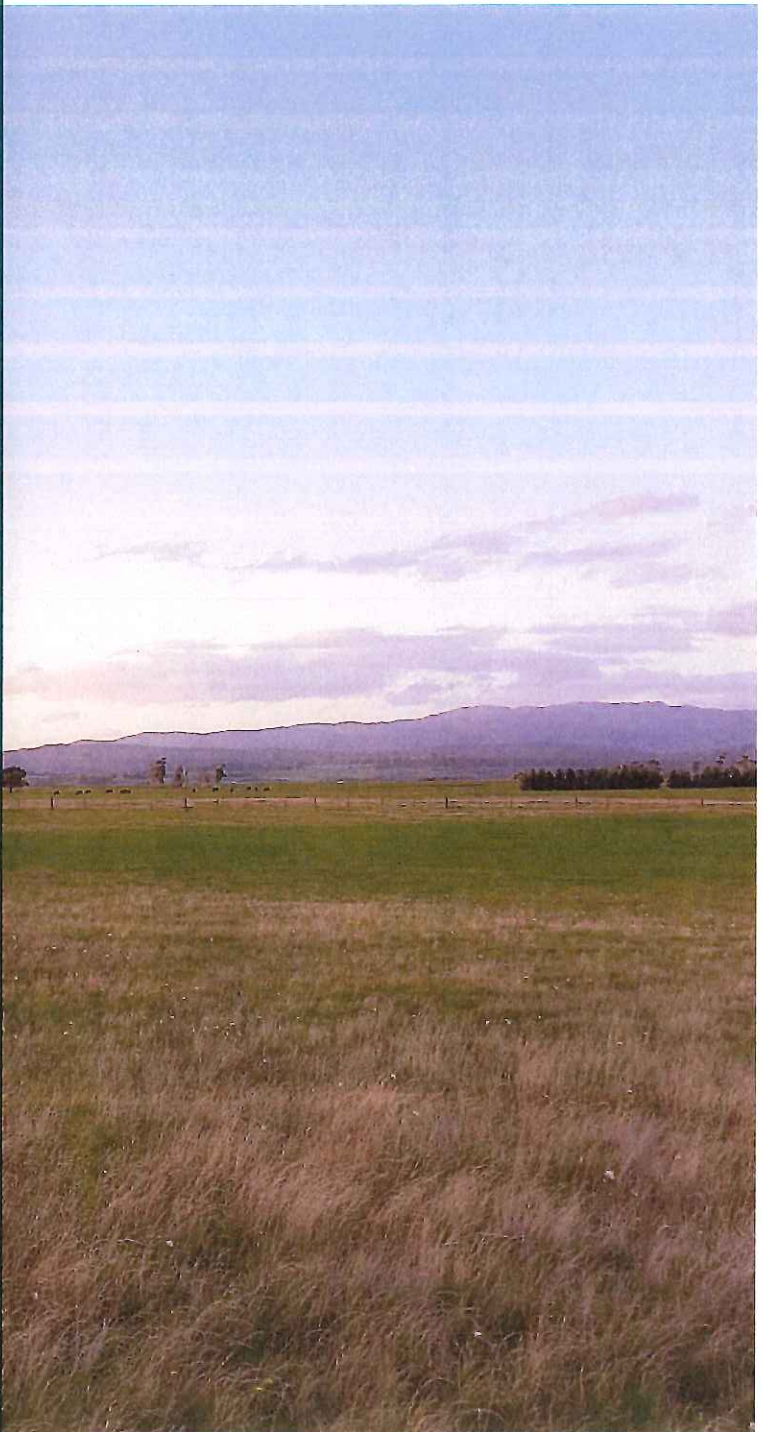


Quarterly Progress Report

JANUARY TO MARCH 2020



NTDC

NORTHERN TASMANIA
DEVELOPMENT CORPORATION LTD

What a different world we are living in now compared with the last quarterly report in December.

COVID-19 has changed the way we are all working and severely impacted the economy.

As the level of government closest to the community, local councils have and continue to support people with Care and Recovery Packages announced across Northern Tasmanian municipalities.

NTDC's major focus since the pandemic shut down businesses is to plan for the eventual recovery. While we don't have a clear timeline, it is important the region has a clear idea of where it can bounce back, but, more importantly, where the opportunities lie to do things differently and improve the region's economy, health and well-being for the long-term.

We have been busy working with key stakeholders to identify work that can be done now while we are in lockdown and work that will be important to the long-term recovery.

With this in mind, we are progressing the Regional Collaboration Framework by bringing the working group back together and refocussing it on a Recovery Taskforce.

It is anticipated this Recovery Taskforce, which features other membership groups, key stakeholders and private business leaders, will inform the state recovery committees currently being pulled together.

In terms of general NTDC business, I'll be finalising the last couple of council briefings on NTDC's plans and making the pitch for renewals of the Membership Agreement due in June.

We have a Members Meeting in May to be conducted by Zoom and I look forward to updating you on progress and plans further then.

In the meantime, stay safe and well and if you have any questions, please don't hesitate to make contact.



Mark Baker
Chief Executive Officer

A few words
from the CEO

Population Strategy Assisting Skilled Migrants

Population Program Manager Edward Obi has continued to work well in attracting and supporting new people to the region. Edward assists these migrants to revise their CVs and connect them to potential employers.

During the COVID-19 pandemic Edward is keeping our [Facebook Jobs](#) page updated with available jobs as there are industries still looking to employ.

Case Study – Chloe Dobson

Professional dancer Chloe Dobson was apprehensive about moving to an unknown city but has fallen in love with the beauty, lifestyle and community of Launceston in northern Tasmania.

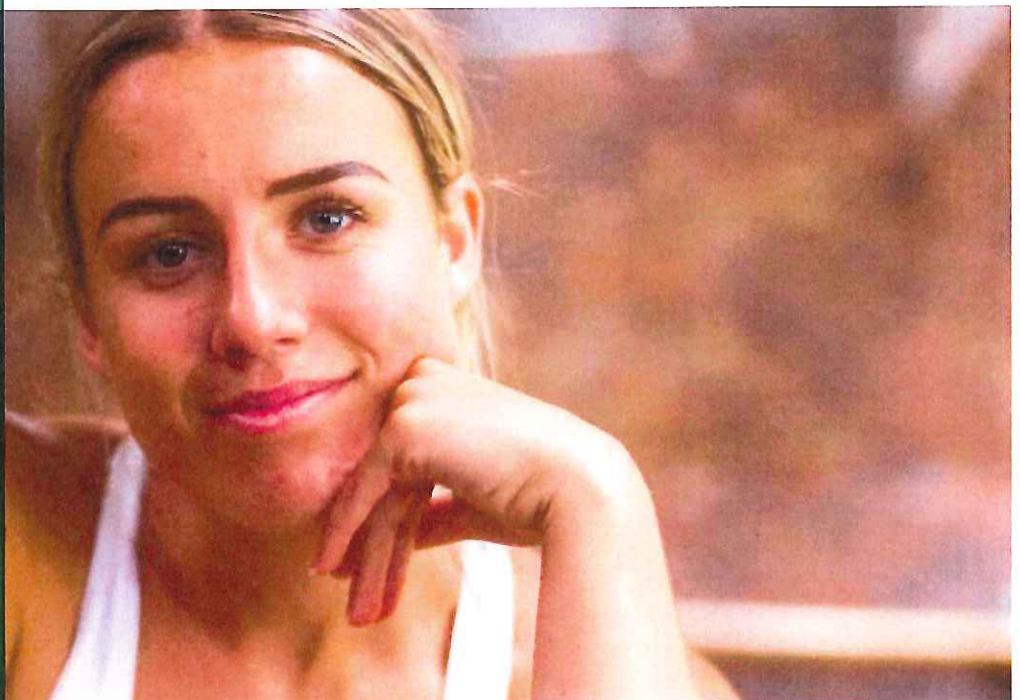
Chloe and her partner started considering the move to Launceston in May 2018, after deciding to be close to her partner's family. With the job offer came hesitations and fears that come with fresh starts and the unknown.

Chloe comes from an extensive background of dancing competitively, professionally and independently for 15+ years. She is the owner, creator, instructor and face of Bloom Barre which provides a positive and motivating space for everybody while focusing on safe and mindful movement.

Living here less than a year, Chloe successfully runs Bloom Barre in Launceston. Bloom Barre is a fusion of ballet, Pilates and yoga. You can see more here <https://www.facebook.com/bloombarre/>

Chloe was concerned about moving to a small town but with time she has come to enjoy the beauty, lifestyle and community of Launceston.

Chloe's advice to newcomers is: *"Stick it out. Put yourself out there and meet people you may not naturally come across; you'll see that Launceston (and Tasmania) has a lot to offer."*



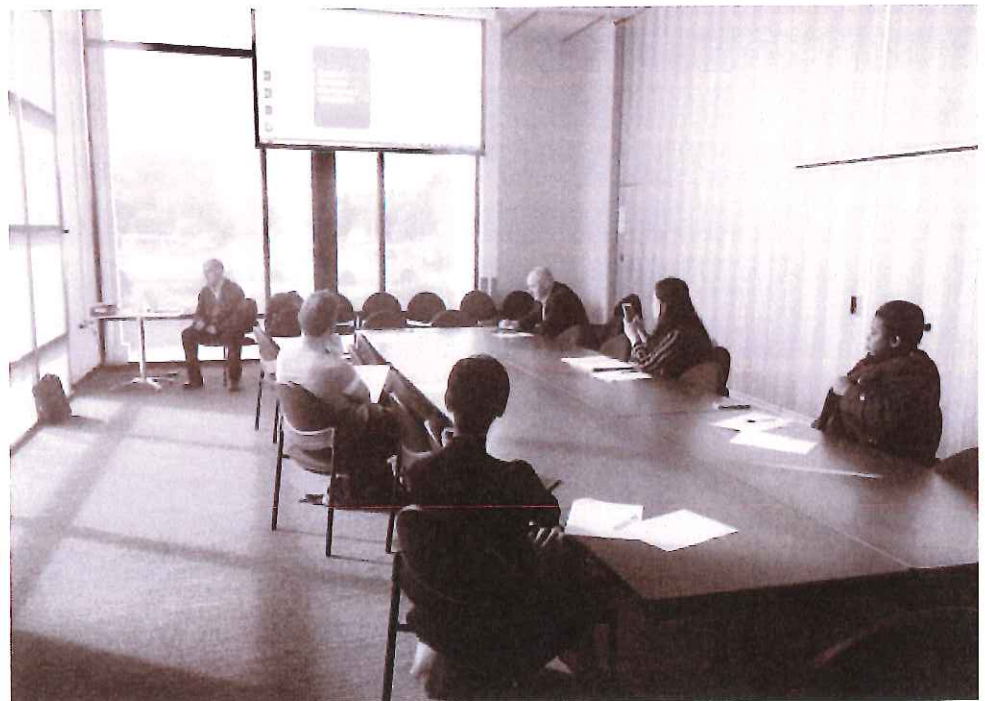
“Let’s Get Working” Seminars

EDWARD HAS PUT TOGETHER A VIDEO SHARING HIS EMPLOYMENT AND INTERVIEW TIPS TO SKILLED MIGRANTS.

Population Program Manager Edward Obi worked with Martin Collins at Envision Employment to organise workshops in each council area for jobseekers and those who want to help jobseekers find employment. The seminars covered job search methods, the importance of developing and maintaining a network of contacts, personal experience of looking for local employment (what works and what doesn’t) and skills transfer from one industry to another.

We hosted two events for George Town and West Tamar before postponing the remaining four events in Meander, Northern Midlands, Break O’Day and City of Launceston due to COVID-19. We had good turnout at both events and one jobseeker left the George Town seminar with a job in social work. It was decided to revisit the project once the immediate crisis has passed.

It was noted that there will likely be an increased demand for presentations such as these following the resumption of normal life, with business closures and job losses anticipated as a result of the outbreak. As a part of NTDC’s recovery package, we are planning to combine the seminars with a networking function for I-PREP (a University of Tasmania program that pairs international students with local businesses for work placements), panel discussion on how businesses can rebuild and culminate in a jobs expo for employers and potential employees.



Population Advisory Group

The first Population Advisory Group meeting held in March aimed to identify and develop proposed initiatives for the Population Program Action Plan (PPAP). The group which consists of stakeholders from all relevant sectors discussed employment initiatives within their organisation and how they can utilise and assist Edward.

Actions include Edward getting in touch with organisations like the Westpac Contact Centre in Sydney who successfully employ skilled migrants, as well as exploring opportunities with Tasmania Chamber of Commerce and Industry, and Skilled Tas.

The next meeting will be held on 11 June 2020 via Zoom.

