

Appendix 7

Hobsons Bay Economic Development Strategy 2015-20 Progress Report

Hobsons Bay Economic Development Strategy 2015-2020 2017-18 Action Plan Report (Year 3)

Theme 1 - Business Support and Engagement	
Objective 1.1 – Create a culture of knowledge sharing and communication by maintaining regular communication with business, industry and other stakeholders.	
Actions	Achievements
Support the establishment of a centralised Customer Relationship Management (CRM) system.	<p>Economic Development Unit (Eco Dev) contributed to Council's Digital & ICT Strategy Development, and encouraged input from local business stakeholders. It is envisioned that this will guide the development of a Council-wide centralised CRM system.</p> <p>Whilst this is being progressed, a CRM aimed at economic development users is in place, helping ensure that business details are up to date and accessible, that communication is recorded, business data is captured and has allowed officers to better monitor and plan business engagement.</p>
Undertake annual program of business visits.	<p>More than thirty unique businesses have been visited to date this financial year, and business support has been provided by phone and email.</p> <p>The number of businesses participating in Council business programs increased from 796 in 2014-15 to 1122 in 2015-16, and 1297 in 2016-17. When figures are finalized for 2017-18, numbers are expected to have increased to approximately 1500.</p> <p>The Mayor of each year supported a program of business visitations across key sectors.</p>
Distribute monthly e-newsletter to all businesses.	<p>The Hobsons Bay Business e-Works newsletter has been sent monthly (with the exception of January) throughout 2017/18. Its mailing list currently includes more than 5,000 subscribers.</p>
Provide forums for businesses to communicate freely with Council and each other.	<p>The 2018 Hobsons Bay Business Networking Breakfast was held at The Substation in Newport on Friday 16 March 2018. Keynote speaker and urban futurist Stephen Yarwood presented local business stakeholders on 'Preparing for a sustainable future', to approximately 150 attendees.</p> <p>An annual calendar of Mayor and CEO business engagement activities takes place; visits over the period included Mayor Cr Wilson and CEO Chris Eddy visiting Form 700 in July 2017, Topknit Fabrics in August 2017. In 2018, Mayor Cr Altair opened the new Civilex facility in April and OfficeOurs facility in May and attended a briefing from Scienceworks in May.</p>
Explore feasibility of establishing an economic development advisory committee to ensure economic development activity aligns with stakeholder needs.	<p>A paper is being drafted which explores the opportunities around establishing an economic development advisory committee, with the potential to establish a committee in 2018/19, consisting of a panel of Hobsons Bay Business Excellence Award winners. This panel would automatically be refreshed with each iteration of the awards. For Council's review first quarter 2018-19.</p>

Objective 1.2 – Deliver a suite of programs and services that encourage economic opportunities for all local businesses, industry and tourism.	
Actions	Achievements
Update the Hobsons Bay Business and Tourism website and relevant digital material.	Following review and to coincide with Council's new website, two subsites are in development, and will be launched as part of Council's new website, being Experience Hobsons Bay (tourism focus) and an updated Business / Investment site.
Explore needs of CALD business community and develop resources to promote Council services.	Officers work with a number of CALD businesses through the delivery of Council's Economic Development programs and provided input to the development of the Hobsons Bay multicultural strategy. Work has been undertaken to outline the representation of CALD businesses within Hobsons Bay and planning around the resources required to meet the needs of these businesses is underway.
Create small business information sheets outlining Council services and programs.	A suite of information sheets and resources targeted at small business have been updated and will be ready to download from the new Council Business/Investment website.
Develop a welcome pack for new businesses.	A digital welcome pack is distributed by email to all new businesses opening in Hobsons Bay. A hard copy version is available on request. The material will be also available on Council's new Business/Investment website when it is launched.
Objective 1.3 – Create an inclusive business community in which opportunities are maximised, achievements are recognised and success is celebrated.	
Actions	Achievements
Deliver the Business Excellence Awards.	The Hobsons Bay Business Excellence Awards were held at the Williamstown Town Hall in October 2017. 106 award nominations were received and the Awards Gala Dinner was successful, with 347 business leaders, stakeholders and sponsors in attendance. The twelve business award winners have received extensive promotion through Council publications and social media channels and have been showcased through the Hobsons Bay Business e-Works newsletter. The Hobsons Bay Business Excellence Awards will be held every second year and planning for the 2019 event has commenced.
Work with local media to identify opportunities to promote business achievements and case studies.	Council formed a partnership with the Star Weekly to deliver the 2017 Hobsons Bay Business Excellence Awards. As part of this partnership, the achievements of the 42 finalists, and 12 winners were recognised in the local media.

Objective 1.4 – Encourage interaction and collaboration between established and new businesses, industry and stakeholders.	
Actions	Achievements
Support externally facilitated local networking initiatives.	Council officers regularly attend local business events and offer support to facilitators. Initiatives have included networking events run by trader groups, local business workshops, new business launch events, and procurement events held by local industry and ICN.
Facilitate business networking events for local business and industry.	<p>In February 2018, Council launched a new business networking series called 'Discover Your Own Backyard (DYOB) - Coffee Connect'. This series saw four general networking events held in the 2017/18 financial year, collectively attracting 79 participants. With sessions scheduled across Hobsons Bay, the initiative also provides the opportunity for operators to showcase their businesses to other like-minded business people.</p> <p>Council supported the Altona Truck and Trade Show at Melbourne Ball Park in March 2018 putting a spotlight onto our transport and logistics sector. As part of this program Council supported a Transport and Logistics trade networking function.</p> <p>A 'Tapping into Tourism' workshop and networking opportunity for tourism and hospitality providers was held on Wednesday 18 April 2018.</p>
Objective 1.5 – Provide an annual program of high quality business workshops that encourages business growth and innovation.	
Actions	Achievements
Deliver annual training calendar to meet local business needs.	To date, a total of eight business workshops have been delivered as part of the Hobsons Bay business calendar. These workshops included externally facilitated workshops, including the ATO's popular 'record keeping for small business' programs.
Objective 1.6 – Support the ongoing development of tourism across Hobsons Bay.	
Actions	Achievements
Develop and implement the Hobsons Bay Tourism Strategy.	<p>A review of the 2006-2012 Sustainable Tourism Strategy has been completed and a project timeline has been prepared for the delivery of the new tourism strategy for 2018. Stakeholder engagement including forums have been undertaken, with the Strategy scheduled for 2018.</p> <p>Council continues to support and facilitate a range of tourism initiatives in Hobsons Bay, including its publications and materials, a focus on history, heritage and partnerships, a very active major events calendar, engagement with Seaworks, Scienceworks, The Substation, and through the operation of the Hobsons Bay Visitor Information Centre, and as an active member of Western Melbourne Tourism.</p> <p>Council has contributed to the development of the first Greater Melbourne Destination Management Plan, with a sub plan for the western region, due to be delivered in 2nd quarter 2018-19.</p>

