

**DR**  
**Northern**  
**Tasmania**  
**Regional**  
**Collaboration**  
**Framework**



**NTDC**  
 NORTHERN TASMANIA  
 DEVELOPMENT CORPORATION LTD


## With thanks

The Regional Collaboration Framework has been made possible through the dedication and support of the Steering Group.

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Special acknowledgement should be given to the Launceston Chamber of Commerce for proposing the concept of a Regional Collaboration Framework and championing its momentum.

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## Foreword

Regions that have some shared understanding of 'where they are going' do better.

They are regions that are well positioned to plan and advocate for the social, economic and environmental projects the region needs to position itself for the future.

Regional collaboration is key to achieving some level of agreement about future direction and the regional priority actions and projects to get there. Post COVID-19 recovery makes a shared understanding of what the region needs fundamental.

We have made a start on regional collaboration in Northern Tasmania.

We have a Regional Economic Development Strategy that sets out our strengths and areas for improvement. Albeit developed in a pre-COVID-19 world, the fundamentals will be the same.

NTDC and other regional stakeholders have come together to discuss and ultimately agree on the need for a Regional Collaboration Framework.

This document sets out a road map for Northern Tasmania to understand its future options, craft a shared sense of direction and agree on regional priority projects.

This will not be easy. But achieving worthwhile and long-term objectives rarely is.

It will take courage to share ideas, break down barriers and genuinely collaborate.

It will take maturity to see the value in other perspectives and improvements in your own.

It will take political tact to tread the line between challenging institutions and bringing them along for the journey.

This will not be easy. But that is why it is necessary.

**Professor Sue Kilpatrick**  
NTDC Interim Chair

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# Case for Regional Collaboration Framework (RCF)

Every great advancement of a people or a region starts with an idea - a spark that captures the imagination.

However, it is the story that drives that idea. That takes it from something nebulous and shapes it with a narrative.

A Regional Collaboration Framework is an idea. At its heart; the desire for stakeholders and civic leaders to work together for the greater good of the region: simple in its utility.

A story can be complex or simple, but invariably contains the prerequisite “who, what, when, where and why”.

And it is the “why” that is most important if you want to advance that idea and have people subscribe to it.

A Regional Collaboration Framework is an idea; the who, what, when and where are elements of the story, but it is the *why* that will galvanise a great advancement in Northern Tasmania.

## Why?

Northern Tasmania is blessed with many things: relative affordability, world-class food and beverages, a stable climate, clean environment, lifestyle opportunities, quick commutes and a business ethos that is entrepreneurial, innovative and supportive.

It is a beautiful place to live, work and grow.

While we might like to think of ourselves as unique, every regional area has the same thoughts and similar value propositions.

Our competitive advantage is the above blessings, but fundamentally it must be our people: a vibrant, connected and committed community.

But how do we leverage goodwill and good leadership into long-term, sustainable economic development? Before we start to answer that question, we need to start with understanding what economic development is.

Economic development is not just about growth, though that's clearly a component, it encompasses both growth and welfare values.

Whereas economic growth deals with an increase in the level of output, economic development is related to an increase in output coupled with improvement in the social and political welfare of people within an area.

Put simply: economic development is the process by which communities become wealthier and healthier and have higher standards of living and educational attainment.

It is at the regional level where we can truly maximise this economic development so it is important the region understands not only its importance to the economy, but also the diversity that it brings to the national picture and the scope of its opportunity to drive prosperity for the nation as a whole.

Councils and other stakeholders have known for a long time that this is only achievable through alliance and collaboration.

A Regional Collaboration Framework will provide the mechanism for Northern Tasmanian stakeholders to bring ideas forward for debate and decide on regional priorities ahead of crucial junctures.

The deep and wide ranging impacts of COVID-19 have given accelerated impetus to a Regional Collaboration Framework.

It will be both a roadmap and beacon for our future prosperity.

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## What?

A Regional Collaboration Framework need not be complicated, in fact, it cannot be complicated. It needs to be a simple method for gathering ideas, challenging those respectfully, agreeing (or at least accepting a priority) and speaking to them with a united voice at the most influential time.

The reality is the political cycle underpins and overarches the region's need to act collaboratively.

The window of opportunity is wide open before us with both a federal and state election due in 2022.

