



Growing East Gippsland

East Gippsland Shire
Economic Development Strategy
2014-2018
Action Plan



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Background

East Gippsland Shire Council recognises the economy as a primary focus area for East Gippsland.

The East Gippsland Economic Development Strategy supports the growth of the economy providing a clear focus on growth areas and drives opportunities across industries.

The purpose of the strategy is to provide a framework and direction for Council, business, industry and communities, together with a four-year action plan for stakeholders. East Gippsland Shire Council along with a number of other stakeholders plays a significant role in the development of the local economy and delivery of the four year action plan.

Economic development at the local level requires effective collaboration between all levels of government, local businesses and the community all working towards reaching common goals. Whilst East Gippsland Shire Council plays a central role in generating economic development, overall the success of local economic development will be business-led and supported by government.

The strategy has been developed collaboratively with businesses, business groups, industry groups, government agencies and the community, working towards the best outcomes for East Gippsland across all sectors of the economy.

The Plan outlines the vision for the East Gippsland economy, the desired outcomes, and the key strategies and actions to achieve the vision. (See figure 1).

The strategy has been divided into two documents a full report and an action plan. The full report provides the background and direction of the strategy and drives the action plan. The action plan details the actions that will be managed and delivered to support the Economic Development Strategy.

The strategic plan seeks to ensure the region realises its full potential through the identification of five strategic directions:

1. Open for Business;
2. Embracing Opportunities;
3. Infrastructure Development;
4. Innovation Leadership Partnerships; and
5. Marketing

The strategy aims to strengthen East Gippsland's core industries, using Remplan data, manufacturing construction, agriculture/forestry/ fishing, retail, health services and tourism all of which will remain significant elements of the regional economy for the foreseeable future.

The strategy recognises that East Gippsland has a diverse economy and that there will be competing objectives and demands from industry. East Gippsland is open for business however, it is essential for industries in East Gippsland to co exist and any economic development activity should take into consideration these competing demands.

The Economic Development Strategy provides a program of action over the next four years. The actions will be reviewed annually to ensure it remains on target to deliver a strong economy for East Gippsland.

Vision, Strategic Directions and Desired Outcomes



Figure 1: Framework for East Gippsland Economic Development Strategy

Strategy Partners

East Gippsland Shire Council (EGSC) will be responsible for managing the implementation of this strategy however, it should be noted that many of the activities in the strategy will be owned and delivered by EGSC's strategic partners and other government agencies and departments.

Economic development at the local level requires effective collaboration between all levels of government, local businesses and the community all working towards reaching common goals. Whilst East Gippsland Shire Council plays a central role in generating economic development, overall the success of this strategy and local economic development will be business-led and government supported.

Varying Council roles as it relates to the implementation of this plan are defined below:

- **Leader:** Council manages, leads and delivers while communicating commitment, progress and outcomes
- **Critical Partner:** Council manages, leads and delivers while communicating commitment, progress and outcomes
- **Facilitator:** Council makes it easier, and builds the capacity of others to deliver
- **Supporter:** Where project is initiated externally to Council, Council provides low level support to enable project to be realised
- **Advocate:** Council develops an informed position and influences others who have the responsibility to make decisions and act

Strategic Direction 1: East Gippsland Open for Business

Goals	Desired Outcomes	Success Indicators
<p><i>Council Plan Goal 3.1: Our business environment is adaptable and prosperous</i></p> <ul style="list-style-type: none"> • Create a welcoming and positive environment that supports business and economic development, and enables streamlined and effective decision making to encourage business and economic growth in East Gippsland • Remove barriers to economic development and investment • Support businesses, industries and services to adjust to external change, and build resilience 	<p><i>Council Plan 3.1.1: New Businesses and industries are attracted into the region and can easily start up</i></p> <p><i>Council Plan 3.1.3: Businesses remain in the region</i></p> <p>Economic Development Strategy</p> <ul style="list-style-type: none"> • An attractive investment environment where businesses and service providers are supported by a regulatory environment that is consistent with community aspirations and expectations. • Local enterprise that is encouraged and supported. • Effective and transparent decision-making processes. • Small towns are increasingly viable as a result of innovative approaches to the provision of services and goods at a community level. 	<ul style="list-style-type: none"> • Number of business registrations • Positive Growth in Gross Regional Production (GRP)

