

Proposed Latrobe City Industry Forum
GENERAL MANAGER **Planning & Economic
Sustainability**

For Decision

PURPOSE

This report proposes that Council establish an externally focused Latrobe City Industry Forum to assist shaping the Council Plan theme of “*Job Creation and Sustainability*”.

EXECUTIVE SUMMARY

The concept of establishing a high level Latrobe City Economic Development Committee to support and strengthen Council’s economic development agenda has been identified. The establishment of an externally focussed, industry based expert body is a potentially effective mechanism to significantly increase influence in order to generate the economic development outcomes required by Council and the community. A key objective of the Committee would be to shape the development and implementation of the Latrobe City Council Economic Sustainability Strategy 2015 – 2019. A draft Terms of Reference is attached for Council consideration and members, should Council resolve to proceed, a process to appoint members would be undertaken over November and December.

RECOMMENDATION

That Council:

1. Create the Latrobe City Industry Forum and adopt the Terms of Reference to shape the development and implementation of the Latrobe City Council Economic Sustainability Strategy 2015 - 2019.
2. Authorise the Chief Executive Officer to identify potential members of the Forum, in accordance with the Latrobe City Industry Forum Terms of Reference.
3. Request a further report to Council presenting potential members of the Latrobe City Industry Forum for Council’s consideration.

DECLARATION OF INTEREST

No officer declared an interest under the Local Government Act 1989 in the preparation of this report.

STRATEGIC FRAMEWORK

This report is consistent with Latrobe 2026: The Community Vision for Latrobe Valley and the Latrobe City Council Plan 2013-2017.

Latrobe 2026: The Community Vision for Latrobe Valley

Strategic Objectives – Economic

In 2026, Latrobe Valley has a strong and diverse economy built on innovative and sustainable enterprise. As the vibrant business centre of Gippsland, it contributes to the regional and broader economies, whilst providing opportunities and prosperity for our local community.

Strategic Objectives - Governance

In 2026, Latrobe Valley has a reputation for conscientious leadership and governance, strengthened by an informed and engaged community, committed to enriching local decision making.

Strategic Objective – Advocacy and Leadership

In 2026, Latrobe Valley is supported by diversity of government, agency, industry and community leaders, committed to working together to advocate for and deliver sustainable local outcomes.

Latrobe City Council Plan 2013 - 2017

Theme and Objectives

Theme 1: Job creation and economic sustainability

- Actively pursue long term economic prosperity for Latrobe City, one of Victoria's four major regional cities
- Actively pursue further diversification of business and industry in the municipality
- Actively pursue and support long term job security and the creation of new employment opportunities in Latrobe City

Theme 4: Advocacy for and consultation with our community

- Strengthen the profile of Latrobe City as one of Victoria's four major regional cities
- Work in partnership with all levels of governments to ensure Latrobe City is well supported, resourced and recognised as one of Victoria's four major regional cities
- To advocate for and support cooperative relationships between business, industry and the community

Strategic Direction – 01 Job Creation & Economic Sustainability

- Work in partnership with business, industry and government to create new jobs and investment in Latrobe City
- Enhance community and business confidence in the future of the local economy
- Promote research and development for new products and processes to exploit the significant coal resource of the Latrobe Valley

Strategic Direction – 04 Advocacy for and Consultation with our Community

- Strengthen relationships with the Victorian and Australian Governments to ensure Latrobe City is positioned to maximise benefits from regional policy and funding opportunities
- Establish a strong image and brand for Latrobe City as one of Victoria's four major regional cities
- Establish opportunities for volunteers to assist in raising the profile of Latrobe City
- Work with the community and other key stakeholders to improve community safety and harmony

Strategy & Plans

2. *Economic Sustainability Strategy 2011*

This strategy is the framework by which Latrobe City Council will work with our community to cultivate sustainable economic development in Latrobe City and contribute to the delivery of the liveable, vibrant and enterprising region described in the Latrobe 2026 community vision. The Strategy is a blueprint for how Council will work with our community, industry, small business and government partners to drive economic growth and achieve outcomes.

