



Regional  
Development  
*Australia*  
T A S M A N I A

# Regional Development Australia – Tasmania

## 2013 – 2014 ANNUAL REPORT

[www.rdatasmania.org.au](http://www.rdatasmania.org.au)



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# 1. CHAIRMAN'S REPORT

The year commenced with the RDA Tasmania Committee finalising the priorities of our Regional Plan 2013 – 2014. Namely, these were:

- Expand and grow economic activity in Tasmania
- Increase collaboration and efficiencies between federal, state and local government
- Improve literacy, numeracy and education levels within the Tasmanian community
- Facilitate place-based solutions for local communities and economic diversification
- Address the needs of Tasmania's changing demographics and health profile

Without a doubt, the number one priority for the Committee was a focus on supporting activities that relate to the growth of the Tasmanian economy.

With the change of Federal Government in September 2013, the Committee correctly foresaw a greater emphasis on the role of infrastructure in regional development and continued to action the appropriate activities identified within the Annual Business Plan. Highlighted outcomes include:

- Leadership in the development of the business case for the Macquarie House Innovation Hub project
- Facilitation on community transport issues across the state in conjunction with TasCOSS.
- Participation in community employment forums such as Stepping Into the Future Jobs Expo in Triabunna, George Town Employment Expo, and the West Coast Employment Expo for Grade 10 Students.
- Authors of a number key regional development papers, including
  - Bass Strait Shipping Report and participation in the Productivity Commission Consultation Process.
  - Skills Audit Paper in conjunction with the Devonport Chamber of Commerce
  - Submission to the Australian Governments Agricultural White Paper
  - Regional leadership in Northern Tasmania paper, which has triggered collaborative strategic planning and the development of a regional dashboard
- Continuing as secretariat for the Tasmanian Logistics Committee

In summary, I am extremely proud of the achievements of RDA Tasmania over the past year and would like to thank all the Committee members and staff for their strong and supportive contribution.

**Mr Tom Black**

*Chairman*

## 2. CHIEF EXECUTIVE OFFICER'S REPORT

First and foremost, I take this opportunity to once again pay credit to RDA Tasmania's staff. Despite a year of uncertainty as to the future role and direction of the RDA Committee, our staff have remained committed to the tasks at hand and doing their bit to make Tasmania a better place.

In my view, the success and credibility we maintain with our key stakeholders continues to remain strong because of this, and we must thank Kevin Turner, Jen Newman and Mike Brindley for their ongoing engagement, enthusiasm and hard work. Thanks also to Gale Singline for her administrative prowess, and John Borojevic and Michael McCarthy from the Department of Infrastructure and Regional Development for their ongoing support.

The year started with the relocation of Northern RDA Tasmania office into a shared working space with our other Federal, State and Local Government stakeholders. This move has been invaluable, strengthened the network and information sharing, and further strengthened the collaborative regional development opportunities between all levels of government.

I can also report that operationally RDA Tasmania has had another successful year in terms of project and financial management, team development, project funding assistance and activity in greater and more diverse sectors of the community. The nature of RDA Committees and regional development requires our staff to be adaptive, innovative and proactive. It is fair to say that the activities we plan to do at the start of any year are often quite different to those we undertake throughout the year.

Finally, thank you to Tom Black and the members of the Committee for your ongoing support and commitment to the organisation.

### **Mr Craig Perkins**

*Chief Executive Officer*

### 3. INTRODUCTION

Regional Development Australia (RDA) is an Australian Government initiative established to encourage partnership between all levels of government to enhance the growth and development of Australia's regional communities. RDA committees operate under a national RDA Charter and report to the Australian Government on key outcomes. A national network of 55 RDA committees has been established and RDA Tasmania represents the entire state of Tasmania.

RDA Tasmania Inc. is a not-for-profit organisation that has a formal partnership between the Australian Government, Tasmanian Government, and the Local Government Association of Tasmania (LGAT). A key focus of RDA Tasmania has been on the economic and social issues affecting communities.

### 4. REGIONAL PLAN

#### **RDA Tasmania Focus and Priorities 2012 - 2013**

RDA Tasmania's Regional Plan identifies RDA Tasmania's vision for the region and key priorities. These priorities, and the statistical profile of the State, were developed through stakeholder consultation and in the context of other plans and strategies influencing the region. RDA Tasmania defined **five key priorities**:

1. Expand and grow economic activity in Tasmania
2. Increase collaboration and efficiencies between federal, state and local government
3. Improve literacy, numeracy and education levels within the Tasmanian community
4. Facilitate place-based solutions for local communities and economic diversification
5. Address the needs of Tasmania's changing demographics and health profile.

### 5. ACHIEVEMENTS AGAINST PRIORITIES

While government and community can impact and guide future direction, there is no one 'silver bullet' that will solve the diversity of issues and challenges faced across the state. RDA Tasmania continued to play a role in facilitating discussion and fostering collaboration to reach common goals across all levels of government, and community and business stakeholders.

To achieve this RDA Tasmania established an ambitious list of activities for the 2013 – 2014 financial year, from which a variety of demonstrated value and outcomes was produced.

