

5.4. ECONOMIC DEVELOPMENT STRATEGY 2017 - 2021 UPDATE

REPORT AUTHOR(S):	Brendan Leishman, Senior Community & Economic Development Officer Gary Kerr, Executive Officer
ACTING CEO:	Darryl Crees, Acting CEO
DEPARTMENT:	CEO Unit - Connecting Communities

RECOMMENDATION

That Council note and endorse, subject to the adoption of the 2018-19 Operational Plan and budget, the Priority Action and Implementation Plans identified and agreed upon by the Taskforces responsible for the implementation of the Economic Development Strategy 2017 – 2021.

EXECUTIVE SUMMARY

In 2017 Council adopted the Economic Development Strategy 2017 – 2021 (EDS). The Strategy is designed to achieve the medium – longer term economic goals and aspirations for the Shire which were identified as part of the community engagement and development process.

The vision of the EDS is to be a *'world leading sustainable tropical shire'*; and a mission to *'capitalise on our lifestyle, tropical location, unique environment and culture by creating innovative business development, investment, sustainable economic growth and prosperity'*. The mission and vision proposes that the Douglas region develop, mature and diversify the economy based upon the principles of sustainable development and competitive business practices; and creating a highly skilled and dynamic workforce and infrastructure which meets the needs of local residents, business community and industries.

Economic development does not happen in isolation but rather through concerted efforts of key stakeholders and organisations, both in the public and private sector, working together collaboratively to achieve common goals. Council has played a lead role in supporting the EDS by bringing together a wide variety of partners from within the region and beyond to create three (3) Taskforces. The role of these Taskforces will be to address 'key focus areas' identified within the Strategy by providing advice and support to progress relevant projects and initiatives.

BACKGROUND

The EDS identifies the following five (5) 'key focus areas':

1. Creating a Study, Training and Entrepreneur Incubator Centre;
2. Further developing an Allied Health Hub and Health Tourism;
3. Increasing the resilience of the Sugar Industry;
4. Developing Douglas Shire as Australia's leader in Sustainable Development; and
5. Attracting and Facilitating Investment.

The three (3) Taskforces which have been established have a focus on the following:

1. Creating a Study, Training and Entrepreneur Incubator Centre;
2. Further developing an Allied Health Hub and Health Tourism; and
3. (combining) Developing Douglas Shire as Australia's leader Sustainable Development and Attracting and Facilitating Investment.

As part of the 2017 – 2018 Operational Plan the CEO Unit was to '*establish Taskforces for Economic Development including developing the terms of Reference and identifying priority action and opportunities*'.

In December 2017 the first meetings of the Taskforces were held to consider the Draft Terms of Reference and priority actions in relation to progressing their areas of responsibility within the EDS. As of April 2018 all three (3) Taskforces have accepted their Draft Terms of Reference and agreed to the implementation actions/plans identified in each of the corresponding Priority Action and Implementation Plans .

The Priority Action and Implementation Plans which have been created for each corresponding Taskforce and contains 'Key Priority Actions and Outcomes' from the EDS; and the 'Implementation Plan/ Actions' identified by each of the Taskforces. It would be envisaged that these documents will be 'working documents' which will change and adapt as opportunities arise and different projects/ initiatives are initiated by the different taskforces.

COMMENT

Due to the uncertainty in relation to the proposed sale of the Mossman Sugar Mill by Mackay Sugar Ltd a Taskforce has not been established in regards to *Increasing the resilience of the Sugar Industry*.

PROPOSAL

That Council resolves to note and endorse the Priority Action and Implementation Plans which have been identified and agreed upon by the Taskforces responsible for:

1. Creating a Study, Training and Entrepreneur Incubator Centre;
2. Further developing an Allied Health Hub and Health Tourism; and
3. Developing Douglas Shire as Australia's leader Sustainable Development and Attracting and Facilitating Investment

The endorsement will be subject to the 2018-19 Operational Plan initiatives and supporting resources in the 2018-19 Budget adopted by Council.

FINANCIAL/RESOURCE IMPLICATIONS

The Priority Action and Implementation Plans for each of the Taskforces will require adequate financial and human resourcing to ensure successful and positive outcomes on projects and initiatives which will contribute to delivering the EDS.

Council will endeavor to resource projects and initiatives identified with the EDS within the constraints of its human resources and annual budget. Funding amounts identified in each of the Priority Action and Implementation Plans represent a 50% co-contribution by Council towards.

Funding will also be sourced through appropriate grant opportunities and through partnering with stakeholder in achieving common goals and deliver positive outcomes for the EDS.

RISK MANAGEMENT IMPLICATIONS

Every effort will be taken to implement the initiatives and projects through Council's Operational Plan and Budgeting; and sourcing other resource opportunities.

Commitment and collaboration from the stakeholders involved with the Taskforces is required to ensure the successful implementation of the EDS.

It will be through good communication, mutual agreement and understanding by partners and stakeholders who will support, prioritise, and help resource projects and initiatives in relation to the EDS.

SUSTAINABILITY IMPLICATIONS

Economic: It is anticipated that the introduction of actions identified in the Strategy will create opportunities for additional economic benefit throughout the Shire.

Environmental: The Strategy includes a strong environmental theme with the preservation of our natural assets key to the sustainability of the Shire.

