INTRODUCTION

Norfolk Island is a self-governing external territory of Australia located off the north east coast of New South Wales. Norfolk Island is approximately 8 km long and 5 km wide, and also includes two small, uninhabited islands (Nepean Island and Phillip Island) which are located to the south of the main island.

Norfolk Island is important as a self-governing external territory and as part of Australia’s European history. Initially settled six weeks after the founding settlement at Sydney, it is one of Australia’s oldest territories. As an area of convict settlement spanning the era of transportation to eastern Australia between 1788 and 1855, Norfolk Island provides one of the foremost national examples of a convict cultural landscape.

It is also significant as the only site in Australia to display evidence of early Polynesian settlement, and the place where the Pitcairn Island descendants of the Bounty mutineers were re-settled in 1856. The convict history of Norfolk Island resulted in the Kingston and Arthur’s Vale Historic Area, along with other Australian convict sites, receiving World Heritage status in July 2010. Norfolk Island is governed under the Norfolk Island Act 1979 (the Act). It is a self-governing territory of Australia.

The current population of Norfolk Island is approximately 1,800 and tourism services are the main private sector economic activity. Tourism activity has however declined over recent years; and this has had a substantial negative impact on local incomes, and also resulted in a serious deterioration in the financial position of the Norfolk Island Government.

The economic downturn on Norfolk Island has been relatively severe, and can be described as an economic depression. There is relatively strong evidence that the economic downturn is impacting the quality of life on Norfolk Island and resulting in the depreciation of social capital1.

The development of the regional and remote area economic development training program for Norfolk Island emerged from Norfolk Island Government’s engagement with EDA members at Australia’s Small Island Forum on Lord Howe Island in April – May 2012. The current economic environment on Norfolk Island is challenging and the community is facing many issues that impact on their ability to develop a sustainable economy and lifestyle. Some of the issues such as the high Australian dollar and changes in tourism travel trends have formed part of the impact and downturn in visitor numbers.

Building on the findings in the Norfolk Island Economic Development report and more recently the development of a new approach to tourism undertaken by Peter Kenyon and the Norfolk Island Government Tourism Bureau, NI Government’s EDA initiative provide the opportunity to further engage with the Norfolk Island community and business sector and to synchronise a strategic approach to the rejuvenation of economy. It is acknowledged that this will take significant time and effort, together with appropriate funding and resourcing.

1 Norfolk Island Economic Development Report, ACIL Tasman
THE NORFOLK ISLAND REGION REGIONAL AND REMOTE AREA ECONOMIC DEVELOPMENT TRAINING PROGRAM (RRATP)

The Norfolk Island (NI) RRATP workshop was delivered over 24 to 27 August 2012 and hosted by the Norfolk Island Government. The workshop was facilitated by four members of Economic Development Australia (EDA) – Simon Milcock, Stephen Chapple, Jenny-Lee Stefas and Adam Saddler and was delivered in three sessions (the full program is attached at Attachment 2 and profiles of the EDA facilitators at Attachment 3).

The NI RRATP was delivered through an informal, interactive focused approach and it allowed issues to be explored and ideas to be tabled. Andre Nobbs (Minister for Tourism, Industry and Development) is to be commended for his efforts in coordinating and providing the leadership for this event to occur. He and his team provided reports & data prior to program and were the principal “on ground” contacts organising EDA participation, attendees, venues, social functions and local logistics. Special mention should also be made to the wonderful openness of the community who were eager and willing to accept the opportunity and conversations which were stimulated through the 4 days.

The main topics to emerge from the workshop were:

- The establishment of a united voice;
- The need to understand what the new Governance structures will be;
- The ability to access Australian government grant system;
- Education – particularly as it applies to development of business skills;
- Immigration regulatory regime;
- Engagement of an economic development officer;
- Development of conferences, events and festivals;
- Access to Norfolk Island through Australian domestic gateways;
- Norfolk Island to become totally sustainable;
- Development of the sea access;
- Development of new businesses, business incentives; and
- Support for the rebuild of the business sector.

