

# Northern Rivers Regional Development Board

## Transition Report to Regional Development Australia (RDA)

August 2009

Public Version

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*the* **development board**

*northern rivers regional  
development board inc  
new south wales*

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## Caveat

The Northern Rivers Regional Development Board (NRRDB) prepared this Transition Report as a working document to assist in the transition to Regional Development Australia – Northern Rivers (RDA-NR). This is an operational document with information for RDA-NR about work of the NRRDB that could carry over to the new organisation.

The recommendations contained have been identified by the NRRDB for RDA-NR to consider.

ON 8<sup>th</sup> July 2009, the Chair of Regional Development Australia - Northern Rivers (RDANR), endorsed the recommendations in the first three sections of this report: Current Projects, Current Project Commitments and Income Generating Services.

The RDANR Committee will be requested to note this action and in due course give consideration to the remaining components of the Transition Report recommendations.

*16 August 2009*

# Current Projects

## *Regional Industry and Economic Plan (RIEP)*

### Background

- Commenced work in 2002.
- Working Paper completed 2003 - detailed industry research and economic analysis of region based on 2001 census data.
- Final Report - first set of strategies completed 2005. Extensive consultation required.
- Industry priorities identified and documented in 2006 Progress Report - industry workshops with 11 key sectors.
- Preparation and development of all reports managed by a Steering Committee with representatives from NRRDB, Northern Rivers Area Consultative Committee (ACC), NSW Department of Planning, Department of State and Regional Development (DSRD), Southern Cross University (SCU) and Local Government (initially NOROC then the General Manager's Group).

The Development Board identified the following action areas as the responsibility of the NRRDB as a lead agent:

- regular updating of the Industrial Lands Register;
- provision and updating of industry information for the region on NRRDB website;
- coordination and support to local government in developing employment lands strategies;
- support the development of the Northern Rivers Urban Design Awards;
- identification of industry skill requirements and informing education and training providers to address these and implementation of the aged services workforce development - Innovative Development of Excellent Aged Services (IDEAS) project;
- supporting initiatives that will provide a focus for a Regional Food Industry Group Network;
- securing resources for aquaculture investment and development;
- securing resources to enhance investment opportunities for integrated aged care development; and
- phase II of the forestry thinnings and residues project.

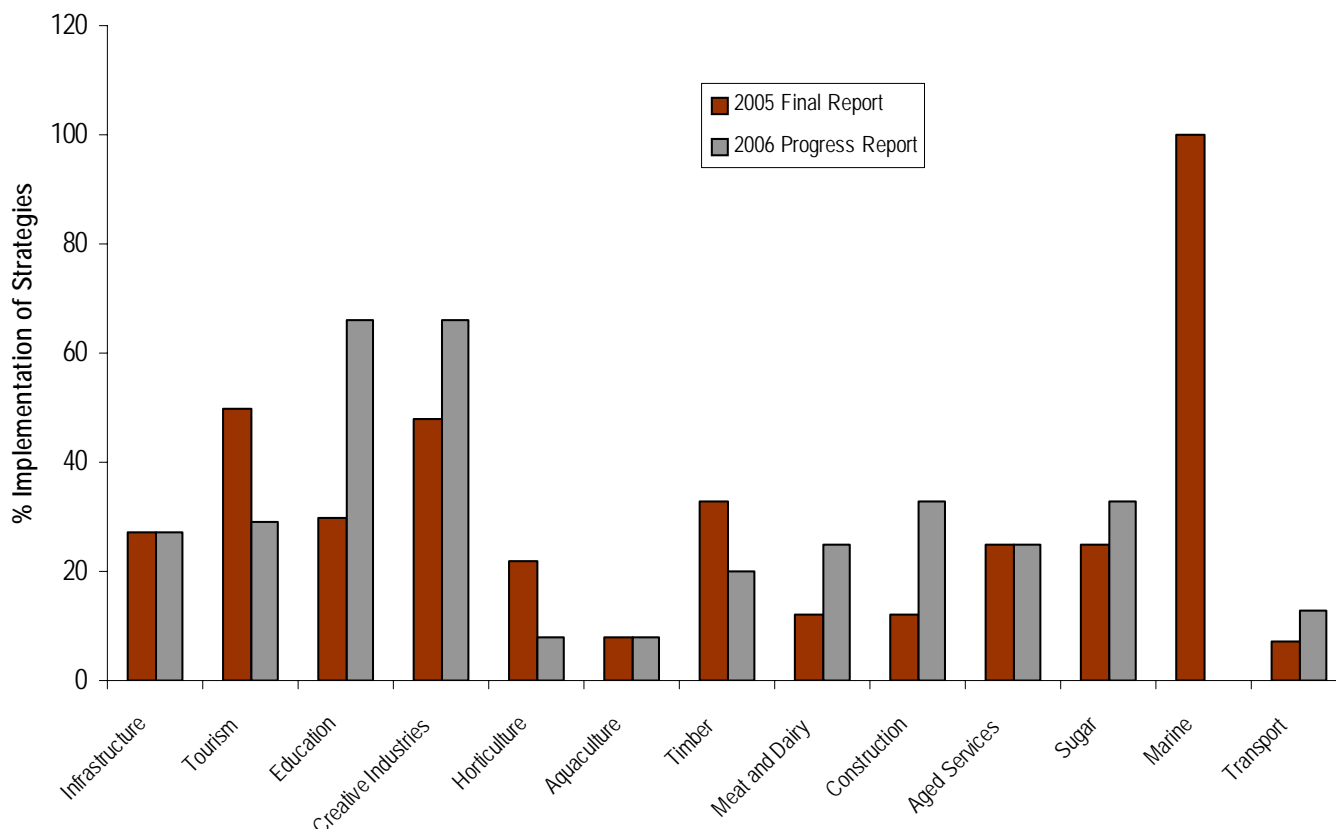
### Current Status

The 2005 Final Report identifies 236 strategic actions and the 2006 RIEP Progress Report identifies 50 specific industry development priorities. The Figure below shows progress on implementation (percentage of strategies or priorities commenced/ completed) for all key industry sectors, with the marine industry actions completed and strong performance in the education and creative industries.

Commitment and implementation by industry partners has been strong in the creative industries, education, forestry, marine construction, aged care and food industry sectors. No strong champions have emerged for other industry sectors. Established sectors of meat, dairy and cane are proceeding on their priorities regardless. Complementary medicine has seen no coordinated action, other than independent companies and SCU research and development. New sectors appear to be emerging in environmental and cleantech industries, but there is no research on the contribution of these sectors in the region.

SGS Economics have been engaged to update the RIEP data and information. This update was intended to be completed by 30 June 2009, however, delays by the consultant will see this completed before September 2009.

The RIEP could provide RDA with a useful foundation for regional planning and strategy development.



### NRRDB Recommendations to RDA

- Use RIEP to provide the basis for RDA regional plan
- Review economic and industry analysis data and identify economic drivers for region to provide data online and appropriate investment collateral. Where appropriate integrate more recent industry research or strategies (e.g. creative industries, tourism, food). Assess new emerging sectors (i.e. environmental, cleantech)
- Identify priority industry sectors for future work/regional plan for RDA - industry leaders roundtable to inform. This could review aquaculture and aged care investment actions determined by NRRDB but not acted on as yet.
- Identify investment opportunities and requirements to develop collateral products.
- Continue to build partnerships with VET and training sectors to address industry skill development needs.
- Integrate relevant climate change and sustainability drivers and considerations.
- Review infrastructure needs and requirements for the region.
- Advocate for Integrated Regional Transport Strategy

### *Innovative Development of Excellent Aged Services (IDEAS)*

#### Background

- Key RIEP implementation project and priority for NRRDB.
- Commenced in 2007 with strong industry support and engagement. Project covers Northern Rivers and Mid North Coast regions.
- COAG funded project and project partners include Aged and Community Services Association of NSW & ACT (ACS), Department of Education, Education, Employment and Workplace Relations (DEEWR), DSRD, Department of Education and Training (DET)
- IDEAS is a workforce development program to increase the capability, expertise, skills and employment in the aged services sector

#### Current Status

- NRRDB is implementing project on a fee for service contract basis for the ACS- contract due to expire July 2010. Suitable project to carry over to RDA

- Project Coordinator employed by NRRDB on 3-day per week basis
- High levels of industry engagement, successful in attracting additional funding to deliver associated activities
- ACS have been informed of changing circumstances

### **NRRDB Recommendations to RDA**

- Continue the contract for implementation of IDEAS until July 2010. A Novation Deed is required.
- Continue to employ the Project Coordinator on the same contractual basis, according to recommended terms and conditions by the NRRDB.

## ***Northern Rivers Food***

### **Background**

- Key RIEP implementation project and priority for NRRDB.
- DSRD and NRRDB have been active in building and supporting the food industry sector through Regional Cuisine and a range of business development programs.
- In May 2008 strong support was voiced by food industry businesses to establish a regional industry body.
- Background paper distributed in August 2008 to provide industry with a common understanding of the significant work in this sector to date.
- Industry survey completed to inform industry development needs and priorities.
- Industry ownership and support is critical to sustain the forum in the longer term.
- Intent of the Food Group is to provide a voice for the region's food industry, access growth opportunities for the region's food businesses and assist the region to become known as a centre of excellence in the food industry.

### **Current Status**

- Funding proposal secured to establish Northern Rivers Food.
- A project officer/coordinator has commenced to implement the project work plan, employed on a 3-day per week basis.
- Key activities identified for 2009 include networking, professional development, information resources, investment documentation, mentoring program and establishing a sustainable income capacity for the forum.
- Suitable project to carry over to RDA.

Development of Northern Rivers Food is in association with:

- Implementation of the local government Urban Sustainability project Northern Rivers Food Link Project that has a focus on access to a sustainable local food supply, increased urban agriculture and better connections between the region's growers and consumers. This project will commence in 2009 and run until December 2011. No funds have been allocated to industry and business development;
- Taste Northern Rivers food tourism marketing program to be run by Northern Rivers Tourism between March - June 2009;
- Ongoing implementation of Farm and Nature Tourism Program being run by Southern Cross University.

### **NRRDB Recommendations to RDA**

- Continue to implement project.
- Employ the Northern Rivers Food Regional Coordinator according to recommended terms and conditions by the NRRDB.
- Continue the appointment of Pam Brook of Brookfarm as Chair of the Northern Rivers Food Steering Committee.
- Consider the allocation of funds committed by NRRDB to the Skills Enhancement Program to the development of the Northern Rivers Food website.