Objective 1.7 – Play a proactive role in advocating for improved business resources and support across Hobsons Bay and Melbourne’s west.	
Actions	Achievements
Support the implementation of Council’s Advocacy Strategy.	Council's Economic Development unit has contributed to a number of projects to support the implementation of Council's Advocacy Strategy, including: encouraging local businesses to respond to the West Gate Tunnel Project EES release, and providing input to the Victorian Auditor General Office (VAGO) Audit of Local Government and Economic Development, which was released in March 2018.

Theme 2 - Investment Attraction and Facilitation

Objective 2.1 – Promote Hobsons Bay as a place to invest and do business, raising awareness of Council’s commitment to investment attraction and facilitation.

Actions	Achievements
<p>Implement the investment attraction marketing and communications plan.</p>	<p>The Hobsons Bay Investment Prospectus was developed in partnership with Council’s internal Investment Attraction and Facilitation Working Group. The Prospectus has been distributed widely to key stakeholders, such as government bodies, education institutions, property developers, real estate agencies and peak bodies.</p> <p>A new Business/Investment subsite will be launched in 2018-19 which giving Hobsons Bay a stronger digital investment attraction presence.</p> <p>A temporary reallocation of staff resources saw the appointment of an Investment Facilitation Officer on a part time basis, to help focus Council’s investment attraction and facilitation efforts.</p> <p>The Economic Development unit contributed to an internal business case supporting additional resourcing for Council’s Town Planning unit, particularly where such resources could be allocated to the assessment of commercial planning applications. A new commercial priority planning functional arm has since been announced within Council’s Town Planning unit.</p>

Objective 2.2 – Attract domestic and global business to Hobsons Bay and Melbourne’s west, to increase business diversity, investment and employment opportunities.

Actions	Achievements
<p>Proactively build relationships with key stakeholders, such as government bodies, education institutions, property developers, real estate agencies and peak bodies to attract and facilitate investment to Hobsons Bay and the surrounding region.</p>	<p>Council officers maintain regular communication across the sector. Support on key projects has been provided.</p>

Objective 2.3 – Establish Hobsons Bay as an attractive location for business, where processes are streamlined and business owners and Council work collaboratively to achieve outcomes.

Actions	Achievements
<p>Support the revision of the Industrial Land Management Strategy.</p>	<p>Council’s Strategic Planning unit have postponed this review in response to a number of emerging priorities. This action is referred to the 2018-19 Economic Development Strategy Action Plan.</p>

Objective 2.4 – Encourage diversity in local activity centres to minimise vacancy rates, increase business sustainability and align the local retail offering with community needs.	
Actions	Achievements
Explore opportunities to utilise unused Council facilities for economic development purposes.	Work progressed Council's Property Management Advisor, helping facilitate discussions around reuse of Council facilities, noting the example of Mesh Mash in a Council property at 54 Woods Street Laverton to improve the streetscape, formerly a disused shopfront.
Explore feasibility of establishing a pop up shop program to encourage local entrepreneurship.	Work has commenced in exploring a pop up shop program within Hobsons Bay. It is anticipated that a paper will be finalised for further review by the first quarter of 2018-2019.
Identify gaps in activity centres and attract targeted retailers to meet local demand.	Economic Development has actively contributed to the review of Council's Activity Centre Strategy, however this review is not likely to be completed this financial year. It is recommended that this action is postponed to the 2018-19 Economic Development Strategy Action Plan.
Objective 2.5 – Attract and enable investment in integrated transport infrastructure across the municipality	
Actions	Achievements
Advocate for integrated transport infrastructure that enables business by reducing traffic congestion and improving access to employment, goods and services.	Officers have actively encouraged the local business community to advocate for integrated transport infrastructure which aligns with Council's Integrated Transport Strategy. For example businesses across Hobsons Bay were encouraged to respond to the West Gate Tunnel EES statement.
Support the actions of the Integrated Transport Strategy.	Officers have both actively participated in the development of Council's Integrated Transport Strategy, and encouraged further input from local business stakeholders.
Objective 2.6 – Support investment in capital works across Hobsons Bay to increase business productivity and connectivity across the municipality	
Actions	Achievements
Advocate for a program of ongoing capital works that improve the business landscape and make Hobsons Bay an attractive place for business.	Officers have worked with the capital works team so that priorities align with local business needs. Input has been provided to Council's capital works program and officers continue to contribute to future planning for activity centres. Projects completed during 2017/18 include Second Avenue Streetscape improvement works, Williamstown Town Hall Forecourt upgrade, Newport Train Station taxi rank improvement works.
Support the actions of Council's Capital Works Program.	Officers regularly attend Capital Works meetings and play an important role in facilitating communication between local business and Council officers.

Theme 3 - Community Led Economic Development

Objective 3.1 – Support the further development and promotion of existing commercial, industrial and retail activity centres, to support a network of vibrant commercial areas across the municipality.