The workshop was very well attended, with 45 participants including the Administrator and Australian and NI Governments, NI Chamber of Commerce, NI Accommodation Association, private business and the community.

The workshop

The NI RRATP workshop was delivered in three sessions.

Session 1- The EDA members provided information on their backgrounds and how they got into economic development. They also delivered individual case study presentations on the following:

- Economic diversification;
- The retail sector;
- Tourism development; and
- Developing a representative business entity.
Session 2 – In this session the economic development toolbox was delivered in the morning and then a facilitated discussion of local issues was undertaken in the afternoon.

The delivery of the economic development toolbox primarily discussed the following.

As an introduction; What is economic development and what is the role of an economic development practitioner. This was followed by the five elements of the economic development toolbox which are briefly explained below and consist of: policy/strategies; consultation; research; Economic Development projects and engagement.

1. **Policies Strategies**
   - Identifies why an organisation or entity would develop an economic development policy, strategy or plan;
   - Identifies what is involved in the development of such documents;
   - Acknowledges that there is no “one size fits all” solution; and
   - Provides a series of questions that would be addressed in developing a policy, strategy or plan.

2. **Consultation**
   - Identifies the importance of consultation throughout the process;
   - Suggests bodies to consult with and why;
   - Highlights requirements of “meaningful” consultation;
   - Identified the need to locate the “right” people/organisations to consult with; and
   - Identifies some potential consultation groups to engage with.

3. **Research**
   - Defines research;
   - Identifies research or data sources;
   - Provides some questions when analysing research methods; and
   - Identifies areas of research that assist in economic development activities.

4. **Projects**
   - Identifies the vast array of possibilities when it comes to economic development projects and activities;
   - Discusses the complexities of decision making; and
   - Identifies issues and questions that arise when developing ED projects.

5. **Engagement**
   - Highlights the importance of engagement with all stakeholders;
   - Identifies activities involved in keeping up the engagement; and
   - Discusses the “messages” that effective engagement can deliver.

Session 3 – primarily consisted of summarising the previous two sessions, capturing the priorities and identifying potential actions to be undertaken after the workshop has been delivered. A wrap up of the session, a summary and prioritisation.
Outcome of discussions from the NI RRATP

There was and still is much debate about the NI Government’s roles and responsibilities. The government is responsible for many aspects of Norfolk Island life. It was clearly evident throughout the workshop that an equal responsibility also exists in the private sector. There were many comments throughout the workshop that acknowledged this, but little evidence as to what has been achieved to date.

The key messages to emerge from the workshop were:

- What ever the circumstance that face Norfolk Island there must be a positive strategic approach;
- There needs to be one united voice to government from the private sector/community;
- The current immigration policies are viewed as barriers to the growth of Norfolk Island;
- From business community - Much work done, lots of data and reports etc, but nothing has been taken up, progressed or implemented at a private sector level;
- NI Government need to ensure that good open communication channels are adopted
- Assistance is required for the strategic development of business;
- Private sector needs assistance to develop and diversify; and
- Engage Economic Development Officer
  - Develop clear and measurable KPI’s
  - Resource available to public
  - Key bodies
  - Interim group established

All comments, questions and statements have been categorized and captured in Attachment 1 to this report. Multiple comments on one issue have only been recorded once. The comments, question and statement have been used to develop the following actions.

It was apparent during the workshop that there was a perception with some attendees that the new changes for governance and support from the Commonwealth Government would result in a change to the economic outlook of NI. This view appears to be of some concern to the EDA representatives as there was little information provided on what support was likely or what the vision from the Commonwealth was for NI.

