Development strategy and its adoption will have an advantage over those that do not.*

*Whilst almost all Councils will agree that encouraging innovation is a cornerstone of Economic Development, it is somewhat surprising that innovation in strategy development is not only generally low, but typically discouraged. This paradox has not been faced in the Review of Economic Development and the forming of strategic recommendations for Port Macquarie Hastings’.*

From the outset of this review, engaging with key stakeholders has been a critical part of establishing a platform of understanding and for influencing the future direction. Council officers used a zero-based approach to this review from the outset. This means that there were no preconceived ideas forced onto the consultants during the review process. The approach taken was to hear what key stakeholders were saying about economic development and tourism and to develop a broad range of strategic recommendations from the information gathered.

During the review process, consultation took place with a range of stakeholders including:

- Greater Port Macquarie Tourism Board;
- Members of the former Regional Development Panel;
- Port Macquarie Chamber of Commerce;
- Wauchope Chamber of Commerce & Industry;
- Camden Haven Chamber of Commerce, Industry & Tourism;
- Industry Mid North Coast;
- Individual members of the business community.

The consultation methods used ranged from one-on-one meetings to meetings held with groups of people and / or industry groups.

There was also a closed online forum via the PMHC Listening web site that saw some 145 individual site visits, with 71 people registering and making comments against a standard set of questions regarding economic development and tourism.

### Key Findings & Recommendations

To put the review into context, the two key overarching goals of the review were:

- 1) For Port Macquarie-Hastings to be a successful place and
- 2) For this success to be sustained and long term.

To quote directly from the review document:

*In the context of the pressures on PMHC (as with other Councils) to provide and maintain infrastructure and services for its community, there is a limit to the resources that can be applied to the economic development task. This pragmatism in terms of the best use of available resources has underpinned the Review and the strategy development process.*

*The nature of economic development requires a longer term view and the success of the recommended strategic approach will only be known in time. Combining this with the fact that forecasting changes in the market in the current economic climate realistically amounts to “educated guesswork”, it makes great sense for a strategy to focus on the “knowns” rather than the “unknowns” and on things that can be controlled as opposed to things that can’t be.*

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*Identifying the things that can be controlled AND that will play a lead role in Port Macquarie-Hastings level of success has been one of, if not the main focal point of this Review and associated recommendations.*

The key strategic recommendations contained in the review report focussed on the role that Council should play in the future of economic development in the region. The recommended role of Council in the context of economic development includes the following (shown in alphabetical order):

- Assessment of Proposed Developments & Initiatives;
- Council Systems & Processes;
- Evaluation;
- Partnerships and Cooperative Arrangements;
- Place & Market Research & Analysis;
- Place Image Management;
- Place Information Services;
- Place Market-Directed Services
- Resource Allocation;
- Strategic Leadership & Engagement.

The theme that runs through the report is that developing a sense of 'place' for the local government area is not solely the responsibility of Council. It is recognised that there are many other participants in the area and they also have roles to play. Council is clearly not in a position to be able to force roles and responsibilities onto other organisations, however as part of Council's strategic leadership role, Council may legitimately discuss and suggest roles and related functions that may be to the mutual benefit of the organisation, local business and industry and residents overall.

Some of the roles and responsibilities for sector-specific and multiple-sector industry organisations may be as follows:

- Consolidate & present member input into place level strategy, planning and initiatives;
- Identify (and coordinate if required), sector-specific and member-specific collaborative opportunities and partnerships, both internal and external;
- Assist in achieving member awareness and understanding of agreed roles and responsibilities of Council in the economic development strategy context;
- Seek Council support where sufficient alignment with all-of-place benefit exists and opportunity will not be realised without the involvement of Council;
- Assist in achieving the member awareness of services made available by Council and other relevant organisations;
- Assist member performance;

For individual businesses, some of the roles and responsibilities may be as follows:

- Contribute to relevant business organisations (where relevant) in the context of the organisations efforts to consolidate member input to place level strategy, planning and initiatives;
- Engage in initiatives related to achieving an awareness and understanding of agreed roles and responsibilities of Council in the economic development context;
- Be proactive in establishing and maintaining an awareness of services made available by Council and other relevant organisations.

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Further to the above role-specific recommendations, the review report included a range of other major recommendations that are broken into various categories. The details of these key recommendations can be found in the attachment to this report.