## *Sustainability Advantage*

### **Background**

- Sustainability Advantage is a 12-18 month Department of Environment and Climate Change (DECC) program to improve the environmental performance of medium to large businesses. Program delivered to clusters of businesses that are recruited and facilitated by independent body with a contract with DECC.
- Northern Rivers cluster recruited by NRRDB in 2008 and includes Brookfarm, Byron Bay Cookie Co., Cawarra Cosmetics, Feros Care, Lismore City Council, Lismore Workers Club, Norco, NSW Sugar, Rochedale Accounting and Financial Services, Southern Cross University, Summerland Credit Union. Since then, St Andrews Ballina and Westpac Life Saver Helicopter have also signed up to the program.
- Program involves delivery of a diagnostic, development modules and coordination of quarterly cluster meetings. DECC provides delivery of diagnostic and development modules and additional consultancy support and expertise.

### **Current Status**

NRRDB is facilitating the Northern Rivers cluster, commencing in October 2008 and completing in April 2010. Facilitation primarily involves coordination of the delivery of modules by consultants to participant companies and meetings of the cluster members to share knowledge, information, and expertise and examine opportunities for joint collaboration. Successful facilitation is quite labour intensive and requires ongoing dedicated support. Currently the NRRDB Executive Director has been allocating ½-1 day per week. DECC have been informed of changing circumstances.

### **NRRDB Recommendations to RDA**

- Continue the contract for facilitation of the Northern Rivers cluster until April 2010. A Novation Deed is required.
- Ensure that an RDA staff member is required to undertake the facilitation of this project (approximately ½ day per week) until the contract ceases. This would provide a source of income generation to RDA.
- Alternatively, the contract funds could be used to consider appointment of a staff member with expertise in this area to coordinate the facilitation and develop pilot programs or new projects particularly for small to medium enterprises in sustainable practices and preparation for a climate change carbon trading emission scheme based economy. A dedicated staff member could assist grow the program and the benefits to business in the region. Additional funding may be required for this purpose.

## Current Project Commitments

### *YGreen Project*

#### Background

North Coast Institute of TAFE is working with the Dusseldorp Skills Forum to trial the YGreen Project in regional NSW. This is a home sustainability project that trains young people to become home sustainability advisers and provides paid employment to conduct assessments in their local community. The goal of the project is to engage young people in green skills employment opportunities and in doing so, reduce carbon emissions from the residential sector and initiate a residential green census (in the area of implementation). The project has been trialled in two areas in Sydney and involved partnerships with the local council, schools, universities, TAFE and utility companies. A commercial partner, Steplight has developed specialist assessment software that is used by the students and young people to conduct the assessments.

#### Current Status

North Coast Institute of TAFE has commenced the training of local youth, and there is strong support from Southern Cross University to partner in the project training and student development component. However, to fully commence, a program sponsor is required. Sponsorship covers the cost of the household assessments has been estimated at \$150 per household. 300 households have been identified as the minimum for the program's success. The NRRDB has made an allocation towards program sponsorship and discussion is currently underway with other potential sponsors to examine opportunities. The project objectives align with the RDA focus on employment growth and social inclusion and the the NRRDB are currently working with TAFE on the development of grant applications to fund the program development. The NRRDB is currently managing the Steplight Program Delivery component with North Coast TAFE..

#### NRRDB Recommendations to RDA

- Support the YGreen funding application if successful.
- Continue working with TAFE and SCU to implement the YGreen project in the Northern Rivers.
- Determine whether RDA wishes to be the project auspicing and key management partner.

### *Skills Enhancement Program*

#### Background

NSW Department of Education and Training has up to \$250,000 available for individual Skills Enhancement projects. The program funds the development of training-related activities, services and resources which achieve better job and business productivity outcomes from training delivery. A 10% contribution is required by project applicants. NRRDB DSRD and DET have had several meetings to consider development of a proposal for this program. The NRRDB has allocated funds toward potential opportunities being considered for a project proposal have included adjusting to current economic conditions and green skill development.

#### NRRDB Recommendations to RDA

- Complete and submit a proposal to the Skills Enhancement Program using the committed NRRDB funds as leverage funding.



## ***Northern Rivers Creative Industries Broker Project***

### **Background**

The Northern Rivers Creative Industry Broker Project is designed to implement priority actions recommended by the Arts and Creative Industries Strategy and the NSW Strategy for Creative Industries development (*NSW Creative Industry Insights* NSW DSRD Innovation Unit, 2009).

The Creative Industries Broker Project is the first stage of implementing the Strategy and aims to generate creative industry jobs and business in the Northern Rivers region of NSW through market informed creative product development and connecting creative businesses to market channels outside the region.

The project targets 3 focus areas identified in the *NSW Creative Industry Insights*: electronic games, (including online learning and emerging digital sectors); design (including fashion and Indigenous design) and architecture; and music. It targets these sectors through the employment of sector specific Creative Industry Brokers - one for each of these three sectors of electronic games/online learning; design and architecture and music.

The Broker project will build on screen industry development work which has been done by Northern Rivers Screenworks; the recommendations of the North Coast Music Industry Strategy; and the work done by Arts Northern Rivers in supporting the design, Indigenous design and fashion sectors. A contribution has been made by the NRRDB towards this project and additional funding support is currently being sourced.

### **NRRDB Recommendations to RDA**

- Seek additional matching funding for the Northern Rivers Creative Industries Broker Project and implement the project in partnership with Arts Northern Rivers.

## ***Northern Rivers Climate Change Collaboration***

### **Background**

- NRRDB is a signatory to the Northern Rivers Climate Change Collaboration (NR3C). The Collaboration is an agreement by peak regional organisations to communicate, consult and collaborate for an integrated response to climate change in the region.
- Other signatories include Northern Rivers Social Development Council, Northern Rivers Tourism, TAFE - North Coast Institute, Southern Cross University, Northern Star, Youth Environment Society, Richmond Valley Council and North Coast Area Health Service.
- The collaboration has approved action plans for food resilience, resource efficiency and enabling actions.

### **Current Status**

- The NRRDB has an identified role in the resource efficiency action plan in terms of the Sustainability Advantage and YGreen projects.
- The NRRDB has been participating in the Steering Committee, but also on the Action Team to make decisions on implementation and operational matters.

### **NRRDB Recommendations to RDA**

- RDA to consider becoming a signatory to the agreement, and if so to appoint a representative to the Steering Committee.
- RDA to continue to implement actions associated with Sustainability Advantage and YGreen.
- RDA to consider participation on the Action Team.

## *Indigenous Reference Group (IRG)*

### **Background**

- Established in 2001 to achieve education and training outcomes for Aboriginal people, as part of the Bringing Vocational Education and Training Project (2001-2003).
- The IRG collaborated on a number of projects and helps with developing networks and linkages between the region's Aboriginal people and communities, industry and government. These networks provide a basis to form industry/economic partnerships and enhance skill development and employment outcomes for Aboriginal people.
- Produced *Starting a Herb or Bush Tucker Business: A Guide for Indigenous Communities*

Chaired by Stephen Jamieson of NSW TAFE - North Coast Institute and includes representatives from:

- Bundjalung Elders;
- NSW Dept. of State and Regional Development (DSRD);
- North Coast Institute of TAFE NSW;
- Dept. of Education, Employment and Workplace Relations (DEEWR);
- Department of Education and Training;
- Northern Rivers Regional Development Board (NRRDB).

### **Current Status**

- NRRDB provides secretariat support on an as needs basis. Its meetings are not resource intensive and tend to be held to scope potential opportunities that could be resourced.
- Completed Bushfoods Sensations project in April 2009.
- A proposal has been scoped on Herb and Bush Tucker Development on Aboriginal Communities and this needs review to assess further development potential.

### **NRRDB Recommendations to RDA**

- Refer Scoping Proposal on Herb and Bush Tucker Development on Aboriginal Communities to RDA to review and determine whether to pursue further
- Continue to provide secretariat support to the Indigenous Reference Group on an as needs basis

# Income Generating Services

## *Regional Certifying Body*

The NRRDB provides Regional Certification services to the Department of Immigration and Citizenship to assist with processing migration nominations for staff for regional businesses. There is no other organisation that provides this service in the region. The Federal Government is reviewing potential changes to regional certification bodies. NRRDB and RDA will continue to provide these services until September 2009.

Provision of this service provides a revenue generation stream for the NRRDB. This proposal is consistent with the NRRDB's Strategic Plan strategic objectives 1.3 and 3.3. Whilst this function will soon be transferred from Regional Development Boards, we have been informed that this function will continue until September 2009.

## **NRRDB Recommendations to RDA**

- Continue to perform Regional Certification services for DIAC until notified that this function should discontinue

## Other Opportunities and Considerations

### *Regional Development Advisory Council*

The NRRDB Chair has been a member of the Minister for Regional Development's Regional Development Advisory Council (RDAC). RDAC is the peak advisory body that makes recommendations to the Minister on all regional development issues. It also advises on ways in which the Government and communities can work together to strengthen the capacity of communities to respond to local business issues.

RDAC has identified skills development, infrastructure, telecommunications and growing regional NSW as their strategic priorities. The NRRDB Executive Officer has been a member of the skills development committee. The NRRDB Chair is a member of the skills and infrastructure committees. The NRRDB's participation in RDAC is consistent with the Strategic Plan strategic objective 3.2.

It is understood that RDAC will continue to function under the new RDA structure, and the membership will involve the RDA Chairs in the future.

### **NRRDB Recommendations to RDA**

- Request information from DSRD about the future role and contribution of RDAC if not identified before July 2009

### *Northern Rivers Food Links Project*

#### **(Previously Future Proofing Northern Rivers Urban Communities)**

### **Background**

Lismore City Council has been awarded a \$1,999,080 grant by the Environmental Trust under the Urban Sustainability program for the Northern Rivers Food Links Project (previously known as Future Proofing Northern Rivers Urban Communities project). The project will cover the Northern Rivers region and run from 2009 - 2011. The proposal is to build community resilience through a focus on access to a sustainable local food supply and food security, based on urban agriculture and developing better connections between the region's growers and consumers.

NRRDB worked closely with Council on the development of the project proposal as it was seen to be a complementary mechanism to support Northern Rivers Food.

### **Current Status**

- Lismore City Council have appointed an external consultant to prepare the Business Plan for 2010-2011.
- It is likely that Council will also tender to implement this Business Plan. The initial proposal estimated that there could be 7 staff required during years 2 and 3, but this may be amended in the Business Plan.
- Implementation of Food Links will have strong linkages to Northern Rivers Food.

### **NRRDB Recommendations to RDA**

- RDA to continue to implement actions identified to support Northern Rivers Food in association with the Food Links Business Plan.
- Position RDA to secure project implementation for 2010 - 2011 for relevant Northern Rivers Food Links Project(s). This could require consideration of Northern Rivers Food Links staffing requirements in determining suitable accommodation for RDA and associated projects

## *Trade Mission Development Program*

The NRRDB has prepared a Preliminary Scoping Paper for a Trade Mission to South Africa. The Board considered engaging external assistance to further research the Mission requirements and address a range of issues identified by the NRRDB, including a template for the development of Trade Missions to other locations. A cost estimate and proposal about the required next steps, recognising a need to identify potential markets, resources required for a trade mission program and recommendations for marketing collateral has been prepared. However the NRRDB agreed not to progress this due to the transition process.