Actions	Achievements
Continue to work with trader groups to engage local traders and identify opportunities to market, brand and promote local retail centres.	<p>Officers have attended regular meetings with the established trader groups within Hobsons Bay and meet regularly with retail businesses from across Hobsons Bay, to ensure they are represented and engaged in activity centre planning and Economic Development programs.</p> <p>Additional work is undertaken in support of the Nelson Place Action Plan, administration of the Altona Traders Summer Safety planning and debriefs.</p>
Support the actions of Council's Activity Centre Strategy.	Council's Activity Centre Strategy is currently being updated. Officers have provided input and feedback as part of this update and will continue to provide input to the Activity Centre Strategy as the project progresses.
Participate in the implementation of Council's Vibrant Villages program across the municipality.	<p>Economic Development Officers participated in a Vibrant Villages program workshop with Ben Shoo in August 2017 and in the development of a new working framework for management review in 2018 that can support activity centre and Vibrant Villages work.</p> <p>Manager Cultural and Economic Development is Executive Sponsor of Council's internal Collaborative City Image and Place Making Working Group.</p>
Support the establishment of new business groups and networks.	<p>Officers have supported informal trader groups, including the Vernon Street Traders and Nelson Place Traders, to implement and promote initiatives in local activity centres.</p> <p>Officers also supported the growth of the West is Best Business Network, supporting its August Networking Event and inviting Business Excellence Award Winners to the West is Best Christmas networking lunch in December 2017.</p>
Develop case studies of businesses delivering local outcomes.	Eight business case studies were featured in Council's business e-Works newsletter. Other businesses have been profiled on Council's Facebook page and LinkedIn business group page. For example Autopia Tours were recognised for their success as part of the Victorian and National Tourism Awards, and more recently Williamstown Roasters were recognised for winning a Silver Medal as part of the Australian International Coffee Awards.
Support and contribute to the development of structure plans, as outlined in the Activity Centre Strategy.	Officers have contributed to the Newport and Spotswood structure plans and continue to support the Strategy and Advocacy Department in the development of the Activity Centres Strategy.

Objective 3.2 – Encourage local procurement by Council and business to ensure that benefits of business and economic growth are distributed throughout the community.	
Actions	Achievements
Support the implementation of Council's Procurement Policy, with particular reference to section 3.6 Support of Local Businesses.	Council has sourced goods and services in accordance with the Procurement Policy. Council has a demonstrated commitment to supporting local businesses, approaching at least one local business to apply for each major project tender.
Work in partnership with the Industry Capability Network (ICN) to promote local business capability and encourage local procurement.	Between July 2017 and April 2018, there was a 3.7% increase in the number of Hobsons Bay businesses listed on the ICN gateway.
Objective 3.3 – Build a strong local job market and increase the number of local residents employed in the municipality.	
Actions	Achievements
In partnership with local business, schools and employment agencies, facilitate careers expos.	Council's Economic Development unit was actively involved in planning and delivering the Melbourne's West Jobs Fair at the Sunshine Convention Centre on Thursday 31 August 2017. The intent of the Jobs Fair was to provide workers in transition, in particular, retrenched automotive workers and unemployed job seekers with access to real and current employment opportunities. The Jobs Fair attracted 3,056 attendees and 1,862 jobs were available on the day.
Increase the number of local businesses using the Melbourne's West Jobs website.	Between July 2017 and April 2018, there was an 85% increase in the number of jobs in Hobsons Bay listed on the Melbourne's West Jobs portal. All Council jobs are listed on the portal.
Work with the Skills and Jobs Centres to provide training and employment support to jobseekers.	Officers have actively promoted the services of the Skills and Jobs Centres in Sunshine and Footscray. Between July 2017 and June 2018, approximately 778 workers from the western region accessed career and transition services.
Partner with stakeholders, including JSAs, WynBay LLEN and employment agencies to align local business needs with jobseeker skills.	Council's Economic Development unit regularly meets with local employment agencies and other key stakeholders in an effort to align local business needs with jobseeker skills including Chandler Macleod the Department of Jobs and Small Business and WynBay Local Learn Employment Network (LLEN).

Objective 3.4 – Support connections between business and community through nurturing social capital, the facilitation of social enterprise and community engagement programs.	
Actions	Achievements
Identify and engage with existing social enterprises.	<p>There is regular communication and engagement between Council and local social enterprises, and Officers provide support and assistance on a range of topics, including business expansion and marketing opportunities. For example in October 2017 Coordinator Economic Development met with New Leaf Café in Newport and helped them tap into a number of Council programs and support services.</p> <p>Social enterprises across Hobsons Bay were encouraged to register as part of a Victorian Social Enterprise Mapping Project, called 'Map for Impact'. There are currently approximately 40 Hobsons Bay social enterprises listed on this register, which can be viewed at: mapforimpact.com.au</p>
Objective 3.5 – Facilitate economic development initiatives that leverage the knowledge and skills of local residents for the benefit of the broader community.	
Actions	Achievements
Identify and engage with high profile residents to facilitate knowledge sharing and collaboration.	<p>Council partnered with a number of local residents and businesses to deliver the 2017 Business Calendar. For example many of the West is Best activities profiled local residents and businesses. In February 2018 Council sought expressions of interest from residents and local businesses to participate in the 2018 Business Calendar.</p>
Objective 3.6 – Establish Hobsons Bay as an accessible and diverse business community in which all local residents can access services, resources and employment opportunities	
Actions	Achievements
Promote resources to assist local business in becoming more accessible.	<p>Links to 'Come in, we're accessible' are included on the Hobsons Bay Business website. The page provides links to legal information, fact sheets and general information on accessibility.</p>
Identify and promote programs that develop employment pathways and increase local opportunities for people facing employment barriers.	<p>Officers participate in and support a number of local networks and agencies to increase employment opportunities for people facing barriers to employment.</p> <p>Officers regularly meet with the WynBay LLEN, and actively promote the Melbourne's West Jobs portal and promote opportunities for employers to participate in work experience and traineeship programs as they arise.</p> <p>Six programs that develop employment pathways have been promoted through Hobsons Bay e-Works.</p>

Theme 4 – Sustainability

Objective 4.1 – Play a lead role in reducing the carbon footprint and emissions of businesses in Melbourne’s west and promoting the benefits to the wider community.

