



Economic Development Steering Group

Business Paper

date of meeting: Wednesday 9 October 2019

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

time: 8:30am

Port Macquarie-Hastings Economic Development Steering Group

CHARTER

1.0 INTRODUCTION

The Port Macquarie-Hastings Economic Development Steering Group will provide a forum in which Local Government, business and industry leaders can discuss and debate, plan and progress local and regionally significant economic outcomes that continue the growth of the economy in the Local Government Area.

The Steering Group is to be an interactive group that provides a forum for developing the strategic economic development direction for the Local Government Area. The Steering Group is committed to collaboration, innovation and development of a 'whole-of-place' approach for the purpose of promoting local product, industry and investment on a State, National and global market.

2.0 OBJECTIVES

The objectives of the Port Macquarie-Hastings Economic Development Steering Group are to:

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

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.

3.0 MEMBERSHIP

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

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

Council representatives will be:

- Mayor and selected Councillors (as determined by Council)
- General Manager
- Director Community and Economic Growth
- Group Manager Economic Development
- Other senior Council staff as required.

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

The number of members appointed to the Steering Group will be in line with the industry sectors, business groups and Council membership as detailed in this Clause.

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

4.0 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.

5.0 TERM OF THE STEERING GROUP

A review of the Steering Group will be undertaken every two (2) years to ensure the purpose, membership and operations are appropriate.

6.0 APPOINTMENT OF CHAIRPERSON

The Chairperson of the Steering Group will be appointed by the Council.

The Deputy Chairperson will be elected by the Steering Group.

7.0 ADMINISTRATIVE ARRANGEMENTS

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.

The Director Community and Economic Growth is responsible for ensuring that the Steering Group has adequate secretariat support.

All Steering Group agendas and minutes will be made available to the public via Council's web site, unless otherwise restricted by legislation.

8.0 OBLIGATIONS OF MEMBERS

In performing their Steering Group duties, members shall:

- 8.1 Commit to working towards advancement of the economic base of the Local Government Area.
- 8.2 Act honestly and in good faith.
- 8.3 Act impartially at all times.
- 8.4 Participate actively in the work of the Steering Group.
- 8.5 Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
- 8.6 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 duties 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.
- 8.7 Comply with this Charter document at all times; and
- 8.8 Facilitate and encourage business and industry engagement with Steering Group and Council initiatives to support good economic outcomes for our community.

Port Macquarie-Hastings Economic Development Steering Group

ATTENDANCE REGISTER

Member	14/08/19	11/09/19			
Councillor Rob Turner (Chair)	✓	✓			
Councillor Geoff Hawkins (Deputy Chair)	✓	A			
Councillor Ally (Alt. Chair of External Grants and Revenues Portfolio)	X	X			
Kelly King	✓	A			
Paul Dawson	✓	✓			
Anthony Thorne	✓	✓			
Kate Wood-Foye	✓	✓			
Stuart Bate	✓	✓			
Hadyn Oriti	✓	✓			
Ross Cargill	✓	✓			
Peter Halliwell	✓	✓			
Jane Evans	✓	✓			
Michelle Love	✓	✓			
Kellon Beard	✓	✓			
Craig Swift-McNair (PMHC General Manager)	✓	✓			
Jeffery Sharp (PMHC Director Strategy & Growth)	✓	✓			
Liesa Davies (PMHC Group Manager Economic & Cultural Development)	✓	✓			

Key: ✓ = Present

A = Absent With Apology

X = Absent Without Apology

Economic Development Steering Group Meeting

Wednesday 9 October 2019

Items of Business

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

"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."

Item: 02**Subject: APOLOGIES**

RECOMMENDATION

That the apologies received be accepted.

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

RECOMMENDATION

That the Minutes of the Economic Development Steering Group Meeting held on 11 September 2019 be confirmed.