### **NRRDB Recommendations to RDA**

- Consider additional analysis to identify potential markets, resources required for a trade mission program and recommendations for marketing collateral to determine if this may be an area for further development
- Consider development of additional investment tools or collateral to assist RDA and support potential trade missions or other investment attraction activities

## *Northern Rivers Arts and Creative Industries Strategy 2008 - 2012*

During 2008 the NRRDB was a Steering Committee member involved in the development of the Arts and Creative Industries Strategy for the Northern Rivers. The strategy identified a number of actions for the NRRDB to lead or be involved in, identified below. Items in bold have been identified as short term priority actions to be progressed or implemented by June 2010.

Actions for NRRDB to lead:

- Undertake periodic research into evolving industry advice, support, training needs;
- Clarify (for practitioners) potential pathways between High Schools, TAFE, other Vocational Providers, and careers/business start-ups in Creative Industries;
- Document case studies of Ci business developments and their support needs;
- **Explore the establishment of a regional business sector 'pairing scheme' to stimulate sponsorship and other business partnerships (note this is a shared lead role with Arts Northern Rivers);**
- Explore the delivery of Ci presentations and hosting of roundtable sessions for banks and other financial institutions to improve industry knowledge and understanding.

Actions NRRDB identified as a stakeholder to be involved in:

- **Develop a pool and database of industry mentors (experienced and inducted);**
- Explore linkages to specialist training and business support services elsewhere in NSW and in South East Queensland;
- **Establish a multi-stakeholder creative industries education and training roundtable;**
- Provide periodic feedback to Government from surveys/audits and round-table discussions;
- **Support the development of creative industries incubators and affordable workspace;**
- Encourage all local governments to develop and adopt arts and creative industries plans;
- Commission periodic research to track progress in the development and evolution of the arts and creative industries in the region (key elements to be tracked in such research might include, for example, employment levels, business start-ups/retentions, public participation levels, sales growth, new products and services);
- Convene the Creative Industries Consortium (this is a partnership role with Arts Northern Rivers);
- Investigate the establishment of modest, competitive proof-of-concept funds and early development seed funding to test commercial potential of CI products and services;
- Communicate regularly with relevant State and Federal Departments and agencies.

### **NRRDB Recommendations to RDA**

- Review NRRDB actions and commitments and determine RDA commitments or continued participation.
- Inform Arts Northern Rivers of RDA's determinations.

## ***INR Technology & Innovation Awards***

### **Background**

- Commenced 2005 and awards held in 2005, 2006 and 2008.
- Strong partnerships with DSRD, AusIndustry, SCU, ABC Radio - North Coast, Northern Star, Northern Rivers Echo, Daily Examiner, Daily News.
- 2008 program identified new partners for prizes - Country Energy, Ethical Investor, Combustion Advertising.
- Review in 2008 identified the Awards were not successful in attracting clients for DSRD and AusIndustry, which was a primary goal of the program. Most applicants were clients of DSRD and AusIndustry.
- No major successes achieved by Award winners to date.

### **Current Status**

In December 2008, the committee decided that it is not worthwhile to continue with awards program in current form and need to review with a different focus and target. Potential for a regional business excellence awards program with specific categories such as innovation, corporate social responsibility, manufacturing, climate change, sustainability etc that transcends the chamber-based business award programs that currently exist. This may not focus on prizes for business development but more emphasis on recognition and promotion, and a major event. There are opportunities to link with annual innovation festivals (April-May each year), DSRD Innovation Statement and National Innovation Review.

### **NRRDB Recommendations to RDA**

- Conduct a planning session with committee members, representative from RDA Board and external expertise (possibly judging panel members) to determine future opportunities and areas of action - review in association with proposal the 2010 Innovation Festival proposal with DSRD.

## ***Regional Branding***

In the late 1990s the Northern Rivers logo was developed by NOREDO, which then became Northern Development Task Force (NDTF). NRRDB secured rights to be host organisation for regional branding program using northern rivers logo in May 2005 when the Northern Development Task Force ceased operations. The Northern Rivers logo is also used by Northern Rivers Tourism (NRT) and NRT supported NRRDB as the host organisation for a regional branding program (confirmed in August 2005).

Since then the NRRDB have made amendments to the NDTF regional branding kit and conditions of use, criteria, guidelines and endorsement of users for Regional Branding Program. However, there is potential confusion with the current logo as it is strongly associated with NRT. It may be appropriate to consider provision of rights to use existing Northern Rivers logo for tourism businesses being transferred to NRT. In addition, regional accreditation and certification process will be considered for food producers and manufacturers under the Food Connect project.

### **NRRDB Recommendations to RDA**

- Provide RDA with initial artwork on logo development for Invest Northern Rivers and NRRDB logo integration.
- Adopt Invest Northern Rivers as term to promote region and possibly as organisational public face/name.
- RDA to determine future action on a regional branding program if desired. Potential partners could include tourism, creative and food industry sectors.

## *Industrial Lands Database*

### **Background**

The Northern Rivers is the only non-metropolitan region in NSW to have an online searchable database of industrial lands providing a useful tool for investors to assist with scoping and identification of potential investment sites. The Industrial Lands database was initially compiled in 1996 with a detailed audit and mapping of all Council industrial estates in the region. It was placed on the Invest Northern Rivers website in 2001 and modified in 2004.

The NSW Department of Planning Strategy Actions for Employment Land in the Mid and Far North Coast Strategies require the incorporation of an employment land component into the Far and Mid North Coast Housing and Land Monitors to ensure an ongoing supply of commercial and industrial land. DSRD has also identified updating and maintaining the database as a key priority for the Northern Rivers in terms of its role in State Plan implementation in the region.

Whilst the NRRDB maintains the online database, it requires regular access to information from Councils to do this. The database fields were modified significantly in 2004 and data templates were developed in close consultation with Councils to address this issue and ensure that the data could be updated regularly. However, despite these changes, the data for most Councils on the site continues to be outdated. This situation requires review.

### **NRRDB Recommendations to RDA**

- Consider development of an MOU with Councils to guarantee data updating. If an MOU with Councils can be achieved, the RDA should place the industrial lands database on its website, and include new data-tracking capabilities in its design so that queries about land availability can be referred directly to councils, trend reports can be generated, including search requirements (particularly those that do not meet specifications of currently available stock).
- Consider establishing a marketing database of key contacts or end users of the industrial lands register (e.g. property developers, real estates) and forwarding a promotional flyer on the database.

## NRRDB Strategic Plan

In October 2008 the NRRDB adopted a new Strategic Plan with a primary objective of establishing greater financial viability and independence for the Board. Other strategic priorities related to enhancing management and governance systems and structures and becoming the region's "go to" organisation. The Plan supported by a work plan for Board Directors and staff, with implementation of some significant new actions to achieve these goals intended to commence in January 2009.

The strategic planning approach allowed the NRRDB to identify the following products and services that it currently provides:

- Regional Certification Body (Dept of Immigration devolved service)
- Project management
- Administration services
- Financial processing
- Secretariat functions
- Individual development projects
- Industry data and intelligence - research, intellectual property
- Referrals and connections
- Marketing and promotion (limited)
- Advocacy - regional development needs, industry support, advice to government
- Emerging industries - leadership/coordination/R&D support
- Event coordination and management
- Awards (emerging capacity)

Given the timetable for transition and current work program, the NRRDB has unanimously resolved to recommend that RDA encompass the NRRDB's recently completed strategic plan.

### NRRDB Recommendations to RDA

- RDA to encompass the NRRDB Strategic Plan (October 2008)
- RDA to develop a service framework for the organisation (rather than the NRRDB project-based focus) to clarify products and services and identify income generating opportunities
- RDA transition team to consider implementation of relevant actions during the transition and establishment process.

## Memoranda of Understanding (MOUs)

The NRRDB has the following MOUs in place, which will require review by RDA:

Northern Rivers Catchment Management Authority - enacted in June 2006 and valid for a three year period. Will expire in June 2009, but the CMA has indicated an interest in negotiating a new MOU with RDA.

Northern Rivers Creative Industries Consortium - enacted August 2006. Not time limited. Includes the following signatories:

- Arts Northern Rivers
- Northern Rivers Screenworks
- North Coast Entertainment Industry Association
- NORPA
- Northern Rivers Writers Centre
- Northern Rivers Regional Development Board
- Northern Rivers Tourism
- North Coast Institute of TAFE
- Southern Cross University
- Lismore Regional Gallery
- Northern Rivers Conservatorium Arts Centre

Northern Rivers Social Development Council - enacted June 2007, for a three year time period.



Southern Cross University - enacted February 2007

The NRRDB has commenced negotiating a MOU with Northern Rivers Tourism.

In addition, the NRRDB is a signatory to the Northern Rivers Climate Change Collaboration.

### **NRRDB Recommendations to RDA**

- Transfer current MOUs with NRRDB to RDA
- Renegotiate Northern Rivers Catchment Management Authority MOU due to expire in June 2009
- Complete negotiations for MOU with Northern Rivers Tourism
- Determine whether RDA will be a signatory to the Northern Rivers Climate Change Collaboration

## Position Statements

The NRRDB has adopted a range of position statements on key regional issues (included at Attachment 1), which will need to be reviewed by RDA. Some of these have been adopted in partnership with other organisations and are listed below.

- Affordable Housing (joint statement with Northern Rivers Social Development Council)
- Clean, Healthy Rivers in the Northern Rivers Region (joint statement with Northern Rivers Catchment Management Authority (NRCMA))
- Agriculture (joint statement with NRCMA)
- Sustainability (joint statement with NRCMA)
- Role of the Environment in the Regional Economy (joint statement with NRCMA)
- Transport
- Information and Communications Technology (ICT)
- Heritage
- Education

### NRRDB Recommendations to RDA

- RDA to adopt current NRRDB and Joint Position Statements
- Consider opportunities for additional joint position statements with other partners, such as NRSDC.

## Intellectual Property

The intellectual property (IP) developed by NRRDB is listed below. The NRRDB considers that the intellectual property developed by the NRRDB is a key asset for the Northern Rivers Regional Development Australia Committee. It is recognised that the value of some IP is mainly in terms of historical record. However, other elements may continue to be used or adapted as required.

