

About the Region

The Northern Tasmanian Region has a population of 143,270 (2011), comprising 28% of total state population. The Region produces approximately 25% of gross state product including 40% of Tasmania's agricultural output and 60% of the state's manufactured exports.

The distribution of employment by industry in Northern Tasmania broadly reflects state-wide patterns where the most significant industries are health care and social assistance, retail trade, manufacturing, education and training. The least significant employing industries in the Region are mining; information, media and telecommunications; rental, hiring and real estate services; and electricity, gas, water and waste services.

The Region has many core strengths including:

- Major regional airport plus associated higher-tier services that are an integral part of the principal air route network for south eastern Australia.
- Tasmania's largest industrial area at Bell Bay accessed by national and regional roads, electricity grid, gas network, rail and port infrastructure.
- Productive agriculture, horticulture, natural resources and processing opportunities.
- Significant education facilities including the University of Tasmania and Australian Maritime College.
- Major hospital and health care infrastructure.
- Banking, business and financial services.
- Recognition as a tourist destination and gateway.

However, the Northern economy faces many economic challenges stemming from recent industry restructuring, changing demographics and shifting global market conditions. The Region is currently grappling with an unemployment rate above the state average of 7.9% (January 2014) and the national rate of 5.9% (January 2014).

In real terms, the Region experienced a 40.2% increase in unemployment since 2007. Significant declines in employment between 2008 and 2012 were experienced in manufacturing, accommodation and food services, financial and insurance services, and agriculture, forestry and fishing.

Despite these challenges, the Region's Councils share a number of key aspirational goals to respond to these economic impacts including population and jobs growth, sustained economic development, enhancing skills and workforce capacity, and better infrastructure, connections and capacity.

Further investment in education and large scale irrigation infrastructure, the exploration of high value-adding industries and the resolution of a cost-effective international freight solutions further the competitive strengths of Northern Tasmania.

About Northern Tasmania Development

Northern Tasmania Development (NTD) is a regional development organisation covering the north and north east of Tasmania. We are an incorporated association. Our members are the eight Councils of this Region. We have a core staff of 4 FTE and we are based in Launceston.



NTD began life in 1992 as the Northern Tasmanian Regional Development Board, with the primary focus being the promotion of regional economic development. In late 2012, changes were made to the corporate structure to enable NTD to move from an independent corporate model to a regional collaboration and co-ordination model.

NTD operates closely with other regional bodies including NRM North and Tourism Northern Tasmania.



Our Vision for the Region

To strengthen the Region's capacity, position and role as one of Australia's most productive and liveable areas.

Our Mission

To advance the interests and development of Northern Tasmania by facilitating and coordinating worthy economic and community initiatives in conjunction with the eight Northern Tasmanian Councils.

Core business for NTD is:

- regional planning and research;
- economic development and skills development initiatives;
- investment attraction for projects of regional significance;
- maximising Commonwealth and State funding for the Region.

Governance

NTD is governed by the Local Government Committee which is comprised of representatives of the member Councils. Office Bearers for NTD are elected from the Local Government Committee.

- Chair - Albert van Zetten (Launceston City Council)
- Vice Chair – Craig Perkins (Meander Valley Council)
- Treasurer - Barry Easter (West Tamar Council)
- Secretary - Sarah Schmerl (Break O' Day Council)

Operating Principles

The effectiveness, legitimacy and impact of NTD in the pursuit of regional development and advocacy is underpinned by a clear set of supporting values and principles to guide actions and behaviours.

Our core values are:

- **Integrity:** We will be outcome focused and we will do what we say we will do;
- **Efficiency:** We will provide targeted services in areas where we can make a difference. We will prioritise effort;
- **Value:** We will focus on shaping common agendas, and ensuring that our members and stakeholders have access to information about our progress;
- **Team Work:** Our efforts will focus on co-operation and co-production with our members and other important partners.

Key Focus Areas

It is vital that regional development organisations such as NTD focus on areas of strategic importance as resources, particularly time and funds, are limited. During early 2013, NTD consulted with representatives of member Councils to develop key focus areas. Core business for NTD is:

- regional planning and research;
- economic development and skills development initiatives;
- investment attraction for regionally significant projects;
- maximising Commonwealth and State funding for the Region.