The EDA representatives undertook a number of visits to local enterprises, community events and retail outlets and identified the lack of business advisory services and support available such as you would find on mainland Australia. It was recognised that there is a long way back for the community of NI becoming a sustainable economy. If there is support in the area of an economic development officer or similar, then this position will require continuity and should be funded for a period of 3-5 years to allow change management to have some level of success.

It was also apparent that the capacity of many organisations was limited and that many islanders would like to leave their businesses with a level of dignity. The EDA representatives identified that the formation of new community organisations could increase fracturing and put at risk a united voice and agreed vision of the community.
The current spend on tourism marketing without a similar level on tourism infrastructure, product or business development was seen as key topic for further discussion and assessment.

There was strong support for the progress of the Australian Small Islands concept and the ability to consider undertaking study tours or thinkers in residency type approaches where the various island communities can consider learning about regional development and leadership style programs.
**Priority Actions**
The following actions were raised during the RRATP workshop and are considered the most pertinent requiring implementation. Some were discussed at length while others were just mentioned. They are placed in the table below to assist in the compilation of the Economic Development Plan, and should be integrated with the processes and model presented in the Economic Development tool box.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsibility</th>
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<tr>
<td>Establish regular business meetings to provide a common agreement i.e. one voice, on issues and to assist the government focus on relevant business needs. The dissemination of this report could be the catalyst for their next meeting.</td>
<td>Business community</td>
</tr>
<tr>
<td>Engage an economic development officer (with background in event management) Develop a clear statement of duties, performance based, with achievable KPI’s and adequate timeframes. In addition, attributes need to be demonstrated by a suitable candidate are along the following lines: practical, solutions focused, enthusiastic and committed. Potentially, funding of position could be in partnership with Australian Government and would need to be supported with changed priorities within existing government administration re resourcing and funding.</td>
<td>NIG/ Australian Government</td>
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<tr>
<td>Conduct a review of business regulations on NI, including private/public operational formulas with a view to reducing red tape requirements to conduct business on NI.</td>
<td>NIG/Business community</td>
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<tr>
<td>Develop marketing plan for Norfolk Island (not just focusing on tourism).</td>
<td>Simon Millcock to provide draft framework. NIG to follow up</td>
</tr>
<tr>
<td>Clarify what grant funding is available to NI, both to the NIG and community and what NI is not eligible for.</td>
<td>NI Administrators Community liaison/NIG &amp; CIRCA</td>
</tr>
<tr>
<td>Retailers review retail strategy for identified actions and implement recommendations.</td>
<td>Retail Sector</td>
</tr>
<tr>
<td>Changes to immigration legislation to ensure the reduction of Red Tape barriers for entry.</td>
<td>NIG</td>
</tr>
<tr>
<td>Review of wholesale price structure for alcohol outlets (policies on liquor licensing).</td>
<td>NIG</td>
</tr>
<tr>
<td>Become a member of Economic Development Australia (EDA).</td>
<td>NIG</td>
</tr>
</tbody>
</table>
HOW DO YOU KEEP IT GOING?

The drivers to keep economic development going were discussed and the following have been identified, together with some other more general points.

Specifically for Norfolk Island, the drivers identified were:

- To widely disseminate information from the RRATP workshop;
- The consideration of engaging economic development expertise;
- The development of regular meetings focusing on economic development issues that include representation from all of the island’s community private and public sectors;
- Red tape reduction; and
- The encouragement of community and government to engage in a coordinated, focused manner.

Some other general points for consideration are:

- Use the planning strategy to “land” your initiatives well in advance;
- Look for early small results, walk before you run and step up the pressure incrementally;
- Be prepared for the long run, establish partnerships and maintain them;
- Create/keep your vision and share it extensively, never stop telling the story;
- Maintain an up to date business database and associated capabilities;
- Don’t assume that support for the idea or the project is always there, be flexible;
- Stay creative and innovative and explore the science and evidence behind the projects;
- Identify, utilise and share the knowledge, skills & experience you have on the island; and
- Celebrate and share your success stories.