Social: With a focus on education, training and job creation the actions in the EDS are expected to achieve an increase in employment opportunities.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE

This report has been prepared in accordance with the following:

Corporate Plan 2014-2019 Initiatives:

Theme 1 - Celebrating Our Communities

1.2.1 - Advocate for state and federally funded services in identified areas of need.

1.2.4 - Network, advocate and partner with stakeholders to achieve positive outcomes.

Theme 2 - Building a Sustainable Economic Base

2.2.1 - Develop business initiatives to support commercial development and investment within the Shire.

2.2.5 - Expand tourism and agricultural business opportunities and benefits through collaborative planning and promotion.

2.3.2 - Investigate opportunities for sports and cultural tourism.

2.3.4 - Develop positive partnerships with economic development organisations and work proactively towards achieving mutually agreed goals and objectives.

2.4.2 - Collaborate with communities in the north of the Shire to identify and pursue opportunities for increased tourism market share.

Operational Plan 2015-2016 Actions:

To support the growth of local business and industry, and to encourage commercial investment in the Shire.

2.2.1- Establish Taskforces for Economic Development including developing the Terms of Reference and identify priority actions and opportunities.

COUNCIL'S ROLE

Council can play a number of different roles in certain circumstances and it is important to be clear about which role is appropriate for a specific purpose or circumstance. The implementation of actions will be a collective effort and Council's involvement will vary from information only through to full responsibility for delivery.

The following areas outline where Council has a clear responsibility to act:

Advocate	Supporting communities and groups by advocating for certain actions from other organisations (usually other levels of government)
Facilitator	Bringing people together to develop solutions to problems
Part-Funder	Sharing the cost of a program or activity with other organisations.

CONSULTATION

Internal:	Executive Leadership Team (ELT)
External:	Cairns and Hinterland Hospital and Health Services Central Queensland University Daintree Marketing Cooperative Douglas Chamber of Commerce Douglas Shire Sustainability Group (DSSG) Far North Training and Consultancy Great Barrier Reef (GBR) Legacy Green Collar Group James Cook University Primary Health Network TAFE TheSpace – Cairns Tourism Port Douglas Daintree (TTPD) Tourism Tropical North Queensland (TTNQ)

COMMUNITY ENGAGEMENT

Community engagement will be to 'inform' the Douglas Shire and greater region of the projects and initiatives that are being undertaken and implemented as a result of the three (3) Taskforces responsible for driving the EDS.

ATTACHMENTS

1. Allied Health and Health Tourism Taskforce Lists as at March 2018 **[5.4.1]**
2. Allied Health and Health Tourism - Priority Action Plan **[5.4.2]**
3. Sustainable Development and Investment Taskforce Lists as at March 2018 **[5.4.3]**
4. Sustainable Development and Attracting and Facilitating Investment - Priority Action Plan **[5.4.4]**
5. Study Taskforce Lists as at March 2018 **[5.4.5]**
6. Study, Training and Entrepreneur Incubator Hub - Priority Action Plan **[5.4.6]**

Allied Health & Health Tourism Taskforce

First Name	Surname	Job title	Organisation
David	Carey	Councillor/ Chairperson for Taskforce	Douglas Shire Council
Ruth	Barker	Associate Professor of Rehabilitation	James Cook University
Peter	Le Griffon	Director of Nursing	Mossman Multi Purpose Health Service
Delwyn	Sheehan	Occupational Therapy	Port Douglas Occupational Therapy
TBA	TBA	Manager	Mossman Support Services
Barbara	Smith	Health Promotion Lead	Primary Health Network
David	Kemp	General Manager	Primary Health Network
Sue	Swanson	A/ Team Leader Allied Health	Mossman Multi Purpose Health Service
Julia	Leu	Mayor	Douglas Shire Council
Abigail	Noli	Councillor	Douglas Shire Council
Roy	Zammataro	Councillor	Douglas Shire Council
Michael	Kerr	Councillor	Douglas Shire Council

PRIORITY ACTION & IMPLEMENTATION PLAN: ALLIED HEALTH AND HEALTH TOURISM TASKFORCE

#848783



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Introduction

The allied health workforce within Australia is a rapidly growing area as demand grows across the aged care, mental health, disability and health sectors. Allied health professionals provide a broad range of diagnostic, technical, therapeutic and direct health services to improve the health and wellbeing of the consumers they support. The Douglas Shire's demographics indicates an aging population and that there is more likely to be an over representation of people living with chronic health conditions that require regular monitoring, support and treatment by Allied Health practitioners and other health professionals.

Opportunities to further diversify the tourism industry exist in the maintenance and growth health and well-being services and products. The established tourism industry in the Douglas region is located in one of the beautiful natural environments in Australia and could market and provide services to the people with disability, seniors and/or their partners in a safe and relaxing environment.

Council's Economic Development Strategy 2017 – 2021 (EDS) has five (5) Key Priority Areas which include:

1. Creating a Study, Training and Entrepreneur Incubator Centre;
2. Further developing an Allied Health Hub and Health Tourism;
3. Increasing the resilience of the Sugar Industry;
4. Developing Douglas Shire as Australia's Leader in Sustainable Development; and
5. Attracting and Facilitating Investment.