1. East Gippsland Open for Business

	Action	Responsibility	Role of Council	Time frame
1	Facilitate appropriate and sustainable development through the development of the links between Council and the business/investment community by providing clear communication on the types of developments that will be supported. Develop and communicate a 'flow chart' for internal and external use, so that all business development and support enquiries are handled in an efficient and supportive way within Council.	Council	Leader	2014 -18
2	Review the Major Projects Team process with a view to improving business access, communication, and engagement and by providing transparent information about the decision making process.	Council	Leader	2015
3	Create a 'can-do' culture with a commitment to pre-planning engagement with developers in a proactive environment.	Council	Leader	2015
4	Determine and recommend the most appropriate forums and mechanisms to engage with business and industry to enable increased industry contribution on matters of strategic importance, including issues/barriers to investment and opportunities for growth.	Council	Leader	2015
5	Review the existing Council funded business development and marketing bodies within East Gippsland to ensure relevance, reduce operational duplication, increase efficiency, and minimise public confusion. The review should also consider relevant non funded business development bodies in East Gippsland for example the East Gippsland Food Cluster, (f)route to minimise public confusion and maximise operational efficiencies.	Council BTEG EGM DGL	Leader Critical Partner Critical Partner Critical Partner	2016-17
6	Engage with the community to explain the roles and responsibilities, and deliverables and achievements of the discrete business development and marketing bodies.	Council, BTEG, EGM DGL	Leader Critical Partner	2015
7	Recognising the high numbers of small and micro business throughout East Gippsland, investigate the establishment a single point of contact, or one-stop shop business facility, to encourage business growth and sustainability.	Council, BTEG	Leader Critical Partner	2015
8	Support the initiatives adopted in the Advancing Orbost 2020 plan.	Community Business Council	Leader Critical Partner	2014-18

1. East Gippsland Open for Business

	Action	Responsibility	Role of Council	Time frame
9	Roll out the Bairnsdale Gift Card and explore opportunities for this concept to provide benefits more broadly	Council BTEG Bairnsdale Chamber of Commerce and Industry	Facilitator Leader Leader	2015
10	Develop a retail action plan for the East Gippsland Shire and implement prioritised initiatives.	Council BTEG Business	Leader Critical Partner Critical Partner	2015-16 2016-18 implementation
11	Implement a targeted business and industry engagement plan to support growth and to build business capacity and increased productivity	Council	Leader	2015
12	Investigate business financing opportunities to support businesses and businesses people in East Gippsland to start up, expand and grow	Council BTEG	Leader Leader	2015
13	Simplify access to Council for business investment enquiries, business development, and planning by providing an identified single point of contact.	Council	Leader	Business As Usual (BAU)
14	Promote the role of the Economic Development Unit to the community and businesses to provide greater industry support and clarity.	Council	Leader	BAU
15	Work collaboratively and strategically with all levels of government and key agencies to assist the private sector to invest or develop new enterprises.	Council	Leader	BAU
16	In line with Council's place-based approach to service delivery, ensure regular Economic Development team presence in key regional communities in particular Omeo, Orbost, Mallacoota to support small business in these locations.	Council BTEG	Leader Critical Partner	BAU
17	Support the implementation of the economic development actions identified in the existing and existing community plans for Buchan, Lindenow, Metung and Nungurner, Omeo region, Paynesville and Eagle Point, Twin Rivers, Mountain River district, Bruthen, Nowa Nowa and Orbost.	Council	Leader	BAU
18	Develop and deliver targeted small business programs to ensure businesses remain in the region and have the capacity to grow.	Council BTEG	Leader Leader	BAU
19	Seek funding for a variety of small business development initiatives from Government programs, such as Mainstreet, Small Business Victoria, Regional Development Victoria and Streetlife.	Council BTEG	Leader Critical Partner	BAU
20	Strategically support economic development to encourage and investment development.	Council	Leader	BAU