NTDC's Response to COVID-19

NTDC has been exploring initiatives for the recovery and are focusing on the following: Circular Economy, Definium Innovation Partnership, Recovery Taskforce, Population Growth Coordination, Concierge Program, Jobs Expo + Let's Get Working Seminars, Mental Health and Resilience.

Hydrogen Energy

The development of a hydrogen energy hub concept at Bell Bay was endorsed in early 2019 by Member Councils as one of the priority projects for the region.

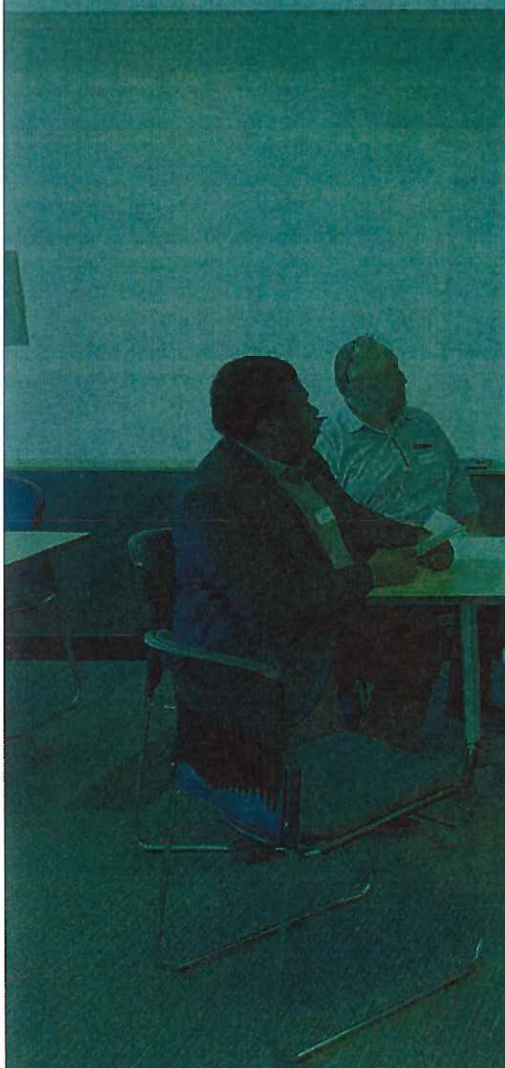
NTDC were planning a lunch with Premier, Energy Minister and ARENA CEO Darren Miller for March 27 but were forced to cancel due to COVID-19. We had initially arranged a Facebook livestream with the Premier and Energy Minister for the same time but the escalating pandemic meant we eventually decided to postpone the event until we can resume our original plan. We had also started work on a business breakfast in George Town with Chief Scientist Dr Alan Finkel in April but were similarly forced to abandon it due to travel and crowd number restrictions.



REDS Workshop

We held the first REDS implementation workshop on March 11. We worked through our key strategies and identified actions to the priority areas. The workshops with state and federal representatives, private sector and not-for-profits will be suspended for the time being.

Refer [Appendix A](#) for full report.



2020 Visions Rolling out in Partnership with The Examiner

As a way to get on the front foot for the new year, NTDC worked with Member Councils looking at each of municipality and what the key projects, priorities and developments were that would drive economic growth: a “2020 Vision” concept.

The opinion pieces were published in The Examiner over several weeks and promoted and shared via social media channels by The Examiner, NTDC and Members Councils.

They were all terrific examples of the positive work councils are doing in Northern Tasmania and paint an exciting picture about the opportunities ahead for this year and this decade.

While councils all had different visions and projects, similar themes were population growth, tourism, agriculture, productivity, sustainability and development.

Refer **Appendix B** for previous 2020 Vision articles.

Sports Facility and Greater Launceston Plan Reviews:

NTDC has taken on the management and oversight of two significant planning reports for the region - the Sports Facility Plan and Greater Launceston Plan.

The Greater Launceston Plan (GLP) was commissioned in 2012 by the City of Launceston with Federal Government funding assistance and with the active participation of neighbouring municipalities and a number of state authorities and city leadership groups.

The Plan was “a community vision and evidence-based framework for the sustainable development of Launceston and suburbs and localities over the next twenty years and beyond”.

The review of this plan will develop an agreed perspective of where Launceston as a regional city, the greater city area and the broader region currently stands and an agreed perspective of the key challenges and opportunities for its sustainable future.

The Sports Facility Plan is a major planning initiative which will provide an evidence-based long-term direction for the planning and management of the recreational and sporting grounds, and associated community facilities in both the City of Launceston, West Tamar Council, Meander Valley Council, Northern Midlands Council and George Town Council.

The Plan will provide:

1. A sport and recreation classification hierarchy based on catchment and function;
2. Standards for supply of sport and recreation grounds, facilities and asset;
3. An sport and recreation supply and demand analysis;
4. A community engagement processes; and
5. A prioritised and costed set of actions to achieve overall open space, sport and recreation vision and goals.

Due to the focus on responding to COVID-19 and uncertainty about commissioning consultants to prepare elements of these reports, work has been postponed until the next financial year.

Mayors' Quarterly Catch-ups

CEO held the first quarterly catch up with the Mayors in March which was attended by Mick Tucker, Annie Revie (phone), Mary Knowles and Albert van Zetten, with apologies due to other commitments from Christina Holmdahl, Wayne Johnston and Greg Kieser.

Updates from NTDC staff and Mayors can be found in **Appendix C**.

We then had a general discussion on how councils were going and all Mayors noted the level of abuse/vitriol they experience for doing the role. Perhaps this is something LGAT and NTDC and CCA could work together on as an education piece?

It was agreed the hour-long meeting had been worthwhile and we would meet again in June with West Tamar agreeing to host (note: the meeting will now be held over Zoom on June 10).

NTDC Members Meeting

We have sent out a save the date for the next Members Meeting on 6 May 2020. The meeting will be conducted via Zoom.

The proposed agenda is as follows:

- 1 Present, apologies and welcome
- 2 Acceptance of proxy votes if any
- 3 Declaration of quorum
- 4 Declaration of conflicts
- 5 Previous minutes
- 6 For decision
 - 6.1 Selection panel for new independent Chair
- 7 For Discussion
 - 7.1 CEO/Chair Report
 - 7.2 Membership Agreement
 - 7.3 Priority projects
 - 7.4 COVID-19 Recovery Package
- 8 Other Business
- 9 Meeting Evaluation

NTDC Board Update

Directors Greg Bott, Lucy Byrne and Chris Griffin served their last board meeting in February.

The Board has been joined by Des Jennings, General Manager of Northern Midlands Council and Wayne Johnson, Mayor of Meander Valley Council.

Interim chair Sue Kilpatrick is happy to continue in that role until a new chair is appointed. The constitution calls for the independent chair to be advertised by members.

Office Update and Working from Home

We have moved into our new office at 63-65 Cameron St. It is a little smaller but suitable for the next several months. Cohabiting with CityProm and Tourism Northern Tasmania has already proven very valuable with understanding their response to COVID-19 and sharing information and plans.

NTDC's future plans are to remain in this building at least until our funding is secure, but it seems to be a good long-term option if all tenants worked together on a new layout and fitout.

We have instigated working from home since March 16 with Zoom video conferencing used for daily team meetings.



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Appendix A

REDS IMPLEMENTATION WORKSHOP REPORT

Northern Tasmania's Regional Economic Development Strategy

**Implementation Program Workshop with Local Government Members
11 March 2020**

Contents

Executive Summary	3
Context	4
Regional Economic Development Strategy (REDS)	4
REDS Implementation Program Workshops	4
REDS Implementation	5
Workshop	6
Purpose	6
Format	6
Attendees	6
Agenda	7
Approach	7
Activities	8
Strategy 1 – Increasing Exports	9
Background Information:	9
Activities	9
Strategy 2 – Population Growth	12
Background Information:	12
Activities	13
Strategy 3 - Innovation	15
Background Information:	15
Activities	16
Strategy 4 - Investment	18
Background Information:	18
Activities	18
Strategy 5 - Infrastructure	20
Background Information:	20
Activities	20
Strategy 6 – Participation and Productivity	23
Background Information:	23
Activities	23
Prioritised Initiatives	25
Wrap Up	26
Next steps	26

Executive Summary

Implementation of the REDS will be coordinated and facilitated by NTDC but relies on working collaboratively and efficiently across all levels of government, community stakeholders and the private sector. In order to effectively engage with the region's stakeholders, NTDC facilitated this first Implementation Program Workshop with Council Members.

This workshop provided an opportunity for Council Members to collaboratively determine an agreed set of key initiatives to achieve the REDS Strategic Priorities. Emerging priority actions from the workshop included initiatives to focus on developing; a circular economy for the region, hydrogen investment at Bell Bay, an industry driven education paradigm, a creative and cultural offering and the regional land use strategy. The full outcomes of the discussion have been provided in this report.

NTDC will facilitate further workshops across all levels of government, community stakeholders and the private sector as we work to develop the REDS Implementation Plan (with a three-year outlook) and the NTDC Twelve-month Action Plan.

Context

Regional Economic Development Strategy (REDS)

In December 2019, all member councils, the State and Federal Government endorsed NTDC's Regional Economic Development Strategy (REDS) for the Northern Tasmania Region.

The REDS provides a shared understanding of where Northern Tasmania's future economic growth will emerge. It is a vehicle for engaging the community about regional needs and priorities, and it;

- Assists in bringing together key stakeholders,
- Facilitates access to resources, and
- Focuses activities around economic opportunities.

It provides a vision for economic development in the region;

By 2031, Launceston and Northern Tasmania will be Australia's most liveable and innovative region, with growing incomes and falling levels of disadvantage.

The REDS considers key areas of advantage in our regional economy including food and agribusiness, tourism, competitive manufacturing, health and social assistance, education, entrepreneurship and innovation.

The REDS identifies six strategic priorities to focus on for maximum economic impact in the region:

1. **Exports** - Grow total exports from \$5.3B in 2018 to \$7.7B in 2031
2. **Population**- Increase the number of skilled workers by 10,000 by 2031
3. **Innovation** - Increase productivity per hour worked from \$65 in 2018 to \$89 in 2031
4. **Investment** - Increase private and public investment from 1.47B per year in 2018 to \$2.25B per year in 2031
5. **Infrastructure** - Develop a sustainable pipeline of public and private infrastructure projects that supports our community
6. **Participation and Productivity** - Monitor the health and wellbeing and education rates of our community and advocate for continuous improvement

Doing this will not only make our region competitive in our state but make it more competitive nationally and internationally.

REDS Implementation Program Workshops

NTDC will host workshops with key stakeholders to commence development of the 2020 REDS Implementation Plan (REDSIP).

Workshops will be held with each of the following key stakeholder groups to identify priority initiatives and their contribution to deliver outcomes for the REDS. The workshops will be conducted in the following order.

- Local Government members (including GM's and economic development practitioners)
- State Government (including State Growth, DPAC and Treasury)
- City Deal and Federal Government
- Other participating organisations (RDA, LCC, UTAS, TNT, NRMA, MRC, ...)

REDS Implementation

The successful implementation of the REDS is dependent on cooperation between numerous stakeholders. NTDC and its member councils acknowledge that greater collaboration will improve economic outcomes for the Northern Tasmania Region. Collaboration is vital to build sustainable growth, drive private and government investment and improve planning strategies for Northern Tasmania's municipalities. A shared vision for the future of the region will be delivered through the collective efforts, sharing, support and trust between all stakeholders.

Implementation of the REDS will be coordinated and facilitated by NTDC but relies on working collaboratively and efficiently across all levels of government, community stakeholders and the private sector. NTDC acknowledge that with limited resources, we must promote a partnership approach and work in collaboration with all stakeholders to achieve the economic prosperity the region seeks.

The REDS Implementation Program has a three-year outlook and is guided by an Annual Plan. It will be a process driven approach to delivering a set of agreed actions to achieve the REDS priorities. The Implementation Program will identify new and current programs, initiatives and resources that can be implemented to optimise the economic benefits to Northern Tasmania.

The next stage of REDS Implementation Program is to work together with the six strategic priorities, consider the Priority Areas identified in the REDS and develop priority actionable initiatives with KPIs.

We aim to optimise the use of available resources to deliver benefits to the region, by agreeing a set of actions to be delivered by various stakeholders.

Key implementation responsibilities;

- **NTDC team** is responsible for development and delivery of the REDSIP.
- **NTDC Board** will approve, oversee and monitor delivery of the REDSIP
- **Local Government** members, **State Government** and **City Deal Executive** will endorse the REDSIP.
- The approved REDSIP will be publicly available on the NTDC website and will be provided to; Northern Tasmania Collaboration Network and Stakeholders and other participating supporting organisations, as requested.
- Accountability for the delivery of individual actions identified in the REDSIP resides with the agency that is assigned **lead responsibility** in the implementation (identified in REDSIP).
- **Stakeholders** for each action are expected to provide input, specialist advice and information, contacts and linkages to enable the delivery of the specific action – and to proactively advocate to other parties to progress delivery.