BACKGROUND

Council works with a wide range of stakeholders to progress job creation and sustainability objectives as outlined in the Council plan. These stakeholders include the Victorian and Australian Governments, industry leaders, industry peak bodies, local business associations, sector specialists and individual businesses.

The scale and complexity of the task to grow sustainable local jobs and diversify an economy which generates a Gross Regional Product (GRP) in excess of \$4 billion is substantial. Particularly it requires access to quality, up to date information and an ability to influence key decision makers in both the private sector and government.

At the meeting of 22 April 2013, Council resolved to establish a working party of the Mayor and Councillor Gibbons to guide the development of terms of reference and selection criteria for a consolidated economic development focussed committee.

Between May and October 2013, the Councillor working party met twice to discuss the best model for participation and to develop a Terms of Reference to guide a new committee in coordinating stakeholder liaison for Councillors. It was proposed that a new advisory committee determine an annual schedule of meetings with relevant peak industry and community bodies so that a minimum of three meetings per year would take place.

Establishment of the new Committee was then temporarily put on hold pending a proposed review of all Council Committees.

KEY POINTS/ISSUES

Recent Councillor discussions have reactivated the concept of establishing a high level Latrobe City Industry Forum to better deliver outcomes in Council's economic development strategic direction to grow sustainable local jobs and strengthen the regional economy through effective industry diversification. The establishment of an externally focussed, industry-based expert body could be an effective mechanism to significantly increase influence and obtain high level intelligence so as to generate the economic development outcomes required by Council and the community.

Currently the Latrobe City Economic Sustainability Strategy 2011 -2014 provides the framework for implementing Council's economic development service. This Strategy is due for review and, it is proposed that a key objective of the Committee would be to drive the development and implementation of the Latrobe City Council Economic Sustainability Strategy 2015 – 2019.

It is proposed that the Latrobe City Industry Forum be formed along similar lines to the newly formed Gippsland Carbon Transition Committee with the committee led by leading subject experts as Chair and Deputy Chair.

In addition to the Chair and Deputy Chair positions, it is proposed that Council select appropriately credentialed members from a range of industry sectors including:

- Advanced Manufacturing;
- Food and Agribusiness;
- Education and Research;
- Wood and Fibre;
- Development / Property; and
- Energy and coal derivatives.

It is also proposed that representatives from the State and Federal government be invited to join the Committee.

To best enable the Committee to be effective, sector members should be selected based on the following criteria.

- Knowledge and capability within the relevant industry sector;
- Level of influence at national / state level within the industry sector; and
- Demonstrated ability for high level strategic thinking.

It is proposed that Council be represented on the Committee by the Mayor, Deputy Mayor and one additional Councillor.

A draft Terms of Reference is attached.

RISK IMPLICATIONS

Risk has been considered as part of this report and it is considered to be consistent with the Risk Management framework.

FINANCIAL AND RESOURCES IMPLICATIONS

It is envisaged that there will be financial and resource implications associated with the establishment of the committee and executive support provided to the committee. Latrobe City Council's 2014/15 budget has capacity to undertake payment of the sitting fees proposed for the two expert members and other associated committee meeting costs.

INTERNAL/EXTERNAL CONSULTATION

Councillors have discussed the potential of establishing the Committee.

No formal external consultation has been undertaken in association with this report.

OPTIONS

Council has the following options:

1. Adopt the proposed formation of the 'Latrobe City Industry Forum' and proposed Terms of Reference.
2. Adopt the proposed formation of the 'Latrobe City Industry Forum' and request further amendments to the proposed Terms of Reference.
3. Take no further action.**CONCLUSION**

The establishment of an externally focussed, industry-based expert body could be an effective mechanism to significantly increase influence and obtain high level intelligence so as to generate the economic development outcomes required by Council and the community. Therefore, it is recommended to proceed with the establishment of the Latrobe City Industry Forum.