Outcome 1. Consultation and Engagement with the Regional Community		
What we said we would do.	What we did	How we analysed the outcomes
<ul style="list-style-type: none"> <li>Develop a case study model approach to regional leadership in Tasmania</li> </ul>	<ul style="list-style-type: none"> <li>Recruited through their intern program UTAS student Michael Tempest to research and draft a report on regional leadership</li> <li>Consulted with Northern Tasmania Development (NTD) and UTAS</li> <li>Supported by UTAs, used N-Vivo analysis to articulate the background information to support the leadership paper</li> <li>Developed a paper titled "Leadership in Northern Tasmania"</li> </ul>	<p>Fully effective: This activity has delivered this outcome. Two projects have begun as a result of the regional leadership report:</p> <p>1) Northern regional bodies are reviewing their governance and operations to identify shared measures and efficiencies. For example, shared staff, back office functions, shared board members. Also collaborating around linked strategic objectives; and</p> <p>2) Regional dashboard of economic competitiveness is in development in collaboration with Regional Australia Institute.</p> <p>A lesson from this report is that LGAs want to see greater value in the regional bodies they fund and this report has helped address this. The other sub-regions of Tasmania should investigate a similar report. The additional resource of a UTAS intern made this activity possible.</p>
<ul style="list-style-type: none"> <li>Understand the impact of economic diversification support from government in regional areas of Tasmania.</li> </ul>	<p>Committee meetings were held in both Scottsdale in October 2013 and the Derwent Valley in February 2014.</p>	<p>Partially effective: RDA Tasmania committee meeting for the first half of 2014 were held in Hobart due to uncertainty regarding RDA Tasmania funding. Presentations from local stakeholders (DSTO facility at Scottsdale, irrigation schemes, dairy industry, golf tourism, Sense-T, Heart Foundation, LGAT, Department of State Growth, timber industry, tour of Norske Skog and the vegetable industry) gave the committee information on economic development issues such as emerging opportunities, challenges, skills and technological impacts.</p> <p>Only two meetings were held due to budget uncertainty.</p>

	RDA Tasmania staff and Committee Members attended the DEDTA Community Conversation in New Norfolk on 6 November 2013 and the Northern community conversation held in Launceston 29th October 2013.	Effective: Community conversations gave a good snap shot of the community. However, while grant programs to support economic diversification such as the Tasmanian Jobs and Growth Plan are underway, there are still projects being assessed for value for money by the Federal department. As such, the impact of economic diversification funding support is only just beginning and the greater impacts may be apparent as the funded projects become active.
<ul style="list-style-type: none"> <li>• <b>Identify strategic recreational infrastructure needs through consultation with local council, regional development organisations and Sport and Recreation Tasmania.</b></li> </ul>	Not commenced.	Not effective: This activity was identified to provide guidance to the level of support RDA Tasmania would provide for recreational infrastructure funding requests. Given the Tasmanian Department of Sport and Recreation has started this process, and no funding programs currently exists, no action was taken.

<ul style="list-style-type: none"> <li>• <b>Work with the Tasmanian Council of Social Services (TasCoss), State Government (DPAC and DIER), service providers and users to address the barriers and constraints to providing effective community and public transport.</b></li> </ul>	<p>RDA Tasmania partnered with TasCOSS in their state-wide consultations about community transport in February and March 2014. RDA Tas introduced TasCOSS to work with UTas to use NVIVO software to analyse the results.</p> <p>In December 2013, RDA Tasmania was a panel member of the Department of Premier and Cabinet's (DPACs) Wheels for Work grant program to support projects that addressed employees with transport disadvantages.</p> <p>In December 2013, RDA Tasmania submitted a paper to the Deputy Secretary of DPAC, after consultation with DIER and DPIPWE, outlining the possible next steps towards creating a centralised website or information point regarding passenger transport options.</p> <p>RDA Tasmania was one of three key note speakers invited to address the Transport Forum held to conclude the TasCOSS research and facilitated the session on information integration.</p> <p>DPAC are considering developing a transport portal as part of the Service Tasmania web-site to provide state-wide information on timetabled transport options.</p>	<p>Fully effective: Funding provided to TasCOSS enabled RDA Tasmania to support comprehensive state-wide consultation on transport barriers and constraints. A final report has been submitted to the State Government outlining suggested actions and priorities. More integrated and accessible information was a strongly supported outcome of the consultations' and there is support that this be part of state government online information.</p>
<ul style="list-style-type: none"> <li>• <b>Facilitate a regional discussion in northern Tasmania to assist in a change of community culture from health service delivery to community wellness, and investigate the extension of these initiatives more widely across Tasmania.</b></li> </ul>	<p>Research into Social Determinants of Health has included attendance at State Conference, completion of the Bridges Out of Poverty training and meetings with Tas Medicare Local and Department of Health and Human Services.</p> <p>A Letter of support was provided to UTAS for their health initiative, Tamar Health, for the north and north-west campuses</p>	<p>Partially effective: This activity is still in development. The University's initiative has had to undertake further activities to demonstrate the demand and articulate how it aligns with existing and emerging issues in the health industry.</p> <p>North and North-west Tasmania have some of the highest preventable mortality rates in the country. The University have suggested this initiative is going to be the answer to reversing this, but haven't explained how a teaching and research facility will achieve this. Through this process RDA Tasmania have been able to improve their relationship with UTAS.</p>