To assist with the implementation of the EDS a number of Taskforces have been established to help guide and progress the implementation of the Key Priority Areas. A specific Taskforce has been established to co-ordinate, communicate; provide strategic advice and recommendations to State and Federal Departments and other relevant organisations regarding issues and opportunities relevant to establishing an Allied Health Hub and Health Tourism.

This document provides details of progress to date; Priority Actions identified in the EDS and Implementation Plan (actions) that the Allied Health and Health Tourism Taskforce will focus on over the 2018-2019 financial year.

Alignment with Corporate Plan

The Economic Development Strategy 2017 - 2021 aligns with relevant themes and goals detailed in Council's Corporate Plan 2014 – 2019.

Theme 1 Celebrating Our Communities

- 1.1.3 - Host and work in partnership with community groups to celebrate civic events and the achievements of our communities.
- 1.1.4 - Support and encourage a healthy, active and capable region through sporting, cultural and recreational opportunities, and community wellbeing initiatives.
- 1.1.5 - Support local non-profit community, sporting and cultural organisations to build their capacity.
- 1.2.1 - Advocate for state and federally funded services in identified areas of need.
- 1.2.2 - Actively participate in and promote throughout the community the "Closing the Gap" initiatives for Indigenous members of our communities.
- 1.2.3 - Develop and support opportunities to build resilience and sustainability of community groups and agencies.
- 1.2.4 - Network, advocate and partner with stakeholders to achieve positive outcomes.
- 1.3.1 - Take a proactive role in supporting the provision of improved facilities and services directed at assisting and caring for vulnerable groups in our communities.
- 1.3.3 - Foster and support the role of local artists, writers and performers to encourage community vibrancy and wellbeing.
- 1.3.4 - Provide and enhance community facilities and opportunities that cater for the arts, recreational and cultural pursuits.

Theme 2 - Building a Sustainable Economic Base

- 2.1.1 - Develop management plans for all Council assets and adequately resource their implementation.
- 2.1.4 - Identify, resource and implement opportunities for engagement in the digital economy.
- 2.2.1 - Develop business initiatives to support commercial development and investment within the Shire.
- 2.2.2 Encourage business re-location through the promotion of 'sea-change' and 'tree-change' opportunities.
- 2.2.3 - Encourage business activity and investments by removing unnecessary bureaucratic processes.
- 2.2.4 - Promote and support - 'Buy Local'.
- 2.2.5 - Expand tourism and agricultural business opportunities and benefits through collaborative planning and promotion.

2.3.1 - Promote the area for film opportunities.

2.3.2 - Investigate opportunities for sports and cultural tourism

2.3.3 - Support and explore appropriate commercial uses of Council - controlled land, adding to the visitor experience and supporting the local economy.

2.4.1 - Collaborate and support Indigenous communities to identify opportunities for social enterprise.

2.4.2 - Collaborate with communities in the north of the Shire to identify and pursue opportunities for increased tourism market share.

Theme 3 - Improve Environmental Performance

3.1.1 - Undertake a review of the Douglas Shire Planning Scheme acknowledging impacts of climate change so that Council and our communities can appropriately respond.

3.1.2 - Identify and implement opportunities to create vibrancy in high profile areas, such as Daintree Gateway and Mossman town centre.

3.1.3 - Develop management plans for Council's parks and reserves including coastal reserves and foreshore areas.

3.1.4 - Promote a culture within our communities of "zero tolerance to littering" and introduce an educational, regulatory and enforcement regime to underpin it.

3.1.5 - Investigate opportunities for improved recycling and re-use of waste deposited at landfill sites.

3.1.6 - Pursue best practice management outcomes for waste management facilities.

Theme 4 - Engage, Plan, Partner

4.1.1 - Explore and utilise a comprehensive variety of media, including digital, to inform, engage and educate.

4.1.2 - Undertake community engagement activities that are clearly identified and are appropriate in relation to the project.

4.2.1 - Take a leadership role in engaging all community stakeholders in the development and documentation of a long term "Community Plan" which identifies the Vision, Priorities, Strategies and Actions for the long term economic, cultural, social, health and environmental sustainability of our communities.

4.2.2 - Provide leadership to secure beneficial social, environmental and economic outcomes for the Shire.

4.2.3 - Work with regional, state, national and international stakeholders to promote beneficial partnerships to support strong, resilient and sustainable communities.

4.2.4 - Identify opportunities to form partnerships with the Traditional Owners

Theme 5 - Governance

- 5.1.1 - Establish and develop long term financial, resource and infrastructure planning to ensure ongoing capacity to fund operations and capital works programs.
- 5.1.4 - Investigate opportunities for improved utilisation of Council's surplus assets by considering disposal where appropriate.
- 5.2.2 - Implement adopted policies and guidelines to ensure consistency in administrative management which also encourages innovation in Council operations.