SUPPORTING DOCUMENTS

Council Meeting Minutes 22 April 2014

Attachments

1. Latrobe City Industry Forum Draft Terms of Reference



Draft Terms of Reference October 2014





With an estimated Gross Regional Product (GRP) of \$4,929 million the City of Latrobe is one of Victoria's key regional centres significantly outperforming Ballarat, Bendigo and Geelong on a per capita GRP basis. The City has underpinned Victoria's prosperity for 100 years providing an inexpensive and reliable power supply for the State. It is also home to Australia's largest fine paper and packaging complex, food processing, manufacturing and a broad range of high order facilities serving greater Gippsland.

The economy of Latrobe City is in a state of transition, with an imperative to move from strong reliance on its traditional role towards a more diversified and progressive position within the state and national economy. A massive resource base, including best-in-world lignite reserves, large forestry assets and high quality agricultural land combined with a skilled workforce, provides a stable foundation to underpin this transition process.

Latrobe City Council recognises that to succeed requires a level of advice, advocacy and business influence beyond the normal resources of Council. Also recognised is that timing is of the essence if a destructive downturn in the local and regional economy is to be avoided.

Latrobe City Council has therefore resolved to establish a high level Industry Forum, consisting of private sector and government persons-of-influence to provide strategic guidance, to influence external decision makers and to recommend ways to astutely focus Council resources for maximum result.

This Terms of Reference provides the framework for operation of the Forum.

DRAFT Terms of Reference

1. Purpose

- 1 The purpose of the Latrobe City Industry Forum (“the Forum”) is to facilitate the growth of sustainable local jobs and strengthen the regional economy, by providing a leading role in the development and implementation of the Economic Sustainability Strategy 2015 – 2019, through the provision of strategic intelligence regarding economic development opportunities and by influencing key decision leaders in policy and investment.

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2. Forum Objectives

- 2.1 Identify high level opportunities and priorities to maximise the potential of Council’s economic development activity.
- 2.2 Facilitate an innovative and collaborative approach to economic development strategy.
- 2.3 Create an effective platform for engagement with policy makers and potential investors, to ensure regional priorities and opportunities are considered within the decision making process.

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3. Membership

- 3.1 The Forum shall be led by two subject experts in the roles of Chair and Deputy Chair.
- 3.2 Forum shall include the Latrobe City Mayor, Deputy Mayor and one additional Councillor appointed by Council.
- 3.3 The Forum shall include leading representatives including from the following industry sectors:
 - 3.3.1 Advanced Manufacturing
 - 3.3.2. Food and Agribusiness
 - 3.3.3 Education and Research
 - 3.3.4 Wood and Fibre
 - 3.3.5 Development / Property
 - 3.3.6 Energy and coal derivatives
- 3.4 An invitation for Forum membership shall be extended to a senior representative from the Victorian and Australian Governments.
- 3.5 The Forum shall include the Chief Executive Officer of Latrobe City Council, who will attend in an advisory/observatory capacity only. The Chief Executive Officer

is not deemed a member for the purposes of establishing a quorum, and does not have voting rights.

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- ***Appointment of Forum members***
- 4.1 Representatives selected from the identified industry sectors will be identified by Latrobe City Council and invited to participate in the Forum.
- 4.2 An invitation will be made to the Victorian and Australian Governments seeking the appointment of a senior representative relevant to Forum objectives.

