PORT MACQUARIE-HASTINGS
COUNCIL

Economic Development Steering Group

Business Paper

date of meeting: Wednesday 12 August 2020

location: Via MS Teams

time: 8:30am

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

Port Macquarie-Hastings Economic Development Steering Group

CHARTER

1.0 OBJECTIVES

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

2.0 KEY FUNCTIONS

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

3.0 MEMBERSHIP

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

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

Council representatives will be:

- Councillors, Economic and Cultural Development Portfolio

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

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

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

3.1 Voting Members

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

3.2 Non-Voting Members

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

3.3 Obligations of Members

- Commit to working towards advancement of economic development within the Local Government Area.
- Act honestly and in good faith.
- Act impartially at all times.
- Participate actively in the work of the Steering Group.
- Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
- Comply with this Charter document at all times.
- Facilitate and encourage community engagement with Steering Group and Council initiatives to support good cultural and social outcomes for our community.
- As per Section 226 (c) of the NSW Local Government Act 1993, the Mayor is the principal spokesperson for the governing body and Councillors that are members of a Steering Group are to obtain the Mayor's agreement to make media and other statements. Further, only the Mayor, or a Councillor with the Mayor's agreement and otherwise in accordance with Council policies and procedures, may release Council information through media statements or otherwise, and the release of such information must be lawful under the Council adopted Code of Conduct. Council officers that are members of Steering Groups are bound by the existing operational delegations in relation to speaking to the media.

- A Councillor as a member of a Steering Group or the Steering Group itself has no delegation or authority to make decisions on behalf of Council, nor to direct the business of Council. The only decision making power open to Councillors is through formal resolutions of Council.
- A Councillor as a member of a Steering Group or the Steering Group itself cannot direct staff and must abide by the decisions of Council and the policies of Council.
- Councillors, Council staff and members of this Steering Group must comply with the applicable provisions of Council's Code of Conduct in carrying out the functions as Council officials. It is the personal responsibility of Council officials to comply with the standards in the Code of Conduct and regularly review their personal circumstances with this in mind.

3.4 Member Tenure

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

3.5 Appointment of Members

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

4.0 TIMETABLE OF MEETINGS

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

5.0 MEETING PRACTICES

5.1 Decision Making

- Recommendations of the Steering Group shall be by majority of the members present at each Meeting and each member shall have one (1) vote.
- The Chairperson shall not have a casting vote.
- In the event of an equality of votes on any matter, the matter shall be referred directly to Council's Executive Group and then to Council.
- Recommendations from the Steering Group are to be made through the General Manager or the relevant Director, who will determine under delegation, the process for implementation.
- The Steering Group has no delegation to allocate funding on behalf of Council. The Steering Group may make recommendations to Council about how funding should be spent in relation to the above-mentioned objectives, however those funds will only be applied and expended following a formal resolution of Council.

- The Steering Group may establish working groups to support actions and activities within the strategies or to assist in the delivery of projects and events as deemed appropriate. All projects are to be aligned with Council's suite of Integrated Planning and Reporting documents.

5.2 Quorum

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

5.3 Chairperson and Deputy Chairperson

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

5.4 Secretariat

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

5.5 Recording of explicit discussions on risks

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

6.0 CONVENING OF "OUTCOME SPECIFIC" WORKING GROUPS

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

7.0 CONFIDENTIALITY AND CONFLICT OF INTEREST

- Any independent members of the Steering Group will be required to complete a confidentiality agreement that will cover the period of their membership of the Steering Group.

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

Port Macquarie-Hastings Economic Development Steering Group

ATTENDANCE REGISTER

Member	27/11/19	12/02/20	11/03/20	10/06/20	08/07/20
Councillor Rob Turner (Chair)	✓	✓	✓	✓	✓
Councillor Geoff Hawkins (Deputy Chair)	✓	✓	**A**	✓	✓
Councillor Alley (Alt. Chair of External Grants and Revenues Portfolio)	**X**	**X**	**X**	**X**	**X**
Kelly King	**A**	✓	✓	**A**	**A**
Paul Dawson	✓	✓	✓	✓	✓
Anthony Thorne	✓	**A**	**A**	✓	✓
Kate Wood-Foye	✓	✓	✓	✓	✓
Stuart Bate	✓	✓	✓	**X**	✓
Hadyn Oriti	✓	✓	✓	**A**	✓
Ross Cargill	✓	✓	✓	✓	✓
Peter Halliwell	✓	✓	**A**	✓	✓
Jane Evans	✓	**A**	✓	✓	✓
Michelle Love	✓	✓	✓	✓	✓
Kellon Beard	**A**	✓	✓	✓	✓
~~Craig Swift-McNair~~ Rebecca Olsen Acting (PMHC General Manager)	**A**	**A**	**X**	✓	✓
Jeffery Sharp Duncan Council (Acting) (PMHC Director Strategy & Growth)	✓	✓	**X**	✓	✓
Liesa Davies (PMHC Group Manager Economic & Cultural Development)	✓	✓	**X**	✓	✓

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

Meeting Dates for 2020

12/02/2020	Function Room	8:30am
11/03/2020	Function Room	8:30am
8/04/2020	Function Room	8:30am
13/05/2020	Function Room	8:30am
10/06/2220	Function Room	8:30am
8/07/2020	Function Room	8:30am
12/08/2020	Committee Room	8:30am
14/10/2020	Function Room	8:30am
11/11/2020	Function Room	8:30am
9/12/2020	Committee Room	8:30am

PORT MACQUARIE HASTINGS COUNCIL

Economic Development Steering Group Meeting

Wednesday 12 August 2020

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PORT MACQUARIE HASTINGS COUNCIL

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 8 July 2020 be confirmed.

PORT MACQUARIE HASTINGS

PRESENT

Members:

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

Other Attendees:

Rebecca Olsen (A/General Manager)
Duncan Coulton (A/Director Strategy and Growth)
Liesa Davies (Group Manager Economic & Cultural Development)
David Archer (Senior Economic Development Officer)

The meeting opened at 8:32am.

01 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was delivered.

02 APOLOGIES

CONSENSUS:

That the apology received from Kelly King be accepted.

03 CONFIRMATION OF MINUTES

CONSENSUS:

That the Minutes of the Economic Development Steering Group Meeting held on 10 June 2020 be confirmed.

04 DISCLOSURES OF INTEREST

There were no disclosures of interest presented.

05 BUSINESS ARISING FROM PREVIOUS MINUTES

CONSENSUS:

That the Business Arising schedule be noted with the following additional information:

Item 08 - remove, with EDSG to be involved in future Community Strategic Plan engagement when scheduled.

Item 07 (COVID Impact - insights to date) be addressed under item 06 of this meeting.

