

# Terms of Reference

## NGSC Economic Development Strategy and Action Plan Steering Committee



### Background

Over the past six years, the Council's economic development program has been guided by several strategic documents, including:

- Wimmera Southern Mallee Regional Growth Plan, 2013
- Stawell Gold Mine Future Possibilities Business Case, 2014
- Ararat-Stawell-Halls Gap Triangle Rural Zone Review Final Report, 2014 (Planning Scheme Amendment C44)
- Northern Grampians Industry Sector Plans (Updated Final Report), June 2016
- Halls Gap Master Plan for Commercial Investment and Public Land Development, 2016
- Housing Needs and Residential Land Supply Assessment, 2018
- Northern Grampians Municipal Strategic Statement (Planning Scheme Amendment C54, 2018)
- Halls Gap Village Centre Action Plan Stage One, 2018

Valuable guidance has been provided by this work, resulting in many positive outcomes. Council wants to build on existing momentum and existing strengths in our economy by developing an overarching ten-year Economic Development Strategy and Action Plan (the strategy). The strategy will be prepared based on robust evidence and stakeholder engagement (the project).

An Economic Development Strategy and Action Plan is needed to ensure Council continues to give effect to overarching governance principles. For instance:

- ensuring priority is given to achieving the best outcomes for the municipal community, including future generations
- maintaining and promoting the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks
- engaging the municipal community in strategic planning and strategic decision making
- pursuing innovation and continuous improvement
- seeking collaboration with other councils and governments and statutory bodies
- taking into account regional, state and national plans and policies in strategic planning and decision making.

The economic shock as a consequence of COVID-19 has also acted as a catalyst for the project. While we are presented with unprecedented challenges, we have a window of opportunity to think differently and reset the way Council participates in economic development. While COVID-19 restrictions are in force, immediate response measures to support the survival of businesses continues; however, Council's focus is also on the recovery and uplift process.

The strategy, along with the ten year community vision will:

- inform the Council's 10-year asset and financial plans
- provide overarching economic development direction to Council's four year Council Plan
- identify targeted plans and strategies required to achieve specific economic development objectives

- guide annual Council work plans concerning economic development services and activities.

The strategy will aim to identify where council resources are likely to get the best possible return for effort in relation to Council's economic development services and activities.

### Function Steering Committee

The function of the Steering Committee is to author the strategy in collaboration with Northern Grampians Shire Council.

### Time commitment

- The Steering Committee shall be required from August 2020 - February 2021.

**Table One:** Proposed Steering Committee meeting dates and other key dates.

Key dates	Proposed meeting dates	Item
	13/08/20	Introduce project and report on initial data analysis
	10/09/20	Report on findings of qualitative research, including targeted stakeholder engagement findings
	24/09/2020	Seek committee endorsement of Background Paper
10/11/20 - 02/12/20		PSC draft strategy review period
	03/12/2020	Present, discuss and decide on public engagement of draft strategy
21/12/20		Council decision to seek public feedback
04/01/21 - 10/02/21		Seek broad community feedback (28 days)
19/02/21 - 25/02/21		PSC review of recommended response to community feedback
	25/02/21	Discuss and decision on recommended response to community feedback
	11/03/21	Seek PSC endorsement of final strategy
29/03/21		Seek Council endorsement of strategy

### Role of the Steering Committee

The steering committee holds accountability to the broader community for the development of a 10-year economic development strategy for Northern Grampians. Using existing Council decision-making channels ensures the committee's accountability to the community is maintained.

### The Steering Committee will take responsibility for:

- participating in robust debate to ultimately gain a collective position
- contributing ideas, expertise and knowledge to the drafting of documents
- reviewing and approval of documents (councillors will ultimately decide on the final strategy, however, will be guided by the advice of the Steering Committee)
- ensuring the strategy aligns with the project goals established by Council
- providing recommendations to Council
- monitoring risks and timelines
- monitoring the quality of the project as it develops

- providing advice (and sometimes making decisions) about changes to the project as it develops
- providing information on balancing conflicting priorities and resources
- fostering positive communication outside of the committee regarding the project's progress and outcomes
- securing a stakeholder partnership agreement for action and implementation.

## Membership

- Member organisations have been selected based on the rationale set out in Table One.
- Representatives from identified organisations will be selected based on specific knowledge and skills that they can bring to the committee.
- The first responsibility of members is the achievement of the project's success and secondly to their agency, organisation or business.