PRESENT

Members:

Councillor Rob Turner (Chair)
Paul Dawson
Anthony Thorne
Kate Wood-Foye
Stuart Bate
Hadyn Oriti
Ross Cargill
Peter Halliwell
Jane Evans
Michelle Love
Kellon Beard

Cultural Steering Group Members:

Simon Luke
Beric Henderson
Stacey Morgan
Willhemina Wahlin

Other Attendees:

Craig Swift-McNair (PMHC General Manager)
Jeffery Sharp (PMHC Director Strategy and Growth)
Liesa Davies (PMHC Group Manager Economic & Cultural Development)
Jane Ellis (Destination Management Coordinator)
Liz Brennan (Marketing Coordinator - Glasshouse)
Skye Frost (Community Participation Officer - Creative Places)
Kelly O'Brien (Community Participation Officer - Aboriginal Inclusion)
Claire Ellis (Destination Management Plan Project Consultant)
Meredith Wray (Destination Management Plan Project Consultant)

The meeting opened at 8:03am
The Chair welcomed members and members of the Cultural Steering Group.

01 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was delivered.

02 APOLOGIES

CONSENSUS:

That the apologies received from Councillor Geoff Hawkins, Kelly King and Amos Sullivan be accepted.

03 CONFIRMATION OF MINUTES

CONSENSUS:

That the Minutes of the Economic Development Steering Group Meeting held on 14 August 2019 be confirmed.

04 DISCLOSURES OF INTEREST

There were no disclosures of interest presented.

05 BUSINESS ARISING FROM PREVIOUS MINUTES

06 INTRODUCTION TO THE EDSG AND OUR ONGOING FOCUS

The October 2019 meeting will focus on a 6 monthly strategy implementation update, including performance against KPI's.

06 PORT MACQUARIE-HASTINGS DESTINATION MANAGEMENT PLAN

Claire Ellis and Meredith Wray introduced themselves and the work they are doing to develop a new Destination Management Plan for the Port Macquarie-Hastings region. They noted the aim of this workshop discussion was to help determine a vision for tourism and the local visitor economy and identify opportunities and challenges.

The aim of a new Destination Management Plan is to assist in sustainably growing Port Macquarie - Hastings visitor economy by placing us in the best position in a competitive coastal market place.

The workshop discussed opportunities, ways to further activate industry collaboration and the opportunity to collaborate with other stakeholders. Members and guests provided input regarding potential destination development, marketing and the future management focus.

CONSENSUS:

That the Group note:

1. The further workshops, stakeholder meetings, surveys that will complete engagement for the development of a draft Destination Management Plan.
2. The draft Destination Management Plan will be presented to the Economic Development Steering Group and Cultural Steering Group in late 2019 and be placed on public exhibition for comment before finalisation.

07 NEXT MEETING

CONSENSUS:

That the Group note the next meeting will be on Wednesday 9 October 2019 in the Function Room, PMHC Headquarters at 8:30am.

08 GENERAL BUSINESS

Nil.

The meeting closed at 10:00am.

Item: 04
Subject: DISCLOSURES OF INTEREST

RECOMMENDATION

That Disclosures of Interest be presented

DISCLOSURE OF INTEREST DECLARATION

Name of Meeting:	
Meeting Date:	
Item Number:	
Subject:	
I, the undersigned, hereby declare the following interest:	
<input type="checkbox"/> Pecuniary: Take no part in the consideration and voting and be out of sight of the meeting.	
<input type="checkbox"/> Non-Pecuniary – Significant Interest: Take no part in the consideration and voting and be out of sight of the meeting.	
<input type="checkbox"/> Non-Pecuniary – Less than Significant Interest: May participate in consideration and voting.	
For the reason that:	
Name: Signed:	Date:
Please submit to the Governance Support Officer at the Council Meeting.	