06 BUSHFIRES AND COVID-19: IMPACTS AND RECOVERY UPDATE

Council's Group Manager Economic and Cultural Development provided an update, noting bushfire recovery projects continue to proceed with support from NSW and Australian Government funding. Council awaits further information on Stream 2 of the NSW Bushfire Recovery Funding, which is yet to be announced.

A snapshot of key insights from the National Skills Commission "Snapshot in Time" report on the labour market and COVID-19 was discussed, and other recent trending data regarding the impact of COVID-19 on business.

https://www.nationalskillscommission.gov.au/snapshot-time-report

The Group expressed concerns for local business impact when jobkeeper payments end, deferred payments due, or should a 'second wave' of COVID-19 hit NSW. Development Application processing time was discussed with Michelle Love expressing concern that timeframes have slowed and she encouraged Council to progress the system to prioritise and 'keep things moving'. The Group questioned the status of consideration of the 'red tape' feedback which had been provided to the former General Manager as part of the COVID-19 Recovery Working Group discussions.

Kellon Beard talked positively to Council's policy response to COVID-19, highlighting the Local Preference Policy and temporary changes in response to the crisis stood out in local government. A/GM committed to provide data on Council's Tendering Local Preference

Policy to the next meeting of the EDSG.

CONSENSUS:

That the Group:
1. Note the updates on recent bushfire recovery initiatives and COVID-19 impact and response.
2. Agree regular updates be presented to continue monitoring of impacts and initiatives.
3. Note staff will review and discuss the Recovery Working Group suggestions to reduce red tape at a future meeting.
4. Request further information on the Tendering Local Preference Policy to be discussed at the next meeting.

07 BRING YOUR OWN JOB/BUSINESS - ENCOURAGING INVESTMENT, JOBS GROWTH AND RELOCATION

Council's Senior Economic Development Officer briefed the Group on Council's recent approach to content development and marketing, to encourage relocation and investment in our region. The Group noted recent heightened conversations around the ability to work from home and remotely and the opportunity to continue to encourage relocation, bring your own job/business, or invest in our region.

In viewing the most recent relocation video developed by Council and marketing planned via our council and tourism websites and tourism social media, it was suggested staff focus on increased sharing via LinkedIn and continue to push the message of the ease of the commute to Sydney etc (acknowledging recent flight reductions). Cr Hawkins also noted the potential opportunities to garner support from the Town Centre Master Plan Committee if there was potential to drive investment in new CBD businesses.

Members were referred to the Destination and Council websites for more examples of relocation video stories and also the Live Grow Be investment prospectus:

https://portmacquarieinfo.com.au/information/live-work-invest-here

https://www.pmhc.nsw.gov.au/Business/Doing-Business-Here/Business-Investment-and-Lifestyle

CONSENSUS:

That the Group note the update on recent relocation/investment opportunity and activity.

08 GENERAL BUSINESS

Nil.

The meeting closed at 9:50am.

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: ☐ **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:**
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 (i)
(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.

PORT MACQUARIE HASTINGS COUNCIL

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 *[insert full name of councillor]*	
In the matter of *[insert name of environmental planning instrument]*	
Which is to be considered at a meeting of the *[insert name of meeting]*	
Held on *[insert date of meeting]*	

PECUNIARY INTEREST	
Address of the affected principal place of residence of the councillor or an associated person, company or body (*the **identified land)***	
Relationship of identified land to councillor *[Tick or cross one box.]*	□ 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). □ An associated person of the councillor has an interest in the land. □ An associated company or body of the councillor has interest in the land.
MATTER GIVING RISE TO PECUNIARY INTEREST[1]	
Nature of land that is subject to a change in zone/planning control by proposed LEP *(the **subject land***[2] *[Tick or cross one box]*	□ The identified land. □ Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control *[Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]*	
Proposed change of zone/planning control *[Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]*	
Effect of proposed change of zone/planning control on councillor or associated person *[Tick or cross one box]*	□ Appreciable financial gain. □ 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

PORT MACQUARIE HASTINGS COUNCIL

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.

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[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	8 July 2020
Subject:	Bushfire and Covid-19: Impacts and Recovery Update		
Action Required:	1. Regular updates to be presented to continue monitoring of impacts and initiatives. 2. Staff to review and discuss the Recovery Working Group suggestions to reduce red tape at a future meeting. 3. Acting GM to provide data on Council's Tendering Local Preference Policy, to be discussed at the next meeting.		
Current Status:	1. To be scheduled as monthly agenda item. 2. To be scheduled for discussion at future meeting (date tbc). 3. Included in this 12 August agenda.		

Discussion topics at future meetings		
	Due Date	**Requested**
Smart Community Roadmap - draft	Aug 2020	12/02/2020
Reducing red tape	Future meeting	8/07/2020

PORT MACQUARIE HASTINGS

Item: 06

Subject: SMART COMMUNITY ROADMAP

Presented by: Strategy and Growth, Liesa Davies

RECOMMENDATION

That the Group note:

1. **The draft Port Macquarie-Hastings Smart Community Roadmap will be presented to the 12 August Council meeting recommending it be placed on public exhibition.**
2. **Feedback from the Group on the draft during the exhibition period is encouraged via Council's Have Your Say website or to the Acting Group Manager Economic and Cultural Development.**

Discussion

As resolved at the 12 February 2020 Economic Development Steering Group meeting; Council has developed the draft Smart Community Roadmap.

The draft Smart Community Roadmap outlines smart community aspirations, priority focus areas across the decade to 2030 and provides a transparent prioritisation framework to ensure high value smart community initiatives can be identified and supported. The draft Roadmap will guide smart community investment and the deployment of Port Macquarie-Hastings Council resources to initiatives which produce smart outcomes for our community.

Development of a Smart Community Roadmap stemmed from an objective in Council's 2017-2021 Economic Development Strategy to plan for a 'Smart Regional City". The associated action to 'develop a Regional City Strategy' was revised with agreement by Council and support from the Economic Development Steering Group to focus on our 'Smart Community' development. The draft Roadmap is the first step in this process.