Actions	Achievements
Support Western Alliance for Greenhouse Action (WAGA) in the implementation of Low Carbon West.	<p>Council is an active member of the Low Carbon West steering group and has supported and contributed to the group's many initiatives.</p> <p>Council's EnergySmart business program helps businesses identify savings opportunities, upgrade their lights, install solar power and obtain subsidies and funding to do it.</p> <p>Council will continue to support WAGA in the implementation of Low Carbon West.</p>

Objective 4.2 – Create a local environment that supports and enables green business practices.

Actions	Achievements
Promote sustainability programs and case studies in e-Works.	Eight sustainability articles were included in the Hobsons Bay e-Works newsletter.
Support the actions of the Waste and Litter Management Plan.	Officers supported initiatives delivered through the Waste and Litter Reduction Management Plan and engaged businesses to support Council-facilitated waste reduction programs.
Support the implementation of the Hobsons Bay Community Greenhouse Strategy.	Officers have contributed to and promoted initiatives arising from the implementation of the Community Greenhouse Strategy, with a particular focus on promoting sustainability programs for business.

Objective 4.3 – Promote Hobsons Bay as a leading destination for sustainable business.

Actions	Achievements
Develop program of site visits/tour at local businesses to showcase best practice.	A site tour of OfficeOurs new serviced offices and co-working space in Spotswood was held on Thursday 10 May 2018. Coworking spaces present important opportunities to support environmental sustainability due to their inherent sharing-oriented constitution. At its foundation – coworking supports the sharing of space, supplies and other resources, thereby minimising wasted resources. It also poses a good opportunity to showcase new ways of work, and encourage diversity within the local economy.

Objective 4.4 – Encourage connection/collaboration between businesses, industry and the local community, to help build the long term social capacity of Hobsons Bay.	
Actions	Achievements
Promote opportunities for business involvement in community events and initiatives.	Twenty three community programs and initiatives have been included in the Hobsons Bay e-Works newsletter.
Explore feasibility of facilitating work experience/placement programs for young and marginalised members of the community.	A paper has been drafted exploring all options for establishing a Council-led work experience program. It is anticipated that this paper will be finalised for further review by the first quarter of 2018-2019.

Theme 5 - Learning, Connectivity and Innovation

Objective 5.1 – Create a culture of innovation and entrepreneurship, in which start up, creative and scientific industries contribute to a thriving and diverse business community and research and development is a key activity for local business.

Actions	Achievements
Explore opportunities to establish business resources/facilities in Hobsons Bay libraries.	Officers met with members of the Libraries team to discuss opportunities to establish business facilities in Hobsons Bay libraries and are progressing some opportunities related to this.
Work with Western Business Accelerator and Centre for Excellence (BACE) to explore feasibility of establishing an incubator/hub in Hobsons Bay.	<p>Background work undertaken recommends that a priority for Council should be to support the local startup community to tap into existing established services available across Melbourne's west.</p> <p>A consortia of western regional Councils, namely: Wyndham, Hobsons Bay, Maribyrnong and Moonee Valley have made a joint application for funding under Stage 6 of the State Government's LaunchVic program, to deliver #StartWest, a program designed to improve access and participation in the startup ecosystem in Victoria.</p> <p>Plans are also in place for Council to deliver a program of activities that addresses various stages of the LaunchVic Startup Framework. This work will continue to be a priority in 2018-19.</p>
Deliver programs aimed at nurturing start up business, entrepreneurial activity and innovation.	A 'Starting your business' workshop was delivered at the Hobsons Bay Civic Centre on Thursday 15 February 2018 in partnership with Small Business Victoria.
Encourage local businesses to become resilient by increasing their knowledge of business risks and opportunities.	Six resilience themed programs have been promoted through the e-Works newsletter. For example in August 2017, small and medium businesses across Hobsons Bay were encouraged to take part in the Resilient Melbourne 'Innovative Business Models' program. Resilient Melbourne partnered with B Lab Australia & New Zealand and leading universities in Melbourne to help Melbourne's SMEs gain a better understanding of their business risks and opportunities, including the type of business they want to become.