(Refer to next page and the Code of Conduct)

Pecuniary Interest

- 4.1 A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.
- 4.2 You will 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 you might make in relation to the matter, or if the interest is of a kind specified in clause 4.6.
- 4.3 For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is:
 - (a) your interest, or
 - (b) the interest of your spouse or de facto partner, your relative, or your partner or employer, or
 - (c) a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.
- 4.4 For the purposes of clause 4.3:
 - (a) Your "relative" is any of the following:
 - i) your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - ii) your spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - iii) the spouse or de facto partner of a person referred to in paragraphs (i) and (ii)
 - (b) "de facto partner" has the same meaning as defined in section 21C of the *Interpretation Act 1987*.
- 4.5 You will not have a pecuniary interest in relation to a person referred to in subclauses 4.3(b) or (c)
 - (a) if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
 - (b) just because the person is a member of, or is employed by, a council or a statutory body, or is employed by the Crown, or
 - (c) just because the person is a member of, or a delegate of a council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

Non-Pecuniary

- 5.1 Non-pecuniary interests are private or personal interests a council official has that do not amount to a pecuniary interest as defined in clause 4.1 of this code. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.
- 5.2 A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.
- 5.3 The personal or political views of a council official do not constitute a private interest for the purposes of clause 5.2.
- 5.4 Non-pecuniary conflicts of interest must be identified and appropriately managed to uphold community confidence in the probity of council decision-making. The onus is on you to identify any non-pecuniary conflict of interest you may have in matters that you deal with, to disclose the interest fully and in writing, and to take appropriate action to manage the conflict in accordance with this code.
- 5.5 When considering whether or not you have a non-pecuniary conflict of interest in a matter you are dealing with, it is always important to think about how others would view your situation.

Managing non-pecuniary conflicts of interest

- 5.6 Where you have a non-pecuniary conflict of interest in a matter for the purposes of clause 5.2, you must disclose the relevant private interest you have in relation to the matter fully and in writing as soon as practicable after becoming aware of the non-pecuniary conflict of interest and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter. In the case of members of council staff other than the general manager, such a disclosure is to be made to the staff member's manager. In the case of the general manager, such a disclosure is to be made to the mayor.
- 5.7 If a disclosure is made at a council or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes on each occasion on which the non-pecuniary conflict of interest arises. This disclosure constitutes disclosure in writing for the purposes of clause 5.6.
- 5.8 How you manage a non-pecuniary conflict of interest will depend on whether or not it is significant.
- 5.9 As a general rule, a non-pecuniary conflict of interest will be significant where it does not involve a pecuniary interest for the purposes of clause 4.1, but it involves:
 - a) a relationship between a council official and another person who is affected by a decision or a matter under consideration that is particularly close, such as a current or former spouse or de facto partner, a relative for the purposes of clause 4.4 or another person from the council official's extended family that the council official has a close personal relationship with, or another person living in the same household
 - b) other relationships with persons who are affected by a decision or a matter under consideration 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 the council official and an organisation (such as a sporting body, club, religious, cultural or charitable organisation, corporation or association) that is affected by a decision or a matter under consideration that is particularly strong. The strength of a council official's affiliation with an organisation is to be determined by the extent to which they actively participate in the management, administration or other activities of the organisation.
 - d) membership, as the council's representative, of the board or management committee of an organisation that is affected by a decision or a matter under consideration, in circumstances where the interests of the council and the organisation are potentially in conflict in relation to the particular matter
 - e) a financial interest (other than an interest of a type referred to in clause 4.6) that is not a pecuniary interest for the purposes of clause 4.1
 - f) the conferral or loss of a personal benefit other than one conferred or lost as a member of the community or a broader class of people affected by a decision.
- 5.10 Significant non-pecuniary conflicts of interest must be managed in one of two ways:
 - a) by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or
 - b) if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a council or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29.
- 5.11 If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.
- 5.12 If you are a member of staff of council other than the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of your manager. In the case of the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of the mayor.
- 5.13 Despite clause 5.10(b), a councillor who has a significant non-pecuniary conflict of interest in a matter, may participate in a decision to delegate consideration of the matter in question to another body or person.
- 5.14 Council committee members are not required to declare and manage a non-pecuniary conflict of interest in accordance with the requirements of this Part where it arises from an interest they have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if they have been appointed to represent the organisation or group on the council committee.