Workshop

Purpose

To identify and develop proposed initiatives for the 2020 REDSIP.

The focus is to determine an agreed set of key initiatives and actions that all stakeholders can work towards implementing. While this might not occur in one discussion, the guidance and expertise of NTDC members and community leaders will be invaluable.

Format

The Workshop was facilitated by Mark Baker, CEO of NTDC.

Mark provided background information on the REDS, and the approach for developing and delivering the REDS Implementation Program.

During the workshop, attendees broke into two groups and addressed a series of questions and activities (see Workshop Approach, on following page) designed to identify current programs, and to propose priority initiatives that could be implemented to help achieve the targets of the REDS.

Attendees

Local Government members were invited to attend this workshop, attendees were;

Name	Representing	Role
David Gregory	West Tamar Council	Corporate Services Manager
John Brown	Break O'Day	General Manager
Michael Stretton	Launceston City Council	General Manager
Michele Gibbins	West Tamar Council	Manager Community
Raoul Harper	West Tamar Council	Manager Infrastructure
Meagan Bennett	George Town Council	EA
John Jordan	Meander Valley	General Manager Manager of Innovation and Performance
James McKee	Launceston City Council Northern Midlands Council	Project Officer
Lorraine Green	George Town Council	General Manager
Shane Power	NTDC	CEO
Mark Baker	NTDC	Executive Assistant
Anna Di Camillo	NTDC	Project Manager
Georgie Brown	NTDC	Population Attraction
Edward Obi	NTDC	

Agenda

1:00pm - 1:10pm Opening and Introduction	
1:10pm – 2:00pm Workshopping	
Group 1	Group 2
<ul style="list-style-type: none"> • Exports (25mins+5min summary) Swap for gap identification	<ul style="list-style-type: none"> • Investment (25mins+5min summary) Swap for gap identification
<ul style="list-style-type: none"> • Investment (10mins+5mins summary) 	<ul style="list-style-type: none"> • Export (10mins+5mins summary)
2:00pm – 2:50pm Workshopping	
Group 1	Group 2
<ul style="list-style-type: none"> • Population (25mins+5min summary) Swap for gap identification	<ul style="list-style-type: none"> • Infrastructure (25mins+5min summary) Swap for gap identification
<ul style="list-style-type: none"> • Infrastructure (10mins+5mins summary) 	<ul style="list-style-type: none"> • Population (10mins+5mins summary)
2:50pm – 3:00pm Break	
3:00pm – 3:50pm Workshopping	
Group 1	Group 2
<ul style="list-style-type: none"> • Participation and Productivity (25mins+5min summary) Swap for gap identification	<ul style="list-style-type: none"> • Innovation (25mins+5min summary) Swap for gap identification
<ul style="list-style-type: none"> • Innovation (10mins+5mins summary) 	<ul style="list-style-type: none"> • Participation and Productivity (10mins+5mins summary)
3:50pm – 3:55pm Identify Top 3 priority initiatives from the full workshop program	
3:55pm – 4:00pm Wrap-up, Thanks & Close	

Approach

Attendees focused on identifying SMART initiatives;

- **S**pecific: Well defined, clear and unambiguous
- **M**easurable: With specific criteria that measure your progress towards the accomplishment of the initiative
- **A**chievable: Attainable and not impossible to achieve
- **R**ealistic: Within reach, realistic and relevant
- **T**imely: With a clearly defined timeline, including a starting date and a target date.

For each REDS Strategy the following background information was provided;

- Vision
- Target
- Key Opportunity Areas
- Priority Areas

Activities

- **Activity One – Identify current/approved initiatives**

Table groups considered the current economic development activities in Northern Tasmania. Identify current/approved initiatives/programs that are influencing outcomes.

- **Activity Two – Propose new initiatives**

Groups identified a handful of new initiatives that could contribute to achieve the REDS target. Consider Opportunity and Priority Areas outlined above.

- **Activity Three – Identify barriers/constraints**

It is necessary to identify and manage economic development barriers and growth constraints. Based on the current state, groups identified 2-5 economic development barriers/constraints.

- **Activity Four – Propose Solutions**

Groups asked to propose solutions for addressing the priority constraints identified in the previous activity.

Strategy 1 – Increasing Exports

Background Information:

Vision:

Export Growth will reduce our dependency on Government and enable an increasingly prosperous and self-reliant regional economy.

Target:

Grow total exports from \$5.3B in 2018 to \$7.7B in 2031

Key Opportunity Areas:

- Food Systems
- Tourism
- Education
- Competitive Manufacturing
- Professional, Scientific and Technical services

Priority Areas:

- Focus on developing growth opportunities in Food Systems as a priority regional competitive strength.
- Leverage the work of Tourism Tasmania and Tourism Northern Tasmania to attract higher-value visitors, to increase off-peak demand and encourage regional dispersal of visitors.
- Provide a range of targeted and accessible business support services that enable increased rates of entrepreneurship, small business survival and growth of established businesses
- Leverage off the growth in key export opportunity industries and the research capacity of local institutions to build export business.
- Grow the quantity of high-value, low-volume niche products and services
- Work with UTAS, TasTAFE and other educational institutions to attract (and retain) more international and interstate students.
- Encourage businesses to collaborate to develop solutions to trade challenges and increase their global access, and competitiveness
- Promote professional, scientific and technical services to locate in Northern Tasmania
- Build a strong health industry network to ensure local health needs are met, and are strong drivers of research and innovation that enables economic growth
- To improve the capabilities and market access capacity of local agriculture businesses enabling them to substantially increase exports value.
- Support businesses in developing and adopting new agritech allowing them to boost production and diversify into new product and service lines.

Activities

Activity One

Table groups were asked to consider the current activities in this strategy area in Northern Tasmania. Identify current programs that are influencing outcomes.

- AgriGrowth Loan Scheme - Agrivision 2050
- Dairy Tasmania Small Project Grants Program

- Agribusiness – Food systems focus
- Renewable Energy focus
- Education & UTas development
- Health
- Manufacturing

Activity Two

Groups were asked to identify a handful of new initiatives that could contribute to achieve the target. Consider Priority Areas outlined above.

Key Initiative:

- Target new geographic export opportunities ie. Indonesia. Mapping those opportunities to identify export market opportunity. Refer to previous NTDC work.
- Identifying opportunities to better utilise trails and natural infrastructure to attract tourism – Linkage to State ‘come down for air’ campaign
- Creative Industries and arts are a strength – develop and invest in a northern based cultural offering – drawing from the existing flows at TMAG and MONA
- NBN connectivity for decentralisation of national service delivery – linked to liveability of Launceston as a key attractor for new business
- Optimising recycling and circular economy strategy to take advantage of waste streams within the state
- Preparing industries for moving into and growing exports – business support
- Development and delivery of renewable energy sector including:
 - Centre for Excellence
 - Hydrogen focus
 - UTAS support & courses

Activity Three

It is necessary to identify growth constraints. Based on the current state, groups were asked to share two key constraints.

Key Growth Constraints:

- Costs (scale, distance)
- Skills / Population
- Local educational outcomes are poor
- Location risk for business – single source energy transmission (need duplicate Basslink)
- IT Infrastructure risk (& communication) - single hard line to mainland
- High dependency on single markets – some industry (eg. China)
- Regulations (restricting export)

Activity Four

Groups were asked to identify a handful of priority solutions for addressing the key constraints identified in the previous activity.

Priority Solutions:

- Diversify markets
- Continue to value-add / innovate products
- Infrastructure – IT & Energy

Strategy 2 – Population Growth

Background Information:

Vision:

The region requires an increased skilled working-age population to supply our businesses with the resources they need for a growing economy

Target:

Increase the number of skilled workers by 10,000 by 2031

Key Opportunity Areas:

- Population Attraction
- Population Retention
- Supporting population Growth – infrastructure & placemaking

Priority Areas:

- Implement the Population Strategy developed by the Population Taskforce with a particular focus on increasing the working age population.
- Attract a working age population to meet the skills and jobs required for Northern Tasmania.
- Attract and retain more local, interstate and international students.
- Develop a Welcoming Region Program to support and retain interstate and international migrants
- Plan for growth ensuring essential infrastructure and appropriate housing is available.
- Work with UTAS, TasTAFE and other institutions to retain (& attract) more international and interstate students.

Current State

Edward Obi, Population Program Manager, NTDC, is working on the following Population Strategy initiatives;

1. Skilled Worker Intensive Support Session (SWISS)
2. Let's Get Working seminars
3. Jobs in Northern Tasmania FB page
4. Make it Launceston and North East
5. NTDC/UTAS/Chamber I-Prep internship collaboration

Activities

Activity One

Table groups were asked to consider the current activities in this strategy area in Northern Tasmania. Identify current programs that are influencing outcomes.

- NTDC's Population Program
- Multicultural Grants Program
- Learning Grants Program
- Attracting students – need better
- Retaining students – poor retention
- Retirees moving to region – not adding value
- Let's Get Working program
- Retain current populations – not enough work to provide pathways
- Jobs support – intensive support sessions
- Make it Launceston - State program needs to continue & grow
- Welcome Region – grow to include all member Councils

Activity Two

Groups were asked to identify a handful of new initiatives that could contribute to achieve the target. Consider Priority Areas outlined above.

Key Initiative:

- Attract new business
- Attract lifestyle / tech workers
- Promote lifestyle attractors;
 - Renewables
 - Clean air
 - Climate
 - Tech
 - Less Traffic
 - Culture
 - Food
- Concierge program for new arrivals
- Support program – delivered in conjunction with member councils
- Target & attract Tasmanian returners - young families, young professionals
- Access retiree skills to add value to economy

Activity Three

It is necessary to identify growth constraints. Based on the current state, groups were asked to share two key constraints.

Key Growth Constraints:

- Housing / rental access & availability
- Infrastructure
- Transport – public transport not good enough
- Think regionally (not city centric) – promote regions for settlement & jobs, not just Lton

- Cultural integration is poor
- Ongoing support required for new arrivals, particularly from different cultures
- Employment – access to jobs is limited & favours locals

Activity Four

Groups were asked to identify a handful of priority solutions for addressing the key constraints identified in the previous activity.

Priority Solutions:

- Transport vision to address community needs
- Education improvements required;
 - Attainment
 - Attraction
 - Retention
 - Aligned to regional needs
- Identify targeted corporate opportunity to locate main office in our region – a business aligned with our values, environment etc.
- Housing – Regional Land Use Strategy – Release land more easily
- Incentives – Tax, rate relief for new business/arrivals
- Regional location prospectus to attract arrivals to broader region (not just Lton)

Strategy 3 - Innovation

Background Information:

Vision:

Innovation is necessary to achieve a higher value economy with more, higher paying jobs.

Target:

Increase productivity per hour worked from \$65 in 2018 to \$89 in 2031

Key Opportunity Areas:

-
- Food Systems
 - Tourism
 - Competitive Manufacturing
 - Education
 - Health and Social Assistance
 - Professional and Technical Services – ICT and new SME

Priority Areas:

-
- Build a regional innovation ecosystem (including a start-up ecosystem) to support businesses to access information, networks and processes to better apply innovation
 - Enhance the skills required to succeed in innovative, competitive and productive businesses, such as digital literacy, cyber security and Industry 4.0 applications in business.
 - Leverage opportunities for innovation and productivity improvements from investments in enabling infrastructure, such as the NBN, the LoRa Network and the Launceston Institute of Applied Science and Design.
 - Continue to support defence operations in the region in order to grow regional capabilities and take advantage of future defence industry growth
 - Utilise defence research and manufacturing capabilities to value-add to other regional industries, such as food systems, ICT, health.

Activities

Activity One

Table groups were asked to consider the current activities in this strategy area in Northern Tasmania. Identify current programs that are influencing outcomes.

- FIAL - Food Innovation Australia Limited
- CSIRO's food innovation centre for industry
- Business Evaluation - Entrepreneurs' Programme
- SEED Lab
- Ferment Tasmania
- Enterprize, Macquarie House
- Smart Cities Program
- ICT – Enterprise incubator
- Support new mindset: “How do we do things differently?” Mindset and process – lateral thinking
- Definium projects – LoRaWAN IoT data
- NT as a test site for IT product?
- Big data available through Smart Cities program – people movement
- Councils own most knowledge and data.
- Councils are conservative culturally.