WHERE TO NOW

In progressing economic development in the region, several angles where discussed but overall it was acknowledged that it has to come from within the region (whatever that may be) and there will be a need to adopt a strategic proactive approach to economic development.

The following points are considered important to this approach:

1. Surround yourself with positive likeminded people and don’t let negativity ruin the “vibe”;
2. Be proactive and not reactive;
3. Link/engage with other people, towns, regions, across the state and country that have a similar mind set, culture, synergies - build collaborative networks;
4. Implement an organisational economic development culture within NIG that includes all departments, have a commercial approach re customer service focus, which is responsive to rate payers/customers and empowers staff to provide services at a high level, “everybody must be in it” with the message coming from the top;
5. Manage the community so they do not have impossible expectations to meet; and
6. The future will be about leadership in economic development, ensuring that economic development is included in strategy vision/plan, integrated into the general role of the NIG.
Contacts
Adam Saddler,
National Coordinator EDA RRATP
adam.saddler@bigpond.com
0448 813 800
ATTACHMENT 1 – Attendees’ comments from the NI RRATP workshop

It must be noted that the following comments, questions and statements have been recorded verbatim and do not necessarily reflect the views of either the NIG or EDA members. Nor has the accuracy of the statements been checked.

Tourism
Surveys, on business activity on the island have been undertaken by Chamber of Commerce and published in the paper – because of severe economic down turn. 32 businesses responded to the survey from 80 or 90 businesses. Survey has gone to the department and government.

All past information/data had been anecdotal feedback and the survey demonstrated the dramatic economic downturn.

Tourist Board – working towards the development of a Norfolk Island tourism council. Get the entire tourism industry from tradespeople up. Give us the capability to go for grant funding to go to a variety of areas including advertising. Queensland tourism industry. Need seeding finance to get going a potential TQUAL grant

The way forward is to tap into the cruise ship market.

Flights leave from domestic instead of international terminal would create less barriers re logistics for travel to NI from Australia. Could you just present your drivers licence instead of passport requirements.

Domestic airport – convenient way for people to come. No GST applies to the ticket as international no GST. May be more expensive?

Doesn’t sit with their (NIG & Commonwealth) current immigration model and border control.

Need to attract the 25-40yr old adventure market?

There are opportunities for long weekends from Sydney or Brisbane.

We must seek feedback.

At the NI Airport there are advertising opportunities, eg. banners promoting key attractions.

We have the capacity for festivals and events – events and activities, packages. How many of those managed by community groups. What capacity do you have a as a community to expand on festivals and events. How many sports groups are on the island? What resources do you need on the island? Conferences 80 to 100 conferences up to 400, a group looking at building a cultural centre. Simon Crean on board for conferences – MICE. Stopover Aust/Norfolk/NZ.

Need 4 events a week – what resources do we need to do this?
Air New Zealand is a contributing factor (was a negative comment)

Regarding NI Tours – we need to find out what is not working and why.

Special events – did increase the numbers.

Need to clearly identify who we are, what we want and how we get it?

NI Exit survey data -what do you do with this information.

Consolidation of the number of groups – get one voice.

Need a catalyst for CHANGE in tourism...

Undertake an accommodation audit.

Number one priority – more tourists.

**Business**

Trades sector on the island is suffering very badly and alot of people are leaving. No good doing more marketing or sales tourism will not come back overnight, but what about new immigrants, as then they will alter their house and spend money. Is there demand there for people to come here? Trying to get strata title through? All the stuff is with them (NIG) they have to make the decisions.

Need to improve the attitude about new people coming in.

All organisations (representative) are pushing their own barrows, don’t talk well with each other or government – weakness don’t come up with actions for the common good.

Need to deliver outcomes rather than positions.

Need assistance in business development and monitoring

We need to look at rebuilding the businesses – 70 have closed. Majority in the last twelve months.

GST free exports (as in Australia).

Tourist refund scheme (if they get the GST back at the airport).