Strategic Direction 2: Embracing Opportunities

Goals	Desired Outcomes	Success Indicators
<p><i>Council Plan Goal 3.1: Our business environment is adaptable and prosperous</i></p> <p><i>Council Plan Goal 3.2: Our economy provides opportunities for employment, learning and training</i></p> <ul style="list-style-type: none"> • Leverage business investment in the current strong and growing economic sectors in the East Gippsland shire as identified in Remplan: manufacturing, health, construction, agriculture/forestry/fishing, education, tourism, and retail trade. • Work with existing industry groups to deliver investment opportunities and economic growth for the region. • Work with industry, business and education providers to ensure the region has the skilled workforce to meet the current and future workforce demands, including the promotion of a diverse workforce. 	<p><i>Council Plan 3.1.2 : Businesses and industries within the region grow and diversify</i></p> <p><i>Council Plan 3.1.3 : Businesses remain in the region</i></p> <p><i>Council plan 3.2.1: Businesses within the region provide diverse employment opportunities that meet the employment needs of local and future residents</i></p> <p><i>Council plan 3.2.2: Education initiatives contribute to resilience and economic prosperity and fill know skills gaps</i></p> <p>Economic Development Strategy</p> <ul style="list-style-type: none"> • A diverse mix of economic activity that supports economic growth and employment in the region and maximises the synergies between the various industry sectors fostering an integrated approach to industry development and marketing. • The continued growth of the region's agriculture production capabilities, value adding opportunities and efficiencies providing us with a competitive point of difference. • A thriving and strong small business sector and tourism industry. • The continued growth of the industries that drive East Gippsland's economy specifically agriculture, manufacturing 	<ul style="list-style-type: none"> • Number of registered businesses in the region • Lower regional unemployment rate compared to state unemployment rate • Number of business development activities delivered • Council's participation in business development activities • Increased visitation number to the region • Increase in percentage of existing Year 12 students continuing to higher education

2. Embracing Opportunities

	Action	Responsibility	Role of Council	Time frame
Agribusiness and seafood				
21	Deliver project initiatives identified by the agrifood sector for example the Regional Produce Aggregator (RPA), workforce development programs, waste programs, and joint procurement.	East Gippsland Food Cluster (EGFC) Council	Leader Supporter	2014-18
22	Collaborate with relevant stakeholders to establish an 'Innovation Centre' in Bairnsdale to further develop the agri-food and seafood sectors in East Gippsland.	EGFC Industry Council Education Service Providers GELLEN	Leader Critical Partner Supporter Critical Partner Advocate	2015
23	Continued development of the seafood industry value adding processes, workforce development and seafood branding (e.g. Wild Catch) and promotion of the provenance of locally caught seafood. Increase availability of locally caught seafood at retail level.	Seafood industry EGMI EGFC Council DSDBI	Leader Critical Partner Critical Partner Supporter Supporter	2015
24	Investigate opportunities to improve profitability and value adding within the, agri-food and seafood sector, including the meat, fishing, dairy and horticulture sectors.	EGFC Industry Council	Leader Critical Partner Supporter	BAU
25	Develop opportunities for closer links between seafood and agri-food, particularly in cold storage, value adding, distribution and marketing.	Seafood Industry EGFC Council	Leader Critical Partner Supporter	BAU
26	Create, promote and market local provenance, in support of the agribusiness and tourism industries and the health benefits, incorporating "fresh, clean and green branding" and in alignment with the East Gippsland Food brand.	EGM EGFC Industry Council	Leader Leader Critical Partner Supporter	BAU
27	Implement relevant initiatives that are aligned to the objectives of the Gippsland Food Plan.	EGFC Council	Leader Critical Partner	BAU
Forest Industries				
28	Implement local timber industry initiatives in East Gippsland including; - strategies for value adding to niche timbers and furniture products and; - industry upgrades in technology.	Timber industry State Government VAFI Vic Forests Council	Leader Critical Partner Critical Partner Critical Partner Supporter	2015-16
29	Investigate opportunities for a bioenergy or biofuel plant in East Gippsland to maximise use of mill waste and supplementary residual forest resource or other local waste.	Timber Industry VAFI VicForests Council	Leader Critical Partner Critical Partner Facilitator	BAU
30	Support the forestry industry by advocating to all levels of government for positive long term timber transition initiatives.	Council	Leader	BAU

