THE WOLLONGONG CITY COUNCIL

ECONOMIC DEVELOPMENT WORKSHOP

27th September 2012

EDA
ECONOMIC DEVELOPMENT AUSTRALIA
Introduction

The Wollongong City Council Economic Development Workshop was conducted on the 27th September 2012 and facilitated by Economic Development Australia (Adam Saddler).

The workshop was undertaken in three sessions:
1. Presentation of the EDA Economic Development Toolbox;
2. Facilitated discussion on Economic Development Plan’s terms of reference, scope and delivery methods; and
3. Summary/recap session.

The workshop program is attached at Attachment 1.

The aim of the workshop was to bring together the Economic Development Advisory Board (EDAB) and the relevant Wollongong City Council (WCC) officers to determine a terms of reference, scope and delivery method for an overarching economic development plan for WCC, as a subordinate plan to Wollongong 2022.

The WCC EDAB workshop participants included representatives of the WCC and EDAB, listed below:

<table>
<thead>
<tr>
<th>Lord Mayor, Councillor G Bradberry OAM</th>
<th>Councillor L Colacino</th>
<th>Councillor G Petty</th>
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<tbody>
<tr>
<td>Councillor M Blicavs</td>
<td>Councillor A Martin</td>
<td>Mr M Leask</td>
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<tr>
<td>Mr D DeLisio</td>
<td>Mr D Figliomeni</td>
<td>Mr D Laing</td>
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<tr>
<td>Mr B Smith</td>
<td>Ms K Hunt</td>
<td>Mr G Doyle</td>
</tr>
<tr>
<td>Ms W Fogarty</td>
<td>Mr A Carfield</td>
<td>Ms L Grogan</td>
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<tr>
<td>Mr P Coyte</td>
<td>Mr B Logue</td>
<td>Mr D Campbell</td>
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<tr>
<td>Mr M Grimson</td>
<td>Ms A Perkovic</td>
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During the course of the workshop it was clearly evident that the EDAB wished, as a first step towards the development of an economic development plan (EDP), to undertake a SWOT analysis of the region. However, much discussion focused on the terms of reference for an EDP and all comments have been capture verbatim in Attachment 2. The following vision for the EDP and actions from the workshop are captured below.

The main points that were identified for inclusion in a vision for an EDP were:
- Woollongong has one of the world’s leading Universities and the City could be rebranded as a University Town across a range of providers ie an education hub;
- The need to identify outcomes for driving the economic development framework and to keep developing these to deliver; and
- There is an obvious role for WCC.

In the development of a scope to be included in the terms of reference for the development of an EDP the following were highlighted by the EDAB as needed:
- A clear vision;
- A strength and purpose to demonstrate leadership;
- A need to ensure buy in of partners;
Clearly identified shared priorities;
Clearly identified responsibilities; and
A communication protocol.

It was also noted that a completed EDP will need to be clearly articulated to the broader community and relevant stakeholders and that the WCC has a facilitation role, as well as delivery role in the EDP.

In regards to delivering the EDP, it was suggested that the most likely way forward would be to engage a combination of expertise from internal (WCC) and external sources. External sources are most likely to be expert consultants and will be contracted to deliver the EDP through addressing a tender brief that clearly outlines key deliverables.

It is suggested that the structure of the EDP features an annual action plan. The reasoning for this approach is that it ensures that the broader EDP remains relevant, it is revisited each year (including budget allocations) and it is able to be reactive to changes in the economic environment of the region.

Other issues that were considering worthy of further exploration by the EDAB were:

- How do we (EDAB) get buy in or partners on same page?
- WCC officers to undertake baseline research that includes growth sectors, contracting sectors and emerging sectors, with a view to feeding this into the development of the EDP and for the information of EDAB;
- What are the strengths of Wollongong?
- Encourage RDAI to contribute: and
- EDAB is to advise in the development of the terms of reference for the EDPs.

The above issues could form future agenda items for EDAB meetings.

Attachment 3 provides two different frameworks for the development of economic development plans. The common theme across both frameworks is that economic development plans are not developed in isolation. That is, in the development of EDPs, equal consideration should be given to environmental and social aspects of a region. However, in the development of an EDP for the Wollongong region, the environmental and social aspects may have already been addressed in the development of the Wollongong 2022 – Our community strategic plan. The frameworks are provided to assist in the development of terms of reference for the development of an EDP for WCC.