### *General*

- NRRDB website content, including content on industrial lands database. Domain and website registration paid until February 2010
- NRRDB policies, procedures, governance and operational documents
- Templates for contracts, minutes, meeting papers, reports etc
- NRRDB Position Statements (Attachment 1)
- Invest Northern Rivers Business Name Registration
- Invest Northern Rivers logo graphic design updating (2008)

### NRRDB Recommendations to RDA

- Retain a hard and soft copy of all IP provided by the NRRDB
- Register Invest Northern Rivers business name for use as required

## *NRRDB Reports and Studies*

Updated - April 2009

### A. GENERAL - REGIONAL DEVELOPMENT/ECONOMY

- A.1 **The Northern Rivers Regional Economy and Development Potential.** August 1997. Prepared by Roy Powell and Linden Chalmers. Centre for Agricultural and Regional economics. Project managed and funded by NRRDB and DSRD.

- A.2 **Industries Futures Discussion Paper Case Studies.** July 1997. Prepared by the Eco Design Foundation. Project managed and funded by NRRDB and DSRD.
- A.3 **Invest Northern Rivers Strategic Plan (2001 -2003)**
- A.4 **Working Paper for the Regional Industry and Economic Plan 2003.** Authors SGS Economics and Planning in Association with O'Neil Pollock & Associates Pty Ltd on behalf of INR.
- A.5 **Overview of Economic Strategies** June 2003. A companion Document to the Overview Paper for the RIEP. Authors SGS Economics and Planning in Association with O'Neil Pollock & Associates Pty Ltd on behalf of INR.
- A.6 **Population Ageing: Impact on the Northern Rivers of NSW. Working Paper No. 1 on Ageing Research.** April 2005. Prepared for Northern Rivers Regional Development Board by Fiona Brierley. Part of Project Northern Rivers.
- A.7 **Overview of Economic Implications of South-East Queensland on the Northern Rivers Region: A Discussion Paper as input to the Draft Northern Rivers RIEP V3.** June 2005. SGS Economics and Planning. Prepared for NRRDB as part of RIEP program.
- A.8 **Far North Coast and Northern Rivers Region Economies. Employment Challenge and Estimated Commercial/Industrial Land Requirements.** October 2005. SGS Economics and Planning. Prepared for NRRDB as part of RIEP program.
- A.9 **Regional Industry and Economic Plan for the Northern Rivers: A Community Roadmap to Developing our Future. Final Report incorporating feedback from stakeholder consultations.** November 2005. NRRDB.
- A.10 **Regional Industry and Economic Plan 2006 Progress Report: Northern Rivers of NSW.** December 2006. Prepared by NRRDB.
- A.11 **Conversations around Catalysing a Sustainable Northern Rivers Region: Series of Roundtable Reports.** Authors: Ken McLeod (CLIC Network), Manuela Taboada and Micheal O'Loughlin (Evolveris). Convened by NRRDB, CLIC Network and Southern Cross University. Supported by TAFE NSW - North Coast Institute and Evolveris.
- **Roundtable 1. How Can Fostering Creative Industries help Catalyse a Sustainable Northern Rivers Region?** August 2005.
  - **Roundtable 2. Developing a Regional Sustainability Index through a Process of Community Engagement.** November 2005.
  - **Roundtable 3. What sort of Educational Innovations are needed to enable a Sustainable North Coast Region?** December 2005.
  - **Roundtable 4. Towards a Northern Rivers Sustainable Transport Strategy.** February 2006.
  - **Roundtable 5. Leveraging Regional Futures: How will we Finance the Transition to Sustainability in the Northern Rivers.** March 2006.
  - **Roundtable 6. Shaping the Future: Sustainable Agriculture and Local Food.** May 2006.
  - **Roundtable 8. Building a Human Ecology: Sustainable Urban Development and Affordable Housing.** August 2006.
- A.12 **Gold Coast/Northern Rivers Marine Supply Chain Report.** December 2006. Authors: Gibson JBS Consultants. Sponsored by Gold Coast City Council; Gold Coast Area Consultative Committee; QLD Department of State Development, Trade and Innovation; Gold Coast Marine Industry Association; Redland Shire Council; NSW Department of State and Regional Development; NRRDB and Tweed Economic Development Corporation.
- A.13 **Gold Coast/Northern Rivers Marine Supply Chain - Stage 2 Final Report.** December 2006 Authors: Gibson JBS Consultants. Sponsored by Gold Coast City Council; Gold Coast Area Consultative Committee; QLD Department of State Development, Trade and Innovation; Gold Coast Marine Industry Association; Redland Shire Council; NSW Department of State and Regional Development; NRRDB and Tweed Economic Development Corporation.
- A.14 **Summary of Gold Coast & Northern Rivers Marine Supply Chain Report.** December 2006 Authors: Gibson JBS Consultants. Sponsored by Gold Coast City Council; Gold Coast Area Consultative

Committee; QLD Department of State Development, Trade and Innovation; Gold Coast Marine Industry Association; Redland Shire Council; NSW Department of State and Regional Development; NRRDB and Tweed Economic Development Corporation.

- A.15 **The Why, What and Where Of Investing in the Next Industrial Revolution.** July 2008. DVD of presentation by Fiona Waterhouse to Invest Northern Rivers Innovation Awards.

## **B. Tourism**

- B.1 **Focus on the future of Eco-tourism Search conference.** October 1993. Organised by NRRDB with funding from NRRDB and DEET.
- B.2 **Summary and Proceedings from the Culture, The Arts and Tourism Workshop,** February 1994. At Invercauld House, Goonelabah. Report Compiled by Elizabeth Akre and Jack Carlsen. Organised by NRRDB Tourism sub Committee.
- B.3 **Northern Rivers Regional Tourism Discussion Paper.** May 1994. Prepared by Centre for Tourism, Southern Cross University. Prepared for NRRDB Tourism sub-committee, Regional Tourism Strategy Process.
- B.4 **Northern Rivers Regional Tourism Scoping Study Final Report.** July 1994. Prepared by Centre for Tourism, Southern Cross University. Prepared for NRRDB Tourism sub-committee, Regional Tourism Strategy Process.
- B.5 **Northern Rivers Regional Tourism. Tourism Forum.** June 1994. Convened by NRRDB. Sponsored by NRRDB and NOROC.
- B.6 **NSW Far North Coast Nature Based and Eco Tourism Plan - A Strategy and Implementation Plan.** July 1995. Authors: Manidis Roberts Consultants, Jenny Calkin and Associates, commissioned by NRRDB.
- B.7 **Northern Rivers Tourism Master Plan. Strategic Outline.** November 1994. Prepared by NRRDB in association with Jenny Calkin & Associates, Manidis Roberts Consultants.
- B.8 **Nature based and Eco-tourism Strategy & Implementation Plan, Far North Coast Sub-region.** August 1995. Briefing paper for the Honourable Minister Michael Lee. Minister for Tourism. Minister for Communication and the Arts. Commissioned by NRRDB.
- B.9 **Regional Tourism Spending the Benefits - Tourism futures Northern Rivers, NSW 2001.** Authors: CSIRO Sustainable Ecosystems, Southern Cross University. Sponsored by INR.
- B.10 **A natural choice - potential eco-tourism lodging and health retreat sites in the Northern Rivers NSW.** June 2001. Authors: Stephen Fletcher and Associates Planning Consultants. Sponsored by Nature Tourism Taskforce of the Northern Rivers NSW in association with INR, Department of Employment, Workplace Relations and Small Business and Tourism NSW.
- B.11 **Planning Policy and Development Guidelines for Ecotourism Development within the Northern Rivers New South Wales Region.** Updated November 2004. Authors: Stephen Fletcher and Associates Planning Consultants. A Project Northern Rivers initiative supported by Invest Northern Rivers.
- B.12 **Key Issues in Eco-tourism and Health Retreat Developments.** November 2004. Author: Fiona Brierley. A Project Northern Rivers initiative supported by Invest Northern Rivers. Sponsors: NRRDB, DSRD and Tourism NSW.

## **C. FORESTRY**

- C.1 **North Coast Forest and Plantation Resource Study.** November 1994. Undertaken by Northern NSW Forestry Services, for NRRDB.
- C.2 **Northern Rivers Regional Plantation Committee Strategic Plan, 1997-2000.** Published 1997. Authors: Petrina Doyle. Sponsoring Organisations: NRRDB.

- C.3 **Plantations and Farm Forestry Financial Returns and Taxation Issues Seminar. Briefing notes for participants.** Northern Rivers Regional Plantation Committee. February 1999. Supported by Agriculture fisheries Forestry Farm Forestry Program and NRRDB.
- C.4 **Growing Wood in Northern NSW.** 1999?? Author: John Macgregor- Skinner. Supported by NRRDB, New England North West DB, Australia's Holiday Coast, with funding support provided by the Commonwealth Government's farm Forestry Program.
- C.5 **From pest to profit. Prospectus for the commercial utilisation of camphor laurel in the Northern Rivers region of NSW.** September 1999. Authors Brett J. Stubbs and David M. Cameron. Centre for Coastal Management, Southern Cross University, Lismore in association with Michael O'Neill and Rhonda O'Neill, Northern NSW Forestry Services Pty Ltd, Casino. Jointly funded by Northern Rivers ACC and NRRDB.
- C.6 **Identifying the Available Forest Resource in Northern New South Wales and the Potential investment Opportunities Over the Next 5 years.** May 2000. Prepared by Northern NSW Forestry Services. For NRRDB and the New England - North West DB Inc. supported by the Federal Department of Industry Science and Resources.
- C.7 **Technical report - Greenhouse Allies Project, Measurement of carbon sequestration in small non-industrial forest plantations.** August 2000. Report by A. Specht Southern Cross University. Supported by NRRDB, New England North West DB, Australia's Holiday Coast, Southern Cross University and Northpower Service and Energy.
- C.8 **The Sinks Summit.** December 2000. Supported by NRRDB, New England North West DB, Southern Cross University and North Power Service and Energy, Australia's Greenhouse Office.
- C.9 **Wood Property Report on Camphor Laurel.** January 2001. Author R.L. McGavin. Report for NRRDB Inc. Plantation Committee.
- C.10 **Northern Rivers Private Forestry Business Plan & Strategies 2001/2002.** June 2001. INR project.
- C.11 **Forests of the North Coast. Fact or fiction? Education Presentation for Northern Rivers Private Forestry.** April 2002. Prepared by Spencer Bruskin, Lesley Schoer and Associates Pty. Ltd. Sponsored by INR.
- C.12 **The Private Native Forest & Plantation Resource NSW North Coast.** December 2002. A Northern Rivers Private Forestry initiative supported by INR, DSRD and Agriculture Fisheries and Forestry Australia.
- C.13 **A Profile of the Northern NSW Private Forest Resource and the Private Native Forest Industry.** 2005. Authors: Northern NSW Forestry Services. A Northern Rivers Private Forestry Development Committee initiative supported by Invest Northern Rivers, NSW Department of Primary Industries and the Australian Government Department of Agriculture, Forestry and Fisheries.
- C.14 **Utilisation Potential and Market Opportunities for Plantation Hardwood Thinnings from QLD and Northern NSW.** June 2006. Authors: R.L. McGavin, J. Macgregor-Skinner, H. Ballieres, M. Armstrong, W.J. Atyeo and J. Norton. An initiative of the Northern Rivers Private Forestry Development Committee and QLD Department of Primary Industries and Forestry. Sponsored by the Forest and Wood Products Research and Development Corporation.
- C.15 **A Proposal for Stewardship Support to Private Native Forests in NSW.** September 2006. Authors: The Southern Cross Group of forest researchers and practitioners. The Southern Cross Group is auspiced by the Northern Rivers Private Forestry Development Committee.
- C.16 **Review of the Draft Code of Practice for Private Native Forestry in NSW**  
June 2007. Prepared for Forest and Wood Products Australia by A. Jay, D. Thompson, J. Macgregor-Skinner, and J. Vanclay
- C.17 **Commercial Development of Native Forest, Plantation and Processing Residues in Northern NSW**  
February 2008. Prepared for Northern Rivers Private Forestry by Northern NSW Forestry Services.