Activity Two

Groups were asked to identify a handful of new initiatives that could contribute to achieve the target. Consider Priority Areas outlined above.

Key Initiative:

- Innovation hub work – OCG project
- Need process or support to encourage business to think innovatively
- Resourcing – need support staff who can analyse data to enable innovative solutions
- GLP and City Deal are a chance to think innovatively. How to make the most of this?
- Driverless cars and impact on future use & planning

Activity Three

It is necessary to identify growth constraints. Based on the current state, groups were asked to share two key constraints.

Key Growth Constraints:

- Staff skills limitation
- Mindset /culture of government bodies
- Ageing staff
- Understanding innovation
- Cost of IT – value proposition
- Industry diversification is low
- Overreliance on service and reducing manufacturing sector
- Most businesses don't have time/culture to be innovative.
 - Breathing time to think.
 - Productivity dilutes because of being busy
 - stretches resource and business can't afford
 - Strip off industry baggage & culture

- Innovation has to relate to people not process
- Innovation = improvement
- Open data sources to support cooperative innovation
- Don't be scared to fail

Activity Four

Groups were asked to identify a handful of priority solutions for addressing the key constraints identified in the previous activity.

Priority Solutions:

- Education / exploration, eg. Definium, or case studies from councils
- ICT – common platforms, eg. tech, record management
- Share knowledge on a regional level, provide common platform
- Regulatory innovation required. Often regulation prevents contractor from being innovative
Eg. regulation on how developer builds road infrastructure
- Staff exchanges could help share knowledge

Strategy 4 - Investment

Background Information:

Vision:

Investing for a growing and resilient economy

Target:

Increase private and public investment from \$1.47B per year in 2018 to \$2.25B per year in 2031

Key Opportunity Areas:

-
- Public Investment
 - Private Investment

Priority Areas:

-
- Promote strategic incentives to attract more investment from existing and new businesses
 - Advocate at a regional level for investment in priority public infrastructure projects that enable economic growth
 - Continue to support the investment taskforce and consider how to deliver improved investment outcomes.
 - An agreed pipeline of investment opportunities so economic growth and competitiveness is maintained
 - Continue to develop and promote priority infrastructure list for Northern Tasmania region, creating a clear framework for prioritising infrastructure investment opportunities
 - A clear framework for targeting likely investors at a state, national and international level
 - Promote Northern Tasmania region as prime location for renewable energy production
 - Optimise Northern prison investment opportunity for Northern Tasmania Region

Activities

Activity One

Table groups were asked to consider the current activities in this strategy area in Northern Tasmania. Identify current programs that are influencing outcomes.

- NTDC Investment Taskforce – didn't work
- Residential growth eg.
 - Perth - Opportunities for other areas
 - Launceston
 - St Leonards development opportunity
 - Prospect development Opportunity
- Hotels being built (visitor economy)
- Business growth in agribusiness
- Opportunity with port development – Bell Bay
- Lifestyle region in WTAM, GTC and NM
- MV prison investment
- UTAS relocation
- Hydrogen energy industry
- TRANSLink
- MTB @ GT

Activity Two

Groups were asked to identify a handful of new initiatives that could contribute to achieve the target. Consider Priority Areas outlined above.

Key Initiative:

- Battery of nation – pumped hydro? Windfarms – renewable energy
- CoL: Cultural strategy = public investment, eg. QVMAG
- Opportunity with UTAS courses – more in NT to uniquely reflect our needs
- Irrigation = agribusiness growth along river
- Value add in northern region for winemaking
- Access to market – port infrastructure – rationalise infrastructure eg. ports
- Placemaking investment eg. City Deal for Launceston,
- Placemaking @ regional level - Perth, Legana school/shopping,

Activity Three

It is necessary to identify growth constraints. Based on the current state, groups were asked to share two key constraints.

Key Growth Constraints:

- Utility providers – coordination of long-term plans
- State growth: roads and transport infrastructure to meet demand
- Recession impact
- Scale and population are ongoing constraints
- Zoning – constraining land release
- Barrier: Planning scheme, eg. Tall buildings in CBD
- Blocker: Land banking being held back
- Regional Land Use strategy – over importance
- Blocker: margins for development

Activity Four

Groups were asked to identify a handful of priority solutions for addressing the key constraints identified in the previous activity.

Priority Solutions:

- Optimisation of land use – housing priority for low value land
- Leveraging Tasmania brand as a lifestyle attractor
- Mapping of land capability
- Get Tas irrigation at Bell Bay as solution to water needs
- More private/public partnership to enable development
- Low interest on loans for strategically aligned development

Strategy 5 - Infrastructure

Background Information:

Vision:

Infrastructure plays a strong role in generating economic benefits for our region, while supporting environmental and social outcomes.

Target:

Develop a sustainable pipeline of public and private infrastructure projects that supports our community

Key Opportunity Areas:

- Placemaking Infrastructure -hospitals, schools, roads, houses, recreational facilities
- ICT infrastructure

Priority Areas:

- Manage infrastructure development in a way that maintains or enhances the region's liveability, while also promoting economic growth
- Place-making and regional land use planning initiatives considers the ongoing provision of infrastructure and community amenities for current and future residents.
- Identify opportunities for Northern Tasmania to leverage the region's ICT assets and capability.
- Maintain a pipeline of major private and public infrastructure projects to better assist with workforce planning and development.
- Advocate in the lead up to elections for Regional Priority Projects (and for LGA based projects where appropriate) to maximise infrastructure investment in the region.
- Prioritise planning and development in Launceston's CBD to support a critical mass needed for retail and hospitality growth
- Better integrate regional transport and land use planning to ensure efficient supply chain connections throughout the region, and inter-regionally
- Leverage road, rail and air infrastructure investment to grow freight and warehousing related business development.

Activities

Activity One

Table groups were asked to consider the current activities in this strategy area in Northern Tasmania. Identify current programs that are influencing outcomes.

- NTDC's Priority Regional Infrastructure Projects List
- Greater Launceston transport vision
- Legana, Perth eg, long-term planning,
- Midlands Hwy & Bass Hwy are good examples
- CoL: Water and sewage upgrades & separation
- Placemaking infrastructure; schools, hospitals
- Prison at Meander
- Marina at Rosevears
- Sports Facility Plan to optimise infrastructure priorities

- Tas Irrigation Pipeline
- Battery of nation

Activity Two

Groups were asked to identify a handful of new initiatives that could contribute to achieve the target. Consider Priority Areas outlined above.

Key Initiative:

- Cultural strategy -> infrastructure to support this
- AFL facility upgrades
- MTB infrastructure: differentiation & linkages to value-add the whole product made up of a number of different trail networks
- Transport, eg, linkages around region
- Planning for future infrastructure needs eg, electric bikes
- Airport upgrades
- Masterplan for infrastructure needs
- Mining gold again?

Activity Three

It is necessary to identify growth constraints. Based on the current state, groups were asked to share two key constraints.

Key Growth Constraints:

- Coordination, eg, info shared with all parties – better tripartite approach (State still working independently & not sharing with Councils)
- Funding
- Political trigger: only happens with pressure/reactionary

Activity Four

Groups were asked to identify a handful of priority solutions for addressing the key constraints identified in the previous activity.

Priority Solutions:

- Coordinated regional approach, eg, GLP
- Regional Collaboration Framework – regional communication network
- City Deal extension
- Stronger local government influence for priority infrastructure
- Public/private partnerships to enable infrastructure projects
- Coordination of infrastructure works to manage resource demand & support local contractors Eg TasWater jobs, state jobs, municipal jobs
- Infrastructure pipeline needs to consider skills and training eg, excavators
- Flinders airport upgrades
- BoD airport upgrades
- Recycling & waste processing – infrastructure opportunities
- Hydrogen: domestic gas application opportunity and transport

- Emerging robotics and manufacturing – technicians' skills to resource developing industry
- Opportunity in emerging growing economies and companies pulling in supply chain
- ID aged infrastructure. Affordability of depreciation
- Future proof development – review for long term costs/needs

Strategy 6 – Participation and Productivity

Background Information:

Vision:

Build and support the region's human capital to improve workplace participation, productivity and responsiveness

Target:

Monitor the health and wellbeing and education rates of our community and advocate for continuous improvement

Key Opportunity Areas:

- Health
- Education/Skills
- Strong community and social purpose
- Improved social disadvantage rates

Priority Areas:

- Support programs to strengthen transitions to vocational training or higher education linked to the workforce, and deliver the skills and qualifications needed for a growing economy.
- Advocate for trials, opportunities and pathways, for disadvantaged cohorts.
- Seek opportunities to collaborate on relevant education and health programs to advance the regional economy.
- Enable the transition of business and workers into the new growth industries to maintain diversity and ensure economic resilience

Activities

Activity One

Table groups were asked to consider the current activities in this strategy area in Northern Tasmania. Identify current programs that are influencing outcomes.

- High unemployment
- Low SEIFA
- Inadequate training – needs to industry driven
- Jobs ready workers not available
- Business limited by deficit of workers
- Local government salary limitations

Activity Two

Groups were asked to identify a handful of new initiatives that could contribute to achieve the target. Consider Priority Areas outlined above.

Key Initiative:

- Engage retirees
- New education paradigm – fill skills gaps / industry driven strategic focus
- Programs to lift low SEIFA opportunity / participation
- Establish data of skills gaps and needs in region
- Find solution based on industry pathways for training to employment

- Publicly advertise all jobs (not just employing through 'word of mouth')
- Develop soft skills for potential employees – currently limiting employability

Activity Three

It is necessary to identify growth constraints. Based on the current state, groups were asked to share two key constraints.

Key Growth Constraints:

- Transport – employees struggle to get to work location
- Education / skills delivery system – existing yr12 leavers do not have employable skills
- Cultural limitations to completing education & seeking employment (generational unemployment, no respect for all jobs)
- Childcare/teenagers – workplaces need to support this to enable particularly female workers
- Finding 'available' jobs – most available jobs not advertised
- Employment flexibility – essential to unlock potential part-time workers, parents & carers
- No carry adopters (industry)

Activity Four

Groups were asked to identify a handful of priority solutions for addressing the key constraints identified in the previous activity.

Priority Solutions:

- Partnership with industry - pilot project industry sponsored/delivered training linked to employment opportunity
- Job visibility – publicly advertised vacancies
- Transport – Government/industry sponsored to support employees' access to workplace
- Employers – embed flexibility in employment & provide family support

Prioritised Initiatives

Aim:

Identify priority initiatives from the full workshop program.

Activities

Each participant was asked to vote for 3 initiatives that they believe should be the highest priority for NTDC's REDSIP.

Exports

- Optimising recycling and circular economy strategy to take advantage of waste streams within the state (3)
- Creative Industries and arts are a strength – develop and invest in a northern based cultural offering – drawing from the existing flows at TMAG and MONA (2)
- Continue to value-add / innovate products (1)

Population

- Housing – Regional Land Use Strategy – Release land more easily (3)
- Industry diversification is low (1)
- Regulatory innovation required. Often regulation prevents contractor from being innovative
Eg. regulation on how developer builds road infrastructure (1)
- Education / exploration, eg. Definium, or case studies from councils (1)
- Staff exchanges could help share knowledge (1)
- Access retiree skills to add value to economy (1)

Innovation

- *None identified*

Investment

- Utility providers – coordination of long-term plans (1)
- Scale and population are ongoing constraints (1)
- Optimisation of land use –housing priority for low value land (1)

Infrastructure

- *None identified*

Participation and Productivity

- New education paradigm – fill skills gaps / industry driven strategic focus (4)

Wrap Up

- Mark Baker thanked everyone for their participation, summarised the Forum activities, and asked for feedback and reflections.

Next steps

- Workshop notes will be distributed to attendees to assist in discussions about economic development initiatives in the region
- NTDC will continue to facilitate REDS Implementation Program Workshops with stakeholder groups
- A separate REDS Implementation Plan will be developed to guide the activities of the REDS Program.



Appendix B

**PUBLISHED ARTICLES
2020 VISIONS ROLLING
OUT IN PARTNERSHIP
WITH THE EXAMINER**

OPINION

LAUNCESTON VISION 2020

Uni campus move 'critical factor for growth'

IMPLEMENTATION of the extended Launceston City Deal, the University of Tasmania relocation to Inveresk and stage two of the Launceston City Heart Project are among the main economic priorities for the City of Launceston Council in 2020.

Mayor Albert van Zetten said the key priority for the council was the implementation of the Launceston City Deal, which was extended out from five years to 10 following the recent federal election.

"With that now in place, we're looking at new and exciting ways we can leverage off this deal and identify new strategies and projects we can submit for possible funding," he said.