- State election about March 2022 (can go anytime or as late as May and there are suggestions it may go late 2021)
- Federal election about May 2022 (can go anytime or as late as September)
- Senator from each party up for election - Wendy Askew (Lib) Peter Whish-Wilson (Green), Helen Polley (ALP), Eric Abetz (Lib), Anne Urquhart (ALP) and Jonathan Duniam (Lib)
- 3 of those 6 in current government in Eric Abetz, Wendy Askew and Jonathan Duniam
- Three out of 6 senators from our region in Wendy Askew, Peter Whish-Wilson and Helen Polley

But we should not confine collaboration to this election cycle and instead look ahead to the next federal and state elections due in 2025 and 2026 respectfully.

Similarly, Tasmanian Legislative Council elections and local government elections must be captured in any opportunities to inform and influence regional collaboration.

- Upper House elections in Rosevears in 2020, Windermere in 2021, McIntyre in 2022 and Launceston in 2023.
- Local government elections in 2022 and 2026.

That is an immense opportunity and make no mistake, both levels of government are already well into their planning and asking interest groups what the region needs and wants.

## When?

For a Regional Collaboration Framework to be effective it must focus on the election cycles but extend itself beyond them.

At any time we need to be ready to be able to explain the region's priorities, for example federal COVID-19 stimulus opportunities.

If not, the risk is we get caught in the day to day politics and running of the region and fail to plan for the long-term growth of Northern Tasmania.

The next six years are crucial in the recovery and rebuilding of the regional economy after COVID-19.

Best estimates are that pre COVID-19 levels of gross domestic product will not be achieved for two or three years, while the unemployment rate has the same timeline.

Six years might sound like we have a long time, but the reality is we need to start now with the broader socialisation of this Regional Collaboration Framework concept and move quickly to endorsing its objectives and setting timelines for key implementation and goal achievements.

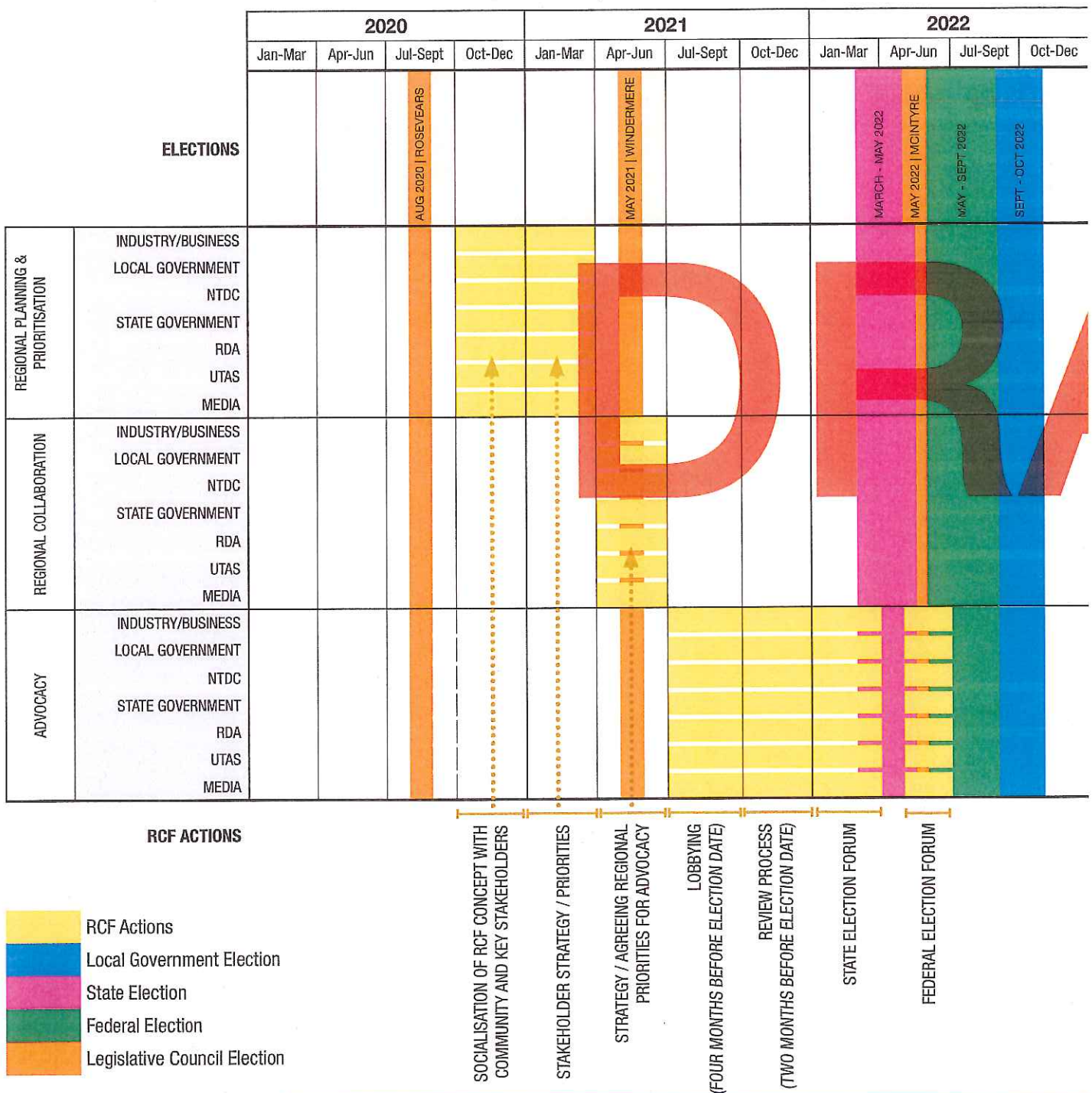
An **indicative timeline** for the first two years of the Regional Collaboration Framework would be:

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- June-August 2020 — Establish Regional Collaboration Framework and identify stakeholders.
  - October-December 2020 — Stakeholders provide feedback and endorse Regional Collaboration Framework.
  - January-March 2021 — Stakeholders identify their strategic priorities and share with wider collaboration.
  - April-June 2021 — Symposium for sharing and agreeing to regional priorities.
  - July- September 2021 — Socialising and lobbying for those regional priorities.
  - October-December 2021 — Review progress and traction of Regional Collaboration Framework.
  - January-March 2022 — Regional Collaboration forum with Premier candidates ahead of state election.
  - April-June 2022 — Regional Collaboration forum with major party Bass and Lyons candidates ahead of federal election.
  - January-March 2022 — Community forum with Premier candidates ahead of state election.
  - April-June 2022 — Community forum with major party Bass and Lyons candidates ahead of federal election.
  - October-December 2022 — Review progress and celebrate wins.



# How?

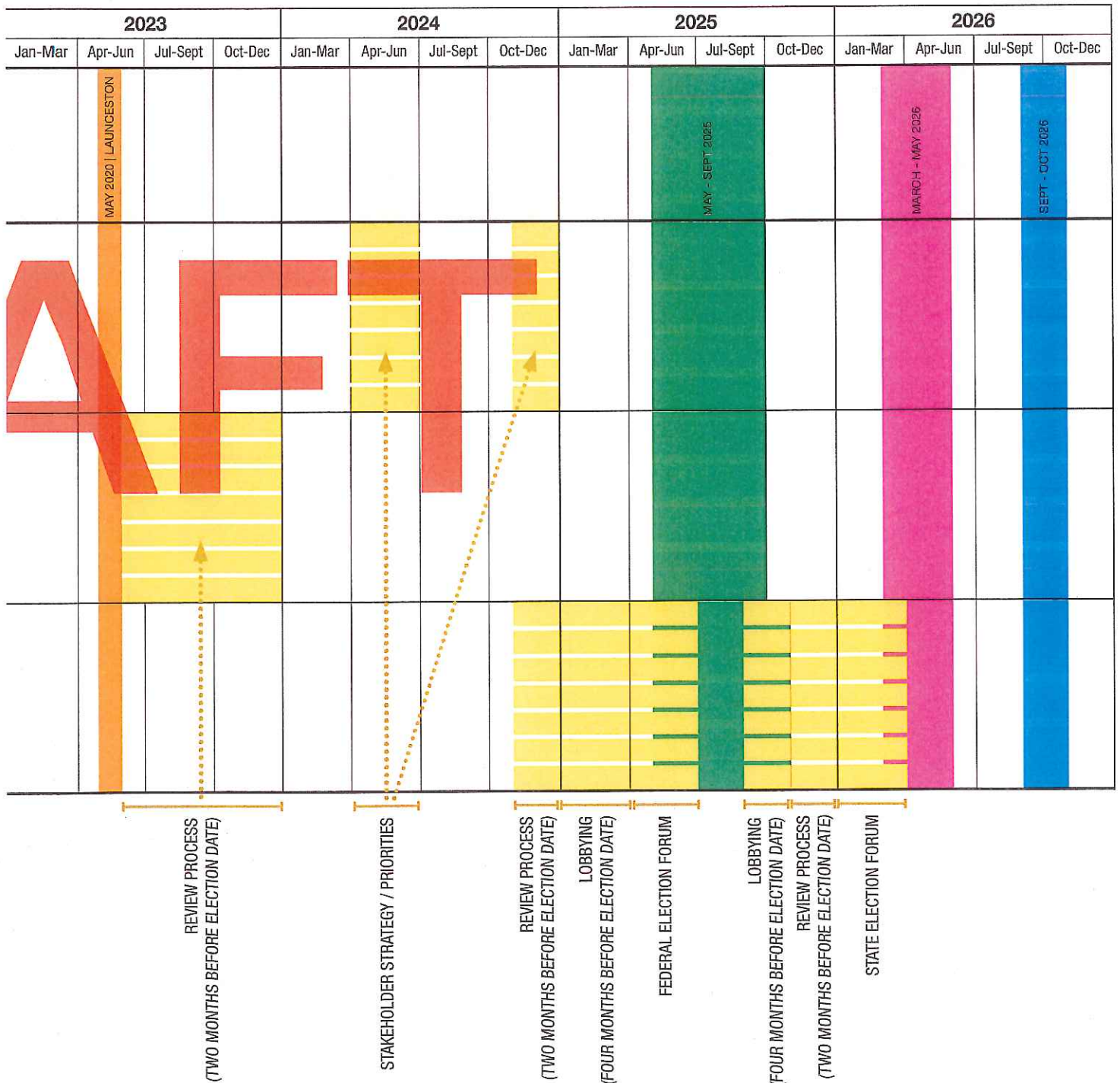
## TIMELINE 2020-2026





The Regional Collaboration Framework assists to deliver Northern Tasmania prosperity, equity, sustainability and competitive advantage through an effective, focused and aligned approach to working together.

## Mission Statement



# How?

## RCF ACTIONS

### Strategic Planning Sharing and Regional Agreement

Organisations spend a lot of time creating strategic plans that inform annual operating plans. Most are solid strategic documents that help that organisation map out their long-term vision with clear stepping stones. Many marry up with other regional goals of making Northern Tasmania a better place to live, work, do business and contribute to a vibrant community. Very few are widely shared and some sit in a bottom drawer only to be dusted off and rewritten upon their expiry.

And therein lies the disconnect that a RCF seeks to overcome.

Unless we share and speak to our strategic goals, they remain goals at risk of inaction.