2. Embracing Opportunities

	Action	Responsibility	Role of Council	Time frame
Mining				
31	Maximise the opportunities in the mining industry for local businesses and the community and implement the recommendations from the Economic Opportunities in Mining study.	Council Industry Education Service Providers	Leader Critical Partner Critical Partner	2015-16
32	Continue strong relationships developed with key mining investors, and use Memoranda of Understanding to maximise environmental, social and economic outcomes, including community benefits, commitment to local employment and positive legacy projects.	Council Industry	Leader Critical Partner	BAU
33	Work with the mining sector to support appropriate mining activities and act as the point of contact for potential future mining investors, engage with local contractors to communicate the opportunities mining projects will provide and support any Environmental Effect Statement processes managed by state Government	Council Industry	Leader Critical Partner	BAU
Education				
34	Implement, advocate and support the actions that aligned with the East Gippsland Education Vision 2022	Council GELLEN Education Service Providers Industry	Leader, Support, Advocate Leader Leader Critical Partner	BAU
35	Develop education and training programs in the region that is aligned with skill level demand and local opportunities for employment including the promotion of the benefits of a diverse workforce.	Education Service Providers Council Industry	Leader Supporter Critical Partner	BAU
36	Develop workplace learning pathways including work experience, school-based and workplace-based apprenticeships and traineeships, and cadetships to develop future workforce capacity.	Education Service Providers Industry Council	Leader Critical Partner Supporter	BAU
37	Engage with industry to determine their workforce development needs and develop education and training programs in the region that align with the skills needed and the local employment opportunities.	Council GELLEN	Leader Leader	BAU
Health				
38	Investigate in partnership with the health sector organisations opportunities for collaborative working in the health industry	Council GELLEN Health sector organisations	Leader Leader Critical Partner	2015 - ongoing

2. Embracing Opportunities

	Action	Responsibility	Role of Council	Time frame
39	Identify the business opportunities in the service sector emanating from the “growing older” demographic and develop an action plan as appropriate.	Council Health sector organisations GELLEN	Leader Critical Partner Facilitator	2015-16
40	Advocate for the recruitment of workforce in the health sector	Council EGM	Leader Leader	Ongoing
Tourism				
41	Implement and support actions and strategic directions within the East Gippsland Cycle Tourism Action Plan 2012 – 2017	Cycle Tourism Committee Council EG Rail Trail CoM	Leader Critical Partner Critical Partner	2014-17
42	Investigate the need for, and pursue identified opportunities in the following niche tourism sectors: <ul style="list-style-type: none"> • Boating & kayaking • Aboriginal tourism • Adventure tourism 	Council Industry GLaWAC EGM DEPI PV Gippsland Ports	Leader Leader Critical Partner Critical Partner Supporter Supporter Supporter	2014-17
43	Deliver the actions detailed in the Gippsland Lakes Ecotourism Plan	GLMAC DGL Council DEPI PV Gippsland Ports	Leader Leader Supporter Critical Partner Critical Partner Critical Partner	2015-16
44	Implement recommendations from the East Gippsland Visitor Information Services Review (2012)	Council EGMI	Leader Supporter	2014-18
45	Continue to implement the initiatives to encourage increased visitation of recreational vehicles to the shire from the RV development framework.	Council Industry	Leader Critical Partner	2015-16
46	Support a regional and place-based approach to further opportunities in the existing iconic East Gippsland tourism regions e.g. Alpine High County, Coastal Wilderness, Snowy River, Gippsland Lakes and Local Destination Action Plans.	Council Industry DGL Parks Victoria DEPI	Leader Leader Leader Critical Partner Critical Partner	BAU
47	Support projects to develop opportunities for East Gippsland’s key tourism strengths including: <ul style="list-style-type: none"> • Fishing • Touring/sightseeing/4WD • Beaches • Bushwalking • Boating/sailing/kayaking & other water activities • Arts/culture/heritage • Food & wine • Hunting • Motor sport 	Council Industry Parks Victoria DEPI DGL	Leader Leader Leader Critical Partner Critical Partner	BAU