We need competition. Very willing to change but can’t financially change.

Shops are owned by people that are not interested in owning those shops the only way they could get in to live here – 9am to 1pm then go fishing.

EDO - How can you help yourself?
We don’t know where to start - somebody that has experience. I have this great idea – how can we make it happen? Mentoring or steps identified to make it happen. This is how you get through the red tape.

Develop a new enterprise scheme to help new initiatives on the island.

We are losing trades people and once gone will be difficult to attract back.

The self-funded retiree is a potential market to attract and we need to develop an attitude and strategies to welcome people to the island.

More facilities to get things on and off the island (eg bananas / pineapples / tomatoes).

Costs to get things into here – when things have been sitting on the wharf for weeks and then it goes off Import costs – running costs would be cheaper if the bulk freight would be good and bring costs down.

Norfolk at the mercy of the ships – we should run our own ship – Lord Howe has done this and it makes them money.

**Land Use**
Crown land use planning strategy – so they know where they can develop.

Strata title - this has been a problem that needs to be addressed.

**NI Government**
Have to get the message back to the mainland. On NI we are in a depression.

We (community) need to develop solutions and feed into government.

Australia’s islands could be developed into regional entity and therefore speak with one voice on major common issues. (Regionally and collectively) The Australian Government will determine how the money would be sent out – commonwealth to rethink the way that they see the outlying islands of Australia. Small Islands Alliance concept – partnership with other outer Islands around Aust – creating a new entity

They (NIG) are stalled at immigration. Need to review immigration policies. Immigration – we (NI) need fresh people. Immigration review a good thing, migrants can bring in more money. Develop a general entry permit. With passports they are policing who are coming here and now. There are a lot of examples of safe islands around Australia. It works okay also. If we had all the islands working together – we could turn around and say why are we the only island to have to do that. Being in that group and sharing knowledge, experiences etc and realising you are not that isolated island.

Freight is a huge issue – an extra 20 or 30 kg baggage allowance was a previous initiative funded by NIG.

Repay duty drawback that hasn’t been paid by the government.

We need political certainty.
Regional approach to planning, social and eco development strategy.

RDA regional strategic plans (across Australia).

Performance measures – data or evidence based approached.

The approach or mind set of the people who work in government / they should be using a “can do” vs can’t do....

Reduction of red tape.

Taxation regimes - no personnel tax (income) does this need to change.

Wholesale price for local outlets Policies around liquor licensing, regulations.

Develop an ED role for Norfolk Is within government - Performance based outcomes should be established (KPIs) for the new ED officer.

We don’t have personal income tax and therefore feds say that until your start paying federal taxes there is little assistance available.

Maybe ask World Bank or private sector to fund programs.

Undertake an Aged Care accommodation needs assessment.

Relocate government offices - Move government staff back into the main town (Burnt Pine) so they spend money at lunch time.

Reform timeline changes – June last year dry runs in tax never happened created angst and lack of data for appropriate assessment of tax options for N.I.

**Federal Government**
Claryfiying and identifying what you (NI) are eligible for or not ?

Upcoming grants training – identifying what the barriers are? Grants is a new ball game for Norfolk – who to ask / how do they do it? What is the process to get grants – what can we apply for? TQUAL Funding Projects – one big problem is that we don’t pay tax and until we pay tax there will be nothing and that’s fair enough. Funds for tourism development via Austrade. Look beyond government barriers by Australia ie: call centre, bees,

How does the Commonwealth gov get buy-in into the Reform Roadmap? Major policy change going to occur – needs to be a social and economic impact statement on its impact to the community.

**Community**
How do we speak with one voice – build from the bottom up and cohesion – this is our challenge!! How do we achieve it?
We don’t always discuss the focus on outcomes / united voice / we need with the government and ourselves.

Need to help ourselves but seek assistance re regulation in Commonwealth.

We need to develop innovation within the community.