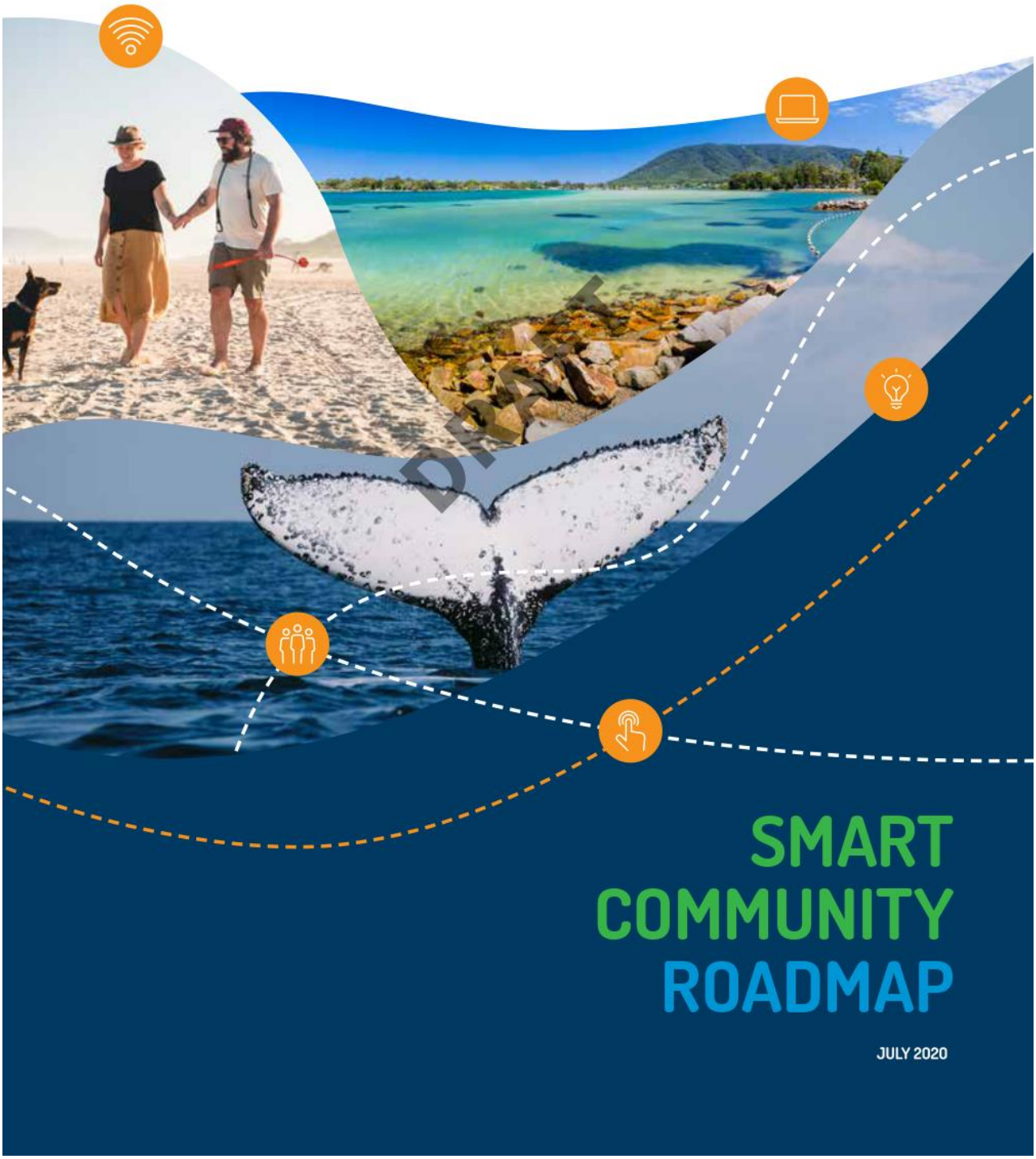
Subject to Council endorsement, the draft Smart Community Roadmap will be placed on public exhibition from 17 August to 13 September 2020.

Attachments

1⇩. Draft Smart Community Roadmap

PORT MACQUARIE HASTINGS COUNCIL

PORT MACQUARIE-HASTINGS COUNCIL



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Acknowledgement of Country

Port Macquarie-Hastings Council acknowledges the close connection between Aboriginal people and the land and works with traditional owners, Birpai Aboriginal people, to promote the natural landscape and their heritage. The Birpai welcome you to their country.

FOREWORD

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INTRODUCTION

Port Macquarie-Hastings Council is committed to the development of a 'smart community' to improve local services, increase local opportunities and enhance economic, social and environmental outcomes.

This Smart Community Roadmap will guide Council and the local community towards a smarter future, leveraging innovative thinking, digital technology, data and human expertise. The Roadmap unpacks the smart community concept and demonstrates the benefits and opportunities from smart community investment. It will illustrate where we are today as a smart community, where we are going, and how we aim to get there.

The Smart Community Roadmap is closely aligned with Council's existing corporate strategies and plans, including the development of the THINK 2050 Community Strategic Plan. The Roadmap employed comprehensive stakeholder engagement to reflect local community and industry needs.

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What is a Smart Community?

Smart Community Explained

A 'smart community' is a city, region or community that leverages digital technology, data and innovation to improve liveability, sustainability, collaboration and economic opportunities.

A smart community is more than just somewhere to live. A smart community puts people at the centre of planning and development and works actively to deliver high-quality services to everyone who lives, works or invests in the region.

Smart City vs. Smart Community

The term 'smart city' is used across the globe to refer to cities and municipalities that use technology intensive solutions (such as the Internet of Things, smart sensors and open data) to deliver value to their people.

While this approach has been used with success in cities around the world, Port Macquarie-Hastings Council has identified 'smart community' as a term that better encapsulates the broader innovation culture, positive lifestyle and human connection that Council seeks to foster within our community.

'Smart community' emphasises building a sense of community, defined by human connectedness and empowerment, which is supported by smart ideas and processes.
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Smart Community Best Practice

A defining aspect of a smart community is that technology and innovative practices are deployed to address a clear problem, objective or outcome.

While each smart community will take a unique approach to reflect its core priorities, there are common principles that represent best practice in building a smart community. These best practice principles are integrated throughout this Roadmap and embedded into our approach to smart community implementation.

Support Digital Democracy

The use of digital technology to modernise democratic processes and facilitate participation in debate and decision-making.

Have a Smart Community Plan/Roadmap

Taking a strategic approach to smart tech deployment, aiming to focus aspirations, coordinate effort, and prioritise investment.

Leverage Leadership and Governance

The framework of roles, responsibilities and oversight that ensure smart community action, performance, risk management and accountability.

Embed Digital Standards

The principles that guide the design and implementation of technology, and the storing, protecting and processing data that guarantee privacy, security, interoperability, scalability, and performance.

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Employ Prioritisation Frameworks

Developing a rigorous and systematic method of assessing and prioritising potential projects – best practice demands a people first approach and a formal process to assess, rank and prioritise smart community options.

Identify and Test New Business Models

The digital revolution is accompanied by a great number of innovative business models that offer new arrangements for funding, financing and operating smart community projects.

Foster Collaboration

Develop process and places for Council-community co-design and intra-community collaboration, to support better service delivery and policy design, business innovation and economic dynamism.