Outcome 2. Informed Regional Planning		
What we said we would do.	What we did	How we analysed the outcomes
<ul style="list-style-type: none"> <li><b>Regional Plan reviewed by Committee and stakeholders invited to contribute to the Plans review</b></li> </ul>	RDA Tasmania Regional Plan for 2013-2014 was completed and approved.	Effective: The process ensured it is representative of regional priorities, however, the annual cycle doesn't align with key events, such as the closure of major industries, which affect regional priorities
<ul style="list-style-type: none"> <li><b>Integration of the Tasmanian Governments Regional Economic Development Plans (REDPs) with RDA Tasmania's Regional Plan</b></li> </ul>	The review of the Regional Plan for 2013 - 2014 plan was completed and aligns with the State Government REDPs.	Fully effective: RDA Tasmania successfully integrated the REDP into the RDA Tasmania regional plan, however, since the change of State government the REDP's have become less prominent.
<ul style="list-style-type: none"> <li><b>General Committee meetings to be held in different locations across the region</b></li> </ul>	Committee meeting in Scottsdale (northern region) in October 2013 and the Derwent Valley (southern region) in February 2014.	Partially effective: RDA Tasmania committee held meetings in both Scottsdale and the Derwent Valley. Additional meetings in regional areas were postponed due to uncertainty regarding operational funding.

<ul style="list-style-type: none"> <li><b>Influence the development of strategic planning for places with specific needs such as growing urban centres including the Greater Launceston Plan, the Hobart Capital City Plan and Devonport Living City project</b></li> </ul>	<p>The Greater Launceston Plan was completed in May 2014 and the project team recommended to the member councils that they adopt the plan and work through NTD to implement it.</p> <p>The Devonport Living City project is planned for completion in September 2014.</p> <p>RDA Tasmania has engaged as a stakeholder on both the Greater Launceston Plan and the Devonport Living City project.</p> <p>The Capital City Plan has not progressed</p> <p>RDA Tasmania has also attended the Tasmanian Council of Social Services (TasCOSS) Regional Strategy Forum which inputs into the strategy development of priorities for the next 5 years and attended the Tasmanian Association of Community Houses (TACH) Annual Conference.</p>	<p>Fully effective: RDA Tasmania has been active in feeding into planning and development through a range of different forums</p> <p>The Greater Launceston Plan has been effective in using evidence to determine how future planning and infrastructure investment decisions should be focussed. RDA Tasmania will continue to engage with the relevant bodies through the implementation phase.</p> <p>The Devonport Living City project is ongoing and due in its final form in October 2014 for circulation with regional stakeholders. This report will be used to bolster financial support from the Federal Government. RDA Tasmania will continue to engage with the relevant bodies through the implementation phase</p>
<ul style="list-style-type: none"> <li><b>Identify existing gaps in demographic data to support effective decision making and future planning across all levels of government and community, and establish a register of sources that address this</b></li> </ul>	<p>RDA Tasmania noted that the Facing the Future report was released by DPAC and COTA in December 2013, the first in a series of five reports on Tasmania's demographics, and the State Treasury released summary data on Regional Population Growth (June 2013) and Population (December 2013).</p> <p>RDA Tasmania staff attended the Australian Population Association's forum on population data and demographic change in Tasmania which presented data from the University of Tasmania.</p> <p>An ABS staff member, co-located within the Department of State Growth and DPAC to assist in identifying data gaps and availability, attended a staff meeting to inform RDA Tasmania staff of current data available on the ABS website.</p>	<p>Partially effective: RDA Tasmania did not undertake any specific activity against this item, although demographic data is noted in the Regional Plan. Tasmania is still the only State that does not have predictive population data for use in policy and planning.</p>

Outcome 3. Enhanced Whole-of-Government Approach to Regional Issues		
What we said we would do.	What we did	How we analysed the outcomes
<ul style="list-style-type: none"> <li>Facilitate and participate in regular meetings of federal agency representatives to discuss regional development initiatives, training programs, federal funding programs and opportunities for sharing and collaboration.</li> </ul>	<p>RDA Tasmania Chairman and staff briefed all Tasmanian Federal Government senators and MHAs on RDA Tasmania activities post the federal election.</p> <p>Our Northern office relocated to a shared office space with other State, Federal and Regional bodies, and has enabled closer relations with these stakeholders</p> <p>RDA Tasmania worked with the Tasmanian RESJ Co-coordinator to assist the Triabunna community to hold a jobs and futures forum on 9 April 2014 in Triabunna.</p> <p>Regular meetings were held on the North West Coast between Federal representatives. Ongoing participation on the Burnie Local Advisory Group and steering committee member for TL3 Partnership Brokering continued.</p> <p>There was ongoing formal and informal contact with local federal agency representatives, particularly in the Department of Infrastructure and Regional Australia, and the Department of Employment.</p>	<p>Fully effective: RDA Tasmania has good relationships with local federal agency representatives, most particularly in the Department of Infrastructure and Regional Australia, and the Department of Employment.</p> <p>Fully effective: The Stepping Into the Future forum attracted over 40 stall holders representing all tiers of government and private industry. The forum was attended by all Triabunna High School students and was open to members of the community.</p> <p>Fully Effective: To date this initiative has been very useful as a platform to share ideas and understandings of the needs and development opportunities in North West Tasmania. Key outcomes include resource sharing and collaboration between Federal and State government departments on projects of regional significance. This initiative is being re-established in line with the reformed Federal Government departments.</p> <p>Fully Effective: The Burnie Local Advisory Group program was concluded in June 2014 due to cessation of funding provided by the Federal Government.</p>