Volunteering is a really big thing on Norfolk – is there an overarching group? In Australia, you have Probus clubs we don’t have that over-riding body here. Quota and rotary and lions do different things on the island.

“Totally sustainable – we are the best in the world” – work towards the message.

How to engage with partners – Govt/Private sector support agencies

Reform won’t save the world, we need to do it.

Access to opportunity (funds) won’t necessarily equate to investment of public funds.

We don’t value who we are, we are insular, we need strength in supporting each other when really what we have to do is come together. Recognition of interdependency is needed – everybody needs to be represented. “not knowing what to do and how to do it”, is a common issue.

We have a huge range of people on this island – so many different people yet everybody is in love with the island and has the passion for the island – how do we start with that common goal and move forward.

How do you embrace new people that come into the community? Welcome event with the NIG etc – don’t think we do?

Family market, Long weekend Market – Friday to Monday.

Bottom up processes driven by local communities

Access to economic development officer for NI.

Economic growth is different according to the needs of each community.

Keep people informed and communicate with community.

Undertake a community capacity audit, identify the gaps and what can be provided to build local leadership capability.

Need to help ourselves – not rely on government / need to look at the big picture and our community – what’s our focus on?
Under 40 yr market – throwing around good ideas for the island – hard thing is we don’t know where to start? Maybe we need someone to help us get started and show us how to break through the red tape.

Try to teach economic development in the school – need to understand ED (it’s for the next generations)... eg living library resource, lots of stuff is happening to help kids understand tourism.

Projects or Ideas to make change to take forward in a practical way?

**Infrastructure**
Improved facilities to get things on or off the island in all weather using port(s). Cruise ships - Success at landing was hampered because only 2 landing points. Another access would be on west side of island – ocean rescue, fishing and cruise ship industry. Lead time is years because of environmental processes that need to be gone through. We have looked at both piers. Wharves area development

Norfolk (community?) need to get together and purchase their own ship like Lord Howe island – run at a profit for years and look after their own people.

Call for review of the Liquor licensing act. We had a referendum on liquor bond and resulted in staying with the NIG.

Hot desk – come and run your home based business from Norfolk.

Cant hookup with fibre optic cable – was an opp to hook into the cable put down by the French for their colonies. Satellite 2015 not fibre optic. 12 megabytes down and 1 up per premises. Could do E-learning. You can’t do a call centre until you have real high level internet.

**Other**
Is there a co-operative – no. Growers

What is the potential to grow for export pineapples and tomatoes.

Develop a poultry industry on the island - could you provide the feed?

Primary producer need to import all fertilisers etc.

Plenty of reports, data but who using and what for?

Grants - realities of the grant funding for small communities is that it is a struggle to come up with a convincing argument about impact on Australia, normally requires 50% upfront match dollar contribution, difficult to meet national criteria and just because there may be access to a grant opportunity it is still a competitive process.

It must be noted that the EDA team also received the following written document:
- NI ATA Impact Statement – economic turmoil in private sector accommodation July 2012;
- Survey results of accommodation providers future intentions; and
• A written submission from a business person.
### Regional and Remote Area Economic Training Program