- C.18 **Forest Residue Opportunities in The Northern Rivers Region** December 2008. A Northern Rivers Private Forestry Initiative. Funded by NSW Dept. of State and Regional Development and NSW Dept. of Primary Industries.
- C.19 **Wood Processing Investment Brief Project Report.** October 2008 An Initiative of Northern Rivers Private Forestry. Funded by NSW Department of State and Regional Development; Northern Rivers Regional Development Board and Invest Northern Rivers

#### **D. CREATIVE INDUSTRIES**

- D.1 **Imagining the Future- Strategies for the Development of Creative Industries in the Northern rivers region of NSW.** November 2000. Author: Cathy Henkel. Commissioned by NRRDB in association with NRACC.
- D.2 **Northern Rivers Indigenous Arts Development Project Strategic Plan 2006- 2008.** January 2006. Author: Christine Pauling. A NRRDB's Indigenous Reference Group initiative supported by Arts Northern Rivers. Sponsors: NSW Board of Vocational Education and Training.
- D.3 **Imagining the Future 2: Screen and Creative Industries in the Northern Rivers Region. Development Trends and Prospects for the Next Decade.** August 2006. Author: Cathy Henkel. Prepared for NRRDB.

#### **E. AGRICULTURE, HORTICULTURE**

- E.1 **Making a difference. Naturally - Strategies and Recommendations for a Sustainable Horticultural Industry in the Northern Rivers Region of NSW.** September 1999. Authors: John Baker, Produce Marketing Australia. Tony and Frances Biggs, Cardinal Horticultural Services. David Peasley, Peasley Horticultural Services. Sponsoring Organisations: NSWDSRD, NRRDB, NRACC.
- E.2 **Northern Rivers NSW Coffee Industry - An Industry Business Plan.** September 1999. Authors: Planning and Managing Projects. Sponsoring Organisations: RIRDC, NRRDB, NRACC.
- E.3 **Selecting Horticultural Crops on the North Coast (Clarence to the Tweed)** April 2000. Authors: David Peasley, John Baker, Tony Biggs. Sponsoring Organisations: NRRDB, NRACC, NSWDSRD.
- E.4 **Import Replacement of Medicinal Herbs and Related Products. Issues Paper.** Prepared in 2002. Authors: Excel Consulting Group (QLD) Pty Ltd. INR project in partnership with the Area Consultative Committees, the NSW Aboriginal Lands Council, Department of transport and Regional Services and NSW DSRD.
- E.5 **Tweed Valley Pack House Feasibility Study.** January 2003. Authors: Australia Corporation consulting Pty Ltd. Sponsoring Organisations: INR, NSW DSRD, DoTaRS.
- E.6 **Regional Herbal Industry (part 1.) Strategic Plan (part 2.) Key Result Area Goals and Strategies (part 3) Marketing Report (part 4)** Undated, but prepared in 2003. Authors: Excel Consulting Group (QLD) Pty Ltd. In association with Celest Management Pty Ltd Australian Phytochemicals Ltd. Sponsoring Organisations: INR in partnership with the Area Consultative Committees, the NSW Aboriginal Lands council, Department of transport and Regional Services and NSW DSRD. (Two Documents)
- E.7 **Northern NSW Land Based Coastal Aquaculture Industry.** Overview and Future Directions. May 1998 report and the Final Report November 1998. Authors :two consulting groups.??? Steering Committee representatives from DSRD, NSW Fisheries, EPA, NSW premiers Department, NSW Agriculture, NRRDB, NRROC, Australian Prawn farmers, Association and Marine Fin Fish farmers.
- E.8 **Feasibility Study for a Beef Value Adding Enterprise at Casino, 1999.** Author: Phil Curry Marketing. Sponsoring Organisations: NRRDB, NRACC, QA Prime Beef Association.
- E.9 **Assessment of Aquaculture potential for holothurian species from the New South Wales Northern rivers region.** 30 October 2002. Authors S.J. Keable & P.B. Berents. Prepared for INR.

- E.10 **Starting a Herb or Bush Tucker Business: A Guide for Indigenous Communities.** September 2006.  
Author: Klara Marosszeky. Prepared for the NRRDB's Indigenous Reference Group. Sponsored by the NSW Board of Vocational Education and Training.

#### F. EDUCATION, TRAINING, SKILLS DEVELOPMENT

- F.1 **Herb Industry Mapping of National Competencies to course Developed for the Herb Industry of the Northern Region.** 2003. NRRDB project.  
Main document and five volumes.  
Volume 1. Learning to work together.  
Volume 2. Leadership.  
Volume 3. Personal development and Communication.  
Volume 4. Understanding and Influencing the value Chain.  
Volume 5. Systems and Processes.
- F.2 **NSW Board of Vocational Education and Training -The Regional Development Project "Bringing Vocational Education and Training to Cellulose Valley"** Final report November 2003. Christine Pauling of INR.
- F.3 **Ngumarhl Mibiyn Project.** August 2003. Compiled by Christine Pauling and Kylie Coldwell. Funded by NSW Board of Vocational Educational and Training. Other supporters, Indigenous Reference Group of the regional Development Project, NRRDB, Lismore/ Tweed and Ballina District Offices of DET., TAFE NSW- North Coast Institute, Department of Education Science and Training through the learning works program.

#### G. REGIONAL CUISINE

- G.1 **Regional Cuisine Project - Northern Bites it's a natural.** July '96- November '97. NRRDB.
- G.2 **Northern Rivers Regional Cuisine Network Development "Discovering the Essence"** March 2001.  
Prepared by Excel Consulting Group (Qld) Pty Ltd. Project of NRRDB.
- G.3 **The Essential Indulgence Network Business Plan.** March 2001. Prepared by Excel Consulting Group (Qld) Pty Ltd. Project of NRRDB.
- G.4 **Northern Rivers Food Forum Background Paper. Version 1.** July 2008 Prepared by Katrina Luckie, Executive Director, Northern Rivers Regional Development Board. A Project of NRRDB and NSW Dept. of State and Regional Development.
- G.5 **Northern Rivers Food Forum 1: The Beginning; Emerging Trends in the Global Food Industry: Going it Alone or Pulling together?** May 2008. DVD of presentation by Professor David Hughes. A project of NRRDB.

#### H. INVESTMENT REPORTS

- H.1 **Northern Rivers Regional Cuisine Natural Food Factory Kitchen Incubator Feasibility Study.** November 2003. Authors Julian Webb and Dr Kim Houghton CREEDA Projects Pty Ltd.
- H.2 **Assessment for a Potential Regional Cold Storage and Distribution Facility in the Northern Rivers Region of NSW.** August 2004. Author: Fiona Brierley. A Project Northern Rivers initiative supported by Invest Northern Rivers. Sponsors: NRRDB, DSRD and Tourism NSW.

#### I. NRRDB ANNUAL REPORTS

- I.1 **Northern Rivers Industry Development Board - Report of Activities 1988; Proposed Activities 1989.**
- I.2 **Northern Rivers Industry Development Board - Report of Activities 1989; Proposed Activities 1990.**
- I.3 **Northern Rivers Regional Development Board - Annual Report 1991-92**

- I.4 Northern Rivers Regional Development Board - Annual Report 1992-1993
- I.5 Northern Rivers Regional Development Board -Annual Report-1993-1994
- I.6 Northern Rivers Regional Development Board - Summation 1993-1996
- I.7 Northern Rivers Regional Development Board -Annual Report - 1997-1998
- I.8 Northern Rivers Regional Development Board - Annual Report - 1999
- I.9 Northern Rivers Regional Development Board - Annual Report 2002-03
- I.10 Northern Rivers Regional Development Board - Annual Report 2003-2004  
December 04
- I.11 Northern Rivers Regional Development Board - Annual Report 2004-2005  
November 05
- I.12 Northern Rivers Regional Development Board - Annual Report 2005-2006  
November 06
- I.13 Northern Rivers Regional Development Board - Annual Report 2006-2007  
December 07
- I.14 Northern Rivers Regional Development Board - Annual Report 2007-2008  
November 08

#### **J. NRRDB STRATEGIC PLANS**

- J.1 Northern Rivers Regional Development Board-94/95 Strategic Plan, June 94
- J.2 Northern Rivers Regional Development Board - Strategic Direction; Draft Strategic Plan, 1997-1999  
(WHAT WOULD THE NORTHERN RIVERS BE LIKE IF: "Imagine a prosperous future that is so intelligently designed and constructed that it mimics nature at every step -a symbiosis of company, customer & ecology." *Paul Hawkin - The Ecology of Commerce*
- J.3 Northern Rivers Regional Development Board - Strategic Plan - 2004-2005  
Final, September 04.
- J.4 Northern Rivers Regional Development Board - Strategic Plan - 2004-2007  
Final, Review 1, February 05
- J.5 Northern Rivers Regional Development Board - Strategic Plan - 2004-2007  
Final, Review 2, March 06
- J.6 Northern Rivers Regional Development Board - Strategic Plan - 2004-2007  
Review Version 4, Review 3, October 06
- J.7 Northern Rivers Regional Development Board - Strategic Plan (V.1) - 2008-2011, October 2008

#### **K. NRPF BUSINESS PLANS**

(See C.2) Northern Rivers Regional Plantation Committee Strategic Plan, 1997- 2000.  
Published 1997. Authors: Petrina Doyle. Sponsoring Organisations: NRRDB.

(See C.10) Northern Rivers Private Forestry Business Plan & Strategies 2001/2002.  
June 2001. INR project.