2. Embracing Opportunities

	Action	Responsibility	Role of Council	Time frame
Tourism				
48	Support cross border initiatives between East Gippsland and neighbouring regions, Shires (e.g. Wellington, Bombala, Alpine, Towong, Sapphire Coast) and stakeholders to progress identified existing and new tourism projects (e.g. Great Alpine Road, Australian National Landscapes, Gippsland, Tourism North East, Sydney Melbourne Coastal Drive).	Council DGL EGMI Industry	Leader Supporter Supporter Supporter	BAU
49	Lead the management and maintenance of the “discovereastgippsland” website as the region’s premier online promotional tool.	Council EGM	Leader Leader	BAU
50	Work with Emergency Management bodies to provide effective crisis management and build economic resilience relating to natural disaster response and recovery.	Council EGM BTEG DGL	Leader Critical Partner Critical Partner Critical Partner	BAU
51	Partner with Destination Gippsland Ltd as the Regional Tourism Board on marketing, industry development and product development initiatives.	Council EGM BTEG DGL	Leader Leader Leader Leader	BAU
52	Work with Parks Victoria as a key partner on product development initiatives	Council Parks Victoria	Leader Leader	BAU
53	Work with relevant external organisations and Government departments and agencies to support and deliver tourism marketing, promotion, industry and product development initiatives.	VicRoads DEPI Tourism Victoria DGL	Critical Partner Critical Partner Critical Partner Critical Partner	BAU
Manufacturing				
54	Identify and support the business initiatives and opportunities of the manufacturing sector and the individual businesses.	Council Industry	Leader Critical Partner	Ongoing
55	Foster and maintain partnerships with the manufacturing industry to support and grow the current manufacturing activities in East Gippsland.	Council Industry	Leader Leader	BAU
Small Business				
56	Develop an annual plan and calendar of small business programs and activities.	Council BTEG DGL Small Business Victoria	Leader Leader Supporter Supporter	Annually
57	Support business sustainability by providing training and information to enable business to adapt to their changing environment for example increased power costs, increase internet availability, aging workforce, waste costs, industry adjustments i.e timber, retail.	Council BTEG	Leader Critical Partner	2016
58	Undertake a feasibility study to understand the environmental business opportunities outside of the tourism industry. This could include carbon farming and other alternative farming methods.	Council	Leader	2017

Strategic Direction 3: Infrastructure

Goals	Desired Outcomes	Success Indicators
<ul style="list-style-type: none"> Advocate strongly for the investment in key infrastructure to support economic development in the East Gippsland Shire to support industry growth, including: <ul style="list-style-type: none"> Road transport upgrades Rail transport upgrades Telecommunications Tourism Services R&D / Innovation Hubs 	<p><i>Council Plan 3.3.2: Our places, facilities and services provide a positive experience for visitors</i></p> <p>Economic Development Strategy</p> <ul style="list-style-type: none"> Priority is given to the development of more cost-effective and efficient freight and passenger transport services. The region's road, rail, air and water transport infrastructure meets the future needs of the community and its businesses, industries and visitors. Water for agriculture and industrial processing to be secured through adoption of 'best practice' techniques to minimise demands for fresh water and maximise water reuse and recycling. The region's telecommunications network and service meets the needs of the community, industry and business. 	<ul style="list-style-type: none"> Investment in new infrastructure in support of economic development

3. Infrastructure

	Action	Responsibility	Role of Council	Time frame
59	Implement and support actions and strategic directions within the East Gippsland Shire Future Freight and Logistics Needs Strategy	Council RDV VicRoads State Government Industry	Leader, Critical Partner, Facilitator Support and Advocate as appropriate	2015-18
60	Monitor and investigate ancillary aviation opportunities at Bairnsdale aerodrome and develop a Bairnsdale Aerodrome Master Plan	Council Private sector	Leader Critical Partner	2017
61	Advocate for infrastructure to support the workforce of East Gippsland.	Council	Leader	2015-18

3. Infrastructure

	Action	Responsibility	Role of Council	Time frame
62	Prioritise and deliver key infrastructure around the Gippsland Lakes to improve the quality of the tourism experience	Gippsland Ports Council DEPI Parks Victoria GLMAC	Leader Critical Partner Critical Partner Supporter	2015-18
63	Develop a digital action plan including initiatives to increase digital-economy readiness in line with new telecommunications infrastructure.	Council	Leader	2015
64	Establish a special charge scheme to fund fire-fighting infrastructure for the Bairnsdale South Industrial estate to enable full realisation of the estate's potential.	Council	Leader	2016-17
65	Develop an East Gippsland investor prospectus and actively seek to grow private sector and professional services development aligned with the investor prospectus.	DSDBI EGM Industry Council	Leader Leader Critical Partner Critical Partner	2015
66	Implement and support actions and strategic directions relating to tourism infrastructure and priority projects for example tracks and trails, signage, visitor amenity, water based interests, food and wine trails, e.g. the Coastal Wilderness Walk.	Council, Parks Vic GLMAC Tourism Vic DEPI VicRoads Gippsland Ports Industry	Leader, Critical Partner, Facilitator Support and Advocate as appropriate Critical Partner	BAU
67	Continue to strongly advocate for the implementation of natural gas to Lakes Entrance and Orbost (through the Energy to the Regions Project)	DSDBI Council Private industry	Leader Advocate	BAU
68	Support the Cycle Tourism infrastructure initiatives as identified in the East Gippsland Cycle Tourism Action plan	Council Industry	Leader Critical Partner	BAU
69	Support actions to address the region's telecommunications network and service requirements to ensure they meet the needs of the community, industry and business.	Federal Government/ Private Industry Council C4G	Leader Facilitator Supporter	BAU
70	Explore and advocate for enhanced water security for the growing horticulture and food processing sector (consistent with the Gippsland Regional Sustainable Water Strategy)	Council EGFC C4G	Leader Critical Partner Supporter	BAU
71	Ensure land and supporting infrastructure is available to support commercial and industrial growth in particular in Lakes Entrance, Mallacoota and Paynesville	Council	Leader	BAU
72	Advocate for the upgrade of the Avon River Rail Bridge at Stratford	Council C4G	Leader Supporter	BAU