SPECIAL DISCLOSURE OF PECUNIARY INTEREST DECLARATION

This form must be completed using block letters or typed.

If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.

By <i>[insert full name of councillor]</i>	
In the matter of <i>[insert name of environmental planning instrument]</i>	
Which is to be considered at a meeting of the <i>[insert name of meeting]</i>	
Held on <i>[insert date of meeting]</i>	
PECUNIARY INTEREST	
Address of the affected principal place of residence of the councillor or an associated person, company or body <i>(the identified land)</i>	
Relationship of identified land to councillor <i>[Tick or cross one box.]</i>	<input type="checkbox"/> The 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"/> An associated person of the councillor has an interest in the land. <input type="checkbox"/> An associated company or body of the councillor has interest in the land.
MATTER GIVING RISE TO PECUNIARY INTEREST¹	
Nature of land that is subject to a change in zone/planning control by proposed LEP <i>(the subject land²)</i> <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 or associated person <i>[Tick or cross one box]</i>	<input type="checkbox"/> Appreciable financial gain. <input type="checkbox"/> Appreciable financial loss.

[If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest]

Councillor's Signature: **Date:**

This form is to be retained by the council's general manager and included in full in the minutes of the meeting

Last Updated: 3 June 2019

Important Information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).

The special disclosure must relate only to a pecuniary interest that a councillor has in the councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Model Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Model Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will 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.

"Relative" is defined by clause 4.4 of the Model Code of Conduct 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.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting at 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.

¹ Clause 4.1 of the Model Code of Conduct 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 clause 4.6 of the Model Code of Conduct.

² 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 clause 4.3 of the Model Code of Conduct has a proprietary interest

Item: 05**Subject: BUSINESS ARISING FROM PREVIOUS MINUTES**

Item:	06	Date:	14/08/2019
Subject:	INTRODUCTION TO THE EDSG AND OUR ONGOING FOCUS		
Action Required:	1. That upcoming EDSG meetings would include a focus on: <ul style="list-style-type: none">• October: the 6 monthly Strategy implementation update, including performance against KPIs.		
Current Status:	This item is included in the October 2019 agenda.		

Item: 06

Subject: NEW COUNCIL ORGANISATION STRUCTURE

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Group note the new Council Organisation Structure.

Discussion

At the 17 July 2019 Ordinary Council meeting, Council resolved to determine a new Organisation Structure. This new structure was implemented on 2 September 2019.

The General Manager will brief the Group on the new structure, the rationale and key changes.

Attachments

Nil

Item: 07

Subject: CODE OF CONDUCT

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Group note the Port Macquarie Hastings Council Code of Conduct and their obligations as Steering Group members to comply with the applicable provisions of Council's Code of Conduct.

Discussion

The General Manager and Council's Governance Officer will brief members on their obligations under Council's Code of Conduct, which is available on Council's [website](#).

Attachments

Nil

Item: 08

Subject: ANNUAL BUSINESS CONFIDENCE SURVEY RESULTS

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Group note the overview provided of the 2019 Port Macquarie Hastings Business Confidence Survey.

Discussion

During August, Council conducted its annual local Business Confidence Survey. Council's Economic Development Project Officer will present an overview of results and trends identified.

Attachments

Nil

Item: 09

Subject: LOCAL ECONOMIC PERFORMANCE UPDATE

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Group note the update on local economic performance.

Discussion

Council's Economic Development Officer will present an update on recent economic data, reflecting on key indicators identified in the 2017-2021 Port Macquarie Hastings Economic Development Strategy.

Attachments

Nil

Item: 10

Subject: BIENNIAL STRATEGY IMPLEMENTATION UPDATE

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Group note the update on implementation of the 2017-2021 Port Macquarie-Hastings Council Economic Development Strategy and provide feedback.