- K.1 Northern Rivers Private Forestry Business Plan - 1/7/03 - 30/6/04
- K.2 Northern Rivers Private Forestry Business Plan - 1/7/04 to 30/6/06



K.3 **Northern Rivers Private Forestry Business Plan (2004-2006)**  
**Progress Report - July 2004 - March 2005**

K.4 **Northern Rivers Private Forestry Business Plan - Draft -1/7/05 to 30/6/06**

K.5 **Northern Rivers Private Forestry Business Plan - 1/7/06 to 30/6/07**

#### **L. NRPF ANNUAL REPORTS**

L.1 **Northern Rivers Private Forestry - Annual Report to January 02**

L.2 **Northern Rivers Private Forestry - Annual Report to January 03.**

L.3 **Northern Rivers Private Forestry - Extension Period Report to 30 June 03**

#### **M. INR CD**

M.1 **Share in the vision**

#### **N. NEW CREATIVE DVD**

(See D.3) **Imagining the future 2** by Cathy Henkel. Screen and Creative Industries in  
The Northern Rivers region. Development trends and prospects for the next decade.  
Produced-August 2006

#### **O. AGED SERVICES - IDEAS PROJECT**

O.1 **Population Ageing: Impact on the Northern Rivers of NSW. Working Paper No. 1 on Ageing Research.**  
April 2005. Prepared for Northern Rivers Regional Development Board by Fiona Brierley. Part of Project  
Northern Rivers.

O.2 **Career Pathways - A Career in the Aged Services Sector.** Compiled by Christine  
Pauling for the IDEAS Project. IDEAS Project funded by NSW Dept. of State and Regional  
Development and NSW Dept. of Education and Training through the joint  
Commonwealth-State *Targeting Skills Needs in Regions* programme which is managed  
By Dept. of Education, Employment and Workplace Relations, and delivered under  
contract to Aged & Community Services Association of NSW & ACT. August 2008

O.3 **Career Pathways - A Career in the Aged Services Sector - Indigenous.**  
Compiled by Christine Pauling for the IDEAS Project. IDEAS Project funded by NSW Dept. of State and  
Regional Development and NSW Dept. of Education and Training through the joint Commonwealth-  
State *Targeting Skills Needs in Regions* programme which is managed by Dept. of Education,  
Employment and Workplace Relations, and delivered under contract to Aged & Community Services  
Association of NSW & ACT.  
November 2008

O.4 **Choosing a Training Organisation Checklist.** Compiled by Christine Pauling for the IDEAS Project.  
IDEAS Project funded by NSW Dept. of State and Regional Development and NSW Dept. of Education  
and Training through the joint Commonwealth-State *Targeting Skills Needs in Regions* programme  
which is managed by Dept. of Education, Employment and Workplace Relations, and delivered under  
contract to Aged & Community Services Association of NSW & ACT.  
August 2008

#### **P. CORPORATE SOCIAL RESPONSIBILITY**

P.1 **Corporate Social Responsibility Brochure.** Developed by Corporate Monitor, December 2007

# Attachment 1

## *NRRDB Position Statements*

### Education Position Statement

*Adopted by Northern Rivers Regional Development Board 24 April 2009*

#### Rationale

The Northern Rivers Regional Development Board recognises that education is a fundamental enabler of regional economic development, growth and sustainability. This soft infrastructure is necessary for economic development and access to education also serves to promote and ensure social inclusion. The Development Board is a facilitator of regional economic development and catalyst for new investment and industry development in the Northern Rivers region through creative partnerships with key educational providers such as:

- NSW Department of Education and Training's State Training Services;
- Southern Cross University;
- TAFE NSW – North Coast Institute, which has campuses in 9 locations throughout the region;
- Adult & Community Education (ACE) campuses in nine locations; and
- a range of industry associations and Registered Training Organisations (RTOs) also located throughout the region.

#### Principles

The Board recognises that access to a wide range of innovative and relevant educational opportunities is critical to the growth of the Northern Rivers' economy. It also recognises the need to encourage a range of flexible educational and skills development links to industry. The value of education for businesses varies due to differing management skills across small enterprises and staff support or incentives for education, training and development.

The Development Board:

- encourages the fostering of the region's human resource base through the provision of on and off site training;
- advocates that educational planning and provision requires information and adequate local data on skill gaps, industry changes and future needs. Local industry information needs to be provided to the Industry Skills Councils and Skills Australia to enable regional needs to be identified and addressed;
- recognises that the need for access to educational opportunities is non-linear in nature;
- understands that learning is now accepted as a life-long process;
- supports addressing educational issues from an end-user perspective that is linked to career pathways and personal achievement. Flexibility, skills and relevance may be more important than accreditation or qualifications to businesses as appropriate qualifications do not necessarily equate to job readiness;
- encourages the enhancement and promotion of programs that provide Recognition of Prior Learning (RPL);
- advocates for regional access and delivery to Continuous Professional Development (CPD) programs;
- supports the provision of educational opportunities that help to better prepare the region for a Post Carbon Economy;
- acknowledges that advances in technology provide greater flexibility in the delivery of educational and skills development programs;
- supports the initiation and development of government programs that provide funding incentives for innovation in educational and skills development programs;

- encourages programs that target specific groups such as mature age workers, parents re-entering the workforce, Indigenous and other marginalised groups;
- recognises the educational sector is a major employer, and the region's school, University and TAFE facilities are key sites where there is significant local employment by this industry.

## Role of the Environment in the Regional Economy Position Statement

*Adopted by Northern Rivers Regional Development Board 20 February 2009*

*Adopted by Northern Rivers Catchment Management Authority 3 February 2009*

### Rationale

The Northern Rivers Regional Development Board is a facilitator of sustainable economic development and catalyst for new investment and industry development in the Northern Rivers region, through creative partnerships with key stakeholders.

The Northern Rivers Catchment Management Authority brokers Natural Resource Management partnerships through advice and funding to individuals and community groups for targeted land use planning, biodiversity conservation, water management, coastal and marine resource management, and soil and land resource management projects.

The Northern Rivers Regional Development Board (NRRDB) and the Northern Rivers Catchment Management Authority (NRCMA) are committed to a coordinated partnership approach to managing natural resources and regional development and is informed by work to date including the Healthy Rivers Commission Inquiries and the Northern Rivers Catchment Action Plan.

The NRRDB and the NRCMA recognise that the environment of this region has a significant role to play in its economic prosperity and is working to achieve economic development and employment growth in a sustainable way for the region's population.

The natural environment of the Northern Rivers is diverse and includes:

- three major river systems – the Tweed, Richmond and Clarence
- world heritage areas and national parks;
- the second highest level of biodiversity in Australia due to the Macleay-McPherson overlap where northern and southern species of Australia reach their limits of distribution;
- the largest erosion caldera in the southern hemisphere (Mt Warning);
- a predominantly rural outlook; and
- an attractive and popular coastline.

The NRRDB and the NRCMA acknowledges that the environment provides the natural resources which are vital for supporting the ecosystems, people and industries in the region. Since white settlement, the natural, agricultural and timber resources of the region drove settlement and employment growth. Some of these industries, timber and wood products, horticulture and cattle remain internationally competitive and important sources of wealth for the region. They will continue to be important sources for investment and jobs. The two major manufacturing industries are wood products and processed foods, which have developed around the region's natural resource base. On the other hand, new opportunities are emerging in niche products – herbs and natural medicine, horticulture, aquaculture and high value added timber products. The region's magnificent natural attributes of National Parks, world heritage areas, rainforests and popular coastline are a driving factor in the growth of the tourism industry.

### Principles

The NRRDB and NRCMA recognise that the region's environment is a critical element of the Northern Rivers economy. The following position statement reflects our belief that a healthy environment provides a fundamental foundation for maintaining a healthy and dynamic economy in the Northern Rivers.

The NRRDB and the NRCMA:

- recognise that the environment is the major influence on of the region's past, present and future economic and social development. Today's management of the region's natural resources will determine the environmental legacy for our children and grandchildren;
- recognise that we live in a world of finite resources, including our capacity to assimilate waste;
- recognise that many species of plants and animals and ecosystems are endangered and supports their conservation and the protection of the region's high conservation natural assets;
- recognise that the natural environment is not a constraint to employment and economic activity, but does include a range of planning constraints that influence the location, form and nature of development that impact on its state. All development is encouraged to minimise impacts on the region's current natural environment, and activities that could lead to degradation of natural condition should be excluded from areas where environmental constraints exist;
- encourage the region to protect and enhance the clean, green image associated with the Northern Rivers' landscape as a core element of the region's brand and identity;
- acknowledge that many ecosystems are degraded and encourages their restoration;
- recognise the benefits of the production and supply of food and goods based on renewable resources and production techniques (particularly agriculture, forestry and agro-forestry);
- support the use of locally-sourced renewable materials to reduce travel and freight requirements;
- advocate that development activities that have a lower throughput of resources, produce less waste and which provide benefits to the whole community should be encouraged;
- encourage innovation and technology to integrate natural assets protection and renewal into community & business development;
- advocate that power generation for domestic, commercial and industrial use be based on renewable energy sources;
- recognise that land capability and sustainability requires the management of land through the development of appropriate zoning, policy and development control guidelines;
- support an increase in the level of value-adding, recycling and use of waste products;
- recognise that the costs of social and environmental impacts are not built into the costs charged for the supply of goods and services;
- advocate for the development of appropriate measures to ensure the region's long term water needs can be met;
- recognise the impending impacts and issues of climate change on our environment and economy;
- recognise that environmental industries<sup>1</sup> are making a growing contribution towards employment and economic growth in the region;
- support the use of innovation, new technology and demand management to create greater sustainability and better resource management outcomes in this region;
- advocate that the region's economic development objectives embrace sustainability Principles<sup>2</sup>.

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<sup>1</sup> Industries that promote environmental sustainability and/or remediation

<sup>2</sup> Refer to the NRRDB Sustainability Position Statement for more information

## Clean, Healthy Rivers

*Adopted by Northern Rivers Regional Development Board 17 October 2008*

*Adopted by Northern Rivers Catchment Management Authority 3 November 2008*

### Rationale

The Northern Rivers Regional Development Board is a facilitator of sustainable economic development and catalyst for new investment and industry development in the Northern Rivers region, through creative partnerships with key stakeholders.

The Northern Rivers Catchment Management Authority brokers Natural Resource Management partnerships through advice and funding to individuals and community groups for targeted land use planning, biodiversity conservation, water management, coastal and marine resource management, and soil and land resource management projects.

The Northern Rivers Regional Development Board (NRRDB) and the Northern Rivers Catchment Management Authority (NRCMA) are committed to a coordinated partnership approach to managing natural resources and regional development and is informed by work to date including the Healthy Rivers Commission Inquiries and the Northern Rivers Catchment Action Plan.

The NRRDB and the NRCMA recognise that the quality of the water of all the rivers and tributaries in the region has an important role to play in the long-term economic prosperity of the region. Water is a scarce resource. Only 2.5% of the earth's total water is fresh water, 69% of which is frozen (in glaciers and permanent snow cover). Australia is the driest, inhabited continent with the least amount of water in its rivers. Droughts and floods are common. The Northern Rivers is fortunate to benefit from a subtropical climate with moderate annual rainfall and have three significant river systems – the Clarence, Richmond and Tweed.

