

ADVANCING REDS

Focus area - Working Group - Proposed Terms of Reference

May 2021

Introduction

The Northern Tasmania Development Corporation Ltd (NTDC) is the custodian of the Regional Economic Development Strategy (the REDS) as outlined in the Launceston City Deal of April 2017.

The [REDS](#) is NTDC's Strategy to achieve the targets set out in the [Northern Regional Futures](#) framework that outlines three main targets for 2026, being;

- a 50% increase in GRP to 12 billion,
- creation of 8,000 new jobs,
- An increase in the average weekly wage of \$100 per week.

To achieve these goals, NTDC will be implementing various strategies including working with industry chairs and board and creating working groups.

Industry chairs

Given that many *industry groups* have already developed strategic plans, NTDC will seek to work with industry chairs across the region, both individually and in groups, to further develop region-wide industry strategies (addressing issues and topics outlined in the working group strategic process outlined below) to assist in the enhancing the region's competitive advantage. The outcomes of this process are anticipated to be similar to that of the working group process, with an added emphasis on strategic business plan integration.

Working group model

Working groups will be established around REDS priority areas and/or areas where there are opportunities to provide strategic leadership such as the Digital Transformation working group already approved by the NTDC board.

Where established, working groups may consist of;

- industry representatives,
- member council representatives and
- International, mainland or local sector experts

with the aim to identify priorities, advise strategy and co-ordinate planning with our member councils, industry stakeholders and the wider region and communities about strategies and policies that will drive productivity and economic growth that will in turn help the region meet its targets.

Working groups will make recommendations to the NTDC board that will then collate the information from the working groups in order to create an overall strategy that will benefit the entire region.

This advice will include recommendations, action plans and strategic priorities on how the region collectively can leverage the opportunities that our working group identifies as beneficial. We will ensure that currently unknown or new contributors within the community are encouraged to participate on the plans and policies to put in place outcomes that helps achieve the goals of the NRF.

Working groups will be formed across multiple industry sectors.

Working Groups may also include areas such as:

- ❖ Food and Agribusiness
- ❖ Healthcare and Social Assistance
- ❖ Education
- ❖ Competitive Manufacturing
- ❖ Professional, Scientific and Technical services
- ❖ Circular Economy

NTDC will review and refine the working groups model over time to ensure we build a robust platform for following working groups to operate from.

After the initial term, the working groups advice will be incorporated into the implementation phase of our strategy.

Terms of Reference

The Working Groups will be composed of:

Core members:

- Chair
- NTDC appointed representative
- At least three(3) other identified industry members, invited by and agreed to by the NTDC board

In addition to the core members, additional participants from all local councils in the NTDC region and/or those with a collaborative interest in the purpose and activities of the Working Group will be welcome to engage. This might be through forums, special meetings, participation in regular meetings, or otherwise as decided by the Working Group.

Purpose, objectives and activities

The purpose of the Working Groups is to develop linked integrated planning processes across multiple industry areas and regional priorities that will harvest impactful ideas - big and small - that can be advanced through building connections across the region in a coordinated and collaborative way.

Many industries in the region are already organised and connected and have their own strategies either in place or in formation. It is important for NTDC to focus on where we can have the highest impact – through advocacy, collaboration, attracting funding, cooperation and formation of networks across sectors and industries.

Working Group Brief

The process of harnessing the big ideas should be structured similarly across the Working Groups so the recommendations can align and foster collaboration and integration across industries. To elicit the big ideas, it is recommended that the Working Groups address the following problems:

1. Envisaging the region in 2031

The REDS document focuses on what the region might achieve by the year 2031.

What do you envisage Tasmania looking like in 2031?

- Are there any big ideas that could be developed by then? What might be achieved by 2031?
- What are the “blue sky” areas that can be developed that are not being considered at the moment?
- Please broadly describe what 2031 might look like, as well as outlining a few specific objectives.

2. Updated approaches

Armed with a view of what 2031 might look like, what amendments or additional issues (if any) could be addressed in the Strategic Priority that are not already considered in the current REDS (which was developed pre-COVID)?

What are the new needs of the industry/priority area in terms of:

- ❖ Investment
- ❖ Innovation
- ❖ Participation and Productivity
- ❖ Infrastructure
- ❖ Increasing exports
- ❖ Population Growth

3. Leverage & scaling

How might the Strategic Priority be leveraged/scaled up/implemented across the region by 2031?

- What are the high impact opportunities that could make a real difference?
- What are the key factors that would help enable leverage and scaling? What are the barriers that would inhibit it?

4. Integration across sectors and industries

Where do the opportunities lie to integrate with other sectors? Are these already in place, or can NTDC assist?

- Who are the relevant stakeholders in the region who might be impacted?
- How could they integrate to achieve greater leverage?
- Are there clusters or cross regional opportunities to explore?

5. Gaps / practical steps forward

On the basis of the issues addressed above:

- What gaps exist in the current system?

- What are the key milestones (or steps) between now and 2031 that should be considered to help achieve the goals outlined in question one (please identify dates and prospective target progress);
- Who are the key stakeholders or potential enablers
 - I. in the region and
 - II. outside the region, who could make a tangible difference to the success of the Strategic Priority;
- Are there current blockers (regulatory, political, economic or socio economic) that are limiting or preventing potential development or opportunities? and
- What funding should potentially be sought to help assist in achieving the goals or milestones?

6. Short- and medium-term actions

What practical actions should be considered in order to advance the Strategic Priority area prior to the end of 2021, 2022 and 2026?

- Who should be responsible for overseeing these actions?

7. Alignment with Brand

How does the strategy align with the Northern brand, the Tasmanian brand?

How do we leverage our uniqueness, competitive and comparative advantage?

Powers of the Working Groups

The Working Groups exist solely to facilitate communication and engagement with industry and to make recommendations to the REDS Implementation Committee on priority areas of focus.

Budget items for the Working Groups will be for holding meetings and associated expenses only, which will be allocated by the NTDC CEO through the NTDC board.

Reporting to the REDS Implementation Committee

The Working Group will report to the REDS Implementation Committee. Recommendations will be made to the REDS Implementation Committee for consideration in the broader suite of priority projects for the region.

Lifespan of the Working Groups

Working Groups will continue to operate until they or the NTDC Board deems their contribution to the REDS Implementation to be complete. It is likely that the Working Groups may evolve in purpose as they become forums through which NTDC can engage with industries.