**Norfolk Island**

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<tr>
<th>Time</th>
<th>Activity</th>
<th>Venue</th>
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<tr>
<td>24th August 2012</td>
<td>Introduction from NI Gov’t</td>
<td>Paradise Hotel</td>
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<td>Introduction of EDA facilitators and participants – who’s who in the room</td>
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<td>A short introduction to Economic Development Australia – what it is and what it does (5-10 minutes) (SC)</td>
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<td></td>
<td>The EDA members (4) will then provide information on their backgrounds and how they got into economic development and then deliver short individual case study presentations (15 minutes) on:</td>
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<td>- Economic diversification;</td>
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<td>- The retail sector;</td>
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<td>- Tourism development;</td>
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<td>- Developing a representative business entity.</td>
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<td>This session will close with a brief overview of the next day.</td>
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<td>7.30pm</td>
<td>Dinner – conversation of local issues and challenges is encouraged over dinner</td>
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<tr>
<td>Saturday 25th August</td>
<td>ED Tour of retail sector</td>
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<tr>
<td>9.00-10.30</td>
<td>Presentation and discussion of the Economic Development toolbox</td>
<td>Paradise Hotel</td>
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<tr>
<td>10.30-1.00*</td>
<td>Lunch</td>
<td>Paradise Hotel</td>
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<tr>
<td>2.00-5.30</td>
<td>Facilitated workshop on local issues and incorporation of aspects of the ED toolbox. Some issues that have been identified are:</td>
<td>Paradise Hotel</td>
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<td>- Value adding to primary production</td>
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<tr>
<td></td>
<td>- Seasonality impacts on tourism</td>
<td></td>
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<tr>
<td></td>
<td>- Improve NI’s tourism destination profile;</td>
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<tr>
<td></td>
<td>- Investment attraction</td>
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<td></td>
<td>- Economic diversification</td>
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<td>This session is not limited to the above and these issues are identified to initiate</td>
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</table>
7.30pm  | Dinner – EDA members would welcome any participants to join them for an evening meal (at your own cost)  | Paradise Hotel

Sunday 26th August

10.00am  | Wrap up session, priorities identification and tackling the “where to now”. This session will guide the development of the summary report.  |
ATTACHMENT 3 – EDA FACILITATOR’S PROFILES

Steve Chapple ACEcD
National Chair - Economic Development Australia (EDA)
Committee member Regional Development Australia (RDA)
Director Sustainable Environment, Mornington Peninsula Shire Council

Steve Chapple was appointed Director Sustainable Environment with the Mornington Peninsula Shire Council in February 2011. In this role, Steve leads a complex division, including economic development, tourism, strategic planning, statutory planning and regulatory services.

Prior to this, Steve has held a variety of senior leadership roles, including Chief Executive Officer at Ararat Rural City Council; Director of Development and Community Services at Baw Baw Shire Council; Economic Development Manager at Frankston City Council and Regional Director Eastern Region for the Department of Education Training and Post Compulsory Education, Victorian State Government.

Throughout his career, Steve has lead or facilitated significant change and performance improvement in many organisations. He has extensive practical experience in major projects, including public and private sector developments, in partnership with Federal, State and local governments.

Steve has facilitated the development of regional economic strategies, investment plans, and presented to international economic development conferences and study tours.
Steve has a strong commitment to leadership development, building stronger communities and making a difference.

Steve is active on several significant boards, including:
- National Chair of Economic Development Australia (EDA), the not for profit peak professional development organisation for economic development professionals.
- Committee Member of the Australian Government’s Regional Development Australia (RDA) Southern Melbourne Committee, representing the Mornington Peninsula Shire.
- Board member of the Mornington Peninsula Regional Tourism Board and Alternate Director for the Western Port Biosphere.

Steve holds four degrees, including two Masters (eBusiness & Communication). He enjoys a close family, good friends, food and wine. Occasionally he surfs and has a passion for health.

Steve is a 2009 Williamson Community Leadership Program Fellow.
Simon Millcock ACEcD  
Director Economic Development Australia (EDA)  
Economic Development Officer Australia’s Indian Ocean Territories

Simon has 14 years experience in the field of Economic Development and was one of the first Australian Certified Economic Developers (ACEcD). He has been an active EDA National Director for the past 5 years including:

- Development of the policy, procedures and risk management documentation
- Original founding member of the South Australian and Western Australian State Practitioner Networks of EDA
- Developed the EDA Regional and Remote Training Program

Simon has presented at Local, Regional, National events and at the past 3 International Economic Development Council Conferences in the USA where he has also been the EDA representative.