<ul style="list-style-type: none"> <li>• <b>Maintain a strong working relationship with the Department of Economic Development to maximise place-based development opportunities.</b></li> </ul>	<p>All staff are now collocated in DEDTA Regional Offices and regularly attend DEDTA Regional Office team meetings.</p>	<p>Fully effective: Co-location has been conducive to strong working relations with department staff both formally and informally. RDA Tasmania has acted to ensure it maintains a relationship with the state government whilst the former DEDTA and DIER agencies, particularly as they are merged into the Department of State Growth.</p>
<ul style="list-style-type: none"> <li>• <b>Work with local government, mainly through the three regional local council bodies, to pursue planning and collaboration between local councils and across the three tiers of government</b></li> </ul>	<p>RDA Tasmania continued to sponsor and attend the annual Local Government Association of Tasmania (LGAT) annual conference and Local Government Manager's Association (LGMA) annual conference.</p> <p>RDA Tasmania's report on regional leadership in Northern Tasmania was released in Feb 2014</p>	<p>Fully effective: RDA Tasmania maintains strong relationships with key staff in local government. Participation in key events such as the LGAT and LGMA conferences and ongoing engagement with regional bodies of councils continues to strengthen the relationships. The outcome can be best illustrated through the regional leadership report has started a review of council-funded regional bodies in northern Tasmania. This will identify ways to streamline the delivery of regional outcomes</p>
	<p>RDA Tasmania in partnership with Southern Tasmania Councils Association (Think South) will hold a Southern Council Economic Development Forum in August 2014 with the new Minister for State Growth giving a presentation on state economic development policy.</p>	<p>Partially effective: No forum of economic development officers was held in the reporting year, however, commitment was made to host a meeting of southern officers in August 2014. The event was delayed due to the State Election in March 2014 affecting the availability of a State Minister.</p>
<ul style="list-style-type: none"> <li>• <b>Work with local councils, mainly through the three regional local council bodies, to pursue planning and collaboration between local councils and across the three tiers of government, guided by the REDPs and land use and development strategies</b></li> </ul>	<p>RDA Tasmania released the Regional leadership framework report in February 2014.</p>	<p>Partially effective: The regional leadership report has started a review of council-funded regional bodies in northern Tasmania. This will identify ways to streamline the delivery of regional outcomes.</p>

<ul style="list-style-type: none"> <li>• <b>Maximise the advantage of the carbon economy initiatives for Tasmania</b></li> </ul>	<p>RDA Tasmania provided a formal submission to the Tasmanian Government on Climate Change that included potential opportunities for carbon farming.</p>	<p>Partially Effective: RDA Tasmania participated in the development of the Climate Change paper prepared by the Tasmanian Government. The Tasmanian Government continues to work towards reducing carbon emissions however support funding from the Federal Government has since been reduced.</p>
	<p>RDA Tasmania continues to work with the regional NRM's on carbon farming and land care related initiatives that will provide alternate income streams for land owners and landcarers</p>	<p>Partially Effective: The ongoing relationships with the regional NRM's continue to help deliver carbon farming and Landcare messages for landowners and farmers who are seeing better ways to derive income streams from their land holdings.</p>
<ul style="list-style-type: none"> <li>• <b>Continue involvement in DEDTA's Regional Reference Groups (RRG) tasked to oversee the implementation of the Regional Economic Development Plans</b></li> </ul>	<p>RDA Tasmania maintained Committee membership as a RRG member in each region and staff attend regularly as observers.</p>	<p>Partially effective: the future of the RRG's are uncertain since the change of State government. Their status as a policy influencer may change.</p>
<ul style="list-style-type: none"> <li>• <b>Facilitate discussions with all levels of government and key organisations regarding economic diversification and development opportunities.</b></li> </ul>	<p>RDA Tasmania staff continued to attend LGMA and LGAT conferences. We held regular catch ups with regional council bodies (STCA, NTD and CCA), State Government Regional Offices and Federal Government officers.</p> <p>RDA Tasmania co-hosted a policy roundtable with the Regional Australia Institute and the Business Council of Australia and remained a member of the Northern Midlands Council Economic Development Group</p>	<p>Fully effective: RDA Tasmania has worked to ensure its message is consistent with the Australian Government's focus on developing infrastructure that generates employment. The value and role of RDA Tasmania is becoming more widely known and the organisation is invited to participate in a range of meetings and forums that influence economic development. RDA Tasmania continues to have strong relations with government stakeholders.</p>
<ul style="list-style-type: none"> <li>• <b>Maximise the potential and benefit of the National Broadband Network for the Tasmanian community.</b></li> </ul>	<p>No action taken</p>	<p>Not effective: Engaging directly with NBN Co. has been problematic.</p>