It should be noted that whilst there are a wide range of recommendations included in the review report, Council is not necessarily wishing to implement them all and this report does not bind Council to adopting them. Ongoing discussions will be required with various representative business groups and industry sectors in relation to some of the key recommendations. The purpose of this report is to bring awareness to the community of the review report and the key themes included in the report.

### Council's Role in Economic Development

For the purposes of moving forward, Council is defining economic development as the over-arching concept for the development of all business related activity within the local government area. This includes the various industry sectors, particularly tourism.

In line with the recent review, the proposed next steps for Council are to:

1. Determine Council's role in economic development (Councillors);
2. Determine the priority industries that will have maximum impact on the economy of the region and where Council can best leverage its role; followed by the development of specific strategies and action plans for each industry sector (Councillors / Industry partnerships);
3. Establish an Economic Development Consultative Group (Councillors).

Council does not have unlimited resources at its disposal for the provision of economic development services. Its future role in delivery these services will be tightly defined and managed to ensure that Council looks to obtain maximum leverage from its resources. As stated previously in this report, there will be roles for related business organisations and associations who, it is anticipated, will work co-operatively with Council for the benefit of individual businesses, members and industry sectors to enhance the economy of the local government area.

Council's ongoing role can largely be defined as one of support, facilitation and advocacy. In practical and specific terms, this can be described as follows:

- A) Whole of Council Responsibility:
- Leadership and advocacy both within the community, at the Mid North Coast Regional Organisation of Councils (MIDROC) and State and Federal government level; the purpose being to develop commitment, energy and enthusiasm for economic development within the local government area.
  - Land use planning and appropriate zonings for land development opportunities to facilitate industry development.
  - Procurement and capital expenditure strategies which support the local economy.

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- Local laws and regulations. In addition to the mechanisms of individual policies and regulations, Council needs to improve the efficiency of its internal approvals processes to make the organisation more user-friendly and responsive to the needs of business and industry.
- Optimisation of infrastructure assets, for example:
  - o Port Macquarie Airport;
  - o Glasshouse;
  - o Port Macquarie CBD;
  - o Wauchope CBD;
  - o Laurieton CBD;
  - o Transport assets;
  - o Parks, gardens and beaches.

### B) Divisional Responsibility for Economic Development:

- Information provision. Collation and presentation of economic and business data both for the benefit and use of businesses and the local economy. The provision of this information can also be used as a tool to measure the effectiveness of any Council and partnership initiatives.
- 
- Participate appropriately in sector-specific strategies and action plans.
- 
- Continued advocacy for existing businesses and industry sectors.
- 
- Identify, advocate and facilitate the provision of targeted infrastructure projects, for example:
  - 
  - o Airport Infrastructure and Business Precinct;
  - o NBN implementation;
  - o Food, Soil and Water Laboratory.

- Marketing and promotion of the Port Macquarie-Hastings region through the:
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- Development of a “whole-of-place” marketing strategy for the entire local government area, which aims to align with objectives from the industry-specific strategic plans that will be developed;
- 
- Maximise Destination NSW (DNSW) funding opportunities through alignment with regional destination promotional programs and through supporting the establishment and ongoing development of local signature cultural events.

### Priority Areas for Economic Development Initiatives:

Being mindful of the extent of Council’s defined role, specific strategies and action plans for prioritised industry sectors will be developed. By way of example, suggested priority sectors include:

- Tourism;
- Major Events;
- Higher Education;
- Health and Aged Care;
- Food and Beverage;
- Light Industries;
- Aviation;
- Finance and Business Services;
- Creative Industries.

Specific actions may include aspects such as linking with education facilities to address workforce issues, training and skills shortages and helping to provide stability and focus to better attract business investment and long-term growth as well as advocacy and facilitation of networks and industry clusters

### Establishment of the Economic Development Consultative Group (EDCG):

As detailed in the discussion above, Council needs to play a strategic leadership and engagement role in economic development. The clear path forward for Council to achieve the leadership and engagement required is for Council to collaborate with all business groups and industry sectors in an open, transparent and meaningful way. To this end, this report is recommending the establishment of the Port Macquarie-Hastings Economic Development Consultative Group (EDCG).