The Stakeholder Strategy/Priorities stage of the RCF would bring stakeholders together to share their strategic goals, discuss how it fits with broader regional objectives and commit to a regional approach to agreed priorities.

### Lobbying

Any political lobbying must be timed for key moments of the election cycle. The region must act as a united bloc, if not, voices are dislocated and diluted and the message becomes unclear. Signatories to the RCF would give their imprimatur for NTDC to speak 1:1 with candidates/parties to present the RCF priorities during the lobbying phase. NTDC would also seek support from signatories in this lobbying to add weight to the message. The RCF would secure meetings with party leaders and key advisors to articulate the region's agreed priorities and seek commitments for funding, advocacy or policy changes necessary to achieving those priorities.

A key part of this lobbying process would be speaking an effective and clear message to the community.

### Review/Update

Days, weeks and months soon get away from us as we focus on the day to day running of the region. It will be important to set aside time to review and update RCF signatories on how lobbying is going and what the response has been. This will allow the RCF to assess if its priorities are likely to be agreed to politically and how we might need to ramp up lobbying - more 1:1 discussion, bringing other RCF stakeholders in to reiterate the message, seeking to influence higher up the party chain, media pressure - with enough runway to get our desired outcome.



## RCF Forum

A bipartisan and collegial approach is at the heart of the RCF. We are not picking winners but trying to secure the best outcome for our region. In that spirit, it is suggested RCF signatories arrange an informal and off-the-record conversation with both major party candidates for Bass and Lyons ahead of the federal election and with the would-be Premiers ahead of a state election. A long table lunch where the RCF priorities are reiterated, perhaps with an opportunity for candidates to speak and an informal Q&A session with attendees.