Objective 5.2 – Build capacity of the Hobsons Bay resident labour force and business workforce through the provision of high quality training, networking and engagement opportunities.	
Actions	Achievements
Identify future skills gaps and facilitate training specific to these areas.	<p>Officers provided input into the development of the future workforce development plan (Melbourne's West: Future Employment) which was launched in late 2016. This report recommended a new economic development strategy be prepared to set a long-term plan for jobs growth in the region. The West of Melbourne Economic Development Alliance (WOMEDA) developed its strategy. Feedback was able to be provided to it.</p> <p>Council's business events, workshop and networking calendar is planned each year giving consideration to the needs of and feedback from the local business community, helping improve our understanding of what the local business community considers either a current or future skills gap, and facilitate training specific to this area. This has ranged from Council supporting a Transport and Logistics networking function at the Altona Truck and Trade Show to help promote the Chain of Responsibility (CoR) legislation, with representatives of the relevant government agencies on hand to elaborate, through to social media skills training sessions for local operators.</p>
Work with local community organisations to facilitate opportunities for young people.	Council participates in a working group of western region LGAs (the Western Youth Employment Partnership) to deliver outcomes for young people across the western region. Officers are working with Youth Services to develop a work readiness program for young people in Hobsons Bay.
Work collaboratively with Youth Services and external stakeholders to identify opportunities to link business and young people.	<p>Council is an active participant of the Western Youth Employment Partnership whose remit is to 'Create greater opportunities for young people in the West to access employment through a shared vision and the coordinated action of local government and key partners'.</p> <p>As a direct result of being involved in the Western Youth Employment Partnership, UP Youth Services secured funding to implement a Scarf Community Tasting Plate hospitality program. Scarf Community are a social enterprise that work with young people from diverse backgrounds. They aim to create a supportive environment for young people to gain hospitality knowledge, skills and experience to gain meaningful employment. Hobsons Bay UP will work closely with Scarf Community to implement the Tasting Plate program and negotiate with local businesses to become youth friendly employers. The Tasting Plate program will be rolled out in Hobsons Bay over August/September 2018.</p> <p>Council also continues to encourage local business to take on work experience students. For example in October 2017 the WynBay Local Learning and Employment Network (LLEN) Structured Workplace Learning Program was promoted to businesses across Hobsons Bay in an effort to encourage them to take on work experience.</p>
Support the implementation of Council's Learning Communities Strategy 2016-19.	Council's Economic Development unit has contributed to a number of projects to support the implementation of Council's Learning Communities Strategy, including: encouraging business contacts to participate in an International Women's Day walk, and supporting funding applications.

Objective 5.3 – Create a network of training providers and resources, allowing residents and businesses to access high quality training opportunities locally.	
Actions	Achievements
Work with universities/training providers to encourage more local delivery of courses aligned with local industry skills needs.	<p>Officers have established strong working relationships with stakeholders from key training providers and tertiary institutions and continue to identify new opportunities to work collaboratively and deliver training programs for local residents.</p> <p>In September 2017, Council signed a Memorandum of Understanding (MoU) with Deakin University which detailed numerous opportunities for collaboration. Council is working with the Skills and Jobs Centre in Sunshine and Footscray to identify opportunities to support local industry and workers.</p>
Increase participation in online training programs by local businesses.	<p>More than ten webinars and online training opportunities have been promoted through the Hobsons Bay Business e-Works newsletter.</p> <p>Online training programs will continue to be promoted through Council's Business e-Works newsletter. Engagement will be measured by story clicks as we are unable to capture participation in externally facilitated events.</p>
Objective 5.4 – Assist businesses in accessing and utilising IT infrastructure and technology	
Actions	Achievements
Support local business in maximising technological advances to streamline business processes.	Four technology focused workshops and resources have been promoted through the Hobsons Bay Business e-Works newsletter. For example as part of the 2017 August Small Business Festival a local business (FLYonIT) delivered a session on 'NBN and Cloud Apps' at the Laverton Community Hub. In partnership with Small Business Victoria, Council delivered an 'Advanced Digital Strategies' session at the Altona Civic Centre in August 2017.
Advocate for the National Broadband Network (NBN) to be rolled out across Hobsons Bay.	<p>Council has maintained regular communication with NBN Co in an effort to advocate for the NBN roll-out across Hobsons Bay.</p> <p>The roll out of the nbn™ network is progressing across Hobsons Bay. Services are now available to connect to in parts of Newport, Williamstown, Williamstown North. Planning and design is underway for the remainder of the municipality with services ready throughout 2018 and 2019.</p> <p>A representative from NBN Co was invited to judge the 2017 Hobsons Bay Business Excellence Awards, and attend the 2018 Hobsons Bay Business Networking breakfast.</p>
Develop a digital economy plan to encourage the Hobsons Bay business community to utilise information and communications technologies.	Economic Development has both contributed to Council's Digital & ICT Strategy Development, and encouraged further input from local business stakeholders. It is recommended that the development of a digital economy plan be postponed until this is finalised and endorsed to ensure that the strategies are consistent.

Economic Development Strategy Action Plan

2018-19

HOBSONS
BAY CITY
COUNCIL



Introduction

Developed in conjunction with the Hobsons Bay Economic Development Strategy 2015-20, this action plan outlines the key priorities and actions for the 2018/2019 financial year, and future actions that will be undertaken by the Economic Development unit.

The actions outlined below align with the five strategy themes of **Business Support and Engagement, Investment Attraction and Facilitation, Community Led Economic Development, Sustainability and Learning, Connectivity and Innovation** and have been prioritised as high, medium or low.

The action plan outlines each action, its measure and the responsible department within Council, while also providing an indication of the level of funding required to effectively deliver the desired outcome.

The cost level of funding has been estimated based on current and past program costs. As a guide, the following funding classifications have been used:

Indicative cost	Classification
\$0 – \$15,000	Low cost
\$15,001 – \$50,000	Medium cost
\$50,001+	High cost

To ensure that each action is adequately resourced, further quantification will be required to determine precise funding requirements.

Some of these actions are subject to change based on available funding and partnerships.

Theme 1 – Business support and engagement

Delivering a suite of programs and services to new and existing businesses in Hobsons Bay will continue to be a priority, as Council works collaboratively with local business, industry and other stakeholders to strengthen and grow the local economy. By providing the resources required to ensure an engaged and inclusive business community, and improving the accessibility and awareness of the information and assistance available to businesses, Council will aim to increase collaboration and skills among stakeholders.