Modernise Regulation and Policy

Proactively modernise legislation, regulation or business processes to complement new technology, enabling digital benefit, and reducing digital risks.

Facilitate Innovation

Establish an innovation framework to promote, support and drive new ways of doing business and delivering services, leveraging smart technology and innovative practices/processes.

Set Goals and Monitor Progress

Measuring smart community success requires robust frameworks for identifying objectives, setting targets, applying metrics for measurement, and driving continuous improvement.

Smart is the way of the future.

Why does Port Macquarie-Hastings need to be a Smart Community?

To be a smart community means making the most of new tech, big data and innovation, and ultimately, improving local liveability, sustainability and economic opportunity.

By harnessing the benefits of smart tech, data and innovation, Port Macquarie-Hastings will:

1. Build a more diverse and resilient economy
2. Enhance its reputation as an attractive, vibrant and welcoming community
3. Maintain the competitive edge needed to attract and support local businesses and industries

Through a strategic and deliberate approach to smart community development, Port Macquarie-Hastings Council will:

1. Improve operational efficiencies, service delivery and sustainability outcomes
2. Optimise data-driven decision making and planning outcomes

Lessons learned through recent challenges, such as drought, bushfires, and COVID-19, will be integrated into our smart community thinking. Smart community approaches will be used to achieve the resilience, connectedness and responsiveness needed to drive economic recovery and protect our regional communities in the future.

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CASE STUDY

Smart Environmental Sensors & Water Meters

With Port Macquarie-Hastings recently experiencing significant drought resulting in strict water restrictions across the region, Smart Water Meters can offer insight into the water usage of Council and in homes. When combined with data gathered from smart environmental sensors in green spaces, gardens and public ovals, Smart Meters assist Council and community to enhance their water-use-efficiency, and increase community awareness about water usage.

SMART COMMUNITY LANDSCAPE

Development of the Port Macquarie-Hastings Smart Community Roadmap was informed by the local community, and reflects the unique needs, priorities and opportunities that exist in our region. Additionally, the Roadmap considers the broader strategic landscape in which it will operate.

Strategic Context

The table below outlines the broader context for the Smart Community Roadmap.

INTERNATIONAL	**ISO Smart City Standards**	In 2017, the International Organisation for Standardisation (ISO) released their first set of international smart city standards. These standards were developed by smart city experts from across the globe, and present guidelines for smart city success along with key targets, objectives and desired outcomes of smart development.
NATIONAL	**Australian Government Smart Cities Plan**	In 2016, the Australian Government released a 'Smart Cities Plan' that outlines the need for Australian cities and communities to remain productive, accessible and liveable. The Plan guides local government and business across Australia in building, from the ground up, an innovative, agile and prosperous nation.
STATE	**NSW Government State Infrastructure Strategy 2018-2038**	The NSW Government State Infrastructure Strategy outlines key recommendations for smart city/community development across NSW to fuel sustainable growth and increased quality of life. Recommendation 30 in the Strategy articulates the necessity of smart community opportunities to foster collaboration, enhance digital connectivity infrastructure, and increase resource-use-efficiency across regional NSW.
LOCAL	**PMHC Think 2050 (Community Strategic Plan)**	Engagement for the Community Strategic Plan (CSP) was launched in late 2019, and aims to gather insights from the entire community to set a direction and vision for the future of the region. The CSP will sit at the very top of Council's strategic planning framework, and will provide long-term direction not only for Council, but for the people, businesses and visitors to Port Macquarie-Hastings.
	PMHC Local Strategic Planning Statement (LSPS)	Sitting alongside the Community Strategic Plan the LSPS sets the direction for our community's social, environmental and economic land use needs for the next 20 years. Council is currently developing its first LSPS.

Other Council Strategies, Plans and Policies

Other key Council documents that provide context and meaning to this Smart City Roadmap include:

- > Economic Development Strategy
- > Local Environmental Plan
- > Operational Plan 2019–2020
- > Community Inclusion Plan 2020–2021
- > Cultural Plan 2018-2021
- > 2017–2021 Delivery Program
- > Urban Growth Management Strategy
- > Local Area Specific Plans
- > Long Term Energy Strategy
- > Long Term Financial Plan
- > Biodiversity Strategy
- > Koala Management Plan
- > Customer Experience Strategy
- > Digital Technology Roadmap
- > Disability Inclusion Action Plan 2017–2021
- > Port Macquarie-Hastings Destination Management Plan 2020–2024
- > Recreation Action Plan 2019–2025
- > Procurement Strategy

SMART COMMUNITY CONTEXT

This Snapshot outlines unique strengths, challenges and opportunities for Port Macquarie-Hastings, based on data relevant to smart community development.

Community

Understanding our region's demographics is key to tailoring smart community outcomes to the specific needs and problems experienced by our community. It ensures only high value initiatives are pursued.

Education

Understanding the skills, knowledge and qualifications that can be leveraged in our region ensures only realistic and manageable initiatives are prioritised.

Connectivity

Understanding our residents' access to high-speed internet and ability to engage with online services is vital for creating an equal, accessible and inclusive smart community.

Income

Understanding income and socioeconomic trends within our region ensures smart community initiatives are targeted to areas of greatest need.

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Employment

Understanding employment trends and local labour market dynamics enables smart community programs and initiatives focused on driving jobs growth and workforce participation.

Local Economy

Understanding local economic trends and business entry/exit rates enables planning for change and allows a tailored approach to developing a culture of innovation.

COMMUNITY

83,131 POPULATION

2.1% ANNUAL GROWTH RATE

48.1 MEDIAN AGE

EDUCATION

11.2% POPULATION WITH UNIVERSITY QUALIFICATION

8.2% EMPLOYED PERSONS QUALIFIED IN SCIENCE/ ENGINEERING

CONNECTIVITY

78% HOUSEHOLDS WITH INTERNET ACCESS

100% MOBILE DATA COVERAGE

EMPLOYMENT

6.8% UNEMPLOYMENT RATE

48.6% PARTICIPATION RATE

INCOME

$677 MEDIAN WEEKLY HOUSEHOLD INCOME

LOCAL ECONOMY

6380 NUMBER OF BUSINESSES

11.1% BUSINESSES ENTRY RATE

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Data collected from Australian Bureau of Statistics – Port Macquarie-Hastings (A) (LGA) (16380) & Regional Australia institute InSight Tool: insight.regionalaustralia.org.au

THE ROAD SO FAR

Port Macquarie-Hastings Council has already started this smart community journey, delivering a number of smart projects, services and initiatives, as highlighted below.