The overarching objective of establishing the EDCG is to facilitate a strong partnership between Port Macquarie-Hastings Council and local business and industry sectors throughout the local government area.

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The EDCG is to be an interactive group that provides a forum for developing the strategic economic development direction for the local government area. The EDCG will be committed to collaboration, innovation and development of a 'whole-of-place' approach for the purpose of promoting local product and industry on a state, national and global market. The EDCG will provide a forum in which local government and industry leaders can discuss and debate, plan and progress local and regionally significant economic outcomes that continue to grow the economy in the local government area.

It is not considered appropriate that Council officers develop an overarching strategy for economic development internally, at the exclusion of input from business and industry. The EDCG will play a key role in assisting with the development of the overarching strategy for economic development.

The objectives of the EDCG are to:

- 1) Assist Council in the development of the overarching strategy for economic development. The contents of this strategy will largely be based on the contents of a Terms of Reference (TOR) document as attached to this report.
- 2) Assist Council in the development of a whole of place marketing strategy.
- 3) Assist Council in the development of an Action Plan. The purpose of the Action Plan is to define specific actions to be carried out in order to achieve the aims of the strategy. Council will be accountable for carrying out its defined role within the plan and it is envisaged that EDCG member organisations will also be accountable for their roles within the plan.
- 4) Assist Council in the development of criteria by which to measure the success of the strategy.
- 5) Assist Council in the prioritisation of its resources for the delivery of the Action Plan.
- 6) Assist Council in determining the most appropriate ongoing structure to best achieve ongoing participation in regular meetings with Councillors and Council staff with the aim of monitoring the implementation of the strategy by all parties and to provide and receive two-way communication from business and industry to Council.

### Membership of the EDCG

In the establishment of the EDCG, it is considered appropriate that the composition of the group be made up of Council representatives plus people representing business and industry associations as follows (shown in no particular order):

- Port Macquarie Chamber of Commerce;
- Wauchope Chamber of Commerce;



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- Camden Haven Chamber of Commerce & Industry;
- Greater Port Macquarie Tourism Association;
- Food Production;
- NSW Business Chamber;
- Industry Mid North Coast;
- Higher Education Reference Group.

PMHC representatives will be:

- Mayor & selected Councillors;
- General Manager;
- Director Corporate & Business Services;
- 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 on certain issues or to progress an agreed outcome, as approved by the EDCG.

A formal Expression of Interest (EOI) process will be undertaken across the local government area as a way of determining who will be the industry sector / business group representatives on the EDCG. If Council resolve in favour of supporting the establishment of the EDCG, then it is envisaged that this EOI will be undertaken in the weeks following the Council resolution.

A draft Terms of Reference (TOR) document has been drafted for the EDCG, which can be found as an attachment to this report.

### Options

Council can choose not to accept the recommendations put forward in this report, whereupon a future decision by Council would be required in the coming months with regard to the future direction of economic development and tourism services as provided by Council.

### Community Engagement & Internal Consultation

As detailed earlier in this report, the economic development and tourism review process included consultation with a range of external stakeholder groups and individuals, as well as relevant Council staff.

In the development of this report, internal consultation has taken place with the:

- Mayor and Councillors;
- General Manager;
- Directors;
- Group Manager Business Services.

### Planning & Policy Implications

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The establishment of the EDCG and the development of the overarching economic development strategy are critical steps in planning for the future economic growth in the local government area.

Once developed, the economic development strategy will guide the future direction of economic development and tourism activities for Council.

### Financial & Economic Implications

There are no direct financial and economic implications as a result of this report; however the development of the economic development strategy will require a level of financial and people resources in order for Council to be able to deliver upon its responsibilities under the plan.

The actual level of resources required will not be fully known until the development of the above-mentioned strategy and related action plans. It should be stated that a key premise of the recent economic development and tourism review was to consider future options for the delivery of economic development and tourism services within the current level of funding allocated to these functions.

As stated earlier in this report, economic development strategy, once finalised by the EDCG will be required to be adopted by Council prior to implementation. It is envisaged that an appropriate internal structure for the economic development and tourism unit and the financial resources required for the delivery of the strategy and related plans will form part of that future report to Council.

### Attachments

1. Economic Development Summary Report
2. Economic Development Consultative Group Draft Terms of Reference