Objective 1.1 – Create a culture of knowledge sharing and communication by maintaining regular communication with business, industry and other stakeholders.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Undertake annual program of business visits.	A minimum of 30 unique business visitations are conducted to new and established businesses.	High	Economic Development	Sustainability	Ongoing	N/A	
Distribute monthly e-newsletter to all businesses.	A monthly e-newsletter is distributed to businesses across Hobsons Bay.	High	Economic Development	Communications Sustainability	Ongoing	N/A	
Provide forums for businesses to communicate freely with Council and each other.	An annual business forum is attended by at least 10 local businesses. An annual calendar of Mayor and CEO business engagement activities is developed.	High	Economic Development	Business groups	Ongoing	Funding allocated	Low
Establish an economic development advisory committee to ensure economic development activity aligns with stakeholder needs.	An advisory committee meets biannually.	Med	Economic Development		2018-19	N/A	

Objective 1.2 – Deliver a suite of programs and services that encourage economic opportunities for all local businesses, industry and tourism.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Explore feasibility of establishing a grants program for identified business sectors including small/startup businesses.	A paper is produced exploring all options for small business grant programs.	Medium	Economic Development		2018-19	N/A	

Objective 1.3 – Create an inclusive business community in which opportunities are maximised, achievements are recognised and success is celebrated.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Commence planning for business excellence awards.	The date, venue, project plan and sponsors are confirmed for the 2019 awards and nominations are open.	High	Economic Development	Arts and Culture, Sustainability, Public Health, Social Planning and Development, Business Groups	2018-19	Funding allocated	Medium

Objective 1.4 – Encourage interaction and collaboration between established and new businesses, industry and stakeholders.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Support externally facilitated local networking initiatives.	Council officers attend business-facilitated networking events.	Medium	Economic Development	Local business, Business groups	Ongoing	N/A	
Facilitate business networking events for local business and industry.	A minimum of two industry-specific and two general networking events are held each year, in partnership with local business and/or stakeholders.	Medium	Economic Development	Local business Business groups	Ongoing	Funding allocated	Low

Objective 1.5 – Provide an annual program of high quality business workshops that encourages business growth and innovation.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Deliver annual training calendar to meet local business needs.	A minimum of six business workshops are delivered.	High	Economic Development	Local business, Training Facilitator	Ongoing	N/A	

Objective 1.6 – Support the ongoing development of tourism across Hobsons Bay.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Develop and implement the Hobsons Bay Tourism Strategy.	The Hobsons Bay Tourism Strategy is endorsed and implementation underway.	High	Economic Development	All departments	2018-19	N/A	

Objective 1.7 – Play a proactive role in advocating for improved business resources and support across Hobsons Bay and Melbourne’s west.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Support the implementation of Council’s Advocacy Strategy.	Council’s advocacy priorities align with the priorities of the local business community.	High	Economic Development	Strategy and Advocacy	Ongoing	N/A	

DRAFT

Theme 2 – Investment attraction and facilitation

The strategic location, infrastructure, skilled resident workforce and transport links of Hobsons Bay make it an attractive location for business investment. Through the implementation of this strategy, Council aims to attract and retain diverse and high value industries by acting as an enabler for business and industry, establishing open and effective communication between Council and applicants, and attracting targeted industries to the municipality.

Through collaboration with key internal and external stakeholders, such as existing and new businesses and the community, Hobsons Bay will become an attractive business location where processes are streamlined, investment is encouraged and Council takes a lead role in attracting and facilitating new business and investment.

Objective 2.1 – Promote Hobsons Bay as a place to invest and do business, raising awareness of Council’s commitment to investment attraction and facilitation.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Implement the investment attraction marketing and communications plan.	The Investment Prospectus and supporting documents are distributed to key stakeholders and through all relevant Council departments.	High	Economic Development	Communications Strategic Planning Town Planning	Ongoing	N/A	

Objective 2.2 – Attract domestic and global business to Hobsons Bay and Melbourne's west, to increase business diversity, investment and employment opportunities.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Proactively build relationships with key stakeholders, such as government bodies, education institutions, property developers, real estate agencies and peak bodies to attract and facilitate investment to Hobsons Bay and the surrounding region.	Council conducts quarterly meetings with key stakeholders and opportunities for investment attraction are identified and maximised.	Medium	Economic Development	All departments	Ongoing	N/A	
Review and update the Hobsons Bay Investment Attraction and Facilitation Plan.	The Investment Attraction and Facilitation Plan is updated to reflect current priorities and opportunities.	Medium	Economic Development	Communications Strategy and Advocacy	2018-19	N/A	
Host annual site tour with key stakeholders including Invest Victoria, Invest Assist and the Department of Economic Development, Jobs, Transport and Resources.	In partnership with local business and industry, an annual tour of key sites is held, with a minimum of five government and industry representatives.	Medium	Economic Development	Communications Strategy and Advocacy	2018-19	Funding allocated	Low

Objective 2.3 – Establish Hobsons Bay as an attractive location for business, where processes are streamlined and business owners and Council work collaboratively to achieve outcomes.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Support productivity and efficiency improvements to Council's current planning permit approval system.	A major projects unit is established within Council's Planning, Building and Health department.	High	Major Projects	Economic Development	2018-19	Funding allocated	High
Support the revision of the Industrial Land Management Strategy.	Economic Development is engaged with the revision of the Industrial Land Management Strategy, ensuring that business needs and priorities are reflected in future plans.	Low	Economic Development	Strategic Planning	2018-19	N/A	

Objective 2.4 – Encourage diversity in local activity centres to minimise vacancy rates, increase business sustainability and align the local retail offering with community needs.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Explore opportunities to utilise unused Council facilities for economic development purposes.	A process is in place to identify vacant Council facilities across the municipality and explore the best potential re-use of these spaces.	Medium	Economic Development	Infrastructure and City Services	2018-19	N/A	
Identify gaps in activity centres and attract targeted retailers to meet local demand.	New businesses establishing in retail centres contribute to building a diverse business environment and meeting the needs of the local community.	Medium	Economic Development	Local business Trader groups	2018-19	N/A	

Objective 2.5 – Attract and enable investment in integrated transport infrastructure across the municipality

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Advocate for integrated transport infrastructure that enables business by reducing traffic congestion and improving access to employment, goods and services.	Increase investment in integrated transport infrastructure across Hobsons Bay, improving access to and around the municipality.	Medium	Economic Development	Strategy and Advocacy	Ongoing	N/A	
Support the actions of the Integrated Transport Strategy.	Economic Development contributes to delivering the actions of the Integrated Transport Strategy.	Medium	Economic Development	Strategy and Advocacy	Ongoing	N/A	