	RDA Tasmania co-ordinated the steering group for the Macquarie House Innovation Hub, a flagship NBN project for Launceston. The steering group became a RDA Tasmania sub-committee and negotiated a MoU with Launceston City Council to guide the projects development, develop the business case and support the Request for Information submitted to the Department.	Fully effective: Through this project RDA Tasmania has demonstrated its ability to transition conceptual economic development projects into feasible and operational activities. The project has relied on a network of volunteers, and is demonstrating that community driven economic development is possible in Tasmania. It also demonstrates that since the NBN roll out there is an increase in ICT related businesses.
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Outcome 4. Enhanced Awareness of Government Programs		
What we said we would do.	What we did	How we analysed the outcomes
<ul style="list-style-type: none"> <li><b>Promote the availability of support information such as through the Digital Hubs and Digital Enterprise Programs.</b></li> </ul>	Our monthly e-newsletters to the RDA Tasmania database summarise grant programs and initiatives from all levels of government. Digital Coaching was promoted through RDA Tasmania e-news.	Partially effective: Articles distributed as opportunities arose regarding digital engagement generally. Information specific to both Digital Hubs and Digital Enterprise Programs did not occur.
<ul style="list-style-type: none"> <li><b>Maximise the benefit from renewable energy to Tasmania from Australian Government funding and support, including the newly established Australian Renewable Energy Agency (ARENA)</b></li> </ul>	RDA Tasmania assisted Flinders Island with application information and guidance for their renewable energy project funding application. This guidance was based on RDA Tasmania's participation in the ARENA funding criteria formation process and follows on from the RDA Tasmania submission to ARENA on renewable energy funding opportunities for Tasmania.	Ineffective: The ARENA funding program is being reassessed by the Federal Government, therefore funding opportunities to support these types of projects did not occur.

<ul style="list-style-type: none"> <li>• <b>Engage with local government to maximise funding opportunities for infrastructure projects through programs such as the Regional Development Australia Fund (RDAF).</b></li> </ul>	<p>The State Government called for lists of projects from all local councils in 2013. These projects were compiled that have been considered by the Regional Reference Groups which RDA Tasmania participated on.</p>	<p>Partially effective: RDAF program discontinued, no other community infrastructure programs identified. When information on the National Stronger Regions Fund becomes available it will be distributed to all stakeholders.</p> <p>A number of Tasmanian LGAs were allocated project funding through the Tasmanian Jobs and Growth Plan or the Australian Government’s Community Development Grants.</p> <p>Flinders Island Council has received Federal funding for essential airport improvements.</p>
<ul style="list-style-type: none"> <li>• <b>Consult with the Department of Employment, Education and Workplace Relations (DEEWR) on their Regional Employment Jobs and Skills Plan for Tasmania.</b></li> </ul>	<p>Working through the DEEWR Advisory group, RDA Tasmania enjoyed a positive working relationship with local Regional Education Skills and Jobs (RESJ) Co-Ordinator. Activities included</p> <ul style="list-style-type: none"> <li>• The Local Employment Coordinator role has ended. That position effectively helped multiple stakeholders deliver the RESJ Plan</li> <li>• Worked alongside the Tasmanian RESJ on the steering group for the Triabunna's "Stepping into the Future" jobs and futures forum in April 2014;</li> <li>• RDA Tasmania facilitated an introduction for DEEWR with key stakeholders in George Town;</li> <li>• We worked with DEEWR and Department of Education on the West Coast Jobs Expo to deliver “real life” experiences to Grade 10 students from Queenstown and Rosebery with the assistance of local industry, UTAS, AMC, Tasmania Police and ADF</li> <li>• We assisted DEEWR with the \$20 million jobs in 100 days initiative with collaboration from Cradle Coast Authority, local councils, the Advocate newspaper and regional employers who assisted in the placement of new jobs for job seekers and retrenched workers. This initiative helped demonstrate the vibrancy of the North West region in terms of employment opportunities.</li> </ul>	<p>Fully effective: These activities clearly demonstrate the value of the RDA Tasmania Committee engaging with other key government initiatives focused on regional development outcomes. It has ensured that there is consistent and complimentary activities, removing confusion around purpose and ensuring clarity of objectives.</p>

<ul style="list-style-type: none"> <li>• <b>Support the recommendations of the 2013 National Workforce Development Strategy.</b></li> </ul>	<p>No activity on the 2013 National Workforce Development Strategy.</p> <p>An Industry Skills Fund was announced in the 2014 Federal Budget for which a discussion paper is due to be released to invite input.</p>	<p>Ineffective: changes in both state and Federal government have resulted in policy and program changes in this area.</p>
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Outcome 5. Improved Community and Economic Development		
What we said we would do.	What we did	How we analysed the outcomes
<ul style="list-style-type: none"> <li><b>Influence regional strategies that support the renovation and improvement of Tasmania's transport and freight services.</b></li> </ul>	<p>Assisted DIER with information collection, including current University of Tasmania research for input into the Freight Logistic Coordination Team report.</p> <p>We prepared a submission of Bass Strait Shipping paper to the Productivity Commission review panel. This paper was developed with the assistance of UTAS and the Australian Maritime College (AMC).</p> <p>Continued support for the Tasmanian Logistics Committee, a partnership between the TCCI and RDA Tas.</p>	<p>Fully Effective - RDA Tasmania provided a submission to the Production Commission hearings in February 2014 in addition to the formal report prepared by RDA Tasmania (in conjunction with UTAS AMC)</p> <p>RDA Tasmania continues to support the activities of the Tasmanian Logistics Council including the preparation and submission of a positioning paper on Bass Strait Shipping. This paper will help the Tasmanian Government in their deliberations on reinstating a direct international shipping service.</p>

