



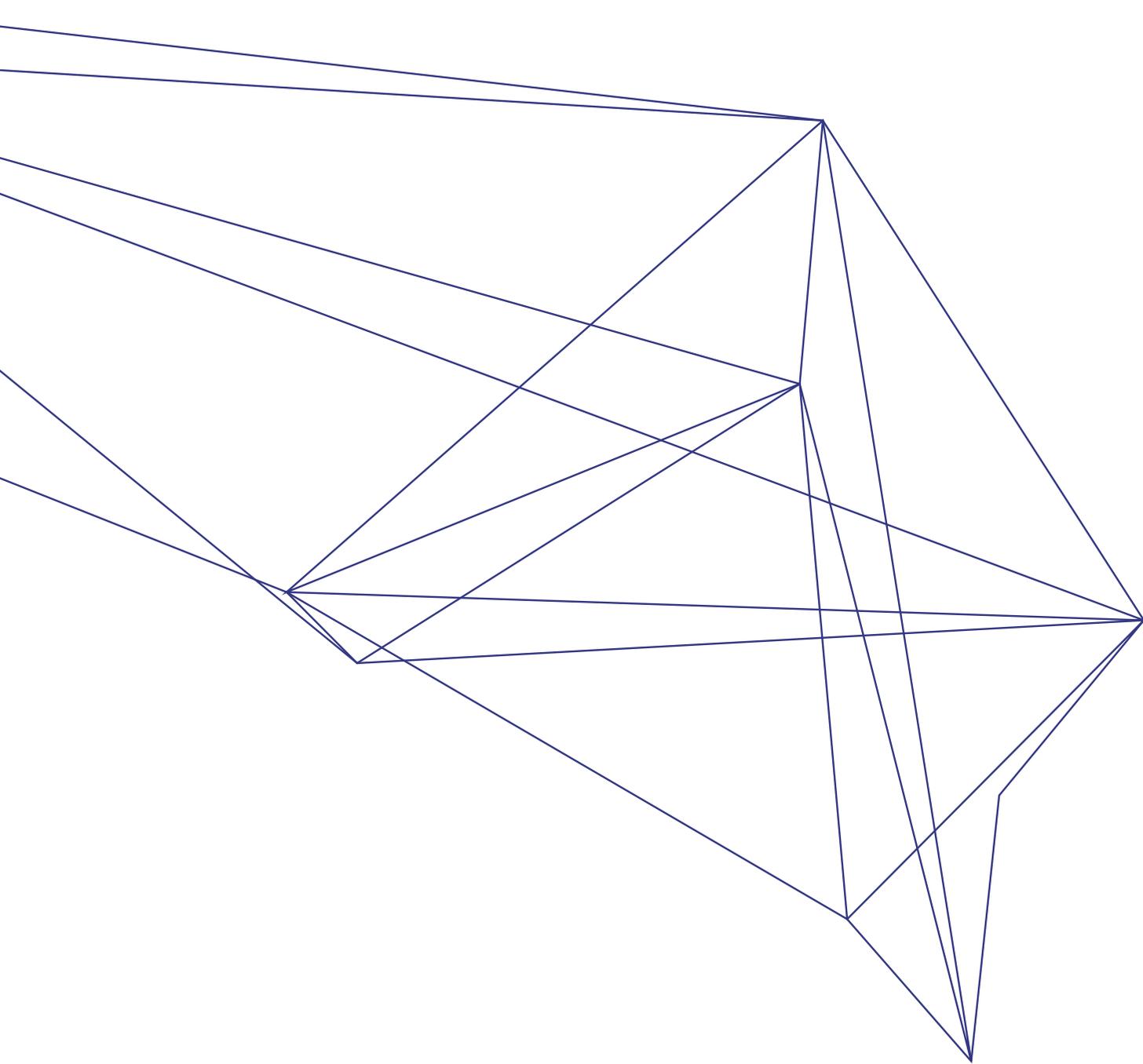
Hobsons Bay City Council

# Economic Development Strategy **Action Plan**

2017–2018

**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 2017 to 2018 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.



Dog Town Pet Supplies

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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
Support the establishment of a centralised Customer Relationship Management (CRM) system.	Economic Development officers contribute to the scoping and vision phase for Council's centralised CRM system.	Low	Economic Development	Customer Service KARM IT	2017-18	N/A	
Undertake annual program of business visits.	A minimum of thirty 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 ten local businesses. An annual calendar of Mayor and CEO business engagement activities is developed.	High	Economic Development	Customer Service and Councillor Support Business groups	Ongoing	Funding allocated	Low
Explore feasibility of establishing an economic development advisory committee to ensure economic development activity aligns with stakeholder needs.	A paper is produced identifying opportunities to establish an economic development advisory committee.	Medium	Economic Development		2017-18	N/A	