We believe that:

- water is the essential resource that sustains all life on earth;
- rivers are important in providing "ecological services" that support townships, agriculture, tourism, aquaculture, fishing, habitats and heritage;
- these "ecological services" can only be delivered by river systems that are reasonably healthy;
- river "health" requires that we control pollution caused by sewage, storm water, agriculture and industry and physical alteration of river habitats. Disturbance or removal of riparian areas are major causes of reduction in river health etc;
- there are competing water uses within the catchment for households, recreation, agriculture, industry and environmental needs. Water extraction for these purposes can affect river and wetland integrity;
- floodwaters and flows running out to sea are vital for viable aquatic and floodplain ecosystems;
- it is cheaper to protect healthy water systems than to repair them after the event.
- access to healthy water is intrinsically linked to the region's economy and quality of life; and
- the region's rivers have experienced - critical low flows in the recent past; this is likely to become more frequent and severe with climate change. There will be impacts on existing water storages, water use and management and the demand for environmental flows. Security of supply is not guaranteed.

### Principles

The NRRDB and the NRCMA recognise that continued access to healthy and potable water is a high priority for the Northern Rivers region. The region's rivers should be valued as 'green infrastructure' that contributes to meeting the region's ongoing economic development objectives.

The NRRDB and the NRCMA:

- recognise that water is a finite resource and that all must act to ensure sustainability of the region's long-term water needs. Residents must understand and use water as a scarce resource;
- advocate the right of all people to have access to healthy water for their health and wellbeing;
- recognise that environmental flows are a legitimate water use and must be maintained to ensure clean healthy river systems;
- seek to ensure that today's catchment management practices protect the environmental legacy we leave future generations and that decisions made benefit the entire region;
- encourage application of the "precautionary principle<sup>3</sup>" to investments in water infrastructure. Whilst we do not support further investments in dam infrastructure for water supply needs, we recognise there is a need for domestic reserves in times of drought, and off stream water storage using high flow waters is acknowledged as a necessity of regional development;
- advocate that water catchments be managed sustainably within their own confines. Transfers between catchments should only occur as short term emergency measures after all options have been exhausted, down to permanent level one restrictions. There should be no major urban development during transfer periods;
- encourage investment in wastewater reuse, water recycling, demand management measures, domestic storage and new technologies to reduce water usage;
- support an integrated approach to water management, accounting for the total water cycle; such an approach means that the allocation and use of water is a fundamental determinant and ecological constraint on how land is used;
- acknowledge that many of our river systems are degraded and encourages their restoration;
- supports the development of programs that will improve land management practices which will serve to improve the health of our rivers;
- encourage water access entitlements and water markets that improve accounting and institutional arrangements for best practice water management;
- encourage passive recreational use (e.g. kayaks, sailing, rowing, small "tinnies", recreational fishing, responsible tour operators etc) rather than activities that potentially could damage (i.e. speedboats, jet skis, private boat ramps etc) the region's rivers;
- recognise the impending impacts and issues climate change will have on access to our water and that water management is not independent of energy and sustainability management.

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<sup>3</sup> We must take steps to ensure the prevention of serious or irreparable damage to the environment even in circumstances where we have no firm knowledge that significant damage will be done

## Agriculture Position Statement

*Adopted by Northern Rivers Regional Development Board 13 December 2005*

*Adopted by Northern Rivers Catchment Management Authority 3 November 2008*

### Rationale

The Northern Rivers Regional Development Board is a facilitator of sustainable economic development and catalyst for new investment and industry development in the Northern Rivers region, through creative partnerships with key stakeholders.

The Northern Rivers Catchment Management Authority brokers Natural Resource Management partnerships through advice and funding to individuals and community groups for targeted land use planning, biodiversity conservation, water management, coastal and marine resource management, and soil and land resource management projects.

The Northern Rivers Regional Development Board (NRRDB) and the Northern Rivers Catchment Management Authority (NRCMA) are committed to a coordinated partnership approach to managing natural resources and regional development.

The NRRDB and the NRCMA recognise that agriculture has been a major employer and income generator for the Northern Rivers in the past. This has also resulted in a resource of accumulated knowledge over many generations regarding growing and land management practices. Agriculture continues to provide a key source of wealth and job creation for the region and this will continue into the future, regardless of an increasing demand for rural living. Recognition that the Northern Rivers has some of the finest agricultural land in Australia has resulted in the NSW Government formally protection the region's agricultural land resource. In some instances, the competing values for the use of agricultural land can result in conflict.

The NRRDB and the NRCMA recognise a difference between agricultural and rural lands:

- rural land provides a resource for agriculture and a range of other values, including scenic amenity, biodiversity, water catchment and other ecosystem services; whereas
- agricultural land provides a resource for agricultural production, wealth and job creation, as well as the basis of the social fabric of the region's rural communities, and a core element of the region's lifestyle and identity.

### Principles

The NRRDB and the NRCMA recognise that the region's agricultural land and pursuits are a core element of the Northern Rivers economy. The following position statement reflects our belief that the region's agricultural land provides a fundamental foundation for maintaining a healthy and dynamic economy in the Northern Rivers.

The NRRDB and the NRCMA:

- recognise that agricultural practice and knowledge has been a major part of the region's past, present and future economic and social development;
- support the protection of the region's quality agricultural land to maintain options for agricultural production in the long term, whilst recognising particular agricultural industries may be subject to changing market conditions and cycles that impact on their viability over time;
- acknowledge that the competing values for the use of agricultural land can result in conflict. Conflict potential is lessened through strategic planning, compliance with statutory regulations, best practice land management, dispute resolution, information and awareness, rather than through litigation;



- advocate for an integrated approach to the development of agriculture and agricultural infrastructure, particularly training, information dissemination, cooperative action, value-adding activities, farmers markets and community-supported agriculture;
- encourage the region to protect and enhance the clean, green image associated with the Northern Rivers' rural landscape for tourism and as a core element of the Northern Rivers' brand and identity;
- recognise that the Northern Rivers is able to grow a diverse range of agricultural product, and that some local regional cuisine/food producers are recognised as leaders in their field;
- encourage local food production as a means to provide access to fresh, high quality food, increase the return to the grower and enhance the sustainability of the region;
- recognise the important stewardship role provided by the region's land owners and managers, in ensuring the sustainable management of agricultural land for the public good.

## Sustainability Position Statement

*Adopted by Northern Rivers Regional Development Board 15 June 2007*

*Adopted by Northern Rivers Catchment Management Authority 3 November 2008*

### Rationale

The Northern Rivers Regional Development Board is a facilitator of sustainable economic development and catalyst for new investment and industry development in the Northern Rivers region, through creative partnerships with key stakeholders.

The Northern Rivers Catchment Management Authority brokers Natural Resource Management partnerships through advice and funding to individuals and community groups for targeted land use planning, biodiversity conservation, water management, coastal and marine resource management, and soil and land resource management projects.

The Northern Rivers Regional Development Board (NRRDB) and the Northern Rivers Catchment Management Authority (NRCMA) are committed to a coordinated partnership approach to sustainable management of natural resources and regional development. In this regard, sustainable economic development can be defined as an activity that improves the prosperity of the region, or at least maintains it, without prejudicing the capacity for future generations to enjoy the environment<sup>4</sup>.

The NRRDB and the NRCMA recognise that sustainability is as much a process as an end result. Sustainability acknowledges the links between the region's environment, economy and quality of life, both now and in the future.

### Principles

The NRRDB and the NRCMA recognise that sustainability is a high priority for the Northern Rivers region, and advocates that the region's economic development objectives and activities embrace the following sustainability principles<sup>5</sup> as a key platform:

- **Inter-generational equity:** All people have the right to an environment that supports and improves their health and wellbeing; Decisions should be made which benefit the whole community; We must ensure that our children's children are at least able to enjoy what we have - socially, economically and environmentally
- **Conservation of biodiversity and ecological integrity:** A healthy environment means a healthy economy; Biodiversity and the web of life is worth protecting and conserving in its own right
- **Improved valuation, pricing and incentive mechanisms:** We should identify and acknowledge the real costs of what we do, including the costs of production, use, management and disposal; Our decisions need to recognise the full range of values, even if these cannot always be quantified; The community needs to be made aware of the full costs of development and activities; Incentives should be applied to develop creative solutions to environmental problems

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<sup>4</sup> Northern Rivers Regional Organisation of Councils, Northern Rivers Regional Economic Development Organisation and the Department of Urban Affairs and Planning. 1997. *Framework for a Sustainable Future for the Northern Rivers Region*. Northern Rivers Regional Development Board. 2005. *Regional Industry and Economic Plan for the Northern Rivers: A community road map to developing our future*.

<sup>5</sup> These sustainability principles are derived from the following resource: Northern Rivers Regional Organisation of Councils, Northern Rivers Regional Economic Development Organisation and the Department of Urban Affairs and Planning. 1998. *Guiding Principles for a Sustainable Future for the Northern Rivers Region: Final Report for Phase One of the Northern Rivers Regional Strategy*, refer to pages 9 - 11

- **The precautionary principle:** We must think before we act and take responsibility for what we do; We must take steps to ensure the prevention of serious or irreparable damage to the environment even in circumstances where we have no firm knowledge that significant damage will be done
- **Global perspective:** We should look beyond our own backyard - think globally, act locally; Our region is not an economic island (nor an environmental one)
- **Qualitative development:** Development means more than just economic growth; Development should enhance our quality of life (recognising that this means different things to different people) without compromising our environment; Conservation of resources needs to be an integral consideration in the planning and implementation of development and activities
- **Limits on natural resource use:** We should care for our region's natural and human resources: we must use them efficiently - aim for the optimum sustainable yield and look for alternatives; we must recognise our region's limited resources and its limited ability to assimilate waste
- **Constant natural capital and sustainable income:** Our natural capital is part of our region's greatest assets; Development and activities in our region should not exceed the carrying capacity of our remaining natural capital
- **Efficiency and resilience:** Social, economic and ecological diversity encourage resilience; Maximising our use of resources will increase our efficiency - aim for the greatest output per unit
- **Community participation:** The community has a vital role to play in decision making; Education and access to information will ensure effective community involvement

## Affordable Housing Position Statement

*Adopted by Northern Rivers Regional Development Board 17 October 2007*

*Adopted by Northern Rivers Social Development Council Board 12 December 2007*

### Rationale

The Northern Rivers Regional Development Board is a facilitator of sustainable economic development and catalyst for new investment and industry development in the Northern Rivers region through creative partnerships with key stakeholders.

The Northern Rivers Social Development Council seeks to alleviate disadvantage in the region providing peak representation to the community and social welfare sector, delivering high quality services and partnering with services and government to develop coordinated responses to social need.