Other economic development perspective, our key focus areas will be:

- Facilitating the University of Tasmania relocation
- Progressing stage two of the Launceston City Heart Project
- The implementation of the Buildings Heights and Massing Study
- Residential growth strategies:
- Invermay Traffic Masterplan outcomes (including the traffic signal upgrade)
- Implementation of the City of Launceston's Cultural Strategy
- Inner City Living
- Smart Cities strategy
- Progressing the Greater Launceston Transport Vision (including the Eastern Bypass feasibility study).

"We're also co-signatories of the River Health Action Plan and with some \$94 million of investment in our river over the next few years, that will also be a major priority moving forward," Councillor van Zetten said.

He said undoubtedly the biggest factor in economic growth was the relocation of the University of Tasmania campus from Newnham to Inveresk.

"Bringing the campus into the CBD will be a game-changer for the city. It truly is a once-in-a-generation project that will deliver not only economic growth for the region, particularly during the construction stages, but niche research capabilities as well as give a true impetus to developers as they deliver what we expect will be a market-driven need for more CBD living options."

Both the City Heart project and building heights amendments to the planning scheme will unlock development potential within the city and the progression of the residential growth strategy will also facilitate



ACTION PLAN: The relocation of the University of Tasmania from Newnham to Inveresk will be a key priority for the City of Launceston Council in 2020. Picture: supplied/file

significant residential and commercial development within the city. Councillor van Zetten said tourism was a traditional industry that was in good shape for 2020 as were agriculture and forestry, but the council expected growth in the aged care and social services sector due to demographic change as well as the creative industries sector.

"With the impending release of the council's cultural strategy, we will undoubtedly see more creative arts and cultural growth across the city, which will in turn help drive investment in other areas such as tourism.

"There's also a significant, relatively untapped potential in the conferencing sector in Launceston, which in turn will also drive an increase in tourism and visitation to the North. That's a market that currently is dominated by Hobart, but as the potential for more facilities and infrastructure comes online, we definitely believe we can see significant growth in this area."

The implementation of both the Northern Tasmania Development Corporation's

Regional Economic Development Strategy and the Northern Tasmanian Population Taskforce Strategy were also exciting projects for 2020. Councillor van Zetten said planning continued to grow in the city, which meant jobs, investment and prosperity for residents.

"In 2019, the council approved 618 planning applications, worth \$211.2 million, compared with \$209.6m the previous year, and we're confident this sustained level of investment will continue to grow in 2020 and beyond.

"There's a great deal of interest from a number of developers - some of them significant - to invest in Launceston."

Looking back over the previous decade, Councillor van Zetten said the council had had some genuine wins and major achievements that can be easy to overlook.

He cited the Greater Launceston Plan, first stage of the City Heart, redevelopment of Civic, the Launceston City Deal, the Northern Suburbs plan and the River Health

Action Plan. "Both of those projects have seen significant government (both state and federal) investment flow into Launceston. While the outcomes of those are quite different, they will both have generational, positive impacts." By the end of the decade, the council expects to see an extra 10,000 people living in Launceston. "I am seeing a growth in population that rivals other regional cities," Councillor van Zetten said.

"That in itself brings with it a number of challenges for the City of Launceston in terms of housing and available land for development. It's an area we have been spending considerable time and resources over the past year or more. If we are going to bring an additional 10,000 people to live and work in Launceston, there needs to be new and exciting options available."

■ 2020 Vision is a partnership between Northern Tasmania Development Corporation and its member councils to highlight their economic development plans for the year ahead.

OPINION

WEST TAMAR 2020 VISION

Projects building economic confidence

OVER the next decade, the West Tamar region will continue to grow as a place for suburban and lifestyle living, according to Mayor Christina Holmdahl.

Councillor Holmdahl said her council's long-term vision for the population centres of Beauty Point, Foxes, Gravelly Beach and Legana would provide greater opportunity for population growth and business development.

A focus over the previous decade on more strategic thinking has resulted in positive working relationships with state and federal governments, which has brought economic benefits to the area.

"Councillors have demonstrated strong community connection allowing them and staff to pursue outcomes which are in the best interest of the broader community," Cr Holmdahl said.

"This was demonstrated at the last election with all sitting councillors returned and the mayor receiving the strongest personal vote in the state."

For this year, the main economic priority for the council is to improve cost efficiency and deliver services without compromising outcomes.

Also, supporting those wanting to invest through appropriate advice and assistance and working with state and federal governments to leverage investment into West Tamar and the Northern region.

"We are always looking for ways to do things better, making the most of opportunities presented," Cr Holmdahl said.

She said the implementation of the Beauty Point and Gravelly Beach Master Plans were an example of a project that had the greatest potential to deliver economic growth in the region.

"The federal funding will provide local jobs and investment and excellent recreational opportunities for both residents of the West Tamar and visitors," she said.

"It is also evidence that effective community consultations, to determine priorities and good forward planning, result in excellent outcomes which provide strong community benefit."

Cr Holmdahl said the Ferment Tasmania project, the next stage of the Legana Strategic Plan, the building of a new school at Legana School and ongoing development of residential subdivision and dwelling construction were also projects of significance for the West Tamar's economic development.



PROGRESS: The Gravelly Beach Master Plan is an example of a project that has the greatest potential to deliver economic growth in the region, according to mayor Christina Holmdahl.

“A focus over the previous decade on more strategic thinking has resulted in positive working relationships with state and federal governments, which has brought economic benefits to the area.**”**

Ferment Tasmania is an industry-led, not-for-profit industry cluster established in 2016 to accelerate innovation, growth and collaboration for fermentation-based enterprises.

Its aspiration is for Tasmania to be an internationally-recognised centre for excellence for the design, production and marketing of fine fermented food, beverages and other products.

It is seeking funding to build a physical space at Legana to evolve its work.

"Council will continue to encourage the development of smart industries like Ferment Tasmania."

The West Tamar region's traditional industries such as viticulture, tourism, light industry and retail are in good shape because they market well and understood the customer base.

The growing area of viticulture and tourism would be supported by the Beauty Point and Gravelly Beach Master Plans.

People wanting to know more about these projects or other council work can visit the council's website and follow communications through media releases, Facebook, and by talking to councillors in the community.

"We encourage involvement from the

community," Cr Holmdahl said.

"Regarding these matters and many others, council will continue to actively engage with the wider community through its Local Area Advisory Groups across the municipal area."

Northern Tasmania Development Corporation chief executive Mark Baker said the West Tamar region was showing strong signs of economic growth, particularly in residential dwellings.

"Riverside and Legana are continuing to grow and the Legana school will make that area even more popular with families," Mr Baker said.

"Further down the West Tamar, you have tremendous lifestyle living and good growth in viticulture, agri-business and tourism sectors to complement industry."

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OPINION

2020 VISION BREAK O'DAY

Building momentum off back of two wheels

BREAK O'Day mayor Mick Tucker is excited about what 2020 will bring the municipality with business confidence and tourism growing rapidly.

"During the last 24 months we have seen more than \$15 million of tourism development in our area as well as three well established and iconic accommodation businesses change hands," Councillor Tucker said.

"We look forward to supporting these businesses and seeing them develop in the coming 12 months."

"The main economic priority for the council this year is to maximise employment outcomes and build the economic strength of the Break O'Day area."

"This comes not only through infrastructure project initiatives but also through addressing the barriers we experience that hinders growth in our area, like remoteness."

"Recent work undertaken through the Jobs Action Package involving the Tasmanian Government, TasCOSS and TCCI provide a place-based solution, which we can implement that tackles these challenges. This work dovetails nicely with the previously completed Break O'Day Skills Audit."

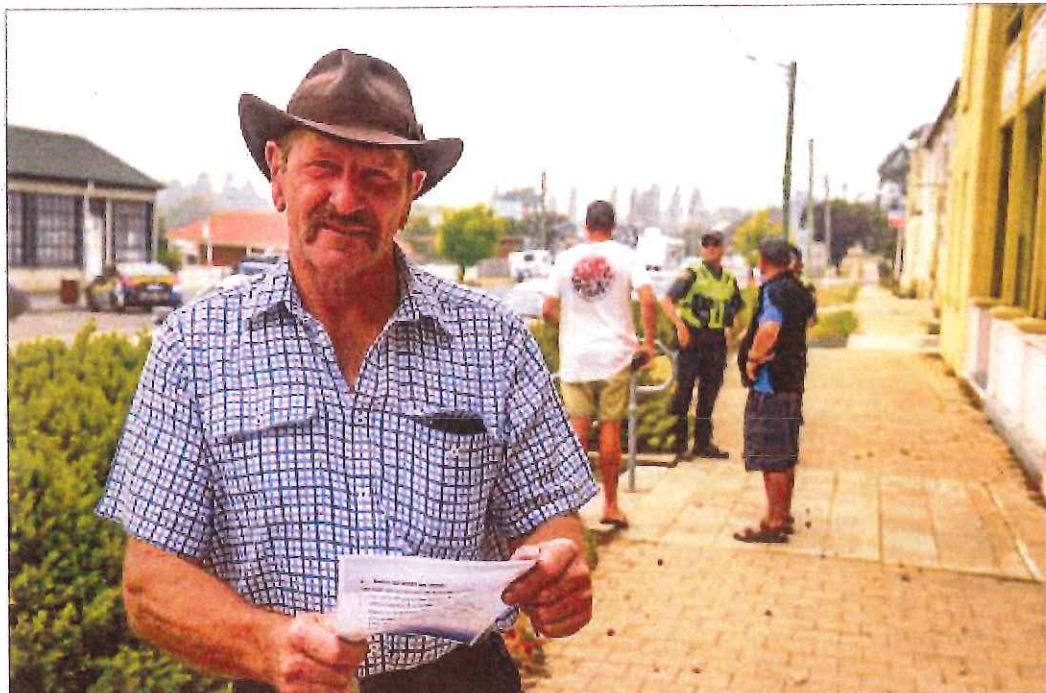
Councillor Tucker said Break O'Day's main priority for 2020 was to develop St Helens as a mountain bike destination that offers access to world-class mountain trails in an iconic location.

"With the first stage of the trails opening in November 2019 and further trails coming on line in the first half of 2020, our focus is very much on developing visitation and the experience of visitors to the Break O'Day area," he said.

"Through close engagement with the local businesses community, including infrastructure partnerships, we are very focused on ensuring that we maximise the employment outcomes and economic growth from this game-changing project."

"We have developed and introduced a number of initiatives for the St Helens Mountain Bike Trails, which have gained fantastic support from the business community in particular and the broader community in general, including business information sessions that all in the community are welcome to attend. These are always very well attended. We have also used these information sessions to bring service providers to our area to network with businesses."

Councillor Tucker said tourism was Break O'Day's largest industry and 2020 would be



MOMENTUM: The main economic priority for the Break O'Day council this year is to maximise employment outcomes and build the economic strength of the region. Picture: Paul Scambler



With the first stage of the trails opening in November 2019 and further trails coming on line in the first half of 2020, our focus is very much on developing visitation and the experience of visitors to the Break O'Day area.

Break O'Day mayor Mick Tucker

an interesting year but not without challenges. "Normally we would expect it to be a very strong year with the mountain bike project diversifying our offering and extending the

visitation season, after all the middle of winter at St Helens is a great time to mountain bike," he said.

However, he said the emergence of coronavirus was going to have an impact given the Asian market travels through the area.

"The coronavirus is already having an impact on our aquaculture industry as seen with the rock lobster industry and we anticipate this could also impact our oyster farms."

Councillor Tucker said agriculture would also have a tough year given the drought conditions throughout the council area.

However, the council is very excited about the level of confidence and excitement in the local business community, both existing and potential new businesses, due to the mountain bike community.

"Upgrading of accommodation infrastructure and new businesses starting is a sign of the confidence in the local community," he said.

"Meeting new people who have just

moved to the area because they see the opportunity is very satisfying."

Councillor Tucker reflected on the decade that had just gone.

"We have developed the council into a solid well-performing organisation which is kicking goals for our local community, such as a brand new hospital at St Helens," he said.

"The extent of external funding support we have secured for community and Council projects has been a pleasant and welcome surprise." By the end of the decade Break O'Day wants to have a vibrant and caring community where everyone has a roof over their head and can afford to live in our area.

"Our young families have a great future and our youth have job opportunities and careers they can pursue in our area."

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OPINION

NORTHERN MIDLANDS VISION 2020

Building and consolidating a strong future

THE Northern Midlands Council's vision is to continue to grow and consolidate its region's reputation as an enviable place to live, work and play, mayor Mary Knowles says.

The municipality is one of the largest and most diverse in Tasmania; rich in agricultural resources, natural and built heritage and boasting a thriving business sector.

"Vibrant historic towns and villages blend in with the surrounding rural landscape," Cr Knowles said.