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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
Update the Hobsons Bay Business and Tourism website and relevant digital material.	A Hobsons Bay Business website is launched, providing a central portal for business and investment information. An updated Hobsons Bay Tourism website is launched, providing a central portal for tourism information.	High	Economic Development	Communications	2017-18	Funding allocated	Medium
Explore needs of CALD business community and develop resources to promote Council services.	A background paper is developed outlining the representation of CALD businesses within Hobsons Bay and the resources required to meet the needs of these businesses.	High	Economic Development	Community Development	2017-18	N/A	
Create small business information sheets outlining Council services and programs.	A suite of information sheets and resources targeted at small business are available to download from the Council website.	High	Economic Development	Communications	2017-18	Funding allocated	Low
Develop a welcome pack for new businesses	A digital welcome pack is distributed to all new businesses opening in Hobsons Bay. A hard copy version is available on request.	High	Economic Development	Communications	2017-18	Funding allocated	Low
Explore feasibility of establishing a grants program for identified business sectors including small/start up businesses.	A paper is produced exploring all options for small business grant programs.	High	Economic Development		Future	N/A	

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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
Deliver the Business Excellence Awards.	The Hobsons Bay Business Excellence Awards are delivered.	High	Economic Development	Arts and Culture, Sustainability, Health, Social Planning and Development, Business Groups	2017-18	Funding allocated	Medium
Work with local media to identify opportunities to promote business achievements and case studies.	A minimum of three local business achievements are promoted in local media.	Medium	Economic Development	Communications Local media	Ongoing	N/A	

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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
Develop and start to implement the Hobsons Bay Tourism Strategy.	The Hobsons Bay Tourism Strategy is endorsed and implementation underway.	High	Economic Development	Visitor Information Centre	2017-18	N/A	

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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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	

## 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.



Aqueous Solutions - specialists in water and waste water

**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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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	

**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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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	2017-18	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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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	2017-18	N/A	
Explore feasibility of establishing a pop up shop program to encourage local entrepreneurship.	A paper is produced exploring the feasibility of introducing a pop up shop program within Hobsons Bay.	Medium	Economic Development	Arts and Culture Community Development Town Planning	2017-18	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	2017-18	N/A	

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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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.



Laverton Community Hub

**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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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 team 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 team 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	Future	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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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	

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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
In partnership with local business, schools and employment agencies, facilitate careers expos.	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.	Low	Economic Development	Local business Schools WynBay LLEN, RDA	2017-18	Funding required	Low
Increase the number of local businesses using the Melbourne's West Jobs website.	There is an increase in the number of local workers accessing the Skills and Jobs Centres.	Medium	Economic Development	Organisational Development	Ongoing	N/A	
Work with the Skills and Jobs Centres to provide training and employment support to jobseekers.	2016 Census data shows an increase in the number of local workers employed in local jobs (currently 9,213).	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.	An annual careers expo is held in partnership with local schools and businesses.	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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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	

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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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	

## 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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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 team 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 team contributes 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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
Develop 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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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	
Explore feasibility of facilitating work experience/placement programs for young and marginalised members of the community.	A paper is produced exploring all options for establishing a Council-led work experience program.	Medium	Eco Dev Community Development WynBay LLEN	HR	2017-18	N/A	

## 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.

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
Explore opportunities to establish business resources/ facilities in Hobsons Bay libraries.	A paper is produced outlining the current and future opportunities for establishing business facilities in each library in Hobsons Bay.	High	Economic Development	Learning Communities	2017-18	N/A	
Work with Western Business Accelerator and Centre for Excellence (BACE) to explore feasibility of establishing an incubator/hub in Hobsons Bay.	A paper is produced exploring the options for developing an incubator or hub in Hobsons Bay.	High	Economic Development	Western BACE	2017-18	N/A	
Deliver programs aimed at nurturing start up business, entrepreneurial activity and innovation.	A targeted 'start-up' workshop is delivered.	Medium	Economic Development		2017-18	N/A	
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		2017-18	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	2017-18	N/A	

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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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

Action	Measure	Priority	Responsible department	Key partners	Timeline	Additional resources required	Cost level of new funding
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	2016-17	N/A	
Develop a digital economy plan to encourage the Hobsons Bay business community to utilise information and communications technologies.	A digital economy plan is developed.	Medium	Economic Development	Communications	Future	Funding required	Low

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# 9932 1212

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Arabic	خدمة الترجمة الهاتفية
Burmese	တယ်လီဖုန်းဖြင့် စကားပြန် ဝန်ဆောင်မှု
Cantonese	电话口译服务
Croatian	Telefonska služba tumača
Greek	Τηλεφωνική Υπηρεσία Διερμηνέων
Italian	Servizio telefonico interpreti
Karen	လိတံစိ တံကတိတံ့တံ တံါ
Macedonian	Телефонска преведувачка служба
Maltese	Servizz ta' Interpretar bit-Telefon
Mandarin	电话口译服务
Vietnamese	Dịch vụ Thông dịch qua Điện thoại

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