Strategic Direction 4: Innovation, Leadership and Partnerships

Goals	Desired Outcomes	Success Indicators
<p><i>Council Plan: Our economy provides opportunities for employment, learning and training</i></p> <ul style="list-style-type: none"> • Develop strategic partnerships to increase investment in East Gippsland and enhance the sustainability of the economy and business • Create opportunities for business and community leaders to engage in setting economic development directions and supporting local enterprise • Encourage innovation in research, development and education to support economic development in East Gippsland Shire • Drive alignment across other areas of shire activity to ensure integrated outcomes 	<p><i>4.1.2 Our reputation enables us to build partnerships and relationships that create mutual benefit</i></p> <p><i>4.2.1 Community and council have a strong mutual understanding and support</i></p> <p>Economic Development Strategy</p> <ul style="list-style-type: none"> • A culture that encourages and supports innovation and collaboration in East Gippsland • Community and business leaders working together to encourage balanced, considered economic and community development • East Gippsland known for innovation with research and development underpinning its future development 	<ul style="list-style-type: none"> • Number of business forums provided • Increase levels of engagement with the business community • Increase in the number of collaborative projects between all levels of government, industry and business

4. Innovation, Leadership and Partnerships

	Action	Responsibility	Role of Council	Time frame
73	Support the Gippsland Community Leadership Program alumni to develop a mechanism that can assist to support local economic development initiatives in East Gippsland.	Gippsland Community Leadership Program Council	Leader Critical Partner	2015
74	Investigate and recommend new models to support small business development services and establish a small business support and development program. The models to investigate to include but not limited to small business advisory services, Executive Connection model, Regional Executive Forum / Champions of the Bush model, social enterprises.	Council BTEG	Leader Supporter	2016
75	Work with key industries, social enterprises, micro enterprises to encourage and facilitate an innovative environment through regular business forums, think tanks, keynote speaker events, and pilot project initiatives.	Council	Leader	2015-16
76	Deliver research and development and innovative approaches in the utilisation of current waste streams – food industry waste, timber industry by-products and waste, and use of waste water streams (current trade waste).	Council EGFC Industry GELLEN East Gippsland Water State Government	Leader, Critical Partner, Facilitator Facilitator Supporter and Advocate as appropriate	2014-18
77	Investigate the opportunities to create industry clusters with the objective of creating collaborative working relationships with the goal of growing and expanding the industries identified. Leverage the learning from the East Gippsland Food Cluster model.	Council Industry EGFC	Leader Leader Supporter	2015-18
78	Foster new and maintain existing collaborative partnerships with the regions industries that drive the East Gippsland economy. Investigate public private partnerships and other commercial models to support investment in the economy.	Council	Leader	BAU
79	Advocate for the partnerships between industry and education providers and research institutions where applicable (including Federation Training) to assist young people to attain higher level qualifications and develop skills to support the employment needs of the local economy.	Council Federation Training Federation University	Leader Critical Partner Critical Partner	BAU
80	Actively develop a partnership with Federation University and Federation Training to advance research and innovation opportunities.	Council Federation University Federation Training GELLEN	Leader Leader Leader Facilitator	BAU
81	Investigate and implement opportunities to deliver alternative energy projects	Industry Council	Leader Critical Partner	BAU