Objective 2.6 – Support investment in capital works across Hobsons Bay to increase business productivity and connectivity across the municipality

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Advocate for a program of ongoing capital works that improve the business landscape and make Hobsons Bay an attractive place for business.	The local business environment is of a high quality, streetscapes are well planned and an ongoing program of capital works is in place.	Medium	Economic Development	Capital Works	Ongoing	N/A	
Support the actions of Council's Capital Works Program.	Economic Development plays an active role in the delivery of Capital Works programs across the municipality.	Medium	Economic Development	Capital Works	Ongoing	N/A	

Theme 3 – Community led economic development (LED)

Community led economic development (LED) aims to deliver sustainable social and economic outcomes for the community by utilising local resources and opportunities in the economic development process.

Hobsons Bay is home to a vibrant and diverse business community, characterised by activity centres, industrial precincts of state significance, and a growing number of home based businesses. The municipality is unique in its diversity and in the broad mix of industries that operate within close proximity to each other. There is an opportunity to increase awareness among local residents, businesses and visitors, of the broad range of goods and services on offer within the area. Actively promoting Hobsons Bay to local residents and the broader region of Melbourne's west will contribute to the continued growth and vitality of the municipality, while also creating local opportunities for employment and community engagement.

Objective 3.1 – Support the further development and promotion of existing commercial, industrial and retail activity centres, to support a network of vibrant commercial areas across the municipality.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Continue to work with trader groups to engage local traders and identify opportunities to market, brand and promote local retail centres.	A minimum of nine trader meetings are attended by Council officers per year.	High	Economic Development	Trader groups Local business	Ongoing	N/A	
Support the development of Council's Activity Centres Strategy.	Economic Development plays an active role in developing Council's Activity Centre Strategy.	Medium	Economic Development	Strategic Planning	Ongoing	N/A	

Participate in the implementation of Council's Vibrant Villages program across the municipality.	Economic Development team supports Council's capital works and place making programs.	Medium	Infrastructure and City Services	Economic Development	Ongoing	N/A	
Support the establishment of new business groups and networks.	New business groups receive support from Council in establishing their operations and engaging members	Medium	Economic Development	Business groups	Ongoing	N/A	
Develop case studies of businesses delivering local outcomes.	A minimum of three case studies are featured in Hobsons Bay community news and e-Works newsletter.	Medium	Economic Development	Sustainability Town Planning	Ongoing	N/A	
Support and contribute to the development of structure plans, as outlined in the Activity Centre Strategy.	Economic Development contributes to the development of structure plans for key precincts across Hobsons Bay.	Low	Economic Development	Strategic Planning	Ongoing	N/A	
Develop a campaign to inform the community on the value of supporting local businesses.	A communications plan is developed for a support local campaign.	Medium	Economic Development	Communications	2018-19	N/A	

Objective 3.2 – Encourage local procurement by Council and business to ensure that benefits of business and economic growth are distributed throughout the community.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Support the implementation of Council's Procurement Policy, with particular reference to section 3.6 Support of Local Businesses.	Council sources goods and services in accordance with procurement strategy.	High	Economic Development	Finance	Ongoing	N/A	
Work in partnership with the Industry Capability Network (ICN) to promote local business capability and encourage local procurement.	There is a 5 per cent increase in the number of local businesses listed on ICN.	High	Economic Development	ICN	Ongoing	N/A	

DRAFT

Objective 3.3 – Build a strong local job market and increase the number of local residents employed in the municipality.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Increase the number of local businesses using the Melbourne's West Jobs website.	All Council jobs are advertised through Melbourne's West Jobs. There is an annual increase in the number of local jobs listed on Melbourne's West Jobs.	Medium	Economic Development	Organisational Development	Ongoing	N/A	
Work with the Skills and Jobs Centres to provide training and employment support to jobseekers.	There is an increase in the number of local workers accessing the Skills and Jobs Centres.	Medium	Economic Development	North West Development Centre	Ongoing	N/A	
Partner with stakeholders, including JSAs, WynBay LLEN and employment agencies to align local business needs with jobseeker skills.	Regular meetings are held with local employment agencies and other key stakeholders.	Medium	Economic Development	JSAs WynBay LLEN Employment agencies Community groups Local business	Ongoing	N/A	

Objective 3.4 – Support connections between business and community through nurturing social capital, the facilitation of social enterprise and community engagement programs.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Identify and engage with existing social enterprises.	There is regular communication and engagement between Council and local social enterprises.	High	Economic Development	Community Development Arts and Culture Social enterprise	Ongoing	N/A	
Increase engagement with creative industries to identify opportunities for collaboration.	An industry-specific networking event is held, in partnership with local business and/or stakeholders.	High	Economic Development	Arts and Culture	2018-19	Funding allocated	Low

Objective 3.5 – Facilitate economic development initiatives that leverage the knowledge and skills of local residents for the benefit of the broader community.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Identify and engage with high profile residents to facilitate knowledge sharing and collaboration.	A minimum of two local residents are engaged in the delivery of business support programs per year.	Low	Economic Development		Ongoing	N/A	

Objective 3.6 – Establish Hobsons Bay as an accessible and diverse business community in which all local residents can access services, resources and employment opportunities

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Promote resources to assist local business in becoming more accessible.	Accessibility resources and information are promoted on Council's website and through the Hobsons Bay Business e-Works newsletter.	High	Strategy and Advocacy	Economic Development	Ongoing	N/A	
Identify and promote programs that develop employment pathways and increase local opportunities for people facing employment barriers.	At least one program that develops employment pathways is promoted through Hobsons Bay e-Works.	High	Economic Development	Community Services Customer Service WynBay LLEN	Ongoing	N/A	

DRAFT

Theme 4 – Sustainability

As local businesses face periods of significant change and global uncertainty, exploring and implementing sustainable business practices can allow business owners to diversify their operations, minimise costs, engage with the community and reduce their impact on the environment. Hobsons Bay City Council is committed to becoming a leader in sustainable business practice, and to providing the support and assistance required to create a culture of sustainability best practice across the municipality.