Current Smart Community Initiatives

UNDERGROUND RESOURCE MAPPING

Port Macquarie-Hastings Council provides online mapping for underground utility services, e.g. Water Supply, Sewer, Stormwater, Reclaimed Water and Communications networks. This tool is being expanded to include new data sets, such as traffic counts.

FREE PUBLIC WI-FI

Port Macquarie-Hastings Council provides free public Wi-Fi in the following locations:

- Town Green, Port Macquarie (Northern end of Horton Street)
- Airport
- Visitor Centre at the Glasshouse
- Public Libraries (Port Macquarie, Wauchope, Laurieton)
- The HUB Business and Co-working Centre

SMART STREET LIGHTING

As part of an initiative in the Long-Term Energy Strategy more than 5,000 streetlights will be upgraded to enable smart sensors and controls and install new energy efficient LED technology across Port Macquarie-Hastings.

DIGITAL ENGAGEMENT

Digital Bio-security Forum
Port Macquarie-Hastings Council and North Coast Local Land Services hosted a free on-line Biosecurity Forum to provide up-to-date information and advice on weeds and pest management.

Facebook Live Q&A Session
Council has conducted a series of live Q&A sessions with the community on key projects and matters of community interest using the Glasshouse venue.

Live Streamed Council Meetings
Since COVID restrictions came in, all Council meetings have been held online and live streamed for the general public.

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The HUB business and co-working centre provides a shared space where start-up, home based, micro businesses, teleworkers and creatives can operate. The HUB offers high-speed internet in a studio-like environment, with outdoor working options and shared amenities. It is an initiative led by the Economic Development Team to create jobs, foster innovation and grow the economy.

Council launched the Hub as a trial in 2018 and subsequently supported a successful Charles Sturt University funding bid for a purpose-built business innovation centre at the University's Port Macquarie Campus. It is due to open in 2021 and the existing Council service will transfer to this facility.

THE HUB BUSINESS AND CO-WORKING CENTRE

Sprayrite is a simple downloadable tool built with Microsoft Excel formulas that assists users with treating weeds over large areas by calculating the correct ratios of water-soluble products. The tool is being launched on multiple app platforms and promoted to landholders, Biosecurity Officers and other NSW Councils.

The tool replaces manual calculation to determine the time, cost and usage rates required to apply herbicides, pesticides and fertilisers to large areas. This tool improves dosage accuracy and prevents waste from overspray or excess product being mixed and requiring disposal.

SPRAYRITE: WEED SPRAY APPLICATION TOOL

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SMART LIBRARY INITIATIVES

Imaginarium
Imaginarium is a free-to-use studio facility at Port Macquarie Library. Community members can record songs, make videos or simply tell stories. The studio features a wide range of recording equipment and software ideal for creative minds keen to experiment or groups wanting to preserve important events.

3D Printing Facilities
The Port Macquarie Library provides 3D Printing services to the community, with two MakerBot 3D printers – the Replicator Desktop and the Replicator Mini.

The Portal
The Portal is a dedicated virtual reality room where community members can experience high definition virtual reality. Using the Oculus Rift VR headset, users can explore other worlds, swim with sharks, climb mountains, or even walk in space. The Portal is free to use for library members.

Library App
The Library Service App allows community members to search, reserve and borrow books, magazines, movies and music.

Computer Help Services
The Port Macquarie Library offers a number of training and education resources to help people navigate the internet and digital devices.

These initiatives represent the **strong Smart Community** foundation that Council can build upon through the enactment of this **Smart Community Roadmap.**

BUILDING COUNCIL'S SMART COMMUNITY MATURITY & CAPACITY

The development of a smart community requires coordinated effort and collaboration across the Port Macquarie-Hastings community.

As the stewards, coordinators and administrators of the Smart Community Roadmap, it is vital Council develop our maturity and capacity as a smart organisation.

To understand the key areas for Council to leverage and improve as a smart organisation, an internal assessment of our smart community maturity and capacity was conducted in May 2020. This maturity assessment revealed we are in the beginning stages, which is common across most local government areas in Australia.

As a smart organisation, our current strengths include:

> awareness of smart technology and understanding how it can be applied

> leadership and capability, with increasing experience delivering smart community projects

> collaboration with an increasing number of external organisations and industries

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Key areas we will focus on to build smart community maturity include:

> Governance structures

> Smart community prioritisation processes

> Smart procurement guidelines

> Council innovation culture

> Internal collaboration frameworks

> Data management and analysis skills

The Port Macquarie-Hastings Smart Community Roadmap reinforces **our long-term commitment** to make the most of **technology, data and innovation**, delivering tangible benefits to our community.
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COMMUNITY ENGAGEMENT

To guide the development of the Smart Community Roadmap, Port Macquarie-Hastings Council engaged with the local community and Council staff through online surveys and online/ digital workshops.

Community Survey Priorities & Concerns

The online community survey identified priority actions and concerns that should be considered in this Smart Community Roadmap. A summary of key survey results is presented below.

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Which smart community initiatives offer the most value for Port Macquarie-Hastings?	
1	Smart resource management (e.g. waste, water, energy)
2	Smart environmental/biodiversity management and monitoring
3	Business and innovation programs
4	Smart buildings/developments/ precincts
5	Wi-Fi and other digital networks

What are your concerns about the integration of smart community and digital technology?	
1	Digital literacy
2	Impact on human interaction
3	Inability to access and use technology
4	None
5	Cost

Which local services should be improved through smart technology?	
1	Energy management
2	Transport and parking
3	Waste and waste-water management
4	Planning and development
5	Tourist and visitor services

What are the main barriers to smart community development?	
1	Low smart community culture
2	Red tape
3	Low access to capital/funding
4	Low digital inclusion and literacy
5	Few innovation pathways

Stakeholder Engagement Summary

Based on information gathered from online/digital workshops, and online surveys with Council staff and the broader community, the following key themes were identified.

ENVIRONMENTAL SUSTAINABILITY

Protecting our Natural Beauty

Smart resource management, environmental sustainability and enhanced management of natural assets are high priorities for the people of Port Macquarie-Hastings. Smart technology, such as smart water meters, environmental sensors and smart lighting, can be used to increase environmental sustainability outcomes and awareness, and help to protect the natural beauty of the Port Macquarie-Hastings region.

CONNECTIVITY

Promoting Equity, Inclusion & Accessibility

One of the most common themes from engagement was the desire for an inclusive, welcoming, and accessible smart community. Smart tech knowledge, digital literacy, digital equity and modern democracy were all priorities for the people of Port Macquarie-Hastings.

INNOVATION

Supporting Local Business

Support for local business was a consistent theme from engagement, with the effects of the COVID-19 pandemic at the forefront of people's minds. Support for local business through innovation, economic diversification, and calculated smart technology deployment is a proven method for developing a resilient regional economy and achieving sustainable smart community success.