Driving economic transition and transformation

The regional economy and workforce is changing to adapt to a globally competitive market place. The economic base of the Region must diversify further and build stronger links with the rest of Tasmania, mainland Australia and with international markets.

To assist with transition and change, NTD will:

- support the discussion, development and implementation of innovative and significant economic diversification projects;
- collate and disseminate information about relevant regional development ideas and research;

- support the Local Government Committee as a forum for Councils to collaborate on regional development and economic diversification initiatives.

Building on existing competitive advantage - Creating new advantage

The Region has enviable comparative advantages including in its proximity to south east Australia and Asia. Our existing advantages also include productive land and agricultural resources, strong manufacturing base, skilled workforce and good transport linkages. However, further investments in other core infrastructure such as transport, health, energy, communications, education facilities and tourist product are critical to encourage economic activity to maximise existing advantage and to foster new competitive strengths.

NTD will assist to further develop regional advantage through activities that include:

- acting as a ‘clearing house’ for regionally significant projects that involve multiple stakeholders and multiple tiers of government;
- providing project management and coordination services for significant collaborative projects;
- encouraging and facilitating cooperative efforts between member Councils on significant projects related to regional and economic development

Enhance economic capacity through cooperation

Northern Tasmania cannot operate in isolation. We need to forge stronger alliances that work to our advantage. Strengthening the role and capacity of the Region cannot be confined to looking inwards.

The region must focus on regional-scale development initiatives that integrate all levels of government and, where possible, include partnerships with the private sector so as to deliver on multiple fronts rather than on narrow, specific agendas.

Successful regions have a highly educated and trained workforce resulting from an integrated and planned working relationship between employers and education and training service providers.

Activities include:

- support the role of the Local Government Committee as a forum for member Councils to consider and set regional priorities;
- work collaboratively with other stakeholders to contribute to events and forums that encourage discussion of regional and economic development;

- encourage collaboration between Councils through the support of cross-municipal committees and working groups;
- working in partnership with member Councils to integrate local and regional plans and strategies;
- facilitate connections between the regional stakeholder groups through enhanced communications linkages enabled by innovative, technology-based platforms.

Regional Indicators

NTD will monitoring key strategic measures to inform strategic decision making. Our priorities and actions will be guided by these measures to ensure we are focusing our efforts where they are needed most.

Measures will include (but are not limited to):

- Sustained population growth;
- Retention and attraction of skilled workers; persons seeking work, and participation levels in education and training;
- Employment growth with an emphasis on building the skills-base of the region; increased employment opportunities in rural areas and small towns; service provision undertaken within the region and the region's communities rather than relying on services delivered from outside of the region;
- Regional economic performance with an emphasis on increased levels of primary and manufactured production; higher value product; increased levels of freight and throughput at ports and the airport; increased passenger - tourist numbers at the airport and increased visitation at tourist attractions;
- Greater output in terms of building, construction and investment; with an emphasis on local construction jobs sustained through an ongoing investment in housing and commercial development; enhance services, facilities and planning for an ageing population; degree of accessibility to facilities and services; energy conservation; and increased levels of energy produced within the region from renewable sources;
- Levels of liveability and community wellbeing are difficult to measure. Indicators linked to statistics based on attraction and retention of new residents and retention of current population provides one measure. Other indicators such as strong levels of pride; high levels of community resilience; high levels of community participation in events and in

volunteerism; and in the capacity of the region to meet key needs in all communities are more qualitative.

Reports will be provided to the Local Government on a six monthly basis.

Corporate Indicators

In addition to regional indicators, the operational efficiency and effectiveness of NTD needs to be measured. The mode of operation for the organisation will be one that reflects concentrated effort and value for money.

Quarterly measures will be:

- **Service Delivery:** timeliness, variance against budget, governance systems;
- **Communications:** web-page statistics, frequency of communication, review of key messages;
- **Effectiveness:** progress against objectives, financial sustainability, cost of services compared against outcomes.