## Public/Community Forum

Strong community engagement and local media voice is necessary for the RCF to gain support and not be seen as elitist. NTDC would seek to arrange a public forum with the major parties Bass and Lyons candidates ahead of the federal election and with the would-be Premier ahead of the state election. We'd suggest it be moderated by local media professionals but be informed by clear goals of the RCF so our projects and priorities get a clear focus and public commitment from the candidates.

## Review Process

After elections the RCF would come back together to review the outcomes, identify areas of improvement and refocus key timelines for the next election cycle. It should also seek clear timelines from the successful party on how they plan to roll out their commitment to RCF initiatives and hold those timelines to account. Finally, the RCF should celebrate its successes and commit to redoubling efforts at regional collaboration.



## Who?

The Regional Collaboration Framework is open to all stakeholders who subscribe to the belief that regions prosper when they work together and that success has many parents.

Stakeholders do not have to commit any funding or resource to the Regional Collaboration Framework, rather they need to subscribe, almost philosophically, to its aims and be willing to share their plans, ideas, successes and failures in a format that encourages learning and supporting each other for the greater good.

Stakeholders will be encouraged to endorse and sign onto the Regional Collaboration Framework and participate actively and fully with the key events and timelines.

This might involve a formal Memorandum of Understanding and media/public launch of the RCF.

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## Where?

NTDC encompasses seven municipal areas: Break O'Day, Flinders Island, George Town, City of Launceston, Meander Valley, Northern Midlands and West Tamar Council.

About 147,000 people live in the region, which spans 20,000 square kilometres.

The original inhabitants of Northern Tasmania were the Kunnarra Kuna, Leenererter, Leterremairrener, Palawa, Pallitorre, Pangerninghe, Panninher, Pinterrairer, Pyemmairrenerpairrener, Trawlwoolway and Tyerrernotepanner Aboriginal people.

European settlement dates from 1798 when sealing was established at Cape Barren Island, operating until 1828. In 1804 a small party from HMS Buffalo ran aground at the mouth of the Tamar River. A camp was established at George Town, although this was relocated to the western side of the river soon after. In 1806 a military town was set up at Launceston. The township of George Town was established in the 1810s by Governor Macquarie, initially as the major settlement for the colony's north, although this decision was reversed in 1825, with Launceston becoming the major town.

Launceston developed as a commercial, industrial and service hub for Tasmania, becoming an export centre for the mainly pastoral industry. The first land grants were made in the 1830s, with land used mainly for farming and timber-getting. Population was minimal until the 1850s when gold mining commenced, followed by tin mining in the 1870s. Rapid growth took place during the late 1800s, largely due to the mining boom during the 1870s and 1880s. The main industries in the early 1900s were agriculture, mining and forestry. Expansion took place during the post-war years, with growth spreading outwards from the central city.<sup>1</sup>



# Draft Regional Collaboration Framework

## Vision

The Regional Collaboration Framework delivers Northern Tasmania prosperity, equity and sustainability through an effective, focused and aligned approach to working together.

## Objective

- Understands the region's opportunities and challenges in a global context
- For regional stakeholders to understand and respect each other's roles, priorities and expectations of each other

## Rationale

- Regions that work together do better
- Acknowledge that collective influence is greater than that of the sum of individual influences
- Shared understanding of opportunities and problems
- Curate an environment of shared leadership

## The WHY

- To understand opportunities and bring people together around opportunities
- Enable all sectors in the community to work together
- Understanding each other's roles
- Speaking together in harmony
- Signaling regional strengths
- Encourages community aspiration
- Creates a collaborative culture
- Ability to influence policy and funding programs
- Important in good and bad times

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### When it works it...