TRANSPORT & MOBILITY

Improving Regional Accessibility

Mobility and accessibility are key priorities for the residents of Port Macquarie-Hastings. A common theme throughout engagement was stakeholder excitement about smart technology being used to enhance transport options (e.g. smart parking, integrated public transport systems, smart wayfinding). Gathering data from these smart initiatives will also allow for improved planning and decision-making about transport and mobility in the region.

COMMUNITY CULTURE

Embracing Change

Enhanced community participation, collaboration, and co-design of smart projects/initiatives are central aspects of a successful smart community. A common theme from engagement was the drive for enhanced community input and involvement in smart community development, through innovative engagement, dedicated training and education programs, and regular progress updates.

COUNCIL CAPACITY

Delivering Enhanced Services

Throughout engagement, the targeted enhancement and improvement of Council capacity to deliver smart services was a common suggestion from stakeholders. Council service improvement through smart, online and digital technology, and increased data management capability go hand-in-hand when developing smart community capacity.

SMART COMMUNITY REFORMS

Clarity in Change

Targeted reform and dedicated change management are critical enablers of smart community success. Stakeholder engagement identified the opportunity for various reforms, including regulatory modernisation, smart procurement, and digital governance. Smart community change and reform will require leadership from Council, community, local businesses and beyond.

UNIQUE LIFESTYLE

Leveraging Regional Assets

One of the key strengths of the Port Macquarie-Hastings region, as noted in engagement, is the unique natural environment and distinct lifestyle. The people of Port Macquarie-Hastings believe that smart technology, digital engagement and online software/dashboards can be used to leverage these unique strengths, particularly to support and enhance the visitor economy.

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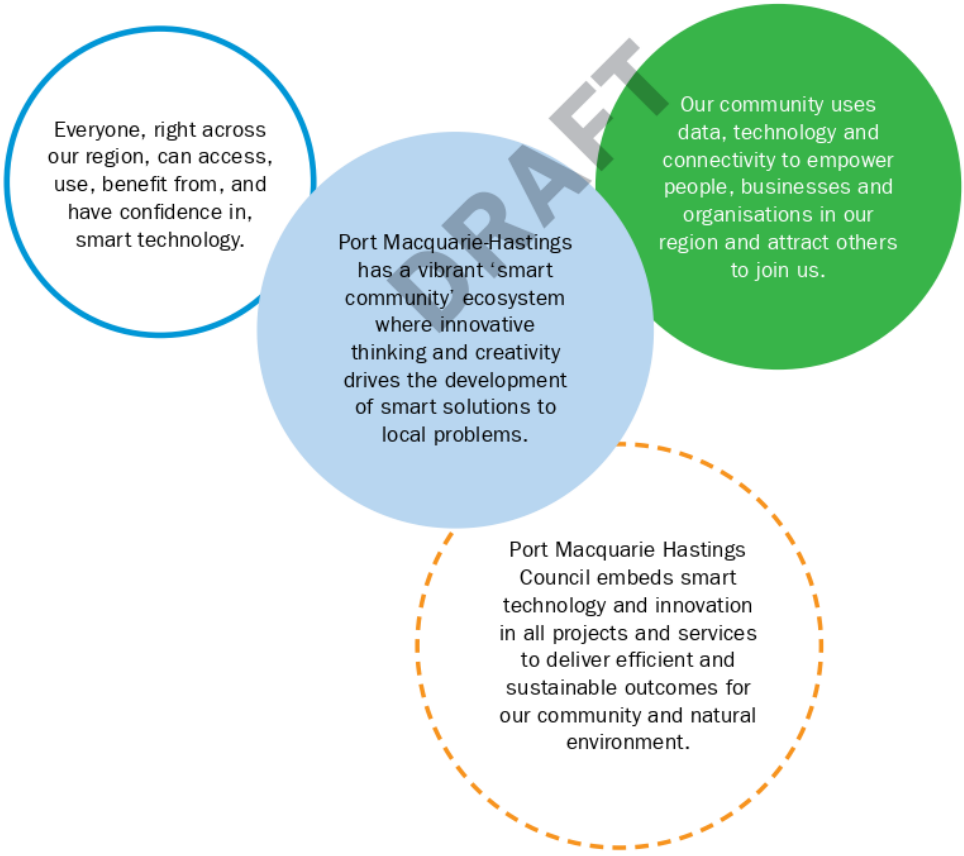
OUR PRIORITY OBJECTIVES

Where We Are Going

To create a 'smart community' and realise the benefits of technology, data and innovation, we must have clear direction and intention.

The following section outlines our smart community aspirations for Port Macquarie-Hastings, and the road ahead. These aspirations and priority focus areas are informed by community engagement, Council's smart community maturity and best practice in smart community development.