In implementing the Hobsons Bay Economic Development Strategy, Council will acknowledge the important role of sustainability in creating an adaptable business community that is resilient to global economic shifts.

Objective 4.1 - Play a lead role in reducing the carbon footprint and emissions of businesses in Melbourne’s west and promoting the benefits to the wider community.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Support Western Alliance for Greenhouse Action (WAGA) in the implementation of Low Carbon West.	Hobsons Bay City Council is actively involved in the implementation and promotion of Low Carbon West.	High	Sustainability	Economic Development	Ongoing	N/A	

Objective 4.2 - Create a local environment that supports and enables green business practices.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Promote sustainability programs and case studies in e-Works.	Minimum of six sustainability articles in monthly business e-news per year.	High	Economic Development		Ongoing	N/A	
Support the actions of the Waste and Litter Management Plan.	Economic Development play an active role in implementing the actions of the Waste and Litter Management Plan.	Low	Environmental Management	Economic Development	Ongoing	N/A	
Support the implementation of the Hobsons Bay Community Greenhouse Strategy.	Economic Development contribute to the implementation of the Community Greenhouse Strategy.	Low	Economic Development	Sustainability	Ongoing	N/A	

Objective 4.3 – Promote Hobsons Bay as a leading destination for sustainable business.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Develop a program of site visits/tours at local businesses to showcase best practice.	At least one business site visit/tour is conducted each year.	Medium	Sustainability	Economic Development	Ongoing	N/A	

Objective 4.4 – Encourage connection/collaboration between businesses, industry and the local community, to help build the long term social capacity of Hobsons Bay.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Promote opportunities for business involvement in community events and initiatives.	At least five opportunities are promoted per year.	High	Economic Development	Arts and Events	Ongoing	N/A	

DRAFT

Theme 5 – Learning, Connectivity and Innovation

Creating a culture of learning and innovation will ensure a strong economic future for the Hobsons Bay community. By encouraging new and diverse business, providing local training opportunities and resources, and building the capacity of local residents, Council will support a well connected and self sufficient business community which is supported by a highly skilled resident workforce.

Creating a culture of learning and innovation will see Hobsons Bay become a centre of business excellence, characterised by a highly productive local business community that is recognised for business best practice and innovation.

Objective 5.1 – Create a culture of innovation and entrepreneurship, in which start up, creative and scientific industries contribute to a thriving and diverse business community and research and development is a key activity for local business.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Increase awareness and use of Hobsons Bay libraries by local businesses.	Library facilities and services are promoted in the Hobsons Bay e-Works newsletter and on the Council business website.	High	Economic Development	Learning Communities	2018-19	N/A	
Work with Western Business Accelerator and Centre for Excellence (BACE) to promote their services in Hobsons Bay.	Western BACE services are promoted in the Hobsons Bay e-Works newsletter and on the Council business website.	High	Economic Development	Western BACE	2018-19	N/A	
Support the development and growth of the local startup ecosystem.	Deliver a program of activities that address stage 1 and 2 of the LaunchVic StartUp Framework.	High	Economic Development		2018-19	Funding allocated	Medium
Encourage local businesses to become resilient by increasing their knowledge of business risks and opportunities.	At least two programs are promoted through the e-Works newsletter.	Medium	Economic Development		2018-19	N/A	

Objective 5.2 – Build capacity of the Hobsons Bay resident labour force and business workforce through the provision of high quality training, networking and engagement opportunities.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
Identify future skills gaps and facilitate training specific to these areas.	Council works with key stakeholders to identify current and future skills gaps and support future workforce planning programs.	High	Economic Development	Community Development Local business RDA Education providers	Ongoing	N/A	
Work with local community organisations to facilitate opportunities for young people.	In partnership with external organisations, programs are established to address the current needs of young people within Hobsons Bay.	High	Economic Development	Community Development Community organisations	Ongoing	N/A	
Work collaboratively with Youth Services and external stakeholders to identify opportunities to link business and young people.	A minimum of two opportunities for businesses to take on work experience students are promoted each year.	High	Economic Development	Youth Services Local business Community organisations	Ongoing	N/A	
Support the implementation of Council's Learning Communities Strategy 2016-19.	Economic Development contributes to the implementation of Council's Learning Communities Strategy.	Medium	Economic Development	Learning communities	2018-19	N/A	

Objective 5.3 – Create a network of training providers and resources, allowing residents and businesses to access high quality training opportunities locally.

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Work with universities/training providers to encourage more local delivery of courses aligned with local industry skills needs.	Relationships are established with key training providers and tertiary institutions to identify opportunities to establish local programs.	High	Economic Development	Tertiary institutions Training providers	Ongoing	N/A	
Increase participation in online training programs by local businesses.	Online training programs and webinars are promoted through e-Works.	Medium	Economic Development	Training providers	Ongoing	N/A	

Objective 5.4 – Assist businesses in accessing and utilising IT infrastructure and technology

<i>Action</i>	<i>Measure</i>	<i>Priority</i>	<i>Responsible department</i>	<i>Key partners</i>	<i>Timeline</i>	<i>Additional resources required</i>	<i>Cost level of new funding</i>
Support local business in maximising technological advances to streamline business processes.	A minimum of two technology focused workshops or resources are promoted in e-Works each year.	High	Economic Development		Ongoing	N/A	
Advocate for the National Broadband Network (NBN) to be rolled out across Hobsons Bay.	The NBN is accessible to all businesses in Hobsons Bay.	High	Economic Development	Communications	Ongoing	N/A	

DRAFT