Payment of Forum members

- 4.2 Sitting fees will only be applicable for the Chair and Deputy Chair of the Forum.
- 4.3 For the purposes of determining payment of fees, a forum meeting includes:
 - 4.3.1 A formally convened meeting of the Forum;
 - 4.3.2 A meeting between representatives of the Forum and a stakeholder or stakeholder body held for the purpose of gathering information needed for the performance of the Forum's function;
 - 4.3.3 With the approval of the Chief Executive Officer, attending a meeting of a stakeholder group as a representative of the Forum; and
 - 4.3.4 With the approval of the Chief Executive Officer, attending a seminar or conference for the purpose of making a presentation as a representative of the Forum.
- 4.4 Subject to 4.2 and 4.3, the amount of the fee to be paid shall be determined as follows:
 - 4.4.1 For meetings of not less than three hours, the daily fee;
 - 4.4.2 For meetings aggregating less than two hours, an amount equal to two-fifths of a daily fee; and
 - 4.4.3 For meetings of two hours or more, but less than three hours, an amount equal to three-fifths of a daily fee.
 - 4.4.4 Time taken to travel to and from a forum meeting shall be included. However the inclusion of interstate travel time requires prior approval of the Chief Executive Officer.
- 4.5 The maximum payment in respect of any one day shall be an amount equal to the daily fee.
- 4.6 A member of the Forum shall not be entitled to a fee:
 - 4.6.1 Where the member has waived his/her rights to a Forum fee;
- 4.7 The daily fee for the Forum is to be fixed having regard to current industry standards.

Secretariat Support

- 4.8 Latrobe City Council will provide administrative support to each Forum meeting.
- 4.9 The General Manager Planning and Economic Sustainability and / or the Manager Economic Development will attend each meeting. This officer will attend in an advisory capacity only, is not deemed a member of the Forum for the purposes of establishing a quorum, and does not have voting rights.

● **5. Proceedings**

Chair

- 5.1 The Chief Executive Officer shall identify a potential Chair and Deputy Chair of the Forum for approval by Council.

Meetings

- 5.2 Meetings will be held at least quarterly; special meetings may be held as required.
- 5.3 Meetings will be held at the Latrobe City Council Corporate Headquarters, 141 Commercial Road, Morwell, unless otherwise decided by the Forum.
- 5.4 Meetings will begin at a time decided by the Forum. The duration of each Forum meeting should not generally exceed two hours.
- 5.5 Meetings will follow standard meeting procedures.

Quorum

- 5.6 A majority of the members constitutes a quorum.
- 5.7 If at any meeting of the Forum a quorum is not present within 30 minutes after the time appointed for the meeting, the meeting shall be deemed adjourned.

Voting

- 5.8 There will be no official voting process.

Meeting Notes

- 5.9 A Latrobe City Council Officer shall take notes of each Forum meeting.
- 5.10 The meeting notes shall be in a standard format, and will include a list of those present, apologies for absence and details of discussion.
- 5.11 The meeting notes shall be stored in the Latrobe City Council corporate filing system (currently Latrobe Content Management System electronic document and records management system).
- 5.12 A draft copy of the meeting notes shall be distributed to all Forum members for approval; once approved by the Chair or Deputy Chair, a copy of the meeting notes shall be provided to the next meeting of the Latrobe City Council.

Business Assembly

5.13 The Forum shall convene a Latrobe City Business Assembly two times a year to facilitate knowledge sharing and report back on forum activities.

• **6. Authority and Reporting**

6.1 The Forum has an advisory role only and has no delegated decision making authority on behalf of the Latrobe City Council.

6.2 The Forum shall report on its activities and outcomes of stakeholder meetings on an annual basis to the Latrobe City Council. The forum will determine the form and content of its report. Latrobe City Council shall provide administrative assistance in the preparation and production of the report.

6.3 A review of the Forum shall be undertaken after three years operation.

• **7. Finance and Administration**

7.1 Latrobe City Council shall provide administrative support to receive and distribute information to the Forum, arrange meeting venues and prepare and distribute meeting agendas.

7.2 Latrobe City Council shall manage an annual budget allocation for the Forum.

7.3 Authorised expenditure of the Forum's budget allocation is limited to:

7.3.1 payment of member fees;

7.3.2 costs associated with the hire of meeting venues;

7.3.3 costs associated with the publication of promotional materials that are aligned to Forum objectives;

7.3.4 with the approval of the Chief Executive Officer, costs associated with the travel and accommodation of Forum members, when travelling as a representative of the Forum;

7.3.5 with the approval of the Chief Executive Officer, costs associated with the engagement of consulting or lobbying services to pursue activities identified by the Forum that are aligned to the Forum objectives.