Discussion

In adopting the 2017-2021 Port Macquarie Hastings Council Economic Development Strategy on 17 May 2017, Council resolved:

11.01 2017-2021 ECONOMIC DEVELOPMENT STRATEGY

RESOLVED: Turner/Levido

That Council:

- 1. Note the submissions and feedback received on the draft 2017-2021 Economic Development Strategy during the public exhibition period 20 March - 17 April 2017.*
- 2. Adopt the 2017-2021 Economic Development Strategy as amended based on public comment and further review by the Economic Development Steering Group.*
- 3. Note six-monthly reports will be presented to Council to update on implementation of the Strategy.*

CARRIED: 6/0

FOR: Alley, Dixon, Griffiths, Intemann, Levido and Turner

AGAINST: Nil

The attached report is presented to the Group to provide a six-monthly update and receive feedback. A report on this matter will be presented to Council at the 20 November 2019 Ordinary Council meeting.

Attachments

- 1 [View](#). 2017-2021 Economic Development Strategy Implementation Summary (as at 1 October 2019)

Economic Development Outcomes, Strategic Objectives and Actions (October 2019 Update)



2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
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 in all its activities.	1. Ensure a whole of organization 'solutions focused' culture and approach to supporting business.	A commitment to the Small Business Friendly Council program and associated initiatives.	Outdoor Dining trial for towns and villages extended through to June 2020. Update on Tendering Local Preference Policy provided to 21 August Council meeting.	Review of NSW Government Easy to do Business program.	
	2. Economic development considerations are central to the activities of Council.	On-going review of policies and procedures.	Customer Experience Project action implementation and Commercial Activities on Council-managed Land on-going. Footpath trading trial for towns and villages commenced in May 2019, fees waived for footpath trading and a-frame sign applications.	Review of Outdoor Dining Policy planned in coming months, with view to including footpath trading under the policy.	
			Markets Policy adopted by Council Nov 2018.	Ongoing implementation. One year review Nov 2019	
	3. Maintain a strong connection with the business community and an understanding of their needs.	Conduct an annual business survey.	2019 Business Confidence Survey completed.	Final report to be published in October 2019.	
		Provide support to local business award programs.	Commitment to support Port Chamber awards 2019		
		Continued engagement with local business networks and the 'Business Hub'.	The Business Hub is meeting regularly with 75% attendance. Regular Council representation at network meetings. Small Business activities support.	Bi-monthly meetings and support of The Hub.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
	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.	Quarterly Chamber Meetings; Monthly Economic Development Steering Group Meetings; GPMATA marketing sub-committee; Social media – The Business Portal (Facebook page) contribution; Economic Development Matters e-Newsletter; local media releases	On-going meetings and communication activities.	
Providing the foundations A Council that initiates and drives the livability and sustainability of the region through improved planning, infrastructure and services.		Implement Urban Growth Management Strategy.	On-going implementation.	On-going implementation.	
		Finalise Port Macquarie Health and Education Precinct Planning.	Enquiry by Design and draft Health and Education Precinct Master Plan exhibited, revisions completed and adopted at September 2019 Council meeting.	Implementation of Health and Education Master Plan with stakeholders and pursuit of funding support.	