Our Smart Community Aspirations



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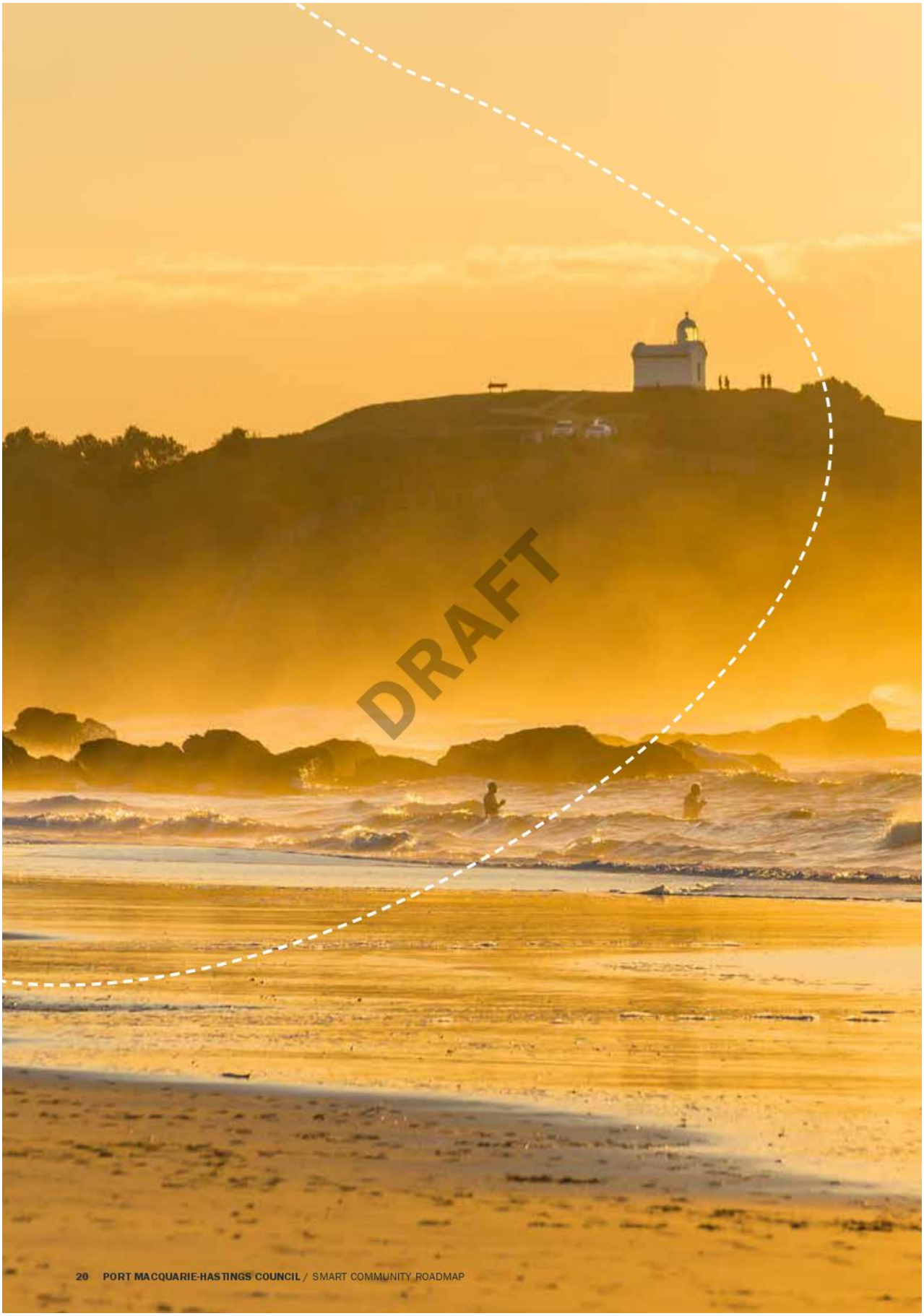
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PRIORITY FOCUS AREAS

The table below presents the priority focus areas that map how we will move Port Macquarie-Hastings from its current position to become a leading smart community over the next decade and beyond.

The route described will be reviewed and revised over time to ensure it continues to guide and assist the Port Macquarie-Hastings community as the landscape changes.

PHASE	STARTING 2020-2022	BUILDING 2023-2025	ACCELERATING 2026-2029	LEADING 2030 onwards
DESCRIPTION	Gearing up and laying the digital foundations	Delivering value through smart/ digital projects and programs	Making digital 'business as usual' in Council and the community	Setting new benchmarks in smart tech deployment and outcomes
FOCUS OF ACTION	> Increasing smart tech awareness > Investing in skills and capacity > Identifying opportunities, gaps and risks > Assessing priorities > Developing plans and governance > Establishing smart tech foundations and standards > Progressing key projects and pilots	> Creating partnerships and networks > Increasing the number and scale of smart tech projects > Investigating opportunities for 'smart' regulatory reform > Evaluating projects and outcomes > Increasing the collection and use of big data > Integrating smart tech considerations into key plans and processes	> Encouraging smart tech innovation > Promoting community co-design of smart tech projects > Integrating digital/smart dimensions into all local projects and programs > Modernising regulations and processes to complement smart tech > Showcasing success and building our 'smart community' brand	> Developing and testing leading-edge smart tech services and solutions > Exporting smart tech expertise and products > Shaping the forward smart tech policy agenda (nationally and beyond) > Leveraging the leadership position to attract new investment and industry to the region

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DRIVING FORWARD

Six smart community Principles will guide our smart community growth and development. These Principles are informed by international best practice, key insights from stakeholder engagement, and the current maturity and capacity of Council as a smart organisation.

Smart Community Principles

Collaboration & Participation

Our Smart Community will maximise community input, facilitate cross-sector partnerships and ensure all residents are able to collaborate, benefit and contribute to smart initiatives.

Accessibility & Transparency

Our Smart Community will ensure all projects, initiatives and activities are accessible and inclusive. Council will be open and transparent about the risks and ongoing benefits of smart community projects.

Liveability

People will be at the centre of our Smart Community. The unique lifestyle and amenity of our region will be emphasised, promoted and enhanced through smart community initiatives.

Environmental Sustainablility

Our Smart Community will promote sustainability and efficiency and protect our natural assets.

Innovation

Our Smart Community will embrace new ideas and cultivate a culture of entrepreneurship and active engagement with change.

Economic Resilience

Our Smart Community will use innovative thinking and smart systems/processes to support local businesses and enhance the economic diversity and resilience of our region. Council will use data and information from smart technology to attract businesses and retain talent in our region.

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Positioning Council & Community for Success

Advancing our smart community relies on a clear, strategic approach and forward roadmap. Our approach to smart community success is founded on five critical dimensions, as noted below.

BUILDING COUNCIL CAPACITY

In the first instance, Council needs to prepare for smart community action and coordinated effort. This means building internal capacity, and embedding smart community thinking, processes and culture across the organisation.

SETTING UP GOVERNANCE

Smart community success depends on action and investment, which in turn depends on dedicated leadership and governance. To drive smart community outcomes, Council will establish a robust governance framework, which effectively coordinates activity, ensures accountability, manages risks, enables collaboration, and delivers results.

RAISING COMMUNITY AWARENESS

A 'smart community', as the name suggests, is all about people and community. To deliver a successful smart community agenda will require ongoing engagement, communication and dialogue with our community. Such interaction will increase confidence and trust, and empower people to imagine and create a smarter future.

TRAINING AND DEVELOPMENT

To build a smart community, we require digital skills, knowledge, experience and confidence. Such literacy and capacity are needed right across our community – for individuals, families, businesses, organisations, and governments. Ongoing attention to digital training and development will drive this capacity uplift.

INTEGRATING SMART INTO COUNCIL'S BRAND

For any organisation to be 'smart', it must have supporting structures, processes, systems, and culture, which make 'smart' thinking 'business as usual' (BAU). Council is committed to becoming such an organisation, where intelligent use of tech and data is BAU, and where 'smart' becomes part of Council's brand.