"The many sustainable competitive advantages of the Northern Midlands result in the area having a higher than state average rate of population growth, led by internal migration. Plans for new residential subdivisions are consistently being lodged with council, and realistically priced real estate coming onto the market sells readily. Given the close proximity of Launceston and the airport, our residents enjoy an enviable lifestyle; rural living within easy reach of the services, facilities and employment opportunities of the city and airport."

Cr Knowles said Northern Midlands' Economic Development Framework had six pillars on which the council was integrating its strategic direction, plans, budgets, and projects, to achieve this vision: the pillars being population, business, agriculture, infrastructure, tourism and the environment. Council's aim is to continue the current moderate growth in the area's population, with an emphasis on planning for, and consolidating urban growth.

"Council is encouraging subdivisions in and around our towns and villages that develop a diverse range of accommodation options; attracting young people and families to balance our extremely ageing population profile," she said.

"The new highway around Perth will enable subdivisions likely to double the population over of the town over the next 10 years. A new Perth Early Learning Centre is planned, along with walking tracks and shared paths amid thousands of trees, and wetlands to enhance liveability whilst dealing with stormwater."

Cr Knowles said achievement of the region's vision depended on creating an environment where existing businesses thrive, and new businesses are attracted to the Northern Midlands. She said nowhere was this more apparent than at the Launceston Airport TRANSLink Precinct, which has grown from a small nucleus of low-key business developments in the 1980s to a thriving



business estate where a diverse and growing range of businesses prosper and succeed collaboratively. Council is actively seeking funding partners to develop a Feasibility Study for a TRANSLink Intermodal Facility and Freight Hub with the creation of a rail spur linked to a precinct terminal at Western Junction near Launceston Airport.

"This is a long-term plan but needs to be pursued now to determine the real interest of all stakeholders. Council has collaborated with a broad array of stakeholders to develop the Launceston Gateway Precinct Master Plan, a strategic long-term plan, which will guide the growth and consolidation of businesses, services and infrastructure in the TRANSLink Precinct."

The historical, cultural and economic backbone of the Northern Midlands is agriculture and the council is encouraging local agricultural sustainability and expansion to ensure the region maintains its reputation as the heart of Tasmania's food production. This industry is in great shape and growing with berry farms and TQM expansions

creating employment and business confidence in small towns such as Cressy. The news that tractor sales are up substantially at Longford's Midlands Tractors confirms this confidence. Council recognises the need to continually maintain and supplement the region's infrastructure for the benefit of the Northern Midlands community, and the region's economy, Cr Knowles said.

"Council has in place a number of master plans and urban design plans to ensure infrastructure development maintains a healthy balance between meeting community and economic needs, and the preservation of the unique charm and village character of Northern Midlands' towns. Council is seeking to partner with the Australian Government to fund the Longford Urban Design Project that will sensitively revitalise the public space, community facilities and streetscape in the heart of town. State government funding has been secured to assist with the redevelopment of the facilities at the Evandale and Cressy recreation grounds, including the develop-

ment of inclusive change rooms to promote female participation in sport."

Tourism is a significant contributor to the Northern Midlands economy and the council continues to collaborate with Tourism Northern Tasmania and the Heritage Highway Tourism Region Association to develop tourist experiences and to promote the Heritage Highway region as a 'must see' tourist destination.

"Council is advocating for the implementation of the recommendations of the Fern Linnard SkiField Feasibility Study, which would result in a consistent snow cover and guaranteed ski season each year - attracting visitors to Northern Tasmania during the current low tourism winter season," Cr Knowles said. "Council is committed to promoting sustainable access to, and beneficial use of, the natural environment."

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OPINION

GEORGE TOWN VISION 2020

Economic growth and a whole new identity

ESTABLISHING hydrogen production at Bell Bay, diversifying the region's economy with a focus on tourism, and having a solid contingency plan should Temco close are the main economic priorities for the George Town Council in 2020.

Mayor Greg Kieser said the state government's hydrogen prospectus in Bell Bay would lead to 1700 jobs over the long-term.

"We want to do everything thing we can, to establish hydrogen producing plants at Bell Bay," he said.

Industry has been George Town's largest economic focus in the past with the Bell Bay precinct producing almost 60 per cent of the state's gross domestic product.

However, tourism is becoming the next great economic priority for the council in 2020.

Councillor Kieser said diversifying industry was also necessary and views tourism as an area with significant potential, with planning for a mountain bike trail starting in the coming months.

"The council is focused on enabling 'mail ready' businesses in preparation for the anticipated mountain biking growth and have tried to learn from the experience in Derby and St Helens.

"What do these things look like, and what does the market segment want when they get here," Councillor Kieser said.

"The council is also exploring promoting a range of natural assets and varying experiences that the region hosts such as a dormant volcano at Hillwood, which is popular for rock climbing and bushwalking, and underwater assets that appeal to divers, such as sponge gardens and ship wreck sites.

"The council is looking into colonial sites in the region that could be transformed into tourist attractions.

George Town is also home to one of the state's largest penguin colonies, but more work can be done on facilities and accommodation.

Councillor Kieser said the East Tamar wine and viticulture industry was maturing and were in good shape for this year and would like to see a significant increase in the promotion of these offerings in the tourism space and wine routes.

"Working with Tourism Northern Tasmania and the greater wine industry will help them determine how they can maximise their offerings," he said.

"One idea is a local harvest market in George Town that allows producers to show-



PLAN: George Town mayor Greg Kieser says the state government's hydrogen prospectus at Bell Bay would lead to 1700 jobs over the long term.

case their products to locals and tourists visiting the area."

"The council has been on the front foot with planning if Temco does close.

"Council is working with the state government, looking at several contingency plans to help support the people that are directly impacted by Temco.

Both with their employees but also those who are affected by the supply chain.

"Temco is one of the big players out of the Bell Bay Precinct so ensuring that a smooth transition can be executed, if necessary, is essential."

"The expansion of alternative industries in the region is one way to diversify the region's economy.

"George Town Council would like to see alternative industry expansion into Bell Bay including a renewable hub or a waste energy plant," Councillor Kieser said.

"Furthermore, military contracts are being investigated as a potential to cooperate with the manufacturing space at Bell Bay."

Population growth is also on the council's agenda with a taskforce established and work on developing a liveability prospectus to sell the region locally and interstate and initiatives to support interstate resettlement in the area.

"We want to look at the development of the York Cove Foreshore and precinct including the removal of silt to activate the water spaces there.

"To complement that is a George Town precinct structure plan which will be developed this year, which will give investors and developers a good understanding of where commercial operations can occur."

A fully developed York Bay foreshore would include marine developments and a wide range of accommodation and restaurant options is another expected outcome.

The council has come from a place of financial difficulty and over the last few years that has been turned around significantly.

Councillor Kieser said they now have a sustainable outlook over the next 10 years to

generate healthy surpluses each year.

George Town would like to be known for nationally exported and world-renowned produce in 10 years' time and have a diverse and wealthy population.

But beyond economic priorities another focus on the region is a full rebranding of George Town's identity.

At the end of the decade, Councillor Kieser envisages an independent, recognised and successful East Tamar brand with the George Town municipality entrenched in that brand.

George Town's affordability and high liveability in comparison to other areas around Australia is a strength to focus on in 2020 and beyond.

2020 Vision is a partnership between Northern Tasmania Development Corporation and its member councils to highlight their economic development plans for the year ahead.

OPINION

MEANDER VALLEY VISION 2020

A great place to visit, invest, live and work

MEANDER Valley's central location to Launceston and Devonport is attracting a growing number of people who want a rural lifestyle close to serviced towns.

Mayor Wayne Johnston said there was a growing demand for residential development such as Carrick and Hadspen.

"A major focus is facilitating large scale private residential development in the Hadspen Urban Growth Area, including infrastructure upgrades to enable subdivision and development of around 1000 new homes, a new retail precinct and possibly a primary school," Councillor Johnston said.

"Council's efforts to rezone the green field site has been the catalyst for commencement of staged subdivision and may potentially lead to grant funding to support future development of the town."

Councillor Johnston said agriculture, manufacturing, transport and logistics businesses remain strong while construction of a Bioenergy Hub at Valley Central would lead to significant expansion in electricity, gas, water and waste services sector, with circular economy benefits for regional supply chains and local energy users.

The state government's Northern prison would also boost the local economy within the public administration sector. Councillor Johnston said the projects or developments that had the greatest potential to deliver economic growth were:

The Expansion of Hadspen Urban Growth Area to provide for increased residential housing; A Bioenergy development at the Valley Central Industrial Precinct, which would provide value to adjoining businesses and future industrial development; The state government's potential Northern prison project with the preferred site north of Westbury; Commercial and residential development in the Eastern end of the municipality areas of Prospect Vale, Blackstone Heights and Hadspen; Tourism and hospitality operators and the Northern drive journey project.

Meander Valley Council has had a successful decade with the Valley Central Industrial Precinct winning a National Local Government Award, the Northern Lights Project, which involved the rollout of LED streetlights across six Northern councils, showing the power of collaboration in local government, and potential for greater leadership and sizeable savings in costs, energy and emissions through sustainability initiatives.



SCENE: Meander Valley has some of the state's best short walks, World Heritage-listed wilderness, cycling trails, trout fishing and gourmet food producers, Mayor Wayne Johnston says.



There are opportunities to develop sustainable industry sectors to ensure growth and prosperity for the municipal area.

Councillor Johnston said the traditional industries that were performing well were largely unchanged over the decade and were:

Agriculture (forestry and fishing) - dominated by the pharmaceutical contribution from Tasmanian Alkaloids, which will hopefully continue to perform well with a potential transition into medicinal cannabinoids; Health care and social assistance - growth potential in aged care and disability services

(e.g. Giant Steps); Manufacturing - received interest from developers for large scale meat and dairy processing; Construction - residential, commercial and industrial.

Meander Valley Council was excited about further cementing its reputation for being one of Tasmania's more progressive councils.

"There are opportunities to develop sustainable industry sectors to ensure growth and prosperity for the municipal area," Councillor Johnston said.

"Continuing to remain proactive in exploring sustainable development and energy alternatives such as bioenergy and electric vehicles. Promoting the region, Meander Valley has some of the state's best short walks, world heritage listed wilderness, cycling trails, trout fishing and gourmet food producers."

By the end of the decade, Meander Valley would continue to be a region that is a great place to visit, invest, live and work and, contains an abundance of natural, cultural

and built heritage.

"We have a vibrant voluntary sector that punches well above its weight and delivers significant social and economic outcomes. Examples include the Tasmanian Craft Fair, Agfest, Deloraine Car Show, festivals, community art projects, service clubs and sporting clubs."

In 2020 we the council will be developing a revised Meander Valley Community Plan and will be seeking feedback from the community.

"The plan will identify economic and social goals to guide the growth of the Meander Valley municipality over the next 10 years," Councillor Johnston said.

"It will be an expression of all sectors with relevance to organisations and individuals alike. Council always welcomes community approaches to discuss opportunities to work together."

2020 Vision is a partnership between Northern Tasmania Development Corporation and its member councils.

OPINION

FLINDERS ISLAND 2020 VISION

Island wants to increase population to 1200

FLINDERS Island Mayor Annie Revie sees the traditional industries of tourism and agriculture as the growth areas on the island and is excited about its sustainable future.

Cr Revie said positive change was happening in agriculture and tourism and these successes had led to investment, development and progress on the island.

One major priority for Flinders Council in 2020 was improvements to the airport, which was economically draining and unsustainable.

"Being an island, the airport is the life blood of the island but it's also economically draining for the council itself. How can we best use the airport for our needs but at the same time have less money that we have to spend on it," she said.

"It is an area that will see some solutions and help other areas to grow. If we the council, do not have the huge burden of the airport, then we will also be able to put more money into other areas."

The federal government has promised a grant to upgrade some aspects of the runway, which begins in mid-February.

Strategic planning, including a business plan with partners on the island, identifies self-sufficiency and sustainability as key focuses so Flinders does not rely so heavily on importing goods for the population's daily needs, Cr Revie said.

"We want to start driving this island towards a more sustainable future because being an island, we have to bring in almost everything," she said.