	5. Ensure appropriately zoned land and precinct planning to encourage business investment and the development of new industries.	Progress Airport Precinct expansion opportunities.	Port Macquarie Airport – stage one of terminal construction delivered on 26 June 2019. Stage two on target for completion ahead of schedule in November 2019. Council has commenced management actions under the Airport and Surrounding Lands Biodiversity Certification Agreement. Report addressing EPBC Act issues has been finalised and submitted to DotEE.	Terminal construction completion and finalise rezoning and continue planning of Airport Business Park.	\$5 million - NSW Gov't - Restart NSW Regional Tourism Infrastructure Fund. \$1.25 million - Australian Government - Community Development Grants. Council - \$1.25 million Airport Reserve
		Review existing tourism-zoned land and investigate potential sites for future tourism development.	Destination Product Audit and Analysis completed as lead-in step.	Review planning controls for rural and environmental areas in relation to nature-based tourism	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
	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.	Provide support for timely strategic planning.	On-going under UGMS and priorities as confirmed by Council		
		Review Infrastructure Gap Analysis Report and recommend prioritisation of key elements.	Action under review noting Regional Integrated Transport Strategy development.		
		Plan for alternate north/south link roads in Port Macquarie.	Tender released for the Strategic Business Case for Port Macquarie Road Network improvements planning project, including the proposed Orbital Road.	Strategic Business Case completion and on-going transport network planning.	
		Support high speed broadband rollout and promote the associated benefits.	NBN rollout continuing.	Work with local businesses to make the most of high speed broadband opportunities.	
		Support the delivery of projects which enhance connectivity.	Town Green WIFI trial complete. New airport and Port pool wifi operational.		
		Advocate for the further development of the public transport network to meet the needs of the local community and visitors.	Advocacy via regular local member and ministerial meetings. Council hosted, Transport for NSW public transport workshop, July 2019.	On-going advocacy.	
		Develop a Port Macquarie CBD Parking Strategy.	Project planning underway for Parking Strategy review, including Port Macquarie CBD.		
		Implementation of priorities from the Area Wide Traffic Study.	Priorities being reviewed for inclusion into Operation Plan.	Implementation on-going.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
		Implement Port Macquarie Foreshore Master Plans.	Coastal walk upgrades - Flagstaff Hill section underway Detailed design of Foreshore Promenade (Town Green West to Gordon Street and connection to Westport Park) in progress.	Continue \$1.5m coastal walk upgrade. Continuation of Port Macquarie Coastal Walk upgrade (commence Doctors Walk and Kenny Walk). Construction of the Fisherman's Wharf segment of the Foreshore Promenade (Crown Lands).	\$765,000 - under NSW Regional Growth Environment and Tourism Fund.
		Development of the Hastings Regional Sports Fields.	Continuation of detailed design process (80% complete).	Finalise design (Feb 2020) and preparation for construction.	
		Continue to support Wauchope Main Street Plan.	Stage 1 construction nearing completion.	Stages 2, 3, 4 and 5 over five year period.	\$530,000 - NSW Government -NSW's Active Transport program. \$1.8m – Roads and Maritime Services - Wauchope Main Street rejuvenation
	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.	On-going policy allowing for deferral of contributions for student accommodation development.		
		Promote the opportunity to <i>live, learn and earn</i> in the Port Macquarie-Hastings LGA.	Digital content developed and on-line marketing campaign delivered. Representation at the 2019 Franchising and Business Opportunities Expo.	Additional digital (business relocation/stories videos) content. New investment attraction brochure. Representation at the 2020 Manufacturing Expo.	\$15,000 - Regional Growth – marketing and promotion fund. \$10,000 - Council. \$1,000 RDA & Port Macquarie Chamber of Commerce