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PRIORITY ACTION & IMPLEMENTATION PLAN: Allied Health and Health Tourism Taskforce

Proposed Priority Action	Implementation/ Progress	Key Stakeholders	Timing	Resources
<p>Establish a Taskforce of relevant industry organisations to establish a Taskforce of health service providers and associated organisations to develop and implement opportunities and actions as appropriate.</p>	<p>Taskforce:</p> <ul style="list-style-type: none"> • Taskforce has been established with first meeting held in February 2018. <p>Proposed meetings for 2018:</p> <ul style="list-style-type: none"> • Thursday – 1 February 2018 • Thursday – 10 May 2018 • Thursday - 23 August 2018 • Thursday - 15 November 2018 <ul style="list-style-type: none"> • Draft Terms of Reference (ToR) have been accepted by the Taskforce. 	<ul style="list-style-type: none"> • James Cook University (JCU) • Cairns and Hinterland Health Service • Primary Health Network (PHN) • Douglas Shire Council • Mossman Support Services 	<p>January 2018 COMPLETE</p> <p>February 2018 COMPLETE</p>	

Proposed Priority Action	Implementation/ Progress	Key Stakeholders	Timing	Resources
<p>Identify health services provided outside the Shire that could be provided within the Shire.</p> <p>Identify emerging health service opportunities through analysing changing demographics, health care service delivery models, technology and customer needs.</p> <p>Audit existing infrastructure.</p>	<p>Data Collection:</p> <ul style="list-style-type: none"> • Undertake a service mapping of the health services being delivered in the Douglas region. • Undertake a literature review/ environmental scan to provide examples of service delivery models which will help inform the planning process for establishing an Allied Health Hub in the Douglas region. • Collect health data and statistics which provide evidence to support creating an Allied Health Hub in the Douglas region. • Investigate and identify suitable land that could suitably accommodate an Allied Health Hub in the Douglas region. 	<ul style="list-style-type: none"> • PHN • JCU • Cairns and Hinterland Health Service • Douglas Shire Council 	<p>2018/19</p> <p>2018/19</p> <p>2018/19</p> <p>2018/19</p>	<p>Human Resources (HR) - Council</p> <p>HR – Council, JCU</p> <p>HR – Council, PHN</p> <p>HR – Council</p>

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PRIORITY ACTION & IMPLEMENTATION PLAN: Allied Health and Health Tourism Taskforce

Proposed Priority Action	Implementation/ Progress	Key Stakeholders	Timing	Resources
<p>Cluster and prioritise opportunities to develop and implement a business model and staging plan.</p> <p>Secure resources and implement a business case to increase Allied Health Services jobs and businesses in Douglas Shire.</p>	<p>Workshop:</p> <ul style="list-style-type: none"> Undertake a regional workshop with stakeholders to identify needs, expectations and service delivery models which would be best suited for the Douglas Shire. <p>Source Funding and Resources:</p> <ul style="list-style-type: none"> Taskforce will work collaboratively to identify resources and opportunities to increase and improve Allied Health Services in the Douglas Shire. Secure resources to undertake feasibility report that will provide evidence to support the establishment of an Allied Health Hub in the Douglas region. 	<ul style="list-style-type: none"> JCU PHN Cairns and Hinterland Health Service Douglas Shire Council 	<p>2018/19</p> <p>2018/19</p> <p>2018/19</p>	<p>HR – Council, JCU, PHN</p> <p>HR - Council</p> <p>Consultant \$10 000</p>

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PRIORITY ACTION & IMPLEMENTATION PLAN: Allied Health and Health Tourism Taskforce

Proposed Priority Action	Implementation/ Progress	Key Stakeholders	Timing	Resources
<p>Secure resources and implement a business case to increase Health (Well-Being) Tourism jobs and businesses in Douglas Shire.</p>	<p>Health Tourism:</p> <ul style="list-style-type: none"> • Tourism Port Douglas Daintree (TPDD) and Daintree Marketing Cooperative (DMC) with support of Council will work to promote opportunities for business and investment in the health and wellbeing tourism sector. 	<ul style="list-style-type: none"> • Tourism Port Douglas Daintree (TPDD) • Daintree Marketing Cooperative (DMC) • Douglas Shire Council 	<p>Ongoing</p>	<p>HR - Council</p>

Sustainable Development & Attracting Investment Taskforce

First Name	Surname	Job Title	Organisation
Julia	Leu	Mayor / Chairperson for Taskforce	Douglas Shire Council
Pip	Close	CEO	Tourism Tropical TTNQ
Tara	Bennett	Executive Officer	Tourism Port Douglas Daintree (TPDD)
Scott	Buchanan	Executive Director	Wet Tropics Management Authority (WTMA)
Gaye	Scott	President	Daintree Marketing Cooperative (DMC)
Michelle	Wenden	Member	Daintree Marketing Cooperative (DMC)
Jim	Turnour	CEO	Jabalbina
Emma	Burchill	CEO	Bamanga Bubu Ngadimunku (BNN)
Dean	Miller	Director	GBR Legacy
John	Rumney	Director	GBR Legacy
Mike	Berwick	Senior Advisor	Green Collar Group
Bruce	McDonald	President	Douglas Shire Sustainability Group
Roisin	Allen	Member	Douglas Shire Sustainability Group
Martin	Trainter	Secretary	Chamber of Commerce
David	Carey	Councillor	Douglas Shire Council
Abigail	Noli	Councillor	Douglas Shire Council
Michael	Kerr	Councillor	Douglas Shire Council
Roy	Zammataro	Councillor	Douglas Shire Council

**PRIORITY ACTION &
IMPLEMENTATION PLAN:
SUSTAINABLE DEVELOPMENT
AND ATTRACTING &
FACILITATING INVESTMENT
TASKFORCE**

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Economic Development Strategy 2017 - 2021 Action and Implementation Plan.