<ul style="list-style-type: none"> <li>• <b>Work with industry groups, local councils, businesses and regional bodies to formulate growth and development strategies that support a conducive business environment within the respective regulatory frameworks.</b></li> </ul>	<p>RDA Tasmania worked with the Small Business Council of Tasmania, Department of Economic Development, Tourism and the Arts to discuss a subsidy for a job pooling concept.</p> <p>We attended the Committee of Economic Development Australia (CEDA) State of the State conference for Tasmania.</p> <p>Continued as a member of the Northern Midland Council Economic Development Committee and Launceston City Council Economic Development Committee (currently on hold)</p> <p>Facilitated a skills audit for the Devonport Chamber of Commerce that included Federal, state and local government representatives and education providers to investigate existing training initiatives for job seekers in the Devonport area and how they can be improved</p> <p>Commenced collaboration in a research project that determined the future of the Conference sector in northern Tasmania.</p> <p>Provided advice on an economic development plan for the Bell Bay industrial zone.</p>	<p>Fully effective: RDA Tasmania continues to assist a broad range of projects on existing and emerging priorities, although the change in State government may have an influence on current state policy and the state budget has been delayed until August 2014.</p> <p>RDA Tasmania partner funded research into conferences opportunities in northern Tasmania, which has led to a new position created to drive that market.</p> <p>RDA Tasmania prepared a summary report of the findings of the Skills Audit which was released in February 2014. This report was provided to the State Minister for Education, The Federal Assistant Minister for Education and the Federal Minister for Employment.</p> <p>The findings from the forum and report have been used to initiative the Devonport Learning Communities program. Promoted by the Devonport City Council, this program will help to reinforce the importance of education to community and will be promoted by regional educators and community advocate groups.</p>
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<ul style="list-style-type: none"> <li>• <b>Grow the knowledge base through innovation, research and development to enhance and support economic development within Tasmania.</b></li> </ul>	<p>RDA Tasmania worked: 1) With the Department of Premier and Cabinet (DPAC), Department of Infrastructure, Energy and Resources and Department of Primary Industry, Parks, Water and Environment, TasCOSS, and Community Transport Services Tasmania to find more effective transport solutions for Tasmania's ageing and dispersed population; and 2) Participated on the selection panel for the DPAC Wheels for Work grant program, for which RDA Tasmania was on the selection panel. The objective to support innovative projects to address restraints and barriers to job seekers transport to work and employment.</p> <p>RDA Tasmania participated in the UTAS module through the Australian Innovation Research Centre "Creating and Communicating the Innovation Message"</p> <p>RDA Tasmania continued to sponsor the Tasmanian Leaders Program forum on innovation in regional economies.</p>	<p>Fully effective: There is increased interest, particularly at state government level, in the value of innovative thinking and processes.</p> <p>Fully Effective: RDA Tasmania staff attended and passed this course in February 2014. The message was that innovation is not managed in Tasmania, whilst in other regions 'innovation systems' are implemented to maximise the effect of innovation. RDA Tasmania is liaising with the Department of State Growth to help develop a 'regional innovation system' for Tasmania.</p> <p>Fully Effective: The forum drew on international and local experiences to explore what makes a region's economy thrive, the experiences of a mix of old and new businesses from Tasmania's North West and Northern regions, and created conversation to consider the influence on success of business leadership, government policies and programs, physical infrastructure, and soft infrastructure like education, research and business networks.</p>
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<ul style="list-style-type: none"> <li>• <b>Maximise the potential and benefit of the National Broadband Network for the Tasmanian economy.</b></li> </ul>	<p>RDA Tas attended the Tasmanian Spatial Information Executive Forum and coordinated the steering group for the Macquarie House Innovation Hub, a flagship NBN project for Launceston</p>	<p>Partially effective: Despite the documented challenges every community has encountered in relation to the NBN, both in terms of its rollout and engaging with key officers, success of this activity is measured through the Macquarie House project, whose business case demonstrates the potential growth in economic activity the NBN can generate. The NBN means Tasmania has the key ingredients to support a community of start up companies.</p>
<ul style="list-style-type: none"> <li>• <b>Work with Tasmania's primary industries to assist the implementation or development of industry growth strategies, including the national food plan.</b></li> </ul>	<p>RDA Tas continued to work with Tas Dairy on the implementation of their strategic plan – namely More Investment, More Cows and More People participating in the industry and it continues to expand to meet growing demand from overseas markets</p> <p>The University of Tasmania Centre for Food Innovation began teaching an undergraduate course in 2014; the feasibility study into the Food Innovation Factory Network was not viable, however, RDA Tasmania continued to liaise with the CFI in relation to their projects on new food processing technology and ration pack manufacturing.</p> <p>Recommended by the Dorset Agriculture Study, which was co-funded and initiated by RDA Tasmania, a study into three phase power for irrigation in the north east is being funded through the Tasmanian Jobs and Growth Plan</p>	<p>Fully Effective: The final strategic plan “Into Dairy” was released in early 2014. RDA Tasmanian provided feedback on the structure of the strategic plan and related implementation activities. Subsequent funding through the Tasmanian Jobs Fund was provided to support the Dairy Tas growth strategy.</p> <p>RDA Tasmania assisted in facilitating projects that involve collaboration between communities and government organisations, for example Dorset and the Centre for Food Innovation.</p>