Currently the Economic Development Officer for Australia’s Indian Ocean Territories for the communities of the Cocos (Keeling) Islands and Christmas Island his previous employment during the past 10 years includes:

- Executive Officer Sturt Area Consultative Committee
- Manager Regions Officer of Regional Affairs (South Australian Government)
- Economic Development Officer Yorke Regional Development Board

Simon has a passionate belief that regional and remote communities are a key component of the nation as they help to drive national economies.

Currently Simon has led international economic development study tours and is on the organising committee for the first Regional International Conference between EDA and Economic Development Agencies New Zealand to be held in Cairns this year.

He is a 2005 graduate of the South Australian Governors Leadership Foundation
Jenny-Lee Stefas
Tourism Manager - Sutherland Shire Council

Jenny-Lee has 22 years’ experience in the tourism arena - Jenny-Lee's experience includes tourism management, marketing, destination development, HR and operations. She has worked in most sectors of the tourism industry including attractions, accommodation, restaurants and the backpacker market. Specifically Jenny-Lee has worked for a host of companies including BridgeClimb, IMAX, Summit Restaurant, Powerhouse Museum, Ozjetboating and YHA. In addition, she has also taught tourism, guiding and events at NSW TAFE and had her own marketing consulting business.

Jenny-Lee has been in her current role for 7 years as Tourism Manager for Sutherland Shire Council, which sees her working with the local tourism businesses to assist their growth and development, with the aim of increasing visitation and creating local jobs.

As tourism manager for Sutherland Shire Council her current responsibilities include:

- Marketing of the region
- Provide Tourism product / business start up advice & guidance
- Provide a portfolio of programs to assist growth of tourism in the region
- Facilitate business development workshops & seminars
- Develop co-operative marketing activities
- Provide visitor information services
- Develop brand/sales tools for operators/region including Visitors Guide
- Develop precinct & market driven network programs
- Infrastructure planning to ensure diversity of tourism product

Jenny-Lee loves kayaking so when not at work you can usually find her out on the water. In 2010 she paddled 2500 kms down the Danube from Germany to the Black Sea in Romania.
Adam Saddler
EDA National Coordinator – Regional and Remote Area Economic Development Training Program and
Economic Development Officer, Flinders Island Council

Adam is an economic development consultant with 16 years’ experience in the fields of international aid, tourism and economic development at the international, national, state and local levels. He holds tertiary qualifications in Tourism and Public Sector Management and is currently contracted to undertake activities as the Flinders Island Economic Development Officer and as the National Coordinator for Economic Development Australia. In addition, he is a member of Economic Development Australia and has been a tourism award judge for three years, assessing Tasmania’s tourism industry award applications.

Since establishing his consultancy in 2008, Adam has worked on a wide variety of economic development projects for the Tasmanian State and local governments, ranging from the development of economic and tourism development strategies to a variety of funding proposals covering areas such as infrastructure development, affordable housing, cloud computing, business development and capacity building at the local government level. In addition, Adam has completed projects in indigenous business development in Arnhem Land and local government capacity building in the commercialisation of waste and its management in Sri Lanka.

Adam recently delivered a key note presentation to the inaugural Australia’s Small Island Forum (the Flinders Island Story).

Previously Adam worked for the Australian Agency for International Development on the delivery of bilateral aid to China and the Regional Pacific, and on tendering and contracting of aid projects across Asia. Whilst at the Tasmanian Department of Economic Development, Tourism and the Arts Adam held several positions including Manager of tourism and business infrastructure development and Head of Industry Development and Investment within Tourism Tasmania.

Adam has a strong background in capacity building and sustainable development and is focused on delivering practical solutions, from the development of strategic approaches at a high level to specific small business planning. His work on Flinders Island has given him a strong understanding of the issues and challenges that are unique to islands.

Apart from work, Adam enjoys being at home with his family, developing his small acreage outside of Hobart (more so just keeping up with the maintenance), traveling (particularly to island destinations) and a game of squash when he can fit it in.