Strategic Direction 5: Marketing

Goals	Desired Outcomes	Success Indicators
<p><i>Council Plan 3.3 : Leverage East Gippsland's natural strengths to market East Gippsland as a place to visit, live, work and invest</i></p>	<p><i>Desired Outcomes:</i> <i>Council Plan 3.3.1: East Gippsland's brand is widely recognised</i> <i>Council Plan 3.3.3: East Gippsland will be positioned as a leading destination to new and existing events</i></p> <p>Economic Development Strategy</p> <ul style="list-style-type: none"> • East Gippsland becomes an internationally recognised tourism destination through innovative marketing strategies. • East Gippsland is considered a location of choice for those seeking an attractive and supportive lifestyle or retirement environment. • East Gippsland attracts investment and increases visitation and skilled work force. • East Gippsland produce acclaimed locally, domestically and internationally 	<ul style="list-style-type: none"> • Increase in the percentage of survey respondents who are very or reasonably familiar with the East Gippsland Region • Increase in total visitors to the region • Increase in the number of events held in the region (with event permits) • Increase in attendances based on a sample survey of major funded events in the region • Increase in international visitors to the region • Increase in the number of operators engaged in international tourism and business support programs.

5. Marketing

	Action	Responsibility	Role of Council	Time frame
82	Develop and implement an annual marketing plan for East Gippsland as a place to visit, live, work and invest. The plan to recognise East Gippsland's key strengths, economic drivers, attractions and future opportunities.	EGM Council	Leader Critical Partner	Annually
83	Develop, implement and market a regional food brand for East Gippsland and raise awareness of East Gippsland provenance and local produce as a strong point of difference within the existing and growing food and seafood sectors and tourism.	EGM EGFC Council Industry	Leader Leader Critical Partner Critical Partner	2014

5. Marketing

	Action	Responsibility	Role of Council	Time frame
84	Deliver the East Gippsland Food Map to promote local produce and opportunities to experience and purchase. Encourage cafes, restaurants and fresh food providers to use and actively promote local produce. Develop a communication plan to engage industry.	Council EGM EGFC	Leader Supporter Critical Partner	2014
85	Research the Asian visitors market to understand the future growth and market requirements. Develop and implement an action plan as appropriate to meet the identified market requirements.	Council EGM BTEG DGL	Leader Critical Partner Critical Partner Critical Partner	2015
86	Support the proposed Destination Gippsland tourism action plans including industry development programs. Investigate opportunities to roll out the Destination Gippsland plans in the identified regions Alpine High County, Coastal Wilderness, Snowy River, Gippsland Lakes.	DGL EGM Council	Leader Critical Partner Critical Partner	2015-18
87	Develop and deliver an East Gippsland Events Action Plan incorporating key regional events, annual events calendar, and identifying opportunities to develop current events and attract new events that leverage the strengths of the region for example the natural environment, the Gippsland Lakes, touring routes, food.	Council	Leader	2015
88	Development of an East Gippsland Adventure Festival.	EGM Council	Leader Critical Partner	2015-18
89	Implement relevant Destination Gippsland (DGL) campaigns including the touring and villages campaign that showcase East Gippsland.	DGL EGM Council	Leader Critical Partner Critical Partner	BAU
90	Advocate for funding from Federal and State Government to support marketing projects for East Gippsland.	Council EGM	Leader Critical Partner	BAU
91	Continue to implement Bairnsdale CBD marketing plan.	Council	Leader	BAU
92	Undertake annual research on current events to better understand their impacts and opportunities for development.	Council	Leader	BAU
93	Identify and attract new events to the region using the Events Prospectus Regional and District Events Sponsorship and other support available as required.	Council	Leader	BAU

5. Marketing

	Action	Responsibility	Role of Council	Time frame
94	Run annual Events training and development program to assist local events organisers to deliver events. Including awareness of how to integrate and align events with other regional initiatives in order to deliver potentially 'bigger' as well as integrated outcomes.	Council	Leader	BAU
95	Continue the Regional and District Events Sponsorship (RADES) program to support new and existing events.	Council	Leader	BAU
96	Develop and distribute a comprehensive range of marketing collateral, ensuring a consistent message and approach, for the promotion of East Gippsland as a great place to live, visit, work and invest.	EGM Council	Leader Critical Partner	BAU
97	Undertake research to understand the needs and perceptions of visitors to East Gippsland which can be used to inform industry and product development and marketing programs.	EGM Council	Leader Critical Partner Leader	BAU
98	Undertake research to understand the needs and perceptions of East Gippsland live, work and invest markets to be used to inform marketing programs.	EGM Council	Leader Critical Partner Leader	BAU

Key Performance Indicators

Key performance indicators (KPI's) are metrics used to measure progress towards achieving its objectives or critical success factors. They are quantifiable measures that can be expressed in either financial or non-financial terms.