<ul style="list-style-type: none"> <li>• <b>Support the destination management plans being developed by the new regional tourism organisations.</b></li> </ul>	<p>RDA Tasmania attended consultation forums held by the new Destination Tourism bodies in 2013.</p> <p>RDA Tasmania continues to participate on Tourism Tasmania's/Tourism Australia's National Landscape Program</p> <p>Tourism Northern Tasmania provided detailed information on their plan at meeting with RDA in Sept 2013.</p> <p>RDA Tasmania sponsored and attended the annual Tourism Industry Council of Tasmania conference.</p> <p>RDA Tasmania supported the development of a major tourism infrastructure proposal called the NE Rail Trail.</p>	<p>Partially effective: RDA Tasmania has developed good working relations with the new regional tourism bodies. RDA Tasmania works with the bodies to identify regional development infrastructure projects. For example, an investment of \$3.89 m into the 90km NE Rail Trail will return \$3.5 m per year in direct tourism expenditure after five years, supporting the creation of 40 jobs.</p> <p>Tourism Northern Tasmania will also be included in the review of northern regional council-funded bodies initiated by RDA Tasmania's Regional Leadership report.</p>
<ul style="list-style-type: none"> <li>• <b>Provide ongoing advice and support for small business working with the Tasmanian Small Business Council, recognising the State Government Small Business Strategy.</b></li> </ul>	<p>Meetings were held with TSBC to discuss the concept of government support for a Jobs Pool funding model.</p> <p>We attended the State Minister's Small Business Stakeholder meeting at Parliament House in Hobart.</p> <p>We continued as a major sponsor of the Launceston Chamber of Commerce Excellence Awards</p> <p>Facilitated the formation of the Devonport Industry and Innovation group through the Devonport Chamber of Commerce and Industry.</p> <p>Presented at the launch of the Devonport Regional Skills Audit paper which was prepared by RDA Tasmania and was a direct reflection of the Skills Audit facilitated by RDA Tasmania earlier in 2013.</p>	<p>Partially effective: RDA Tasmania remained engaged with various business and industry bodies. This engagement assisted in clarity around Regional Plan priorities and strategies to address them.</p>

<ul style="list-style-type: none"> <li>• <b>Encourage growth in our arts and cultural industries by bringing together government, art organisations, educators and industry.</b></li> </ul>	<p>RDA Tasmania assisted with the promotion of the Museums Australia national conference to be held in Launceston in 2014.</p> <p>RDA Tasmania has continued its sponsorship of the Junction Arts Festival and participated in the form and function review of the Queen Victoria Museum and Gallery.</p>	<p>Partially effective: RDA Tasmania continues to develop our networks in this sector, and in particular, will support job creation through infrastructure development in any sector, but will not be involved in developing the Arts sector specifically.</p> <p>The collocation of the Northern RDA Tasmania office with State Growth (including Arts Tasmania) will assist with growing our engagement with the sector.</p> <p>RDA Tasmania's southern office has a good relationship with sections of the Arts community</p>
<ul style="list-style-type: none"> <li>• <b>Consult with the State Government about strategies to increase school retention, particularly in non-urban areas, including the Minister's Action Plan and raise awareness of the benefits of education and educational aspiration.</b></li> </ul>	<p>RDA Tasmania attended the Tasmanian Economic Forum which focused on education and productivity.</p> <p>We met with Department of Education to discuss the Australian Early Development Index and Launching Into Learning</p> <p>We worked with Federal and State government agencies and education providers to facilitate a West Coast Careers expo place in August 2013 to showcase employment opportunities on the West Coast for Y10 students. Students from Queenstown and Rosebery attended a full day of activities from local employers including the aquaculture sector, UTAS, AMC, Tasmania Police, Federal Hotel Group and ADF.</p> <p>We helped DEEWR organise the George Town Careers Expo.</p> <p>We worked with the Tasmanian RESJ Co-ordinator, Shirley Grace, to assist the Triabunna community to hold a jobs and futures forum on in April 2014. The Stepping Into the Future forum attracted over 40 stall holders representing all tiers of government and private industry. The forum was attended by all Triabunna High School students and members of the community.</p> <p>We attended the ASIC financial literacy information session with a view to offer structured training to Y10 students in North West schools on financial literacy.</p>	<p>Partially effective: Identified KPI not met, however RDA Tasmania has maintained a good relationship with the education sector, and facilitated a limited amount of activity with the education sector. For example, the West Coast Careers expo, the George Town Careers Expo, and the Triabunna community Jobs and Futures Forum in April 2014.</p>

<ul style="list-style-type: none"> <li>• <b>Support the resilience of communities to deal with climate change adaptation and natural disasters</b></li> </ul>	<p>RDA Tasmania attended consultations forums and provided a submission to the Tasmanian Climate Change Office for the development of their Climate Smart Tasmania strategy.</p>	<p>Partially effective: RDA Tasmania Committee was considered a key stakeholder in the Climate Smart Tasmania strategy. The future of the strategy is unknown.</p>
<ul style="list-style-type: none"> <li>• <b>Undertake activities that build community capacity within Tasmania, including sponsorship of the Tasmania Leaders Program, and the facilitation of workshops in relation to community need</b></li> </ul>	<p>We sponsored and judged high school teams participating in the NextGen Business Challenge in Burnie, Hobart and Launceston and F1 in school (Launceston). Over 30 groups of 4 students statewide participated in the week long NextGen Challenge. Providing a “pitch” of business ideas to the panel, then working through the business planning stage</p> <p>RDA Tasmania supported the DPAC Grant Writing workshops with 5 regional presentations provided by RDA Tasmania staff</p> <p>We sponsored the Tasmanian leaders Program forum Leadership in Regional Economies Forum in Burnie</p>	<p>Fully Effective: RDA Tasmania undertook a number of capacity building exercises throughout the year. Feedback from these events reinforces their value. It is evident that there a multitude of organisations involved in building community capacity. RDA Tasmania best value for money outcomes are evident when we partner with other organisations to deliver these activities.</p>
<ul style="list-style-type: none"> <li>• <b>Develop Memorandum of Understanding agreements on areas of collaboration between RDA Tasmania and the University of Tasmania in areas that promote community and economic development.</b></li> </ul>	<p>Draft MoUs were presented to UTAS for their input. In the meantime, work progressed with the Regional Leadership activity, including the recruitment of a UTAS student through their intern program</p> <p>RDA Tasmania Staff and Committee remain engaged with the University through mechanisms such as appointments to the Advisory Board for the Tasmanian School of Business and Economics and the University’s northern regional advisory board.</p> <p>Two of RDA Tasmania’s committee members hold senior positions within the University.</p>	<p>Partially effective: MoUs have not been agreed yet, however RDA Tasmania relationship with UTAS has improved as a result of this process.</p>