Introduction

Douglas Shire is positioned within the Wet Tropics World Heritage Area in Tropical North Queensland, alongside the Great Barrier Reef. It is the only place on the planet where two World Heritage listed sites meet. The amazing natural beauty, climate and lifestyle are drawcards for domestic and international tourists and increasingly world-class research, development and investment.

Douglas Shire's brand is highly sought after and is inextricably linked to the sensitive and unique, unspoiled natural environment, Indigenous cultural assets and the community's embracing of the principles of sustainability to manage these assets. As part of the implementation of the Economic Development Strategy 2017 – 2021 (EDS) it is a priority to ensure sustainability underpins planning and decision-making in regards to business and industry development and investment. It is a vision that the Douglas Shire becomes the leader in sustainable development within Australia.

Council's Economic Development Strategy 2017 – 2021 has five (5) Key Priority Areas which include:

1. Creating a Study, Training and Entrepreneur Incubator Centre;
2. Further developing an Allied Health Hub and Health Tourism;
3. Increasing the resilience of the Sugar Industry;
4. Developing Douglas Shire as Australia's Leader in Sustainable Development; and
5. Attracting and Facilitating Investment.

To assist with the implementation of the EDS a number of Taskforces have been established to help guide and progress the implementation of the Key Priority Areas. A specific Taskforce has been established to co-ordinate, communicate; provide strategic advice and recommendations to State and Federal Departments and other relevant organisations regarding issues and opportunities relevant to Sustainable Development and Attracting and Facilitating Investment.

This document provides details of progress to date; Priority Actions identified in the EDS and Implementation Plan (actions) that the Sustainable Development and Attracting and Facilitating Investment Taskforce will focus on over the 2018-2019 financial year.

Alignment with Corporate Plan

The Economic Development Strategy 2017 - 2021 aligns with relevant themes and goals detailed in Council's Corporate Plan 2014 – 2019.

Theme 1 Celebrating Our Communities

- 1.1.3 - Host and work in partnership with community groups to celebrate civic events and the achievements of our communities.
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- 1.2.2 - Actively participate in and promote throughout the community the "Closing the Gap" initiatives for Indigenous members of our communities.
- 1.2.3 - Develop and support opportunities to build resilience and sustainability of community groups and agencies.
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2.4.2 - Collaborate with communities in the north of the Shire to identify and pursue opportunities for increased tourism market share.

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3.1.1 - Undertake a review of the Douglas Shire Planning Scheme acknowledging impacts of climate change so that Council and our communities can appropriately respond.

3.1.2 - Identify and implement opportunities to create vibrancy in high profile areas, such as Daintree Gateway and Mossman town centre.

3.1.3 - Develop management plans for Council's parks and reserves including coastal reserves and foreshore areas.

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4.1.1 - Explore and utilise a comprehensive variety of media, including digital, to inform, engage and educate.

4.1.2 - Undertake community engagement activities that are clearly identified and are appropriate in relation to the project.

4.2.1 - Take a leadership role in engaging all community stakeholders in the development and documentation of a long term "Community Plan" which identifies the Vision, Priorities, Strategies and Actions for the long term economic, cultural, social, health and environmental sustainability of our communities.

4.2.2 - Provide leadership to secure beneficial social, environmental and economic outcomes for the Shire.

4.2.3 - Work with regional, state, national and international stakeholders to promote beneficial partnerships to support strong, resilient and sustainable communities.

4.2.4 - Identify opportunities to form partnerships with the Traditional Owners

Theme 5 - Governance

- 5.1.1 - Establish and develop long term financial, resource and infrastructure planning to ensure ongoing capacity to fund operations and capital works programs.
- 5.1.4 - Investigate opportunities for improved utilisation of Council's surplus assets by considering disposal where appropriate.
- 5.2.2 - Implement adopted policies and guidelines to ensure consistency in administrative management which also encourages innovation in Council operations.

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Priority Action & Implementation Plan: Sustainable Development and Attracting & Facilitating Investment Taskforce


Priority Actions from EDS	Implementation Plan/ Progress	Key Stakeholders	Timing	Resources
Council to prioritise key opportunities that can be included and addressed within the development of Council's sustainability strategy.	Reef Boats Sewage Treatment: <ul style="list-style-type: none">The Taskforce and Council will continue to advocate for changes to legislation and the provision of resources to support the treatment of black water from Reef Boat Tour Operators. Sustainable Events Policy: <ul style="list-style-type: none">Undertake a review of the Council's Events Strategy and Policy to provide guidance and direction to ensure that Council events; events supported by Council and other public activities are delivered with sustainable practices that eliminates the use of plastics, reduces land fill and maximises recycling.	- Douglas Shire Council - Jabalbina - BBN - Douglas Chamber of Commerce - WTMA - TPDD - DMC - TTNQ - GBR Legacy - DSSG - Green Collar	2018/19 2018/19	Human Resources (HR) - Council HR - Council

Attachment 4.4
 Priority Action & Implementation Plan: Sustainable Development and Attracting & Facilitating Investment Taskforce