Performance Indicator	Increase in the number of registered business in the region	
Data Source	Actual/Baseline	Target
Australia Business Register registrations	4,325 registered businesses (2011-12)	Increase new registrations by 5% per annum

Performance Indicator	Positive growth in headline Gross Regional Product (GRP)	
Data Source	Actual/Baseline	Target
REMPPLAN*	-1.1%	Positive growth trend

Performance Indicator	Positive trend in overall Gross Regional Product (GRP) turnover rate for industry	
Data Source	Actual/Baseline	Target
REMPPLAN	\$1,322.1 million	≥current GRP

Performance Indicator	Increase in the percentage of survey respondents who are very or reasonably familiar with the East Gippsland Region	
Data Source	Actual/Baseline	Target
East Gippsland Marketing annual survey on knowledge of the region's attributes and opportunities by Melbourne-based target market	40%	45%

Performance Indicator	Increase in total visitors to the region	
Data Source	Actual/Baseline	Target
Tourism Snapshot Destination Gippsland	1,046,629	1,100,000 per annum

Performance Indicator	Increase in the number of events held in the region (with event permits)	
Data Source	Actual/Baseline	Target
Council event permits processed	75	Increase by 10% per year

Performance Indicator	Increase in attendances based on a sample survey of major funded events in the region	
Data Source	Actual/Baseline	Target
Council grant acquittals	27,490	Increase by 5% per year

Performance Indicator	Regional unemployment rate compare to state unemployment	
Data Source	Actual/Baseline	Target
REMPAN*	4.2%	0.5% less than state average

Performance Indicator	Increase in the percentage of school leavers taking up places at tertiary education	
Data Source	Actual/Baseline	Target
The On Track Survey: East Gippsland LGA Report 2011	<24.2% University	24.5%
	17.7% to TAFE/VET	18%

Key Performance Indicators

For the East Gippsland Economic Development Strategic Plan, there are two types of measures:

1. The effective and efficient completion of the actions and tasks in the Strategy
2. Monitoring the trends in region-wide key performance indicators and benchmarking these against non-metropolitan Victoria.

To track the effective completion of actions, it is recommended that a traffic light report on progress against the year's actions using the tables in this document is produced quarterly:

Red = priority to be addressed, but not happening (reason to be stated)

Yellow = caution, action progressing but behind time

Green = on track, all proceeding well

Blank = action does not need to be addressed at this stage

The following indicators need to be measured over time, and benchmarked against non-metropolitan Victoria to establish the relative position and trends for East Gippsland Shire.

Performance Indicator	Data Source	Performance Target
Gross regional product per capita	Economy.id & NIEIR	% growth rate > Non-Metropolitan Victoria
Value add for the top 5 industry sectors	REMPPLAN*	% growth rate > Non-Metropolitan Victoria
Employment, workforce participation rate	REMPPLAN*	% growth rate > Non-Metropolitan Victoria
Wages	Economy.id & NIEIR	> Non-Metropolitan Victoria
Value of non-residential building applications	EGSC	> Non-Metropolitan Victoria
Population	Profile.id	% growth rate > Non-Metropolitan Victoria
Number and spend of visitors	Tourism Snapshot Destination Gippsland	> Non-Metropolitan Victoria
Number and spend of overnight visitors	Tourism Snapshot Destination Gippsland	> Non-Metropolitan Victoria
Number of Internal visitors	Tourism Snapshot Destination Gippsland	> Non-Metropolitan Victoria

Local Government reporting

The following KPI's are based on the State Government economic development indicators for local government. EGSC is required to report on the following measure on an annual basis. 2014/15 is the first reporting year for these KPI's and therefore there are no baseline or targets identified for the 2014/15 financial year. These KPI's will be measured in the 2015 to 2018 financial years.

Performance Indicator	Participation in business development activities	
Data Source	Actual/Baseline	Target
Manual Record. EGSC report to Local Government	Number of business development activities	650 per year

Performance Indicator	Delivery of planned business development activities	
Data Source	Actual/Baseline	Target
Manual Record. EGSC report to Local Government	Number of business development activities delivered	25 per year

* Use of economy.id or equivalent program e.g. REMPLAN