- Helps people understand their place in the region
- Signals the strengths and opportunities to utilise our resources effectively
- Creates a stronger regional voice
- Encourages community aspirations
- Leads a collaborative regional culture
- Uses evidence to support outcomes

### When it doesn't work it...

- Becomes bureaucratic
- Prevents individuals and organisations from prosecuting their own priorities
- Key stakeholders undermine and don't share critical information

### The WHAT and WHEN

- Participation from private, public and NfP sectors
- Evidenced based thinking
- Actions and outcome focused
- Standing together
- Shared values and joint interests in priorities
- Collective leadership
- Funding focused
- Tells a compelling story
- Practical format for working together
- Not a burden, it adds value to existing work and is advantageous to be part of

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# Draft Regional Collaboration Framework

“How does a Regional Collaboration  
Framework operate”

## Actions

Regional Stakeholders Priorities Forum

Business focused forum

## Outcomes

Create awareness amongst stakeholders of what is important within the region. It is the forum that socialises idea.

Clarity about what is important for businesses, and what, from a business perspective, will help make Launceston, ‘one of the great regional cities of the world’.

Reaffirmation Symposium of key regional priorities

Open forum for asking support for evidenced based emerging projects that have some element of proof of concept.

The forum is designed around themes that support innovation, entrepreneurship, start-ups and a think tank.

One voice communicate signaling our region's priorities

- Linking groups up
- Gathering resources on shared opportunities
- Innovation for:
  - Industry 4.0
  - LIASD
  - White Space

# DRW



LAUNCESTON CBD AT SUNSET  
PHOTO: TOURISM TASMANIA & BRIAN DULLAGHAN



**Possible Lead      Timing      Description**

NTDC

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An annual forum is held where all signatories to the RCF must attend and hear other RCF partners present their priority projects of regional significance, and if they have their own, they present them. Projects presented can be the same year on year and don't need to change, just need to remain relevant.

Projects are presented in a way that allows assessment against criteria that links to the agreed targets in NTDC's Regional Economic Development Strategy. Opportunity for discussion.

NTDC collates regional priorities under themes.

Launceston Chamber of Commerce

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An annual forum is held which provides the opportunity for the business community to share their priorities that will act to create a stronger regional economy.

The event is designed and run for the business community and by the business community.

NTDC

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NTDC attends and distills projects of regional significance to be added to projects from the Regional Stakeholders Priority Forum.

Draws on NTDC collation of regional priority projects from Regional Stakeholders Priority Forum and Business focused forum.

Further discussion to confirm agreed projects to be included in Communique.

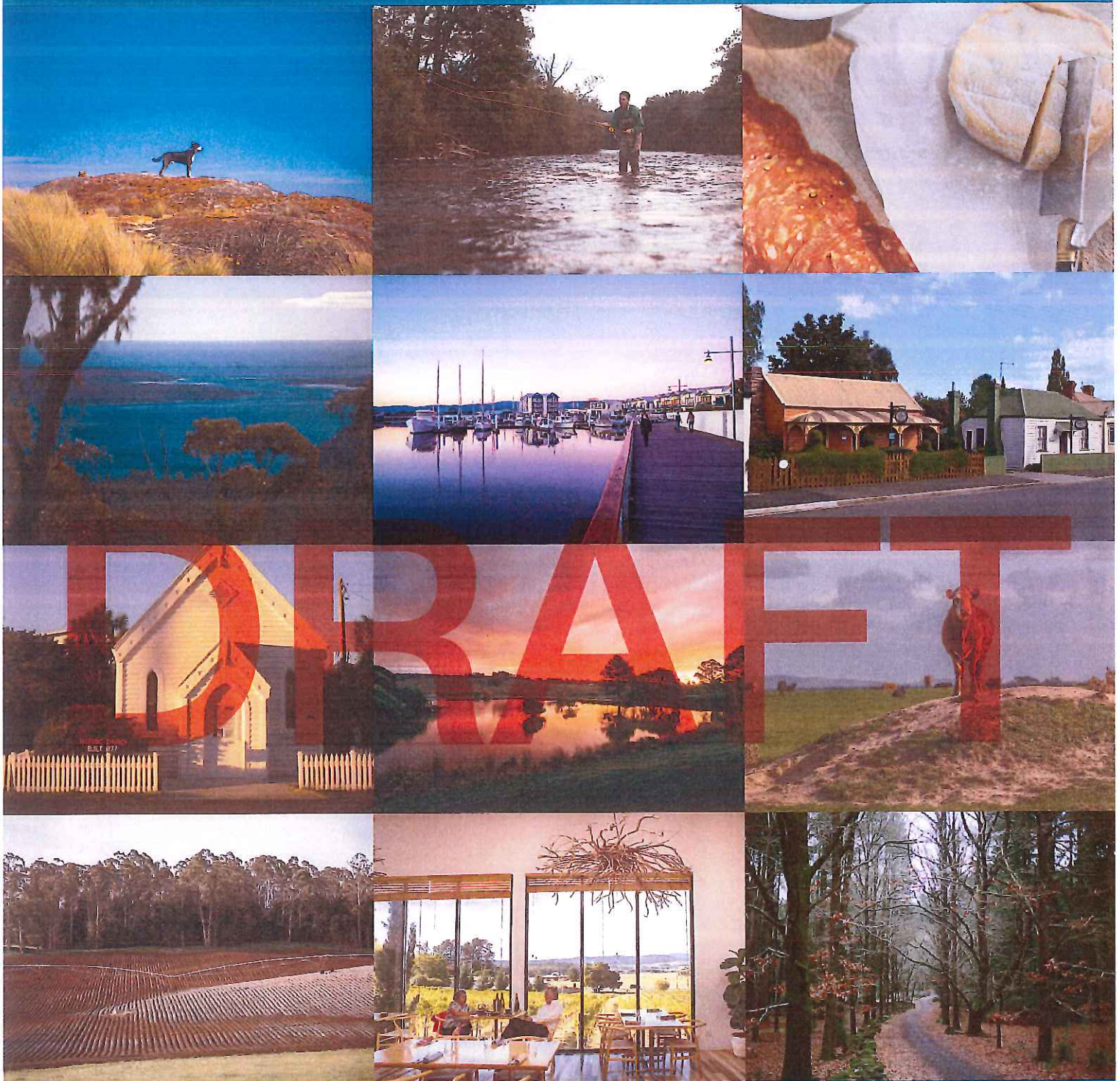
Maybe UTas?