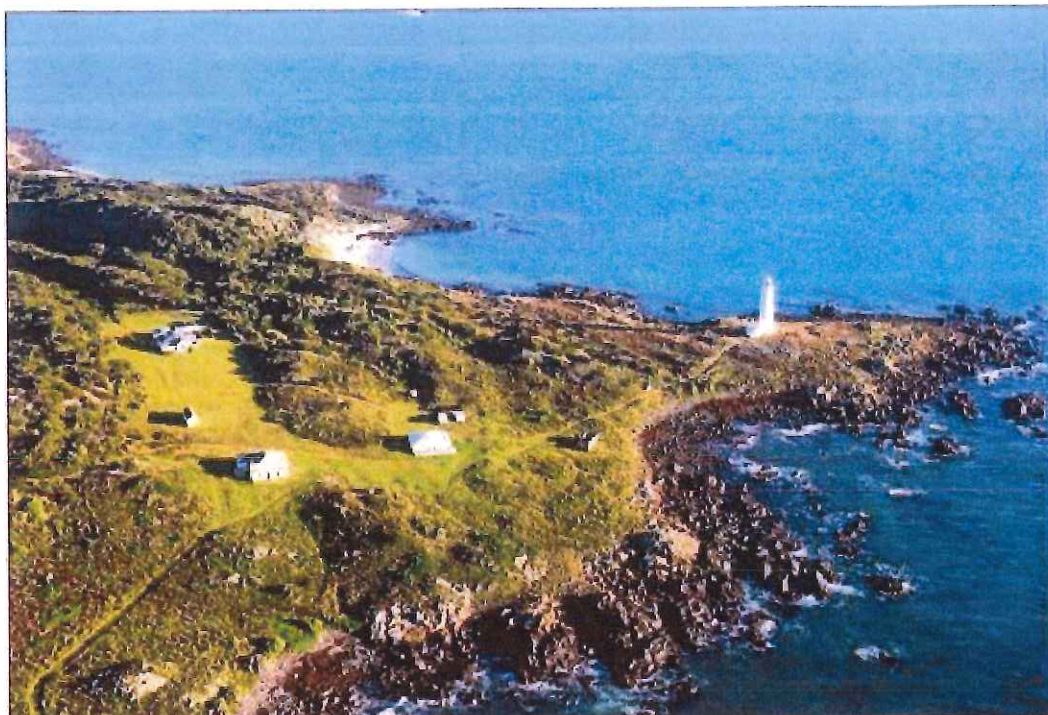
Waste management, exporting cattle and importing vegetables are economic concerns for the council, which they would like to address in the coming year.

The council is considering private/public investment into a Hot Rot Composting System, a machine that generates compost from sewage, green waste, food waste and the abattoir that can be re-used in the agricultural industry.

The abattoir is not functioning because there is no solution for the waste. Therefore cattle has to be shipped to Tasmania and the meat shipped back.

"We want to seek some grants and investment from perhaps some local farmers and local businesspeople so that we can buy this machine," Cr Revie said.

"Then, we can kill and process lamb and beef on the island, we can save sending them off the island, which will mitigate injury to the animals and therefore we will



TOP PRIORITY: The Flinders Island Council wants to improve its airport this year.

“We want to start driving this island towards a more sustainable future because being an island, we have to bring in almost everything.”

Flinders Island Mayor Annie Revie

have a better product.

"That is one of the projects that is exciting and is just beginning to look possible.

"Having a fully functioning meat processing plant that is currently on the island would generate an additional eight to ten jobs.

"The sale of compost back the farmers from the Hot Rot machine will generate more income and lower the costs for

farmers who will no longer have to purchase fertiliser from mainland Tasmania."

Cr Revie sees collaborating with UTAS on student opportunities and research in aquaculture and permaculture as an additional revenue stream on the island.

"Getting some people from the University to maybe work with us on this, so that they can have students working in an exploratory and research way while we do some benefiting from it," she said.

Another focus of Flinders Council was population growth to offset the decline in the working age population.

The island wants to increase its population from 920, of which about 150 are part-time residents, to at least 1200 by 2030.

Aboriginal people make up 17 per cent of the population and Cr Revie believes a greater integration of Aboriginal art, culture and history would be part of growing tourism.

"This is the year for our strategy plan to be developed," Cr Revie said.

"A good part of this year, as well as promoting some other projects, will also be having the community engaged in telling us what is important to them."

Cr Revie said she was excited about the island's sustainable future with council staff and community onsite and investment looking possible.

At the end of this decade, she sees Flinders Island being completely self-sufficient agriculturally, with an established industry of exporting Flinders beef and lamb across Australia and throughout Asia too.

That agricultural industry will be complemented by an expanded eco-tourism industry that see the island's location and isolation as a key drawcard.

"Agriculture and tourism are definitely improving," she said.

The 2020 Vision is a partnership between Northern Tasmania Development Corporation and its member councils to highlight their economic development plans for the year ahead.



Appendix C

MAYORS' QUARTERLY CATCH-UPS COMMENTS

Appendix C

Mayors' Quarterly Catch-ups Comments

NTDC staff provided an update on their work:

EDWARD OBI (POPULATION COORDINATOR):

- “Let’s Get Working” seminars for job seekers starting in five council areas next week
- Facebook job advertisement page has led to 40 skilled migrants finding work in Northern Tasmania
- SWISS (Skilled Worker Intensive Support Session) led to skilled migrants getting the work skills to get into the job search market. Edward is hoping to expand SWISS with Tas Community Fund support.

GEORGIE BROWN (PROJECTS MANAGER):

- Regional Economic Development Plan implementation workshops are starting next week with council staff to set action items. State, federal and key stakeholders will follow
- Sports Facility Plan being managed by NTDC and looking at needs of five Member Council into the future for sports facilities
- Great Launceston Plan review will be done by NTDC to support a regional approach to that key piece of work.

MARK BAKER (CEO)

- New board make-up with NMC GM Des Jennings and MVC Mayor Wayne Johnston joining the board
- Update on council briefings having done CoL, BoD, NMC and WTam with Flinders, MVC and GT to come
- 2020 Visions rolling out in partnership with The Examiner with three so far published
- NTDC is exploring the circular economy potential with ASPIRE who are **“Tinder for waste”**
- Working with UTas to ramp up its I-PREP internship program for international students to get work placements
- Office relocation to co-habit with Tourism Northern Tas = small cost saving, reduced duplication and increased collaboration.

Appendix C

Mayors' Quarterly Catch-ups Comments

The Mayors followed with their updates:

FLINDERS ISLAND MAYOR ANNIE REVIE:

- Population growth was pleasing and visitor numbers increasing from 5600 in 2014 to 8000 in 2018
- Business growth with five food outlets on the island
- Waste management an issue with investigation of hot rot machine that might allow abattoir to reopen. Also working with Environex at George Town
- 2020 is a strategic planning year for Flinders
- New airport work upgrade is imminent
- With 17% Aboriginal population on island, council has been working hard on cultural and inclusive work

CITY OF LAUNCESTON MAYOR ALBERT VAN ZETTEN:

- Key projects such as City Deal and its extension
- Northern Suburbs project about to start
- Albert Hall - both renovation and business case for conference centre expansion ongoing
- UTas has started building and as more is done it will increase confidence
- City Heart next stage including bus stop changes
- Tourism strong

NORTHERN MIDLANDS MAYOR MARY KNOWLES:

- Translink is growing with Haywards and Statewide Independent Wholesalers doubling in size. Exploring getting gas to the precinct
- Sports ground upgrades at Longford, Campbell Town is already booking AFL juniors
- Highway going around Perth providing some pain points from business but NMC working hard to offset and explore/explain opportunities
- Agriculture doing nicely compared to other harder hit regions but some issue with St Paul's River drying up twice
- Pockets of disadvantage still evident in community and some rough sleepers

Appendix C

**Mayors'
Quarterly
Catch-ups
Comments**

BREAK O'DAY MAYOR MICK TUCKER:

- Noted Mary's rough sleepers and had some similar examples. Was disappointed that a proposed affordable housing met with so much opposition that he had to pull it with council's OK
- However, BoD in a real high point with mountain biking growth. Will host an international MTB event at end of March and another running endurance event.
- Mainland bushfire and coronavirus has not had as big an impact as possible because of the adventure tourism offering
- House prices are on the up and houses selling quickly, although disappointing Planning Commission knocked back a development of lifestyle living blocks
- BoD is working on getting its 14 election priorities down to top 3

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



Policy Name:	Flexible Working Arrangements Policy
Policy Owner:	People & Culture Business Partner
Originated Date:	March 2020
Amended Date/s:	
Review Date:	This Policy should be reviewed as required and/or as legislation changes
Replaced Policy:	Policy 70 – Working from Home Policy – Work, Health and Safety Considerations
Applicable Legislation:	<i>Age Discrimination Act 2004 (Cth)</i> <i>Anti-Discrimination Act 1998 (TAS)</i> <i>Australian Human Rights Commission Act 1986 (Cth)</i> <i>Disability Discrimination Act 1992 (Cth)</i> <i>Fair Work Act 2009 (Cth)</i> <i>Local Government Act 1993 (TAS)</i> <i>Racial Discrimination Act 1975 (Cth)</i> <i>Sex Discrimination Act 1984 (Cth)</i> <i>Work Health & Safety Act 2012 (TAS)</i> <i>Workers Rehabilitation & Compensation Act 1988 (TAS)</i>
Publication Sources:	ECM - 15/013 - Human Resources Policies & Procedures LivePro / HR / HR Policies Works Depot, Childcare Facility & Pool Locations

1. AUTHORITY & APPLICATION:

This Policy should be considered in the context of the following policies and procedures:

- Alcohol & Other Drugs (AOD)
- Communications & Social Media
- Diversity
- Employee Code of Conduct
- Fitness for Work
- Issue Resolution
- Manual Handling & Personal Protective Equipment (PPE)
- Overtime
- Performance Management
- Work Health and Safety
- Working in Remote & Isolated Areas
- Workplace Behaviour

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



Definitions

Carer – An individual who provides personal care, support and assistance to another individual who needs it because that other individual: has a disability; has a medical condition (including a terminal or chronic illness); has a mental illness; or is frail and aged.

Council - Northern Midlands Council.

Councillor - an elected member of Council known as a Councillor or Alderman or otherwise meeting the definition of a Councillor as defined under section 3 of the *Local Government Act 1993 (TAS)*.

Employee - a person who carries out work for Council as an employee of Council.

General Manager - the General Manager of Council as appointed under section 61 of the *Local Government Act 1993 (TAS)*.

Immediate Family – The employee’s spouse or partner; child (including stepchild and foster child); brother or sister; parent (including stepparent, foster parent and partner’s parents) or guardian; grandparents, grandchildren; or the in-law counterparts of the above.

Industrial Instrument – an instrument recognised under the *Fair Work Act 2009* that has legal application with respect to minimum entitlements to those employees covered within its scope (e.g. Award or Enterprise Agreement).

Infringing Workplace Behaviour - any act or omission, which amounts to a breach of any Council policy, contractual obligation or misconduct at common law.

Manager/Supervisor - a person at the workplace who is appointed to a position that has management/supervisory responsibilities for others or their appropriately nominated or authorised delegate.

Policy - this Policy including the Authority and Application.

Worker - a person, other than a Councillor, who carries out work in any capacity for Council, including work as:

- an employee
- a contractor or subcontractor
- an employee of a contractor or subcontractor
- an employee of a labour hire company who has been assigned to work at Council
- an outworker
- an apprentice or trainee
- a student gaining work experience

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



- a volunteer

Workplace - a place where work is carried out for Council.

Training

Council will provide all persons covered by this Policy with the appropriate training, so they are made aware of their responsibilities and obligations under the Policy.

Amendment

Council retains the sole discretion to reasonably vary, terminate or replace this Policy from time to time. Council will consult before amendments are made and will notify and train those the amendments apply to.

Interpretation of Policy

The singular includes the plural and vice versa.

A reference to any legislation includes all delegated legislation made under it and amendments, consolidations, replacement or re-enactments of any of them.

A reference to a policy or procedure means any approved policies or procedures of Council unless otherwise stated.

'Including' and similar expressions are not words of limitation.

A reference to a document (including this document) is to that document as amended, novated or replaced unless otherwise stated.

Where a word or expression is given a particular meaning, other parts of speech and grammatical forms of that work or expression have a corresponding meaning.

Examples used in this Policy are for illustrative purposes only and are not intended to be exhaustive.

Unless expressly provided for, this Policy is not in any way incorporated as part of any enterprise agreement and does not form part of any employee's contract of employment and any applicable enterprise agreement or contract of employment will prevail over this Policy to the extent of any inconsistency.

It is not intended that this Policy impose any obligations on the Council or those covered by it that are unreasonable or contrary to the operation of applicable laws. Any obligation, direction, instruction or responsibility imposed by this Policy must be carried out in a manner that an objective third party would consider to be fair and reasonable taking into account and in the context of all the relevant applicable laws, operational and personal circumstances.

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



Questions relating to the interpretation, application or enforcement of this Policy should be directed to the person's manager/supervisor or the People & Culture Business Partner.