Priority Actions from EDS	Implementation Plan/ Progress	Key Stakeholders	Timing	Resources
<p>Secure resources and implement a business case to develop Douglas Shire as Australia's Leader in Sustainable Development.</p>	<p>Ecotourism Certification:</p> <ul style="list-style-type: none"> Implement a program that increases the number of Eco Certified Tour Operators and Accommodation businesses in the Douglas Shire 	<p>Ecotourism Australia Douglas Shire Council TPDD TTNQ Douglas Chamber of Commerce Tour & Accommodation Operators</p>	<p>2018/19</p>	<p>HR – Council Consultant \$4 000 Certification \$10 000</p>
	<p>Ecotourism Destination Certification – Daintree National Park & Douglas Shire:</p> <ul style="list-style-type: none"> Secure resources to develop a Project Plan to assist in the implementation of Ecotourism Destination Certification for Daintree National Park and the greater Douglas region. 	<p>Ecotourism Australia Douglas Shire Council TPDD TTNQ Jabalbina Aboriginal Corporation Queensland Parks and Wildlife Service (QPWS) (WTMA)</p>	<p>2018/19</p>	<p>HR – Council Consultant \$5 000</p>

Study, Training and Entrepreneur Incubator Taskforce

First Name	Surname	Job title	Organisation
Abigail	Noli	Councillor / Chairperson for Taskforce	Douglas Shire Council
Wade	Greasley	President	Chamber of Commerce
Rosie	Blacklock	Business Development Officer	TAFE QUEENSLAND NORTH
Stephanie	Thomas	Business Development Manager	TAFE QUEENSLAND NORTH
Liz	Ross	Director	Far North Training and Consultancy
Cindy	Perry	Regional Planning Officer - Schools, Training and Skills	Dept Employment, Small Business and Training
Deborah	Kachel	Principal	Mossman SHS
Jodie	Duignan-George	Associate Vice Chancellor,	Cairns and Far North Region at CQUniversity Australia
Joy	Jenkins	Academic Operations Officer	Cairns and Far North Region at CQUniversity Australia
Malcolm	Johnson	Senior Lecturer, School of Business and Law	Cairns and Far North Region at CQUniversity Australia
Sam	Leo	Community Rep	Start-ups in Douglas
Troy	Haines	CEO	Ignite FNQ/ theSpace
Julia	Leu	Mayor	Douglas Shire Council
David	Carey	Councillor	Douglas Shire Council
Michael	Kerr	Councillor	Douglas Shire Council
Roy	Zammataro	Councillor	Douglas Shire Council

An aerial photograph showing a coastal town with a mix of residential buildings and green spaces, situated near a large body of water. The foreground is dominated by agricultural fields, some green and some brown, with a road or canal running through them.

PRIORITY ACTION & IMPLEMENTATION PLAN: STUDY, TRAINING, ENTREPRENEUR INCUBATOR TASKFORCE

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Economic Development Strategy 2017 - 2021 Priority Action and Implementation Plan.

Introduction

Education and training is vitally important to developing a skilled, competent and experienced local workforce that is able to meet the current and future demands of the business community and industries within the Douglas Shire. Access to such localised services is an investment which helps to create and maintain a thriving economy and sustainable workforce. To complement this education and training is the importance of supporting the needs and aspirations of startup and innovative entrepreneurs who seek to develop and create new business opportunities; and to attract established and emerging entrepreneurs from outside the Shire.

Council's Economic Development Strategy 2017 – 2021 (EDS) has five (5) Key Priority Areas which include:

1. Creating a Study, Training and Entrepreneur Incubator Centre;
2. Further developing an Allied Health Hub and Health Tourism;
3. Increasing the resilience of the Sugar Industry;
4. Developing Douglas Shire as Australia's Leader in Sustainable Development; and
5. Attracting and Facilitating Investment.

To assist with the implementation of the EDS a number of Taskforces have been established to help guide and progress the implementation of the Key Priority Areas. A specific Taskforce has been established to co-ordinate, communicate; provide strategic advice and recommendations to State and Federal Departments and other relevant organisations regarding issues and opportunities relevant to establishing a Study, Training and Entrepreneur Incubator Centre with the Douglas region.

This Taskforce will identify training needs for industries, business community and service providers such as the Salvation Army's residential aged-care centre, Mossman Hospital, Douglas Shire Council, Mossman Central Mill, Canegrower members, tourism and construction industries and the Creative Arts.

This document provides details of progress to date; Priority Actions identified in the EDS and Implementation Plan (actions) that the Study, Training and Entrepreneur Incubator Taskforce will focus on over the 2018-19 financial year.

Alignment with Corporate Plan

The Economic Development Strategy 2017 - 2021 aligns with relevant themes and goals detailed in Council's Corporate Plan 2014 – 2019.

Theme 1 Celebrating Our Communities

- 1.1.3 - Host and work in partnership with community groups to celebrate civic events and the achievements of our communities.
- 1.1.4 - Support and encourage a healthy, active and capable region through sporting, cultural and recreational opportunities, and community wellbeing initiatives.
- 1.1.5 - Support local non-profit community, sporting and cultural organisations to build their capacity.
- 1.2.1 - Advocate for state and federally funded services in identified areas of need.
- 1.2.2 - Actively participate in and promote throughout the community the "Closing the Gap" initiatives for Indigenous members of our communities.
- 1.2.3 - Develop and support opportunities to build resilience and sustainability of community groups and agencies.
- 1.2.4 - Network, advocate and partner with stakeholders to achieve positive outcomes.
- 1.3.1 - Take a proactive role in supporting the provision of improved facilities and services directed at assisting and caring for vulnerable groups in our communities.
- 1.3.3 - Foster and support the role of local artists, writers and performers to encourage community vibrancy and wellbeing.
- 1.3.4 - Provide and enhance community facilities and opportunities that cater for the arts, recreational and cultural pursuits.