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
<p>Creating vibrant and desirable places</p> <p>A region where the townships, villages and business precincts are vibrant, connected, commercial, cultural, tourism, recreational and/or community hubs.</p>	<p>9. Planning for a Smart Regional City.</p>	Develop a Regional City Strategy—Develop a Smart City Strategy	In May 2019 Council decided to develop a Smart City Strategy in place of the Regional City Strategy.	Smart City Strategy to be developed in 2020.	
		Implement the Town Centre Master Plan.	Short Street Amenities finalised. 1 Parklet installation commenced.	Continuation of detailed design and approval requirements for the Foreshore Promenade.	Amenities - \$255k
		Implement the Cultural Plan.	On-going implementation, including Artwalk 2019	Cultural Economy Plan development, Finalise Public Art Policy Review and Master Plan development.	\$37,500 - building better regions fund (Cultural Economy Plan)
		Smart & Connected Communities - Value at Stake Analysis.	Complete		
		Continue to implement and plan for smart city initiatives.	Continued rollout of smart technologies as part of the Long Term Energy Strategy.	Smart City Strategy to be developed in 2020.	
		Complete CBD Wifi rollout.	12 month trial complete.	No further hardware upgrades proposed currently	
		Continue to investigate feasibility of a Smart Work Hub.	18 month review of The Hub Co-working "pop up" trial undertaken in August 2019. Trial extended to January 2021.	On-going planning with CSU for their new Innovation Hub, part of Stage 2 campus development.	
		Further implementation of the Digital Strategy.	Port Macquarie Town Green public WIFI	WIFI trials in Wauchope and Camden Haven to be investigated.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
	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.	Draft Community Plans developed for Bonny Hills, Camden Haven, Kew/Kendall/Lorne/Herons Creek and Comboyne/Byabarra. Creative Wauchope and Motorcycle Friendly Wauchope initiatives handed over to Wauchope Chamber of Commerce and Industry.	On-going community planning and policy development re: footpath trading. Footpath trading approved under 12 month trial / waiver of fees.	
		Explore opportunities to further activate public spaces including commercial opportunities.	Temporary Licence Panel looking at commercial opportunities in the LGA.	On-going assistance to temporary licence applicants.	
		Implement the Port Macquarie-Hastings Recreation Action Plan.	Dunbogan and Laurieton boat ramps completed. Port Macquarie Aquatic Facility site selection finalised (Macquarie Park). Stuart Park Regional Sporting Precinct construction commenced. Flynn's Beach Master Plan adopted. Port Macquarie Off-Leash Dog Park completed.	Deliver projects under Stronger Country Communities Fund. Wauchope sporting complex. Flynn's Beach Seawall Replacement - Stage 1 completion. Thrumster Sporting Complex Detailed Design and Approvals. Commence detailed design for the Port Macquarie Aquatic Facility. Oxley Oval Flood Lighting Upgrade (300 Lux). Finalise Town Beach Playground design. Commence construction on the Lake Cathie skate Park. Commence North haven to Bonny Hills Coastal Walk upgrade. Progress detailed design and approvals for the Lake Cathie Bonny Hills sporting fields. Continuation of Stuart Park Regional Sporting Precinct construction.	Stuarts Park - \$3.1m; Pontoon - \$80k, NSW Boating Now Program Boat Ramps - \$570k, NSW Boating Now Program Regional Stadium - \$186k, Hockey Field 2 - \$237k
Driving opportunity	11. Gather and analyse economic data to identify key	2016 Census data review.	Update on local economic performance Strategy targets presented to October ED SG.	On-going review of data releases.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
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.	trends, opportunities and gaps.	Tourism Product Gap Analysis.	Project Completed as 'Destination Product Audit and Analysis' February 2019.		
	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 (DMP).	On-going implementation of current DMP. Destination Management Plan review and update commenced.	Finalise draft of new Destination Management Plan and exhibition for comment.	
		Update of the investment prospectus.	Shape of the Future (investment prospectus) updated in May 2017 and March 2018.	Next Shape of the Future update late 2019.	
		Place Marketing to attract investment.	New local imagery sourced and video content released.	Further content development and targetted communication of local stories.	
		Implementation of the Major Events Strategic Action Plan.	Finalised new 2019-2024 Council Events Plan. On-going management of hosting contracts and bidding for new events.		
	13. Positive and proactive engagement with event owners, funding bodies and event placement organisations to sustain a full event portfolio.	Support to existing and emerging events.	Events Sponsorship Program helps grow local events. Round 1 2020 funding decisions finalised in September 2019.	Future funding rounds.	
		Food Cluster Feasibility Study.	Food Hub shared commercial kitchen trialled by The Other Chef in 2018.		
	14. Develop and support	Tele-commuter / tele-worker attraction.	The Hub business and co-working space operating to cater for tele-commuter/tele-workers.	Further targeting of remote workers and micro business relocation.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
Partnership for success	projects which generate job creation opportunities.	Work with key stakeholders to encourage investment in new industrial areas.	On-going inquiry responses, prospectus promotion. Growing Local Economies Fund business case submitted for infrastructure to support new industrial land.	On-going inquiry responses, prospectus promotion.	
		A targeted approach to attracting large enterprises.	Circulation of 'Shape of the Future' prospectus. Develop relationships with target industries.	Further marketing and distribution activities.	
		Business Incubator/Innovation Centre Feasibility Study.	The Hub Business and Co-working Centre Pop-up trial extended 12 months to January 2021.	Establishment of CSU Innovation Centre as part of CSU Stage 2B, to open in January 2021.	
		15. Collaborate to encourage innovation, competitiveness, entrepreneurship and support for the start-up community.			
	16. Plan for current and future workforce needs.	Undertake a Regional Skills Audit.	Skills Audit completed in 2018. On-going use of content in stakeholder discussions and planning.	Support to the Hastings Education and Skills Forum, and proposed pilot program funding application. Participation in the Mid North Coast Employment Services Trial Working Group.	\$25,262 Federal Government – Building Better Regions Fund – Community investment Stream
		Support for the Careers Market. Identify and pursue opportunities to secure funding for projects that will support the delivery of Council priorities.	Careers Market 2019	Careers Market 2020	
	17. Identify and secure grant funding to support economic development initiatives.	Build awareness of grant opportunities for local businesses.	On-going liaison with other levels of government and promotion of grant opportunities via Council channels.	Funding being pursued for priority Council projects.	On-going pursuit of opportunities
		18. Support the growth of the Port Macquarie Airport precinct.	Destination NSW and Council have delivered the joint Winter Fly Port Macquarie campaign.	Terminal upgrade and expansion to enhance the user experience, on-going advocacy for expanded route options.	\$50,000 Destination NSW Regional Cooperative Marketing Fund