Other Activities		
What we said we would do.	What we did	How we analysed the outcomes
<ul style="list-style-type: none"> <li>• <b>Supporting jobs growth and economic development in Tasmania</b></li> </ul>	<p>RDA Tasmania engaged with the Joint Commonwealth and Tasmanian Economic Council.</p> <ul style="list-style-type: none"> <li>• Two meetings the Chair of the Joint Economic Council</li> <li>• Meeting with Prime Ministers advisor to the Joint Economic Council</li> <li>• Meeting with the Secretariat to the Joint Economic Council</li> <li>• Resource allocation to assist the Joint Economic Council deliver outcomes</li> </ul>	<p>Fully Effective – The outcomes of this meeting helped form a submission for funding to the Department of Infrastructure and Regional Development to support the ongoing activities of the Joint Economic Council</p>
<ul style="list-style-type: none"> <li>• <b>Prepare a submission to the Department of Agriculture as part of their Agricultural White Paper Process</b></li> </ul>	<p>The report was prepared and provided to the Department of Agriculture in April 2014</p>	<p>Fully effective: This report has been circulated to the State Government Minister for Primary Industry, the Federal Parliamentary Secretary for Agriculture as well as the Tasmanian Farmers and Grazers Association with a view to sharing the report to influence better outcomes for the Tasmanian Agricultural sector</p>
<ul style="list-style-type: none"> <li>• <b>Attendance at the National ABARES Conference in Canberra in April 2014</b></li> </ul>	<p>RDA Tasmania staff attended the conference in April 2014</p>	<p>Fully effective: The learning's from the conference were shared with RDA Committee members and were also used to help construct the RDA submission to the Department of Agriculture as part of their white paper process</p>
<p><b>Other activities:</b></p>	<p>Provided input into the Australian Productivity Commissions report into Geographic Labour Mobility in Australia</p> <p>Assisted Department of Infrastructure Energy and Resources (DIER) with information collection, including UTAS research regarding the Freight Logistic Coordination Team</p> <p>Attended the ASIC financial literacy information session with a view to offer structured training to Y10 students in North West schools on financial literacy</p>	

## 5. COMMITTEE PROFILE

Committee members of RDA Tasmania are committed volunteers who have been chosen by the Australian Government due to their understanding of, and experience in, a range of areas including their professional and industry background, community networks, skills and experience.

The RDA Tasmania Committee membership in 2013 – 14 was:

RDA TASMANIA COMMITTEE			
MEMBERSHIP 2013-14			
COMMITTEE MEMBER	POSITION	DESCRIPTION	Status
Mr Tom Black	Chair	Retired	Term expires 30 June 2016
Ms Louise Clark	Deputy Chair	Community Relations Specialist, Bell Bay Aluminium	Term expires 30 June 2016
Ms Madeleine Skerritt	Committee Member	Community Liaisons Consultant	Term expires 30 June 2015
Ms Kathleen Broderick	Committee Member	CEO, NRM South	Resigned, December 2013
Mr Bob Frost	Treasurer	Retired	Term expires 30 June 2015
Mr Tim Hess	Secretary Member	General Manager, Sales & Logistics, Petuna Group	Term expires 30 June 2015
Ms Phyllis Pitchford	Committee Member	Aboriginal Elder	Term expires 30 June 2016
Mr Andrew Morgan	Committee Member	Managing Director, SFM	Term expires 30 June 2015

		Environmental Solutions	
Prof. Janelle Allison	Committee Member	Pro-Vice Chancellor - Regional Development, University of Tasmania	Term expires 30 June 2015
Dr Bruce Williams	Committee Member	Economic Development Officer, Launceston City Council	Term expires 30 June 2016
Mr Paul Kregor	Committee Member	Practice Manager, Sorell Family Practice	Term expires 30 June 2016
Dr Christine Mucha	Committee Member	Non Executive Director and Consulting	Term expires 30 June 2016
Prof Sue Kilpatrick	Committee Member	Pro Vice-Chancellor (Students), University of Tasmania	Term expires 30 June 2016

## 6. STAFFING

Staffing for the Committee remained unchanged for the financial year.

NUMBER	POSITION	STAFF MEMBER	LOCATION
1	Chief Executive Officer	Craig Perkins	Launceston
2	Community and Strategic Development	Mike Brindley	North West
		Jen Newman	Hobart
		Kevin Turner	Launceston
1	Executive Assistant	Gale Singline	Launceston

## 7. FINANCIAL REPORT

The financial report for the year ended 30 June 2014 is attached.