Theme 2 - Building a Sustainable Economic Base

- 2.1.1 - Develop management plans for all Council assets and adequately resource their implementation.
- 2.1.4 - Identify, resource and implement opportunities for engagement in the digital economy.
- 2.2.1 - Develop business initiatives to support commercial development and investment within the Shire.
- 2.2.2 Encourage business re-location through the promotion of 'sea-change' and 'tree-change' opportunities.
- 2.2.3 - Encourage business activity and investments by removing unnecessary bureaucratic processes.
- 2.2.4 - Promote and support - 'Buy Local'.

2.2.5 - Expand tourism and agricultural business opportunities and benefits through collaborative planning and promotion.

2.3.1 - Promote the area for film opportunities.

2.3.2 - Investigate opportunities for sports and cultural tourism

2.3.3 - Support and explore appropriate commercial uses of Council - controlled land, adding to the visitor experience and supporting the local economy.

2.4.1 - Collaborate and support Indigenous communities to identify opportunities for social enterprise.

2.4.2 - Collaborate with communities in the north of the Shire to identify and pursue opportunities for increased tourism market share.

Theme 3 - Improve Environmental Performance

3.1.1 - Undertake a review of the Douglas Shire Planning Scheme acknowledging impacts of climate change so that Council and our communities can appropriately respond.

3.1.2 - Identify and implement opportunities to create vibrancy in high profile areas, such as Daintree Gateway and Mossman town centre.

3.1.3 - Develop management plans for Council's parks and reserves including coastal reserves and foreshore areas.

3.1.4 - Promote a culture within our communities of "zero tolerance to littering" and introduce an educational, regulatory and enforcement regime to underpin it.

3.1.5 - Investigate opportunities for improved recycling and re-use of waste deposited at landfill sites.

3.1.6 - Pursue best practice management outcomes for waste management facilities.

Theme 4 - Engage, Plan, Partner

4.1.1 - Explore and utilise a comprehensive variety of media, including digital, to inform, engage and educate.

4.1.2 - Undertake community engagement activities that are clearly identified and are appropriate in relation to the project.

4.2.1 - Take a leadership role in engaging all community stakeholders in the development and documentation of a long term "Community Plan" which identifies the Vision, Priorities, Strategies and Actions for the long term economic, cultural, social, health and environmental sustainability of our communities.

4.2.2 - Provide leadership to secure beneficial social, environmental and economic outcomes for the Shire.

4.2.3 - Work with regional, state, national and international stakeholders to promote beneficial partnerships to support strong, resilient and sustainable communities.

4.2.4 - Identify opportunities to form partnerships with the Traditional Owners

Theme 5 - Governance

5.1.1 - Establish and develop long term financial, resource and infrastructure planning to ensure ongoing capacity to fund operations and capital works programs.

5.1.4 - Investigate opportunities for improved utilisation of Council's surplus assets by considering disposal where appropriate.


5.2.2 - Implement adopted policies and guidelines to ensure consistency in administrative management which also encourages innovation in Council operations.

Priority Actions from EDS	Implementation Plan/ Progress Report	Key Stakeholders	Timing/ Status	Resources
<p>Establish a Taskforce of representatives from Vocational Education and Training (VET), Tertiary and locally based Regional Training Organisations, Mossman High School and entrepreneurs who wish to collaboratively develop a Study, Training and Entrepreneur Incubator Centre. Douglas Chamber of Commerce and Douglas Shire Council have each indicated a willingness to initially lead the Taskforce</p>	<p>Taskforce:</p> <ul style="list-style-type: none"> Taskforce has been established with first meeting held in December 2017. <p>Proposed meetings for 2018:</p> <ul style="list-style-type: none"> Wednesday - 7 March 2018 Thursday - 31 May 2018 Thursday - 30 August 2018 Thursday - 29 November 2018 <ul style="list-style-type: none"> Draft Terms of Reference (ToR) have been accepted by the Taskforce. 	<ul style="list-style-type: none"> Central Queensland University (CQU) TAFE Mossman State High School Douglas Shire Chamber of Commerce Far North Training and Consultancy Dept Employment, Small Business & Training TheSpace Douglas Shire Council 	<p>February 2018 COMPLETE</p> <p>March 2018 COMPLETE</p>	

Priority Actions from EDS	Implementation Plan/ Progress Report	Key Stakeholders	Timing/ Status	Resources
<p>Taskforce to identify training needs for the Salvation Army 's residential aged-care centre as a matter of urgency</p>	<p>The Salvation Army:</p> <ul style="list-style-type: none"> • Maintain communication and follow-up with The Salvation Army to identify training and staffing needs. <p><i>Note: Contact was made with The Salvation Army (early 2018) in regards to their training and workforce needs for the Mossman facility. At this point in time they are not in a position to progress any of the workforce and training needs as they have another facility opening in a couple of months which is currently their priority and focus.</i></p> <p><i>General staffing needs identified:</i></p> <ul style="list-style-type: none"> • Resident support workers • Clinical Workers • Administration • Catering • Maintenance Supervisor • Grounds workers 	<ul style="list-style-type: none"> • The Salvation Army • Douglas Shire Council • Far North Training & Consultancy • TAFE • CQU 	<p>2018/19</p>	<p>Human Resources (HR) - Council</p>