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
A Council which works alongside key stakeholders in business, industry, government and the community to build a strong, innovative and resilient economy.		Support airport precinct expansion opportunities.	Terminal expansion funded. Planning for Business Park continuing.	Terminal construction. Planning for Business Park ongoing.	\$5m Restart NSW Funding \$1.25m Regional Community Development Grant
		Food Industry Development including a focus on value-adding.	Food Hub shared commercial kitchen trialled by The Other Chef in 2018.		
		Construction Industry Action Group.		Group to re-convene late 2019 to discuss AUSSPEC.	
	19. Provide timely support to existing and emerging industries in a partnership capacity to encourage growth and sustainability.	Cultural Plan implementation and on-going review.	See above	See above	
		Destination Management plan review and implementation, including pursuing opportunities for education-related tourism products.	Collaborating with CSU on growing international student numbers. Destination Management Plan review and update commenced.	Update and implementation of Destination Management Plan.	
		Work with key stakeholders to recognise, support and promote creative industries.	On-going engagement with Creative Wauchope Sub-Committee, Artwalk 2019.	Implement initiatives as identified in the Cultural Plan.	
	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.	On-going support for Chambers of Commerce and business support networks. Support for Wauchope Business Expo.	Focus on working closely with new Committees at Wauchope and Camden Haven.	

2017 to 2021 Outcomes	Strategic Objectives	Actions (for annual review)	Action to Date (focus on last 6 months)	Future Priorities	Non-Council project Funding
	21. Proactively partner with all levels of government to grow the local economy.	Facilitate and lead conversations with Government representatives, departments and bodies.	On-going advocacy, planning and application for funding support.	Finalisation of the Port Macquarie Regional City Strategy (NSW Dept of Planning); On-going advocacy.	

Item: 11

Subject: NEXT MEETING

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Group note the next meeting will be on Wednesday 13 November 2019 in the Function Room, PMHC Headquarters at 8:30am.

Discussion

Nil.

Attachments

Nil