Reporting of Breaches

Persons covered under the paragraph 'Coverage' must reasonably report breaches of infringing workplace behaviour as follows:

For breaches by:

- an employee (other than the General Manager or other workers) the report must go to the reporting person's applicable manager/supervisor
- the General Manager the report must go to the Mayor (or if unavailable to the next appropriately delegated Councillor) and

as otherwise required or permitted by applicable laws.

Breach of this Policy

Persons covered under the paragraph 'Coverage' who engage in infringing workplace behaviour may (as is appropriate and applicable) be subject to appropriate disciplinary action in accordance with the Disciplinary Policy and Procedure. Infringing workplace behaviour may also amount to breaches of applicable laws:

- exposing individuals to legal proceedings and
- making Council vicariously liable for the conduct of others

2. PURPOSE:

The aims of this Policy are as far as is reasonably practicable to:

- recognise the need for and benefit of flexible working arrangements where reasonable and appropriate
- outline the considerations that Council will take into account when considering an employee's request for flexible working arrangements and the need for ongoing assessment and review of flexible working arrangements
- provide a broad, overarching Policy that incorporates or overlaps some elements of other policies; and
- operate in conjunction with applicable laws, industrial instruments and related Council documents

3. COVERAGE:

This policy covers and applies to employees.

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



For the avoidance of doubt this Policy does not cover or apply to a Councillor.

4. REQUIREMENTS:

Employees are required to comply with this policy, applicable laws and industrial instruments.

Manager's/Supervisors are required to reasonably promote this Policy within their area of responsibility and take reasonable steps to ensure that any potential breaches of this Policy are identified, taken seriously and acted upon appropriately.

5. FLEXIBLE WORKING ARRANGEMENTS:

What are flexible working arrangements?

Flexible work arrangements may include:

- hours and days of work
- location of work including working from home or remotely
- graduated return to work plans
- patterns of work (e.g. job share or shared duties arrangements)
- any other matter set out in the applicable industrial instrument

Who is eligible to request flexible working arrangements?

All employees may request flexible working arrangements subject to applicable laws and/or the applicable industrial instrument. In considering a request for flexible work arrangements, Council will give reasonable consideration to applicable laws and/or the applicable industrial instrument and, where relevant:

The individual needs of the employee, including:

- any carer's responsibilities the employee may have for a child or any other person
- any disability or injury the employee may have
- any personal responsibilities the employee has
- the employee's period of service and demonstrated commitment to performance in their position
- whether the employee provides care and support for a member of the employee's immediate family or a member of the employee's household because of violence the member is experiencing from the members family; and
- any other personal circumstances relevant to the employees request for flexible work arrangements including family or domestic violence.

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



The organisational and operational needs of Council, including:

- is the employee's role suitable for the requested flexible working arrangements (i.e. can the employee continue to perform their duties as proposed)?
- does the employee need to be at the workplace at all times or during particular hours or days?
- how will the proposed arrangement affect the rest of the employee's team, other workers and the business including any potential costs of the proposed arrangements
- will the level of service be affected by the proposed arrangement?
- will the level of productivity be affected by the proposed arrangement; and
- does the employee have the appropriate skills, knowledge and resources to work in the proposed manner?

An employee will not receive any less favourable treatment because they have made a request for, or are granted, a flexible work arrangement.

6. REQUEST, RESPOND AND REVIEW:

An employee's request for a flexible working arrangement must:

- be in writing (which includes email)
- set out the details of the request i.e. what changes the employee requests to their work arrangements
- set out the personal or other circumstances that cause the employee to make their request for a flexible working arrangement; and
- be submitted to the employees Manager/Supervisor

When the Manager/Supervisor receives a request for flexible working arrangements from an employee, Council will:

- assess the request in accordance with applicable laws and this Policy
- provide a written response within 21 days setting out if the request has been approved or not, and if not, the reasons why the request has not been approved.

If an employee request for flexible working arrangements is rejected, Council may at their absolute discretion enter into discussions with the employee to discuss the possibility of amending their request for flexible working arrangements which may be able to then be approved by Council.

All flexible work arrangements granted to an employee will be subject to a trial period, which will be specified in the approval response.

Flexible work arrangements may be granted on a temporary or permanent basis.

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



Council reserves the right to amend or revoke an approval for flexible arrangements at any time if:

- the operational needs of the business change such that flexible work arrangements are no longer able to be provided for reasonable business grounds; or
- the flexible work arrangements are affecting the employee's performance or the performance of other workers or the business.

7. WORKING FROM HOME:

If an employee requests a flexible working arrangement which includes a proposal to carry out work from their home, the following additional requirements will apply:

- Council requires access to the home for the purpose of assessing the employee's home-based office to ensure that it complies with applicable laws and any work, health and safety requirement determined by Council to be applicable
- At any time where an assessment cannot be facilitated, the employee must complete Appendix A – Home Office Self-Assessment. Upon completion of this, the document is to be returned to the People & Culture Business Partner and Work, Health & Safety Officer prior to the work from home arrangement commencing or by arrangement as soon as practicable thereafter
- An employee will only be permitted to work from home at the discretion of Council and after an assessment has been completed. Council must be satisfied that the employee has a suitable home-based office environment and equipment
- Council may conduct subsequent compliance checks on an employees home-based office as considered appropriate, at its absolute discretion; and
- If at any time, specific guidelines need to be implemented in relation to working from home, these will be incorporate as Appendixes at the appropriate time and communicated to the relevant employees
- All other Council policies and procedures will continue to apply.

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



Appendix A: Home Office Self-Assessment

WORKERS DETAILS	
Date	
Prepared by	
Location	

WORKSPACE	
How would you describe your home office? Please take a picture and attach to assessment.	<input type="checkbox"/> Dedicated office space <input type="checkbox"/> Desk/table in a shared room <input type="checkbox"/> Work from bed <input type="checkbox"/> Other
During the workday, are you likely to be distracted by others in the home?	<input type="checkbox"/> Not at all <input type="checkbox"/> Sometimes, but not often <input type="checkbox"/> Frequently <input type="checkbox"/> Unsure
Take some photos of your work area and attach to the self-assessment.	

Is there anything that can be done to improve your working from home environment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, what?	

DISPLAY SCREEN	
Is your display screen clean and positioned so there is no glare from a window or light?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is your display screen level with your eyes so it does not cause discomfort to your neck or head?	<input type="checkbox"/> Yes <input type="checkbox"/> No

FIRE & ELECTRICAL SAFETY	
Do you have an emergency assembly point outside of your home in place in case of fire?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are your smoke detectors working and checked regularly, e.g. every month?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you regularly dispose of waste, including papers, to prevent a build-up of fire 'fuel'?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does any electrical equipment spark or show signs of damage or deterioration?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you switch off equipment when not in use?	<input type="checkbox"/> Yes <input type="checkbox"/> No

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



STRESS & WELFARE	
Do you sit with a good posture or are you hunched over the desk?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you able to carry out regular stretches at your desk to avoid stiff or sore muscles?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have easy access to first aid equipment if required?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have window or long-distance view to look at every 15 minutes to give your short-sighted muscles a rest?	<input type="checkbox"/> Yes <input type="checkbox"/> No

SLIPS, TRIPS & HAZARDS	
Are floor coverings, such as carpets and rugs, secure?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are walkways and corridors clear of trip hazards?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the floor area around your desk clear of boxes, papers and wires?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you know the number of your manager or supervisor who you can get in touch with easily?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you set up a system for regularly 'checking in' with your manager, or supervisor each day?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is your home secure whilst you are working there?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are important files and your laptop or PC kept locked away securely when not in use?	<input type="checkbox"/> Yes <input type="checkbox"/> No

SIGN OFF	
Signature	
Date	

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



Appendix B:	Working from Home Guidelines - COVID-19 Pandemic
Appendix Owner:	People & Culture Business Partner
Originated Date:	March 2020
Amended Date/s:	
Review Date:	This Appendix should be reviewed as required and/or as legislation changes
Publication Sources:	ECM - 15/013 - Human Resources Policies & Procedures LivePro / HR / HR Policies Works Depot, Childcare Facility & Pool Locations

A number of employees may commence working from home as part of the action plan to reduce the risk of COVID-19 transmission. Working from home allows us to operate in a way that keeps people as safe as possible, whilst aiming to reduce the spread of the virus in our workplace, and while still providing essential Council services for our community.

At this time, we cannot give any indication as to how long these work from home arrangements may last. However, we will work with the individuals who are affected by this and continue to communicate with them and keep them informed, as if they were in the office location.

This is a major change for our organisation, one that you may find both exciting and daunting. Safety and well-being must still be our main priority, so the following information will assist your understanding of the process and outline the expectations from Council, as well as provide some useful tips for working from home.

1. TECHNOLOGY:

Employees who have Council issued laptops, will use these to work from home. Employees who do not have a work laptop, will be set up on their own personnel laptops, which will allow a secure connection back to Council's network and systems.

Employees will need to divert their office phone to their work mobile or personal mobile phone when working from home.

Our remote communication and IT network has never been tested to this extent, but we are confident in its capacity to operate effectively. However, please be mindful that there will be greater reliance placed on the public network and public connections, which may introduce some limitations that we are unable to control. For this reason, we ask employees to minimise the amount of non-work-related internet activity undertaken while connected into the Council's system.

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



For those who are new to connecting from home, our IT Systems Officer has provided instruction on how to do this (when setting up your laptop) and will answer any further questions you may have.

2. NORMAL HOURS OF BUSINESS:

We will be maintaining our normal hours of business and customers should still be able to contact Council via telephone and email during these times. We should also be responding to customers during normal business hours.

This means the ability to be contacted and to contact colleagues and customers will remain very important. Unless you have made alternative arrangements with your Manager it is expected that all employees will still be available in accordance with their normal rostered hours. However, some flexibility or variation to core hours, may be acceptable, where this has been agreed between the employee and their Manager, so long as performance standards continue to be met.

It is expected that timesheets will be completed as normal, however it is recommended that you submit these electronically directly to payroll/your manager. Any requirement to work overtime should be discussed and approved by your Manager prior to work being undertaken. However, it is Council's preference that employees working from home, do not work any overtime.

It is important to re-emphasise that we are an essential service provider for our community and our work priorities and processes must be maintained to enable us to continue to provide those essential services.

3. TIPS FOR SUCCESSFUL WORKING FROM HOME:

We see our home as a place for relaxation and rest, and work can at times be associated with stress or tension. How do you fuse the two to create a conducive working environment without overwriting the benefits of home? There have been a number of articles developed which provide useful tips for effectively working from home and some of these similar themes have been captured below.

Dress for work: This psychologically prepares you and promotes the headspace for work, even if it is tempting to stay in your pyjamas or tracksuit. The mindset you adapt in different clothing heavily impacts how you approach tasks, so when working from home take the time to get ready before you start work for the day. This is not only a physical exercise but also a mental one.

Create a structure for your day: This assists with focus and motivation, helping to put you in control of your day. At the beginning of your day, set the tasks you want to complete and allocate when you will take your drink and lunch breaks. Scheduling is a great way to

NORTHERN MIDLANDS COUNCIL
HUMAN RESOURCES POLICIES & PROCEDURES



check-in with yourself throughout the day and ensures that you are being your most productive self.

Have a safe and comfortable work area: Have a space that has adequate lighting and ergonomic positioning, not your bed or the couch. Tidy up at the end of the day to mark the workday is complete. This can help to signify to other members of your household when you are working and when you are 'at home'. More information is detailed in Appendix A – Home Office Self-Assessment, with regards to office particulars.

Take breaks away from the computer: Like at work, have a proper lunch break and take some rest breaks away from the computer screen.

Managers are to check in on their teams: It is expected that managers/supervisors will be in regular contact with their team to help maintain positive working relationships.

Communicate, communicate: This is key to ensuring that working from home is successful. You are no longer a few desks away from your work colleagues, so seeking clarification, collaborating and letting others know how you are tracking is now more important than ever. Communicate when you are feeling supported but also when you are feeling challenged and need support. This can be done by phone, video, facetime or email.

4. HOME OFFICE SELF-ASSESSMENT:

Appendix B contains a Home Office Self-Assessment Checklist which has been prepared specifically to accommodate the requirements of working from home. It is paramount that employees complete this, where an alternate WHS ergonomic assessment cannot be conducted.

All employees working from home because of the COVID-19 pandemic are requested to complete Appendix B assessment and send a completed copy with the relevant photos to the People & Culture Business Partner and Work Health & Safety Officer prior to commencing working from home or as soon as practicable thereafter. Where issues with the home office-set up are apparent, the People & Culture Business Partner and/or Work, Health & Safety Officer will follow up with the employee as necessary. The self-assessment will then be placed on the employees personnel file. If you have any questions or concerns, please discuss these with the People & Culture Business Partner and the Work Health & Safety Officer.