Priority Actions from EDS	Implementation Plan/ Progress Report	Key Stakeholders	Timing/ Status	Resources
<p>Taskforce to identify training needs for Mossman Hospital, Douglas Shire Council, Mossman Central Mill, Cane Growers' members, Tourism and Construction industries and the Creative Arts sector.</p> <p>Cluster and prioritise opportunities to develop and implement a business model and staging plan to establish the Study, Training and Entrepreneur Incubator Centre</p>	<p>Scoping Exercise:</p> <ul style="list-style-type: none"> Undertake a (fast track) scoping exercise to compile data and supporting information which identifies unemployment rates, skills and training needs/gaps and other relevant data to support the establishment of Study/ Training Hub in the Douglas region. <p>Business Survey:</p> <ul style="list-style-type: none"> Develop an online survey for businesses, in regards to their skills gaps and workforce training needs. Survey to be developed in conjunction with survey questions being developed by the Sustainable Development and Attracting Investment Taskforce on connectivity. <p>Workforce Analysis:</p> <ul style="list-style-type: none"> Undertake a workforce analysis for the current and potential future demand for skills and training needed for the hospitality and aged care sectors within the Douglas region. 	<ul style="list-style-type: none"> Dept Employment, Small Business & Training Douglas Chamber of Commerce Douglas Shire Council 	<p>2018/19</p> <p>2018/19</p> <p>2018/19</p>	<p>Human Resources (HR) - Council</p> <p>HR - Council</p> <p>Consultant \$5 000</p>

Priority Action & Implementation Plan: Study, Training, Entrepreneur Incubator Taskforce

Priority Actions from EDS	Implementation Plan/ Progress Report	Key Stakeholders	Timing/ Status	Resources
<p>Taskforce to understand and incorporate the needs of the Creative Arts, Film & TV sectors being identified in the Douglas Arts Strategy.</p> <p>Taskforce to identify potential student and entrepreneur needs.</p> <p>Taskforce to identify and assess existing infrastructure suitable for supporting a flexible Study, Training and Entrepreneur Incubator Centre within Douglas Shire.</p> <p>Secure resources and implement a business case to establish the centre to increase the number of jobs and businesses created in Douglas.</p>	<p>Douglas Arts:</p> <ul style="list-style-type: none"> Taskforce to be regularly informed and updated in regards to the implementation of the Douglas Arts Strategy. Identify opportunities, priorities and actions to progress the needs of the arts sector. <p>Student/ Entrepreneurs Needs:</p> <ul style="list-style-type: none"> Based on evidence Mossman SHS, Dept of Employment, Small Business and Training and TheSpace to provide guidance on identifying priorities to address the needs of student and; identify possible solutions and opportunities. <p>Audit of Facilities:</p> <ul style="list-style-type: none"> As part of the (fast Track) scoping exercise to justify the establishment of a Study, Training and Entrepreneur Incubator Centre undertake an audit of facilities and infrastructure that can support the delivery of training and the needs of entrepreneurs. <p>Resourcing:</p> <ul style="list-style-type: none"> Identify grant and other resourcing opportunities that can assist in establishing multi-purpose Training Hub/ entrepreneur incubator facility in the Douglas region. 	<ul style="list-style-type: none"> CQU TAFE Mossman State High School Far North Training and Consultancy Dept Employment, Small Business & Training TheSpace Douglas Shire Council Douglas Chamber of Commerce 	<p>Ongoing</p> <p>Ongoing</p> <p>2018/19</p> <p>Ongoing</p>	<p>HR – Council</p> <p>HR – Council</p> <p>Consultant \$10 000</p>

Priority Action & Implementation Plan: Study, Training, Entrepreneur Incubator Taskforce

Priority Actions from EDS	Implementation Plan/ Progress Report	Key Stakeholders	Timing/ Status	Resources
<p>Taskforce to consider and undertake lessons learnt from The Space in Cairns and other best practice operations such as the Ubud Digital Hub - which is a mecca for attracting talented, creative, innovative and wealthy individuals to Bali.</p>	<p>Entrepreneurs/Startup:</p> <ul style="list-style-type: none"> With the support of theSPACE, Ignite FNQ, Chamber of Commerce, Council and other key stakeholders commence steps to scope the establishment of a networked community of entrepreneurs, start-ups and innovative businesses; creating an 'ecosystem' to support and build the capacity of this community to succeed in creating jobs in the Douglas region. Steps include undertake networking activities, events and initiatives to bring together key stakeholders to determine what direct support exists, so as to form the next action steps. Create a 'Start-up Douglas' Facebook page. Taskforce members to Like/Follow and share with their networks. 	<ul style="list-style-type: none"> TheSpace Douglas Shire Council Douglas Chamber of Commerce 	<p>2018/19</p>	<p>HR – Council</p>
			<p>March 2018 COMPLETE</p>	<p>HR – Council</p>