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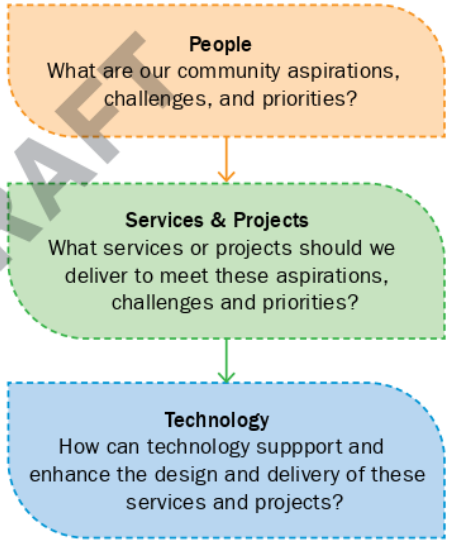
PRIORITISING SMART COMMUNITY PROJECTS

With a multitude of possible opportunities for smart community investment, effective project prioritisation is a key element of this Roadmap. Council is committed to enacting robust prioritisation processes and methods to identify and deliver high-value smart community initiatives.

Best practice in smart community project prioritisation demands a people-first approach. This approach aims to eliminate the risk of 'technology for the sake of technology'. It also ensures that smart tech solutions address local challenges and priorities.

This people-first framework is founded on a three-step thought process, which connects people to services/projects and then to technology. This process is summarised in the diagram below.

By starting the prioritisation process with community-specific needs and concerns, Port Macquarie-Hastings Council will always have clear rationale for future smart tech projects and services. The ultimate intent is to maximise the community value of technology, data and innovation for Port Macquarie-Hastings.



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NEXT STEPS

This Roadmap will guide our smart community approach for the coming years – as we move forward from the starting and building phases, to the accelerating and leading phases.

As we focus on the 'starting phase' in the short-term, our immediate efforts will be targeted to:

> Ensure integration of smart community principles and priorities in critical strategic documents and projects currently under development. These will include: 2050 Community Strategic Plan, Customer Experience Strategy, Integrated Water Cycle Management Strategy and the Regional Integrated Transport Strategy.

> Foster and promote education and knowledge sharing that will encourage and support smart community approaches in our community and Council.

> Continue to foster existing smart community partnerships and explore new opportunities for collaboration.

> Actively seek NSW and Australian Government funding to support various projects that will help build a smart community.

FUTURE OPPORTUNITIES

Using the prioritisation framework outlined in this Roadmap, future smart community initiatives will be based on local priorities, the capacity of Council and community, the status of the local economy, and the broader strategic context for the region.

The following ideas for future initiatives, programs, events and activities provide examples of the multitude of ways that Council can progress the smart community maturity and capability of the Port Macquarie-Hastings region.

This list of smart community opportunities is indicative, not exhaustive. Moreover, all future smart community projects will be subject to robust processes of assessment, business case development, and prioritisation, before commitment and implementation.

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Collaboration & Participation

> Partner with educational organisations such as Charles Sturt University to help inform the community about smart tech opportunities and local initiatives

> Support local community groups and organisations to deliver new targeted digital training programs for residents vulnerable to digital disadvantage

> Explore opportunities to deliver smart community initiatives via public-private partnerships or developments such as the Airport Business Park and Health & Education Precinct

Accessibility & Transparency

> Expand Council public Wi-Fi networks

> Enhance use of apps and other technologies that will support improved communication and engagement with our community

> Continue to advocate for enhanced connectivity and mobile data coverage in the region, with particular emphasis on the satellite towns outside of Port Macquarie CBD

Liveability

> Explore opportunities to enhance community amenities and events through smart technology such as digital art, augmented reality and smart street furniture

> Conduct internal training sessions to build Council's smart tech skills and capacity

> Examine mobility sensors to better understand the activity of drivers, cyclists, and pedestrians

> Promote demand-based and ride-sharing technologies

FUTURE SPOTLIGHT

Charles Sturt University Innovation Hub

Charles Sturt is an active participant in regional innovation ecosystem of Port Macquarie-Hastings. Having operated innovation programs in Port Macquarie for over three years, Charles Sturt is now working with Port Macquarie-Hastings Council to launch the new Innovation Hub and Co Working Space in early 2021.

The brand new co-working space has been architecturally designed to increase a sense of community and culture that drives, supports and enables innovation. Charles Sturt will be working with Council to transition existing Hub users to the purpose built, on campus, Innovation Hub.

The new Innovation Hub will feature a dedicated innovation space to include board room, flexible working spaces, a pitch zone, quiet rooms, 3D Printers, soundproof booths and access to catering and amenities. The location within the campus is designed to link innovators and industry to academics and researchers, enhancing innovation and business outcomes.

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Sustainability

> Facilitate investment in electric vehicle charging infrastructure across the local government area
> Review existing smart metering trials and assess viability for expansion
> Invest further in smart irrigation solutions that can increase efficiency of Council sports field/land management
> Explore waste-reduction solutions such as circular economy programs and bin sensors
> Determine the suitability for environmental sensors to provide real-time data on key variables
> Increase the use of solar and other renewables in accordance with Council's Long-Term Energy Strategy

Innovation

> Market Port Macquarie-Hastings as a leading remote working location in the post-Covid19 economy
> Support innovation events and training through the CSU innovation hub
> Continue to implement improved digital procurement and payment systems that make doing business with Council easier and improve our customers' experience
> Explore new procurement pathways that remove regulatory barriers to promote testing and trialling

Economic Resilience

> Promote learning and mentoring opportunities to help local businesses provide services online
> Work with local tourism providers to identify key mechanisms for smart technology to enhance the visitor experience and economy

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Item: **07**

Subject: **BUSHFIRES AND COVID-19: IMPACTS AND RECOVERY UPDATE**

Presented by: **Strategy and Growth, Liesa Davies**

RECOMMENDATION

That the Group note the updates on bushfire recovery initiatives and COVID-19 impact and response.

Discussion

The Acting Director Strategy and Growth will present an update to the meeting and invite insights and updates from members.

Attachments

Nil

PORT MACQUARIE HASTINGS COUNCIL

Item: **08**

Subject: **UPDATE FROM CHARLES STURT UNIVERSITY ON LOCAL IMPACTS OF COVID-19**

Presented by: Strategy and Growth, Liesa Davies

RECOMMENDATION

That the Group note the update on impacts of COVID-19 on Charles Sturt University.

Discussion

Charles Sturt University Director of External Engagement will present an update to the meeting on the impacts of COVID-19 on the University's Port Macquarie Campus.

Attachments

Nil

PORT MACQUARIE HASTINGS COUNCIL

Item: **09**

Subject: **LOCAL PROCUREMENT UPDATE**

Presented by: **Strategy and Growth, Liesa Davies**

RECOMMENDATION

That the Group note the measures implemented with an aim to support local business by increasing procurement from local suppliers.

Discussion

At the 8 July 2020 EDSG meeting, a member queried how the 'Tendering Local Preference Policy' implementation was progressing since the amendments made in response to COVID-19.

The Strategic Procurement Manager will provide an update on this matter and further measures taken to support local procurement.

Attachments

Nil