## Members will ideally consist of representatives who:

- understand the strategic implications and outcomes of initiatives being pursued
- have expertise in a particular area and are accommodating of other viewpoints
- appreciate the significance of the project and the importance of this work to the economic development of Northern Grampians
- are passionate about Northern Grampians and working towards improving the economic wellbeing and quality of life for the community
- will advocate for the project's outcomes
- are committed to, and actively involved in pursuing the project's results
- have deep-seated pride in Northern Grampians and what our region has to offer
- are optimistic about Northern Grampians future economy
- think beyond the immediate interests and needs of the organisation or industry they represent
- are passionate about finding innovative and creative solutions to challenges
- believe in a holistic approach to economic development

**Table Two:** Member Organisations and rationale

Stakeholder type	Rationale	Member organisations
Council	Project sponsor, project manager and decision-maker	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Councillor (PSC Chair)</li> <li>• Project Manager</li> </ul>
Manufacturing industry association or industry leader	Significant local industry, in the top five sectors for both output and employment in NG. High import and exports	<ul style="list-style-type: none"> <li>• Australian Advanced Manufacturing Council</li> <li>• Frew Group &amp; Thompson Foods</li> <li>• Ridley Agriproducts PTY Ltd. (provider animal nutritional products), St Arnaud</li> <li>• Action Steel, Stawell</li> </ul>
Agriculture industry association or industry leader	Significant local industry, in the top five sectors for both output and employment in NG. High import and exports	<ul style="list-style-type: none"> <li>• Victorian Farming Federation, Wimmera Branch</li> <li>• Meat and Livestock Association (MLA)</li> </ul>
Traditional owner groups	Community strengthening and engagement, self-determination, cultural heritage management and	<ul style="list-style-type: none"> <li>• Wotjobaluk, Wergaia and Jupagulk representative (Wimmera)</li> <li>• Djab Wurrung and the</li> </ul>

	protection.	Jardwadjali representative (Gariwerd),
Tourism, accommodation, food services, retail, recreation, arts and culture	Significantly disrupted and financially affected by COVID-19. Has capacity to build our region's profile, attracting new residents to fill skilled workforce shortages in other sectors.	<ul style="list-style-type: none"> <li>• Grampians Tourism</li> </ul>
Health Care and Social Assistance	In the top five sectors for employment in NG.	<ul style="list-style-type: none"> <li>• Stawell Regional Health (CEO)</li> </ul>
Mining	In top five sectors for output in NG.	<ul style="list-style-type: none"> <li>• Mineral Council of Victoria</li> <li>• Capital Partners (Stawell Gold Mine)</li> <li>• Navarre Minerals</li> </ul>
Workforce development partners/Education and Training sector	Aligning economic development efforts with workforce development goals to strengthen local economies. Establishing a shared vision of a talent pipeline that meets the needs of businesses and residents.	<ul style="list-style-type: none"> <li>• North Central Local Learning and Employment Network (NCLLEN)</li> <li>• Department of Education and Training Western District Area</li> </ul>

### **Project Manager will:**

- undertake research, stakeholder engagement and draft documents for PSC and Council review
- report to Council to ensure project work is undertaken as agreed
- be guided and supported by the Steering Committee who oversee the project progress
- will attend meetings of the Steering Committee to speak to their reports and answer any questions raised by members
- be supported by additional human resources (such as a project team member or administrative staff) as required

### **Chair**

The chair will:

- be a NGSC Councillor, to ensure a balance in completing needs is maintained
- have knowledge and experience across a range of industries and sectors
- take responsibility for all steering committee functions in addition to convening and conducting that meeting

If the designated chair is not available, then the NGSC CEO (Acting Chair) will be responsible for convening and conducting that meeting. The acting chair is responsible for informing the chair of salient points/decisions raised or agreed to at that meeting.

### **Agenda Items**

- All steering committee agenda items must be forwarded to the Project Manager by C.O.B. Eight working days before the next scheduled meeting.

- The steering committee agenda, with attached meeting papers, will be distributed at least seven working days prior to the next scheduled meeting.
- The chair has the right to refuse to list an item on the formal agenda.

### **Minutes and Meeting Papers**

- The format of the steering Committee minutes shall be as minutes.
- The project manager will prepare the minutes of each steering committee meeting.
- Full copies of the minutes, including attachments, shall be provided to all steering committee members no later than five working days following each meeting.
- By agreement of the committee, out-of-session decisions will be deemed acceptable. Where agreed, all out-of-session decisions shall be recorded in the minutes of the next scheduled steering committee meeting.
- The minutes of each steering committee meeting will be monitored and maintained by the project manager.

### **Proxies to Meetings**

- Members of the steering committee shall nominate a proxy to attend a meeting if the member is unable to attend.
- The chair will be informed of the substitution at least three working days before the scheduled nominated meeting.
- The nominated proxy shall have voting rights at the attended meeting. The designated proxy shall provide relevant comments/feedback, of the steering committee member they are representing, to the attended meeting.

### **Quorum Requirements**

- A minimum of eight steering committee members is required for the meeting to be recognised as an authorised meeting and for the recommendations or resolutions to be valid.

### **Termination**

Council may, by resolution and in its discretion, terminate the membership of any or all members of the committee, and may resolve to amend terms of reference.