The Northern Rivers Social Development Council (NRSDC) and the Northern Rivers Regional Development Board (NRRDB) are committed to a coordinated partnership that facilitates community capacity building, the growth of social capital and sustainable economic development in the Northern Rivers region.

The Council and the Board recognise that adequate housing is a fundamental human right. The Northern Rivers has been identified as one of the areas of highest housing need in NSW. Affordability has deteriorated alarmingly due to high growth in the region (especially coastal centres) which is driving up house prices and rents. Median household incomes range from \$31,100 - \$40,500 and in many locations these low to moderate incomes can not afford to rent or purchase suitable housing locally.

The Council and the Board recognises the following difference between affordable and social housing:

- housing is defined as affordable<sup>6</sup> when households that are renting or purchasing are able to pay their housing costs and still have sufficient income to meet other basic needs such as food, clothing, transport, medical care and education. A commonly accepted measure is that housing is considered affordable when households in the bottom 40% of the household income distribution are paying no more than 30% of gross income on housing costs;
- social housing<sup>7</sup> is government funded to provide appropriate and affordable housing to people who cannot afford, access or sustain housing in the mainstream housing sector<sup>8</sup>. In particular, people with disabilities, Indigenous people, low and middle income families and older people often have specific housing needs that are not always able to be met in mainstream housing.

### Principles

The Council and the Board recognise that adequate provision of affordable housing is necessary to promote family stability, health and well being, encourage workforce participation, support educational success, improve labour mobility, promote economic growth and to reduce the region's reliance on welfare. The following position statement reflects the Council's and the Board's belief that affordable housing is a fundamental foundation for maintaining a healthy and dynamic community in the Northern Rivers.

The Council and the Board:

- recognise that housing unaffordability impacts on a wide range of people within the community, including the aged, families with children, university students, workers on low to moderate incomes and young adults seeking to stay in the area they grew up in;
- believe that the provision of a range of different housing types and tenures to meet the needs of the diverse members of our society and changing household structures is necessary. The provision of affordable housing and housing choice is a critical in building diverse, viable and liveable communities;

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<sup>6</sup> Definition sourced from Centre for Affordable Housing website

<sup>7</sup> Definition sourced from Department of Families, Community Services and Indigenous Affairs (FaCSIA) website

<sup>8</sup> A major component of social housing is public housing, which is rental accommodation owned and managed by state and territory governments, generally sourced from funds from both the Commonwealth and State/Territory Governments. Community housing is rental housing for low to moderate income or special needs households, managed by not-for-profit community based organisations whose operations, in the main, have been at least partly subsidised by government (FaCSIA website).

- advocates that lower income and skilled workers should not be required to travel excessive distances to reach the place of work because housing is unaffordable within a reasonable travelling distance to the place of employment;
- acknowledge that affordable housing looks no different to any other development on the street. It is not made with cheap materials and does not result in slums or ghettos;
- encourage the development industry to become proactive in developing affordable housing solutions;
- recognises the importance of retaining existing affordable housing stock. Sometimes these assets (particularly low cost rental accommodation) are at risk from new developments, and any affordable housing losses should be replaced by the developers in the same community (so that existing residents are not displaced);
- encourage councils to require a minimum of 15% affordable housing to be provided in developments in new urban release areas;
- encourage councils to position themselves to be ready for opportunities to adopt solutions and be able to access the new tax incentives and credits when these emerge.

The Development Board supports the Council in building regional affordable housing capacity by developing an appropriate management entity and investment model.

## Transport Position Statement

*Revised version adopted by Northern Rivers Regional Development Board 10 February 2006*

*Version 1 adopted 24 August 2005*

### Rationale

The Northern Rivers Regional Development Board is a facilitator of sustainable economic development and catalyst for new investment and industry development in the Northern Rivers region through creative partnerships with key stakeholders.

The Development Board recognises that in the context of the region's proximity to the rapid economic development and population growth in South East Queensland, transport is a key element of the Northern Rivers regional economy with major implications for both current and future public sector and commercial investment decisions and land use planning. Transport is about access and a means to an end, and decisions about transport therefore affect social equity and amenity and the health and wellbeing of our communities - where and how we live, work, learn and recreate. Effective transport planning, investment and management are fundamental to our collective impact on the environment's life support systems and has far-reaching implications for income distribution and welfare dependency.

### Principles

The Board recognises that the region's transport systems and infrastructure are a core element of the Northern Rivers economy. The following position statement reflects the Board's belief that transport, together with communications, are fundamental foundations for maintaining a healthy and dynamic regional economy. The Development Board:

- advocates for improvements to transport infrastructure, systems and capability in the region and encourages prioritisation of such improvements through the development of a regional transport strategy;
- recognises a holistic, integrated and long-term approach to transport is needed to address the economic, social and environmental needs and challenges of the region;
- advocates that sustainability, land use, settlement pattern and the environmental, cultural and economic characteristics of the region should drive transport planning, investment and management decisions;
- acknowledges that transport planning and development should aim to maintain a stable and predictable investment environment for regional industries including agriculture, tourism and residential development;
- recognises that efficient, cost effective and convenient transport links to South East Queensland must be central to transport planning and development;
- encourages transport planning to be an integral part of a comprehensive approach to major infrastructure development including telecommunications, energy and water distribution;
- supports transport development that balances the needs of stakeholders and avoids usage conflicts to ensure higher standards of safety;
- advocates that transport infrastructure projects should be subject to full and public cost accounting prior to approval;
- recognises that transport development should encourage behavioural change by all categories of users to achieve more energy efficient and environmentally sustainable outcomes.

## Heritage Position Statement

*Adopted by Northern Rivers Regional Development Board 24 August 2005*

*Updated 13 December 2005*

### Rationale

The Northern Rivers Regional Development Board is a facilitator of sustainable economic development and catalyst for new investment and industry development in the Northern Rivers region through creative partnerships with key stakeholders. The Development Board recognises that the heritage infrastructure of the region is of significance because:

- of the region's diverse range of natural ecosystems including, Big Scrub Rainforest, woodland forests, coastal heathland systems, beaches and dune systems, rivers systems and wetlands and World Heritage Areas;
- its landscape is the custodial home of the Bundjalung, Yaegel and Gumbaingerr people, whose cultural heritage predates the arrival of Europeans and remains to be seen in parts of the landscape and passed on through oral tradition and oral histories;
- the cultural landscape contains a range of physical features, sites and stories that demonstrate the region's social and cultural evolution; and
- it is the only region in NSW which has a sub-tropical climate, which in turn, has produced a range of domestic and commercial architectural styles.

This position statement reflects the NRRDB's view that the cultural landscape of the Northern Rivers contains sites and stories that demonstrate:

- the ongoing significance of the landscape to Bundjalung, Yaegel and Gumbaingerr peoples' and their ongoing practice of cultural tradition from the time of European settlement;
- the various impacts of European culture on Aboriginal cultures;
- the European heritage of 'explorers', cedar cutters and farmers who first came to and 'settled' the area;
- the process of land selection, settlement and crop experimentation by small holding European farmers and is the only area in NSW where small holding farming was viable;
- the relatively dense network of towns and villages, which evolved in response to small holding agriculture and which demonstrate a variety of town layouts and functions as well as changes overtime;
- many aspects of the region's broader social histories, including the schooling of children, the lives of rural women and families, the importance and place of religion in rural communities, the impact of war on rural communities, the influence of Scottish, Irish and Italian culture in rural communities, recreation and the history of government administration in rural communities;
- the ethnic histories of the region, including Chinese, Indian, Eastern and Northern European (particularly German) histories; and
- the region's early reliance on coastal and river shipping for economic, domestic and social purposes.

### Principles

The Board recognises that the region's natural and cultural heritage is an important asset enhancing the region's lifestyle and competitive advantage. The following position statement reflects the Board's belief that the region's heritage is part of a fundamental foundation for a healthy and dynamic regional economy. The Development Board:

- acknowledges that the region's heritage infrastructure makes an important contribution to the economy of the Northern Rivers through tourism, employment and urban renewal projects;
- acknowledges that the region's heritage infrastructure contributes to the social wellbeing of communities across the Northern Rivers through the promotion of social co-operation, which in turn contributes to a safer and healthier community;
- supports initiatives designed to protect and promote the region's Indigenous, natural and cultural heritage infrastructure;
- encourages and supports business initiatives that recognise and utilise the region's heritage infrastructure;

- recognises that the region's local Councils play an integral role in the management of the region's heritage infrastructure and supports initiatives that encourage collaboration by and between Councils to protect and promote heritage assets;
- recognises the role played by community organisations in protecting and promoting the region's heritage infrastructure, including Indigenous and environmental groups, historical societies and museums, and supports those initiatives.



## Information and Communications Technology (ICT) Position Statement

*Adopted by Northern Rivers Regional Development Board 13 December 2005*

### Rationale

The Northern Rivers Regional Development Board is a facilitator of sustainable economic development and catalyst for new investment and industry development in the region through creative partnerships with key stakeholders.

The Development Board recognises that:

- businesses, particularly, 'knowledge-based' business, will only grow or be attracted to the Northern Rivers if they have access to up-to-date ICT infrastructure and skilled people;
- major concerns for regional businesses<sup>9</sup> include mobile phone reception/ quality, telecommunications services, and telecommunications costs;
- Northern Rivers businesses often rely on ICT suppliers who are outside their communities and incur higher ICT costs than equivalent businesses located in urban centres.

*A recent study identified that "To varying degrees for different members of the communities studied, online services are steadily assuming greater importance. Access to good communications infrastructure is critical for economic development plans in which e-commerce, home-based business, or telecommuting are central. Good access to reliable communications and new technologies is a selling point to attract people to rural communities ..."<sup>10</sup>*

### Principles

The Development Board recognises that ICT infrastructure is a key driver of regional economic growth because it enables both the development and intensification of a networked economy. The following position statement reflects the Board's position that Northern Rivers businesses and industry must have access to a full range of affordable ICT services if they are to remain competitive and prosper in today's expanded economic environment. The Development Board:

- advocates for better and more affordable ICT access within the Northern Rivers;
- encourages the establishment of strong relationships with ICT service providers to better understand ICT service availability & infrastructure issues within the Northern Rivers;
- supports training initiatives to help build the ICT skill base within the Northern Rivers;
- recognises the importance of businesses in the region who are ICT champions and are willing to showcase the benefits of using ICT.

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<sup>9</sup> Based on the business survey reported in ACCI Review, (October 2001), *What Regional Business Needs: Results of Survey of Regionally-based Firms*, Australian Chamber of Commerce & Industry, Barton, ACT

<sup>10</sup> Goggin, G. (2003), *Rural Communities Online: Networking to link Consumers to Providers*, Centre for Critical and Cultural Studies, University of Queensland, Melbourne, p 1. (Report prepared for Telstra's Consumer Consultative Council on the findings of three representative but diverse small regional areas, one of which was Mullumbimby)