Workshop actions

The following actions were identified during the workshop:

- Adam Saddler to provide the economic development toolbox as reference material (completed);
- Adam Saddler to provide a report on the workshop, including examples of frameworks for the development of economic development plans;
- WCC ED Unit to provide research on economic data for the next EDAB workshop; and
- EDAB to undertake a SWOT analysis of the region, based and informed by information and data supplied by WCC ED Unit.
## Agenda

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<th>Time</th>
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| Thursday 27th September | 3pm - 3.15pm  
- Welcome  
- Why we are here today  
- Introduction of Facilitator  
- Action Plan Progress Report | K Hunt  |
| 3.15pm – 3:45pm | - Presentation of the Economic Development Toolbox | A Saddler |
| 3:45-5:45pm     | Provide advice to Council on the:  
- Terms of reference  
- Scope  
- Delivery method for an Economic Development Strategy for the City | A Saddler |
| 5.45            | Summary of priorities and actions for both EDAB and WCC ED Unit           | A Saddler |
| 6.00pm          | Close of workshop                                                        | A Saddler |

### Roles and Responsibilities of the Economic Development Advisory Board as per the Board Charter

The Advisory Board will be responsible for providing advice to Council management in the formulation, monitoring, implementation and review of Council’s economic development program and policies with a strong focus on business attraction and expansion, business development, industry development and business infrastructure.
Attachment 2

Terms of reference - Comments

- SWOT analysis to establish benchmarks
- Set a vision and direction
- Not a shelf document – establish achievable and practical KPIs and responsibilities required
- Needs to be flexible and to adapt over time
- Too many groups doing too many little activities with few resources – need to mandate across the groups
- Need to corral the energy not confuse
- Courage not to be all to all people and adopt a strong focus
- Develop partnership and not duplicate – not stomping on other toes in all other areas
- Identify boundaries, spill over and regional activities
- Identification of what happens due to ripple effect
- Awareness of all that is happening and select specific areas/gaps
- Collaborate and communicate
- RDA has some charter but at a regional level
- Everyone is doing their plans for a reason - RDA can’t do it in isolation and should take the Wollongong plan and build it in
- Buy in
- Leadership
- The EDS is THE plan for Wollongong
- RDA has an appetite for this and this is the opportunity to
- WCC has tools through Brenden and Mark to activate
- Wollongong night
- Now it’s time to identify specifics through the development of the EDS
- Existing plans haven’t been activated
- Lack of leadership – we need to plan and execute to eliminate the fear of failure
- Use good data to minimize risks – still be brave and demonstrate leadership
- A lot of EDS’s have broad motherhood statements but not the how and who
- Research and data used to progress
- Notion of what, who and by when – as an organisation we can do some activities but need to identify 3-4 others that fit the who, and by when
- Financial contribution from others
- Documents are poorly research
- KPI’s!!
- Need to get to details level both externally and internally
- What are the drivers, who is responsible – this will take courage across all sectors which will require compromise
- How brave to we want to make this – take it to the next step – who is responsible for this action
- Identify existing strategies with other organisation to ensure alignment with objectives of this EDS – encourage other to be part of it to achieve their objectives through our objectives
- Include clear research and data to support the priorities area and establishment buy in
- Informing not retro fitting
- Old stuff doesn’t reflect current environment
- Develop a common understanding
• Develop a starting point (we are here today)
• Undertake a SWOT to determine action and priorities
• Common good internal understanding of SWOT
• Identify what we do well – deliver in specialist areas
• WCC can play a strong facilitation role
• Mobilise the community and other structures/organisation
• Keep in mind long term achievements
• Do we already have the rudiments to develop an EDS
• Maintain the concept of relevancy
• Let’s start from a blank sheet
• IPR looked at other existing plans, there is an interest already there and all this information is available – now it is about HOW we ensure broad actions deliver something REAL
• Build on strengths we have which also prioritise
• We as a group identify a SWOT, communicate the plan
• Get into it and integrate other plans and where the cross over is
• Look at the City of Melbourne’s planning document – somebody planned it via leadership and focus
• Look at the top 5-10 businesses to create a multiplying effects with other industries
Attachment 3 – Frameworks for the development of EDPs

NB – please contact Adam Saddler before any reproduction or use of the above model
**A REGIONAL EDP FRAMEWORK** (this approach is a subordinate plan to a broader State wide EDP)

The Northern Regional Economic Development Plan (NREDP) has been developed to achieve a 10 year vision for the northern Tasmania region by focusing on new efforts across the three levels of government, federal, state and local, to help develop, diversify and strengthen the northern regional economy.

The NREDP supports the four Goals of the Tasmanian Economic Development Plan, in a northern Tasmanian context:

- **Goal 1**  To support and grow businesses in the northern region;
- **Goal 2**  To maximise economic potential in key sectors in the northern region;
- **Goal 3**  To improve the social and environmental sustainability of the economy in the northern region; and
- **Goal 4**  To support and grow communities in the northern region.

A series of corresponding Objectives and Actions address each Goal and are designed to stimulate regional economic growth, enhance prosperity and improve the quality of life of the region’s citizens.

The NREDP is structured in three parts:

1. **Part 1** – Economic, environmental and social context of the region (captures information on the region, regional priorities and identified opportunities. It provides an analysis of the economic, environmental and social profile of the region).
2. **Part 2** – Northern regional economic development action plan (describes regional objectives and actions across the three levels of government to achieve the four Goals outlined above, as well as capturing aspirational projects and future actions).
3. **Part 3** – Profiles of 9 key industry sectors and sub-sectors in the region (provides a summary of key sectors with the most growth potential to diversify and strengthen the regional economy).