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This is an opportunity for private sector, NGOs and government sector organisations to test support for new initiatives and projects.



FESTIVALE | PHOTO: ROB BURNETT



**COVER PAGE PHOTOS (LEFT TO RIGHT)**

NATIONAL PENNY FARTHING CHAMPIONSHIPS | PHOTO: ROB BURNETT  
 ST HELENS | PHOTO: FLOW MOUNTAIN BIKE  
 LOW HEAD LIGHTHOUSE | PHOTO: CHRIS CRERAR  
 TAMAR RIVER | PHOTO: TOURISM TASMANIA AND ROB BURNETT  
 CATARACT GORGE | PHOTO: JARRAD SENG  
 AERIAL NORTH EAST RIVER, FLINDERS ISLAND | PHOTO: LUKE TSCHARKE  
 TROUSERS POINT WALK | PHOTO: DIETMAR KAHLES  
 HOLM OAK VINEYARDS | PHOTO: TOURISM TASMANIA & KATHRYN LEAHY  
 PRINCES SQUARE, LAUNCESTON | PHOTO: CHRIS CRERAR  
 BEN LOMOND | PHOTO: SIMON STURZAKER  
 EVERCREECH FOREST RESERVE | PHOTO: JASON CHARLES HILL  
 THE BIG WICKETS, WESTBURY | PHOTO: CHRIS CRERAR

**END PAGE PHOTOS (LEFT TO RIGHT)**

FLINDERS ISLAND | PHOTO: TOURISM AUSTRALIA & GRAHAM FREEMAN  
 FLY FISHING ON THE MEANDER RIVER | PHOTO: SAMUEL SHELLEY  
 DELAMERE VINEYARDS | PHOTO: ADAM GIBSON  
 VIEW OF GEORGES BAY, ST HELENS | PHOTO: J. DA SEYMOUR PHOTOMEDIA  
 LAUNCESTON SEAPORT | PHOTO: TOURISM TASMANIA & ROB BURNETT  
 WESTBURY GINGERBREAD COTTAGES | PHOTO: CHRIS CRERAR  
 LOW HEAD CHURCH | PHOTO: CHRIS CRERAR  
 JOSEF CHROMY TASMANIA | PHOTO: JEWELS LYNCH  
 FLINDERS ISLAND | PHOTO: DIETMAR KAHLES  
 PHOTO OF AGRICULTURE  
 TIMBRE KITCHEN | PHOTO: KELLY SLATER  
 HOLLYBANK FOREST RESERVE | PHOTO: CULTIVATE PRODUCTIONS